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Rotary in Ukraine: Findings of an Accompanying Research Project

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MAECENATA

Eckhard Priller

Rotary in Ukraine

Findings of an Accompanying Research Project

with the collaboration of Malte Schrader

Opusculum No. 190

May 2024

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The Maecenata Institute

The Maecenata Foundation is a think tank that focusses on the civic space, civil society, civic engagement, and philanthropy in a European and international context. The four permanent programmes of the foundation are the Maecenata Institute for Philanthropy and Civil Society, an independent research centre founded in 1997, the Tocqueville Forum, a policy and support unit founded in 2014, the Transnational Giving Programme, an assitance programme to donors founded in 2001, and the MENA Study Centre, a specific study programme für the Middle East founded in 2019.

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Maecenata Institute, Berlin 2024

Summary

As part of an accompanying research project on the Ukraine aid launched by Rotary Germany immediately after the start of the Russian war of aggression (February 24, 2022), two online surveys were carried out (survey period: Sept. 7–Oct. 18, 2022 and Oct. 21–Nov. 21, 2022). On the one hand, Rotary and Rotaract clubs were asked about their activities and, on the other hand, about the projects and initiatives that were supported with central donation funds. As a result, extensive information on the objectives, scope, orientation, resources used, and the cooperation received by Rotary Ukraine Aid were able to be obtained. In addition, the questionnaires asked for assessments on the future handling of emergency aid in humanitarian emergencies.

In summary, Rotary Germany has been extremely comprehensive and, in many respects, very active not only in Germany, but also in Ukraine and, to a lesser extent, in their neighboring countries, with numerous aid projects and initiatives carried out. Nearly nine out of ten clubs have implemented “Rotary for Ukraine” activities, and more than half of them have had more than one project or initiative. The different types of aid included a broad spectrum: Medicines and medical assistance as well as items and articles for private use were the main focus. As target groups, refugees, children, and young people, the sick and injured, as well as women, were given a particularly high priority. If we include commitment and benefits in kind in addition to the financial resources mentioned, an extrapolated value of around 29 million euros can be estimated, which Rotary used for Ukraine aid until the end of November 2022.

A clear majority of Rotary clubs explicitly advocate for Rotary's future activities in humanitarian emergencies. At the same time, however, almost a third – for various reasons – express concerns about such a general approach. This is due to the fact that Rotary does not see itself as an aid organization capable of acting. There is also a risk of meeting Rotary's long-term goals, unique selling points, and identity.

Organizationally, in future emergency situations, they rely on the initiatives of the Rotary clubs and, above all, on their independent projects – combined with a strong leadership function of the clubs.

Thank you

The Maecenata Institute, which has investigated the activities of Rotary as part of the emergency aid "Rotary for Ukraine" in the form of accompanying scientific research, is indebted to the participants in the surveys – as well as to the supporters of Rotary.

Thanks also go to the Rotary districts who forwarded the questionnaires to their clubs, as well as the clubs who answered the questionnaires. Thanks also to all those who participated in the survey for the projects and initiatives supported with central donations.

We would especially like to thank the task force "Rotary for Ukraine," namely Henning von Vieregge, Armin Staigis, and Reinhard Fröhlich. They contributed significantly to the preparation of the study, to the development of the two questionnaires, and to the realization of the study.

In addition, the group of people who made themselves available to test the questionnaires in the pretest need to be thanked. This allowed numerous indications from the internal perspective of Rotary to flow into the surveys and, therefore, into the study.

Finally, a heartfelt thanks to Angelika Zierer, who has read, edited, and formulated the text correction.

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1. Introduction: The challenge of the Ukraine War

Since February 24, 2022, Russia's war of aggression against Ukraine has brought with it a great deal of suffering and hardship for the people: Death, injuries, flight, migration, deprivation, and lack of basic needs are the immediate catastrophic consequences of Russian aggression. In the first weeks of the war already, millions of people in Ukraine have lost their homes or have had to leave them. Most fled to areas within the country, others sought shelter in neighboring countries such as Poland, the Republic of Moldova, or Romania.

Since the beginning of the war, more than one million Ukrainians have fled to Germany. If more than a third of them intend to stay here permanently or for several years, effective support and integration measures are urgently needed in the long term.[1]

This situation has deeply moved countless citizens in Germany. They not only showed public and generally binding expressions of solidarity with Ukraine, but actively committed themselves to the people of Ukraine and to those who had to flee abroad. According to surveys, by the second half of 2022, more than half of the population in Germany (around 53%) had campaigned for Ukraine in one way or another:[2] Their support was mainly provided through donations in cash and in kind, spontaneous or direct aid actions, or other forms of assistance and compassion. According to the huge need for help and support, the services provided cover a very far and wide scope: They range from supplying medicines and medical items for the injured to psychosocial care for children and adults, procuring drinking water, food and hygiene articles for those seeking protection, supplying warm clothing, sturdy shoes, blankets and mattresses, and the provision of living space.

In addition to these services, which are directly tailored to support people in need, it is also important to support institutions, organizations, and civil society structures in the social and cultural sphere in Ukraine itself.[3] In addition, there is a wide range of services for the integration of refugees from Ukraine in Germany. These services include, for example, spatial accommodation, organizing language courses, or the provision of kindergarten and school places.

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[1] IAB – Institute for Labor Market and Occupational Research (2023): *Refugees from Ukraine in Germany: Results of the first wave of the IAB-BiB/FReDA-BAMF-SOEP survey.* IAB Research Report 2/2023, Nuremberg: https://doku.iab.de/forschungsbericht/2023/fb0223.pdf

[2] Gesine Höltmann, Swen Hutter, Charlotte Rößler-Prokhorenko (2022): *Solidarity and protest at the turn of the century. Civil society's reactions to the war in Ukraine.* Discussion Paper ZZ 2022–601, Social Science Research Center Berlin; https://bibliothek.wzb.eu/pdf/2022/zz22-601.pdf

[3] Nataliia Lomonosova (2022): *Embassies of Ukraine/Messages from Ukraine. On civil society in Eastern Europe and Ukraine in 2022.* Europe Bottom-Up No. 29, Munich/Berlin; https://www.maecenata.eu/wp-content/uploads/2022/12/EBU_29_mit_URN.pdf

In the context of crisis management, it became clear once again that organized civil society plays an extremely important role in such situations, because civil society organizations have demonstrated an extensive and, in many respects, pronounced capacity for action and willingness to help. This includes not only immediate spontaneous and emergency aid in view of the humanitarian emergency situation in Ukraine, but also longer-term activities that are urgently needed for the integration of refugees in Germany and other refugee countries.

In Germany, a large proportion of civil society organizations are involved in helping and supporting people from and in Ukraine. In 2022, for example, more than one in three (35%) civil society organizations in Germany stated that they were committed to those affected by the war in Ukraine.[4]4 In addition to established organizations such as the DRC, Caritas, or Diakonie, which are active in disaster situations, a number of other organizations carried out with far-reaching aid campaigns. This shows, once again, that civil society organizations have a very special role to play in the implementation and, above all, in the coordination of aid activities.

In doing so, Rotary was one of those civil society organizations that engaged extremely quickly and extensively. Rotary International claims to be the oldest service club organization in the world. Since the first club was founded in Chicago in 1905, Rotary has grown into a global network. The umbrella organization currently has approximately 46,000 Rotary clubs and Rotaract clubs (as a youth organization) that operate in 200 countries, which have approximately 1.4 million members. In Germany, Rotary is divided into 15 districts with a total of 1,126 Rotary clubs and 190 Rotaract clubs (figures as of Sept. 1, 2022). Rotary wants to support those who cannot help themselves – in the local community and in international humanitarian aid projects.

For the German Rotary organization, Ukraine aid represents a very special challenge, since it has become one of the largest aid operations in recent times. This was not the first time that Rotary, as a worldwide association that expects its members to demonstrate "outstanding professional achievement, personal integrity, an open-minded attitude, and a willingness to make a charitable commitment,"[5] had faced the task of providing immediate and spontaneous aid. The highest priority is "tolerance towards all peoples, religions, lifestyles and democratic parties."[6] Many projects and plans have already been realized, especially under the task and objective of Rotary to provide a service to the community worldwide and to contribute to a better international understanding. The

[4] Peter Schubert, Birthe Tahmaz, Holger Krimmer (2023): *Civil society in times of crisis: Politically active with a weakened foundation. Initial results of the ZiviZ-Survey 2023.* Berlin, Civil Society in Numbers (ZiviZ); https://www.ziviz.de/sites/ziv/files/ziviz-survey_2023_trendbericht.pdf
[5] https://rotary.de/was-ist-rotary
[6] See also ibid.

focus is on areas of peace and conflict prevention/resolution, disease prevention and treatment, water and hygiene, health care for mothers and children, education, economic and local development, and environmental protection. Particularly well known are the worldwide projects in the fight against polio and the international youth mobility.[7]

In the past, numerous projects and initiatives for Ukraine aid have been created by the clubs or with the support of central donations. In connection with these extensive activities, there are questions about the type and forms of participation, the scope and orientation of the assistance and support services, as well as questions about what went well and where improvements are needed in similar actions in the future. In order to obtain differentiated assessments and reliable data for Rotary's initiative "Ukraine helps," an accompanying research project was initiated.

[7] See also ibid.

2. Objectives and methodological structure of the accompanying research on "Rotary for Ukraine"

Accompanying research is a scientific work method with the aim of obtaining data and information that makes it possible to estimate the effectiveness and benefit of measures and programs.[8] As a result of the accompanying research, which represents an application-oriented type of research, changes in the current or future design of certain processes can be made through the evaluations based on the collected data and information. They are carried out with the aim of increasing the efficiency of measures and programs and improving their effectiveness.

The accompanying research on "Rotary for Ukraine" included the following objectives in detail:

- Rotary, its members and, in particular, the clubs actively involved in"Rotary for Ukraine" are to be provided with comprehensive information and data on the activities carried out. With the help of such a statistical-analytical presentation, it will be possible to find out what the Rotary clubs in Germany have done specifically in the context of Ukraine aid. It must be taken into account how many projects, with which directions and objectives, to what extent and with which financial resources (from which sources) as well as with what results Ukraine aid projects are carried out directly by Rotarians as well as in connection with other organizations. Through this analysis, in addition to the description of activities, their special thematic focus and less considered fields can be recognized. In addition, any differences in the course of time and in regional terms, i.e., in which country the projects and initiatives are implemented, must be identified.
- Although Rotary is not a designated first responder in disaster and extreme emergency situations, the "Rotary for Ukraine" aid project – also with regard to future activities – will be used to show what worked well and where there were difficulties and problems in planning and implementing the corresponding projects and initiatives. Therefore, conclusions and consequences have to be presented on what to do in similar (crisis) situations in the future.
- On the basis of the most comprehensive possible recording of the realized projects and initiatives, the accompanying research must collect relevant and valid data and information that not only provide an internal overview of the activities, but also provide external evidence of what Rotary can do and how this is presented in the national and international context of civil society.
- Furthermore, the impact of the use of central donations will be examined, i.e., whether the

[8] Klaus Schubert, Martina Klein (2021): *The political lexicon. Terms. Facts. Contexts.* 8., fully revised and extended edition. Bonn: J.H.W. Dietz.

donation funds have set something in motion, whether they have made initiatives and projects possible in the first place, or to what extent they offered a meaningful addition to other sources. Statements must therefore be made about the importance and function of central financing.

Two approaches were used for assistance and support services within the framework of "Rotary for Ukraine":

1. On the one hand, numerous projects and initiatives were carried out directly at the suggestion of and with the funds and resources of the individual clubs.
2. On the other hand, on February 26, 2022 – immediately after the start of the war in Ukraine – the German Council of Governors (DGR) of Rotary had responded to the situation of this instance of great human suffering and called for the aid project "Rotary for Ukraine." As part of this action, central donations were made to the Rotary Community Service e.V. (RDG) in Düsseldorf to support projects and initiatives of the clubs with these funds on request. With the help of a task force, the coordination and targeted management of the aid actions took place in order to support the Rotary clubs and the Rotary districts with their activities.

From the centrally received donations, support was able to be requested for projects and initiatives that focused on the following courses of action:

- Assistance on site in Ukraine;
- Refugee aid in the neighboring countries of Ukraine;
- Helping refugees in Germany;
- Maintaining ties with Rotary in Russia to strengthen civil society there;

The fundraising campaign so far, as well as developing initiatives and aid projects, have been very successful. Until the beginning of May 2022, 1.1 million euros were donated after only two and a half months and almost entirely forwarded to the clubs by the donations committee of the DGR Task Force via the RDG Düsseldorf – so that these funds could be used immediately and specifically for around 150 initiatives and aid projects.[9]

[9] War in Europe – Rotary helps. Rotary DGR, Circular No. 7, Munich, May 6, 2022; https://rotary-fuer-ukraine.de/wp-content/uploads/2022/05/220506-Brief-Krieg-in-Europa-Rundbrief-7-1.pdf

There were two possibilities for applying to support initiatives and projects with central donation funds:

1. Applications for donations up to 10,000 euros. The prerequisite was an individual contribution of 20%. The initiatives and projects focused on aid in Ukraine, refugee aid in the neighboring countries of Ukraine, and refugee aid in Germany.
2. Applications for donations of up to 5,000 euros, for which the purpose did not yet have to be clearly specified, but with which an initial spark for initiatives and projects in Germany had to be given.

The application possibilities have been discontinued due to the extensive exhaustion of the donation funds as of June 30, 2022. Both through the clubs' own initiatives and the funds they provided themselves, as well as through the support provided by central donations, a significant number of initiatives and projects were started and realized. In the context of accompanying research, both forms of action should therefore be analyzed. Since an application for support with central donation funds had to be submitted for a limited period of time until June 30, 2022, the survey of these projects and initiatives was able to be started. For this purpose, a total of 152 projects and initiatives were contacted – which had received central donations. A total of 95 projects and initiatives completed the first questionnaire in the period from Sept. 7, 2022 to Oct. 18, 2022. This – like the second questionnaire later – was led by the independent Maecenata Institute for Philanthropy and Civil Society in coordination with the Task Force
"Rotary for Ukraine" from the DGR and the RDG; the call for participation in the survey was sent out as an e-mail by the DGR. The results of the survey were prepared by external support and transferred to the Maecenata Institute as an SPSS data set for evaluation (see Table 1).

Table 1: Methodology of accompanying research on Ukraine aid.

	Survey of Rotary Clubs (1)	**Survey of projects & initiatives supported with central donation**
Methods	Online survey	Online survey
Survey period	Oct. 21–Nov. 21, 2022	Sept. 7-Oct. 18, 2022
Reply (return)	535 questionnaires	95 questionnaires
Response rate	47.4%	62.5%
# of questions	19	27
Access	Distribute to clubs via districts' mailing addresses	DGR Task Force e-mail addresses

Source: Maecenata Institute: Accompanying research "Rotary for Ukraine", 2022/1 and 2.

At a later date (Oct. 21.–Nov. 21, 2022), a second questionnaire was sent to the Rotary Clubs to find out whether further activities had taken place within the framework of “Rotary for Ukraine” with funds raised from individual or other sources. Since a complete list of clubs' mailing addresses was not available, the districts were contacted and asked to support the survey and forward the link to the questionnaire to their clubs. This approach proved very successful, because apart from one exception, there were numerous instances of feedback from all districts. Although the two questionnaires used are largely thematically identical, they sometimes have their own specificity in the individual blocks and questions.

Table 2: Content-related complexes of the questionnaires for the accompanying research “Rotary for Ukraine”

Survey of Rotary Clubs (1)	**Survey of projects & initiatives supported with central donation funds (2)**
Information on the existence of projects and initiatives and their orientation	Information on the origin, development, subject matter, content, and orientation, as well as presentation of the objectives
Funding and financing for individual projects and initiatives	Funding and financing
	Previous project processes and controls, successes and effects of the project, and assessments and evaluations of internal organizational project support
	Satisfaction with project/initiative
What can be done better in the future?	What can be done better in the future?
Opinions and positions on future emergency aid in (humanitarian) emergency situations by Rotary	Incoming organizational forms

Source: Maecenata Institute: Accompanying research “Rotary for Ukraine”, 2022/1 and 2.

In the following Chapter 3, we will first present the evaluations for which data is predominantly available from both surveys, because - on the one hand - this allows us to identify commonalities in the results of both surveys. On the other hand, due to the different survey periods, there are certain differences that result from changes in the situation and reflect, to a large extent, the adaptation of projects and initiatives to the changed situation and current needs.

Finally, the specific aspects of both surveys will be discussed.

3. Results of the accompanying research on "Rotary for Ukraine"

3.1 Participation and activities

The results of the club survey impressively show that – in addition to the projects and initiatives supported by central donations – there were and continue to be extensive activities on "Rotary for Ukraine." Around 700 projects and initiatives were reported from the clubs that participated in the survey alone (return: 47.3%). In terms of all clubs – including those that did not take part in the survey – the number is likely to be much higher.

Only 13% of clubs indicated that they did not carry out any projects or initiatives on "Rotary for Ukraine" at the time of the survey (see Table 3). In 18% of the clubs, activities were realized using central donation funds; in more than half, there were even several projects or initiatives. In comparison to the already cited ZiviZ investigation (see footnote 4, p. 2), whose results show that 35% of the organizations surveyed participated in Ukraine aid, the participation rate of 87% of the Rotary clubs represents an outstanding positive result.

Table 3: Participation and activities of the clubs in "Rotary for Ukraine"

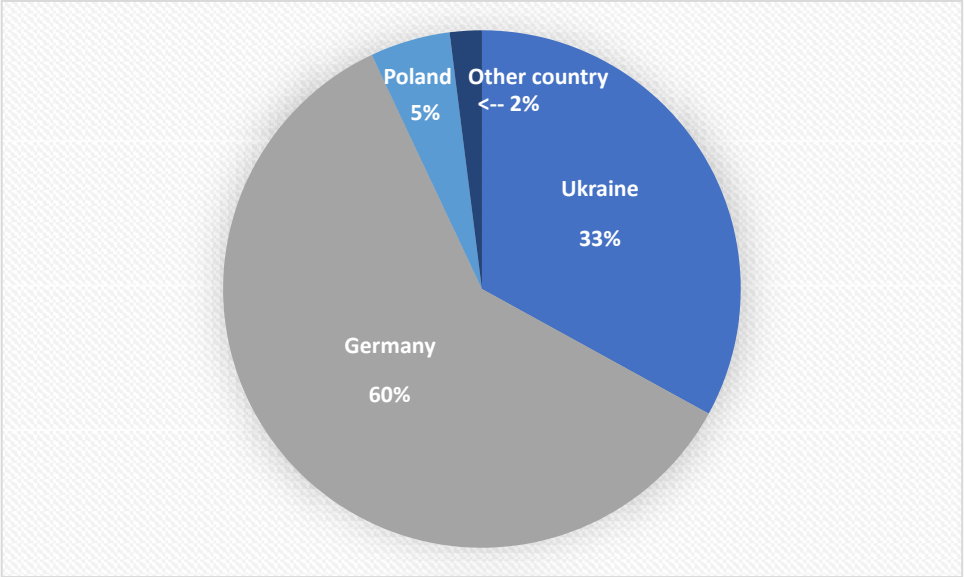
• Almost one in five clubs (18%) carried out projects/initiatives with the support of central donations from the DGR.		
• Around two-thirds (65%) of clubs implemented projects/initiatives without the support of central donations.		
• Only 13% of clubs did not have any projects/initiatives.		
➔ In almost nine out of ten clubs (87%) there were corresponding activities.		
NUMBER of projects/initiatives realized in the clubs and their PERCENTAGE:		
1 Project/Initiative	38%	
2 Project/Initiative	34%	
3 Project/Initiative	17%	
4 and more projects/initiatives	10%	
➔ In 62% of clubs, there was more than one project/initiative.		

Source: Maecenata Institute: Accompanying research "Rotary for Ukraine", 2022/1 and 2.

The question of the country where projects and initiatives have been implemented points to Rotary's particular local roots: More than half (60%) were carried out in Germany, and a third (33%) locally in Ukraine. Poland (5%) and other countries such as Romania or Moldova (2%) played a minor role (see Figure 1). When asked about the aid and support measures for refugees from Ukraine supported by

central donations, which were carried out in the past, the realization shares were almost the same in Germany at 46% and in Ukraine at 42%. The increase in the number of refugees in Germany led to a shift in the focus of implementation: In Germany, according to the club survey, the majority of projects and initiatives are implemented proportionately.

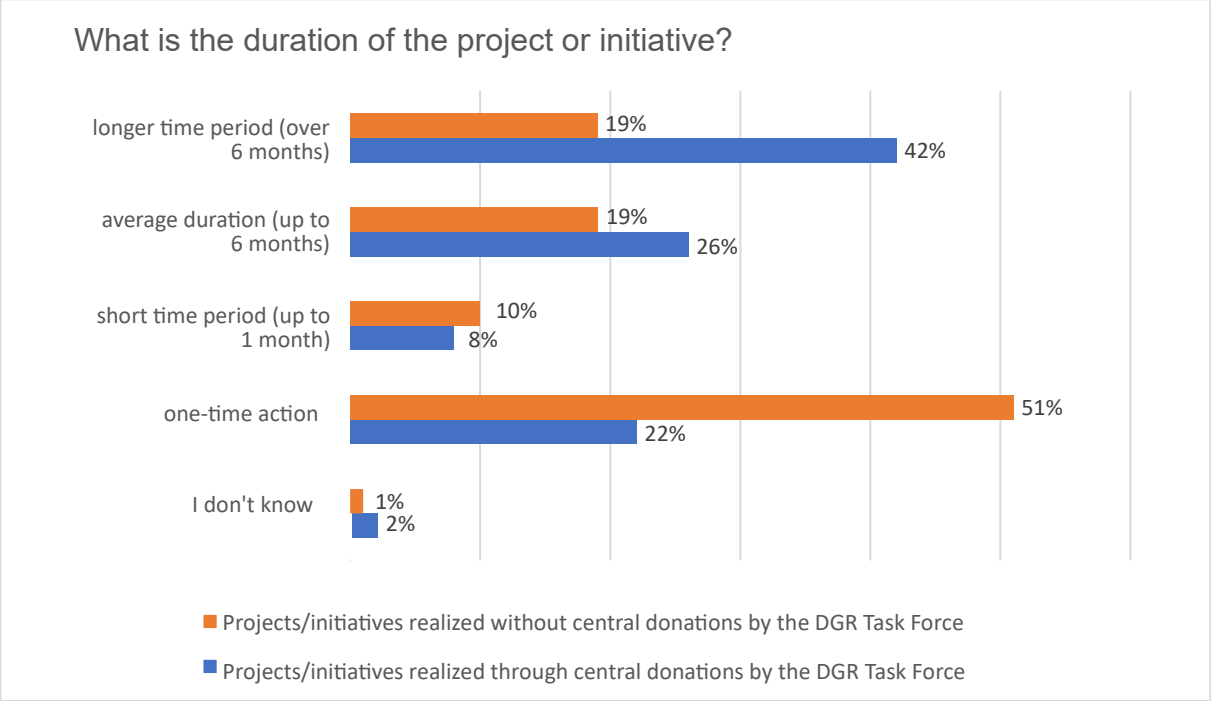
Figure 1: Country where projects or initiatives have been implemented



Source: Maecenata Institute: Accompanying research "Rotary for Ukraine", 2022/1: n = 646 [information on several projects/initiatives possible in a club].

Differences between projects and initiatives funded by the DGR Task Force and those realized outside the central donation funds can be determined, among other things, with regard to the project and initiative period (see Figure 2).

Figure 2: Interpretation of the project or initiative period



Source: Maecenata Institute: Accompanying research "Rotary for Ukraine", 2022/1: n = 527, 2022/2: n = 95.

Projects and initiatives supported by central donation funds were much longer term: While the majority lasted more than six months (42%), in more than half of the cases (51%), there were one-off actions in other projects and initiatives. The focus on one-off actions could be related to the financing through donations that were forwarded in the short term for a specific purpose or used once: Due to realization with the help of donations, these projects and initiatives have less planning certainty. Rotary or Rotaract clubs, on the other hand, which were supported by central donation funds, had longer-term planning options.

3.2 Topics and target groups

Based on the fields of action and topics in which the activities took place, medical assistance (e.g., medication, medical devices, medical care) was mentioned in the first instance in both surveys with 21% and 26% (see Table 4). At least in the club survey, 20% almost equals the provision of items and equipment for the private sector (e.g., clothing, home furnishings); in the survey of projects supported with central donation funds, this area only comes in third place behind food aid (15%) at 12%.

Table 4: Topics of support and assistance measures (in %)

Areas of action and topics of projects/initiatives	Survey of Rotary Clubs (1)	Survey of projects & initiatives supported with central donation funds (2)
Medical assistance	21	26
Items/equipment for the private sector	20	12
Immediate response for refugees	14	9
Food aid	14	15
Cultural and leisure activities	8	9
Organization/implementation of language courses	7	9
Transport services	6	8
Psychological help	2	5
Other	8	7

Source: Maecenata Institute: Accompanying research "Rotary for Ukraine", 2022/1: n = 535, 2022/2: n = 95.

With 14% in each case, emergency aid for refugees (e.g., first admission, support, accommodation) as well as the supply of food are identified as fields of action in the club survey. Cultural and leisure activities are listed as 8% and 9% respectively. The organization and implementation of language courses are listed by 7% and 9% of the projects and initiatives, respectively, as a field of action. In addition, 6% and 8% is listed respectively for transport services and 2% and 5% respectively for psychological assistance. The category "other" includes a number of other fields of action. Special mention was made here, for example, of the collection of age-appropriate toys for children and adolescents in collective accommodation, immaterial, and material support for Ukrainian pupils (e.g.,

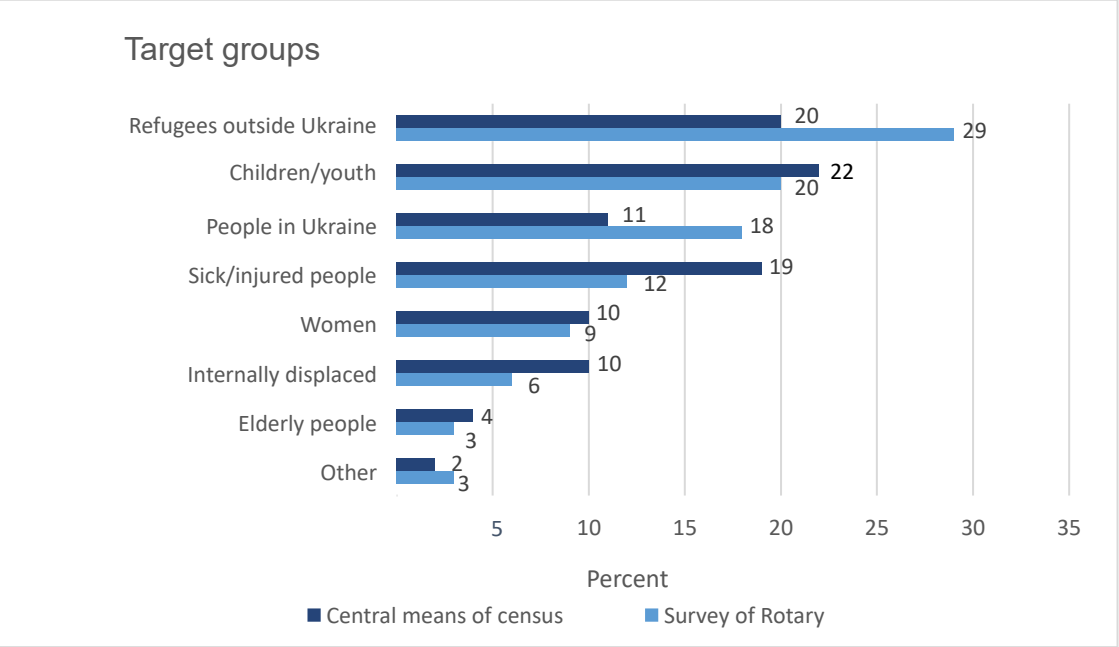
initial school equipment) as well as assistance for Ukrainian students in Germany, language translation, cultural and daytime events, and the collection of donations for other aid organizations.

Here, too, certain shifts are evident if the information from the survey of the activities supported with central donation funds is included. Immediately after the Russian attack on Ukraine, there was a greater focus on medical and food aid. The need for support for refugees only became a priority later, i.e., after the influx of refugees had increased, government agencies in Germany were overwhelmed, and large gaps in care were found.

On the one hand, these results show that the needs and, therefore, the fields of application of aid and support measures change in the course of crises, requiring organizations to be flexible. On the other hand, Rotary/the clubs proved that they were able to respond to the changed needs by matching their projects accordingly.

The information on their target groups is quite adequate for the project and initiative topics. The projects and initiatives are designed for a wide range of people. However, aid and support measures generally form a particular focus for the target groups for refugees and for special groups for children and young people, as well as for the sick and injured (see Figure 3). The category "others" included people with disabilities, students from African countries, artists and other aid organizations.

Figure 3: Target groups of projects and initiatives

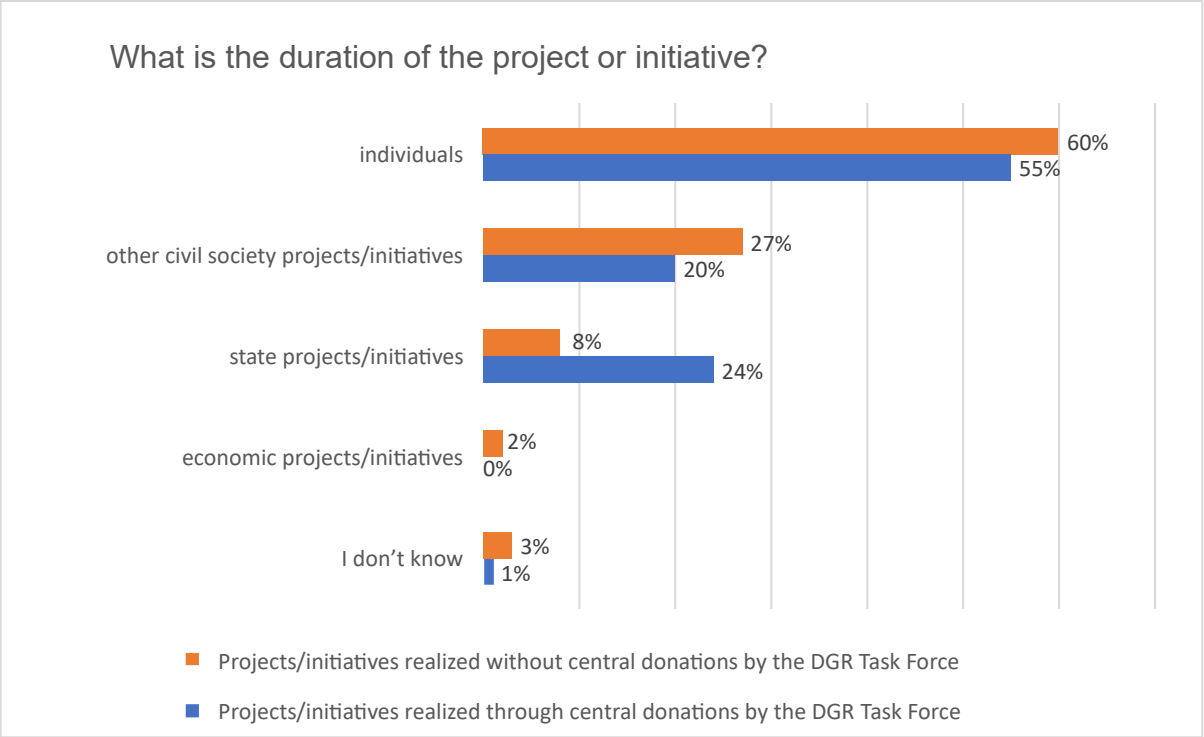


Source: Maecenata Institute: Accompanying research "Rotary for Ukraine", 2022/1: n = 532, 2022/2: n = 95.

The responses from the two surveys once again show changes due to the timing factor, i.e., due to the different time periods of the surveys. In club surveys, the proportion of projects and initiatives aimed

at supporting refugees from Ukraine is growing to 29%, well above the 20% in the previous reporting period of projects and initiatives supported by central donations. This can be explained by the increased number of refugees. In comparison to the two surveys, at the same time, the aid measures for the people in Ukraine have increased significantly over time, which is also due to the increased demand thereof. In both surveys, children and young people are of particular importance – around one in five projects is aimed at this group.

Figure 4: Recipients of support for the project or initiative



Source: Maecenata Institute: Accompanying research "Rotary for Ukraine," 2022/1: n = 521, 2022/2: n = 85 [multiple responses].

At 60%, the majority of assistance was provided to individuals. In just over one in four cases (27%), support was provided to civil society projects and initiatives to help them with their work and activities. In addition, 8% stated that the projects and initiatives mainly support state structures and tasks, and 2% stated that they provide assistance in economic areas (see Figure 4). Evaluation of the survey of projects and initiatives supported with central funds yields similar results, since more than half (55%) of the respondents named individuals as the recipients of the support. However, the value for civil society projects or initiatives is somewhat lower at 20%, while the value for state structures and projects is higher at 24%.

3.3 Scope of financing and sources of funding

Overall, the financial expenses projected on the basis of the survey values amount to around 8.7 million euros for the projects supported with central funds, and even around 20 million euros for the projects and initiatives of the clubs. This means, by November 2022, around 29 million euros had been invested in projects and initiatives of "Rotary for Ukraine" (see Table 5). Financial information from surveys is always subject to a certain degree of uncertainty, because it is not a tax return that is audited by a tax office, nor is it an item in the company's accounts. Nevertheless, certain test procedures can be used for the values determined here: For example, the figures extrapolated from the survey for the central donation funds correspond to the figures for the actual donation funds allocated.

Not only the absolute financing values are important, but conclusions can also be drawn from the shares of the individual sources of financing. Both surveys attest to the remarkable high value that was achieved from the financial resources of the clubs and districts. According to the survey of clubs, this is nearly half (48.5%) of the financial resources, and more than half (53.2%) of the projects supported with central funds.

A high proportion is also provided by the central donation funds (13.5% and 3.4% respectively), but in particular by the calculation of material resources (27.7% and 15.2% respectively) and by the use of transport capacities, buildings, or funds from other organizations.

Table 5: Scope of financing and shares of individual financing components

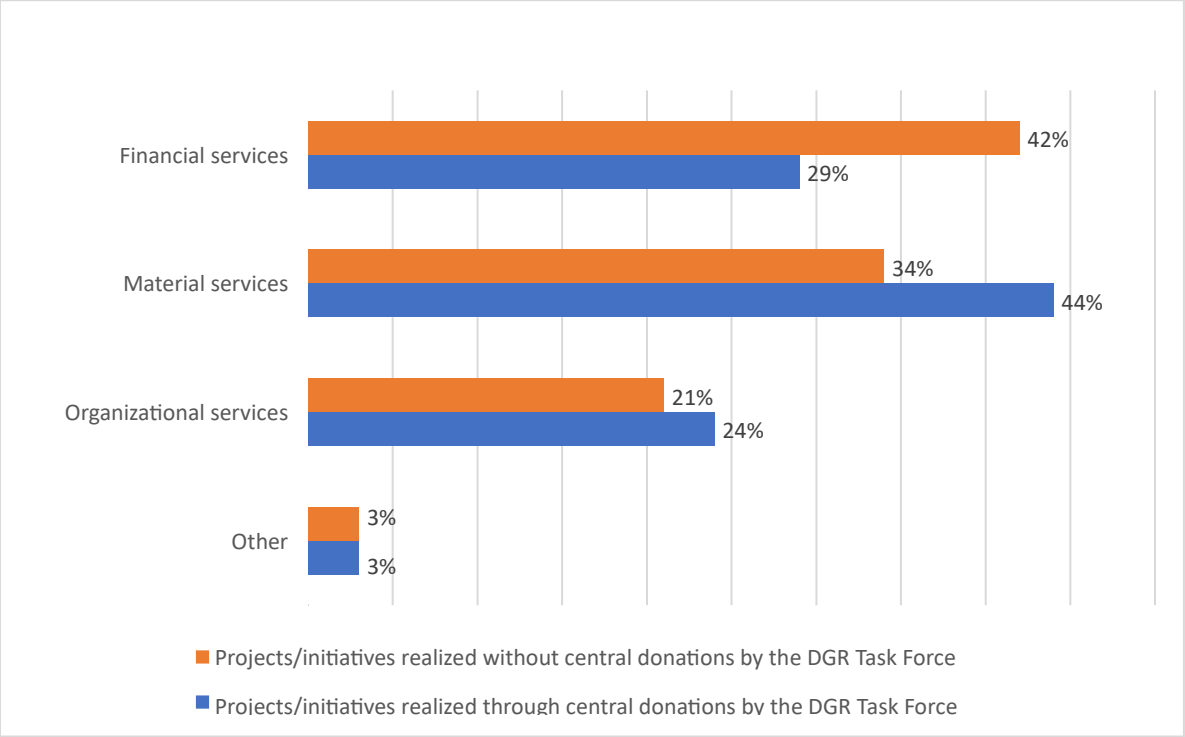
	Survey of Rotary Clubs (1)	**Survey of projects supported with central donation funds & initiatives (2)**
Extrapolated totals	**20 million euros**	**8.7 million euros**
Shares of individual financing components (in percent)		
Club/district fundraising	48.5	53.2
Central Funding DGR Task Force/Disaster Response Fund	3.4	13.5
Material resources	27.7	15.2
Voluntary commitment (number of hours x €20)	5.0	10.1
Other institutional support	3.9	-
Other (use of transport capacities and buildings; funds from other organizations)	11.5	8.0

Source: Maecenata Institute: Accompanying research "Rotary for Ukraine", 2022/1: n = 532, 2022/2: n = 95.

In the differentiated consideration of the extent to which the aids and support are factual, financial, or organizational services, considerable differences can be seen in the projects and initiatives with and without central donation support (see Figure 5). While financial services are mentioned much more strongly in projects and initiatives without central donation support, factual services are more often found in projects and initiatives with central support from the DGR Task Force. This could be related to the different timeframes of the projects and initiatives. Since the projects and initiatives without funding were primarily designed as a one-off action, financial resources were increasingly collected and forwarded here.

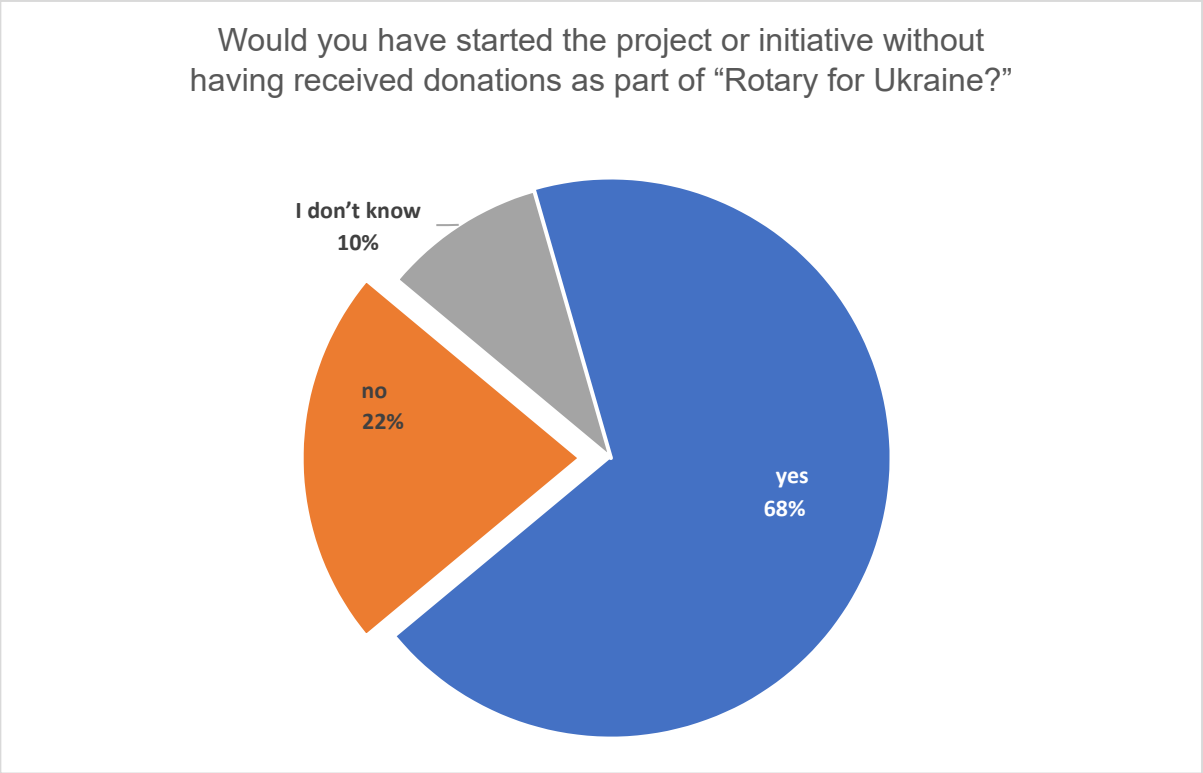
Overall, the projects and initiatives that acted with the support of central donation funds show that without them, at least almost every fourth project would not have been realized (see Figure 6). The importance of central donations should not be underestimated – quite the contrary: These funds generated a strong initiation effect.

Figure 5: Proportion of the type of services in the projects and initiatives



Source: Maecenata Institute: Accompanying research "Rotary for Ukraine," 2022/1: n = 816, 2022/2: n = 95 [multiple responses].

Figure 6: Influence of central donations on projects and initiatives



Source: Maecenata Institute: Accompanying research "Rotary for Ukraine," 2022/2: n = 95.

But in this case, not only an initiation, but also a high realization effect can be assumed; that is, without these funds, nothing would have been possible from the project or the initiative, and the corresponding activity would not have taken place. In addition, taking into account that 10% of respondents are unable to accurately assess the impact of key donations, this category is still expected to have an impact on some of these projects.

3.4 Collaborating and networking

The general principle of Rotary, humanitarian individuals, municipalities, companies, and non-profit organizations to offer and implement many opportunities for cooperation at different levels has also been realized in many ways within the framework of "Rotary for Ukraine." The co-operation with others – and the co-operation within Rotary, i.e., especially between the clubs – served to enable and sustainably implement numerous projects and initiatives. Partnerships with various other actors offered themselves, on the one hand, because they were also very willing to do something for the people in Ukraine. On the other hand, by pooling different resources, the activities were able to be realized on a much larger scale.

In addition to Rotary's various partners, the clubs and districts in particular have extensive relationships at the local level, which proved to be a key success factor in this situation, as well. Due to the extensive, long-standing co-operation with committed individuals, municipalities, companies, and non-profit organizations, as well as the use of their potential, the Rotary's basic idea of networking and co-operation in Ukraine aid is impressively clear.

In both questionnaires, the open question was asked with which organization or institution the co-operation in the realization of the project or initiative has remarkably proven itself. Increased mentions point to the widely practiced co-operation and collaboration with other actors, which not only lead to the shared use of financial, material, and organizational resources, but also expresses a general agreement with regard to the need for action in emergency situations. Other Rotary clubs – also in Ukraine and other countries – are especially often mentioned. Furthermore, there are numerous mentions of local companies, municipalities, schools, welfare associations, and private initiatives as well as the combination of co-operation with several actors (see Table 6).

Table 6: Co-operating with other actors to implement the project or initiative

With whom (organization, institution, etc.) has the cooperation in the realization of the project/initiative been particularly successful?	**Survey of Rotary Clubs (1)**		**Survey of projects & initiatives supported with central donation funds (2)**	
	Number of mentions	**Number in percent**	**Number of mentions**	**Number in percent**
Rotary (other clubs, districts, etc.)	62	21.3	29	31.9
Other civil society organizations (e.g., foundations, associations)	98	33.7	30	33.0
Individuals	37	12.7	10	11.0
Municipality/municipal institutions	51	17.5	12	13.2
Companies	24	8.3	6	6.6
Other	19	6.5	4	4.3
Total	291	100	91	100

Source: Maecenata Institute: Accompanying research "Rotary for Ukraine," 2022/1 and 2022/2 [multiple choice].

The results of the two surveys are very similar. One-third of the projects supported by central funds, as well as the other projects and initiatives, are almost identically referred to as other civil society organizations. The biggest difference is in the naming of other Rotary units, as these are higher in the centrally funded projects with around 32% of mentions compared to those in the club survey (21.3%). One reason for this difference may be that the projects supported by central funds were developed and implemented very quickly. Understandably, the more accessible Rotary structures were used.

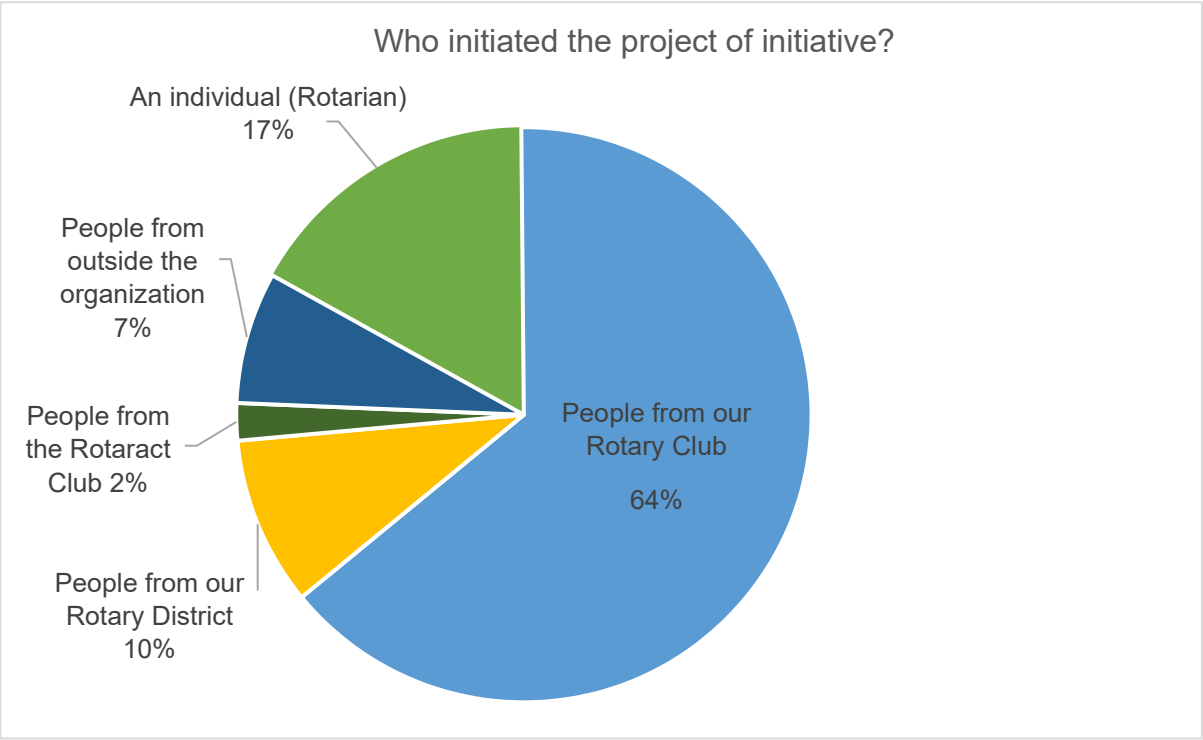
Among the mentions of co-operation with Rotary, it is worth noting that almost half (46.8%) of the club respondents are clubs in Ukraine or other countries. In the survey on the projects supported with central funds, the proportion is slightly lower at 31.0%. Nevertheless, overall, there is strong international co-operation in the direction and implementation of Ukraine's aid.

4. Results of projects and initiatives and assessing their impact

4.1 Initiating and implementing projects and initiatives

The survey of the projects and initiatives that came about as a result of support with central funds identified results on their progress and assessments of their impact. Especially in the case of these projects and initiatives, which were launched and implemented at fairly short notice, their very emergence is revealing for the functioning and interaction of Rotary. Nearly two-thirds (64%) were initiated by a merger of several people from their own Rotary club. Around 17% were backed by a Rotary individual. For 10%, this was a person from the Rotary district, and for 2%, a person from a Rotaract club. Only 7% of the projects and initiatives stated "someone from outside the organization" who does not belong to a Rotary agreement (see Figure 7).

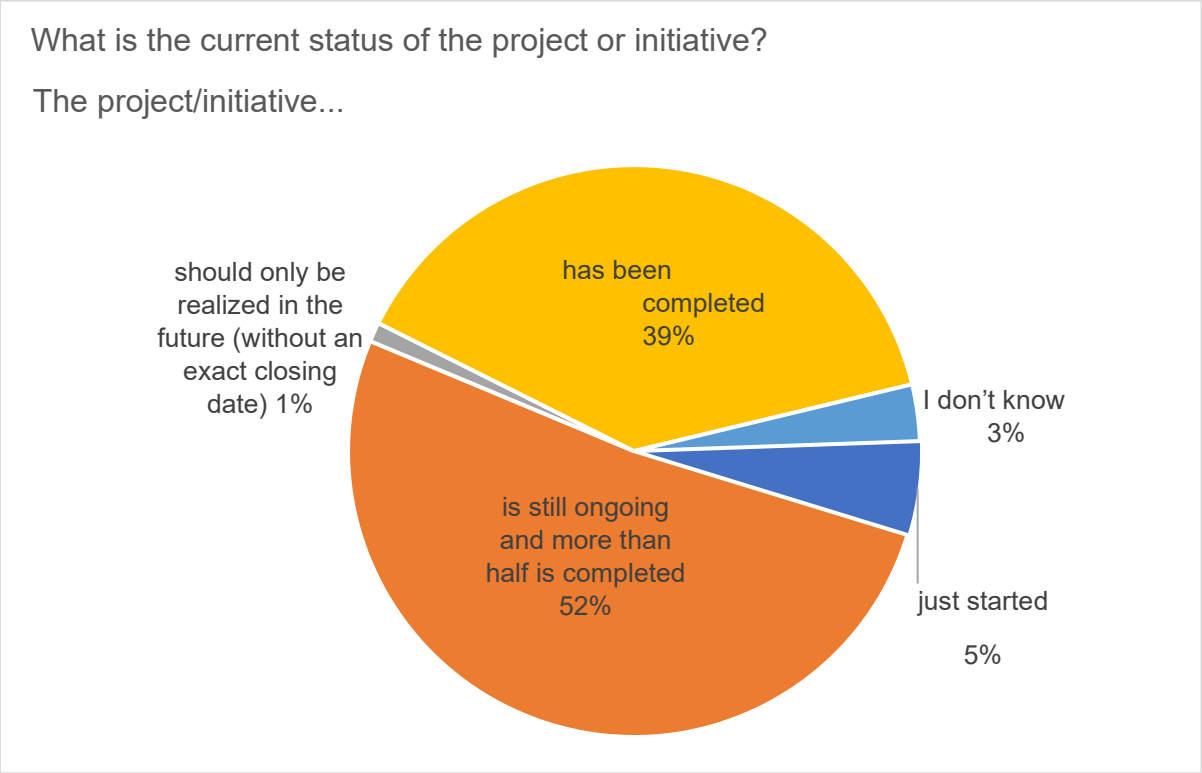
Figure 7: Initiator of the project or initiative



Source: Maecenata Institute: Accompanying research "Rotary for Ukraine," 2022/2: n = 95.

At the time of the survey (Sept. 7-Oct. 18, 2022), around 57% of the projects and initiatives were still in the implementation phase – 52% of them had already been completed more than halfway, with 5% just starting to be implemented. More than one-third of projects or initiatives (39%) were already able to report project completion during the survey period (see Figure 8).

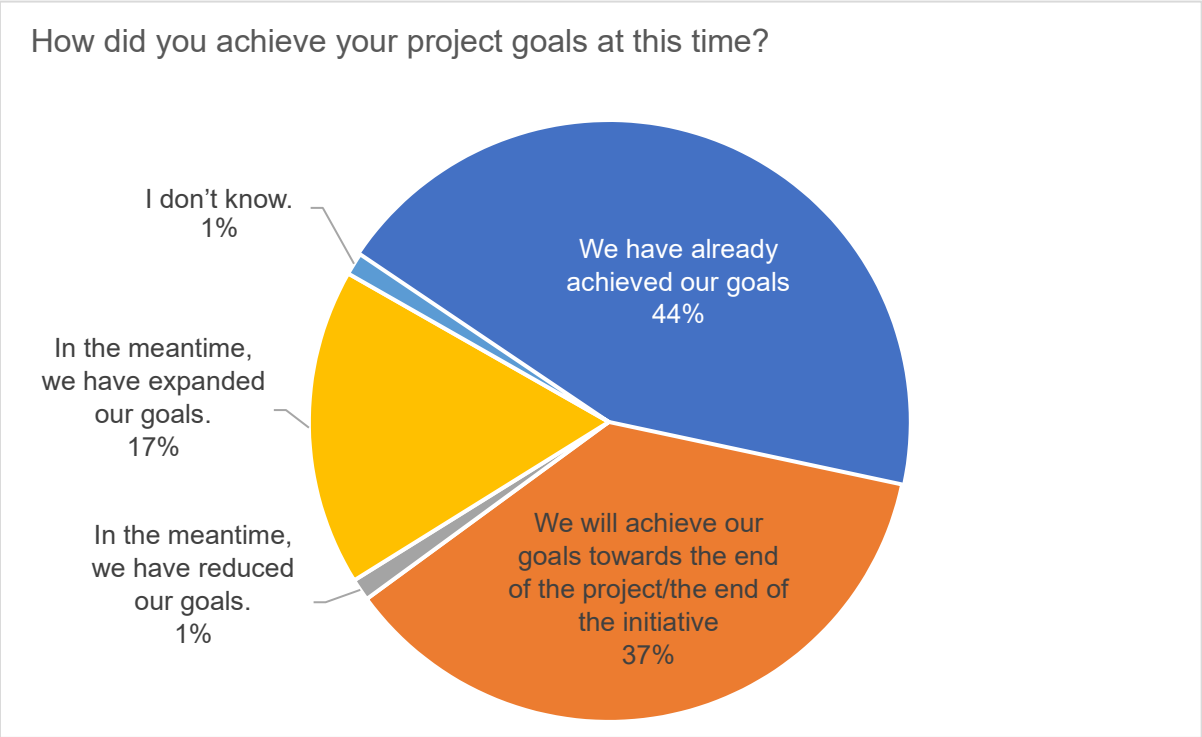
Figure 8: State of project and initiative implementation



Source: Maecenata Institute: Accompanying research "Rotary for Ukraine," 2022/2: n = 82.

In connection with the implementation status of the projects and initiatives, we also asked to what extent their goals were achieved (see Figure 9).

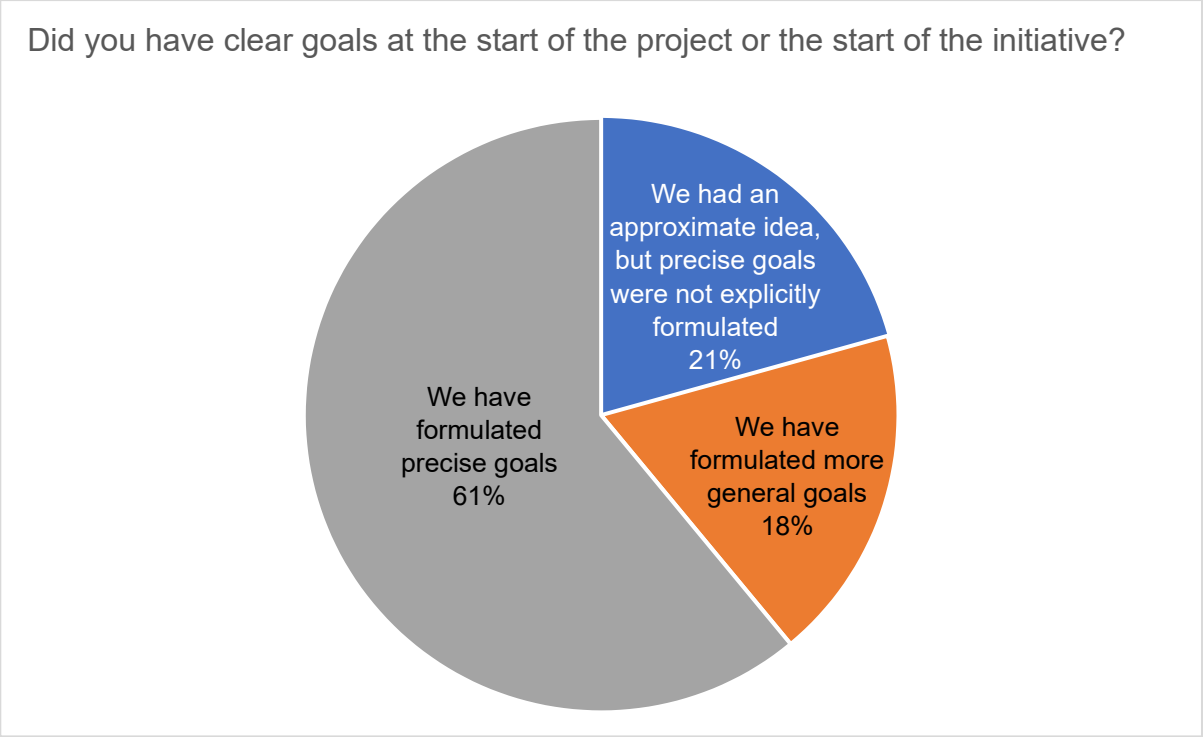
Figure 9: Implementation of project/initiative objectives



Source: Maecenata Institute: Accompanying research "Rotary for Ukraine," 2022/2: n = 82.

A very positive result was achieved at the time of the survey, with a large proportion of respondents saying that their goals had already been achieved (44%) or were being achieved at the end of the project (37%). Just under 17% indicated that their goals have now been extended. Only in one case did they have to be reduced (see Fig. 9). In summary, it can therefore be concluded that the majority of projects or initiatives were based on a clear and realistic objective and that there were no significant difficulties in achieving the intended goal. One major reason is that almost two-thirds of groups (61%) had already formulated and set precise targets for their project or initiative in advance. In contrast, only one in five projects had a rather general goal (18%) or only an approximate idea without precise goals (21%) (see Figure 10).

Figure 10: Objectives/goals of the project or initiative

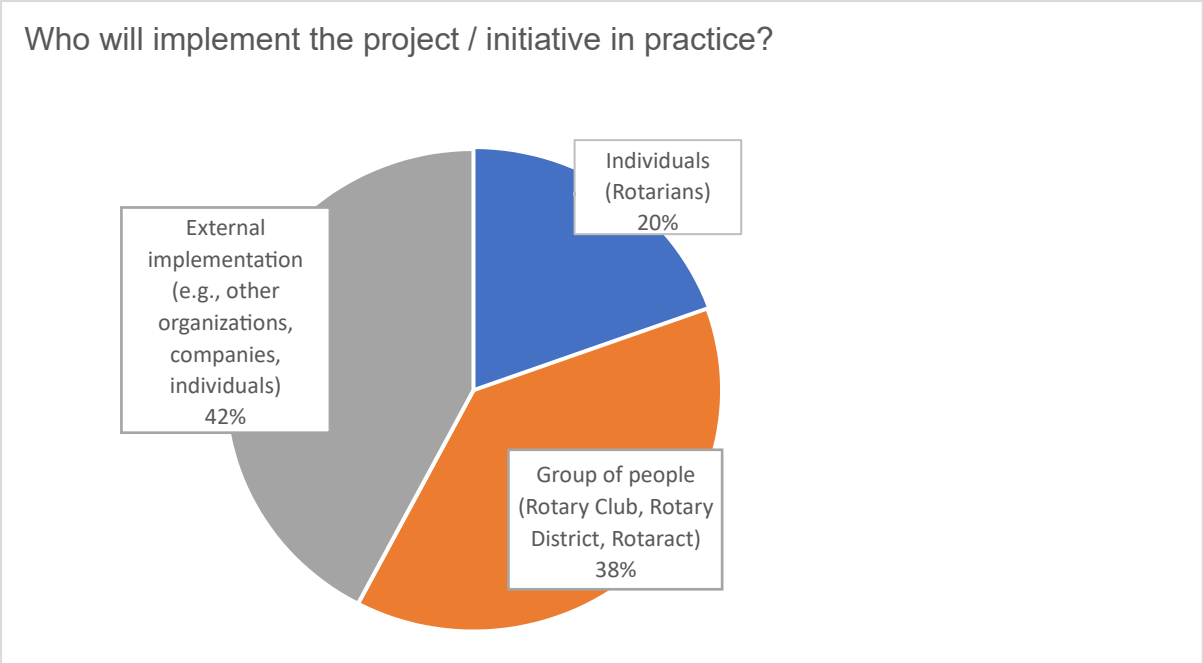


Source: Maecenata Institute: Accompanying research "Rotary for Ukraine," 2022/2: n = 82.

When asked by whom the project or initiative was implemented in practice, multiple answers were possible. All in all, the implementation took place in the contexts of Rotary itself. More than a third (38%) of Rotary organizations (Rotary Club, District, Rotaract) implemented the projects and initiatives (see Figure 11). In addition, 20% of the mentions were individuals from Rotary who carried out the implementation. With 42% of all entries, implementation by external organizations, companies, or individuals was the most common. This high number once again points to Rotary's broad co-operation and collaboration with other actors. In addition to individuals from various professions – e.g., psychologists, doctors, teachers – a few businesses were named in the open

response options as to who was involved in external implementation, but the majority were aid organizations and smaller, regional associations.

Figure 11: Actors implementing projects and initiatives



Source: Maecenata Institute: Accompanying research "Rotary for Ukraine," 2022/2: n = 123 [multiple answers].

In connection with the realization of the projects and initiatives, the question of the importance and role of voluntary engagement is also of particular interest. The assessments were made on a scale of 5 with the scale points "very high" to "very low." Of the 86 responses, two-thirds (66%) indicate that volunteering plays a very big role. If the second scale point (high) is included, a total of around 85% rate the importance of volunteering as very strong or strong. In contrast, only 9% of those asked assign volunteering as having only medium relevance and only 2% very low relevance or no importance.

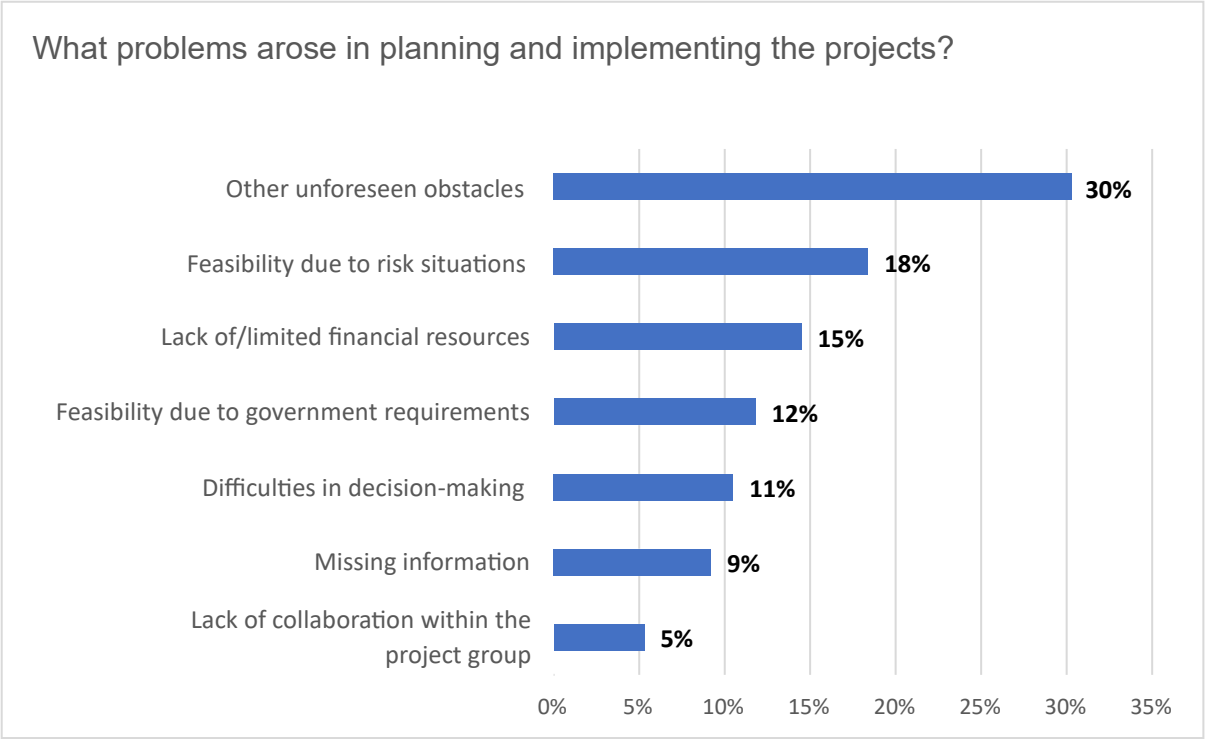
4.2 Assessing and evaluating problems and internally organized project support

Although the support and assistance provided by "Rotary for Ukraine" is reported to have been very successful, the measures taken were not without problems. It is important to recognize these issues and to analyze what difficulties have arisen in planning and implementation in order to be better prepared for appropriate organizational actions in the future.

In addition to unforeseen obstacles (30%), the problems encountered in planning and implementing the project (see Figure 12) were mainly related to feasibility due to the risk situations (18%). 15%

report that a lack of or limited financial resources posed a problem. At 12%, government requirements posed a challenge to implementation, and 11% report difficulties in decision-making. In addition to the problems of decision-making, other, more or less intra-organizational issues have played a role. For example, 9% indicated that there were problems due to a lack of information. In a small number of cases (5%), a lack of agreement within the project group led to difficulties.

Figure 12: Problems in planning and implementing the project or initiative

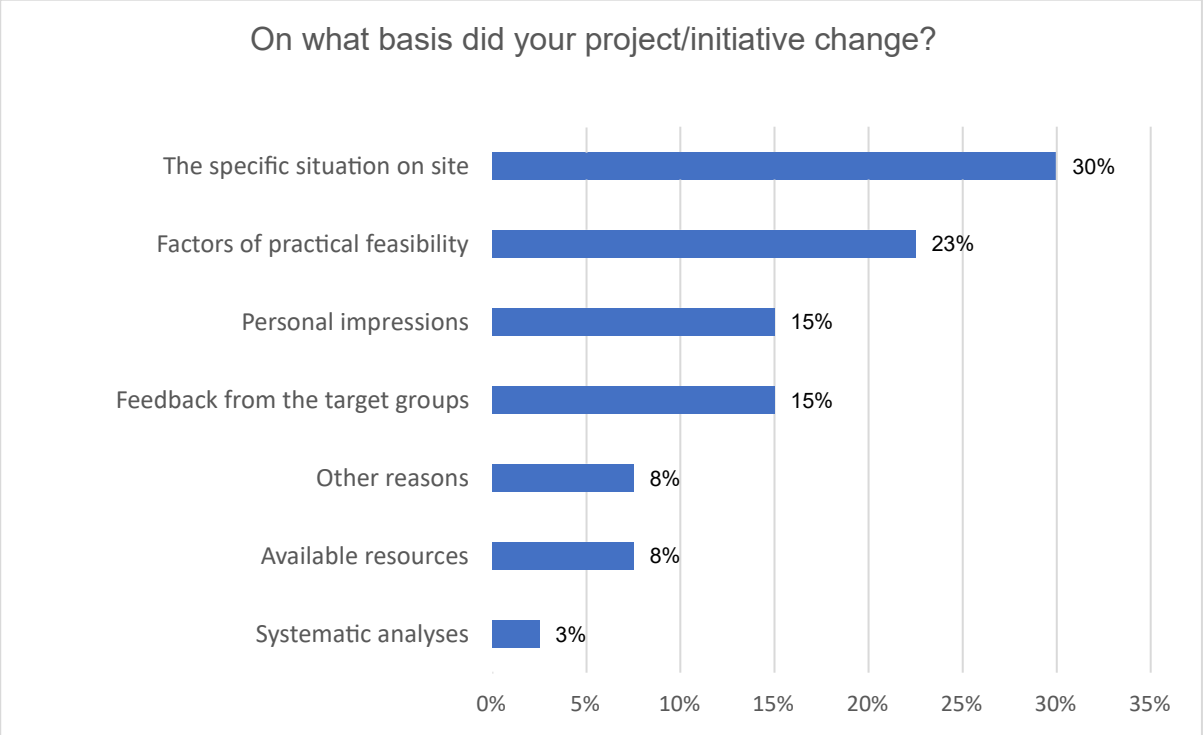


Source: Maecenata Institute: Accompanying research "Rotary for Ukraine," 2022/2: n = 76.

In the case of “other unforeseen obstacles,” the procurement of suitable aid, language barriers, the selection of eligible projects, and organizational implementation are assessed as problematic. The latter is criticized as too cumbersome, bureaucratic and temporarily inconsistent.

Especially in situations of spontaneous and emergency aid, due to the necessary speed of action and the confusion of conditions in the target areas of support services, there are often special difficulties in the development and implementation of the corresponding projects. For this reason, an extremely high degree of readiness to adapt and a high degree of flexibility are required in the planning and implementation of projects. With this in mind, projects and initiatives supported with central funding were asked about the existence of changes in the course of realizing their activities (see Figure 13).

Figure 13: Reasons for changes during the course of the project or initiative



Source: Maecenata Institute: Accompanying research "Rotary for Ukraine," 2022/2: n = 40 [multiple answers].

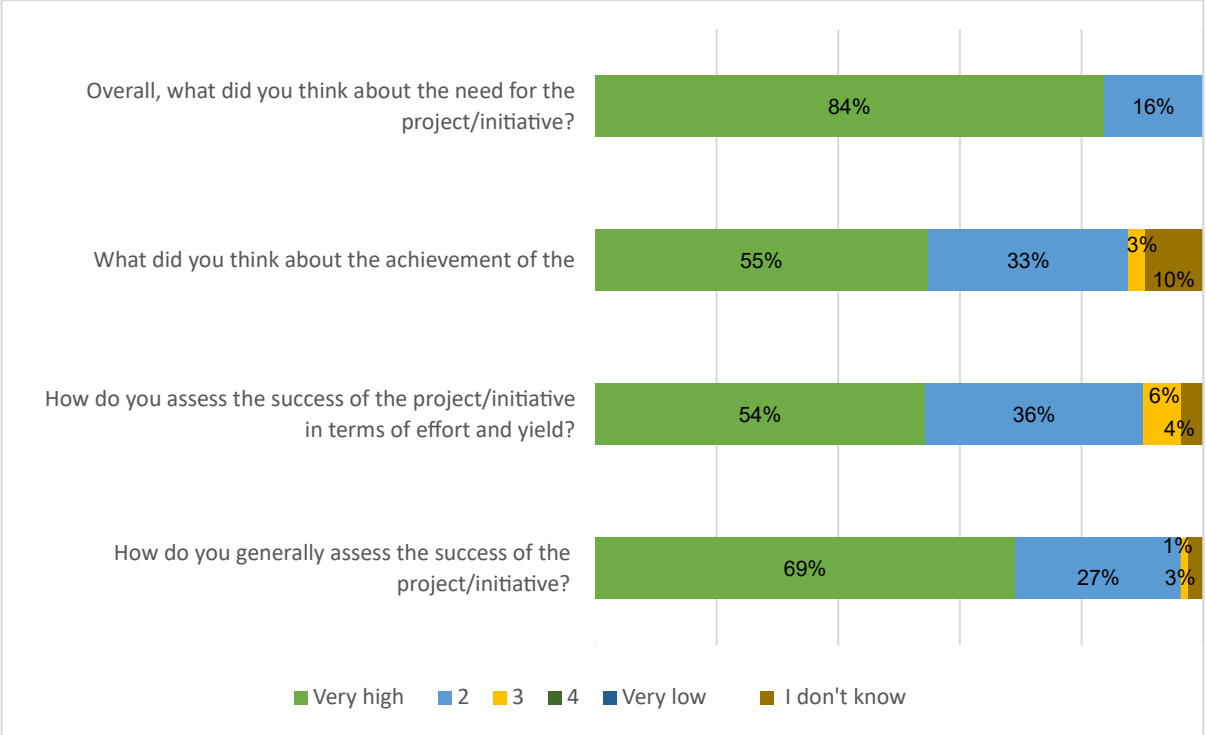
Three-quarters (75%) of individuals asked indicated that there was no change during the course of the project. Around one-fifth (21%), on the other hand, indicate that their project or initiative has changed over the course of time. The figures in Figure 13 refer to their data. Around one-third (30%) cite the specific situation on site as the reason for changes. Another cause of change is practical feasibility requirements, of which almost a quarter (23%) of individuals asked report. For each 15%, feedback from the target groups and personal impressions are given as reasons for modifications. In addition, 8% of the funds available led to changes within the project or initiative. Although only a small amount (3%) of changes have been made on the basis of systematic analyses, this is an indication that this aspect should be given greater consideration in the future and that more needs to be done in this regard. Among the other factors described as "other fundamentals" for changes that 8% consider to be correct, changed funding sources were mentioned; for example, re-orientation from collecting clothing and blankets to providing medication and integrating activities under the umbrella of the German Red Cross.

4.3 Achievements, effects and satisfaction

To what extent planned goals have been achieved, what successes have been achieved, and the measurement of effects are important aspects of accompanying research in order to assess the use of funds in projects and initiatives. These aspects were discussed in more detail in the projects' survey and initiatives supported by central funds.

In terms of the need for the project or initiative, the assessments are quite clear. 84% of replies rate the need as very high and 16% as high (see Figure 14). The evaluations of the other aspects are more differentiated, but usually only the two initial scale points are chosen, which report a particularly high degree of success of the projects.

Figure 14: Evaluation of individual aspects of project or initiative's realization



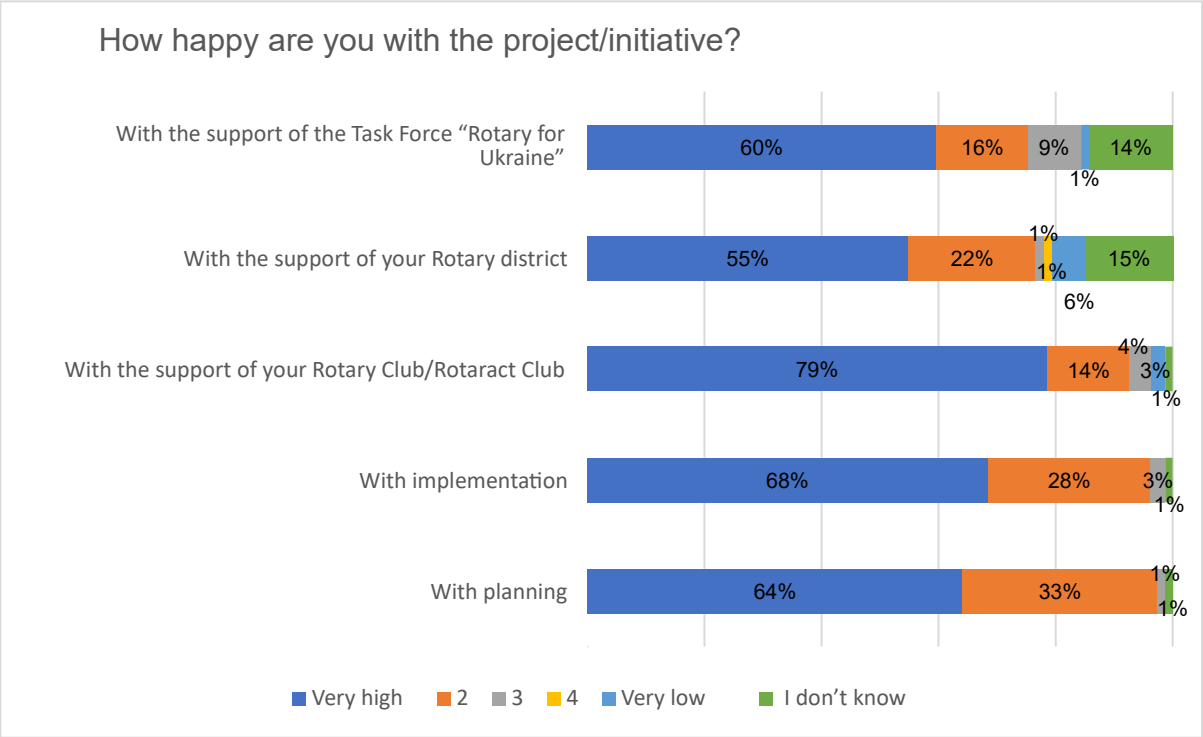
Source: Maecenata Institute: Accompanying research "Rotary for Ukraine," 2022/2: n = 73, n = 73, n = 81, n=81.

Therefore, the achievement of the intermediate targets is already rated as very high (55%) and high (33%). A similarly positive assessment is made with regard to the relationship between effort and income. With more than one in two projects or initiatives (54%) rating success in terms of effort and return as "very high" and another 36% rating it as "high," 90% choose the two highest scale points. The results for the overall assessment of the success of the projects and initiatives are even more positive, with a total of 96% being 'very high' (69%) or "high" (27%). In addition, the scale points "low" or "very low" were not ticked and, therefore, the categories did not receive approval. The ratings are consistent with the results that the projects and initiatives are considered successful.

The overall very positive evaluation of the projects is also reflected in the answers to the following question: “If you now look back on the project or initiative, would you have initiated it from today's point of view?” The overwhelming majority of 95% agree with the following statement: “Yes, exactly like this.” Only 4% would initiate the project itself, however - as the answers to the supplementary open question reveal - they would implement it in a different way. This is justified, on the one hand, by the context, which has changed since then and which requires different purposes and objectives than are appropriate. On the other hand, it is proposed that, in the future, the aim should be to implement projects independently, i.e., independent of external third parties. Only in one case would you want to carry out a fundamentally different project. It is also noteworthy that, in no case, the answer "No, not at all" was chosen; we can therefore conclude that individuals still stand by the projects and initiatives.

These positive basic attitudes can also be found in the information on satisfaction with individual aspects (see Figure 15).

Figure 15: Satisfaction with individual aspects of the project or initiative



Source: Maecenata Institute: Accompanying research "Rotary for Ukraine," 2022/2: n = 77, n = 73, n = 79, n= 79, n= 78.

Overall, the satisfaction with the individually asked aspects is very high. In all aspects, at least 75% achieved both scale points, which express a very high or high level of satisfaction. Specifically, this means that almost two-thirds (64%) of individuals asked are very satisfied with the planning of the project or initiative. Another third (33%) still indicates the second highest scale value and is therefore

highly satisfied. A clear majority of over 97%, therefore, report a high and even very high level of satisfaction in the planning of the project. Satisfaction with both planning and implementation is very high throughout. Satisfaction with the implementation of the project or initiative is very strong (68%) and strong (28%).

With regard to the project support by the respective Rotary or Rotaract Clubs, the overall picture changes slightly. Although there is still high or very high satisfaction in the majority (93%), in two cases (3%), some individuals are very unhappy with the support of their club. In addition, there are 4% who are simply satisfied with the implementation on average. Satisfaction with the support of the respective Rotary district is also somewhat weaker, but predominantly positive. Ultimately, more than three-quarters (77%) of individuals asked are satisfied (22%) or very satisfied (55%) with the support available, but lower scale points four and five have been expressed, with a low (1%) and very low (6%) satisfaction percent. A similar picture emerges with regard to the satisfaction with the support of the task force "Rotary for Ukraine": two-thirds (66%) of individuals asked are satisfied (16%) or very satisfied (60%), but at least 9% only indicate an average satisfaction. In one case, very little satisfaction is expressed in support by the Task Force.

4.4 What can be done better in the future?

Both surveys used a few open-ended questions to gather assessments and opinions on what could be done better in the future. As a rule, open response forms are used to explore previously less explored topics and to supplement closed questions. This means that the statistical evaluations can often be complemented with verbal statements in an impressive manner. Overall, in the two surveys carried out, the answers to the open questions support the results of the other parts of the survey and, at the same time, draw attention to problems that still exist.

In the survey on the projects and initiatives supported with central funds, statements should first be made about what went very well for the respective project or initiative and what went wrong. A significant proportion (20 responses) emphasize the very well-developed Rotarian co-operation. The strong networking carried out by the national clubs, on the one hand, and the expanded co-operation with foreign clubs, on the other hand, made it possible to effectively execute projects and initiatives. It is also apparent from some responses that the collaboration involved Eastern European partner clubs, with several based directly in Ukraine. The co-operation with Rotarian structures (DGR, RDG) is therefore acknowledged, especially with regard to the uncomplicated and quick application and approval of funds. The very extensive external co-operation with other non-rotarian partner

organizations or individuals is also highlighted as another important aspect that contributed to the effective implementation of the project. In addition, the motivation, as well as the material and immaterial commitment of the people involved in the projects and initiatives, are repeatedly (15 times) acknowledged. The clear objective and the focus on the targeted output are also praised several times.

When asked what went wrong in the project or initiative, there were fewer answers: Only 56 answers have been received in response to this question. In addition, it was often stated that everything, or everything so far, went well and that, therefore, no aspect of the project implementation could be considered poorly carried out. For example, only slightly more than half (28) of the approximately 56 responses submitted are to be understood as clearly visible criticisms of the project or initiative carried out. In summary, two points of criticism can still be identified: On the one hand, the Rotarian co-operation within the club, as well as with higher Rotarian decision-makers, has been criticized. This refers to the allocation of funds, which is considered to be too time-intensive and too bureaucratic in terms of decision-making. In other cases, funding requirements and, therefore, the allocation of funds are perceived as non-transparent. In other words, the opinion is held that relevant criteria for the allocation of funds were not taken into account and were not communicated clearly enough to the outside world. In this context, too much hierarchization within the Rotary organization has been viewed critically. Furthermore, basic or missing public relations work has been negatively emphasized. Another criticism focuses on project-specific factors that relate to the constantly changing situations on site. The situation-related dependencies are regarded as a fundamental challenge in project implementation. Criticism has also been voiced with regard to co-operation with external partner organizations, for example, with regard to communication. A total of 19 points of criticism were mentioned for project-specific contexts that relate to the implementation of the content and not to the Rotarian organizational framework.

There are mostly positive reactions to the question of what is taken from the project or initiative. Of the 61 responses received, 43 were positive, often very personal, impressions of the project by the people involved. So, “a lot has been learned,” individuals have gained an “incentive for more”, and/or “the feeling of having made a small contribution to the solution of big problems” has been achieved. Of these 43 impressions, 19 relate directly to the Rotarian volunteer service and the Rotarian organizational structure. For example, the “great voluntary commitment of the Rotary family” is highlighted or even praised; the “goals and tasks of the club (…) could be lived ideally”. One response stresses: “Rotary lives on, is aware of its social responsibility, and can continue forward.”

In addition to these impressions, more differentiated insights and considerations are shared, which not only refer to the evaluation of the implemented projects, but also describe what should be paid attention to in the future and what could be done better. Rotary co-operation, as well as co-operation with external partner organizations, were therefore able to be optimized by more efficient exchange of information and, in principle, better co-ordination. Furthermore, it has been stated that the realization of the project has promoted a sense of community, which is also desirable for future projects. The wave of solidarity in the form of donations and the organization of projects and initiatives, which started immediately after the beginning of the war, has also been seen as a positive aspect. In the future, however, greater attention should be paid to ensuring that areas of responsibility for aid actions are defined more clearly. In one case, the question was raised as to whether it makes sense to organize spontaneous and emergency aid within a Rotarian framework, and therefore within civil society, or whether it would not be more effective to rely on larger, possibly even governmental, organizations for the distribution of goods, which could distribute more in accordance with demand.

These positions are reflected to a large extent in the answers to the open questions of the club survey. When asked about the general evaluation of the projects and initiatives of the clubs, the positive evaluations predominate. Above all, the spontaneity and the speed with which the respective clubs reacted are highlighted. The impressive commitment of the club members as an expression of humanity, compassion, and responsibility is seen as an essential basis for the success of the projects. The distinctive willingness to help was emphasized, based on the needs of the people, using direct contacts in many cases. Therefore, the particularly intensive support on site ensured rapid effectiveness and guaranteed that the aid arrived.

Directness, speed, and the unbureaucratic and uncomplicated approach that make up the meaning and purpose of Rotarian activity and, at the same time, promote cohesion in the clubs, are frequently praised in the statements given. At the same time, it has been critically emphasized, on the one hand, that more could be done, and on the other hand, reference has been made to the limited resources of the clubs and the energy-sapping work in projects and initiatives. In addition, there has been a call for better co-operation within the district and co-ordination among the clubs. In addition, there are statements about certain signs of fatigue and a decline in acceptance of projects due to the length of the emergency aid, which are associated with demands for more acceptance of the aid by government agencies.

In particular, the reasons why the respective club has not yet participated in Ukraine aid with projects and initiatives are cited as being involved in other projects, having other priorities, being

overburdened, and lacking further resources. Furthermore, reference has been made to the lack of local connections and a lack of knowledge of relevant needs. Other criticisms include the lack of on-site monitoring capabilities, the fear of corruption in Ukraine, and the opacity of the situation. Once again, the competence of state support bodies will be demanded.

Improvement needs can be seen above all in further de-bureaucratization, better coordination, more transparency, extensive information, and stronger communication within Rotary. It is clear that the size and age of the club play an important role in becoming active.

5. How Rotary will deal with emergency situations in the future

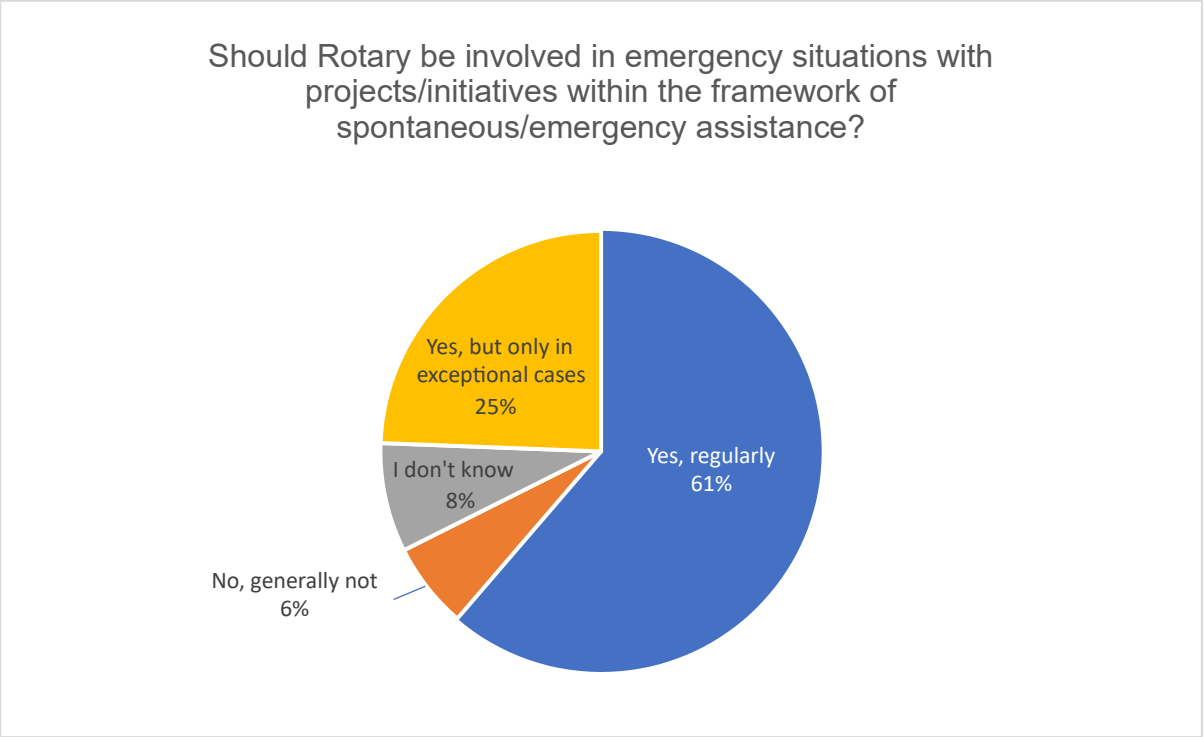
With the help of Ukraine, the question arose as to whether Rotary should also intervene in other emergency situations in the forms of emergency aid. The extent to which an organization like Rotary is active in this area is related to important internal organizational issues. On the one hand, or, at least, this is the impression, there is an increasing number of crisis situations that require a strong reaction on the part of the civil society. On the other hand, civil society organizations have limited resources in terms of material, financial, organizational, and human resources. In addition to considerable material and financial resources, emergency aid requires a great deal of effort in the form of commitment and, therefore, human resources. As shown above, the two surveys reported 10% and 5% of funding as commitments (145,000 hours in total).

Positions of how often and to what extent Rotary should engage in emergency response vary widely across the organization itself. On the one hand, increased responses to acute emergencies and greater involvement in needed emergency relief are seen as necessary and useful for Rotary's work. On the other hand, numerous fundraising campaigns and emergency aid projects and initiatives are feared to weaken formulated central tasks. Various factors are used as arguments, which assume that Rotary lacks the corresponding prerequisites for constant emergency assistance. Other organizations with internationally oriented departments, such as the German Red Cross, Caritas International, or Diakonie Catastrophe Help, are better prepared and equipped for these tasks in terms of organization and technology. In addition, a strong commitment to immediate assistance is expected to reduce the attention and importance of Rotary’s areas of focus. This would result in the loss of Rotary’s unique selling points and, ultimately, a significant part of Rotary’s identity.

The reservations about Rotary’s emergency aid are reflected, although not to a large extent, but are well expressed, in the club survey, which asked to what extent Rotary should intervene in

(humanitarian) emergency situations with emergency aid projects and initiatives (see Figure 16). The approval for future spontaneous and emergency aid is quite clear. More than half (61%) of responses argue that spontaneous and emergency assistance should be provided regularly by Rotary in the future, but only in exceptional cases, according to one in four responses (25%). Only 6% rejected spontaneous and emergency aid in general. With this differentiated opinion picture, however, it will not be easier for decisions to be made on the continuation of "Rotary for Ukraine" and on the handling of spontaneous and emergency aid in general.

Figure 16: Addressing future (humanitarian) emergencies



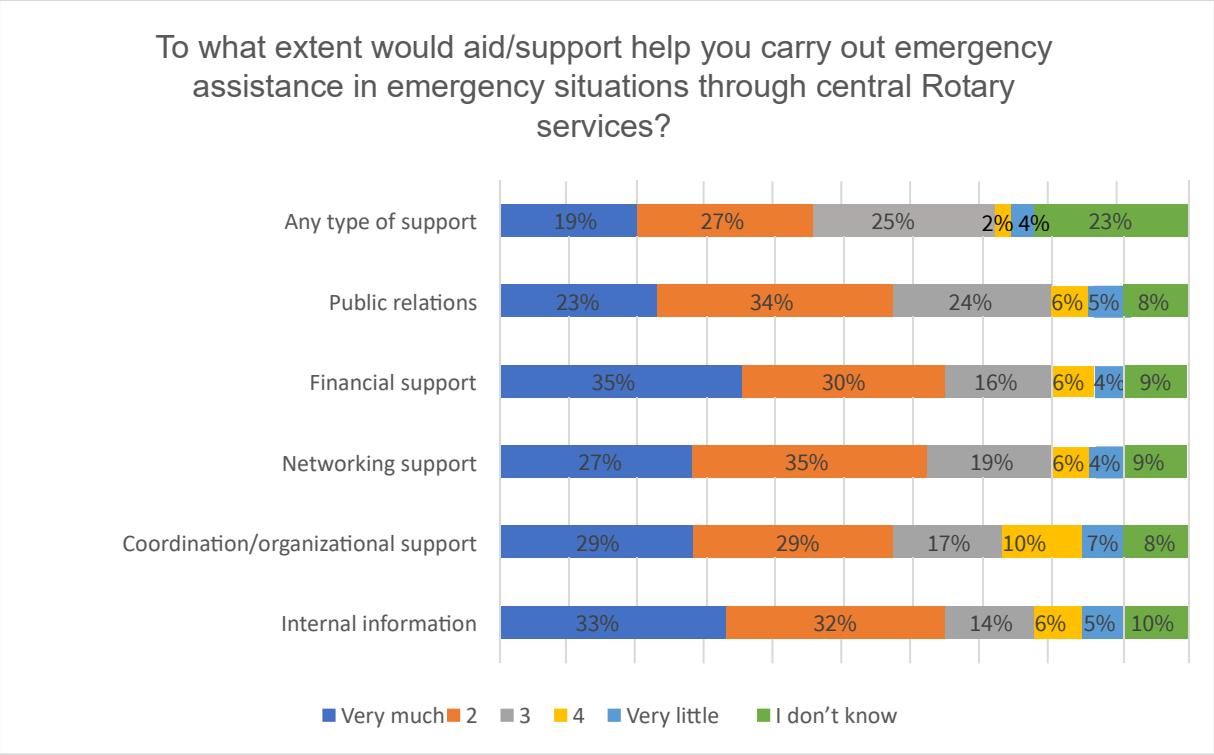
Source: Maecenata Institute: Accompanying research “Rotary for Ukraine,” 2022/1: n = 349.

The survey results clearly show that Rotary Germany should respond to future emergency situations and create projects and initiatives to help and support these target groups. At the same time, however, the different positions within Rotary are made very clear, which could create a certain pressure to make decisions in the future. To what extent and in what forms within Rotary the discussion of this topic should continue is an urgent question to be clarified in the future. With the answer “Yes, but only in exceptional cases,” factors for the justification of this matter could be mentioned. As critical arguments against regular emergency aid, it was cited, among other things, that there are aid organizations that are better positioned for this purpose, that Rotary has no expert knowledge in emergency aid, and that it is not geared towards emergency aid in terms of both equipment and manpower. In addition, it was pointed out that Rotary is neither an aid organization

in terms of membership nor in terms of organizational structure. Rather, the focus of the activity should be on long-term projects. Rotary is needed for “grassroots troubles” and it should focus on needs that are not in the center of public attention. Furthermore, it was noted that media effectiveness should not be the focus of activities and that Rotary should not engage in politically-based conflicts.

In the context of the club survey, not only was the question asked as to whether emergency aid should be provided, but also how it should be organized. The importance of central Rotary services for supporting Rotary and Rotaract clubs in the implementation of emergency aid was determined (see Figure 17) and the importance of different forms of organization in future emergency situations was asked. The clubs see the highest need for support at the central level in financial terms (35% “very much,” 30% “a lot”) and through internal information (33% “very much,” 32% “a lot”). At the same time, however, 6% each argue that both offers of support are “unhelpful” and 4% and 5%, respectively, that they would be “very unhelpful.” Furthermore, co-ordination and organizational support of 29% each are considered to be very high or high support. This compares to 10% who perceive this as a low need for support and 7% who perceive this as a very low need for support. Networking support is cited as a “very big help” by 27% and a “big help” by 35%. Again, however, it is 6% who consider this to be low support, and 4% who consider this to be very low support. Public relations support is rated as “very helpful” by 23% and “helpful” by 34%. Similar to the other support offers, 6% and 5% see that support in public relations is “little” or “very little” helpful. Compared to the other categories, the share that is undecided here rises to a quarter. If a rather small need is seen in “any kind of support,” then it becomes clear that the clubs trust their own potential and rather demand the participation of central services in specialized areas.

Figure 17: The importance of centralized Rotary services for emergency aid

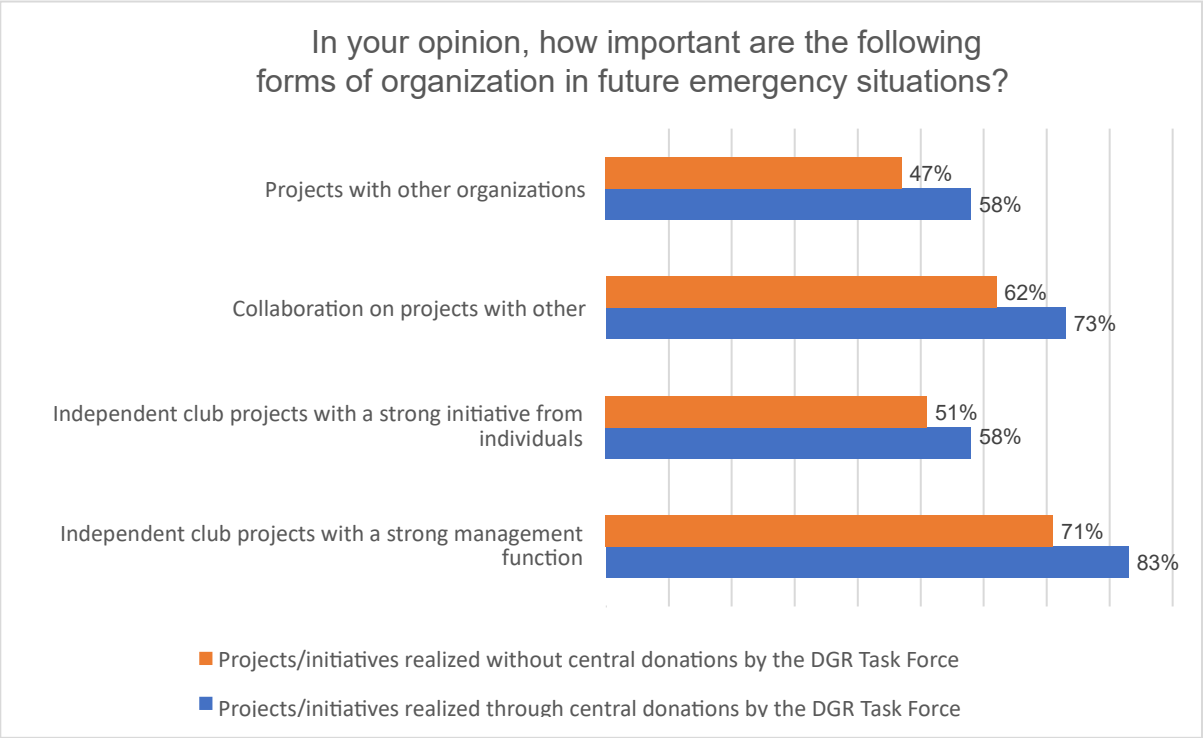


Source: Maecenata Institute: Accompanying research "Rotary for Ukraine," 2022/1: n = 329.

If a high need for support is articulated internally in terms of information, this is, to some extent, contrary to the results of the question of the extent to which the website "Rotary for Ukraine" specially developed by Rotary to support Ukraine aid, is used. Although the majority (56%) of Rotary and Rotaract clubs know of this website, it is surprising that, with 42%, a large proportion do not know about the existence of this support platform and that this information has not reached all clubs. It is also striking that only a fraction of 6% have visited this website regularly. The statements on the need for support in terms of information clearly show that the general goal should have also been to make better and more extensive use of existing services.

The Rotary and Rotaract clubs and the projects and initiatives supported with central funds were also asked from the point of view of future emergency aid how important individual forms of organization will be in future emergency situations. Although all the forms listed find a certain degree of approval, they do not do so to the same extent (see Figure 18). The highest approval is given to the organizational form of the "independent club project with strong leadership function of the clubs." 71% consider this form of organization to be important (27%) or very important (44%) in the club survey. On the other hand, 9% consider such club projects to be rather or very unimportant. In the survey of projects and initiatives supported by central funds, this form of organization is given an even higher significance with 83%.

Figure 18: Importance of individual forms of organization in future emergency situations



Source: Maecenata Institute: Accompanying research "Rotary for Ukraine," 2022/1: n = 328; 2022/2: n = 77; categories: "very important" and "important."

In both surveys, a high degree of approval is also given to the organizational form of "joint projects with other clubs." Approximately 62% and 73% of groups, respectively, consider this form of organization to be "very important" or "important". The importance attached to both forms of organization reflects the particular importance of clubs as a joint organizational structure. On the other hand, the management function of the clubs is apparently seen as a valuable element for corresponding projects. This is made clear by the lower importance of the organizational forms "independent club projects with strong initiative of individuals with low leadership function of the club" and "projects with other organizations." Both types of organization are also considered to be very important, but less so than those that are more Rotary club-centric.

In addition to the organizational forms already presented, the club survey asked about the importance of "large centrally controlled rotary projects." This form of organization has the least appeal for future emergency situations. With 16% (very important) and 21% (important), only two-fifths of clubs speak out for this form. The vast majority (29%) view this form of organization as neither "very important" nor "unimportant", and 29% see it as unimportant (18%) or very unimportant (11%).

6. Conclusion

The accompanying research on projects and initiatives of Rotary Germany in the context of Ukraine aid was successfully realized and completed. Thanks to the support of a large number of the clubs and the projects and initiatives supported with central funds, valuable information was identified on the objectives, scope, focus, resources used, and collaborations entered into by Rotary's Ukraine assistance/aid. In addition to the information on the support services provided to Ukraine, the club survey included assessments and evaluations of future handling of emergency aid in humanitarian emergencies.

Overall, it is clear that Rotary Germany was extraordinarily active in Ukraine during the period covered by the survey, implementing numerous aid projects and initiatives in Ukraine, its neighboring countries, and especially in Germany. The surveys show that a large proportion of Rotary clubs acted independently of funding with centrally collected donations, carrying out many projects and initiatives.

First of all, it can be stated that the methodology used in the online survey has proven successful. This is indicated, among other things, by the very high response rates of 47.4% in the club survey and 62.5% in the survey of projects supported by central donations. In retrospect, however, it would have been more effective to only have conducted only one survey instead of the very high expense of two, and thereby to have reached both target groups – projects and initiatives supported with central funds as well as all Rotary and Rotaract clubs – with one survey instrument at the same time. In addition to the information on the closed questions with predetermined answers, which can be evaluated specifically statistically, very valuable information on the progress, design, procedure, and problems in the development and realization of the projects was collected through a series of open-ended questions. As a result, it has been possible to capture both the factors of "success" as well as critical self-assessments and improvement requirements. The open-ended questions provided a variety of clues and often convey a differentiated picture of Rotary's activities in Ukraine-aid. Overall, positive feedback and evaluations of success far outweigh critical assessments.

In addition to the commonalities of providing help in this extremely precarious situation caused by Russia's war operations, Rotary's actions reflect a high degree of heterogeneity and diversity. At the same time, they testify an extraordinary initiative and a great deal of commitment on the part of the individual members and in the various structures from Rotary to the clubs.

The two surveys highlight the following important findings:

- The vast majority (around nine out of ten) of Rotary clubs have launched aid projects or initiatives to help Ukraine. This is the biggest aid effort from Rotary in recent years.
- For the success of the projects, the intense co-operation within Rotary and, especially, between the clubs, as well as the extensive cooperation with other civil society organizations, are an essential prerequisite to progress in this situation. Without this close collaboration, several projects and initiatives would not have been possible.
- The close contacts on site – in Germany, especially to municipal institutions such as administrations, social institutions, schools, and local companies, in Ukraine and the other countries, especially to Rotary clubs – ensured to a particular extent a needs-oriented orientation and sustainable implementation of the projects.
- The possibility of using central donation funds for projects and initiatives was of great importance and demonstrably triggered initiative for activities. These funds were an important support for these projects' implementation – around one in four projects or initiatives would not have materialized without these funds.
- In the relevant fields of action, a wide range of help and support was provided. Medical assistance in Ukraine, as well as items and articles for the private sector in Germany, comprised special focuses.
- The projects and initiatives were implemented mainly in Germany and Ukraine, but not so much in other countries.
- Many individuals have put a lot of money into these projects and initiatives. In addition to financial support, material resources, organizational services, and many hours in the form of voluntary commitment were and are of great importance. If – again in addition to financial resources – commitment and in-kind contributions are included, a projected total of around 29 million euros can be estimated to have been committed by Rotary to Ukraine aid by the end of November 2022.
- Rotary is consistently satisfied with the realization of these projects and initiatives – despite some critical advice and needs for improvement. In addition, there is a high level of satisfaction with the support of the projects and initiatives by the clubs, districts, and the task force.
- In particular, information and communication within Rotary and, on that basis, a possible better overview of the problematic situation and co-ordination regarding the course of action are still considered to be in need of improvement.

- It has been demanded that Rotary should prepare prospectively for future emergency situations. Based on forward-looking preparations and planning, it would be possible to react even more quickly in a targeted manner and to take more comprehensive action.
- A clear majority is in favor of Rotary's future activities in humanitarian emergencies. At the same time, for various reasons, almost one-third of those asked have concerns about general deployment, including the fact that Rotary does not see itself as an aid organization capable of taking action, that the fulfillment of Rotary's fundamental and long-term objectives might be jeopardized, and that they might feel overwhelmed by the crisis situation at hand.

How one should behave in future humanitarian emergencies is a fundamental and long-term issue for Rotary – but also for other civil society organizations. Currently, there are numerous aid organizations in Germany, especially in the field of charities, which specialize in this field of activity. Naming the co-operation partners in the surveys showed that close contacts and joint projects already exist here. In this respect, against the background of Rotary's strong support for emergency aid, consideration needs to be given to the extent to which even stronger synergies can be developed through new forms of co-operation.

At the same time, we need to ask whether and to what extent constant and extensive participation in emergency aid changes the Rotary organization and its activities as a whole – certainly an essential question for Rotary, but also for numerous other civil society organizations.

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