KYIV SCHOOL OF ECONOMICS
URBAN STUDIES AND POSTWAR RECONSTRUCTION

MASTER THESIS
The Impact of Managerial and Spatial Decisions on the Formation of Communities
for IDPs: The Case of the 'Zirochka' Kindergarten Renovation in Kalush

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CONTENTS

ABSTRACT

The thesis explores how managerial and spatial decisions in social housing initiatives such as the charitable foundation "CO-HATY" shape the creation of self-reliant communities among internally displaced persons (IDPs) in Ukraine. Focusing on the central case study of the "Zirochka" project in Kalush, it demonstrates the evolution of CO-HATY's approach from earlier projects of temporary shelters ("Sadok" and "Hotel") toward a long-term and community-oriented model of social housing. It also includes a comparative analysis of international social housing cases, positioning CO-HATY's model within a broader global context. This research, based on reflective practice, interviews, and analysis of internal documentation, shows that housing design decisions regarding privacy and shared spaces combined with shared governance have a direct impact on community resilience and social cohesion. The thesis advocates for trauma-informed planning and concludes with recommendations for post-crisis housing key stakeholders, including NGOs and CFs, policymakers, and international partners.

Key words: self-reliant communities, internally displaced persons, social housing, CO-HATY, participatory governance

Word count: 16311

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Dedicated to the Defense Forces of Ukraine and my friend Yaroslav, who gave his life protecting us.

INTRODUCTION

Even before the full-scale invasion, Ukraine experienced significant housing challenges. The housing system primarily focused on home ownership, which accounted for around 95.5% of the market, while the rental sector remained relatively small (3.8%) and the social housing sector was almost insignificant (0.8%). Conditions of housing were predominantly poor, including overcrowding, energy inefficiency, and lack of general maintenance. Housing affordability was additionally impacted by weak regulation of the rental sector in major cities, making it a major issue, particularly for low-to-middle-income groups, who mostly relied on rentals. To address those issues in the housing sector, policy reform efforts were introduced, but despite being ongoing for years, the progress was practically slow, with key programs often under-resourced.[1]

The full-scale invasion only deepened the already existing housing crisis. Russian aggression resulted in the complete destruction or damage of over 817,000 homes by 2023. This directly affected around two million residents, making widespread housing destruction a primary driver of massive population displacement.[2] Combined with the economic hardship caused by war and safety concerns, it led to the internal displacement of 3.7 million people, while an additional 6.5 million people have become refugees in neighbouring European countries as of August 2024.[3] Such massive internal displacement added to the strain of an already weak rental market, leading to rapid rent increases and further reducing housing affordability, particularly in western regions of Ukraine. For example, in Zakarpattia Oblast, rent prices rose by up to 225%.[4] This further intensifies the vulnerability of IDPs, many of whom heavily rely on the rental market as their only housing option.

The situation is not new for Ukraine, as the first wave of internal displacement occurred in 2014, caused by the occupation of Crimea and the Russian invasion in Donetsk and Luhansk regions. However, it should be noted that displacement was on a much smaller scale due to fewer people being displaced. As a way to address those issues, authorities concentrated on adapting existing temporary housing systems and creating dedicated temporary housing funds for internally displaced persons.

To support these efforts, a necessary legislative framework was enacted, such as the 2014 Law on IDPs, which tasked local authorities with providing temporary settlement, and the 2019 Cabinet of Ministers ordinance regulating temporary housing

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[1] Centre for Urban Research, *Access to Adequate Housing in Ukraine: A Needs-Based Assessment for Investment* (Melbourne: Centre for Urban Research, 2023), 4, https://cur.org.au/cms/wp-content/uploads/2023/11/report_access-to-adequate-housing-in-ukraine-.pdf.
[2] Centre for Urban Research, *Access to Adequate Housing*, 6
[3] UN High Commissioner for Refugees (UNHCR), "Ukraine Situation," UNHCR Operational Data Portal, last updated May 30, 2025, https://reporting.unhcr.org/operational/situations/ukraine-situation.
[4] Anastasiia Bobrova, *Housing and War: Housing Policy in the First Year of the Full-Scale War* (Kyiv: Cedos, 2023), 7, https://cedos.org.ua/wp-content/uploads/housing-and-war.-annual-review-2.pdf.

funds.[5] However, the overall housing policy response proved to be insufficient due to the slow growth of housing funds, their limited availability, and complex bureaucratic procedures. The faulty underlying concepts of this response also contributed to hindering the long-term resolution of the housing crisis. In the absence of a broader housing strategy or transition plan, many of these "temporary" solutions effectively became de facto permanent, often lacking the infrastructure, support systems, and legal clarity required for long-term habitation. A great example of it is the container towns built in 7 cities of Ukraine – Kharkiv, Pavlohrad, Nikopol, Zaporizhia, Dnipro, Kamiansky, Kryvyi Rih – with funds from the German government agency for international development, GIZ. Even though such housing was designed for 3 years, thousands of people remained there at the beginning of 2022.[6] Policy misstep at such an early stage limited displaced people's ability to successfully rebuild their lives and integrate into new communities. It also placed the burden of unresolved housing challenges onto local communities and institutions.

In 2022, local authorities mostly replicated the same reactive logic from 2014. Their immediate response focused on repurposing thousands of educational, cultural, and communal buildings into collective centres to temporarily shelter refugees. As of September 2022, approximately 4% of IDPs (around 280,000 people) were housed in such collective centres,[7] which resemble more crisis shelters than functional housing solutions. Living conditions of those shelters were often substandard, with many people living in overcrowded non-private spaces such as school gyms. While such measures may have been unavoidable in the earliest phase of response, the lack of organised transitional planning risks repeating the same problematic pattern, where temporary solutions gradually become long-term inadequate housing, only this time on a much larger scale. Based on IDP intentions and lack of suitable accommodation, an estimated 1.42 million IDPs require housing support, which translates to a need for approximately 500,000 dwellings.[8]

The absence of a coordinated long-term housing policy from the state created a vacuum in the provision of social housing to displaced people that was initially filled by civil society through public initiatives. A key example of such an initiative is the charitable foundation CO-HATY, which, rather than simply offering emergency shelter, focuses on renovating abandoned communal buildings into transitional housing for IDPs that meets the standards of both functional and dignified living. The primary goal of this initiative is

[5] Anastasiia Bobrova et al., *Social, Temporary, and Crisis Housing: Policy Recommendations* (Kyiv: Cedos, 2023), 20, https://cedos.org.ua/wp-content/uploads/soczialne-tymchasove-i-kryzove-zhytlo-3.pdf.
[6] Bobrova et al., Social, Temporary, and Crisis Housing, 21.
[7] Bobrova, Housing and War, 6
[8] Centre for Urban Research, Access to Adequate Housing, 25

to support the transition from crisis response to sustainable housing by offering displaced people safe, stable, and community-oriented living solutions.

In the context of the Ukrainian refugee crisis, CO-HATY is not the only project working within the same scope. Non-profit organisation "Habitat for Humanity" (hereinafter Habitat) across its structural divisions in countries with a big influx of Ukrainian refugees adopted similar approaches to address this issue. For example, in Romania, Habitat, in partnership with the local municipality and UNICEF, remodeled an unused office building at the Edmond Nicolau Center in Bucharest as a public shelter and social hub for refugees, offering employment assistance as well as social, educational, and medical support.[9] In this project, the Habitat served a dual purpose: providing long-term housing for refugees and functioning as a transitional shelter for those needing a place to stay overnight while traveling to other locations.

However, examples like CO-HATY in Ukraine or Habitat's initiative in Romania remain relatively rare, especially in other countries with high institutional capacity, which are hosting large numbers of Ukrainian refugees. These states rely more on feasible approaches due to their institutional ability to administer and coordinate complex housing and financial support systems. For instance, during the Ukrainian refugee crisis, Germany quickly moved from establishing emergency shelters to integrating refugees into existing municipal welfare structures. Municipalities became central stakeholders in housing service delivery, backed by a €500 million loan programme from the German Development Bank. Germany's institutional approach was directed towards upgrading public housing stock and embedding refugee support into long-term urban and social planning, which contrasts with NGO-led shelter initiatives seen in countries like Romania or Ukraine.[10]

Taking into account these critical issues, the research addresses them through a set of research questions, the main one being: *How do managerial and spatial decisions, implemented in completed and planned CO-HATY projects, influence community building among IDPs, considering their specific needs and trauma experiences?*

Also, two other secondary research questions will be explored:

1. *What are the key differences and similarities between international communal housing practices and those implemented by CO-HATY in Ukraine?*
2. *What recommendations can be developed for scaling up and ensuring the sustainability of the CO-HATY collective living model based on an analysis of its practical experience and relevant international practices?*

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[9] Habitat for Humanity International, Ukraine Crisis Response: Two-Year Report (Atlanta: Habitat for Humanity International, 2023), 8.

[10] József Hegedüs et al., Housing of Ukrainian Refugees in Europe: Options for Long-Term Solutions (Budapest: Metropolitan Research Institute, 2023), 52.

METHODOLOGY

Research Approach

This research is informed by my dual positionality as both an internally displaced person and a participant in CO-HATY's activities. It adopts a qualitative approach with an exploratory research design, which combines case study analysis and reflective practice to gain a deeper understanding of the social processes, contexts, and lived experiences related to collective housing for internally displaced persons (IDPs).

An object of this study is the activity of the charitable foundation "CO-HATY" (hereinafter CF CO-HATY), which provides IDPs with spatially sensitive and community-informed housing solutions. The initiative was cofounded by the NGO METALAB and the urban planning agency Urban Curators as an effort to urgently address the housing crisis caused by the ongoing full-scale Russian invasion of Ukraine.

Three CO-HATY housing projects for IDPs were selected as case studies to explore how the organisation's practices and inner decision-making processes have evolved over time with each new project. The research compares the currently ongoing "Zirochka" social housing project in Kalush with two earlier temporary shelter projects – "Sadok" and "Hotel" – implemented in Ivano-Frankivsk.

In addition, a comparative review of international social housing practices is conducted to better contextualise the CO-HATY approach and evaluate its innovative and transformative potential.

Data Collection and Analysis Methods

To gather empirical data, the following complementary methods were used:

Secondary sources analysis

CO-HATY's internal documentation was used as the primary information base for the case studies. This included an analysis of workshop reports, reflection sessions, strategic documents, presentations, feasibility studies, planning documentation, and team notes, as well as content from the organisation's website and social media pages (Facebook, Instagram).

To carry out a comparative analysis between CO-HATY and international practices, I analysed official reports from international organisations, descriptive case studies from the initiatives themselves (as primary data), as well as academic and historical reviews and media publications.

Qualitative interviews

To clarify points not captured in the documents and gather qualitative data on personal experiences not reflected in formal reports, a series of interviews were conducted, including:

- An in-depth, semi-structured interview lasting 1.5 hours with Marina, a former resident of "Sadok," who also contributed to the implementation of both the "Sadok" and "Hotel" projects as a former CO-HATY volunteer.
- An unstructured, short interview with Alina, a visitor to "Sadok"
- A structured written interview with the CO-HATY team, conducted via a collaboratively written response to a set of pre-formulated questions.
- A separate structured interview with Iryna, the community development manager of CO-HATY in Kalush.

Reflective observations

This study draws on firsthand insights, which were gathered through my reflective observations as a participant during my internship with CO-HATY and the Urban Hackathon dedicated to identifying and solving problems related to the "Zirochka" project. I noted my reflections retrospectively, offering insights into the organisational decision-making processes and community dynamics within the projects.

Data Analysis Methods

This research adopts reflective thematic analysis as one of the core analytical methods. My direct involvement in CO-HATY's activities allows me to analyse both my practice and the managerial and spatial decisions in projects where I was not directly involved. This method also presents an opportunity to explore how an organisation has learned from its experiences with each new project. In summary, reflective thematic analysis enables me to examine the evolution of CO-HATY's practices from both participant and analyst perspectives.

Complementary methods include:

- Comparative case study analysis of three CO-HATY housing projects: "Sadok", "Hotel", and "Zirochka", to track the evolution of organisational practices and spatial strategies by cross-case comparison of design approaches, resident involvement, and governance mechanisms.
- Critical document analysis of international social and temporary housing examples, focusing on CO-HATY's approach within a global context by highlighting key features and trends.

Respondents for interviews were selected through purposive sampling, a method used to intentionally include individuals with relevant experience related to the CO-HATY projects, to capture a range of perspectives. All interviews were recorded and transcribed with the respondents' consent using the web service Tranksriptor.

International cases were selected due to their relevance to key themes of the thesis, which include participatory design, community integration, non-profit governance, and spatial adaptation for displaced populations. The goal was not to create a representative sample, but to draw illustrative comparisons with models that share conceptual or practical similarities to CO-HATY's approach.

Ethical Consideration

The research met ethical standards as all respondents were informed about the purpose of the study and gave written or oral consent. Also, all of the documents of the CO-HATY team containing internal or sensitive information were used in this research only with the organisation's consent and in a manner that did not harm their interests.

Given the sensitive nature of internal displacement, the study was conducted in an ethical and empathetic manner, both in relation to formally interviewed participants and others whose experiences are represented in the research.

Limitations and advantages of the methodology

The author's dual role as both researcher and participant in the CO-HATY initiative provides research with a unique strength as it enables rare access to internal processes and reflections. The use of multiple qualitative methods (interviews, document analysis, and reflective observation), which complement each other, offers a complete picture of how spatial and managerial decisions influence community-building in IDP housing.

However, this insider position creates a potential risk of bias. To address this, reflexive practices were applied throughout the study, and diverse voices were included through interviews with different actors involved in the projects. The purposive and limited selection of interviews and international case studies, rather than a systematic sample, means that findings should be read as illustrative rather than representative.

LITERATURE REVIEW

The traditional, limited understanding of housing as a merely functional and physical necessity has progressively evolved into a broader understanding of it as an essential part of social infrastructure. For displaced populations, housing serves more than just a shelter, but a tool for rebuilding social ties, fostering psychological recovery, and supporting their integration into the host community. Therefore, this literature review examines how urban theorists, designers, anthropologists, and political economists have conceptualized the relationship between spatial planning, governance, and community formation, particularly in situations of displacement and vulnerability.

This discussion combines insights from multiple fields, highlighting the interdisciplinary nature of the problem, and centers on the core question of the thesis: how spatial and managerial decisions influence community resilience in social housing. Through both theoretical foundations and practical applications, this literature review maps the field, ending with the identification of a conceptual gap that this study seeks to address by analyzing the case of CO-HATY's housing model.

It is useful to consider key figures who have shaped our understanding of urban life and the social dynamics of space to prepare the ground for this exploration.

Thus, the review begins with Jane Jacobs, whose ideas were foundational for much of contemporary understanding of cities as social systems. In her groundbreaking work, "The Death and Life of Great American Cities" (1961), Jacobs changed the conventional perception of cities as hubs of economic activity or transport networks by reimagining them as dynamic social environments shaped by everyday interactions. According to Jane Jacobs, natural surveillance or "eyes on the street", mixed-use development, short blocks, and dense, walkable areas are essential to promote trust, informal social ties, and spontaneous interaction. These features, in her view, majorly contribute to what she famously named the "sidewalk ballet" – the rich, dynamic rhythm of everyday urban life that emerges when public spaces invite both familiarity and surprise. Jacobs argues that cities succeed only when their design allows residents, even informally, to participate in this choreography of social life through proximity, visibility, and shared presence.

Jacobs' argument was game-changing because it reframed urban form not just as infrastructure, but as a condition for social resilience. While Jacobs wrote primarily about long-established urban neighborhoods, her insight that spatial design either enables or stifles social interaction provides an essential baseline for thinking about community resilience in post-displacement housing. However, her analysis did not directly address populations recovering from trauma or experiencing displacement – groups whose needs often require more than what "organic" neighborhood life can offer.

Jan Gehl's work empirically studies how people use space, building on Jacobs' human-centered urbanism. In "Life Between Buildings" (1971) and later in "Cities for

People" (2010), he shows that physical design elements like seating layout, building facades, or walking distances can either encourage or discourage human interaction. Gehl points out the importance of low-threshold, human-scaled environments to stimulate participation in public life. This concern for spatial accessibility and comfort is especially important in transitional or post-trauma contexts like contemporary Ukraine, where many residents may be hesitant to engage socially.

Gehl's work is especially influential in guiding how public or semi-public spaces like courtyards, shared kitchens, or entrances can be organized to encourage social engagement. However, critics have pointed out that Gehl's work often assumes culturally uniform user behavior and tends to give more weight to behavioral dimensions than to structural ones.[11] For instance, they argue that factors such as social hierarchies or governance structures that shape the use of space are not properly addressed in Gehl's analysis.

This focus on low-pressure and casual interaction aligns with Ray Oldenburg's concept of "third places. These are informal gathering spots that are neither home (first place) nor work (second place). Oldenburg, in "The Great Good Place" (1989), identifies cafes, barbershops, or parks as such spots, where people can connect outside of their home or work roles. He argues that those spaces act as "social equalizers" by providing routine, accessible contact that strengthens community bonds. For displaced people, who lose access to their usual public and semi-public spaces as a result of displacement, creating opportunities for this kind of interaction is vital. In this context, third places can serve as safe and low-stress environments to rebuild trust.

Although Oldenburg's work is more descriptive than prescriptive and focused on relatively stable urban populations, his theory is valuable for thinking about common spaces in post-displacement housing like communal kitchens or gardens, which can operate as "third places" for new communities.

Mary Douglas' anthropological perspective in Natural Symbols (1970) touches on how spatial forms express social rules and vice versa. In her view, physical environments reflect and reproduce the implicit norms of a group. Douglas argues that architecture, including domestic layouts, is never neutral, but serves as a "moral language" that reflects and reinforces a society's values, control systems, and social hierarchies. To demonstrate how spatial arrangements express and sustain the "social order," she offers examples like the spatial ordering of chairs to reflect family hierarchy, or the contrast between the formal front parlour and the informal living-kitchen room. For this reason, in the context of displaced persons, housing typologies may either reinforce passivity or enable mutual

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[11] Renard Teipelke, "An Implementation Critique of Jan Gehl's Cities for People," Place Management and Branding (blog), April 13, 2016, https://placemanagementandbranding.wordpress.com/2016/04/13/an-implementation-critique-of-jan-gehls-cities-for-people/.

visibility and trust.

"A Pattern Language" (1977) by Christopher Alexander provides a design vocabulary that connects theoretical concepts with practical implementation. It identifies spatial "patterns" like "intimacy gradient" or "common areas at the heart" as repeated solutions to recurring social needs. These patterns are clearly relevant to temporary housing, where the balance between individual privacy and communal life should be accomplished through design. Alexander's work, however, has been critiqued for its universalism, assuming these patterns apply equally across all cultures and situations.[12]

Yet, while physical form and symbolic structure matter, the way people are invited to contribute to the shaping and management of these environments is equally important. Sherry Arnstein's essay A Ladder of Citizen Participation (1969) presents a typology of involvement, ranging from manipulation to genuine citizen power in decision-making, to evaluate how inclusive participatory practices really are. This is especially relevant in housing for displaced populations, where the transition from passive recipients to co-managers is a necessity in terms of building self-sustaining communities.

This understanding is further deepened by Elinor Ostrom's Governing the Commons (1990). In her work, Ostrom outlines principles for collective resource management that can be applied to communal living environments: clear rules, accountability mechanisms, and nested governance. She argues that local communities are capable of managing shared resources effectively when they establish clear rules, monitoring systems, and fair, graduated sanctions. Ostrom's principles of co-management provide a theoretical basis for shared housing models that involve collaboration between residents and outside facilitators.

It becomes clear from the frameworks of Arnstein and Ostrom that participation is not just a moral or political value, but it is a practical condition for sustainable systems. Supporting participation for displaced populations, especially those affected by war or trauma, means recognizing the psychological and emotional aspects of rebuilding a sense of home.

In this context, literature on post-crisis shelter and recovery becomes particularly important. The Transitional Settlement: Displaced Populations manual by Tom Corsellis and Antonella Vitalle (2005), grounded in practical field experience, underscores how spatial decisions influence autonomy, cultural continuity, and psychosocial well-being. The work is centered around principles surrounding qualitative transitional settlements such as dignity, safety, and adaptability, which align closely with the principles of trauma-sensitive design. It does not prescribe fixed solutions, but advocates for flexible housing typologies that residents can adapt as they regain control over their lives. This

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[12] Karen A. Franck and Lynda H. Schneekloth, Ordering Space: Types in Architecture and Design (New York: Van Nostrand Reinhold, 1994

pragmatic, human-centered perspective offers a vital counterbalance to the more abstract urban and governance theories explored earlier. A practical and human-centered perspective of this work provides a balance to the more abstract ideas about cities and governance discussed earlier.

This literature review traces how theories from urbanism, anthropology, design, and political economy offer overlapping but distinct insights into how space, governance, and community interact, especially under conditions of displacement. Jacobs, Gehl, and Oldenburg help explain how space supports social life. Douglas and Alexander draw attention to the symbolic and patterned nature of built environments. Arnstein and Ostrom reframe participation as a form of co-governance, and Corsellis and Vitale extend these principles into trauma-sensitive housing for displaced communities. What emerges is not a single blueprint but a shared imperative: that housing, especially for displaced communities, must be designed, governed, and inhabited as a platform for rebuilding not only physical shelter but also social connection, autonomy, and belonging.

Yet, it should be noticed that most of these studies are based on assumptions of socio-political stability, which limits their effectiveness in times of uncertainty. These assumptions **make them underestimate** the structural vulnerabilities, legal complexities, and psychosocial trauma associated with post-displacement life. So, this reveals a considerable lack of integration between spatial design principles, trauma-informed care practices, and long-term governance structures.

While theoretical frameworks are valuable, planning is especially challenging in contexts of war and instability. Therefore, this thesis adopts a reflective practice emphasizing small, manageable steps to strengthen local capacities and support sustainable progress. It explores how CO-HATY's spatial and managerial decisions influence IDP community formation in Ukraine, specifically addressing systemic housing deficits and collective trauma.

ANALYTICAL OVERVIEW OF INTERNATIONAL PRACTICES

In Ukraine, as in other states with weaker governance, the government has struggled to implement long-term housing strategies, shifting the burden of innovation and implementation to civil society. Therefore, to better understand how housing interventions can succeed under these constraints, this research turns to international cases from countries with similarly limited state capacity, including Venezuela, Croatia, Chile, and Burkina Faso. In the following chapter, we will examine a range of international examples to explore how different models of social housing have been implemented in countries with low institutional capacity, identifying which approaches have failed, which have proven relatively successful, and what specific conditions or strategies have contributed to their outcomes.

In this research, the term "social housing" is used in a broad sense, encompassing not only traditional low-rent housing but also models such as crisis housing, supported rental housing, transitional housing, and various forms of community living. This approach allows for comparison of Ukraine's experience with various international practices that go beyond the narrow administrative definition.

The international cases were selected to be analyzed in this section to explore how community-oriented housing initiatives function in contexts similar to Ukraine, characterized by displacement, limited resources, and institutional fragility. Despite these cases being different from Ukraine in cultural and climatic conditions, they demonstrate how diverse governance models, including centralized, civic-driven, and hybrid approaches, can function in settings of weak or absent efficient state social housing systems. Their comparative value isn't in being directly copied, but in the lessons they offer on institutional coordination, community needs, and system-level design under conditions of post-crisis recovery.

Cases were selected if they met all or most of the following criteria:

- Relevance to post-crisis or displacement contexts, offering parallels to Ukraine's IDP housing challenges.
- Demonstrated approaches in managerial, spatial, or participatory strategies, relevant for long-term community-building.
- Implementation in countries with weak or transitional governance, where non-state actors play key roles in social infrastructure.
- Geographic and socio-economic diversity, to avoid over-reliance on Global North-centric models.
- Availability of detailed, open-access documentation, which was essential for meaningful case analysis.

Few international cases proved suitable for comparison due to the specific nature of the selection criteria and limited availability of well-documented initiatives that meet them. The four examples selected as a result, in Venezuela, Croatia, Chile, and Burkina Faso, offer diverse and instructive perspectives on providing social housing under challenging conditions.

Imperative Approach Without Citizen Participation – Venezuela

The Great Mission Housing Venezuela (GMVV) is a government-led social program launched in 2011 aimed at reducing the housing deficit in Venezuela by providing housing for people living in precarious conditions. Initially targeting 350,000 homes by 2012, the program delivered 1.3 million homes by 2017 and 4.6 million by 2023.[13] Though it is not a classical example of "social housing" in the European sense, it shares core concepts as it is state-subsidised housing allocated to vulnerable groups, with long-term use rights rather than full ownership.

In theory, the program aimed to promote social inclusion by constructing new housing developments on underused land and relocating residents at no cost. In practice, however, the GMVV exemplifies the risks of a centralised, imperative model of housing provision under weak institutional governance.

The program was majorly criticised for suffering from serious structural and systemic shortcomings. The concerns included poor construction quality, the absence of necessary infrastructure, and safety risks, as buildings were frequently experiencing serious defects like cracks and collapsed walls.[14] Corruption also worsened outcomes: lack of transparency in public procurement led to mismanagement of the resources. A notable example occurred between 2012 and 2013, when a businessman received US$159 million from the Venezuelan government to import housing materials, yet only products worth US$3 million were delivered.[15]

Another issue was the government's tight control over the already provided housing stock. The intended purpose of the policy was to stop market speculation and preserve affordable housing. However, in reality, access to housing was often dictated by politics, leading to some people being evicted simply because they opposed those in power.[16]

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[13] The Guardian, "Public Investment in Housing in Venezuela," The Guardian, June 6, 2013, https://www.theguardian.com/housing-network/2013/jun/06/public-investment-housing-venezuela.
[14] Vivienda en Red, "Venezuela Housing Update," Vivienda en Red, September 29, 2017, https://viviendaenred.net/inicio/index.php/vivienda-al-dia/venezuela/2017-09-29-15-30-38.
[15] BBC Mundo, "Noticias América Latina," BBC Mundo, June 14, 2020, https://www.bbc.com/mundo/noticias-america-latina-53036904.
[16] BBC News, "Venezuela Housing Mission," BBC News, February 27, 2016, https://www.bbc.com/news/world-latin-america-35689461; Human Rights Watch, "Venezuela Country Report," Refworld, 2016, https://www.refworld.org/reference/countryrep/hrw/2016/es/109604.

Although intended to promote social integration, GMVV projects often materialised as detached enclaves of poverty and insecurity. Instead of encouraging inclusion, they intensified marginalisation.[17]

Detached Planning, Concentrated Disadvantage – Novi Jelkovec

The GMVV case demonstrates the dangers of weak governance, centralised control, and politicised allocation being combined, but it is not the only instance of top-down housing solutions gone wrong. In a completely different institutional and economic context, Croatia's Jelkovec development demonstrates how planning logics shaped by political agendas and detached from resident needs can still lead to similar outcomes related to the reproduction of marginalisation.

Novi Jelkovec, a housing estate on the outskirts of Zagreb, was developed under Croatia's Publicly Subsidised Housing Construction Programme (POS) in the early 2000s. The original target group for Novi Jelkovec was relatively secure segments of the population: "people under 40, employed, with average income 30% higher than the national average, with priority given to younger families". This was a group that already had access to housing loans available on the market and could only be attracted by a lower price.[18] This, combined with the fact that the chosen development site was on the territory of a former pig farm in a peripheral and poorly connected area, made the project unattractive despite the availability of subsidies. It resulted in lower demand as was expected, and many units stood vacant after the completion of construction works.

Instead of changing the "hierarchical program imposed from above", as mentioned by one of the creators of the Zagreb housing model[19], that led to mistaken planning assumptions, authorities responded by repurposing a portion of the unsold units into public rental housing and allocating them to low-income and vulnerable groups. Although this shift brought the project closer to a social housing model, it was not part of the initial plan and occurred rather as a quick fix without a parallel investment in infrastructure, services, or integration policies, which would support this decision. Therefore, vulnerable residents were placed into an urban environment that had not been designed for their comfortable living experience.

This led to the situation where disadvantages became concentrated in specific areas without adequate social scaffolding being present. Eventually, this resulted in the estate being stigmatised because it was seen as isolated and undesirable.[20] Though

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[17] Hamilton Lit's, "Only a Facade: Great Housing Mission Venezuela," Architecture and Politics, 2016, https://arth.hamiltonlits.org/architectureandpolitics/only-a-facade-great-housing-mission-venezuela/.

[18] Iva Marčetić, Housing Policies in the Service of Social and Spatial (In)Equality, trans. Đurđica Dragojević (Zagreb: Pravo na grad, 2021), 118

[19] Tamara Buble, The Politics of Housing in Socialist and Post-Socialist Zagreb: Housing Policy and the Right to the City (MA thesis, Central European University, 2013), 19, https://www.etd.ceu.edu/2013/buble_tamara.pdf.

[20] Buble, Politics of Housing, 23.

improvements in infrastructure and transport links were made later, such as the introduction of the first direct bus line in 2014,[21] early planning missteps and lack of foresight left a lasting social imprint.

While Novi Jelkovec did not face the same scale of dysfunction seen in Venezuela, it avoided corruption scandals and construction failures – the development still reveals how top-down decision-making based on individualised notions and political tactics can fall short. Both cases were characterised by rigid planning logics, a lack of participatory processes, and limited adaptability. And in both, the failure to anticipate how space and policy intersect in people's lives resulted in marginalisation rather than inclusion.

Ultimately, these cases show that centralised housing delivery – even when motivated by progressive intentions – can deepen exclusion if it lacks responsive governance, long-term flexibility, and a focus on social integration. For countries like Ukraine, this offers a cautionary lesson: without participatory frameworks, such top-down approaches risk producing unsustainable and socially isolating results.

Half a House, Whole Responsibility - Quinta Monroy, Chile

In response to the limitations of the hierarchical state-driven approach, some housing initiatives shifted to models that actively engage residents' participation and adapt to their evolving needs. One such example is the Quinta Monroy Housing Project in Iquique, Chile, which experiments with participatory design, aiming to restore the long-term agency viability of social housing, leading to some unexpected outcomes.

The project, designed by the Chilean architecture firm Elemental, led by Alejandro Aravena, aimed to address the housing needs of families living in an informal settlement (or slum) located in the center of the city.[22] The aim was to maintain residents' social and economic networks while providing qualitative housing for them. However, it posed an additional challenge as the informal settlement was located in the central part of the city, where land prices were three times higher than what social housing budgets typically allowed. Limited government subsidy of US$7,500 per family covered the cost of land and infrastructure, but after purchasing the land, only 30% of the budget remained, making it extremely difficult to provide quality housing within such a tight budget.[23]

Those constraints led to the use of the innovative "half a good house" concept. Instead of building a complete but very small house, Elemental proposed building half of a comfortably sized but "good" quality home, with the "other half" being left for residents

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[21] Marčetić, Housing Policies, 119.

[22] David Milián Bernal, Beyond the Freedom to Build: Long-Term Outcomes of Elemental's Incremental Housing in Quinta Monroy (Harvard University Graduate School of Design, 2015), , https://pdfs.semanticscholar.org/fb5f/c04972992663139a48b646760ca3a41522cd.pdf.

[23] Danish Architecture Centre (DAC), "Quinta Monroy," accessed May 29, 2025, https://dac.dk/en/knowledgebase/architecture/quinta-monroy/.

to complete according to their needs and resources. The "half" Elemental provided was the robust structure containing parts, which are typically difficult for families to build on their own, such as a kitchen, bathroom, or stairs. The other "half" was an empty space of the same size alongside the initially built structure that was expected to be filled by extensions built by residents using their own labour and expense.[24]

While the project provided technical support to residents during the extension process, it still placed much of the responsibility for completing the housing on the residents themselves. This led to some unexpected outcomes, including wins and losses.

On one hand, residents experienced improved living conditions with access to basic services and more spacious, structurally sound homes. The incremental design approach, which allowed for customisation, played a crucial role in additionally fostering residents' pride and ownership over the housing. On the other hand, long-term studies identified that the same approach is leading to a risk of the re-creation of precarious living environments, including a lack of natural light and ventilation, and encroachment on communal spaces due to the lack of governance over the construction of progressive and uncontrollable extensions. They also found a weakening of community cohesion, as residents increasingly withdrew from collective initiatives and prioritised the improvement of their individual homes.[25]

The limited success of the Quinta Monroy project may be linked to the fact that the participatory processes led by Elemental, which were often claimed as a strength of this project of social housing, ended once the residents received their homes.[26] While the design allowed for physical adaptability, long-term community support and participatory governance structures were missing, leaving residents to navigate expansion, maintenance, and social cohesion largely on their own. This highlights an important gap: participation must extend beyond design and construction to include models of ongoing self-governance and collective care. A project that offers insight into such a sustained participatory model is the Opera Village in Burkina Faso.

Building Community Through Engagement - Opera Village, Burkina Faso

The Opera Village project emerged as an urgent effort to provide local people of Ouagadougou with housing after the severe flood of 2009 in Burkina Faso left them homeless. Initiated by German artist Christoph Schlingensief and architect Diébédo Francis Kéré, it aimed to create a sustainable community with a focus on art, education, and healthcare in Laongo, which is about an hour's drive from Ouagadougou.[27]

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[24] Danish Architecture Centre (DAC), "Quinta Monroy."
[25] Milián Bernal, Beyond the Freedom to Build.
[26] Milián Bernal, Beyond the Freedom to Build, 17.
[27] Archello, "Opera Village," accessed May 29, 2025, https://archello.com/en/project/opera-village.

The Opera Village was built using a modular design that allowed the project to grow and adapt over time, making it easier to respond to the evolving needs of the community. Architect Francis Kéré created a flexible structural system that could be easily repeated or adjusted, giving residents a chance to shape their surroundings rather than just move into a predetermined space.[28] This approach helped build a stronger sense of ownership and encouraged people to stay engaged with the place over the long term.

The core feature of the Opera Village project – modular design of the settlement, made it able to grow and adapt as time went on. This made it easier to respond to the community's evolving needs. The architect team arranged the layout of the village in a circular, outward-reaching pattern to support everyday interaction and community ties. Another important aspect of the project was the decision to use locally sourced materials such as clay or gum wood.[29] This, combined with traditional building techniques and climate-responsive design, helped reduce costs and made the project more sustainable. Thick earthen walls and wide roof overhangs kept buildings naturally cool, while solar panels and rainwater systems supported energy and water needs without relying on expensive infrastructure.[30]

The Opera Village has had a strong social and cultural impact on the local community. It includes a school that offers arts-focused education for up to 500 children and is now considered one of the top schools in the area, and a health centre that has made medical care more accessible for residents.[31] However, the project is about much more than just providing basic needs – it creates a strong sense of identity by bringing creativity into daily life. Its public spaces are multifunctional, doubling as informal stages for performances and storytelling. This represents a core belief of the project that culture is not a luxury but an important part of recovery and dignity.

Crucially, what sets Opera Village apart is that participation didn't end when construction was complete. It evolved into the continuous process in which residents, with the help of the project team, actively shape how the village is lived in and developed. As a result, the Opera Village has become much more than just a place to live – it's an active cultural heart of the area. This long-term engagement has helped cultivate strong social cohesion and empowered the community to take ownership of the project's future. In contrast to more limited participatory models, such as Quinta Monroy, where residents were given basic infrastructure and left to finish their homes independently, the Opera Village demonstrates how continued support, creative programming, and shared stewardship can lead to a more resilient and connected community.

[28] Where Is the North, "Diébédo Francis Kéré and His 6 Design Principles, with Examples," accessed May 29, 2025, https://www.whereisthenorth.com/article/diebedo-francis-kere-and-his-6-design-principles-with-examples.
[29] Archello, "Opera Village."
[30] Design Scene, "Opera Village by Kéré Architecture," last modified March 2025, https://www.designscene.net/2025/03/opera-village.html.
[31] Arquitectura Viva, "Opera Village," accessed May 29, 2025, https://arquitecturaviva.com/works/opera-village-6.

What makes the Opera Village especially notable is how it thrives in a setting with limited institutional support. Instead of depending on complex bureaucratic systems, the project drew strength from international solidarity, local know-how, and inclusive, hands-on collaboration. Still, the lack of involvement from government or local authorities raises important questions, particularly about long-term sustainability, as the project initially depended heavily on external funding.

As a result, the Opera Village is more than just a social housing project responding to a crisis – it's a long-term investment in the local community. By combining affordable housing with education, healthcare, and cultural life, it presents a powerful and flexible model that genuinely prioritises people, community, and culture.

Conclusions from International Practices

All these described cases – from a centralised and authoritative model of GMVV in Venezuela or Novi Jelkovec in Croatia to more experimental and inclusive approaches of Quinta Monroy, Chile, and Opera Village in Burkina Faso – offer diverse lessons on how housing can either intensify marginalised communities or encourage their resilience. Each case demonstrates that the ability to walk the tightrope between state involvement, adaptability, community participation, and long-term support is the key to the overall success of the project. While GMVV and Novi Jelkovec struggled with long-term and resident empowerment, the participatory nature of Quinta Monroy and Opera Village led to more resilient and cohesive communities. Yet, even here, outcomes were mixed. Quinta Monroy provided residents with the ability to adapt and expand their homes, but the absence of continued support and local governance after people received their houses meant that early participatory gains failed to transform into long-term social cohesion. On the contrary, Opera Village's success was not limited as much as Quinta Monroy's because the participatory process didn't end with construction. It continued even after move-in, embedding culture, care, and creativity into the everyday life of the residents.

What stands clear is that in context, when the institutional capacity is limited, whether due to political instability, weak governance, or post-crisis recovery, investing in community-building is a part of the most effective housing strategies. This is what helps to transform housing for residents from just a shelter to a long-term solution – a home.

Ukraine is not an exception to this global trend. Amid the chaos of the full-scale war and institutional overload, such public initiatives like CO-HATY show that civic actors can not only take part in housing delivery but also in fostering community resilience. Rather than focusing solely on repurposing vacant public housing stock, CO-HATY places community-building at the core of the process. The organisation involves residents in shaping not only their living spaces but also the system of shared rules and relationships

that sustain them. That makes CO-HATY a notable case that can be analysed alongside the examples discussed earlier.

Before moving on to the analysis of CO-HATY in a broader context, it is beneficial to summarise the considered cases in the form of a comparative table, which will allow us to clearly see which aspects contributed to or, conversely, hindered the creation of sustainable housing solutions.

Table 1. Housing Model Comparison

Case	Model Type	Level of Resident Participation	Governance / Institutional Support	Social Integration	Key Takeaways for Ukraine / Link to CO-HATY
GMVV, Venezuela	Centralised, state-driven, top-down	None	Weak governance, politicised management	Segregation, formation of ghettos	A cautionary example of failure due to centralisation, corruption, and lack of participation.
Novi Jelkovec, Croatia	State-subsidised housing, top-down	Minimal (late-stage feedback only)	Rigid planning, partial adaptation post-construction	Isolation, stigmatisation	Even with better institutions, top-down planning without participation leads to exclusion.
Quinta Monroy, Chile	State-subsidised housing, Incremental, semi-participatory	High during the design phase, lacking after the construction ended	State-supported, architecture-led	Initial integration, later fragmentation	Highlights the need for long-term mechanisms to support communities beyond the initial phase.
Opera Village, Burkina Faso	Participatory, culturally-rooted, flexible	High and continuous	Minimal state role, strong grassroots, and international support	Strong cohesion, shared identity	Success thanks to ongoing engagement, local autonomy, and socio-cultural grounding.
CO-HATY, Ukraine	Hybrid: spatial intervention into vacant public stock + participation + volunteers	High (co-creation, shared governance)	Community-led governance, situational cooperation with local authorities	Gradual community-building, mutual trust	A resilient, adaptable model suitable for fragile state contexts – an example of sustainable housing for IDPs.

Note: Developed by the author based on an analysis of the cases discussed.

REFLECTIVE ANALYSIS OF CO-HATY COLLECTIVE HOUSING PROJECTS

In the previous chapter of the study, I provided an overview of the international cases to identify strategies for accomplishing a comfortable housing solution in countries with weak governance and to position CO-HATY's activity within the broader context of social housing. The goal of this chapter is to conduct a reflective analysis of the CO-HATY's practical experience with a focus on already implemented projects, particularly shelters "Sadok" and "Hotel" in Ivano-Frankivsk, and the planned "Zirochka" project in Kalush. This approach is designed to help detect lessons learned and inform future recommendations.

The aim of this qualitative analysis is to explore and validate the hypothesis that **in successful social housing projects for IDPs, management decisions play a key role in shaping the community, and space acts as a tool for implementing these decisions. However, the traumatic experiences of residents require special attention to the balance between privacy and community.**

As it was stated in the methodological part of the research, this analysis extensively uses internal project documentation, including reports, feasibility studies, and strategies, combined with the researcher's own reflections as a participant during internship with the CO-HATY initiative, to identify intentions behind project design and management. It also examines the resident perspective through the interview with Marina, ex-resident of the Sadok project, ex-volunteer of CO-HATY, and a daughter of the administrator of the CO-HATY Hotel project, to assess how these intentions were reflected in the reality of implementation.

Evolution of CO-HATY's Approach: From Emergency Shelter to Affordable Housing

The Russian full-scale invasion of Ukraine in 2022 made millions of Ukrainians lose their homes. The most significant housing crisis in the history of independent Ukraine hit especially hard in the western part of Ukraine, where 6.5 million people moved in search of safer living conditions. As affordable housing was scarce there even before the full-scale war, a lot of internally displaced people had to shelter in spaces unsuitable for long-term living, such as school gyms or concert halls, often without access to kitchens or hot water.[32] In direct response to this urgent challenge, the CO-HATY project was launched in March 2022 by the non-profit organisation METALAB and Urban Curators.

The initial goal of CO-HATY was to provide emergency and temporary, but comfortable accommodation for IDPs, with respect to their dignity. These efforts were

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[32] International Organization for Migration (IOM), Countrywide Overview: Recovery and Durable Solutions for War-Affected Populations in Ukraine (December 2023), https://ukraine.iom.int/sites/g/files/tmzbdl1861/files/documents/2023-12/countrywide-overview.pdf.

driven by the belief that safe accommodation saves lives and prevents people from being forced to return to dangerous regions.[33]

The project focused on efficiently utilising large, vacant post-Soviet municipal buildings through renovation and adaptation, with an emphasis on creating spaces that felt like home rather than just temporary shelters, designed around the needs of displaced people.[34] The pilot project in Ivano-Frankivsk showcased this approach effectively by quickly renovating a university dormitory that had stood unused for at least five years. Thanks to productive collaboration with the local municipality, cooperation with local businesses for furniture production, and involvement of over 100 volunteers for reconstruction works, the project was completed in just six weeks, providing a new home for 170 IDPs.[35] According to the CO-HATY official website, the project successfully implemented renovations in 7 dormitory typology buildings, accommodating approximately 1400 residents.[36]

As the war progressed, it became clear that the displacement would be prolonged for many Ukrainians, and the existing system of social and temporary housing in Ukraine is not able to respond to this fact. Therefore, CO-HATY decided to address the long-term needs of IDPs in housing by shifting towards creating a model of long-term affordable rental housing.[37] "Zirochka" housing project in Kalush marks this transition. It demonstrates a new phase of CO-HATY's work – one that goes beyond providing a roof over the heads of those who lost their home, and instead focuses on creating an integrated and sustainable living environment.[38] The visual below summarises these evolving organisational priorities of CO-HATY.

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[33] CO-HATY, CO-HATY x Kalush: Long-Term Affordable Housing Pilot Presentation (PDF presentation), September 24, 2024

[34] World Habitat, "CO-HATY," accessed May 29, 2025, https://world-habitat.org/world-habitat-awards/winners-and-finalists/co-haty/.

[35] CO-HATY, "Пілотний Проєкт," accessed May 29, 2025, https://www.cohaty.org/cohaty-proj/%D0%BF%D1%96%D0%BB%D0%BE%D1%82%D0%BD%D0%B8%D0%B9-%D0%BF%D1%80%D0%BE%D1%94%D0%BA%D1%82.

[36] CO-HATY, Official Website, accessed May 29, 2025, https://www.cohaty.org/.

[37] CO-HATY team, structured written interview by Vitalii Kosyi, April 2024, unpublished.

[38] Anastasiya Ponomaryova and Yulia Popova, Feasibility Study for Longer-Term Affordable Housing Pilot: Kalush Lighthouse Housing Project, Kalush, Ukraine, study conducted Feb–May 2024, submitted June 16, 2024.

Figure 1. CO-HATY Values and Core Principles
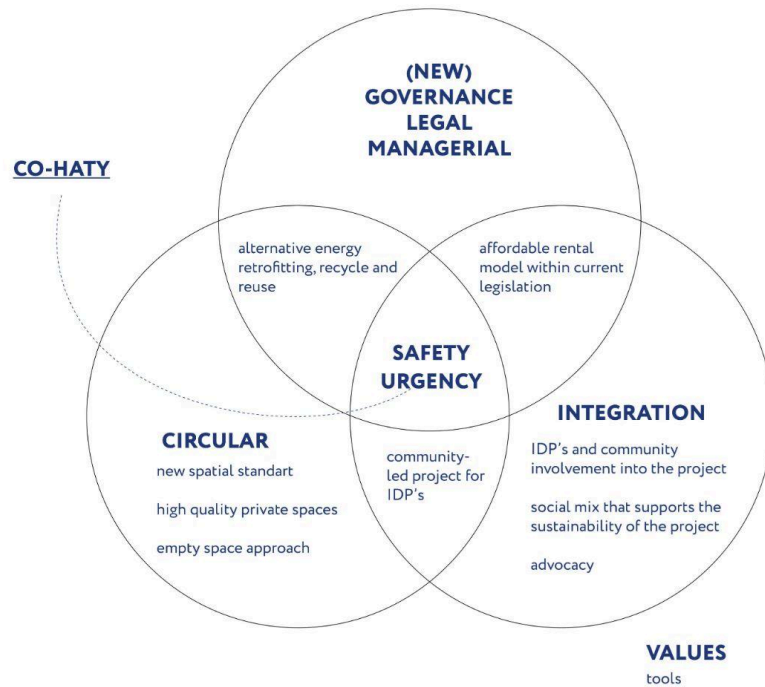
Note: Reproduced from CO-HATY, CO-HATY x Kalush: Long-Term Affordable Housing Pilot Presentation (PDF Presentation, September 24, 2024), 10.

Building on them, the central case study of this research, "Zirochka" project in Kalush, is a pilot attempt to develop an affordable rental housing model adapted to Ukraine's institutional and economic realities. Its substantive and spatial solutions will be discussed separately in the following sections.

However, before closely examining the pilot project in Kalush, it is important to reflect on the earlier stages of CO-HATY's activity, particularly in Ivano-Frankivsk. Reflective analysis of already implemented CO-HATY shelters, Sadok and Hotel, will lead to a better understanding of how spatial and managerial decisions influence the community formation of IDPs in temporary housing. These shelters, serving as a testing ground for decisions, provide concrete examples of how these choices played out in practice, pointing out what worked, what didn't, and why. Studying them also helps uncover the patterns and challenges that shaped CO-HATY's later shift toward longer-term housing solutions.

Case Study: Sadok and Hotel – Ivano-Frankivsk Implemented Shelters

Before becoming temporary shelters for IDPs, both the kindergarten building on Bandera Street (Sadok) and the former five-storey Hotel Olga (Hotel) had stood unused for years. Sadok had been vacant since 2017, when the Department of Education, which had used the former kindergarten as an office for some time, moved out in 2017.[39] In contrast, Hotel Olga had been abandoned for almost a decade before the renovation project began.[40] The renovation of Hotel Olga was designed to accommodate 90 residents, while Sadok was intended to house 140 IDPs.

Both structures are typical examples of post-Soviet architecture from the 1960s–1980s. Their transformation into housing for IDPs pushed for significant adaptations, as their original uses – educational and hotel accommodation – offered very different spatial layouts from residential housing.

Figure 2. Sadok interior before and after renovation

Note: Photographs by CO-HATY, taken by the CO-HATY team, unpublished.

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[39] Reporter, "Frankivsk Initiative 'Co-Haty' Completed Hotel Renovation on Makukhy for IDPs (PHOTOS)," accessed May 29, 2025, https://report.if.ua/socium/frankivska-iniciatyva-ko-haty-zavershyla-renovaciyu-gotelyu-na-makuhy-dlya-vpo-foto/.

[40] Appropedia, "Tolocar Playbook: CO-HATY," accessed May 29, 2025, https://www.appropedia.org/Tolocar_Playbook/CO-HATY.

Figure 3. Hotel interior before and after renovation

Note: Photographs by CO-HATY, taken by the CO-HATY team, unpublished.

Therefore, a core strategy of the CO-HATY team was to reconfigure the original layouts to create more defined living units and functional common areas suitable for residential use. This involved redesigning spaces designed for collective or specific institutional activities into areas with new functions, like shared laundries or functional housing units. Such an approach was used for Sadok, where libraries and assembly halls were divided into several rooms. The decision enabled the addition of bathrooms and kitchens throughout the building. This made it possible to introduce a "block system," where a group of rooms shares its own bathroom and kitchen, providing more private space for residents than the original layout would allow. [41]

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[41] CO-HATY, "Садок," accessed May 29, 2025,
https://www.cohaty.org/cohaty-proj/%D1%81%D0%B0%D0%B4%D0%BE%D0%BA.

Figure 4. Sadok, 1st Floor, Section 2 Layout Plan
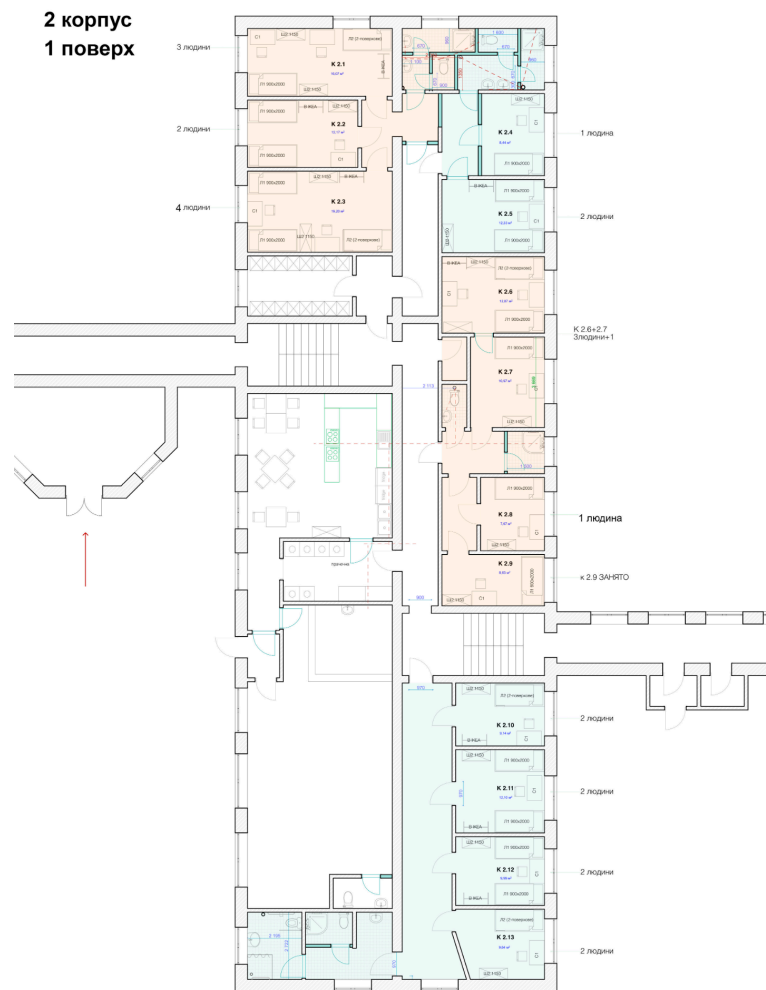
Note: Reproduced from CO-HATY, Sadok Renovation Project Plans, unpublished. For more detailed drawings of other floors and facilities, see Appendix A.1.

Hotel Olga, on the other hand, did not require this tactic as the original layout of the hotel introduced each housing unit with a personal bathroom. However, there were no large additional spaces on the floors to repurpose as kitchens, making all of the Hotel residents use one large shared kitchen on the ground floor. As a result, the redeveloped layout of both projects led to the establishment of a system where residents would have their own rooms or units while sharing communal facilities, reflecting an effort to balance privacy with shared amenities. This was especially important for IDPs who had previously lived in shelters with minimal privacy,[42] sometimes separated only by makeshift barriers

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[42] Ponomaryova and Popova, Feasibility Study.

like hanging sheets, which provided visual separation but no sound insulation, offering only the illusion of privacy.
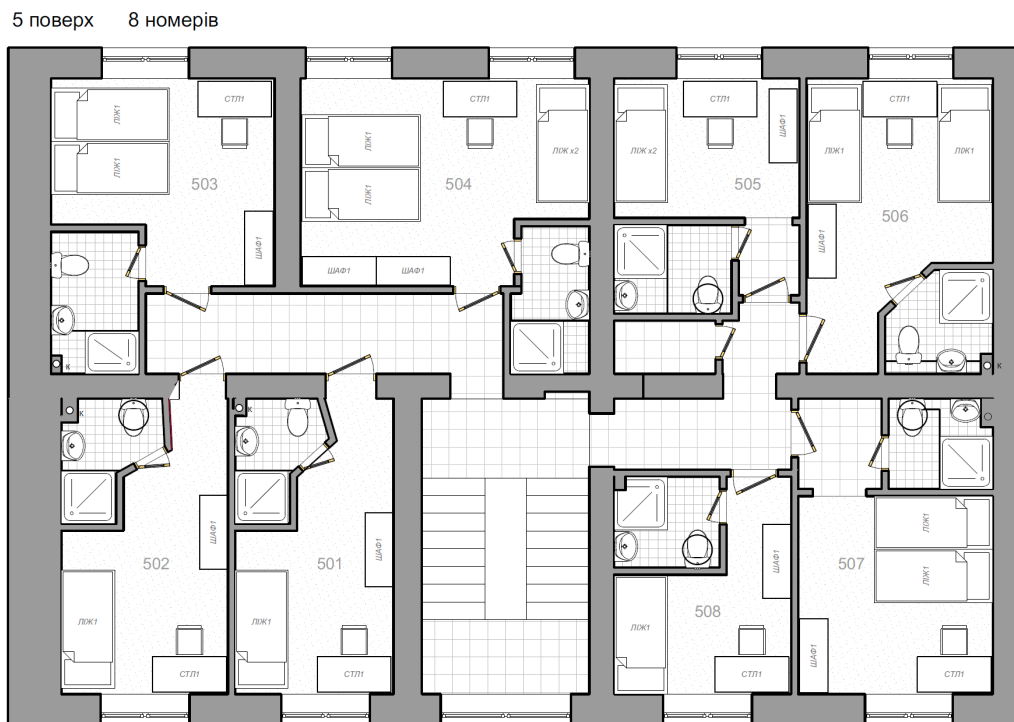
Figure 5. Hotel, 5th Floor Layout Plan

Note: Reproduced from CO-HATY, Hotel Renovation Project Plans, unpublished. For more detailed drawings of other floors and facilities, see Appendix A.2.

The transformation process of those buildings required more than just modifying room plans and cosmetic changes – it involved substantial repairs and upgrades to essential systems to make the spaces truly livable. General renovations across projects include replacing heating, plumbing, and sewerage systems; installing new electrical wiring and bathrooms; replacing or repairing windows and roofs; painting, furnishing, and providing household appliances. For the Hotel, this also included bringing a water supply, insulating facade, and replacement of the heating system, which included the construction of a boiler-house to improve the building's energy efficiency.[43]

All of these substantial renovations were made possible thanks to the financial support secured by CO-HATY through partnerships with international donors and humanitarian organisations. Notably, each project received funding from different sources. For Sadok, the main funding came from "USAID", through the Ukraine Confidence

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[43] CO-HATY, "Готель," accessed May 29, 2025,https://www.cohaty.org/cohaty-proj/%D0%B3%D0%BE%D1%82%D0%B5%D0%BB%D1%8C.

Building Initiative (UCBI III), with a total project budget of approximately $250,000.[44] For Hotel Olga, financial support was provided by the German Federal Foreign Office in partnership with the humanitarian organisation "Sign of Hope", covering €169,500 of a $280,000 total budget. Additional funding for Hotel Olga also came from IM Swedish Development Partner.[45]

Several humanitarian organisations provided critical material support for both projects, although specific areas of their support differed. "People in Need" supported both Sadok and Hotel Olga with essential household items, such as appliances, bedding, hygiene products, and cleaning supplies, helping to create functional and comfortable living environments.[44] "Rokada", a charitable foundation and implementing partner of UNHCR, also contributed to both projects by supplying mattresses, chairs, bedding, and other accessories that made the spaces more livable.[45]

At the same time, some organisations focused their support only on one specific project. For Sadok, the International Organisation for Migration (IOM Ukraine) provided materials for vital infrastructure improvements, including heating and electricity systems, doors, and tiles. In contrast, "Hungarian Interchurch Aid" offered an especially wide-ranging package of equipment for Hotel Olga, tailored to residents' needs. This included items like sports equipment, a generator, stoves, vacuum cleaners, crockery, and other supplies, most of which were delivered in response to community requests.

However, not all of the furniture and household items were received as donations by charitable foundations and NGOs. Additionally, CO-HATY facilitated a crowdsourcing campaign within Ivano-Frankivsk, inviting local residents to donate their housewares to create a sense of homeliness and comfort for the newly relocated IDPs.[46] Donated items ranged from small items such as vases, which helped personalise the living space, to good-conditioned second-hand furniture that was later thoughtfully integrated into the spaces.

A considerable part of the furniture was also designed and crafted in collaboration with local craftsmen and IDP volunteers.[47] This decision lets kill two birds with one stone: provide tailored solutions for the renovated spaces and also support the local economy. The guiding idea was to design furniture whose blueprints could be shared with carpenters and reproduced locally anywhere in the world. A notable example is the CO-HATY bed, designed by the co-founder of the initiative, Tania Pashynska (photographs of the bed can be viewed in figures A.6.1 and A.6.2 of Appendix A). The bed is specifically created for compact living, making it multifunctional, easy to assemble and transport, and includes generous under-bed storage. The height of the bed was also carefully adjusted to

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[44] CO-HATY, "Садок."
[45] CO-HATY, "Готель."
[46] Iryna, interview by Vitalii Kosyi, in person, April 2024.
[47] CO-HATY team, interview.

be accessible for older users, who may find lower beds difficult to use.[48] Such beds as well as other furniture, specifically designed for CO-HATY, including shelving units and tables, were used for the decoration of housing units in the Sadok and Hotel projects.

CO-HATY's collaborative approach also involved close cooperation with the local government of Ivano-Frankivsk. This cooperation was especially significant in the case of the Sadok project. The building itself was provided by the Department of Education and Science of the Ivano-Frankivsk City Council, which had previously used the facility as its office.[49] This department, along with others in the municipality, such as the Department of Social Policy and the Department of Investment Policy, played an important role in supporting the project during its implementation. As an ex-volunteer of the CO-HATY team, Marina stated in the interview that the department and the mayor were very supportive, helping them find premises and solve problems.[50]

However, there were also challenges during the collaboration with the municipality. The Department of Education, for instance, was hesitant to house people with disabilities or the elderly in Sadok, fearing care-related burdens. This contrasted with CO-HATY's mission to support those most in need – a goal they pursued independently by fundraising for accessibility features like ramps. Marina saw the department's stance as avoiding problems rather than embracing challenges.[50]

On the other hand, the Hotel project involved less direct engagement with the municipality, mainly focusing on the general legal and administrative framework for housing development and potentially resident distribution. Primarily, it was due to the building being under private ownership. While the city did not play a central role in this case, the private property owner granted CO-HATY permission to renovate and repurpose the long-abandoned hotel into housing for internally displaced persons.

Community Building Through Participation

While much of the focus so far has been on the physical transformation of space and the institutional support that enabled it, it is also important to examine who was involved in the actual process of making these spaces suitable for living, and how that experience shaped the emerging communities of the projects. In both Sadok and Hotel Olga, renovation works were carried out by a diverse team, which included professional craftsmen as well as volunteers, many of whom had no prior experience in construction or design but were driven by a shared desire to help.

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[48] CO-HATY, "CO-HATY BED," accessed May 29, 2025, https://www.cohaty.org/en/cohaty-proj/%D0%BB%D1%96%D0%B6%D0%BA%D0%BE-%22%D0%BA%D0%BE-%D1%85%D0%B0%D1%82%D0%B8%22.

[49] CO-HATY team, interview.

[50] Marina, interview by Vitalii Kosyi, in person, April 2024.

A number of volunteers were themselves IDPs, turning the renovation process into a community-building activity.[51] Some, like Marina from Dnipro, first joined as volunteers helping with repairs and furnishing, and later became residents of the very housing they helped to bring to life. By involving future residents in the hands-on work from the start, CO-HATY fostered a sense of agency and ownership early on, effectively blurring the line between 'beneficiaries' and 'contributors. That's how Marina described this feeling:

"We loved it (Sadok) so much – every corner of the space was made by our own hands, so it felt very special."[52]

Another key factor that laid the groundwork for the communities that later formed within the walls of Sadok and Hotel was the residents' involvement through planning processes, from designing the yard layout to the development of shared living rules.

At Sadok, this took the form of a series of workshops and meetings, held both in-person and in hybrid formats, between future residents. One such workshop, dedicated to how the yard could be used and shared, included creating "ideal yard" collages, documentation of strengths and weaknesses, and mapping out desired functions. Older residents shared their ideas through interviews, while children aged 8–14 used Lego to express their vision for a playground.[53] The workshop led to the partial transformation of the yard into a community garden, which is still actively used by residents, as confirmed in an interview with Sadok's guest Alina.[54]

Another key workshop held in Sadok focused on cohabitation rules. After discussion of living together experiences, residents, CO-HATY staff, and representatives from the Department of Education collaboratively developed rules and defined roles and responsibilities. This shifted the emphasis from top-down governance to co-created norms, strengthening community sustainability.[55]

As mentioned, the involvement of IDPs in the renovation process led to significant enthusiasm and a sense of community among workers from the very beginning. Marina, who contributed to both projects before becoming a resident of Sadok, described this time as an opportunity to join a "very cool community" and let go of negative emotions through meaningful work.[52] The shared experience of hardship resulted in a strong bond that often persisted even after the renovation phase was finished. Many volunteers later became residents, frequently settling in rooms near one another, further reinforcing their connection.

[51] Appropedia, "Tolocar Playbook."
[52] Marina, interview.
[53] Urban Curators and CO-HATY, Brief Report: Layout of the Yard of the Shelter on the Street Bandera 10g in Ivano-Frankivsk (PDF Report, September 9, 2022).
[54] Alina, interview by Vitalii Kosyi, in person, April 2024.
[55] CO-HATY, Стратегія побудови взаємодії з мешканцями та мешканками проєкту "CO-HATY" в колишньому садочку [Strategy for Building Engagement with Residents of the Former Kindergarten Project] (Internal PDF document).

However, the initial enthusiasm and closeness, particularly in Sadok, gave way to growing domestic tensions. While there were no major conflicts, Marina noticed that the original community atmosphere began to fade as new residents arrived. She found it difficult to see newcomers not caring for the spaces, in contrast to the volunteers who had worked hard, unpaid, and without days off. Marina noted that after about a year, the sense of discomfort grew, and the feeling of unity wasn't the same. So far, she has decided to move out, partly because she and even her children began to feel a strong need for more privacy. She recalled:

"My child said to me, 'Mom, I want to go to the kitchen in my underwear, drink tea, and not be bothered by anyone'"[56]

However, everyday tensions like snoring or neighbour complaints were common and generally seen as typical household issues. Reflection sessions of the team also revealed that many residents had known each other from previous temporary shelters, bringing with them pre-existing, unspoken tensions that later complicated community life.[57]

In Sadok, social dynamics and resident experiences were also significantly shaped by the physical arrangements and shared spaces. The proximity of rooms and shared facilities contributed to noise and a general lack of personal space, which became increasingly noticeable over time. The block-based bathroom system, with 2-3 rooms sharing each, and shared kitchens, which are the main common spaces on each floor or wing, offered limited privacy. That became an issue, especially during colder weather, as people tended to stay indoors more.

Marina recalled how exhausting it became for her:

"Every living person sometimes wants peace and to be alone. But no matter when you step out, there's this endless hustle and bustle – people opening refrigerators, cooking, chatting... You sit down to eat or talk with your family, and someone always interrupts or comments on your conversation."[56]

This constant exposure to others reflected a lack of sufficient shared space beyond the kitchen. Too many everyday interactions crammed into one place made it harder for residents to communicate and connect as a community. Despite having plans to shift the main communal function from the kitchen to a larger shared space, with separate zones for children and adults, including a TV area and consoles, these ideas were never realised due to funding constraints. The proposed multipurpose area was ultimately repurposed for storage.[56]

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[56] Marina, interview.
[57] CO-HATY, Стратегія побудови взаємодії.

Although there were relatively good living conditions in Sadok compared to the sports hall, the shared nature of the spaces led to friction, such as disagreements over cleaning schedules. While an effort was made to assign cleaning duties, disputes still arose.[58]

Community Dynamics: Sadok vs. Hotel

Comparison of community dynamics between the Sadok and Hotel projects reveals how different decision-making structures, funding models, and expectations of responsibility shaped residents' behaviour and their attitudes toward the space.

Sadok community dynamics were significantly influenced by the urgency-driven nature of the project and the structure of external support. Residents lived there completely for free as the Department of Education covered all utility costs.[58] Ensuring quick access to decent housing for many, this approach unfortunately also established a context where residents were primarily viewed as recipients of aid rather than as active participants.

The chosen management model only reinforced this existing pattern. The selection of residents relied mainly on city-provided lists, leaving CO-HATY minimal influence over who was settled, except for a small allocation for their own volunteers. Despite officially being tasked only with basic property management and coordination with the CO-Haty team, the administrator, who lived on site, became a central figure in daily problem-solving, often stepping in to call doctors, organise repairs, and handle residents' personal issues.[58] This created a hierarchy where residents were not encouraged–or expected–to organise or solve problems themselves.

Because all services were covered externally, including support from organisations like "Comfortable Home", who sent plumbers and technicians, residents naturally adapted to the logic of a system where help would arrive without their initiative. Attempts to introduce even minimal self-organisation, like collecting small sums for shared repairs, were often met with resistance. Some residents escalated complaints to the mayor, expecting the system to continue providing.[58]

However, this behaviour should not be seen as apathy. Many residents arrived from extremely difficult conditions, including sports halls and temporary shelters, exhausted and in survival mode. When they encountered a space where things were finally stable and functioning, it is understandable that their first instinct was to rest and recover. Over time, as Marina observed, this sometimes developed into what she called people living "slacking off," but it also reflected a lack of structured transition into shared responsibility.[58] The generous support, while well-intentioned, risked fostering dependency not because of residents' unwillingness to engage, but because the system

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[58] Marina, interview.

did not initially offer pathways to gradually build up ownership.

The location of the buildings also impacted funding models and resident dynamics in both projects. Sadok, centrally located in Ivano-Frankivsk with a large green yard, became a highly desirable place to live, especially for those who had experience living in shelters on the city's outskirts, far from facilities. This centrality, along with its calm surroundings, may have reinforced the perception of it as a more permanent home, encouraging comfort but also dependency. In contrast, the Hotel's proximity to the industrial zone made it less comfortable but more suitable for people with jobs who spent much of the daytime away from home. While not formally selected, residents there were more likely to be self-sufficient and ready to pay, which shaped a more active, self-organising community.

Since the Hotel building was privately owned, residents were required to cover specific fees on their own, including administration, seasonal heating, staff, and utilities like electricity and internet, which the municipality would not cover. Given that many residents had jobs that provided income, this arrangement was logical and workable for them. Because they were paying, residents understood that upkeep and problem-solving fell largely on their shoulders. Therefore, the model of shared financial responsibility had a notable impact on community behaviour and sense of agency.

Importantly, residents of the Hotel did not arrive with the same expectations of full external provision as in the Sadok scenario. While they did receive limited support from NGOs like "Rokada" and "Caritas", the main responsibility for maintaining and improving the space primarily fell on their shoulders. Many were already used to working and paying for their housing, which framed their approach to this temporary shelter as a continuation of independent living rather than a humanitarian aid service.

This fact influenced a high level of self-organisation and initiative. Residents collectively pursued grant funding to improve shared spaces, resulting in a children's playroom and a sports hall. When something broke, such as a pump damaged by misuse, residents acknowledged their role and organised repairs themselves if no external help was available. As Marina emphasised, the fact that residents were paying created a real sense of ownership and accountability.[59] This also meant they were more likely to voice complaints, sometimes even arguing with the administration, not out of entitlement, but out of an active investment in the quality of their living conditions.

During the interview, Marina also noted that the community dynamics of the Hotel could be attributed to the critical mass of active and initiative-driven individuals living there.[59] For instance, the Tymchak family, residents of the Hotel, conducted informal surveys of their neighbours' needs, which were used to request necessary items from

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[59] Marina, interview.

Hungarian Interchurch Aid. They also organised a waste-sorting education initiative for other tenants, which eventually helped lower garbage collection costs.[60]

Based on the Marina's comments, it can be said that the environment of the Hotel cultivated more involvement and a stronger sense of responsibility. Residents were not only managing their space but building a shared culture around it. Compared to Sadok, where the system inadvertently discouraged initiative, the Hotel model demonstrated how structures of shared responsibility, especially when grounded in even modest payment and autonomy, can help foster a more resilient and self-reliant community. The CO-HATY team also recognised this phenomenon, and the reflection session identified it as a key challenge: how to communicate that the shelter was not simply a gift, but a chance to rebuild life, and how to help people shift from crisis recovery to self-governance.[61]

To sum up both cases, the Hotel model showed that prioritising shared responsibility and active participation builds strong, self-reliant communities. In contrast, the challenges in Sadok, where top-down management and reliance on external aid limited autonomy, highlight the critical need to find the right balance between addressing urgent needs and fostering long-term community empowerment.

[60] Metalab.space, "We want to share with you an inspiring story about some proactive people," Instagram, December 30, 2023, https://www.instagram.com/p/C2ANwi_tD5r/.

[61] CO-HATY, Рефлексивна сесія CO-HATY: Побудова моделі роботи команди Co-Haty для соціальної інтеграції та згуртованості в гуртожитках для переселенців та переселенок. Кейс "Шелтер Дитячий садок" [CO-HATY Reflective Session: Building the Team Model for Social Integration and Cohesion in Shelters for IDPs. Case "Shelter Kindergarten"] (Internal PDF document).

Case Study: "Zirochka" – Pilot project of affordable housing for IDPs in Kalush

Project "Zirochka", planned to be implemented in Kalush, represents a strategic shift in CO-HATY's approach, moving from providing temporary shelter solutions toward a long-term, affordable social rental model for IDPs based on resident participation, development of self-reliant communities, and systemic change. CO-HATY's earlier projects, Sadok and Hotel, described in the previous section, significantly contributed to this transition. While those projects successfully addressed the immediate need for temporary accommodation for displaced people, they also highlighted a deep, structural gap in Ukraine's system of social housing: the absence of stable and affordable rental options for IDPs and other vulnerable groups. Therefore, the Zirochka project is designed not just as another renovation project but as a pilot of affordable housing that could be adapted, replicated, and scaled in terms of success.

The Zirochka project, currently being developed with the support of Habitat for Humanity, places extra focus on spatial solutions that prioritise residents' privacy more than in previous projects, foster social integration, and reduce long-term utility costs through energy-efficient upgrades. At the same time, this project pilots a governance model uniting charitable foundations, operational bodies, and local government in order to test legal and financial mechanisms that could form the basis for future social rental housing policy.[62]

As a result, key aspects of the Zirochka model include:

- Providing decent and affordable housing for approximately 150 IDPs and low-income residents.
- Establishing a socially mixed tenant base, including vulnerable households and key workers, to support community resilience.
- Empowering residents to build a self-resilient community by involving them in planning, renovation, and ongoing management processes.
- Testing new governance and financing mechanisms that work within Ukraine's current legal context while laying the groundwork for a broader policy shift.[62]

Building on lessons learned and moving beyond short-term fixes, the Zirochka project aims to prove that social housing in Ukraine can be just and sustainable, and that communities themselves can be key actors in making this a reality.

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[62] Ponomaryova and Popova, Feasibility Study.

Spatial Interventions and Design Philosophy

The building chosen for the project was the former kindergarten "Zirochka" in Kalush, which had been unused for 15 years. Like all CO-HATY projects,[63] this one was selected based on specific criteria. According to the feasibility study of the project, this particular communal building was selected based on several key factors:

- The building is centrally located in Kalush, has been well maintained despite its vacancy, and offers a reasonable scale for creating a socially mixed housing model
- Kalush is the second-largest city in the Ivano-Frankivsk region and has taken in a significant population of internally displaced persons (approximately 8,000 as of September 2023).
- As the region's largest industrial centre, Kalush offers employment opportunities and needs a growing workforce.
- Interviews and meetings with city leadership confirmed dedication to the project of accommodating IDPs, pledging organisational support and the necessary resources for its success.
- The current spatial condition of the building is considered ideal for reconfiguration from an educational facility layout to a housing layout, with adequate rooms, wide corridors, large windows, and a sizable green area.
- Its building typology is familiar to the CO-HATY team, which previously worked with a similar structure during the Sadok project and has relevant renovation experience.[64]

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[63] CO-HATY team, interview.
[64] Ponomaryova and Popova, Feasibility Study, 8.

Figure 6. Sadok layout

Експлікація приміщень 1 поверх		
Номер приміщення	Площа	Назва
1	32,8	1-кімнатна квартира
2	36,6	1-кімнатна квартира
3	36,9	1-кімнатна квартира
4	33,0	1-кімнатна квартира
5	32,9	1-кімнатна квартира
6	19,6	квартира-студія
7	33,8	майстерня
8	6,0	прачечна
9	5,0	технічне приміщення
10	38,8	коридор
11	30,5	1-кімнатна квартира
12	42,3	2-кімнатна квартира
13	30,5	1-кімнатна квартира
14	32,6	1-кімнатна квартира
15	21,3	квартира-студія
16	17,9	квартира-студія
17	112,2	блок на 4 кімнати
18	4,0	прачечна
18.1	7,9	технічне приміщення
19	9,1	дитяча кімната
20	27,8	common space
21	12,8	сходова
21	56,5	коридор
22	30,5	1-кімнатна квартира
23	84,6	блок на 3 кімнати
24	31,9	1-кімнатна квартира
25	31,5	1-кімнатна квартира
26	29,5	1-кімнатна квартира
27	21,0	квартира-студія
28	35,3	коридор
29	5,0	прачечна
29.1	7,9	технічне приміщення

квартира-студія

блок кімнат зі спільним санвузлом та кухнею

однокімнатна квартира

двохкімнатна квартира

"Зірочка"

Note: Reproduced from CO-HATY, Zirochka Renovation Project Plans, unpublished. For more detailed drawings of other floors and facilities, see Appendix A.3.

What differs Zirochka from Sadok and other projects of CO-HATY is its innovative spatial approach: instead of private units with shared communal facilities, each housing unit is designed as a self-contained micro-flat with its own kitchenettes and bathrooms.

The micro-flat typology was informed by the sociological study of housing needs of IDPs in Kalush, where many participants preferred privacy and autonomy over communal arrangements. As Iryna, community development manager of Zirochka, recalled:

"People told us: We don't want shared kitchens or toilets – we want small apartments. Better small, but fully ours."[65]

Although the decision reduced the number of potential IDPs accommodated and increased construction costs, it would still keep housing affordable while offering a greater sense of privacy for IDP residents. The focus on residents' comfort extends beyond layout choices with design elements like improved sound insulation also reflecting trauma-informed and human-centered planning. As Iryna put it:

"We could have left the partitions as they were – it would've been cheaper. But people told us: 'We hear everything, it's like being in the same room.' So we decided to add proper insulation. Otherwise, they wouldn't feel happy or comfortable living there."[65]

Another feature of the micro-flat typology is the ability to reflect different household structures, the needs of tenants, and how much housing costs they can afford to pay. Because of this, units will range from studios to one-bedroom and two-bedroom apartments. In addition, the project will include two barrier-free apartments, designed specifically for people with disabilities and limited mobility, featuring inclusive restrooms and a planned ramp.

At the same time, full accessibility across the entire building may not be achievable due to structural constraints typical of former kindergartens, such as internal stairs and narrow openings. The design takes a pragmatic approach, aiming to improve accessibility wherever feasible while acknowledging the financial and technical limits of renovating an existing structure.

Housing units with shared amenities, such as shared kitchens/bathrooms, are also planned to reflect the sociological study results and offer living options for those who prefer or are willing to live in shared spaces, potentially to minimise costs or be near relatives.[66] As a result, the project is supposed to deliver 47 apartments that would house around 150 IDPs.[67]

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[65] Iryna, interview.
[66] CO-HATY, Housing Needs of Kalush IDPs: Results of Sociological Research (Internal Report).
[67] Ponomaryova and Popova, Feasibility Study, 21

Figure 7. Zirochka Micro-flat Layout Visualization
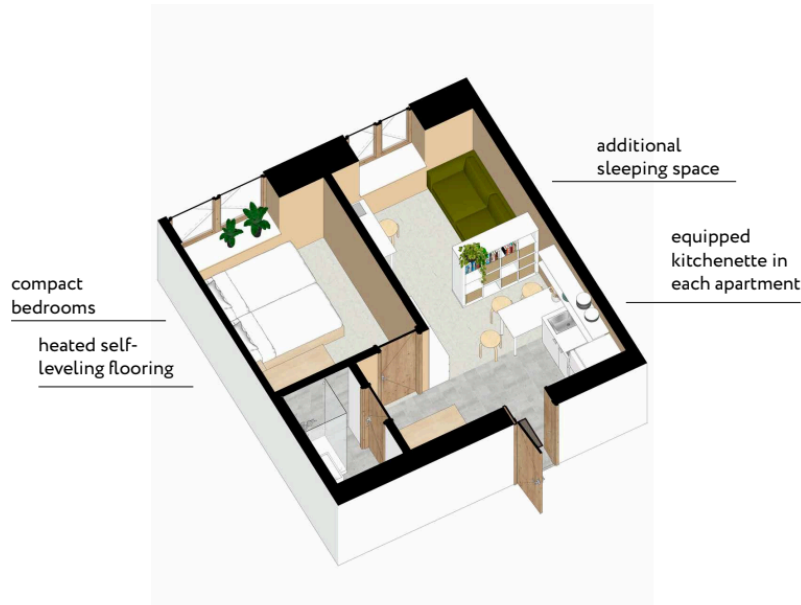
While the decision to introduce micro-flats emphasises the principle of prioritising privacy over sharing, as established by CO-HATY in this project, there are also communal spaces incorporated to support the community-building efforts. Those would include workshop space and a kids' room. The experience in "Sadok," where a coworking space was eventually repurposed for children, demonstrated the importance of having a separate play area for youth, especially when many families with children are present and outdoor play isn't always an option due to weather conditions.[68] This approach of minimising tension between private and communal life in the design of shared spaces is evident even at the micro level. For example, the CO-HATY team proposes separate entrances for communal spaces, which should help reduce potential disruption to private living spaces.[69]

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[68] Marina, interview.
[69] Iryna, interview.

Figure 8. Zirochka Workshop and Common Space Layout Visualization

functions of the space will
be determined together
witth tennants

laundry

childrens room

inclusive entrance

workshop space

common space

Note: Reproduced from CO-HATY, CO-HATY x Kalush: Long-Term Affordable Housing Pilot Presentation (PDF Presentation, September 24, 2024).

As in previous projects of CO-HATY, the idea of enhancing the building's energy efficiency is present, both to lower utility costs for vulnerable residents and to reduce its environmental impact. Thus, planned measures include comprehensive insulation of the roof and facade; replacement of old windows and doors with energy-efficient models; and upgrades to core infrastructure such as heating, ventilation, plumbing, and electrical systems.

Importantly, even some ot these technical decisions are also shaped by the lived experiences of displaced residents, especially regarding transparency. For instance, each unit is planned to be equipped with individual submeters to monitor electricity consumption. As Iryna explained:

"Even with something like electricity, people… they've had such a traumatic experience where everything was shared and nothing felt like their own. That's why it's important for them to have sub-meters – so they know they're only paying for what they consume."[70]

Besides promoting fairness among residents with implementations like individual submeters, the Zirochka also explores the idea of renewable energy solutions that are innovative for CO-HATY projects.[71] It includes potential solar panels and heat pump

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[70] Iryna, interview.
[71] Ponomaryova and Popova, Feasibility Study.

installation. These could eventually be developed into a small solar power station, helping to cover essential needs during blackouts and potentially generating surplus energy.

Overall, the spatial decisions behind the Zirochka demonstrate a careful balance between the adaptive reuse of existing infrastructure, a focus on diverse tenant needs, and a commitment to long-term sustainability of the community. Yet, to successfully implement these spatial intentions while remaining truly responsive to residents' evolving needs, an equally strong and inclusive governance and management model should be established.

Planned Governance and Management Model

At the basis of the Zirochka governance and management approach lies a financial model designed to ensure both affordability and operational sustainability throughout the 10-year lease period. According to this model, residents are expected to cover their own utility and operational expenses through a "cost-rent" system – a rent structure calculated based solely on the actual costs of maintaining and operating the building, without generating profit.[72] This approach, similar to the one used in the previously implemented Hotel project, has proven effective in encouraging a sense of shared responsibility within the resident community.

The financial model of Zirochka is also backed up by a sociological study dedicated to the financial capacity and housing needs of IDPs living in Kalush. The study revealed that many IDPs have limited means, which placed tight constraints on the project's operational budget.[73] In response, the financial model is carefully calibrated to balance economic feasibility with affordability for low-income households.

The study also identified the critical need for long-term security among IDPs, perhaps best described by Iryna's words:

"People need to understand that they won't be asked to leave tomorrow. That was part of their previous trauma – moving into an apartment, investing resources and efforts to equip it, and then being forced to leave after a month."[74]

To address this concern, CO-HATY introduces a 10-year lease model in Zirochka, which is designed to ensure stable housing and predictable financial planning. The lease begins with a one-year pilot phase for management practices, followed by nine years of regular operation. This long-term framework should contribute to establishing clear and renewable contracts with tenants, which are a thoughtful and trauma-informed way to address IDPs' need for security and protection from sudden eviction.

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[72] Ponomaryova and Popova, Feasibility Study, 26.
[73] CO-HATY, Housing Needs.
[74] Iryna, interview.

Another mechanism of the model aimed at strengthening this sense of security is a dedicated investment fund for future repairs during the 10-year lease period. Contributions to this fund may be incorporated into tenants' monthly payments as a service fee, ensuring the building remains safe, functional, and resilient over time.

The governance model of Zirochka itself involves multiple legal entities due to the limitations that are present for operating under a single legal form within Ukrainian legislation. Non-profit entities such as NGOs and CFs are vital for securing grants and leasing municipal property for renovation. However, they face legal restrictions when it comes to the full scope of housing management activities, such as entering into contracts with individual tenants or collecting payments. These kinds of tasks are better suited to a for-profit legal structure such as a limited liability company (LLC).

That's why the preferred governance scenario identified for Zirochka is a hybrid model involving a charitable foundation, which is "CO-HATY", and an LLC. According to this structure, CF plays the role of the main leaseholder of the property from the municipality, who contracts an LLC to carry out the operational management of the housing. The advantage of such an approach in Zirochka's context is that it avoids potential tax complications and allows each entity to operate within its legal and functional strengths: the CF manage grants and provide public goods such as housing, while the LLC handles practical management – aligning with CO-HATY's mission and ensuring smooth project implementation. At the end of the lease period modernised and inhabited building is suggested to be transitioned back to the municipality as affordable housing stock managed by municipal housing companies or the non-profit third sector.[75]

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[75] Ponomaryova and Popova, Feasibility Study.

Figure 9. Planned Governance Scheme of Zirochka project
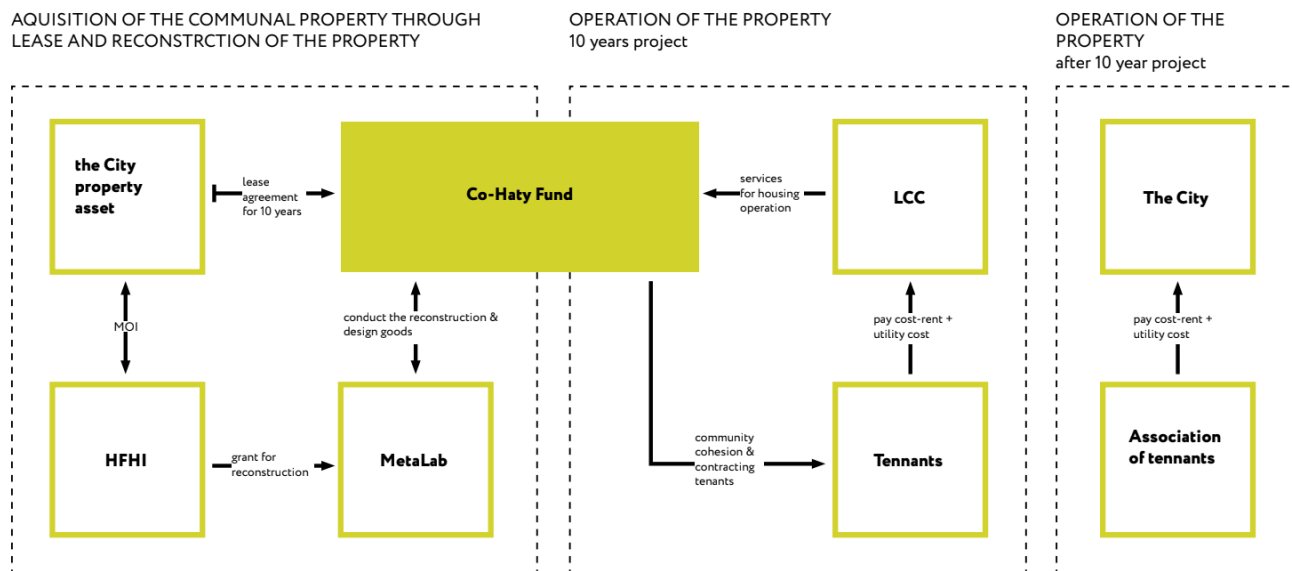
Note: Reproduced from CO-HATY, CO-HATY x Kalush: Long-Term Affordable Housing Pilot Presentation (PDF Presentation, September 24, 2024).

The management model of Zirochka underwent changes compared to the Sadok and Hotel projects. Alongside the usual role of administrator, the technical administrator was introduced to oversee building maintenance and infrastructure.[76] The division of responsibilities was added to decrease over-reliance on a single person and ensure more balanced, sustainable management. Additionally, the role of a social worker, which is currently held by the Deputy of IDPs in Kalush, was established to address the social and psychological needs of displaced persons, which is extremely important considering their traumatic experiences. In previous CO-HATY projects, this role was not allocated as it was often fulfilled by partner organisations. For instance, in Sadok, staff members of "Caritas", which partially occupied the first floor of the building, supported residents by providing assistance and organising activities – something especially valuable for children.[77]

I was also partially involved in the development of management processes of the Zirochka due to my internship with CO-HATY, which allowed me to engage with the project not only as a researcher but also as a participant. One of my key contributions was drafting house rules for the future residents. Using the lessons learned from CO-HATY's prior experiences with the Sadok project, I focused on clarifying unclear language and addressing previously overlooked issues with the introduction of new rules. As a result, it should lead to fewer potential sources of conflict in the future.

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[76] Ponomaryova and Popova, Feasibility Study, 26.
[77] Marina, interview.

The resident selection process for Zirochka aims to support a balanced social mix, including IDPs, vulnerable households, and key workers, and will be done according to the local government's housing strategy, with CO-HATY having some influence. CO-HATY seeks to ensure this process is transparent and inclusive. Therefore, to make the application process more accessible and efficient, CO-HATY is developing a dedicated section on its website, where potential residents will be able to submit applications and indicate their preferred housing project.

This governance and management model sets a foundation for stability and responsiveness of the project, creating the conditions for a strong and self-reliant resident community. The next step is to foster that community through intentional social strategies.

Community Building Strategy

Because Zirochka is planned as a long-term housing solution, CO-HATY paid specific attention to how to ensure its success over time. As highlighted earlier in the analytical section on international social housing practices, the long-term success of such initiatives depends not solely on physical infrastructure but also on strong social infrastructure: active resident participation, community-building efforts, and mutual support. Building on the experiences of their prior projects, such as Sadok, CO-HATY came to a similar conclusion.

They identified that in order for a project to be sustainable in the future, the focus must be on building a resilient community, one that is able to take care of itself without relying too much on external partners. During the internal reflection session, this idea evolved into CO-HATY's definition of self-reliant community – a community of people sharing responsibilities, supporting each other, participating actively in shaping their environment, and building relationships both inside and outside the house.[78]

This definition had a direct impact on the planning of Zirochka. The project's core design principles were shaped not just by technical needs, but by the social goal of fostering such a community. This included already discussed decisions such as the cost-rent financial model, the inclusion of communal spaces to encourage interaction, the integration of a social worker into the management structure, and the division of administrative roles to support collective responsibility and long-term resilience. These were not just operational choices, but deliberate strategies to create space for participation and shared responsibility.

However, it is impossible for a community to thrive in isolation. From the beginning, the team recognised the importance of integrating Zirochka into the life of the surrounding neighbourhood. To initiate this connection, CO-HATY organised a public

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[78] CO-HATY, Рефлексивна сесія.

event on-site, "Farewell to Zirochka" – a kind of open house and storytelling gathering. As a former kindergarten, the building held personal meaning for many locals, and the event invited them to share memories, voice concerns, and learn about the vision for the project. I helped organise and facilitate the event, which included participatory mapping activities. We asked residents how they used the area surrounding Zirochka, what they valued, and what they hoped to see in the future. The feedback gathered from residents during this mapping session is being used to inform both spatial plans and non-spatial aspects like communication and transparency.

"Farewell to Zirochka" signalled the start of a longer process to connect Zirochka with the greater neighbourhood of New Kalush, the area of Kalush surrounding the former kindergarten. However, one event is not enough to truly integrate the project and its future residents into an existing city's social fabric. It also should be done through the physical space in a way that preserves internal cohesion while promoting external connections. In this context, the large and green yard of the kindergarten was seen not just as leftover land, but as a central social asset.

Nevertheless, years of abandonment transformed kindergarten and its grounds into marginal zones often associated with informal, problematic uses such as drinking or substance use, with only part of the grounds being used as a shortcut. Despite being centrally located in the neighbourhood, the site appeared to be a spatial gap primarily used as a shortcut between destinations.[79]

As a way to address this, CO-HATY, in collaboration with their partners, organised a participatory UREHERIT urban hackathon.[80] They have taken a similar participatory approach in Sadok earlier, where a workshop was facilitated with Sadok residents to discuss how the yard could be used and shared. However, this time workshop also included "outsiders" such as neighbouring citizens, municipal representatives, and professional experts from various spheres to better align with the goal of integrating Zirochka into the city's social fabric.

Five teams were formed from these participants, and I was a member of one. Our team approach was based on identifying spatial behaviour patterns relating to the area surrounding Zirochka, using the observations and analysis of mapping results from the "Farewell Zirochka" event. Informed by this data, we developed a solution for spatial zoning of the area, which would reduce potential conflicts between potential residents of Zirochka and local residents, while ensuring Zirochka stays "open" to the neighbourhood. The core principle of our solution was not to "forbid" local residents from everyday activities already present on the site, even if some of them might seem undesirable to

[79] Alina, interview.
[80] Ro3kvit Urban Coalition, "UREHerit Lviv Urban Forum," posted May 9, 2025, https://ro3kvit.com/news/2025-05-09-ureherit-lviv-urban-forum.

future residents, like teenagers hanging out on the front porch. Instead, we focused on "legalising" these behaviours by reshaping them through spatial design.

For example, rather than simply banning social gatherings that often happen near the building entrance, we suggested relocating those functions to a semi-public yard space, like a small cafe or plaza, which would still be accessible but quieter for residents nearby. Similarly, we addressed issues regarding isolated areas, which previously served as a place for drinking alcohol. The suggestion involved not eliminating private space entirely but reconfiguring it by keeping it private enough for personal use while increasing the presence of "eyes on the street" to discourage unsafe behaviour.

The result of those efforts is the spatial model of Zirochka made up of seven "beams". Each "beam" represents the connection between the site and a specific part of the surrounding area, such as cultural, commercial, or educational centres. In scope of this model, the whole yard was divided into three zones, each with suggested activities depending on their level of privacy and intended use: a public "Urban" zone with a plaza and main pathways; a more semi-private "Rural" zone for gardening; and a private "Wild" zone designed for quiet recreation and sports (spatial zoning visualizations can be viewed in figures A.5 of Appendix A).

Figure 10. Beam Model of Zirochka's Spatial Zoning

Note: Developed by the author based on the results of participation in the UREHERIT urban hackathon (April 2024), modified. For more detailed zoning schemes and visualization examples, see Appendix A.5.

In conclusion, all the community-building strategies discussed in this section are intended to result in the creation of the tenant association of Zirochka – an institutional

form of self-reliant community CO-HATY plans to achieve through this project.[81] The association should become a key mechanism to ensure the project's long-term success and sustainability.

Comparative Case Analysis and Hypothesis Validation

As it was stated earlier, the primary hypothesis of the research is that in successful social housing projects for internally displaced persons, management and spatial decisions have a direct impact on IDP communities' resilience and self-organisation. However, given the resident's trauma, a balance between private and communal life should be taken into account.

The best way to validate this hypothesis is through the comparative analysis of already discussed case studies: the implemented projects, Sadok and Hotel, and the planned project "Zirochka". That is because the nature of those cases demonstrates an evolution in CO-HATY's approach, which shifted from providing emergency shelter to developing a long-term social housing model.

The management and spatial setups of the projects differ due to the specific context in which they were implemented. Sadok and Hotel were quick responses to the housing crisis deepened by the Russian full-scale invasion of Ukraine. Zirochka, instead, is a planned pilot project for long-term social housing, developed with insights gained from the implementation experience of Sadok and Hotel. This led to key differences in such aspects:

Privacy in Spatial Design:

- **Sadok:** Block-system layout promotes sharing kitchens and bathrooms by multiple housing units, allowing them to provide shelter for greater numbers of IDPs. However, it also led to discomfort and tensions regarding the lack of privacy in the space, particularly in the long run (exceeding one year).

- **Hotel:** Each unit of the project included a private bathroom due to the original layout of the building. Still, the need for all residents to share a single big kitchen on the ground floor limits their autonomy.

- **Zirochka**: The planned layout introduces self-contained micro-flats with all necessary facilities, designed to solve the problem of balance between privacy and public life. At the same time, communal zones such as workshop space and kids' room are included to foster community activities.

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[81] Ponomaryova and Popova, Feasibility Study.

Such an evolution of spatial strategy suggests that promoting adequate private space while maintaining shared ones is essential for the post-displacement recovery of residents and their sustainable cohabitation.

The municipality fully covered housing costs, enabling shelter for displaced people who couldn't afford to pay. This top-down management approach emerged in response to the urgency of the situation. Resident selection was largely handled by the city, and an on-site administrator became the central authority figure, responsible for everything from maintenance to resolving personal disputes. As a result, residents had little motivation or structure to take responsibility for shared spaces or everyday challenges. Even small self-organizing efforts, like pooling money for minor repairs, ultimately failed.

Governance and Financial Models

- **Sadok:** Full external provision and decision of the municipality to cover housing costs of the residents, allowed to shelter displaced persons unable to pay. Residential selection was primarily handled by the city, and the on-site administrator became a central figure of the space, responsible for resolving everything from maintenance to personal issues. These factors combined left residents with little incentive or framework to take ownership of shared spaces or address everyday challenges. Although this top-down management approach emerged in response to the urgency of the situation, it ultimately undermined even small self-organising attempts, such as collecting money for minor repairs. The project model encouraged a dependent state of IDPs, where they remained passive recipients. Although initially understandable, it resulted in more fragile community dynamics and a lack of ownership over the place.

- **Hotel:** The Private property status of the building obliged residents to cover the costs of all utilities and services on their own. This and an absence of full external provision shifted their expectations: residents understood that they share a responsibility for maintaining the space. This set up a basis of bottom-up agency, leading to more initiative, from organising repairs to seeking funding for improvements of shared spaces. Paying for their housing promoted a sense of ownership among the residents, promoting individual accountability and problem-solving. The location of the building in a less desirable area also contributed to attracting a more self-sufficient population.

- **Zirochka**: Building on both experiences, the project is planned to demonstrate a more systematised model in terms of governance, financial management, and participatory involvement. The proposed governance structure, influenced by the Ukrainian legal framework, consists of a charitable foundation, CO-HATY, which

serves as the leaseholder and manages public funding, and a contracted LLC, which handles daily housing operations. Financially, Zirochka operates on a "cost-rent" model: tenants pay a non-profit rent covering operating costs and contribute to a repair investment fund. This decision is designed to ensure the affordability and long-term sustainability of the project. Another important aspect of the Zirochka model is the early residents' involvement. Some of the future tenants have already taken part in events aimed at integrating the building into the neighbourhood and are expected to help shape house rules and co-develop the vision for shared spaces.

The progression from the complete provision model of Sadok to the shared responsibility model of Hotel and then to the co-management model of Zirochka shows that community resilience is only possible when residents receive structural support, while preserving opportunities for agency.

Community Integration into the Social Fabric of the City

- **Sadok and Hotel:** In both projects, efforts to integrate the community of displaced residents into the broader urban fabric were somewhat limited. That could be explained by the lack of an urgent need for such interventions due to the isolated locations of the projects. The Sadok is located centrally, but is "hidden" in the backyard of residential areas, making it relatively disconnected from the city.[82] The Hotel is situated in proximity to the industrial zone, away from busy streets, minimising the risk of potential conflict between residents and the surrounding community. Thus, the main focus of participatory efforts remained on improving the internal management and spatial structure of shared spaces.

- **Zirochka**: This project places integration with its urban surroundings as a foundational principle because the building is located in the centre of a small active neighbourhood. That directly impacted the decision of CO-HATY to initiate such events as the "Farewell to Zirochka", focused on sharing the project vision from the side of CO-HATY and memories of the invited neighbours. Or a participatory urban hackathon, where all relevant stakeholders, including neighbours and potential residents, collaborated to explore how yards support the idea of integrating neighbourhoods without compromising residential privacy. The result was a spatial zoning strategy that proposed dividing the whole area into public, semi-private, and private zones, designed not to exclude locals but to encourage more respectful interactions.

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[82] Alina, interview.

Reflecting on the experience, I realised that this hackathon was not entirely about spatial planning. It was about changing how Zirochka and the displaced people connected to it would be perceived in the city. Rather than being a passive object, the project aims to become an active subject influencing neighbourhood life. This idea resonates with the participatory nature of the event itself and CO-HATY's general approach of project Zirochka: positioning displaced residents to be seen not as passive recipients, but as active co-authors of implemented urban solutions.

The change of approach shows that often communities can not be formed isolated from the broader urban fabric. Their development is closely linked to these external connections and the ability to engage with them.

To sum up the results for comparative analysis of the cases, it can be concluded that social housing projects for vulnerable groups like IDPs cannot succeed based on temporary shelter alone. It requires transparent and thoughtful governance and spatial planning that progressively empowers residents. These managerial and spatial decisions play a significant role in the development of stronger and more self-reliant communities.

This underscores the study's initial hypothesis that **management structures and spatial configurations are not just technical decisions, but foundational elements in building resilient communities among displaced populations.**

Hopefully, the Zirochka project in Kalush represents a model of social housing that brings these key findings together in an effort to cause potential systemic changes in Ukraine's housing approach.

RECOMMENDATIONS

This study has shown the vital role of managerial and spatial choices in defining how resilient and cohesive internally displaced communities become. Based on its findings, the following recommendations were developed for CO-HATY and other practitioners, including NGOs, designers, local municipalities, and international partners working on housing for displaced people and urban recovery.

Some of the recommendations below are based on the design and planning model of the Zirochka, a project that, while still in development, combines key learnings from earlier projects and represents a next step in CO-HATY's evolving strategy for long-term IDP housing.

Design & Spatial Planning:
- Prioritise micro-flat typologies equipped with the necessary facilities such as private kitchens and bathrooms to ensure dignity, autonomy, and long-term well-being for displaced families.
- Incorporate shared spaces such as communal rooms, kids' rooms, and workshops to support interaction, trust-building, and informal care among residents.
- Treat open spaces such as yards and open areas as shared assets, using zoning to balance private, semi-private, and public uses that facilitate positive interaction between residents and the broader neighbourhood. It is equally important to consider how these spaces function during colder months when residents spend more time indoors, as the need for privacy may intensify during this period.

Management and Governance:
- Establish hybrid governance models that meet both social goals and legal-operational requirements under current Ukrainian legislation.
- Include social workers as part of the management team to support residents' psychosocial needs and reduce pressure on administrators.
- Divide administrative responsibilities (technical + social) to prevent burnout and ensure sustainable daily management.

Community Building:
- Involve future residents from the start in co-developing house rules and planning common areas, to foster ownership and reduce future conflicts.
- Recognise residents as co-managers, not aid recipients – structures should encourage initiative, not dependency.

Integration into Urban Fabric:
- Design housing projects not as isolated enclaves, but as contributors to city life through openness, neighbourhood events, and participatory planning.
- Collaborate with local communities and municipalities early, using storytelling and participatory design tools to build shared ownership over the site.

Policy and Systems Change:
- Support the creation of legal pathways for social rental housing, allowing municipalities and NGOs to develop and manage non-profit rental models.
- Fund pilot models like Zirochka as proofs-of-concept for systemic housing reform in Ukraine's post-war context.

Tailored Recommendations regarding project scaling for CO-HATY

CO-HATY considers the replication of Zirochka in other regions in the case of this pilot project's success. This study outlines two possible ways for scaling up the Zirochka-based affordable housing project. The first one would require an increase in the organisation's own institutional capacity, allowing it to independently manage multiple long-term housing projects. This ambitious path would necessitate considerable investment in personnel, legal expertise, and financial infrastructure.

Alternatively, the mentorship-based model could be piloted, where CO-HATY shares its tools, systems, and expertise with capable local organisations working in the same context, enabling these organisations to lead the implementation in their communities. CO-HATY would serve as a coordinator and methodological guide, providing technical support, templates, and necessary training. This approach could be piloted first, and if successful, scaled further without significant growth in the organisation's institutional capacity.

CONCLUSIONS

This thesis explored the impact of managerial and spatial decisions on IDP community formation, focusing on the developing practices of the CO-HATY initiative in Ukraine. The reflective thematic analysis, internal project documentation, and interviews reveal that these decisions, far from being neutral or purely technical, play a major role in fostering social cohesion, autonomy, and resilience. It highlights that post-crisis housing involves not just buildings but the social infrastructure that supports daily life and long-term recovery.

By comparing three CO-HATY housing projects – "Sadok", "Hotel", and "Zirochka", the study confirmed that both spatial design and participatory governance models significantly impact the social dynamics of displaced communities. The findings show that social housing design ensuring a basic sense of privacy and dignity, combined with management structures supporting participation and shared ownership, encourages communities to be more resilient, self-reliant, and integrated into the broader urban context.

That validates the core hypothesis of the thesis: that management structures and spatial configurations are not just technical decisions, but foundational elements in building resilient communities among displaced populations.

To address the first secondary question, the study conducted a comparative review of four international cases in countries with low institutional capacity. Cases of Venezuela's GMVV, Croatia's Novi Jelkovec, Chile's Quinta Monroy, and Burkina Faso's Opera Village show a variety of institutional contexts and design strategies. From this perspective, CO-HATY stands out as a contextually relevant initiative that achieves a balance between bottom-up participation, local cooperation, and civic innovation.

To respond to the second secondary question, the study proposes two potential ways for CO-HATY to scale up their collective living model. The first requires expanding CO-HATY's institutional capacity to manage multiple projects, which requires significant investment in staff and infrastructure. The second suggests piloting a mentorship model where CO-HATY supports capable local organizations by sharing tools, expertise, and training, allowing these partners to lead project implementation locally.

The thesis concludes that although still developing, CO-HATY's model provides a valuable and promising framework for Ukraine's broader transition from temporary shelters to sustainable, long-term social housing, and with it, a real chance to handle the country's housing challenges.

This work lays a foundation for future research. Considering the evolving nature of displacement and housing in Ukraine, future studies could:

- Evaluate the long-term performance of pilot models like "Zirochka" in terms of community resilience, resident satisfaction, and sustainability through comparative longitudinal studies.
- Investigate the replicability of such models in other Ukrainian regions or internationally, emphasizing the role of local partners in co-managing housing initiatives.
- Conduct in-depth research on psychosocial impacts of different housing typologies on IDPs using mixed-methods approaches combining surveys, interviews, and psychological assessments.
- Explore how different housing models and community-building strategies influence displaced people's access to employment, entrepreneurship, and overall economic stability.

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APPENDICES

Appendix A: Spatial Documentation

A.1 "Sadok" Shelter Project (Ivano-Frankivsk) - Floor Plans
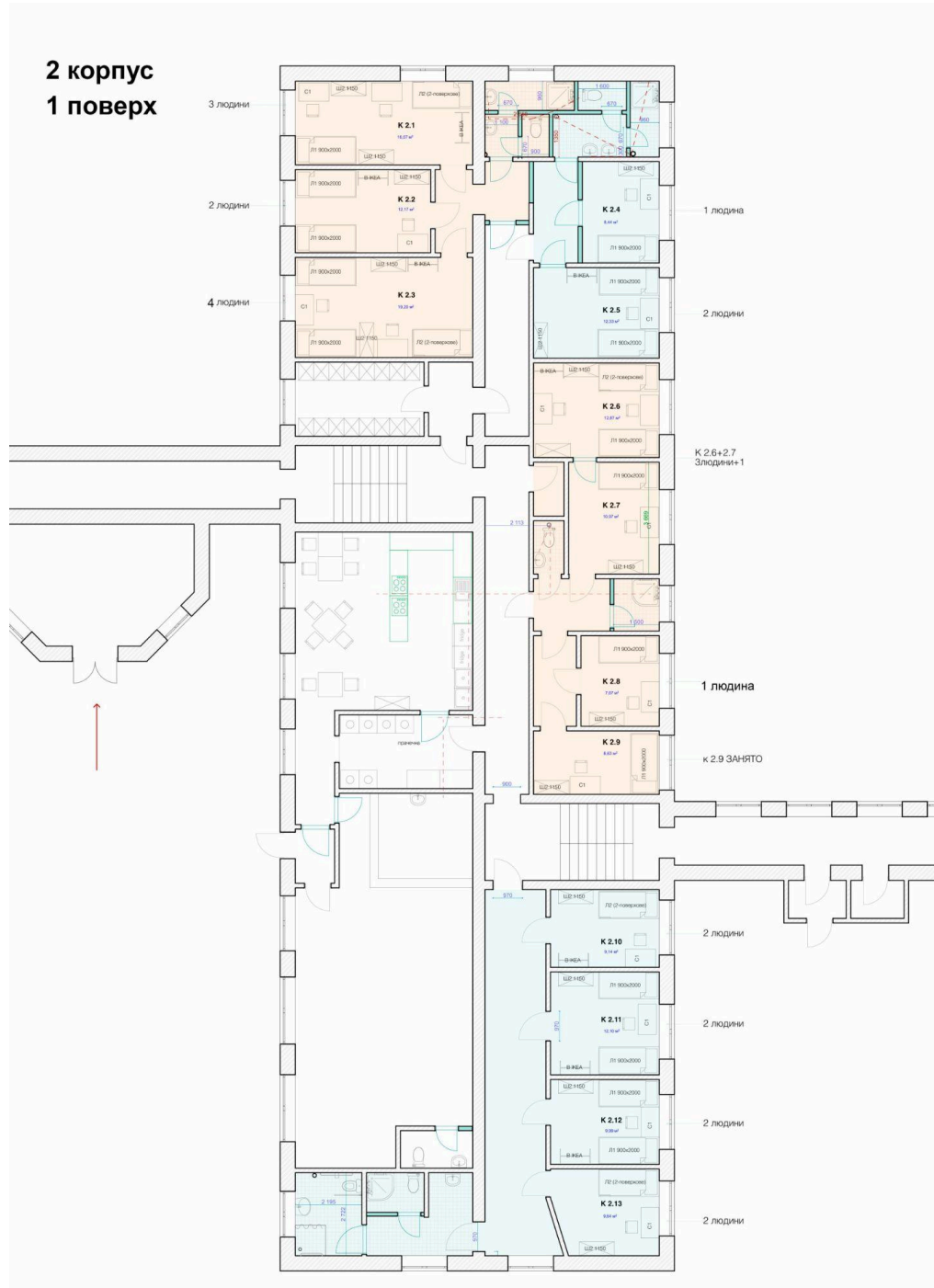

Figure A.1.1. Sadok – Section 2, 1st Floor Plan

Figure A.1.2. Sadok – Section 2, 2nd Floor Plan
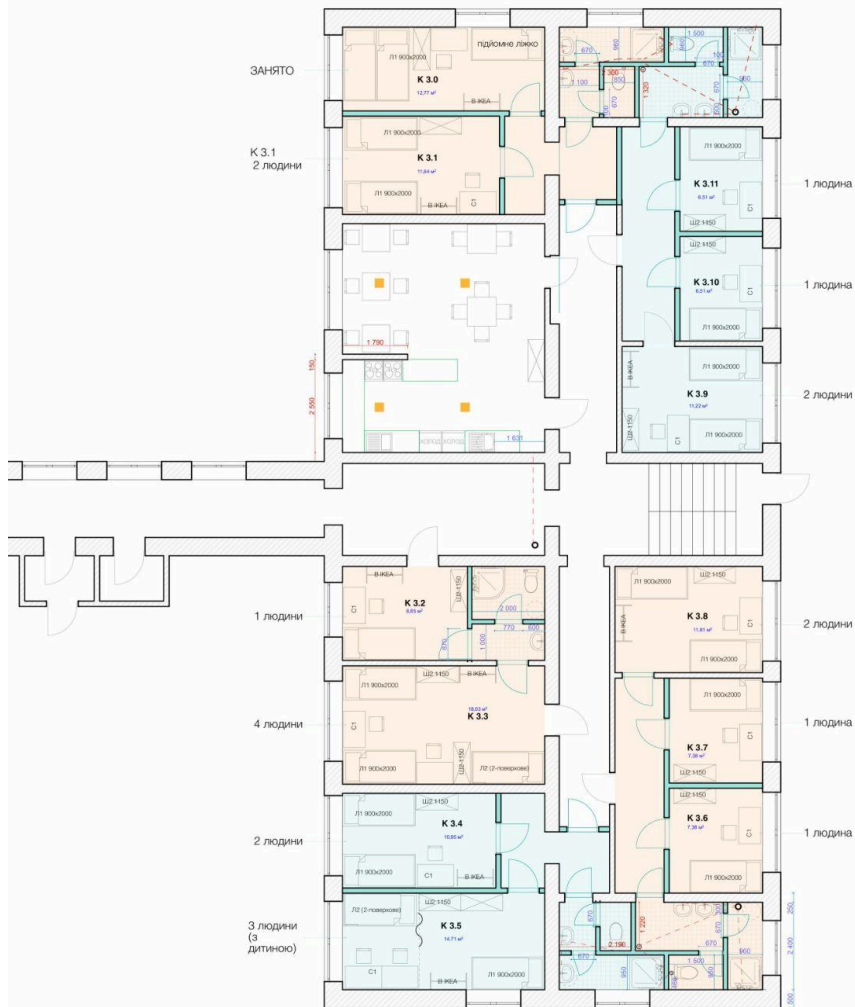
Figure A.1.3. Sadok – Section 3, 1st Floor Plan

1 корпус
2 поверх

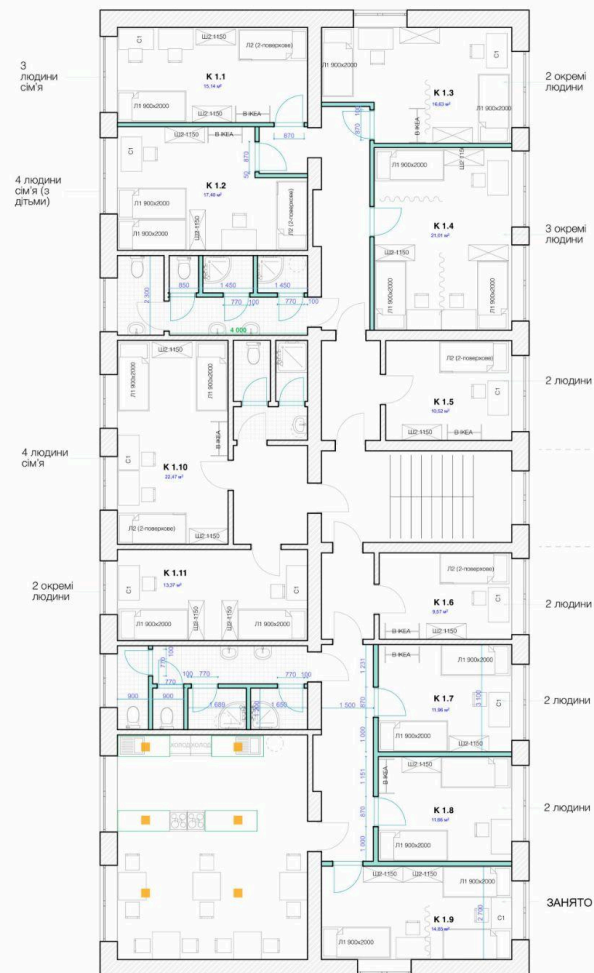Figure A.1.4. Sadok – Section 1, 2nd Floor Plan
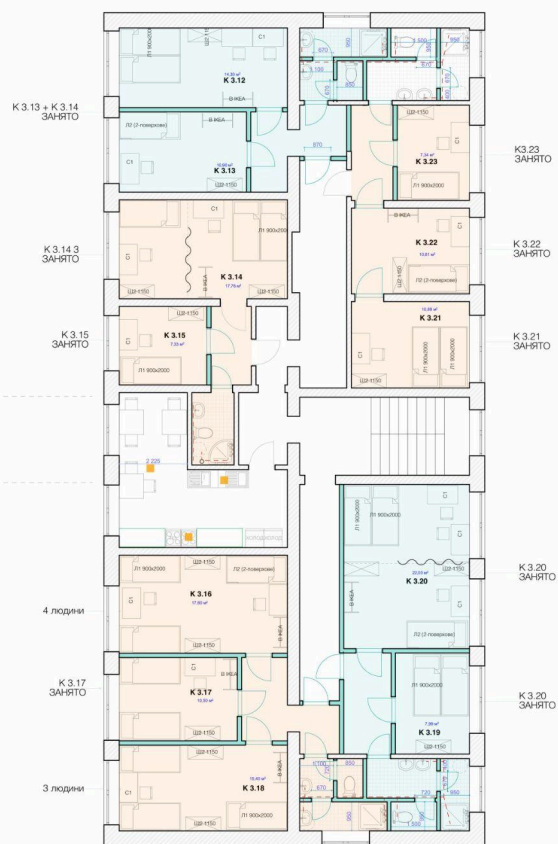
3 корпус
2 поверх

Figure A.1.5. Sadok – Section 3, 2nd Floor Plan

A.2 "Hotel" Shelter Project (Ivano-Frankivsk) - Floor Plans
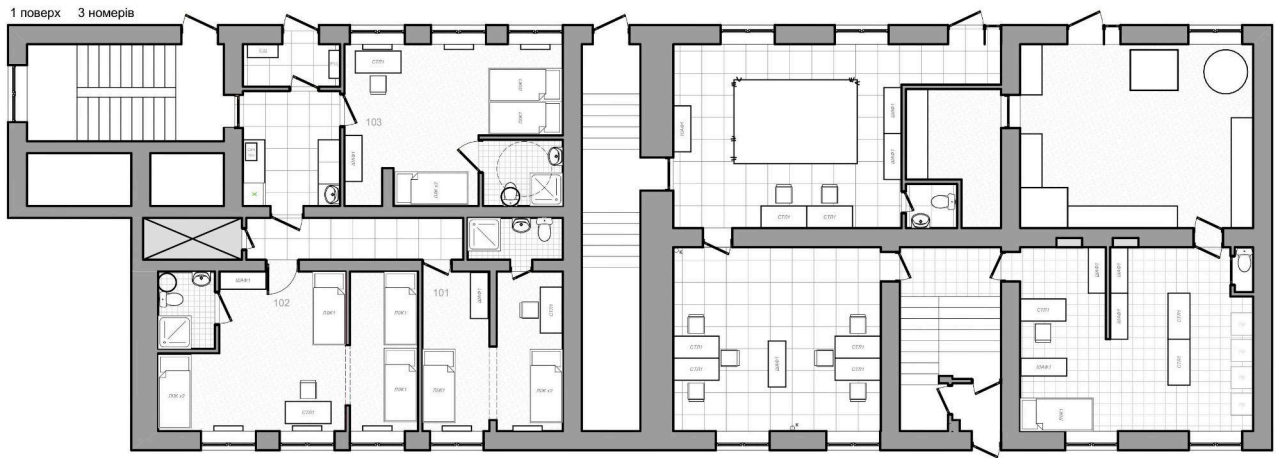

Figure A.2.1. Hotel – 1st Floor Plan
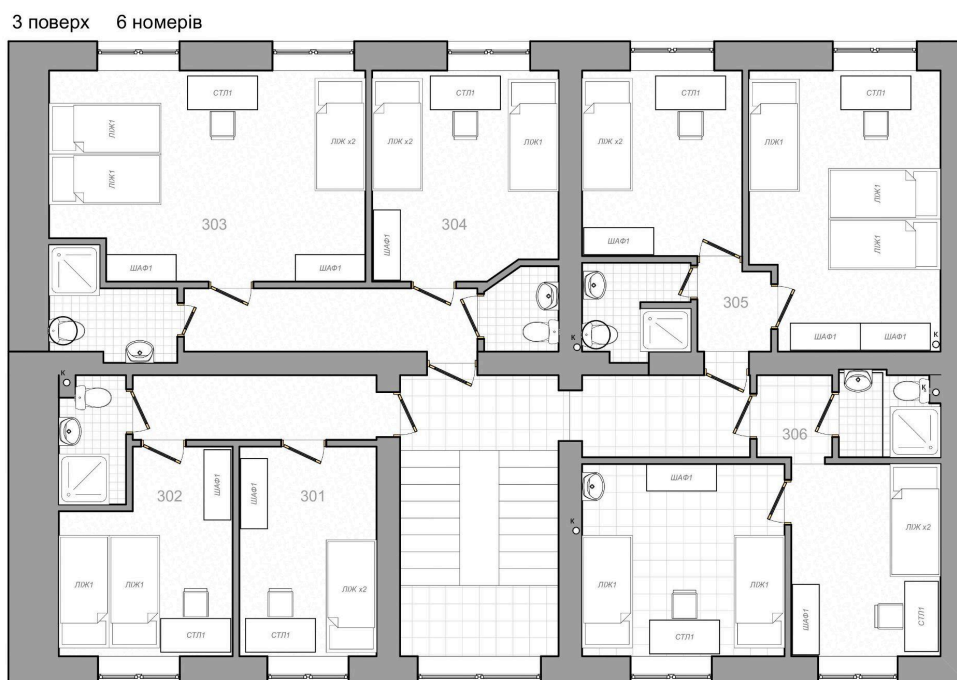

Figure A.2.2. Hotel – 2nd Floor Plan

Figure A.2.3. Hotel – 3rd Floor Plan
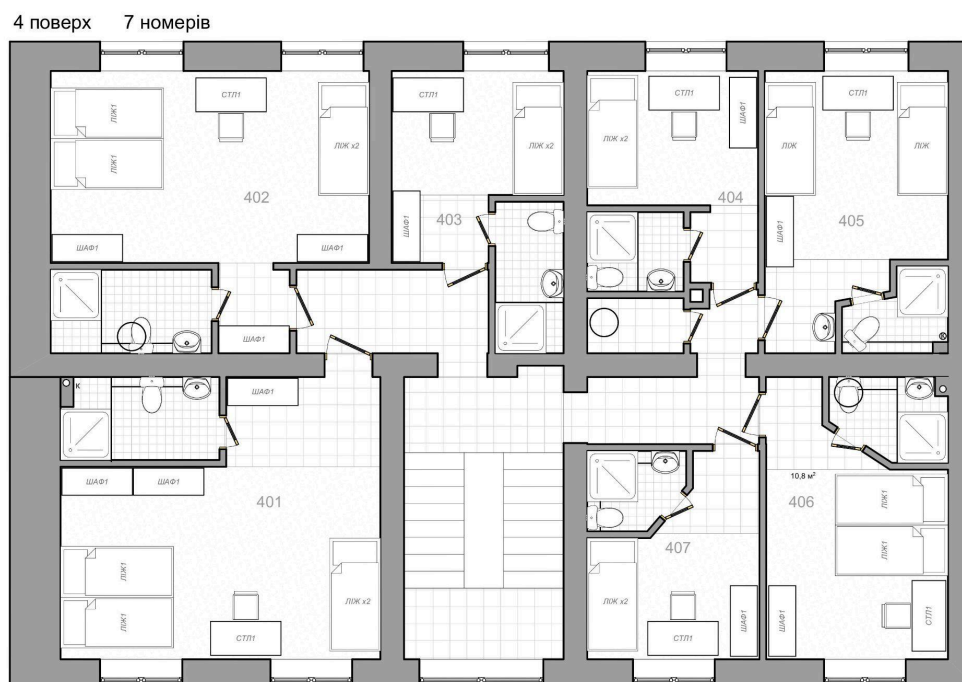
Figure A.2.4. Hotel – 4th Floor Plan

5 поверх   8 номерів

Figure A.2.5. Hotel – 5th Floor Plan

A.3 "Zirochka" Social Housing Project (Kalush) - Floor Plans

1 експлікація приміщень 2 поверх		
Номер приміщення	Площа	Назва
30	42,2	2,5-кімнатна
31	16,4	студія
32	36,6	1,5-кімнатна
33	53,9	2,5-кімнатна
34	48,5	2,5-кімнатна
35	18,8	студія
36	19,1	студія
37	29,0	коридор
38	44,5	2,5-кімнатна
40	34,2	1,5-кімнатна
41	29,6	1,5-кімнатна
42	45,2	2,5-кімнатна
43	47,4	2,5-кімнатна
44	48,3	2,5-кімнатна
45	21,3	студія
46	22,0	студія
47	22,0	студія
48	23,3	студія
49	45,1	коридор
50	44,9	2,5-кімнатна
51	48,4	2,5-кімнатна
52	29,5	1,5-кімнатна
53	30,1	1,5-кімнатна
54	45,2	2,5-кімнатна
55	20,3	студія
56	20,3	студія
57	26,3	коридор

квартира-студія

блок кімнат зі спільним санвузлом та кухнею

однокімнатна квартира

двохкімнатна квартира

"Зірочка"

Калуш Івано-Франківська область Україна

ГО Металаб

План зонування, 2 поверх

1:200, 1:1

11.02.2025

Figure A.3.1. Zirochka – 1st Floor Plan

Номер приміщення	Площа	Назва
1	32,8	1-кімнатна квартира
2	36,6	1-кімнатна квартира
3	36,9	1-кімнатна квартира
4	33,0	1-кімнатна квартира
5	32,9	1-кімнатна квартира
6	19,6	квартира-студія
7	33,8	майстерня
8	6,0	прачечна
9	5,0	технічне приміщення
10	38,8	коридор
11	30,5	1-кімнатна квартира
12	42,3	2-кімнатна квартира
13	30,5	1-кімнатна квартира
14	32,6	1-кімнатна квартира
15	21,3	квартира-студія
16	17,9	квартира-студія
17	112,2	блок 4 4 кімнати
18	4,0	прачечна
18.1	7,9	технічне приміщення
19	9,1	дитяча кімната
20	27,8	common space
21	12,8	сходова
21	56,5	коридор
22	30,5	1-кімнатна квартира
23	84,6	блок на 3 кімнати
24	31,9	1-кімнатна квартира
25	31,5	1-кімнатна квартира
26	29,5	1-кімнатна квартира
27	21,0	квартира-студія
28	35,3	коридор
29	5,0	прачечна
29.1	7,9	технічне приміщення

квартира-студія

блок кімнат зі спільним санвузлом та кухнею

однокімнатна квартира

двохкімнатна квартира

"Зірочка"

Калуш Івано-Франківська область Україна

ГО Металаб

План зонування, 1 поверх

1:200, 1:1

11.02.2025

Figure A.3.2. Zirochka – 2nd Floor Plan

A.4 Interior Renderings – "Zirochka" Micro-flats and Shared Spaces

STUDIO APARTMENT

18-20 m²
13 units in the building

bathroom,
kitchenette,
sleeping space for 2
people,

suitable for one person/
couple/parent with a
child
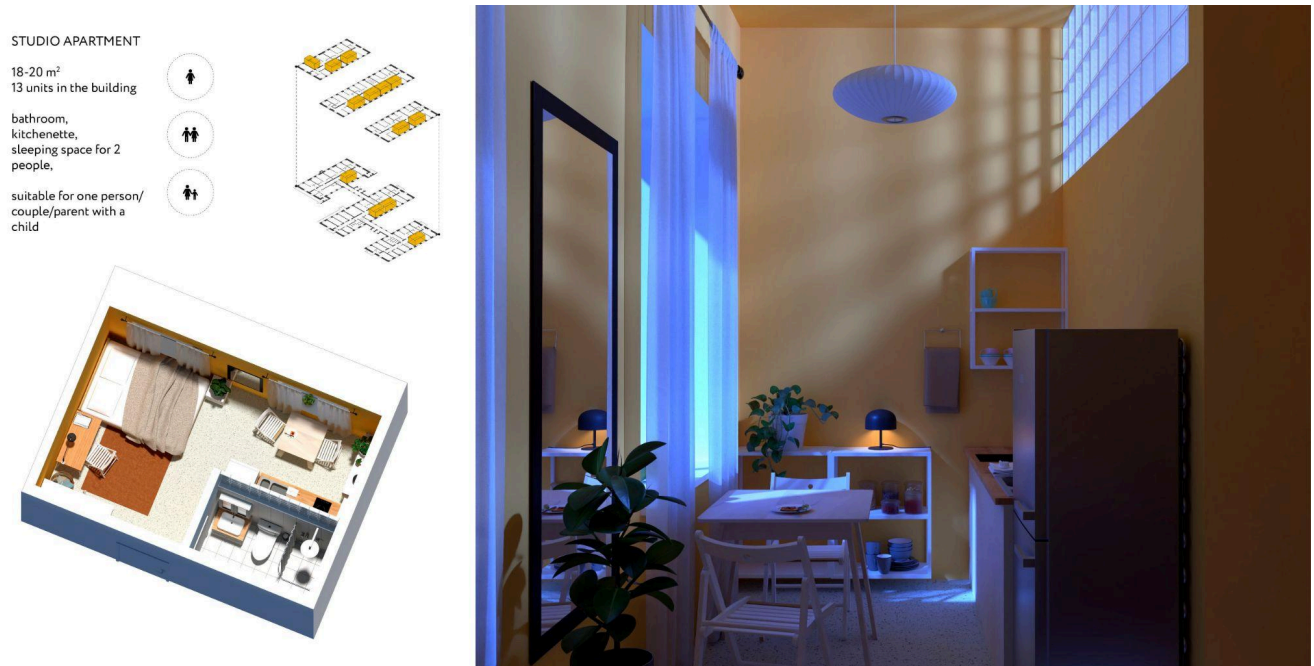
Figure A.4.1. Studio Apartment Renderings

1,5 ROOM APARTMENT

29-34 m²
17 units in the building

bathroom,
kitchenette,
sleeping space for 3-4
people,

suitable for a couple,
parents witch 1-2
children/ a couple with an
elder/ a parent with 1-2
children

Figure A.4.2. Small Room Apartment Renderings

BLOCK OF ROOMS

each room 11-15 m²
2 blocks in the building
(7 rooms total)

common bathroom,
common kitchen,

suitable for one person/
couple/parent with a
child

Figure A.4.3. Block of Rooms Apartment Renderings

2,5 ROOM APARTMENT

41-53 m²
11 units in the building

bathroom,
kitchenette,
sleeping space for 5-6
people,

suitable for parents with
2-4 children/ families
with members of 3
generations

Figure A.4.4. Big Room Apartment Renderings

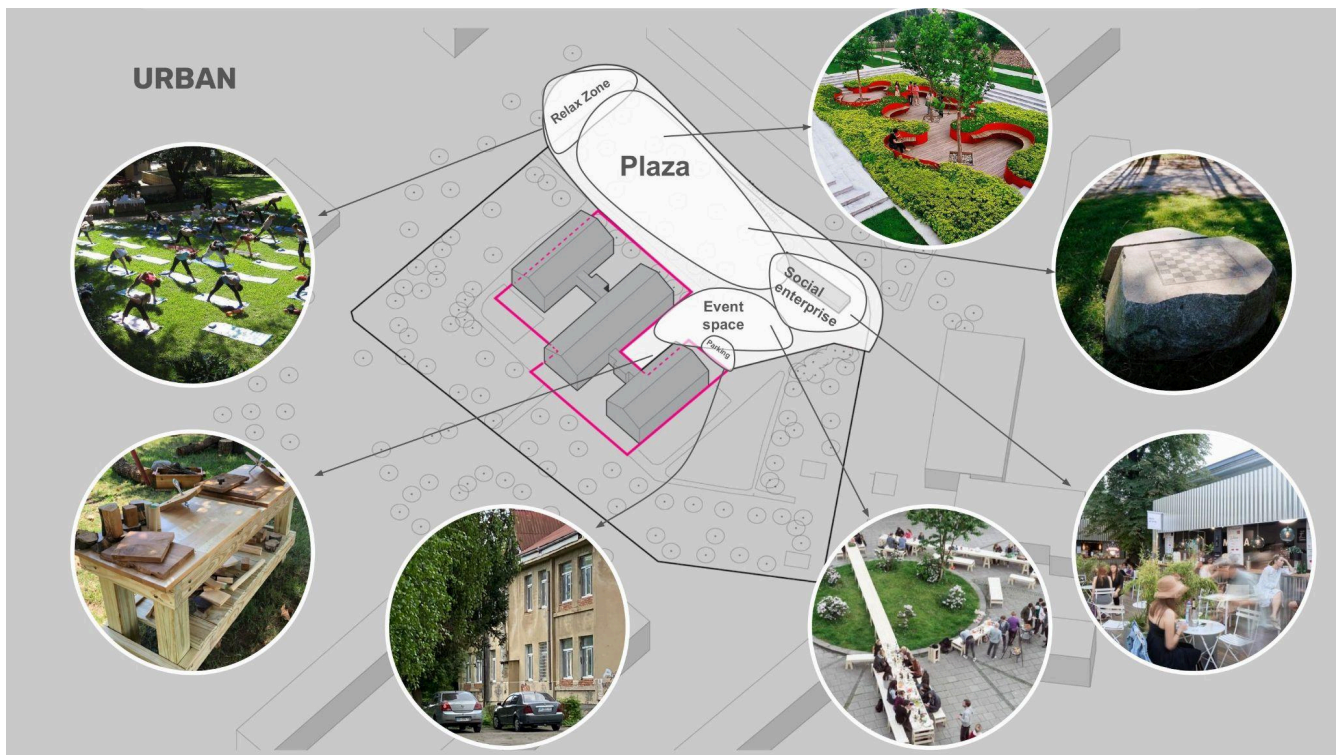Figure A.5.1. Zirochka General Concept of Urban, Wild, and Rural zones

Figure A.5.2. Zirochka "Urban" Zone Layout Concept

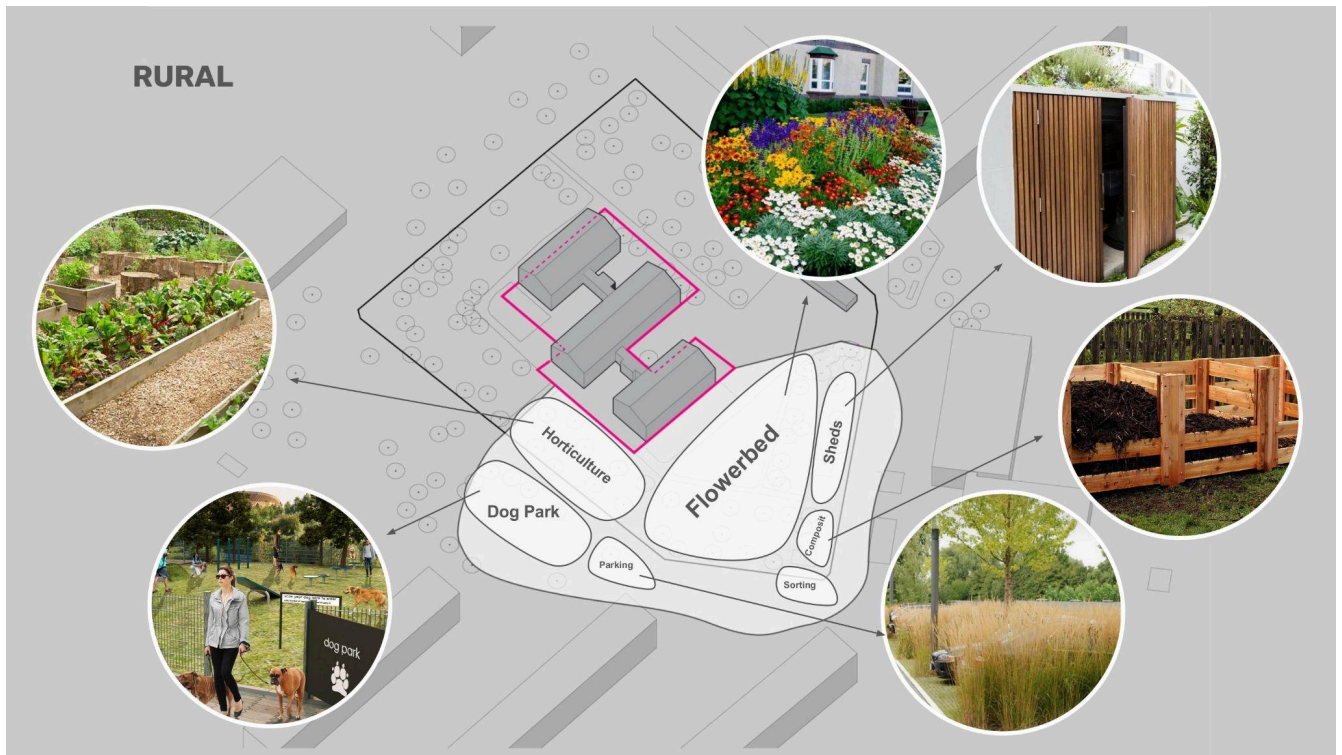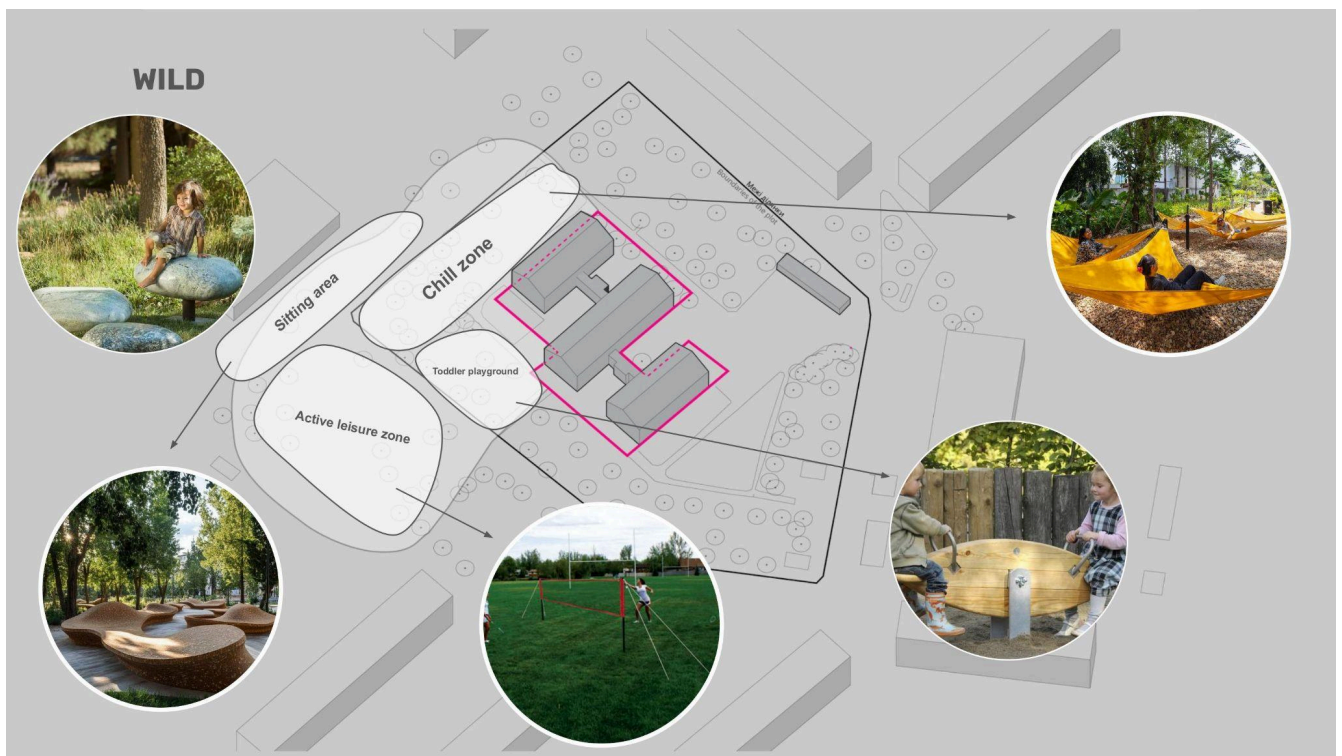Figure A.5.3. Zirochka "Rural" Zone Layout Concept

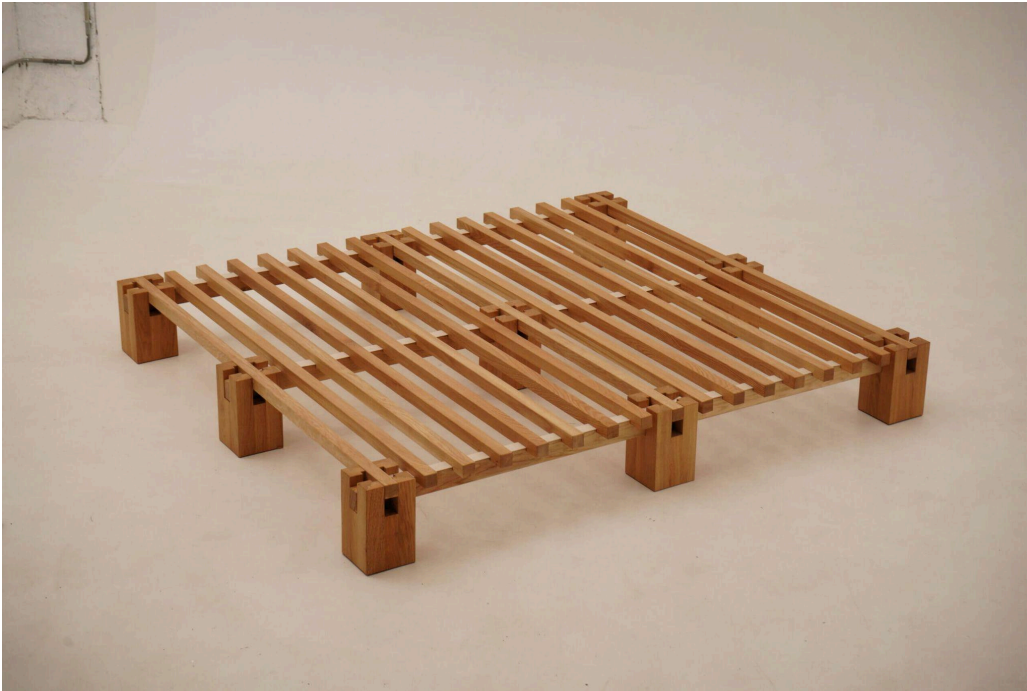Figure A.5.4. Zirochka "Wild" Zone Layout Concept

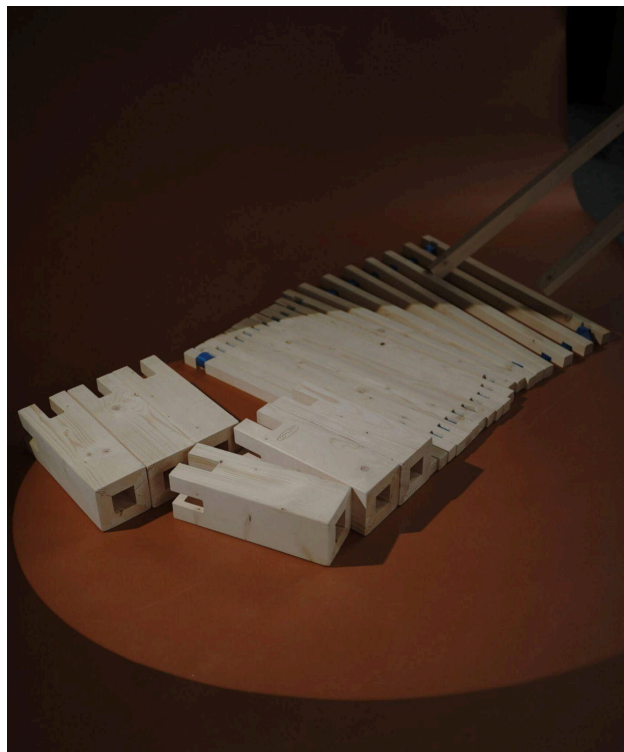Figure A.6.1. Closeup photograph of the CO-HATY Bed Module

Figure A.6.2. Photograph of the CO-HATY Bed Module in Disassembled Condition

Appendix B: Interview Transcripts

B.1 Transcript – Interview with Marina, former resident and team member (Excerpts)

Date: 7 May 2025
Format: Semi-structured interview, recorded and transcribed with consent

Vitalii: Чи можеш ти трошки розповісти про себе, які взагалі твій бекграунд, як ти потрапила в цей проект? Ну давай спочатку, як мешканка, бо я знаю, що в тебе ще досвід адміністраторки на ньому.

Marina: Та в принципі, ну я не була адміністратором саме шелл терра я просто допомагала і підтримувала адміністратора, тому що як через силу того, що я вже учасник команди металаба і тому була ваша підтримка більш з цієї сторони і займалася поселенням і на будові також працювала і була координатором волонтерів, тому якби я сама початків зародження цього садочку пройшли. І там дерла стіни фарбувала і замовляла обіди для волонтерів. Тобто таке різно робоча була, як і всі ми. Тобто таке різно робоча була, як і всі ми. Тоді в той момент були взагалі я приїхала з дніпра 20 березня 22 року. Якраз там пару тижнів стартував проект кохати, і я хотіла бути дотична взагалі до якийсь військових військової допомоги, що на той момент да все так було. Тоді дуже ну хотілось кудись себе пристроїти, бути корисним чимось допомагати, тим більше тут чуже місто я ніколи не була на західній україні і нікого не знала. Для мене це було просто такий дуже великий удар. Опинитися домашній людині, яка звикла бути тільки ну дома. І впевнена була, що там я буду жити все життя, і я доєдналася разу, побачила в телеграм каналі місцевим, що дівчата з металабу запрошували волонтерів допомагати у відбудові 1 пілотного проекту я з сестрою і братом долучилися до цього проекту саме через чат. Були дуже активними волонтерами, дуже багато допомагали, підтримували і це така була дуже класна спільнота і така віддушина для нас той момент, тому що. По 1 ми могли вже вибач мені, що іноді українською мовою важко там всі слова перевести. Виплеснути це дасть якийсь світі негативні якісь емоції, які ну трималися всередині. Це була дуже класна така практика, коли ми приходили дерли великі стіни і це таким чином вивільняли свої емоції. Весь цей негатив це дуже класно працювало, потім ми всі так об'єдналися. Люди, які також були волонтери, які також приїхали всі чужі. Ну місці ми так всі здружилися, а вже потім просто не могли пропустити ми на вихідних і нас ну щоденно бігали. Там працювали з ранку до вечора, бо вже хотілось бути просто в цій спільноті з цими людьми, які вже нас об'єднала спільна якесь да там біда, і ми всі один одного розуміли, і це була така дуже класна підтримка… Ми були не одні люди, наскільки

стали ми, наскільки зблизилися всі, бо всі опинились якийсь момент в одних умовах, і всі ми всі були з різних регіонів людно, але от так от це спільна праця. Це волонтерка і той садочок. Ми також будували. Ми його любили з такою любов'ю, ми заїжджали, заселялись тебе там кожен куточок цього приміщення був зроблений нашими руками нашими силами, тому це таке також особливий. Такий простір для нас був, ну і взагалі це такий. Садочок, скажу це один із таких на знову таки. Якщо робити дослідження чисто по цьому садочку, вона також може бути, десь можливо, трохи хибне і не і не таке скажуть, да цю явність там цих шелл терів, тому що як дуже багато наших вибори, які жили або хочуть жити в цьому просторі, вони називаються віп житло, тому що цей садочок знаходиться вони такі кажуть, ну це це дуже пощастить, якщо ви попадете в цей садочок, бо це віп житло… А чому особливість цього садка? Бо він знаходиться взагалі в центрі міста напрям центр центр міста. Він повністю йде на побаченні департаменту освіти департаменту освіти, сплачує всі комунальні послуги, тобто люди там проживають абсолютно безкоштовно… Коли ми туди заїхали вже з ремонтом. Там в 1 корпусі одне крило чи навіть бака займала карітас карітас, а там були карітас і вони є до сих пір там, тобто виходило одного там садочку 3 корпуса 2 двоповерхових і от на 1 корпусі да весь корпус займає карітас. Але це було дуже зручно по 1. Ми дуже співпрацюємо взагалі скаржитись сам, а по 2, що це було дуже класно для людей, особливо дітей, бо карітас проводить дуже багато заходів у цих цікавих, і тому це класно було.

Vitalii: …як змінювалось оце відчуття проживання в садку, чи воно взагалі не змінювалося?

Iryna: Скажу, я прожила майже 2 роки, там зараз я вже з'їхала. Винаймає житло, мені було дуже зручно ще жити там, тому що це прямо через дорогу від роботи і мені було дуже зручно, бо в мене двоє дітей, які були під наглядом, я їх не тягала вже з собою десь на роботу, якщо там діти не беруть, для мене це було дуже важливо. І я можливо, тому дуже довгий трималася там, бо для мене найважливіше було, що я спокійна була за дітей…Ну вже пішло щось не так, мабуть, коли їхала 1 сім'я потім 2 сім'я і вже приходили нові люди, які вже просто. Десь там мені було це важко спостерігати, коли люди там щось не берегли. Знаєш, таке шось якось уже так у них було, або якісь там щось їм хтось зобов'язаний або кущ якісь претензії і от мені це як людині, яка там починала, це все будувалась на знала, якими силами це все робилося безкоштовно, всі волонтери працювали без вихідних, без прохідних імені. Мені вже десь там оце десь було, там трохи мене зачіпало, мені важко було це чути, але знову таки і тоді вже почалася міняться отця ком'юніті наша. Да і вже тоді якісь виникли дискомфорт, ти вже там не було сварок, але все рівно вже якесь було. Це вже було не те…

Vitalii: А от в мене питання стосовно, якщо знайти цю площину з конфліктами

саме стосовно спільних просторів от не було такого, що я не знаю, вона інколи трапляється, ситуація в мене просто теж є. Цей досвід переживання спільних просторах з великою кількістю

людей і що не знаю от є ця спільна територія начебто вона має вас бажати. Але оскільки в тебе дійсно там контр з якоюсь людиною, тобі, наприклад, не хочеться з нею сидіти на кухні, просто там їсти і ти вже йдеш їсти до себе в кімнату.

Iryna: Ділити є таке є таке от, навіть мені було важко. Вже мабуть, таким ключовим моментом, коли я вже захотіла з'їхати це те, що я вперше занурилась від людей, бо виходить в силу своєї професії. Тут метал, аби в мене дуже великий поток людей. Кожен день проходить, я спілкуюсь, там приходить додому там діти уроки це ти виходиш на кухню, і тобі просто хочеться. Спокої приготувати там якусь каже, що підсмажити там відбивну да і просто просто промовчати ні з ким не говорити просто спокою, а то всі виходять, там починають говорити, ти одягаєш навушники, всі тебе покличу маріна, а ти не знаєш і все або оце там ти знаєш. А валька сказала оце то то, а там валяцця виходить, а наташка це сказав, я кажу боже, я не хочу, не хочу цього чути ваші проблеми, ну і це ну як мене це дуже рило, дуже напрягало бо. Ну я постійно була залучена до якийсь там весняний міжкімнатних отіх розборок, які блоки та кімнати, і це мене все. В якийсь момент я вже просто почала зриватися. В мене почались якісь нервові зриви яска чоловіка все їдемо все я зріла з'їжджаємо і є ну також знаєш там хтось, тим більше чистоплотний, хтось там для когось там покласти, там щось настінне витрати ок, а для когось це прям трігер страшний, тому такі якісь моменти є, звичайно. Побутові вони є, це не все так гладко і ідеально, як я малюю. Я на увазі, що такої прям чого знаєш такого прям страшного немає, але такі да ой ти там не витримала там пічку от ви там підлогу погано помили…

Vitalii: Можна сказати, ну як я з того зрозумів що ти писала що для тебе була проблема оця нестача приватності.

Marina: Хоча у нас була да, у нас в мене була як міні квартирки. Така була 2 коридори окремий свій санвузол, 2 кімнати дитяча і наша така міні квартирка така прям була єдина, що спільнот спільна кухня. І всерівно мені не вистачало да мені от хотілося просто. Ну кожній живій людині хочеться іноді спокої побути на самоті. Тому мене більше це завжди, коли б не вийшов, ти виходиш, готуєш це двіжуха безкінечна ходять, відкривають там холодильники жарять, варять, потім ти сів їсти, починаєш сидиш там з чоловіком розмовляєш, там хтось починає коментувати вашу розмову, ну, тобто взагалі ти не можеш поговорити, бо хтось постійно там свої 5 копійок ставляє мене це так просто. Завжди боже, ну я ж розмовляю свої сім'ї ми сидимо їмо сну шо вам треба. Ну це мене дуже, наприклад, ну, напрягало то ці моменти, ну це знову це мій чисто мій такий досвід у інших людей були своє

хтось… мабуть, після року вже я почала прям задумуватись рік жила я вже почала задумуватись про переїзд. Але все так тягнулося, мешкають здебільшого, мабуть, це через дітей трималися, але потім вже діти сказали, що ми хочемо зіхати, з якими дитина для запису скаже мама. Я хочу трусах вийти на кухні, пити чай, і щоб мене ніхто не трогав…

Vitalii: А я правильно розумію, що на макухи теж є адміністратор, але там комендантів немає.

Marina: Комендантів там більше таке люди, як самі собі більш представлені вони такі, більш відповідальні десь, можливо, ну і знову не те, що відповідально просто там тає. А коменданти, яких сплачує цей вони тепле місто, господи, боже я забула, як вони називаються комфортне, комфортно, не важливо. Також організація, яка надає їм комендантів, і плюс там адміністратор, вона живе просто на також ви по з. З самого початку жила в цьому гуртожитку спортзалі з ними переїхала. Про садок садок і тобто вона там живе і тому до неї там ходять. Там жаліється і це 24 на 7 і воно постійно. Ну так якби вона в них як мама люди, вони скажу, вони не можуть ні лікарі вже самі викликати чи дуже часто ну ж таки, наскільки звиклися з ними носяться все за них вирішують, і тому оце ж кажу, це така зворотна сторона медалі, а тут більш люди такі вони більш відповідальніші, тому і вони, ну вони приходять, коли хочуть. Мають ключ і ніхто їх не контролює просто адмін, який вирішує якийсь там нагальні питання і збори проводить це адмін від наслід металабу, але жителі сплачують за зарплату, бо в нас немає таких можливостей. Жителі вони платять певну суму. Це за за обслуговування будинку туди входять адміністрація і пічники. Там цей опалювальний, але здебільшого самі ж мешканці цього шиллеру. Там є такий котел твердопаливний, і вони ну, коли це опалювальний сезон, вони беруть якось 2 людей пічників. Люди самі ну це ж гріють приміщення і дах і отримують зарплатню, за яку знов таки платять. Всі мешканці.

Vitalii: Чи була таке, що були певні рішення от як там ті саме майстерні або переговорка, яку я чув, здається, перетворили на дитячу кімнату? Чи були такі рішення, які закладали, але вони не зовсім спрацювали і жителі змінили їх під себе?

Iryna: …Якщо брати садочок в нас, як планувався на початку, коли тільки відбудували цей шелл нас був такий великий простір, де ми збиралися волонтерами. Там обідали. Така була столова і склад у нас в той момент, і в нас вже просто не вистачило ні сил, ні фінансування зробити цей простір, але ми для себе його малювали і навіть колись проводили майстер клас там із жителями, як бачить жителі, цей простір… це блочна ця система 2-3 кімнати на блок і тому саме в цьому садку є звичайно мінус, бо не все так гладко і що не вистачає. Дійсно цього простору по всій по кімнатах здебільшого коли зима холодно, всі по кімнатах або на кухні у себе, так і ми хотіли, щоб саме да була ця комунікація між людьми з

усього шеллтеру, щоб люди могли це там хотіли звинуватити цей простір, щоб там були дитячі там якась частина, що була доросла там якісь диванчик, телевізор і приставка, щоб там діти собі гралися, бо простір досить великий, можна було це зробити, заснувавши розділити на зони. І так от скільки вже років? Постійно там кожні півроку приїжджає якась організація, каже, все бере все. І потім в якийсь момент щось у них стається, не так і вони не можуть.

Vitalii: Зараз про цей великий простір майстерні типу, які планувалися.

Marina: Ну воно там багато чого да планувалося, в тому він єдиний там такий зараз склад, але ж ми ну були плани є до сих пір, щоб зробити там цей простір, але щось не складається. Потім була да така невеличка кімнатка, яка, яка була в нас така, як коворкінг. Ми планували зробити, але зрозуміло якийсь момент, що багато дітей і взагалі немає де гратися, просто немає де гратися, і коли він там гуляє, десь в одній кімнаті також є батьки або там дідусі-бабусі. Так якийсь момент хочуть спокою а діти хочуть гуляти, їм немає де. Тому може віддали у цей простір під дитячу така скромна невеличка дитяча, але це все рівно було місце, куди діти могли зібратися і хоч там настолки якісь пограти чи ще щось поробити… Це те, що сталось не так, як гадалось з цим простором, а так от той ще надія, що все таки знайдеться якийсь якась організація, яка зможе нам відновити той простір, бо ми дуже хочемо його реально дуже сильно не вистачає в цьому шелтери. Що стосується іншого нашого шелтер в макуха, який розповідала, там є дуже ініціативні. Самі жителі, бо тут знаєш тут люди трохи живуть на розслабоні. Скажу так чесно да вони не за що не платять за них все вирішується там щось десь прорвало трубу. Адміністратор з формує департаменту освіти, потім ще також господи комфортний дім зараз. Підтримує цей шелл така організація, яка також там сантехніки да там якісь там знову майстри вони викликають, ну там щось відновлять, тобто люди живуть, як то кажуть, на всьому готовому, і вони живуть так звикли, і тому в них здебільше. Якщо є або якісь претензії, бо вони звикли, що їм все дають, і вони нічого не роблять у цьому житті, кроме ну ті, хто працює, то ясно. А так то більше люди прокинулись їх, бо ще навіть більше чемпіон року в 20. 3 році готували ще людей навіть приїжджали гарячі обіди там 1 2 3 ранок обід і вечеря люди взагалі були такі, ну в цьому плані розслаблені, і зараз вони сильно проявляли ініціативу от цьому плані, щоб вони хотіли самі щось. Хоча це все можливо. Ну там 115 зараз наче людей шикарний ремонт, але в принципі можна було, але тут така зараз проблема, що якщо навіть десь щось уже зламається і ніхто не може ніяка організація зараз. Отримати треба там по 5 10 гривень скласти, то це вже бунт бунт в плані, тому що навіть ідуть до мера і кажуть, нас змушують здати 15 гривень на насос. Ну як би ну от тут, то люди вже дійсно. Ну тут такий наче з одної сторони медалі да класно, що люди забезпечені всім, а 2 сторона тим, що

люди вже розслабилися, тільки чекають, що їм щось дадуть. Що стосується оцього 2 шатра де люди сплачують, їм нема на кого розраховувати, їх підтримують. Проката і ця і каріте 100 чи так це бо ми вже з ними просто йдемо так знаєш по цепочки з одного шелтер, а ми побудували і вони переходять, стають за нами і вже допомагають цим людям, але знову в них також можливості не без граничні... Там вже люди звикли, що вони все зламався насос горі. Вони знають, що цей насос згорів, тому що вони вже 35 раз кинули туди тряпки, які спалили, цим збирають там унітаз дат рибки забувають, з відробили з тряпкою все насос горі. Вони знають, що не можуть знайти винного, звичайно, але знають, що це їхня вина, вони вже складаються, вони це самі, якщо якась організація не може забезпечити, вони це роблять. Да, цена макухи і там є ініціативні люди, які постійно приймають участь у грантах різних підтримка. І вже за рахунок цих грантів уже там зробили дуже класні простори. Дитяча неймовірно просто забезпечена мої діти навіть молодші, постійно проситься поїхати, туди погуляти, бо там просто великий простір і дуже класна дитяча там є спортзал, де люди займаються підвальним більш приміщення… Люди дуже розслабилися, а на макухи не було цього, і вони вже більше з самого початку знали, що вони. Вони знають, що є ми є там рокада каратись, але це не повне забезпечення їхніх потреб, і тому вони знають, що вже вони самого початку звикли до того, що вони самі все це роблять і самі це ну отримують за рахунок там своїх. Вкладені в певну якусь справу, ну а тут уже трошки вони отак пішли, і зараз вони є безініціативні, бо вони тільки чекають, що це вони думають.

Vitalii: Різні це може бути пов'язано тільки з оцих цією можливістю і необхідністю платити, якби сервісний збір. Чи просто там не знаю, може ще може бути якась історія, що дійсно різний віковий склад.

Marina: Ні, хоча там також не скажу. Ну да, мабуть, на макухи більш такі більш люди такі молодшого віку, але є пенсіонери є люди з інвалідністю. Так є різні, також різні, абсолютно люди, просто багато ініціативних, таких прям жінок, які от прям тут, мабуть, ще залежить, хто все таки проживає, бо. Мабуть, якби не було там то юлі там олени, то можливо її також і на макухи було то все так, але але знову таки насадку не раз ставлять в приклад макухи розповідають, що можна. Ну вони якось не сильно включаються до їх все влаштовує в принципі цих людей. Ну ну нема простору нема їм і так добре, ну такі ну це городик то також знову таки це ініціатива більше нашого нашої команди метала це ми їм пропонували цей цей воротар взяти, і вони вже між собою. Жителі поділили там, але оце да загороди в них бувають і льошка за землю. Бо там хтось просто квіти хоче посадити хтось там картоплю, хоча посадити. Але це також дуже такий класний досвід. Люди от здебільше. Ну це пенсіонери займаються цими садами, городами, які вже не можуть

в принципі нікуди піти, там не працювати, але їм вони також змучили сидіти, постійно ходять, вони десь там із гуманітаркою, вони ходять на якісь заходи, які проходять, але от це зараз городина для них така віддушина, що вони. Там сидять і спілкуються на лавочках, і там і копають щось. Ну це дуже прикольно для них.

B.2 Transcript – Interview with Iryna, Zirochka project manager (Excerpts)

Date: 13 May 2025
Format: Structured interview, recorded and transcribed with consent

Vitalii: Як у ваших управлінських та просторових рішеннях враховується травматичний досвід ВПО? Чи можете навести приклади, як це проявляється на практиці?

Iryna: Дизайну в архітектурі по облаштуванню простору для людей, які ми ну, якими ми не готові поступатись, от, наприклад, у калуші ми зараз відстоюємо там. Перестінки, ну там чув цю розмову з мінватою, щоб люди не чули один одного, тому що люди. О ну просять ми все чуємо це просто як, ну неможливо, нібито в одній кімнаті знаходиться. Чи можна нам цю звукоізоляцію, будь ласка, зробіть, щоб ми один одного не чули. І нам в принципі ми могли би це не робити. Це було б значно дешевше. Ми б знизити свої витрати. Але в результаті люди не будуть там щасливі, вони не зможуть себе там комфортно почувати. Ми розраховуємо на довготривале проживання. Там ми хочемо, щоб люди не виїжджали звідти, щоб вони там не відчували це місце своїм домом. О. Тому ми робимо все, що далеко терміновій перспективі нам ну відгукнеться. Нам буде ок, але зараз повинні прийняти купу непопулярних рішень, відстояти якісь там архітектурні або просторові або економічні рішення, наприклад. Що ми там не знаю селом когось за повну вартість там комунальних когось на пільгових умовах деталь тому що ми хочемо якісь свої цінності принципи відстояти. Так як в управлінських рішеннях архітектурних береться до уваги досвід драматичний впо ну от власне там з цими перестінками один тобі приклад, що людям важливо. Не чути сусідів гучних звуків і так далі вони хочуть усамітнення. Їм важливо мати цей свій куточок, свій особистий простір от і раніше. Коли ми тільки починали проектування зірочки, проводилось опитування. Серед впо про те, які у них там пріоритети там чи це мають бути квартири, чи це можуть бути, як знаєш, як в. Я не комунальні, а ну боже, як це називається. Ключі забула слово, коли спільні простори є, але є там особиста кімната. І люди ну відповідали нам, що ні ми хочемо свій простір. Ми не хочемо спільних туалетів, ми не хочемо спільних кухонь, ми хочемо такі маленькі квартирки, краще, хай вона буде маленька, але вона буде наша повністю. Не ми відповідно. І ми відповідно враховувати це при проектуванні квартири ну ти ж себе

міряєш так само. Це щодо перестінків звукоізоляції, так само от те, що я тобі казала про те, що не хочуть окремі кімнати окремі квартирки краще, ніж, наприклад, такий прожитковий тип. Якщо говорити про, якби вимоги донора, то якщо би ми проектували такий от типу гуртожитку, коли є окремій кімнаті житлові, але там кухні санвузли пральні спільні ми би поселили б значно більше людей і відповідно донору цікавіше, коли ми більше, якби житлових юнітів маємо більше людей селам, але за рахунок того, що ми відстояли це рішення, бо людям так комфортніше в них для них це важливо, то ми маємо менше. Але кожної ну практично людина в нас тільки на 1 поверсі там є 8 кімнат на 1 2 людини тіпа такого, якби блок 8 кімнат, які мають спільну санвузол душову і кухню, а все решта в нас окремі квартири. Ось і в управлінських рішеннях це теж, якби зчитується, завжди завжди. Ми думаємо про кінцевого користувача про людину, яка буде там жити. Якщо, наприклад, ну умовно кажучи, там, наприклад, навіть з електрикою людям, можливо, не ну, вони видно, мають уже це такий травматичний досвід, коли все спільне нічого свого і можливо, наприклад, мати свої суб лічильники, щоб вони розуміли, що вони платять тільки за те, що вони спожили, щоб були чіткі умови про прозорі, що вони платять комунальні, що туди входить, як це нараховується. Тому ми це все теж, комунікуємо, оговорюємо попередню і озвучуємо так само в проекті реконструкції в нас є окремий відділ, там в. І опалення, каналізація і ну по світлу. У нас будуть на кожну квартиру своїй чільники, щоб люди розуміли та могли. Контролювати свої витрати, бо це відповідно там. Комунальні їхні впливає так само підвищення рівня енергоефективності будівлі дуже багато архітектурних рішень, закладені з поглядом на те, щоб знизити комунальні витрати, щоб люди платили менше, тому що ми розуміємо, що це люди з числа впо, в яких і так немає лишніх коштів, і ми робимо все для того, щоб вони платили максимально мало. По. Ще управлінських рішеннях, що можна сказати, що, наприклад, коли ми. Ну. Приймали рішення по. Хая. По ее по тому ну я купувати цим. Томи. Наприклад. Розуміємо, що це мають бути чіткі і прописані ну нормальні адекватні договори мінімум на рік з правом продовження, тобто людям потрібна якась впевненість, що завтра їх не попросять, мають бути чіткі умови, правила, щоб людина розуміла, на що вона підписується, тому що теж так само є в людей травматичний досвід, коли вони там заселялися в якісь квартири орендовані, потім їх через місяць просили виїхати і людина вже почала вкладати, якось облаштувати своє житло. І тут знову знову на вулиці знову не знає і знову не впевненість в завтрашньому дні і так далі. Тому таких рішень насправді багато і управлінських є архітектурних. Які ну продиктовані, перш за все, для ну ставленням до людей і задля мінімізації їхнього травматичного досвіду, який в них можливо, був минулому, можливо, навіть ще до того, як вони стали впо ну рендер житло, люди знімали і до великої війни, просто вони мають цей досвід

незахищеності і почуття. Ну не певності, коли ти ну любий момент можеш стати бездомним рахунку.

Vitalii: Як ви намагаєтесь знайти баланс між приватністю та спільнотою в житлових проєктах, особливо коли типологія будівлі передбачає велику кількість спільних просторів?

Iryna: Ну це якраз віддача архітекторів. Це все діло збалансувати про це все подумати кожній категорії. Користувачів приділити. Достатньо уваги ну, але в основному це принципи цінності. Організації проекту початку організації, потім проекту, які у нас є вимоги від донора чи від спонсора, чи ну від муніципалітету от між тим ну і шукається оцей от якийсь здоровий глузд між тим, що хотілось би і між тим, що ми собі можемо дозволити. Знову ж таки. Типологія то передбачає велику кількість, але вона ж і реконструкція. Тобто ми там дуже багато всього міняємо, додаємо перестінки і так далі. Тому. Це не так, що було аж прям дуже критично, але номер завжди думаємо про спільні простори, які будуть. Загальнодоступній стараємось їх робити. Зокрема, входом ж нікому не заважати, щоб відпочинку не заважати особистому життю не заважати. Якщо ми, наприклад, говоримо про такі типу, як майстерні, там це для події, так далі він робили. Так, ми будемо робити в калуші. Окремий вхід для оцього простору спільного. Так загалом ну. Навіть не знаю, що тут коментувати. Завжди такий процес творення процес пошуку. Рішення узгодження знову пошуку знову зміни знов. Погодження ну і так до безкінечності, поки ж проектна документація буде проходження експертизи отримано.

Vitalii: Як прийшла ідея краудсорсити "лампові" речі, накшталт вазонків,які допомагають створювати затишок вже при заселенні просторів?

Iryna: Ідея не прийшла, просто люди почали самі носити, приносити вазонки. І ну. Ну і типу команда подумала ну клас це ж типу затишок це якийсь щось живе це якесь відчуття дому дає. Трошки якось міняє інтер'єр, його ну домашню є. І так далі це люди самі почали приносити, коли почали заселятися 1 кохати. Почали там люди сусіди підносити приносити це аня пашинська по моєму розказувала на воркшопі на хакатоні, що люди самі почали носити. От а ну загалом просто такі от речі інтер'єру, вони зазвичай ну дороговартісні. Там, наприклад, якісь класні вазони на них завжди не вистачає коштів, бо це ніби таке щось, що якщо можна обійтися. І завжди класний вазон він дорогий в режимі економії бюджету завжди є ця стаття урізається, зменшується, мінімізуються от вже люди вже потім самі починають плюс мінус якось облаштовувати.

B.3 Transcript – Interview with Alina, visitor to Sadok

Date: 2 May 2025

Format: Unstructured short interview, recorded and transcribed with consent

Alina: Заходиш скрізь паркани і там територія повністю цих мешканців, то я так розумію, що загалом люди сильно не заходять, але і він і знаходиться не на транзитних шляхах. Тобто Садок знаходиться просто вздовж вулиці, і через нього я думаю, і до цього не ходили особливо. Ми там зайшли і це якраз було дуже ілюстративною в контексті всього садівництва, про яке ми говорили: там буквально перед нами люди в рядочки засипали насіння. Все було тихо, спокійно, без конфліктів, там скрізь висить білизна сушиться.

Vitalii: Тобто видно, що спільний зовнішній простір активно експлуатується.

Alina: От знаєш важко оцінити чи активно оцінити, але він експлуатується. Він розділений ними на якісь зони от більшість цих, крім. Ніш, які ну цей між корпусами входу.

Vitalii: Так типу оці "хоулс", де можна сховатися

Alina: Всі інші ці ніші використовуються для того, щоб сушити білизну в них. Так розумію, немає балконів, ну в немає балконів Ну типу от вони так вибрали цей простір використовувати.

Vitalii: Це до речі цікаво

Alina: На одному подівр'ї стоїть трактор і за нього закріплена. Ну не трактор, якісь типу вантажна машина за неї закріплений шнур для сушки білизни. От там посадили бамбук. Десь 3 такі деревця бамбуку. Хтось вигулював собаку в цей же момент території поруч з рядками і всім було все норм.

Vitalii: А от яке було взагалі внутрішнє відчуття? Ну, я маю на увазі по атмосфері Все чого спокійно?

Alina: Та от якось якийсь спокійний, ну можливо. Ти відчуваєш, що ти десь на чиїсь території от якось так

Vitalii: Бо там є оцей паркан?

Alina: Так, ну і нам ніхто нічого не казав, але ну зрозуміло, що там люди не супер часто ходять. І якщо ходять, то скоріш за все якість супер місцеві, які вже всі одне одного знають. І коли ми зайшли, вони вже ну тут, але ніхто нічого не казав. Ну не питав просто ну це от, як їх така типу територія, де вони там все якимось чином використовують. Ну чи не все але.

Vitalii: Ага, ага, зрозуміло. Бо мені мене просто цікавила штука. Зрозуміти, який там зараз простір? В мене були результати воркшопу, що вони хотіли зробить, а я не можу його порівняти з реальністю. Тому я зараз ще буду шукати когось, хто там або живе, або координує це все, щоб зрозуміти, що спрацювало, що не спрацювала.

Alina: Я чула, що там замість майстерні вони зробили склад, типу тримають свої речі

Vitalii: Тіпа, вони там просто тримають її як господарку Тобто просто закидують речами умовно простір. Ага ясно, а там Варя щось казала про такі штуки типу, що там воно інакше якось працює, ніж Ко-хати планували

Alina: Наче ні

B.4 Transcript – Interview with CO-HATY Team

Date: 13 May 2025
Format: Structured written interview, conducted via a collaboratively written response to a set of pre-formulated questions.

Vitalii: Які принципи ви використовуєте при виборі об'єктів для реновації?
Team:
1) Наявність ВПО чи ради ВПО в громаді.
2) Власність: Залежить від стратегічного напрямку.
- Якщо це напрямок розбудови житла на базі громад - то будівля має бути в комунальній власності, мати функцію житла, чи громада готова перевезти будівлю в житло
- Якщо це напрямок допомоги шелтерам - то має бути офіційне МКП/МТП.
3) Ініціатива та інтерес Громади та готовність сприяти та бути партнером проєкту
4) Доступність будівлі до інфраструктури: робота, медицина, навчання
Vitalii: Як формується команда для кожного проєкту? Які основні ролі ви виділяєте та за що відповідає кожна з них?
Team: Географія проєкту - команда має знаходитися в географічному радіусі до 100 км до проєкту
Ролі (приблизно, можуть варіуватися, залежно від масштабу):
- проєктний координатор - вести всю команду, відповідати за комунікацію з донором, фандрейзинг, стартегічний та операційний перебіг проєкта
- Фінансовий менеджер проєкту
- Менеджер з Будови
- Архітектор
- Логіст, менеджер з будови на місці
- Закупівельник
- Комьюніті менеджер
Vitalii: Як зазвичай будується комунікація з ключовими стейкхолдерами — місцевою владою, донорами? Хто зазвичай ініціює перший контакт — ви з пошуком об'єктів, які відповідають вашим критеріям, чи місцева влада/донори з конкретними пропозиціями?

Team: До сих пір це були ми, хто шукає фінансування/програми/донорів, анонсує чи ініціює пошук, та виходить на перший контакт. Після першого проєкту та позитивного досвіду, громада може повертатися з подальшими пропозиціями.

Vitalii: Як у ваших управлінських та просторових рішеннях враховується травматичний досвід ВПО? Чи можете навести приклади, як це проявляється на практиці?

Team: Просторові: ми почали цінувати запит на приватний простір та будувати квартири з основними потребами (санвузли, кухня). Раніше це були гуртожитки зі спільними кухнями та вбиральними.

Ми все рівно стараємося створювати спільні простори для обміну досвідом. Також багато ВПО - ніколи не жили в квартирах, тож стараймося мати об'єкти з територією навкруги для городів.

Управлінськи: Ми стараємося всюди включати роль ком'юніті менеджера та працювати не тільки з ВПО, а й з громадою та майбутніми управителями житла, для того, щоб вони були готові, чи мали контакти для роботи з травмами ВПО

Vitalii: Як ви намагаєтесь знайти баланс між приватністю та спільнотою в житлових проєктах, особливо коли типологія будівлі передбачає велику кількість спільних просторів?

Team: Відповіли вище

Vitalii: Які уроки з попередніх проєктів ви врахували при плануванні "Зірочки"? Можете поділитися прикладами?

Team: Проєкт Садок містив меншу кількість управлінських рішень. Він був скоріше таким фіксерським, де в нас не було часу на управлінські рішення. Їх можна було поділити на декілька етапів. Це прийняття рішення про роботу з цією ділянкою, нам її запропонувала міська адміністрація, департамент освіти, який на балансі мав цю будівлю, як пропозицію. Ми оцінили локацію, дали розташування і почали проєкт, маючи неповний бюджет. Тобто, управлінським рішенням було піти на ризик, розуміючи ургентність. Щодо просторових управлінських рішень, ми тоді звертали увагу на ділянку, урбаністичний контекст, коли приймали ці рішення. Тобто, аналіз цього впливав на те, чи взагалі братися за проєкт, бо одне з наших критеріїв є те, щоб у ВПО була хороша доступність до інфраструктури. Потім було рішення зробити офіс, штаб-квартиру, щоб знизити дистанцію між управлінською командою і бенефіціарами. Там довгий час був офіс. Відповідно: Достатній час на проєктування та планування проєкту (раніше все робили на ходу)

Якісний підхід, прозорі закупівлі та генпідрядник, робота з проектно-кошторисною документацією та спеціалістами.

Vitalii: За якими критеріями ви оцінюєте успішність проєкту? Які індикатори чи ознаки для вас є найважливішими?

Team: Люди не хочуть виїзджати з Ко-хат, бо їм там комфортно, у них є спільнота та безпека

Vitalii: Як виникла ідея створити соціальне підприємство з виготовлення меблів разом із мешканцями? Що з цього вийшло?

Team: Соціальне Підприємство мейкерспейс "Поле" ми будували ще до повномасштабного вторгнення, як інфраструктуру для прототипування, продуктового дизайну та розвитку цієї ніші в Івано-Франківському регіоні. Тож у нас вже була інфраструктура, якою ми користувалися для реалізації інших проєктів. Залучення ВПО до виготовлення меблів – було необхідністю та можливістю інтегрувати нових мешканців в нове для них місце.

Vitalii: Як прийшла ідея краудсорсити "лампові" речі, накшталт вазонків,які допомагають створювати затишок вже при заселенні просторів?

Team: Необхідність в облаштуванні затишного простору в Шелтері, та брак ресурсів на це.