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**ACADEMIC SUPERVISOR'S REVIEW
OF MASTER THESIS**

by the Student at the Faculty of International Economics and Management
Educational and Professional Program "International Management"

Bohdana Hunko

(Name, Surname)

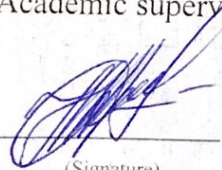
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External Review of Master Thesis

Bohdana Hunko

Project Management in International Charitable Organizations
(on the basis of ADRA International)

The study "Project Management in International Charitable Organizations (on the basis of ADRA International)" comprehensively explores the theoretical foundations and practical application of project management using the example of a branch of the international charitable organization ADRA International, ADRA Ukraine in particular. In his work, Hunko Bogdana skillfully explores various approaches to project management, including traditional methodologies such as Waterfall and Agile. One of the strengths of the thesis is the use of ADRA International as a case study, providing valuable information on the practical implementation of management strategies through the example of the specific project "Emergency Food Support to Populations Affected by Conflict in Ukraine". The analysis of ADRA International's project management practices offers a deeper understanding of the complexities associated with managing charitable projects on a global scale. On the other hand, the author's quantitative and qualitative analysis of Ukrainian charitable organizations, supported by empirical data and relevant literature, enriches the understanding of the challenges and opportunities inherent in managing humanitarian initiatives in Ukraine under martial law, which is critical to ensuring the efficient and effective delivery of humanitarian aid and support victims of the conflict.

The Master's thesis "Project Management in International Charitable Organizations (on the basis of ADRA International)" is an independent investigation containing scientific novelty. Certain theses, conclusions and recommendations that we see in the first, second and third sections can be used by both ADRA International branches and other independent charitable organizations in Ukraine to improve their project management practices and increase the effectiveness of their charitable initiatives. The topic of the thesis is relevant and meets the requirements of the Master's Degree.

Reviewer

President

(Position)



(Signature)

L. Rutkovskyi

(Name, Surname)

CO, CF, ADRA Ukraine

(Place of Work)

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INTRODUCTION

The spread of charity as a positive social phenomenon that has acquired widespread popularity in the last century all over the world, especially justified nowadays, when Ukraine is going through difficult times of fighting for its own independence. Charity is a voluntary field of activity aimed at helping other persons, the state, enterprises, etc. Individuals or companies can be individuals providing voluntary assistance. Any assistance is taken into account, such as, for example, assistance with services, material assistance, financial assistance or the provision by the company of some necessary goods. The modern world faces many social, environmental and political challenges, which give international charitable organizations a particularly important role in solving problems and improving the quality of life. Under such conditions, project management becomes extremely relevant for the effective implementation of programs and initiatives. However, despite the importance of philanthropy, many projects implemented by international charitable organizations face difficulties in completing tasks due to their scale and complexity. Key challenges include inefficient governance, unstable political environment, financial risks, and a shortage of qualified personnel [1].

The efforts of state authorities and local self-government directed at the development of the socio-humanitarian sphere require support from civil society. Education, health care, science, culture and art, childhood care are only part of those spheres of social life in which charitable activity is desirable and necessary for the gradual progressive development of society. Active activity of charitable organizations and persons carrying out property or personal help directed at passive people, such activity is a determining reference point in the formation of moral and ethical values and humanistic relations in society.

That is why many works both in domestic literature and among foreign authors are devoted to the question of the importance of project management for international charitable organizations. Nancy W. Chandler, Peter F. Drucker, Michael

Allison and Jude Kaye can be named among the scientists who studied the effectiveness of project management for international charitable organizations in their works. Jack R. Meredith and Samuel J. Mantel, Jr. [5], Kory Kogon, Suzette Blakemore and James Wood [2] are among the foreign authors who considered effective principles of project management in their works. The main scientific approaches to defining the concept of project management are also considered by Ukrainian authors, in particular: N.O. Petrenko, L. O. Kustrich and M.O. Gomelyuk [3], I.I. Mazura, S.P. Korosteleva, S.M. Maksimova, M.A. Fedotova and others.

The purpose of the research is the analysis of modern methods of project management in international charitable organizations to identify the most optimal strategies and tools on the basis of ADRA International and the feasibility of application for Ukraine in conditions of instability. In order to successfully reveal the above-mentioned questions, it is necessary to define the main tasks of the research, which are the following:

- Determination of optimal project management approaches in international charitable organizations.
- Implementation of project management in the practical activities of modern organizations on the basis of ADRA International.
- Analysis of modern tools and methods of risk management in charity projects.
- Assessment of risks and defining of ways to reduce them in the context of a specific charity project "Emergency Food Support to Populations Affected by Conflict in Ukraine".
- Development of recommendations for improving the efficiency of project management of international charitable organizations in Ukraine.

The object of research is project management in international charitable organizations. The object of research includes a system of methods, tools and strategies that are used to plan, implement and control charitable initiatives in order to achieve social, economic and environmental goals.

The subject of the research is the problems and prospects of project management in international charitable organizations such as ADRA International, focused on the development and implementation of charitable initiatives in modern conditions. This includes the analysis of project management methodologies, the defining of effective tools and practical aspects of solving problems that arise in the process of implementing charitable projects. The subject of the study also covers the relationship between project management and social, economic and environmental challenges that arise at the global level.

To solve the tasks, theoretical and practical research methods have been used, the main ones are briefly mentioned:

- using the method of analysis, methodological and specialized literature corresponding to the problem of the research was studied;
- using the methods of systematization, classification, generalization and synthesis, specific charitable initiatives and their impact were identified, real problems and challenges in the implementation of charitable projects were analyzed, and the effectiveness of using specific project management tools was determined;
- using the method of analysis and case studies, specific charitable projects carried out by international organizations were considered and their success was evaluated, factors that contributed to or hindered their implementation were identified;
- using the method of questionnaires and focus groups, up-to-date information was obtained about the current state of affairs in the organization, their experience and expert advice. The obtained data formed the basis of the Evaluation of Organizational Problems in ADRA Ukraine.

Also to achieve the goal, a comprehensive approach is used, based on the analysis of modern project management methodologies, such as the classic method (Waterfall), the Agile method, the Lean method and others. The unique specificity of

international charity projects and their relationship with global problems are also taken into account.

The information base of the research is the analysis of well-known international charity projects, published reports of leading international charitable organizations, scientific articles, empirical studies and data related to project management and charity. The findings of this study will not only expand our understanding of the management of charitable projects, but will also become the basis for improving the effectiveness of international charitable organizations in solving social, economic and environmental problems. In addition, the results of this study can be used both in practical and project activities of charitable organizations, first of all, ADRA International.

Structure of work. The thesis has a logical structure that consists of an introduction, three chapters, conclusions, a list of bibliographic references, used sources and appendices.

CHAPTER 1

THEORETICAL AND METHODOLOGICAL PRINCIPLES OF PROJECT MANAGEMENT

1.1. Project management: economic nature and implementation principles

At the beginning of the last century, almost all organizations conducted economic activity mainly on a cyclical basis, that is, production and management were carried out without significant changes, using traditional technologies. Later, as a result of the increasing influence of external factors on the economic stability of organizations, the situation changed radically. Starting from the second half of the 20th century, traditional models of production and management began to undergo significant changes. Such a property as the ability to quickly adapt to constantly changing conditions has become the most important prerequisite for ensuring the appropriate level of efficiency of the organization. These factors stimulated the emergence of the latest management principles, one of which was project management.

Project management is a key component of the effective functioning of modern organizations and enterprises. Project management plays a key role in both the business environment and charitable organizations, providing an efficient and structured approach to accomplishing tasks and achieving goals. The design approach helps charities effectively plan and execute charitable initiatives to achieve social, economic and environmental goals [11]. On the other hand, project management allows us to optimize the use of limited resources, which is especially important for charitable organizations with limited budgets. The project approach contributes to increasing the transparency of management, allowing effective communication with stakeholders and donors because charities often face complex challenges. Project

management allows us to quickly adapt to changes in the social and economic environment. In general, project management acts as an effective tool for achieving specific goals and optimizing the use of resources in both business and charitable organizations.

The emergence of project management as an independent discipline dates back to the 1930s and is associated with the development of special methods of engineering coordination of large projects in the United States: aviation at the US Air Corporation and oil and gas at the well-known Exxon Company [6]. These were the first and most organized mechanisms for achieving integration during the management of complex and large projects. As a result of integration, a certain project management practice was formed: determination of required results; careful advance planning to avoid future changes to the plan; appointment of a manager responsible for the development and implementation of the project.

Therefore, it is extremely important to understand what the concept of project management means. Of course, there are many definitions of this concept in foreign and Ukrainian literature, which will help to better understand the essence of this term. The Project Management Institute (PMI) notes that "Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements" [4]. According to the Association for Project Management (APM): "Project management is the application of processes, methods, skills, knowledge, and experience to achieve specific project objectives according to the project acceptance criteria within agreed parameters" [7]. It is interesting that there is no unambiguous definition of the concept even among Ukrainian researchers. In particular, Natalia Petrenko gives the following definition: "Project management is a systematic approach to managing project implementation using methods and tools to achieve its goal and results" [3]. On the other hand, S. M. Maksimova describes project management as a special type of management activity used for planning, implementation and control of projects. These definitions reflect various approaches and emphases in the context of project management in foreign and Ukrainian literature.

It can be concluded that project management is a systematic approach to planning, organizing and controlling the implementation of projects with the aim of achieving certain results. The economic essence of project management is to optimize the use of resources, such as finance, time, personnel and materials, in order to achieve the set goals of the project with minimal costs. Project management as we know it today began to take shape in the 1950s, when key tools and techniques such as the critical path method (CPM), the work breakdown structure (WBS), and the program evaluation and analysis method were developed (PERT). However, the roots of project management can be traced back to 1896, when Karol Adametsky developed a harmonogram. This tool became the basis for the creation of the Gantt chart, which was first introduced in 1910 by Henry Gantt and remains one of the key project management tools today [6]. The history of project management is closely related to the fields of construction, engineering, scientific management, and even military research. Now, given the origins of project management, let's consider how organizations can implement it, considering the basic principles of implementation and its economic nature. So, in Table 1.1 we present the main stages of formation and development of project management.

Table 1.1- The main stages of the development of project management

Period	Content
1937	The American scientist L. Hulyk developed the first matrix organizational structure for the purpose of managing and implementing complex projects
1954-1957	Development of the first methods and means of project management, the critical path method (CPM), network planning (PERT), a systematic approach to project management by stages of its life cycle.
1959	The Anderson Committee (NASA) developed a systematic approach to project management at each stage of the life cycle, where special attention should be paid to pre-project analysis
1960	An integral system of material and technical support, further development of the critical path method (CPM) and network planning (PERT) is being developed.
1967	The International Project Management Association (IPMA) was founded in Europe as a union of several national project management associations. IPMA still

	maintains a federal structure today and consists of member associations on every continent except Antarctica
1969	The Project Management Institute (PMI) was established in the USA. PMI has published A Guide to the Project Management Body of Knowledge (PMBOK Guide), which describes project management practices that are the same for "most projects in most cases." PMI also offers a variety of certifications.

1970	Authoritative professional organizations for project management are being created. The critical path method receives legislative support.
1980-1989	The activity of identifying and generalizing the best project management experience is intensively developing. The "Project Management Handbook" (PMBOK) is published, which defines the place, role and structure of project management methods. The spheres of application of design are expanding management and automated project management systems are being developed
1990	The beginning of the transfer of project management knowledge and experience to developing countries, the beginning of processes of globalization, unification and standardization in the field of project management, the use of new information technologies and Internet capabilities, the introduction of international and national project management standards
2006	The first integrated process for portfolio, program and project management was developed - the Total Cost Management Framework.
2010-2020	The development of project management methods based on combinatorial technologies will be conditioned by the decline of economic activity in the use of technologies of the fifth technological order.

Source of data [6]

Management transparency is a necessary condition for successful project implementation. Communication and availability of information are key to achieving goals and solving problems. Transparency allows all project participants to understand its status, the contribution of each team member and the allocation of costs. Flexibility is another principle that finds its application in project management. Changes in internal and external conditions can occur at any time, and flexibility allows them to quickly adapt to new circumstances. This is especially important in a rapidly changing market environment. The principle of structuring and

systematization involves dividing the project into separate stages and tasks in order to simplify its management and reduce complexity. Structuredness allows one to logically arrange all project elements and follow a certain work methodology, which contributes to systematization and increases productivity [8].

Taking into account the above principles, it can be concluded that project management is not only a tool for achieving specific tasks, but also a philosophy of organization and management, which contributes to increasing the efficiency of business processes. Implementation of project management principles can be a time-consuming and resource-consuming process, but its advantages in the form of optimization and maximization of results justify the costs, making this approach an integral part of the strategic development of any organization. Project management, as a functional management system, interacts with many modern methodologies and approaches that allow achieving optimal results in the performance of tasks. Among them, it is worth highlighting Agile, Scrum, and Waterfall as the most common and effective in different contexts.

Agile methodology is based on an iterative and incremental approach, where the working product is developed step by step. This is especially useful in situations where the requirements for the project may change during its implementation. Scrum, in turn, is one of the implementations of Agile, where the work process is divided into short iterations which are called sprints, which facilitates effective communication and control over the project [9]. Waterfall, or the cascade model, assumes a sequential nature of work, where each stage of the project passes through strictly defined phases. This approach is used when project requirements are stable and clearly defined at the beginning of work. Project management also includes the principles of risk management, which involves the identification, assessment and management of risks. Taking into account potential negative factors allows you to avoid possible problems and ensure the resistance of the project to negative influences [10].

One of the important aspects of project management is team involvement. The ability to create an effective and cohesive team plays a crucial role in improving the

performance of tasks and achieving project success. In addition, the focus on sustainable development and the use of modern technologies contributes to increasing competitiveness. All these aspects interact and are interdependent, creating an improved project management system. The use of methodologies, risk management and effective team management allow you to optimize processes and achieve high results in project management. At the same time, the constant search for innovations, adaptation to changes in the business environment, and improvement of work methods and tools are necessary for effective project management under modern conditions [11].

Summarizing, it can be determined that project management is a comprehensive approach that combines economic, methodological, risk and team aspects. A comprehensive understanding of these aspects helps to ensure the successful implementation of projects and the achievement of their goals. Project management has economic implications and is intrinsically linked to economic considerations. Here are some ways to understand the economic nature of project management [12,14]:

1. Resource allocation:

- Financial resources. Project managers are responsible for budgeting and effectively allocating financial resources to ensure that the project does not exceed financial constraints.
- Human resources. Effective use of human resources is crucial. This includes assigning tasks, managing workloads and optimizing the skills of team members.

2. Cost management:

- Cost estimate. Project managers must accurately estimate costs during the planning phase to ensure adequate funding.
- Cost control. Throughout the project's life cycle, monitoring and cost control are necessary to prevent budget overspending.

3. Return on Investment (ROI):

- Development of a business rationale. The economic viability of a project is often assessed through the development of an economic case study, which includes an analysis of the potential return on investment.
- Creating value. Successful project management aims to create value for stakeholders, whether it is financial, social or strategic.

4. Time management:

- Time as a resource. Time is a valuable economic resource. Effective project management minimizes delays, optimizing the time required to complete tasks and achieve project goals.
- Short-time value of money: Consideration of the short-time value of money is critical in making economic decisions related to project investments.

5. Risk management:

- Financial Risks: Project managers assess and manage financial risks that may affect the project, including currency fluctuations, inflation and market uncertainty.
- Contingency planning. Developing contingency plans helps reduce economic risk and uncertainty.

6. Supply chain and procurement:

- Supplier selection. Economic considerations play an important role in selecting suppliers based on cost, reliability and quality.
- Contract negotiations. Contract negotiations involve economic considerations such as pricing, payment terms and penalties.

7. Economic impact assessment:

- Social and economic impact. Projects can have a wider economic impact on communities, industries and regions. Project managers can assess and measure these impacts.
- Sustainable development. Sustainable project management considers economic, environmental and social aspects to ensure long-term viability.

8. Analysis of costs and benefits:

- Evaluation criteria: Economic criteria, such as cost-benefit analysis, are used to evaluate the feasibility and desirability of projects.
- Risk-adjusted return. Economic evaluations often include risk-adjusted returns for informed investment decisions.

9. Compliance with regulatory requirements:

- Costs for compliance with regulatory requirements. Project managers must consider the economic implications of regulatory compliance, including compliance with environmental standards and legal requirements.

10. Stakeholder value:

- Stakeholder satisfaction. Economic success is often linked to stakeholder satisfaction. Meeting or exceeding stakeholder expectations can increase the economic success of a project.

Thus, project management is deeply intertwined with economic considerations, including efficient use of resources, financial management, risk assessment, and stakeholder value creation. A good understanding of economic principles is essential to effective project management. In a relatively short period of time, project management has turned from a set of separate techniques and methods into an independent field of management recognized throughout the world. Today, project management is not limited to the business sphere and extends to all types of activities without exception. During the period of development of project management, a number of international specialized organizations were created, the largest of which is the International Project Management Association (IPMA), which unites more than 20 national societies of most developed countries of the world. We support the opinion of Ridney Turner, editor of the International Journal of Project Management, who noted: "In the 21st century, project management will take the place of traditional functional management" [13]. Most experts believe that project management has two key advantages. First, project management, unlike operational management, is aimed at achieving goals, and not at ensuring the process. Second, project management

focuses on communication and managing stakeholders' expectations, which makes it possible to increase their satisfaction.

1.2. General characteristics of projects as an object of management and a component of the organization's development process

Projects are an integral part of modern business and management, acting as an object of special management and an important part of the organization's strategic development. Until recently, the existence of the term "project" (from the Latin *projectus* - thrown forward) was mainly limited to the technical sphere and was interpreted by specialists as drawings, financial calculations or explanations, on the basis of which a structure was built or a specific product was created. The very concept of "project" first appeared in the 17th - 18th centuries. The traditions characteristic of the project come from the pedagogical experience that appeared in the Academies of Arts when it came to projects in the form of buildings received by students of the Faculty of Architecture. The idea of learning within the framework of the project later spread to higher technical educational institutions that arose at the beginning of the 19th century in Europe and the United States. To receive a diploma, students completed a diploma project. In the 19th century, the project was also found within the natural sciences, as a synonym for the word "experiment", and in jurisprudence it meant "consideration of certain cases" [16]. However, common to all definitions is an understanding of the purpose of the project method: solving problems, acquiring new knowledge, obtaining a product of activity, etc.

Let's consider the general characteristics of projects as an object of management and their role in the process of organizational development [15]:

1. Temporality and uniqueness – the project acts as a temporary enterprise because it is focused on creating a unique product, service or result. The peculiarity of the project is that it has a clearly defined beginning and end,

a fixed budget, as well as defined scopes and limitations. Projects are not ongoing operations but have a fixed duration.

2. Specific goals – projects are initiated to achieve specific goals and objectives. They are driven by the need to create a unique product, service or result.
3. Structure – projects have a structured form of organization that includes stages and phases. The Project Management Institute (Project Management Institute, Inc., 2008) defines four main stages of a project – initiation, planning, execution and closure of the project. Each stage has its own tasks and responsible performers.
4. Customer orientation – projects are often initiated in response to customer needs and requests. Customer feedback and participation are critical during project implementation so that the end result meets expectations [17].
5. Limited resources – projects are limited in time and resources. The implementation of an information system can have a fixed implementation period, for example, 12 months, and a limited budget, for example, \$2 million. The temporary nature of projects allows the organization to effectively plan and control resources. Project managers must optimize these constraints to achieve project goals.
6. Uniqueness and innovation – projects differ from routine operations as they are unique, innovative and carry some risk. Each project is special, including a series of activities that have not been performed in exactly the same way before.
7. Influence on strategic development – projects are a necessary element of strategic development of the organization. The introduction of new technologies can help the company to strengthen competitiveness, expand markets and increase profitability. Projects are also aligned with the organization's strategic goals, helping to positively impact the overall development and success of the organization by providing products or services that support those goals.

8. Risk management – project management includes risk management, as every project carries a certain risk of failure. Risks may include technical difficulties, changes in customer requirements or competition in the market.
9. Change Management – projects often cause changes within the organization. Change management is an integral part of project management, and successful projects require effective change management strategies.
10. Management and Control – projects are subject to management and control structures to ensure that they are consistent with the organization's policies and standards. This includes project supervision, documentation and reporting [18].
11. Continuous Improvement – organizations often learn from each project, resulting in continuous improvement of project management processes, methodologies and overall organizational effectiveness.
12. Defining project success – project success is determined by the achievement of its goals and objectives.

It is worth noting that all projects can be classified according to certain characteristics, which are listed in Table 1.2.

Table 1.2- Classification of projects

Classification features	Types of projects			
By project level	Project	Programme	System	
By size of the project	Small	Medium	Mega project	
Difficulty	Easy	Organizationally complex	Technically complex	Resourceful complex
According to the implementation period	Short-term	Medium	Megaproject	
According to the requirements for quality and ways of ensuring project	Flawless	Modular	Standard	
According to the requirements for limited resources of the totality of projects	Multiproject	Monoproject		

By level of participants	International	Domestic: - state,- territorial, - local	
By the nature of the target task	Anti-crisis, marketing, educational	Reformation, informative	Extraordinary

Source of data [19]

The general characteristics of projects as an object of management and a component of the organization's development process demonstrate their important role in modern business. Effective project management enables organizations to achieve strategic goals, innovate, and increase market competitiveness. Projects, as an object of management and a component of the organization's development process, play an important role in the modern business environment. Considering them as strategic tools, it can be determined that their effective management and implementation contributes not only to the achievement of specific project goals, but also to the overall progress of the company.

Organizations invest significant resources in the launch and implementation of projects in order to improve their productivity, competitiveness and compliance with modern standards. The project management process includes planning, execution, monitoring and evaluation, directing the team's efforts to achieve the set objectives. Integration of projects into the general strategy of the organization becomes a key component of success [20]. A properly constructed project management system helps optimize internal processes, rationalize the use of resources, and increase labor efficiency. The ability to adapt to changes in the external environment and quickly respond to market challenges makes the project approach especially valuable for modern organizations, in particular for international charitable organizations.

Projects also serve as a tool for effective implementation of innovations. The launch of new ideas and technologies through the project device helps to create a competitive advantage and ensure the sustainable development of international charitable organizations. In this context, risk management in projects acquires special importance, as it allows to prevent possible negative consequences for business [21]. Implementation of projects also contributes to the improvement of communication in

the organization. The teamwork required to successfully complete a project has the effect of increasing cooperation and information sharing between departments. It can also positively influence the corporate culture and support the spirit of innovation in the team.

Successful projects are also a source of important experience for the organization. Analysis of completed projects, even if they ended unfavorably, allows the team to study mistakes and learn valuable lessons for future initiatives. The ability to learn from one's own mistakes and quickly implement the acquired knowledge in new projects becomes an important success factor in a dynamic business environment. The given review shows that projects act as a key tool of management and development of organizations. Their effective implementation not only helps to achieve specific goals, but also forms the company's strategic ability to adapt to changes and improve to achieve sustainable success [22].

The positive effects of projects on the organization can also be considered from the perspective of human resource development. The participation of employees in projects allows them to develop new skills, improve existing ones and gain valuable experience. Project activity stimulates independence and creativity, which contributes to increasing motivation and involves active participation in the life of the company. An important element of project management is also the determination of key performance indicators (KPI), which allow objective assessment of the project's effectiveness and its contribution to the organization's strategic goals. This not only helps to monitor progress, but also provides an opportunity to quickly adjust the strategy, taking into account the received data. The impact of project culture on organizational development is also a significant aspect. Creating an atmosphere where ideas are welcomed and high standards of quality and innovation are supported creates the conditions for continuous improvement. The project culture helps to reveal the potential of each employee, develop leadership qualities, and strengthen team spirit. It is also worth noting that effective project management requires not only technical skills, but also the ability to work with diverse groups and take into account individual needs. Communication, leadership and the ability to resolve conflicts

become key success factors in project management, contributing to the harmonious development of the organization as a whole [23, 24]. Thus, "project" is an activity, the purpose of which is to achieve a certain result, unique in its characteristics and properties, which must be completed within a specified time and within the limits of the provided resources.

1.3. Project cycle: characteristics of the main stages and tools

The concept of the project life cycle is one of the most important for a manager, as the definition of the current stage of project implementation forms tasks and activities of the project manager, methods, etc tools that should be used by him. A project's life cycle or project cycle is a period of time between the start of the project and its completion. The beginning of a project can be considered the moment of the birth of an idea or moment the beginning of its implementation [25]. For example, in investment design, the beginning of the project is considered to be the moment from which spending on the project begins funds. The end of the project can be defined in different ways, namely:

- putting the designed facility into operation;
- achievement of the intended results by the project;
- termination of financing of project needs;
- liquidation of the project.

Thus, the project cycle is a systematized process of project development, implementation and management. It includes several key stages that help ensure the successful completion of tasks and the achievement of set goals. Each phase of the project life cycle is characterized by the achievement of one or more results. A result is a work product that can be measured; detailed design or working prototype. The results, and therefore the phases of the project, are elements of sequential logic,

designed to correctly define the product (goal) of the project. It is worth noting that most phases of the project life cycle have the following similar characteristics:

- the cost and number of participants are small at the start, but increase at the end and sharply decrease before the end of the project;
- the probability of successful completion of the project at the start is the smallest, but grows as the project is implemented;
- the ability of the customer to influence the results and cost of the project is the highest at the start and decreases during the implementation of the project, because at the end the cost of making changes and correcting errors increases significantly.

There is no universal approach to dividing the project into phases. Project managers divide the project life cycle into stages in different ways. Mostly it is traditional to distinguish four general phases of the life cycle in the project project: initiation, planning, implementation and control, completion. Two are more often distinguished - the planning phase and the implementation phase. The main stages of the project cycle include initiation, planning, execution (which includes monitoring and control), and project completion.

1. Initiation is the first stage at which the main goal and tasks of the project are defined. The main characteristics of this stage are the analysis of needs and opportunities, the definition of the project team and interested parties, and the formulation of the project concept [26].
2. Planning – at this stage, a detailed action plan is developed, resources, work schedule, risks and strategies for their management are determined. The budget is formed and the project team is determined.
3. Implementation – the phase when the plan is actually implemented, products are manufactured or services are provided. The team interacts, solves problems and implements tasks according to the schedule. Monitoring and control – the process of monitoring the progress of the project, identifying deviations from the plan and taking measures to correct

them. Includes tracking performance indicators and resolving emerging issues.

4. Completion is the final stage at which results are evaluated, a report is drawn up, and responsibilities are transferred. Project completion may also include documenting lessons learned and opportunities for further improvement.

Project cycle tools can include project plans, Gantt charts, risk registers, task management systems, monitoring and reporting software, and methodologies such as Agile or Waterfall. Effective use of these tools contributes to the implementation of successful projects and the achievement of their goals. The very approach to the project cycle is a key element of the success of any project. The approach is determined by the choice of methodology, strategy and project management culture. It can usually be oriented towards a certain method, such as Agile, Waterfall or Hybrid, or based on the specific needs and characteristics of a particular project.

An Agile approach, for example, is defined by flexibility and the ability to quickly respond to changes in requirements and promotes iterative execution of tasks. Waterfall, on the other hand, involves a sequential course of stages and clearly defined phases. A specific approach may also include aspects such as team communication, risk levels, use of the latest technologies, and ways to resolve conflicts. A project management culture plays an important role in creating an efficient and open environment for collaboration and innovation. It is important to consider that the approach to the project cycle is not static - it can change from project to project depending on conditions and tasks. Flexibility and adaptability in choosing an approach allow you to better meet the needs of the project and achieve its success. In addition, it is important to consider the role of project participants and their interaction during the implementation of the approach to the project cycle. Successful teams often exhibit high levels of cooperation, mutual understanding, and the ability to effectively resolve conflicts [27].

The Waterfall methodology is a traditional and systematic approach to project management, characterized by a consistent and logical development of individual

stages. The method was first proposed by Dr. Winston W. Royce in 1970. In this method, the project is segmented into specific development stages, like drops of water falling into a waterfall, with each stage being completed before moving on to the next [28]. Projects following the Waterfall methodology adhere to a clear plan, with the project manager's primary responsibility being to ensure that team members adhere to the plan and meet deadlines. This approach is especially useful for projects that can be logically divided into separate sequential components, where each stage must be completed before moving on to the next. The MAE method has 6 stages, and itself: Requirements Gathering, Design, Implementation, Testing, Deployment, Maintenance [29].

The strengths of the Waterfall model are its simple logic, task stability, and ability to provide a realistic estimate of project completion. This makes it suitable for implementation by small companies that are often run by a limited team. However, its applicability may be limited in more complex or dynamic projects, since a rigid sequential structure may create problems in adapting to changes or unforeseen circumstances. Also among the disadvantages of the method are limited flexibility and the ability to adapt to uncertain situations, as well as the fact that the method does not provide for the possibility of participation of other interested participants. Despite this, for simple projects with clear goals and minimal complexity, the Waterfall methodology remains a practical and effective choice [30].

Kanban (from Japanese - billboard, sign) is a project management methodology based on the just-in-time principle, the main task of which is to evenly distribute the workload among team members [30]. Kanban was initially introduced at Toyota factories to make the process of creating a product (in this case, cars) more transparent. At its core, Kanban utilizes a visual board with columns representing different stages of work, such as "To Do," "In Progress," and "Done." Tasks or work items are represented as cards that move across the board as they progress through each stage. This visual representation provides transparency into the status of work and helps teams identify bottlenecks or areas for improvement. The system is implemented through physical and virtual kanban boards, as you can see in Fig.1.1.

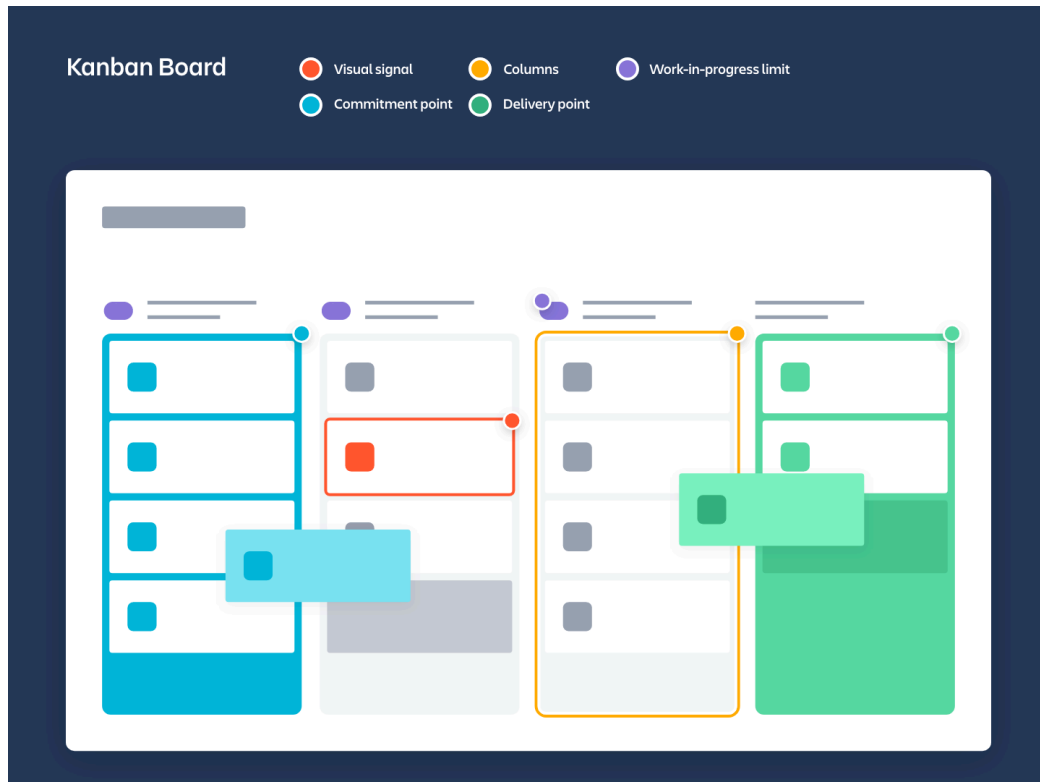


Fig.1.1 An example of Kanban Board interface [31]

Kanban is a “pull” system. It creates a balance between constant flow, which eliminates waiting costs, and minimum work in process (WIP), which reduces the risk of overproduction. The WIP is regulated using cards: their number is fixed, and the instructions in them guide the downstream performers. The Kanban tool has many advantages for managers, namely it creates the basis for quick feedback, automation of tasks and, as a result, completing the project on time, helps maintain high quality of the product and transparency of processes to achieve the desired goal. However, among the disadvantages we can say that this system is not suitable for long-term planning and large teams (no more than 5 people).

Trello stands out as a robust online project management tool, initially showcased at TechCrunch Disrupt by Joel Spolsky, the founder of Fog Creek Software. In Trello, projects take the form of customizable boards, offering adaptability for various processes and project types [32]. Tasks are structured within lists, providing a convenient way to outline project stages or establish task categories for each phase. Each task is represented by a card, containing a wealth of information such as attachments, checklists, and deadlines, as detailed in Fig. 1.2. This visual

project management approach simplifies task status tracking, enabling quick identification of bottlenecks or areas requiring additional resources. A notable feature of Trello is its capacity for flexible collaboration within a team. Team members can comment on cards, assign tasks, and receive notifications upon task updates or completion. This fosters seamless communication and ensures tasks are completed punctually and in alignment with specified requirements.

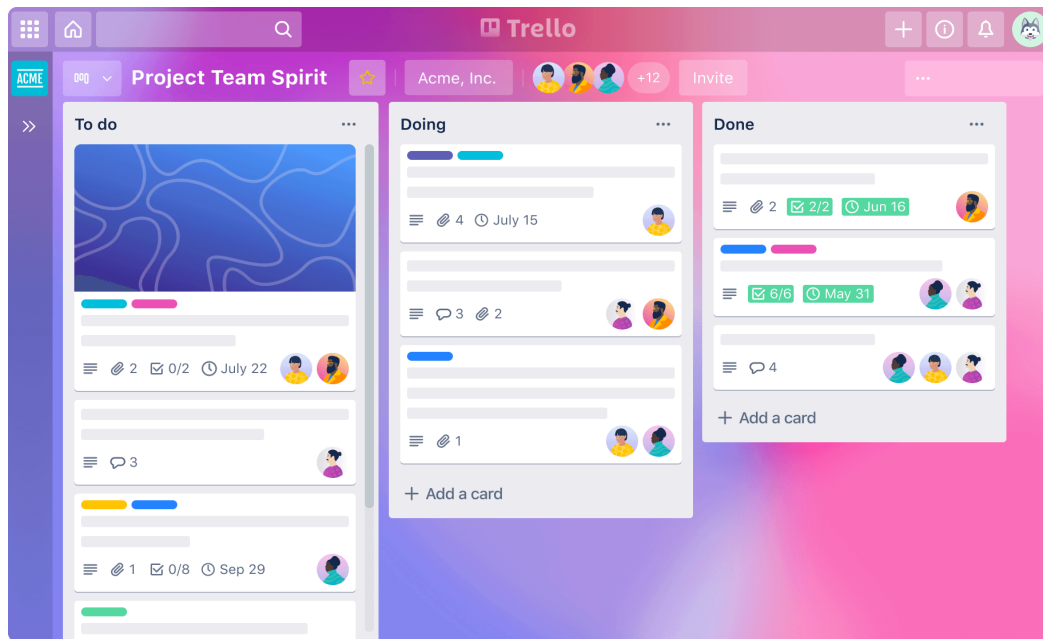


Fig.1.2 An example of Trello interface [33]

A Gantt chart is a project road map that tracks relationships between tasks, critical points, start and end dates of work on a task. In the mid-1890s, Polish engineer Karol Adamiecki first proposed the use of a Gantt chart. However, it was thanks to the American engineer Henry Gantt that the diagram received wide recognition of its version, especially in Western countries. Initially, these charts were carefully drawn up by hand, making adjustments a labor-intensive process, but with the advent of computers and project management software, this changed. That's why Gantt Charts can be created, updated, and printed with ease these days, radically changing their usefulness [34].

For a manager or project manager, the Gantt chart allows you to keep control of the work process, track delays in terms of tasks, create connections between tasks and move towards completion with minimal losses. If the deadlines for the task are shifted or the task was completed with a delay, this will be displayed with colored

indicators on the Gantt Chart. Projects, tasks, and subtasks are displayed on the diagram. Establishing connections between tasks, as shown in Figure 1.3, further enhances the functionality of the diagram. You can define or change the deadlines for the task without editing the task itself. You will also be able to establish connections between tasks.



Fig.1.3 An example of a Gantt Chart [34]

Also, an important element is the use of modern tools and technologies to facilitate communication, collaboration and monitoring of the project. Integrating project management software, reporting systems, and specialized tools can greatly simplify routine tasks and provide accurate information. In the case of complex projects, where interaction with many stakeholders is important, a strategy for attracting and managing stakeholders can become decisive. Ensuring open communication and consideration of the views of different groups helps to ensure support and understanding of all stakeholders. In addition, risk management is an important aspect. Proactive analysis of possible threats and determination of their management strategies is a necessary step at each stage of the project cycle. Taking into account possible failures and developing backup plans allow you to maintain flexibility and ensure stability in the performance of tasks [35].

Defining and measuring performance criteria is also a key component of a successful approach. Systematic assessment of achievements, determination of

performance indicators and comparison with initial goals help to eliminate possible deviations and make adjustments in the implementation of the project. In particular, the completion phase includes analyzing and documenting lessons that can be used for further projects. A learning and continuous improvement approach allows the team not only to complete the current project, but also to set the stage for future success [36].

Summarizing, an effective approach to the project cycle involves interaction between stages, risk analysis and management, consideration of management culture and stakeholders. The complexity of the approach and its compliance with specific conditions help to ensure the success of the project and achieve the set goals.

CHAPTER 2

IMPLEMENTATION OF PROJECT MANAGEMENT IN THE PRACTICAL ACTIVITIES OF MODERN ORGANIZATIONS

2.1 International charitable organization ADRA International: general characteristics and priority vectors of activity

ADRA Ukraine is part of the global humanitarian charity organization of the Seventh-day Adventist Church. The Adventist Development and Relief Agency (ADRA International) was founded in November 1956 and currently operates in more than 107 countries around the world. The headquarters is located in Maryland, USA. The current President of ADRA International is Michael Krueger. ADRA International also has consultative status with the UN Economic and Social Council. ADRA Ukraine is a non-governmental organization in the humanitarian and development spheres, officially registered on February 21, 1993. Up to now, the organization has successfully implemented 310 projects and provided assistance to more than 8.2 million people. The main purpose is emergency response, community development, health, education and social services [37].

ADRA Ukraine works to provide assistance and support to vulnerable populations, promote sustainable development and meet humanitarian needs in Ukraine. The organization partners with local communities, government agencies and other organizations to implement projects and programs aimed at improving the lives of people and communities in need. At the moment, the current president of ADRA Ukraine is Leonid Bogdanovich Rutkovsky. Staff – 169 people. Also, depending on the needs of the projects, the organization attracts volunteers; their number in different projects varies from 10 to 450 people. The headquarters is located in Kiev at Larisa Rudenko Street, 3. The organization also has offices in other cities of Ukraine, such as: Mukachevo, Bucha, Dnepr, Krivoy Rog, Zaporozhye, etc. Despite the fact

that ADRA is associated with the Adventists Church and acts on a religious basis, they help people in any way, regardless of their religious differences [38, 39].

ADRA Ukraine partners are the UN World Food Programme, USAID, UNICEF, SlovakAid, the Danish Ministry of Foreign Affairs (Danida), the European Union for Civil Protection and Humanitarian Aid, the Canadian Food Grain Bank and others. During the period of full-scale war in Ukraine, ADRA Ukraine charity organization is actively implementing its activities within the framework of 15 projects that are aimed at providing food and non-food assistance in more than 17 regions of Ukraine [37].

ADRA International operates across diverse priority areas, each aimed at addressing critical humanitarian and development needs worldwide [1]:

1. Humanitarian Assistance: ADRA swiftly responds to emergencies and disasters, delivering vital aid such as food, shelter, medical care, and essential supplies to affected communities.
2. Community Development: Emphasizing sustainable progress, ADRA undertakes long-term initiatives to enhance community well-being, spanning education, health, agriculture, and infrastructure projects.
3. Health and Nutrition: ADRA implements programs targeting vulnerable populations to improve health outcomes, encompassing disease prevention, maternal and child health, and nutrition education.
4. Education and Empowerment: Through educational endeavors like school construction, scholarship programs, and vocational training, ADRA empowers individuals and communities, fostering self-reliance.
5. Livelihoods and Economic Development: ADRA fosters economic growth and self-sufficiency by facilitating livelihood projects, job training, and support for small businesses.
6. Water Supply, Sanitation, and Hygiene (WASH): ADRA endeavors to enhance public health by increasing access to clean water, sanitation facilities, and hygiene education, promoting well-being in communities.
7. Advocacy and Social Justice: Engaging in advocacy initiatives, ADRA

addresses systemic issues of poverty, inequality, and social justice at both local and global levels, providing support such as psychological and legal assistance.

8. Environmental Sustainability: ADRA may also engage in projects promoting environmental conservation and resilience to climate change, contributing to a sustainable future.

By focusing on these areas, ADRA demonstrates its commitment to holistic development and humanitarian action, striving to make a meaningful impact on the lives of those in need.

2.2 Principles of project management in the organization

ADRA International, in alignment with successful organizational practices, upholds pivotal project management principles to ensure the streamlined and effective delivery of its humanitarian initiatives. The key project management principles followed by ADRA International encompass [40]:

1. Stakeholder Engagement: Engaging stakeholders at various levels, including beneficiaries, donors, local communities, and project team members, ensures that their perspectives and needs are actively considered throughout the entire project life cycle.
2. Clear Goals and Scope: Precisely defining measurable project goals and scope provides a robust foundation for comprehensive project planning, execution, and subsequent evaluation.
3. Resource Management: Efficiently managing and allocating resources, encompassing financial, human, and material aspects, is crucial for achieving project objectives within the specified budgetary constraints.

4. Risk Management: Identifying, assessing, and mitigating potential risks that could impact project success is a priority. This involves developing contingency plans to address unforeseen challenges proactively.
5. Monitoring and Evaluation: Establishing mechanisms for ongoing monitoring of project activities and results ensures that the project stays on course and achieves its intended goals through regular evaluations.
6. Adaptability: Maintaining flexibility and adaptability to changes in project circumstances, external factors, or stakeholder demands is a fundamental principle, ensuring the organization can respond effectively to evolving situations.
7. Communication and Collaboration: Establishing clear communication channels and promoting collaboration among project team members and stakeholders fosters a shared understanding of project goals and keeps everyone informed of progress and changes.
8. Quality Assurance: Implementing robust processes and standards to ensure the quality of project results involves regular quality checks and adherence to best practices during project execution.
9. Transparency: Maintaining transparency in project activities, decision-making processes, and resource allocation builds trust between stakeholders and promotes open communication throughout the project life cycle.
10. Sustainability: Integrating sustainable practices into project planning and implementation ensures long-term positive impacts on communities and the environment, aligning with ADRA International's commitment to responsible project management.
11. Ethical Considerations: Adhering to ethical standards in project management, including respect for local culture, human rights, and personal dignity, guides ADRA International in executing projects faithfully and responsibly.

12. Continuous Improvement: Cultivating a culture of continuous improvement involves learning from past projects, incorporating feedback, and adapting processes to enhance overall efficiency and effectiveness [41].

Through the unwavering adherence to these principles, ADRA International aims to elevate its project management capabilities, guaranteeing the successful execution of humanitarian initiatives and making a positive impact on the communities it serves. By upholding these principles, ADRA International endeavors to enhance its project management capabilities, thereby ensuring the successful execution of humanitarian initiatives and fostering positive impacts on the communities it serves. Managing projects in charitable organizations presents unique challenges due to the distinctive nature of their activities and team dynamics. Transitioning from basic project management to integrating principles of management and organizational behavior can markedly enhance the effectiveness and success of projects within such organizations. Here's how:

1. Understanding Team Dynamics: charitable organizations often rely on a diverse pool of volunteers and stakeholders. Management and organizational behavior principles aid project managers in comprehending the varied needs and motivations of team members, facilitating effective coordination of activities.
2. Facilitating Team Development: management and organizational behavior contribute to cultivating a conducive environment for teamwork and nurturing a positive organizational culture. This involves conducting training, organizing team-building sessions, and fostering cooperation and understanding among team members.
3. Managing Conflict: conflicts may arise within organizations due to divergent goals, personal perspectives, or work styles. Management and Organizational Behavior offer tools for conflict resolution and fostering constructive relationships among team members.

4. **Promoting Effective Communication:** communication is paramount for successful project implementation in charitable organizations. Management and Organizational Behavior equip project managers with the skills to communicate effectively with all project stakeholders, ensuring clarity and transparency in communication processes.
5. **Fostering Creativity and Innovation:** management and organizational behavior principles foster an environment conducive to the development and implementation of innovative ideas and initiatives within projects. This includes exploring new problem-solving methods, encouraging creative thinking, and supporting innovative approaches [41, 42].

Hence, management and organizational behavior play a pivotal role in enhancing the success of projects in charitable organizations, facilitating effective team building, promoting collaboration, and cultivating a positive organizational culture. Organizational Behavior also holds significance in project management by addressing the human aspects of projects. Key aspects include:

1. **Leadership and Motivation:** management and Organizational Behavior explore effective leadership principles and motivation methods, enabling project managers to inspire teams, foster collaboration, and stimulate creative problem-solving.
2. **Communication:** effective communication is indispensable for project execution. Management and Organizational Behavior studies interpersonal communication principles, conflict resolution techniques, and strategies for building effective communication channels within teams and with stakeholders [46].
3. **Team Building and Development:** management and organizational behavior principles delve into team building and development processes, strengthening cooperation, enhancing mutual support, and fostering an environment conducive to achieving common project goals.
4. **Conflict Management:** conflicts are inherent in projects, and managing them effectively is crucial. Management and organizational behavior

provide insights into conflict nature, causes, and resolution strategies, ensuring conflicts are addressed without jeopardizing team relationships [47].

5. Change Management: projects often necessitate organizational or procedural changes. Management and Organizational Behavior offer tools for managing these changes effectively, considering their impact on individuals and organizational processes [43, 44, 45].

These aspects synergistically contribute to effective team management, goal achievement, and project success.

2.3 Analytical assessment of the state of project activities: project "Emergency Food Support to Populations Affected by Conflict in Ukraine"

The project "Emergency Food Support to Populations Affected by Conflict in Ukraine" was selected for analysis. The organizers of the project are WFP and ADRA Ukraine. World Food Programme, an autonomous joint subsidiary programme of the United Nations and the Food and Agriculture Organization of the United Nations. After months of escalating tensions between the Russian Federation (RF) and Ukraine, armed hostilities suddenly escalated on 24 February 2022. Since then, it has become clear that the scale and impact of the humanitarian crisis in Ukraine is alarming and may deteriorate further without humanitarian support. Conflict has spread from the east to all parts of the country. Moreover, large-scale population movements are being witnessed within the country and – increasingly – across international borders. Faced with a potentially dire humanitarian situation, WFP is renewing its engagement in Ukraine to temporarily amplify and support the capacity of the in-country humanitarian system over a three-month period initially, until the situation has been reassessed. This includes supporting the immediate food assistance needs of affected and/or displaced populations where required. The World Food

Programme (WFP) of the United Nations therefore intends to implement Unconditional Resource Transfers in the form of in-kind and cash-based food assistance. Areas of activity of the project:

- Rapid response rations (RRR): bread and, if possible, with the addition of canned meat and fish;
- General Food Assistance (pasta products, white rice, canned meat, sunflower oil and iodized salt);
- Integrated nutrition package for children 6-23 months;
- Unconditional cash – financial aid/support.

As part of the project, up to 13 regions of Ukraine were covered at different times. Below in Table 2.1 here are more details about this.

Table 2.1- Geographical regions targeted for project implementation

Areas covered by the Project	Region	City
	Chernihiv	Nizhyn, Pryluky, Kozelets, Oster, Ichnia
	Kharkiv	3 sites Kharkiv city; Dergachi; Krasnograd
	Sumy	Trostanec, Okhtyrka, Konotop, Romny, Lebedyn
	Donetsk	Mariinka, Pokrovsk, Krasnogorivka, Avdiivka, Toretsk
	Luhansk	Lysychansk, Severo, Kreminna, Popasna
	Zaporizhia	6 sites in Zaporozhye, Novomykolaivka
	Kyiv	Boryspil, Bucha, Suvid, Vyshgorod, Bila Tserkva, Irpin, Hostomel
	Mykolaiv	Mykolaiv city; Nova Odesa; Ochakiv, Bashtanka
	Poltava	Lubny, Mirgorod, Kremenchuk, Novi Sanzhary, Chorol, Lubny
	Odessa	4 sites in Odessa, Belgorod- Dnistrovskiy, Ovidiopol, Dobroslav
	Dnipro	Dnipro, Kryvyi Rih
	Kherson	Kherson
	Cherkasy	Cherkasy

Initially, the Implementation Period was planned for 3 months. Starting from April 11, 2022 to July 11, 2022. After that, the extension of the project was approved

every 3 months and currently the project is still ongoing. Overall objective is to provide conflict-affected population with short-term access to General Food Assistance (GFA) through provision of food and cash-based assistance. Specific Objective: beneficiaries have received food assistance in the form of General Food Assistance and Rapid Response Rations and have been enrolled for multi-purpose cash assistance. This project intends to prioritize the following categories of IDP and/or host community beneficiary individuals and/or households to cover:

- elderly 60+;
- children with disability;
- orphans/foster care children;
- households headed by elderly;
- people with disability/chronic illness;
- low income households with elderly (<2,589 UAH per household member);
- households with children;
- single-headed households with children;
- low-income households with child/children (<2,589 UAH per household member).

Figure 2.1 shows comparative analysis of distribution of types of humanitarian aid provided by ADRA in Ukraine by the number of beneficiaries 2022-2023.

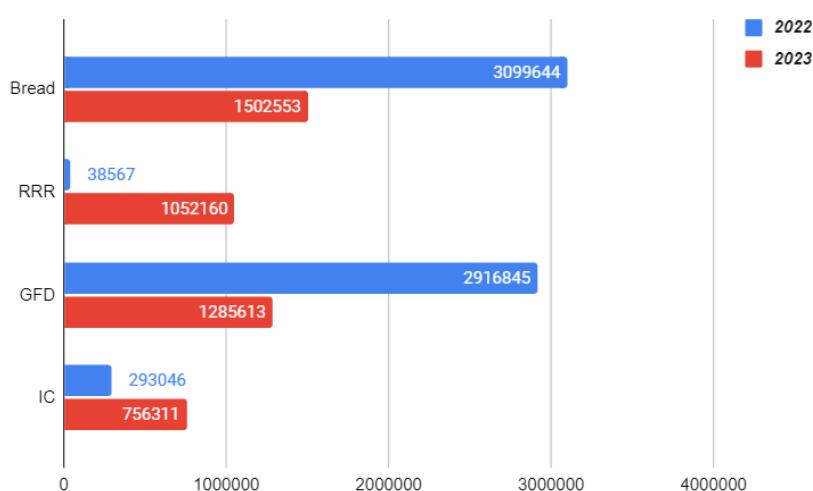


Fig.2.1 Comparative analysis of distribution of types of humanitarian aid provided by ADRA in Ukraine by the number of beneficiaries 2022-2023

Volunteers play an important role in the project, up to 500 volunteers from different regions of the country took part in the project during different periods of implementation. This analytical assessment provides a comprehensive overview of the status of project activities, which allows continuous improvement and decision-making throughout the implementation of the Emergency Food Support for Conflict-Affected Populations in Ukraine project. Regular assessments based on this analysis will help ADRA International optimize its humanitarian efforts and effectively promote the well-being of affected populations. By adhering to these project management principles and conducting comprehensive analysis, ADRA International strives to ensure the successful implementation of the Emergency Food Support to Populations Affected by Conflict in Ukraine project, furthering its mission of providing humanitarian and development assistance around the world.

As mentioned above, an important principle of project management is organizational behavior. Therefore, together with Delaney Wallace and Jeanette Nesbeth (students of the University of Redlands), an Evaluation of Organizational Problems in ADRA Ukraine was carried out, which will also help to analyze the project activities of the ADRA International branch in Ukraine using the example of the specific project under study “Emergency Food Support to Populations Affected by Conflict in Ukraine.” To carry out the analysis, candidates were selected from the company's employees. In total, we had four employees: Vitaly Ganulich, Evgeniy Telekhanenko, Daniil Gunko and Liliya Postelnyak.

Vitaly Ganulich is a project manager with more than 14 years of experience in the organization. He initially joined the organization as a volunteer. He became the project manager on March 11, 2022. Telekhanenko Evgeniy is an assistant project manager who has been working at ADRA since May 2022. These two candidates were selected for the project because we wanted to see management's perspective on organizational processes. Daniil Gunko has been responsible for reports since March 2022. He is responsible for collecting data for the project. This candidate was selected to participate in the project because the issue of statistical data and reporting occupies one of the key places in the implementation of this project. He interacts

directly with all team members, as well as with project donors. Liliya Postelnyak, a coordinator of one of the project areas, has been working in the organization since May 2022. This candidate was selected to look at the work of the organization through the eyes of an ordinary project member.

Having completed interviews with these employees, we came to the conclusion that there was not enough data for a thorough analysis, therefore, as mentioned earlier, three additional interviews were conducted with employees not from this project, but from the main headquarters of the organization, the PR department. Also, when selecting these employees, we were guided by the candidates' consent to participate and the ability to contact them. Since these employees are from the main headquarters of the organization, they wished not to reveal their identity, so for these employees we will use Candidate No. form. So, Candidate No. 1 is a content maker with a year of experience in the field of organization, Candidate No. 2 is a photographer in the company since February 2022, and Candidate No. 3 is a PR manager with experience in the company since 2019. These staff work closely with the project team and work to ensure the organization has a positive reputation and media presence, and as a charity, the public relations department is the face of the entire organization, so it was interesting to look at this department as well as part of the study.

In each case, we conducted the interviews in two stages. The first stage is testing. At this stage, employees were asked to take several tests to set the tone of the conversation in the right direction during the communication. The following tests were chosen for testing: Express method for studying the socio-psychological climate in the primary unit of the organization (O.S. Mikhalyuk and A.Yu. Shalyto), Shpalsky and Shelest Questionnaire – Diagnosis of the psychological climate in a small group and a test to determine the level of stress (V. Yu. Shcherbatykh). The second stage is communication with candidates. Most of the interviews took place over the phone, but there was also the opportunity to meet two employees in person over a cup of tea.

So, we can say that for this project, two groups from the organization were analyzed, the project team "Project with the support of the UN World Food Program

and ADRA of Ukraine “Emergency food assistance to the affected population of Ukraine” and employees of the organization’s PR department. So, below I will provide the results of the study. During the interviews, two problems with the general trend were identified. The problems are connected with the lack of a typical working day and the problem with the mechanism for approving questions. So, we will describe each of them in detail.

The first problem is the lack of a limited working day, for example, from 8 to 5. The test to determine the level of stress (V. Yu. Shcherbatykh) helped to identify this problem. Determining behavioral signs of stress, employees massively indicated the problem of chronic lack of time, worsening relationships with loved ones, etc. Therefore, during personal interviews, we began to focus on this area and the answers of the candidates clarified the situation. Due to the critically difficult situation in the country (the invasion of Russia to Ukraine), the majority of respondents believe that they should put helping people through this work in the first place, so, it has become an absolute norm for them to answer work letters after 11, and sometimes after 12 at night, and even answering the phone in the middle of the night has become the required norm. Also, due to the specifics of the organization's activities, food packages have been issued 6 days a week. According to most employees, they have only Saturday as a day off, any holidays and weekends were canceled until the situation in the country stabilizes. This situation is very ambiguous because such work from wear and tear has its consequences. Although there can be various major consequences, the efficiency of the entire organization and the success of the project in the future depend on the resources of the main headquarters of the organization and the key employees. This obvious overexploitation of employees holds two reasons – this is either the shortcomings of employees or the manager’s inability to clearly set tasks and organize the work process. Because of this problem, some of the respondents admitted that they had not spent quality time with friends or family for a long time, and as a result, conflicts began to arise often because they lacked a work-life balance. Chronic lack of time and apathy, poor sleep, and much more – this is just a small list of what we managed to find out during the interviews. The lack of a

normalized working day and quality time for rest negatively affects the physical and emotional health of employees, as well as worsening relationships between the families of workers. Such overworking in the future can cause tiredness and burnout in employees and result in a decrease in concentration, and an increase in errors including poor productivity [49, 50].

The second problem is how decisions are approved. This is another issue that was raised by one of the interviewed employees, and which was developed by others in the following interviews. One of the employees shared that there was a project of presenting children with gifts for Christmas, so it was necessary to launch an advertisement to collect such gifts. The discussion started over the music for the video. More than ten options had been proposed, but the leader did not want to approve them. When the data employee asked for a more detailed commentary on the music that was expected to be heard, there were no clear instructions either. In the end, it stretched out for a week. During personal communication, this employee shared that he was terribly upset that it was his responsibility, and he was not allowed to choose the music, but the power in making decisions was concentrated in the hands of one person. Because of this, the process is often stalled, and deadlines are often violated. Other colleagues also told similar cases. As a result, we were able to understand that the problem lies in the fact that individual employees do not have enough power to make decisions in their areas of responsibility. It also creates frequent situations when individual team members are afraid to speak up about their ideas, as this may not coincide with the leader's vision. In turn, we can see the extreme danger of this problem, since it reduces the flow of creative ideas and the desire to take the initiative to develop common goals which significantly slows down the work of the department and lowers the performance of the organization.

OB concepts/theories to explain problems. To take a closer look at the situation, my team and I turned to the concepts/theories of obstetrics, thanks to which we were able to diagnose the most likely consequences of the current situation for the organization.

Problem 1: Lack of a typical working day:

- **Role overload:** This occurs when employees are assigned too many tasks or responsibilities. This can lead to several negative consequences such as stress, burnout, and decreased productivity. In this case, the employees are being asked to work long hours and answer work-related emails and phone calls even in the evenings and at night. This is clearly overloading their roles and causing them to experience stress and burnout. Role overload is a frequent problem in many organizations. It can occur when employees are assigned too many tasks or responsibilities, or when they are given too little time to complete their work. With increased stress employees who are overloaded with work are more likely to experience it, which can lead to a few physical and psychological problems. When employees are stressed, they are less likely to be productive. Leading to errors, missed deadlines, and decreased quality of work. If role overload is not addressed, it can lead to burnout. Burnout is a state of physical, emotional, and mental exhaustion that can have a devastating impact on employees' health and well-being.
- **Work-life imbalance:** This occurs when there is a significant imbalance between an employee's work and personal life. In this case, the employees are not given enough time to relax and recharge, which is leading to problems in their personal lives. This can lead to relationship problems, health problems, and decreased job satisfaction. This can happen when employees are working long hours, have a lot of stress at work, or have difficulty separating their work life from their personal life. Employees who are not able to spend enough time with their families and friends are more likely to experience relationship problems. This can lead to divorce, separation, and other problems [51].

Problem 2: Problems with the mechanism for approving questions:

- **Centralized decision-making:** This occurs when all decisions are made by a single person or group of people. In this case, the decision-making power is concentrated in the hands of the leader, which means that the employees do not have much say in how things are done. This can lead to problems such

as delays, errors, and a lack of creativity. When a single person makes all decisions, it can take a long time to get things done leading to delays in projects and missed deadlines. When decisions are not made by the people who are closest to the work, there is a greater chance of errors being made, creating problems with quality and productivity. Employees that are not involved in decision-making are less likely to produce the latest ideas and solutions which brings a lack of innovation and creativity to the organization.

- **Lack of empowerment:** This occurs when employees do not have the authority to make decisions or act on their own. In this case, the employees are not empowered to make decisions about the music for the video, which is leading to delays and frustration. This can also lead to a lack of motivation and engagement among employees. Employees experience decreased motivation when they feel like they do not have any control over their work. This can lead to decreased productivity and increased turnover. When employees are not empowered to make decisions, they are more likely to feel frustrated. Leading to a negative attitude and decreased performance. Employees who do not feel like they are part of the decision-making process are less likely to be engaged in their work creating a decrease in morale and productivity.

An extremely important aspect of the study was the work decisions from the interviewees. One of the important questions during the interview was the question of how the employees themselves see the solution to these two problematic points. Therefore, below we will share the recommendations and advice shared by the respondents.

The problem of the lack of a limited (for example, from 8 to 5) working day. Most employees spoke in one form or another about the need to establish clear rules and boundaries for work communication. They insist on agreeing on working hours at the general meeting and when it is not allowed to call or send work-related messages. It is especially important to establish a clear routine that both managers

and other employees will stick to. Also, some employees admitted that an assistant would be extremely useful to them since sometimes the amount of work significantly exceeds their working time and physical capabilities.

The problem of the question approval mechanism. All employees from the PR department were similar in their proposals. First, it is the introduction of a more decentralized decision-making system. One of the interviewed employees suggested making decisions in the voting format. For example, in the case about the choice of music for the video, the choice should be made based on most votes, and not based on the preferences of the leader. There were also proposals to create a special decision-making committee that would consider all issues and help eliminate delays in cases when the head is not in touch. Many noted that they really lack feedback mechanisms where everyone could speak out and make suggestions about the workflow, etc. Also, there were proposals to create an anonymous mailbox for employees' complaints and suggestions.

As a conclusion, using OB topics as solutions, specific recommendations were developed for each of the problems. Below we will consider each of them in detail.

Problem 1: Lack of a typical working day:

- Job redesign: Job redesign is a process of changing the way jobs are structured to improve employee well-being and productivity. This can be done by reducing the amount of work that employees are assigned, creating more flexibility in the work schedule, or giving employees more control over their work. A job redesign could be used to reduce the amount of work that employees are assigned. This could be done by creating a more efficient workflow or by eliminating unnecessary tasks. Additionally, the organization could create more flexibility in the work schedule by allowing employees to work from home or by staggering their hours. Finally, the organization could give employees more control over their work by allowing them to set their own priorities and deadlines.
- Employee empowerment: Employee empowerment is the process of giving employees the ability to make decisions and perform their jobs effectively

while certain barriers are removed. Instead of the management dictating roles, companies should create an environment where employees succeed, feel motivated, and have the option to make decisions about the content and context of their jobs. This can be done by delegating more authority to employees, providing them with training and development opportunities, or creating a more open and supportive work environment. When employees have the information on how to do their jobs well and they understand the company goals, priorities, and strategy, they feel more empowered. Employee empowerment could be used to give employees more freedom in how their work is done and how decisions are made. This could be done by creating a more democratic decision-making process or by forming employee teams to make decisions about their work.

Problem 2: Problems with the mechanism for approving questions:

- **Decentralized decision-making:** Decentralized decision-making is the process of distributing decision-making power throughout the organization. Also, it gives more authority to lower-level employees, resulting in a sense of empowerment. Decentralized structures enable team members to use their knowledge, experience, and expertise to make significant contributions at work. Employees desire meaning and purpose at work, and part of that is being able to make their own decisions and feel like their input and ideas matter. This can be done by giving employees more freedom in how decisions are made or by creating a clear organizational structure. Decentralized decision-making could be used to give employees more freedom about the music for the video. This could be done by creating a committee of employees to make decisions about the music or by giving employees the opportunity to vote on the music. Additionally, the organization could create a flatter organizational structure by eliminating layers of management and giving employees more direct access to decision makers.

- Teamwork: Teamwork is the process of working together to achieve common goals. This can be done by forming teams of employees with different skills and knowledge or by creating a more collaborative working environment. Teamwork could be used to get input from a variety of employees, for example, about the music for the video. This could be done by forming a team of employees with different musical tastes or by creating a forum where employees can share their ideas about the music to be used for the project. Additionally, the organization could create a more collaborative work environment by encouraging employees to share their ideas and by providing them with the resources they need to collaborate effectively.

So, after conducting such a thorough analysis, I can say that despite the excellent success rates of the project and its extreme importance for Ukraine, disturbing factors arise within the company that might significantly affect the success of the project in the future. Overall, the company appears to be facing some serious issues, and the company's culture and decision-making process may be contributing to these issues. If a company can solve these problems, it can improve its performance.

CHAPTER 3

THE ROLE OF PROJECT MANAGEMENT IN THE ACTIVITIES OF UKRAINIAN CHARITABLE ORGANIZATIONS UNDER MARTIAL LAW

3.1 Charitable organizations of Ukraine: quantitative and qualitative analysis

Charity plays an important role in the Ukrainian tradition. Famous patrons of their time were intellectual, highly educated, successful people: P. Mohyla, I. Mazepa, G. Galagan, the Tereshchenko and Khanenko families, who made a great contribution to the development of Ukrainian culture, education, and science. Today, the charity sector in Ukraine is practically formed and has a tangible impact on the national economy and social relations. The extensive system of charitable organizations (hereinafter referred to as charitable organizations) covers the vast majority of spheres of life of Ukrainian citizens [52].

From the historic perspective of the formation of charity in Ukraine, it is worth noting that during the period of Soviet power, charity did not develop at all: the concept of "charitable organizations" was replaced by the definition of "voluntary societies", which provided charitable assistance only to the founders and participants of the society itself. National legislation, intended to regulate relations in the field of philanthropy began to take shape only in 1991. The first document that initiated the creation of the organizations in the form of public organizations became the Law of Ukraine "On Association of Citizens", adopted in June 1992. However, the Law did not the legal features of the creation and operation of charitable organizations were written out, which led to the adoption in October 1992 of the Presidium of the Verkhovna Rada of Ukraine (VRU) "On Charitable Funds", according to which the VRU had to prepare a draft law on charitable funds, and the Cabinet of Ministers of Ukraine (CMU) - Temporary rules for charity registration funds. However, the Temporary Rules were approved only on October 6, 1994, and The Law on

Charitable Funds was not put into effect at all [53]. The legislative documents that gave impetus to the development of charity in the territory of independent Ukraine became the Law of Ukraine "On Charity and Charitable Organizations" (1997) [54] and the Resolution of the CMU "On the Regulation on the Procedure for State Registration of Charitable Organizations" (1998) [55]. The main principles (legal, organizational, social) of receiving, providing, registration, distribution and control over the targeted use of humanitarian aid was defined by the Law of Ukraine "On Humanitarian Aid", adopted in October 1999 [56].

As we mentioned, charitable organizations of Ukraine play an important role in social development and help those who need support. Their activities cover various areas: from social assistance and medical rehabilitation to educational and cultural initiatives. Based on the principles of humanism and voluntary participation, charitable organizations raise funds, provide services, and pay attention to problems that require the attention of society.

Charitable organizations in Ukraine function in various forms: as foundations, associations, public organizations or other legal structures. Their activities are based on the principles of transparency, voluntary participation and interaction with other branches of civil society. Thanks to these principles, charitable organizations become real agents of positive changes in the lives of citizens.

Every year, the Association of British Foundations compiles a ranking that divides countries by the amount of charity - CAF World Giving Index. There is an opinion that a country's place in the ranking depends on how "hard" times are in that country. When the war started in Ukraine in 2014, we very quickly rose by 20 points. For a while, Myanmar was in first place, because a civil war, a tsunami and some other fever happened at the same time.

In fig. 3.1 we have given the global highest scoring countries over the last 10 years.

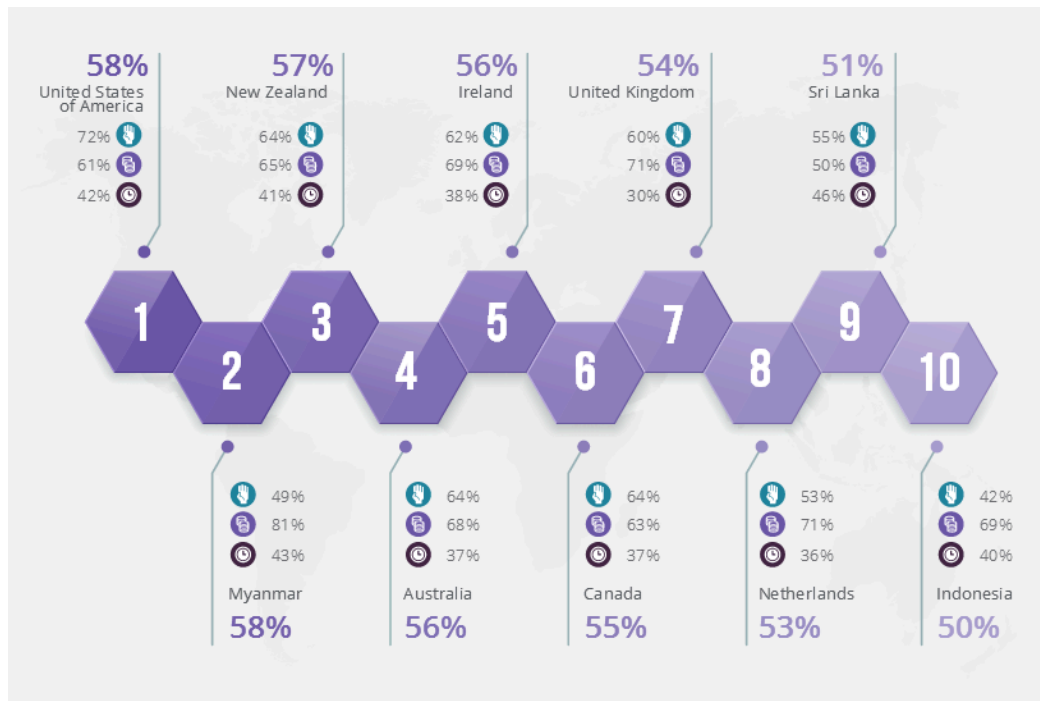


Fig. 3.1 Highest scoring countries over the last 10 years

The question arises why charity is gaining such popularity on a global scale these days. A study conducted by the consulting company "Deloitte" showed that millennials all over the world feel their own responsibility for society's problems. More and more millennials are integrating philanthropy into their everyday lives, turning to friends and family for help with various initiatives. They are willing to pay more for a cup of coffee, pizza, or weekly shopping if they know the money will go to a good cause. Millennials believe in individual philanthropy in non-traditional forms, such as personal assistance, targeted social investment, and involvement in social processes. They readily support social entrepreneurship, which applies market-based approaches to solving social problems, and believe that this is the most effective way to lift humanity out of poverty, rather than creating classes of people dependent on charitable donations. Another study conducted by the World Economic Forum, in which 5,000 millennials from 18 countries participated, showed that the highest priority for millennials in any business is "the betterment of society." In Table 3.1, we show the positions of Ukraine and their dynamics in the world rating of charity (2022).

Table 3.1- The dynamics of Ukraine's positions in the world rating of charity

Year	Ranking Score	Monetary donations, %	Volunteer work, %	Help to the needy, %
2010	150	5	14	19
2011	105	11	30	37
2012	111	7	20	36
2022	20	66	43	19

It should be noted that the country's place in the ranking depends on the average value of three indicators - private individuals donating money to charitable organizations, their work as volunteers, and citizens providing help to strangers in need. According to the results of the research, the most common type of charitable behavior among citizens of Ukraine is: helping strangers, which was carried out by 19% of the population in 2022 (30.6% on average over 3 years), volunteering in 2022 was covered by 43% of the population (in three years – 21.3%); in 2022, 66% made monetary donations for the needs of COs (in three years – 7.6%).

In the ranking of Eastern European countries, Ukraine takes the 7th place out of 10 that participated in it, and shares the third ranking place with Poland in terms of providing assistance to strangers, takes the second ranking place in terms of involving the population in the volunteer movement

In Ukraine, in the conditions of a full-scale war, there is currently a "boom" of registrations of charitable organizations. In particular, April 2022, which demonstrated exceptional activity in the matter of supporting the army, the state and vulnerable population groups. Thus, compared to April 2021, there were 12 times more registrations of organizations specializing in charitable activities, in particular, taking into account the possibility of fundraising.

This is obviously the response of business, private initiatives and international partners to:

- readiness of Ukrainians to invest in the future of Ukraine, not just to help.

This is strategic philanthropy, equivalent to the readiness to support the

army and fund initiatives for the reconstruction of the state, individual cities and villages.

- restrictions on financial monitoring in accordance with the Regulation of the regulator No. 18 of February 24, 2022 "On the operation of the banking system during the introduction of martial law", which limits the purchase of goods and services of critical import by individuals. There are both difficulties and understandable logic in this. It's no secret that the first inventors of fraudulent schemes during the war already appeared in the news.

Now more and more organizations are planning their activities in the long term. And this is not only extinguishing fires, but also strategic work with authorities, purchasing equipment, implementing programs that solve the essence of the problem, not its consequences. In short, they work, including preventively. Foundations and businesses and other large donors who resourcefully support the activities of charitable foundations/organizations and invest in their institutional development are engaged in strategic philanthropy. This is what allows non-profit organizations to grow, develop and become stronger players whose opinion is considered and listened to. This can be compared to investments in business, only the dividends are not funds, but the social effect in the form of saved lives, improvement of the medical system or education in Ukraine. More than 17,7 thousand charitable organizations work in Ukraine, 8% - registered in April 2022. In total, from the beginning of 2022 to the end of April 2022, 1,656 new charitable organizations were registered in Ukraine: 37 in January, 43 in February, 377 in March and, as already mentioned, 1,199 in April.

A special "boom" in the registration of charitable organizations since the beginning of the full-scale war fell in April 2022. So, in April 2022, 1,199 charitable organizations were registered in Ukraine. Among them there are also 93 international charitable organizations. At the same time, it is interesting that in April 2021, only 94 new charitable organizations were registered in Ukraine. In general, in 2021, only 792 new charitable organizations appeared in Ukraine. Since the beginning of the full-scale invasion of Russia, we have even more charitable organizations and

foundations, because people want to help and do it as legally and transparently as possible. Figure 3.1 shows the regional distribution of registered charitable organizations in Ukraine, data as of December 2023.

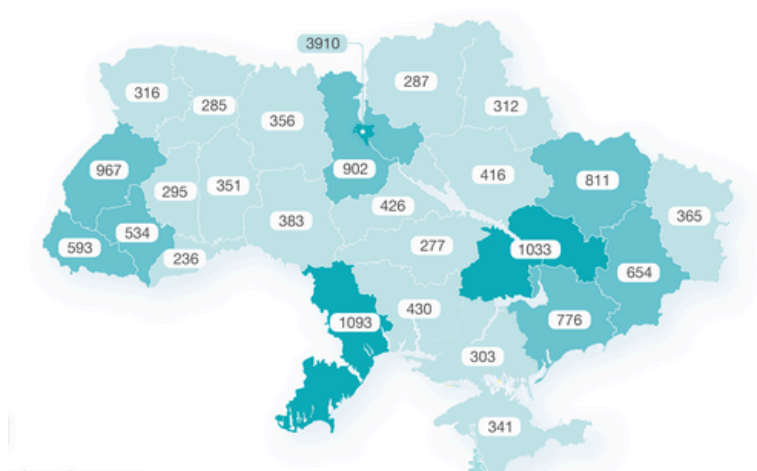


Fig. 3.1 Registered charitable organizations in Ukraine by geographical regions

Distribution of the number of charitable organizations by type of settlement as of 2023 is as follows: regional center- 82%, city-14%, village-4%. The top regions by number of charitable organizations look like this:

1. Kyiv - 3910,
2. Odessa region - 1093,
3. Dnipropetrovsk region - 1033.

In general, the tendency in Ukraine is that people respond to every crisis with active actions. This was the case in 2014-2015 (the beginning of the war in the east of the country) when there was a boom in volunteer and public initiatives, as well as during the first lockdown due to Covid-19. Charitable organizations in Ukraine register both ordinary people who want to help those in need, as well as large networks and Ukrainian celebrities.

Regarding the volume of donations, according to a study by monobank experts, in 2023 the number of donations increased to 27.4 billion, against 8.5 billion last year. The number of those who will donate in 2023 is 5.4 million donors, against 3 million in 2022. The average donation has also increased. In 2022, it was UAH 258, in 2023 - UAH 349. As for sources of funding, the share of charitable organizations that receive funding from various sources is presented in Fig. 3.2

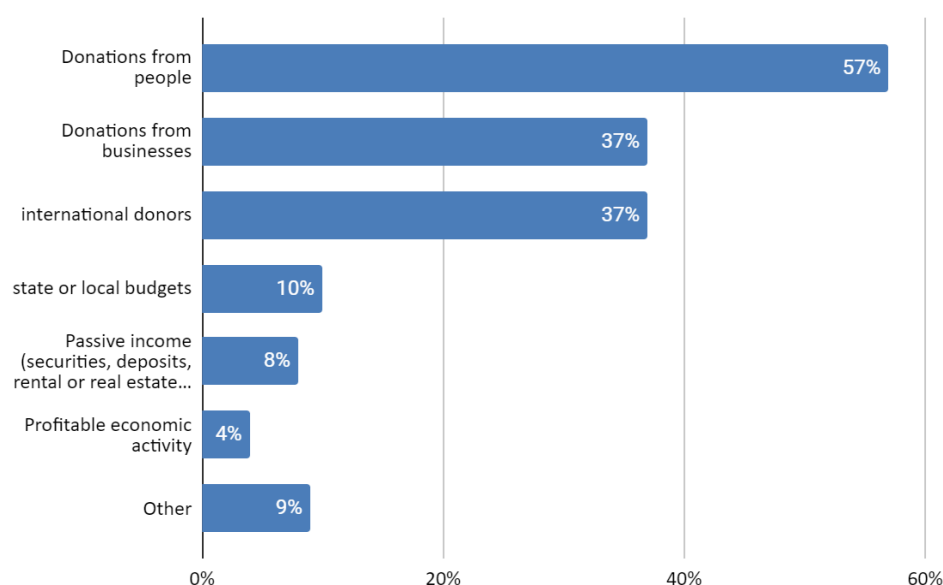


Fig.3.2 Percentage of charitable organizations receiving funding from the listed sources

The following were mentioned among the most effective methods of attracting funds to charitable organizations (CO):

- Direct communication with people -28%;
- Cooperation with business – 12%;
- Organization of charity events-11%.

It is also worth noting the fact that 36% of charitable organizations in Ukraine that are engaged in raising funds have employees whose main functions are raising funds. 47% of charitable organizations in Ukraine have activity reports in public access. At the same time, according to a study conducted by the Zagoriy Foundation, before the war, only 5% of Ukrainians participated in volunteer activities, and the average donation per year was approximately UAH 1,200.

Charitable organizations actively interact with government institutions, other public organizations and the business environment. Working together allows you to maximize social impact and implement projects for the benefit of society. In addition, charities use a variety of fundraising tools, such as fundraising, charity events, partnering and volunteering [57].

Informational work is also an important element of the activities of charitable organizations. They tell the public about their projects, needs and achievements. Modern technologies, in particular social networks and online platforms, allow you to effectively communicate with the audience and attract attention to specific issues. Ukrainian charitable organizations have undertaken a large amount of work in supporting those who find themselves in a vulnerable situation. Their efforts are aimed at ensuring a dignified life for every citizen and the development of society as a whole. The joint work of the state, business and charitable organizations forms a positive and mutually supportive platform for achieving public welfare [58].

Charitable organizations in Ukraine are a key element of the public sector, actively contributing to the social and humanitarian development of the country. Since the beginning of the full-scale war, Ukrainians have created dozens of charitable foundations, fundraising platforms and volunteer headquarters, which collect significant sums of money for the needs of the affected population and the army. The United24 platform collected the most donations in the period from January to September 2023 — 7.94 billion hryvnias or 63% of the total amount. Almost a quarter of the funds - a little over 3 billion hryvnias - went to the "Return Alive" fund, another 1.5 billion hryvnias (12%) went to the Serhiy Prytula fund. The main benefactors of the fund both in Ukraine and abroad were individuals – 68%. 25% of benefactors were legal entities, 7% were entrepreneurs, according to the "Return Alive" report. In May, it was reported that more than \$325 million in contributions had been collected to its accounts at the NBU in the year since the start of operation of the UNITED24 fundraising platform. According to the presidential platform, international companies, Ukrainian businesses, charitable organizations, world celebrities and donors from 110 countries joined the fundraising. According to the Serhiy Prytula Foundation, during the year of the Great War, the total budget of the assembly amounted to more than 4 billion UAH [71]. Analysis of quantitative indicators may include an assessment of financial resources invested in projects, the number of people receiving assistance, and an assessment of the effectiveness of implemented programs. However, qualitative impact analysis is more important. An

impact study can find out how successfully the goals are achieved and how the quality of life of the target groups changes. This approach makes it possible to understand the effectiveness and real influence of charitable organizations in Ukraine. The performed analysis can serve as a basis for further strategic decisions, development of new projects and improvement of activities to achieve maximum social benefit. For a quantitative and qualitative analysis of the activities of charitable organizations of Ukraine, four different foundations with different degrees of knowledge and with different spheres of activity were chosen, they are United 24, "Return Alive" , "Serhiy Prytula Foundation" and "Masha Efrosinina Foundation", which help to understand their tasks, strategies and contribution to solving social problems .

United 24: Since the beginning of last year, the largest amount of donations has been received for the needs of the Armed Forces — 7.06 billion hryvnias (89% of the total amount). In May 2023, the United 24 platform began fundraising in two new directions — for humanitarian demining and the needs of education and science. During five months of last year, 31 million hryvnias and 76 million hryvnias were transferred to the respective accounts, respectively. In general, the United24 platform collected the vast majority — two-thirds of the total donations of all funds [72]. Fundraising of the United24 platform by direction is shown by us in Fig. 3.3 [73].

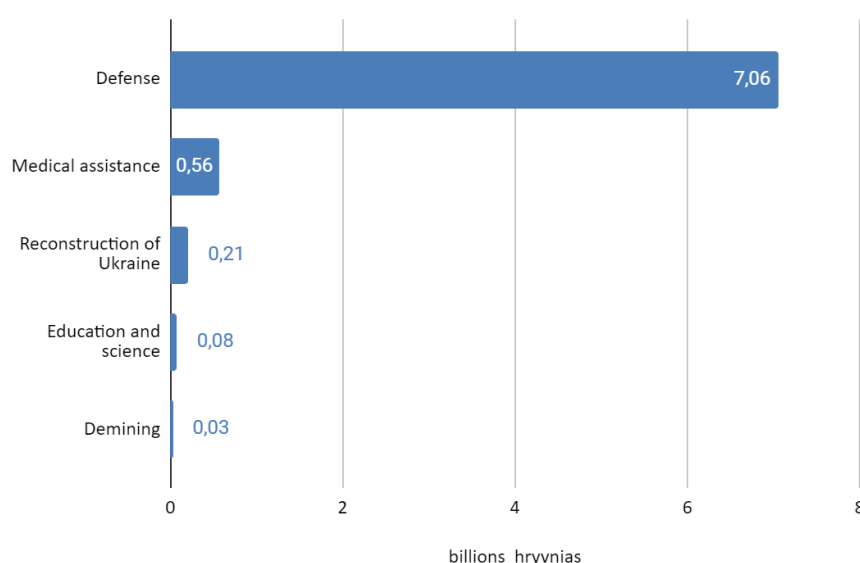


Fig.3.3 Fundraising of the United24 platform by main direction

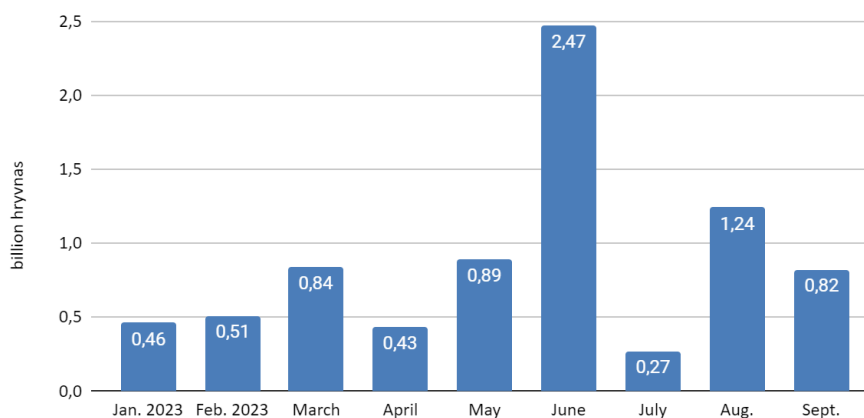


Fig. 3.4 Distribution of funds raised by the fund UNITED 24 for the period January-September 2023

In August 2023, the "Return Alive" fund broke a kind of record - at that time, 0.5 billion hryvnas were deposited into its accounts, which is the best indicator for the last one and a half years. This fund collected more donations only in the first months of the full-scale invasion. At the same time, "Return Alive" received 281 million hryvnas, or more than half of the August donations, in five days - from the 14th to the 18th. At that time, the project "Operation "Unity"" took place in the fund, in the framework of which funds were collected for 10,000 FPV drones with ammunition. In general, since May 2022, the accounts of this fund, on average, received 320 million hryvnas per month [73].

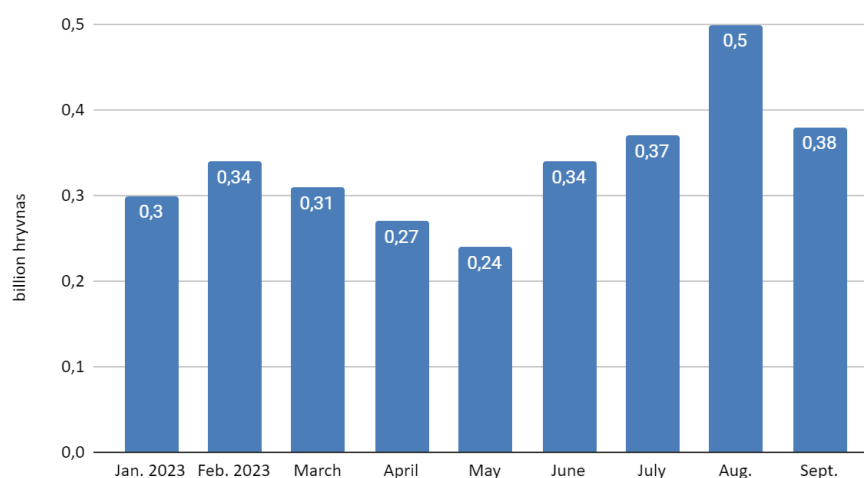


Fig. 3.5 Distribution of funds raised by "Return Alive" fund for the period January-September 2023

"Serhiy Prytula Foundation" is aimed at the supply of weapons, drones and other technical equipment. This fund is of strategic importance for maintaining the defense capability and security of Ukraine in the conditions of modern geopolitical challenges. In particular, the analysis may cover the amount of supplies, use and impact of the acquired equipment on the country's defense capabilities. An important element is also the transparency and compliance of these actions with the principles of international law.

The Serhiy Prytula Foundation collected a record amount of donations — almost 243 million hryvnias — in July. The fund notes that this is connected with the holding of a Mega-Competition for the purchase of GUR: 5 sets of EOS C VTOL. In total, on average, the Prytula fund collects 170 million hryvnias per month [73].

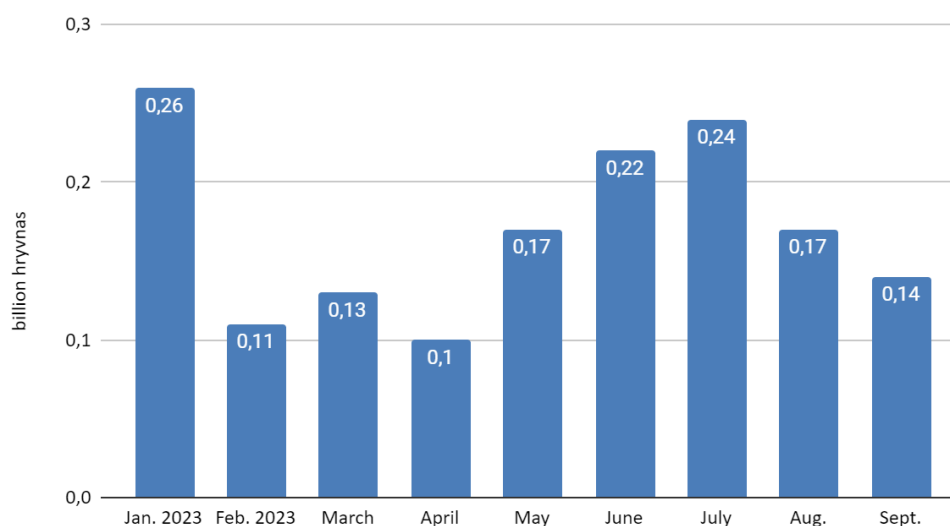


Fig. 3.6 Distribution of funds raised by The Serhiy Prytula Foundation for the period January-September 2023

"Masha Efrosinina Foundation" specializes in helping women and children who have suffered as a result of various situations. Analysis of the activities of this fund may include the study of programs and projects aimed at supporting women and children, identification of priorities and amounts of aid provided. It is also important to find out how the foundation works with other humanitarian organizations and government institutions to effectively solve problems [59].

Among the charitable organizations of Ukraine, it is important to highlight their internal structure and management mechanisms. For example, taking into account the composition of management, gender equality and transparency in financial transactions can ensure the confirmation of the principles of democracy and ethical operations. In addition to analyzing the fund itself, it is important to consider the public's perception of its activities. Organizations can conduct sociological surveys, collect feedback and evaluations from aid recipients. This will provide an opportunity to determine how well organizations meet the needs of society and how effectively they interact with the community.

It is also important to take into account the context of socio-cultural features of Ukraine when analyzing the activities of charitable organizations. Understanding these features can help to determine how effectively funds adapt their projects to local realities and solve the unique challenges that exist in the country. It is also necessary to pay attention to the use of innovative technologies and digital solutions in the activities of charitable foundations. The implementation of modern means of fundraising, record keeping and communication with the public can significantly improve the efficiency of their work.

It is worth noting that in the charity sector of Ukraine in recent years there has been a tendency to merge BUs into communities, which allows for more effective development of interaction between them. In terms of numbers, the All-Ukrainian charity organization "Association of Donors of Ukraine" (includes 34 organizations) and the charity organization "Ukrainian Forum of Donors" (includes 21 full members and 5 associate members) are the largest in number. The strategic areas of activity of these COs are: improving the quality of communications between benefactors and beneficiaries, creating opportunities for their dialogue; assistance in the implementation of systemic charity; informing society and popularizing the culture of philanthropy; improvement of legislative, financial, economic, and social conditions for carrying out charity work; institutional development of COs and protection of the interests of their members.

The general conclusion from the analysis of the activities of charitable organizations of Ukraine should take into account the quality of their work, the disclosure of their own achievements and shortcomings. This will provide an opportunity not only to carry out an objective assessment, but also to identify opportunities for further improvement and increasing the efficiency of their charitable activities [60].

The charity sector in Ukraine has a tendency towards growth, which is characterized by an increase in the statistical number of its institutes and the growth in the amount of funds directed to charity. At the same time, we must state that there is a certain lack of trust of Ukrainian citizens in the COs, due to which they show a greater inclination to transfer funds to the needy and carry out volunteer work on their own, than to trust the administration in this area of the charity organizations.

3.2 Analysis of the structural and dynamic characteristics of the project management system in the activities of Ukrainian charitable organizations

The structural and dynamic characteristics of the project management system in the activities of Ukrainian charitable organizations determine the efficiency and effectiveness of their project initiatives. In this context, organizations face the important task of organizing and coordinating activities at the project level to ensure maximum contribution to the social and humanitarian spheres [61].

Structural aspects include the formation of teams and units that are responsible for the implementation of specific charitable projects. Each project has its own team with a leader, specialists and representatives of the organization. Collaboration and clearly defined hierarchy help to optimize work processes and ensure efficient use of resources.

Dynamic aspects of the project management system include the ability of organizations to adapt to changes in the social and economic environment. Charitable

organizations must respond quickly to urgent social needs and modify projects in time to meet changing circumstances. Flexibility and the ability to adapt to new conditions become key success factors.

It is also important to consider the interactions with stakeholders such as donors, volunteers and aid recipients. Charities must maintain an open and effective communication process to attract resources and maximize the impact of their projects [62]. Considering the context of Ukrainian charitable organizations, the project management system should also take into account the peculiarities of the legislative and socio-cultural environment. Understanding and complying with legal norms, as well as taking into account cultural aspects, is an important element of successful management of charity projects in Ukraine.

All these structural and dynamic aspects of interaction and management determine the effectiveness of charitable projects and their ability to make a significant contribution to social development and improvement of citizens' living conditions. We will draw conclusions based on the above-discussed analysis of Serhiy Prytula's and Masha Efrosinina's charitable foundations, as well as their programs.

Serhiy Prytula Foundation is a charitable organization that specializes in collecting and providing assistance to military equipment to support the Ukrainian military. The structural and dynamic characteristics of the project management system in this fund determine its ability to effectively implement projects aimed at improving the equipment and living conditions of the military.

The structural aspects of Serhiy Prytula Foundation include the formation of teams specialized in various aspects of military equipment – from repair to modernization. A clearly defined hierarchy and task forces allow for efficient allocation of tasks and optimal use of resources, matching the needs of the military with the capabilities of the fund [63]. Dynamic aspects include the fund's ability to adapt to new challenges and changes in the military environment. For example, changes in technology or the needs of the military may require rapid reorientation of projects. Flexibility and high reactivity become key properties of the fund in solving

the challenges that arise in the wartime. The technological dimension also plays an important role in the structural and dynamic aspect of the fund. The use of information systems for monitoring and analysis of needs, as well as for reporting to donors and the public, helps to optimize processes and increases the level of trust in the fund.

Masha Efrosinina Foundation, aimed at helping women and children, also demonstrates the structural and dynamic characteristics of its own project management system. The specificity of this fund is determined by its ability to adapt to the needs of vulnerable categories of the population. The structural aspects of Masha Efrosinina's foundation include the creation of specialized teams and programs to provide specific assistance, from medical to social. The flexibility of the structure allows you to adapt projects to the needs of different categories of users. The dynamic aspect of this fund is manifested in the constant monitoring of social needs and the effectiveness of projects. Changes in society or growing needs may require a review of the foundation's strategies and emphases to maximize coverage of the needs of its audience. Fund programs aimed at socio-economic development and support of vulnerable population groups can be diverse. With that in mind, let's create fictional programs for two funds and perform a qualitative and quantitative analysis on 13 points.

Table 3.1. Projects of the Masha Efrosinina Foundation

Project name	Description	Goal	Resource	Duration	Number of Participants	Budget
"Osvitniy Rozkvit"	Ensuring access to quality education for children from low-income families	Increasing the level of intelligence and creating opportunities for children	Increasing the level of education and opportunities for children	3 years	500 children	\$100,000

"Maibutnie Profesiine"	Professional orientation program for teenagers	Providing opportunities for choosing a successful career	Career consultants, partner companies	2 years	300 teenagers	\$80,000
"Zelene Maibutnie"	Project of environmental education and implementation of environmental initiatives	Increasing environmental awareness and reducing the impact on the environment	Environmental experts, responsible citizens	5 years	1000 persons	\$150,000

"Masha Efrosinina" Foundation

Qualitative analysis:

1. Orientation to the target audience: The fund aims to help women and children in need of support in vulnerable situations such as violence, poverty or homelessness. Programs include social and psychological approaches to address their needs.
2. Transparency and Openness: The Foundation is open and transparent in its relations with the public and partners, providing regular reports and access to information about its activities and finances.
3. Cooperation with partners: the Foundation actively cooperates with other charitable and public organizations, as well as with social protection institutions and enterprises, in order to provide support as efficiently as possible.
4. Involvement of volunteers: Volunteers play a key role in the foundation's programs, helping in various aspects, including working with families, psychological support and fundraising.
5. Systematicity of programs: Programs are implemented systematically, taking into account current needs and changes in the social environment.

Quantitative analysis:

1. Budgetary expenses: Each program of the fund has a balanced budget, which is effectively used to provide comprehensive support.
2. Number of Participants/Beneficiaries: Programs reach a significant number of women and children in need, providing them with the resources and services they need.
3. Duration of programs: The duration of programs is determined by specific tasks and needs, ensuring coverage of the necessary periods.
4. Evaluation of results: The Foundation uses objective criteria to evaluate positive changes and achievements in the field of support for women and children.
5. Utilization of resources: Rational use of both material and human resources is ensured to achieve the best results.
6. Public Engagement: The Foundation successfully interacts with the public through campaigns, events and outreach activities.
7. Control and monitoring: Modern tools are used for systematic control and monitoring, which allows effective intervention in the implementation of programs.
8. Value for money: Ensures an effective balance between program cost and outcomes to maximize social impact [75].

Thus, quantitative analysis showed that the budget expenditures of the fund are effective and rational, aimed at achieving specific goals. The programs reach a significant number of service members, providing them with the resources they need. Resource utilization, public involvement, and innovation are proving effective.

At the qualitative level, the fund is open and transparent, providing reporting and transparency in its activities. Cooperation with partners is implemented systematically, which contributes to maximum efficiency. Masha Efrosinina Foundation focuses on supporting women and children in vulnerable situations. The foundation's programs include social and psychological aspects, providing comprehensive support. Volunteers and partnerships play an important role in implementing the Foundation's programs. Quantitative analysis shows that budget

expenditures are distributed efficiently and aimed at maximally meeting the needs of vulnerable groups. The programs reach a significant number of participants by providing them with the resources and services they need. The use of resources and public involvement are effective. At the qualitative level, the fund demonstrates a high level of transparency and openness, which contributes to the trust of the public and partners. Cooperation with other charitable organizations and social institutions is implemented effectively.

Serhiy Prytula Foundation focuses on meeting the needs of the military and security services. The programs are focused on the use of advanced technologies and the supply of modern equipment to improve defense capabilities. With the help of volunteers and strategic partnerships, the foundation ensures the effective implementation of its programs [64].

Table 3.2. Projects of the "Serhiy Prytula" Foundation

Project name	Description	Goal	Resource	Duration	Number of Participants	Budget
"Teplo ta Kokhannia"	Distribution of warm clothes for homeless and disadvantaged groups	Providing basic comfort in the cold months	Donations, volunteers	6 months	300 of people	\$20,000
"Likarniana Dopomoha"	Health care and medicine for low-income people	Health maintenance and disease prevention	Medical workers, doctors, pharmacies	1 year	500 people	\$50,000
"Nove Zhyttia"	Rehabilitation program for veterans and people with disabilities	Restoration of physical and mental health	Rehabilitation centres, specialists	2 years	150 people	\$70,000

Source of data [73]

"Serhiy Prytula" Foundation

Qualitative analysis:

1. Target audience orientation: Serhiy Prytula Foundation specializes in programs that meet the needs of military units and security services. Programs may include the supply of modern weapons, drones, as well as the provision of technical and medical equipment to ensure security and defense capability.
2. Transparency and Openness: The Foundation actively publishes reports on the use of funds and discloses information about selected strategies and supplier choices.
3. Cooperation with partners: The Foundation establishes strategic partnerships with war manufacturers, technical companies and military structures for the joint implementation of projects in the field of defense and security.
4. Recruiting volunteers: The foundation develops programs for volunteer participation in organizational processes, fundraising, and assistance in the distribution of resources to support the military.
5. Systematicity of programs: The Foundation implements programs regularly, taking into account changes in the security situation and the needs of the military.

Quantitative analysis:

1. Budget costs: Each program is defined by an effective budget, taking into account the cost of supplying weapons, equipment and other resources.
2. Number of Participants/Beneficiaries: The foundation's programs can impact hundreds or thousands of military personnel by providing their needs for modern equipment.
3. Duration of programs: Programs may have different terms depending on the nature and volume of supplies.
4. Evaluation of results: Evaluation criteria include successful deliveries, increased defense capability, and user satisfaction.
5. Resource utilization: The use of material and human resources is optimized for maximum productivity.

6. Public Involvement: The Foundation actively engages the public through fundraising campaigns and outreach events.
7. Control and monitoring: Use of modern technologies and systems for internal control and monitoring of project implementation.

Ratio of cost and result: A reasonable ratio of the cost of the program and the achieved results is ensured

Both funds demonstrate a high level of efficiency and social responsibility in the implementation of their programs. Their actions help different segments of society by using innovative methods and involving the general public in charitable activities. Both foundations actively interact with partners, which allows them to maximize the social impact of their programs. Their efforts are aimed at solving current problems in society and providing support to those who need it the most. The conclusions can be as follows: both foundations are successful in fulfilling their charitable missions, providing concrete and effective assistance to their target audiences. This approach shows their responsibility, transparency and readiness to respond to social challenges.

Also, considering the dynamic aspect, it is important to determine the interactive nature of communication with the public and donors. The use of information platforms and means of communication supports an open dialogue and ensures a high level of involvement in social projects. In both funds, taking into account the Ukrainian context, it is also important to interact with the authorities and take into account the peculiarities of the legislation. This helps to build effective partnership relations and ensure legal stability in conducting charity projects [65]. In both cases, taking into account the above-mentioned aspects, the structural and dynamic system of project management allows foundations to confidently fulfill their social missions, providing support and assistance in difficult life circumstances.

Dynamic aspects in the management of projects of Serhiy Prytula Foundation are manifested in the constant assessment of the needs of the Ukrainian military and an active response to the evolution of technologies in the military sphere. The fund rapidly adapts to changes in the requirements for military equipment and quickly

responds to the needs of modern innovations aimed at improving the security and efficiency of the Ukrainian forces. On the other hand, Masha Efrosinina's foundation defines its dynamism in its ability to respond to growing social needs and changes in gender and socio-cultural trends. The fund's activities and programs are constantly modified to ensure an effective impact on improving the living conditions of women and children in various areas. The technological part of the dynamic aspects of both funds is determined by the use of innovative information systems for data collection, monitoring and reporting. The use of digital technologies contributes to the optimization of internal processes, ensures the accuracy of the display of results and increases the level of transparency before the public and donors [66].

A remarkable aspect is the interaction of both foundations with the public and the ability to create strong social partnerships. They use social networks, media and other channels to communicate with the public, inform the world about their projects and gain support from the public. Interaction with the authorities and taking into account the peculiarities of the legislation is important to ensure the sustainability and legitimacy of the activities of both funds. This applies to both the financial and legal sides of the activity, which contributes to the support of their social mission and public trust. In general, the structural and dynamic characteristics of the project management system of both funds not only ensure the successful implementation of their social projects, but also make them adaptable to challenges and changes in the environment, which is key to achieving the defined goals.

3.3 Potential directions of optimization and improvement of the project management system in the activities of charitable organizations in modern realities.

Despite the growing dynamics of the charity movement in Ukraine, it is worth noting that at the same time more effective development of charity is hindered by the

lack of cooperation between civil society and the state. It is obvious that the state support of the charitable movement in Ukraine is able not only to contribute to the receipt of timely assistance to the addressees, to increase the provision of cultural and educational needs of citizens, but also to generally maintain the necessary level of social climate, to reduce the burden on the state budget. It is noteworthy that in Western countries the state actively supports the development of charity and patronage, creating favorable conditions for this. Thus, in Belgium and the United Kingdom, sponsorship incentives are provided by deducting the amount spent on advertising and marketing operations from the amount subject to tax. In Austria and France, sponsorship is treated as a company's marketing expenses for advertising, which are not taxed. In the USA, the amount of charitable benefits is up to 10% of the company's income; you can receive a tax deduction of up to 50% of your annual income from monetary donations, 20-30% from non-monetary donations. In Hungary, 70% of the profit of enterprises and companies can be deducted for patronage, in Germany - 33.2% [67]. Today, the state government in Ukraine does not have a similar arsenal of charity support. However, it resorts to certain administrative measures and appropriate rule-making aimed at improving the situation in this area, creating favorable conditions for the development of the charity sector, which, of course, is reflected in the positive dynamics of the expansion of its institutions and opportunities.

Optimization and improvement of the project management system in the activities of charitable organizations is an integral part of strategic development in modern conditions. Dynamic changes in the social, economic and technological environment require constant analysis and adaptation, and to ensure the maximum impact of charitable projects, organizations must pay attention to various aspects of their project management system. One of the potential areas of optimization is the implementation of modern technologies in project management. Using software tools for planning, monitoring and reporting can greatly facilitate routine tasks, freeing up resources for strategic analysis and strategic planning. The integration of digital tools

will also increase the effectiveness of internal team communication and facilitate the open exchange of information [68].

Another important direction is the development and improvement of personnel qualifications. Charities should invest in the professional development of their staff, ensuring their competence in project management. The organization of training, seminars and internships will contribute to the improvement of project management skills and allow staff to more effectively implement new methodologies and practices. Considerable attention should be paid to the optimization of data collection and analysis processes. The implementation of analytics and reporting systems will allow charitable organizations to quickly receive the necessary information about the progress of projects, results and cost effectiveness. The analysis of the received data can become the basis for making strategic decisions, as well as identifying the strengths and weaknesses of project activities.

One of the important aspects of optimization is effective resource management. Charities must carefully plan and allocate financial, human and material resources. Application of budgeting methods and effective use of volunteers allows to optimize costs and maximize social impact. Another promising area is increased interaction with the public and stakeholders. Involvement of the public and creation of a network of partners can expand the circle of support for charitable projects. Creating an effective communication system and developing community engagement strategies will not only contribute to financial support, but will also create a positive image of the organization.

It is also necessary to focus attention on ensuring transparency and openness in activities. Establishing mechanisms for open access to information about projects, financial reports and results will help increase public and donor trust. Finally, effective coordination and collaboration with other charities and industry partners is an important element of the optimization framework. Joining efforts and sharing experience will allow to achieve greater results, as well as contribute to increasing innovativeness and efficiency of activity [68].

Summarizing, potential areas of optimization and improvement of the project management system in charitable organizations in modern realities include the use of modern technologies, personnel development, increasing the efficiency of resource management, interaction with the public, and other strategic approaches aimed at maximizing social impact and achieving positive results in the charitable sphere [69]:

1. Optimization of project management processes. Charities can streamline their project management system, streamlining processes to ensure effective resource allocation, task management and communication. This may include using project management software, creating clear workflows, and implementing standardized project templates.
2. Improvement of communication and cooperation. Effective communication and collaboration are critical to successful project management. Charities can improve their project management system by investing in tools and platforms that facilitate real-time communication, file sharing and collaboration between team members and stakeholders. This can help ensure that everyone is on the same page and the work runs smoothly.
3. Adoption of an agile project management methodology. Agile methodologies such as Scrum or Kanban can be useful for charities as they enable flexibility, adaptability and continuous improvement. By implementing agile methods, organizations can better manage changes in project content, respond to changing needs, and deliver projects more efficiently and on time.
4. Implementation of performance measurement and evaluation. Charities can optimize their project management system by implementing robust performance measurement and evaluation processes. This may include defining clear project objectives, establishing key performance indicators (KPIs), and regularly evaluating project progress and impact. By collecting data and analyzing project results, organizations can make informed decisions, identify areas for improvement, and demonstrate performance to stakeholders.

5. Providing learning and development opportunities. Investing in the training and development of project managers and team members can significantly improve project management in charities. By equipping people with the necessary skills and knowledge, organizations can facilitate effective project planning, implementation and monitoring. This may include training in project management methodologies, leadership skills, communication techniques and technology tools.
6. Promotion partnership and cooperation. Charities can optimize their project management system by actively seeking partnership and collaboration with other organizations both within and outside the sector. Collaborating with other organizations can lead to shared resources, increased expertise, and improved project outcomes. Through partnerships, organizations can leverage each other's strengths, share workloads, and maximize their impact.
7. Usage of technological advances. Technology has revolutionized project management, and charities can use these advances to improve their systems. This may include the use of project management software, cloud-based platforms for data storage and availability, automation tools for repetitive tasks, and data analysis to make informed decisions. The use of technology can increase efficiency, reduce administrative burdens, and contribute to improved project outcomes.
8. Constant evaluation and adaptation. To optimize and improve project management systems, charities need to continually evaluate their processes, learn from successes and failures, and adapt accordingly. This includes gathering feedback from stakeholders, conducting post-project reviews and implementing lessons learned. Adapting to changing circumstances and making the necessary adjustments ensures the preservation of the effectiveness and efficiency of the project management system in modern realities.

Also, one of the problems of the insufficient efficiency of the implementation of projects by charitable organizations is the low level of trust on the part of the population in most such institutions. As for ways to increase public trust in charitable organizations, which will also contribute to increasing the efficiency of their project activities, we can offer the following:

- **Publicity.** This is about the openness of information about the founders, employees of the fund and donors. It is also important to inform about the activities of the fund, to highlight specific stories, and to publish annual reports.
- **Transparency and accessibility.** Transparent rules for receiving aid, fair principles of decision-making on the distribution of funds, creation of platforms for feedback from clients of the fund and partners. Setting up various feedback channels: telephone line, channel in messengers, etc.
- **Cooperation in the field of philanthropy:** philanthropic organizations among themselves to achieve a common goal; philanthropic organizations and authorities, business, media, beneficiaries - to synchronize efforts and better understand the needs of the community.
- **Active campaigning of the public for volunteer participation,** including the involvement of those who receive assistance in volunteer work.
- **Stimulate the spread of charity as a social norm,** encouraging the activities of charitable organizations and citizens who support them both financially and through volunteering.
- **Introduce the mechanisms of the state order for the provision of social services by public associations and charitable organizations on a competitive basis,** including making relevant changes to the Budget Code of Ukraine, as well as making relevant changes to the normative legal acts of the Cabinet of Ministers of Ukraine.
- **To collect and publicly publish information that will allow us to evaluate and develop current trends in the field of philanthropy.**
- **Increase the percentage of social advertising aimed at popularizing charity;**

- To create for donors effective, from the point of view of procedures and taxation, methods of making donations;
- Promote the development of alternative sources of financing for civil society organizations: social investments, venture philanthropy and microfinancing;
- Conduct a state rating of charitable organizations in order to popularize the most effective in their fields among the population [70].

It is also necessary to make efforts to form a culture of charity in Ukraine. First of all, it is the development of public awareness about ways of charity and about safety rules.

CONCLUSIONS

Having carried out a comprehensive analytical analysis of the problems and prospects of project management in international charitable organizations, using the example of the division of the international charitable organization ADRA International in Ukraine, optimal strategies and project management tools were determined for the effective implementation of charitable initiatives in the face of global challenges. The obtained results make it possible to determine effective practical recommendations for international charitable organizations aimed at improving project management in solving current global problems. The work is of great importance to philanthropy practitioners, researchers and organizations seeking to improve the effectiveness and accountability of international philanthropy.

Project management in international philanthropic organizations involves coordinating and overseeing initiatives aimed at addressing social, humanitarian and development issues across borders. Project management in this context presents unique challenges due to cultural, political and logistical differences. The results of the study will serve as a basis for developing recommendations for enhancing project management among international benefit organizations and may have important practical implications for the benefit sector. Below we provide basic recommendations for effective project management in international charitable organizations:

1. *Cultural Sensitivity*: Stakeholder Diversity: Recognize and respect cultural diversity among team members, partners and beneficiaries. Communication styles. Understand different communication styles and preferences to facilitate effective collaboration.
2. *Strategic planning*: Contextual analysis: Conduct a thorough assessment of the social, economic and political context in the target regions. Risk management: Identifying and mitigating risks associated with international operations, such as political instability or regulatory issues.

3. *Collaborative Partnership*: Local Partnership: Collaborate with local NGOs, governments and community leaders to ensure the relevance and sustainability of the project. Capacity Building: Invest in building the capacity of local partners to improve their ability to contribute effectively.
4. *Effective Communication*: Multilingual Communication: Use multilingual communication strategies to ensure information reaches all stakeholders. Cultural nuances. Be aware of cultural nuances that may affect how information is received and interpreted.
5. *Logistics Challenges*: Supply Chain Management: Resolve issues related to international logistics, customs and transportation to ensure timely delivery of projects. Infrastructure issues: When planning and implementing projects, consider differences in the quality of infrastructure in different regions.
6. *Monitoring and Evaluation*: Performance Indicators: Develop clear and measurable performance indicators to measure the impact of philanthropic initiatives. Adaptive Management: Implement adaptive management strategies to adjust project activities based on the results of the ongoing assessment.
7. *Compliance and Legal Aspects*: Legal Compliance: Ensure compliance with local laws and regulations, including those related to charitable activities and foreign NGOs. Ethical Standards: Adhere to ethical standards and practices, taking into account the cultural and legal frameworks of the participating countries.
8. *Financial Responsibility*: Maintain transparent financial practices and adhere to international accounting standards. Volunteer Management: Effectively manage and coordinate volunteers while recognizing cultural differences and diverse skill sets.
9. *Use of Technology*: Remote Collaboration: Use technology to collaborate and monitor projects remotely. Data Security: Implement secure data

management practices, especially when dealing with sensitive information.

10. *Adaptability:*

- Flexibility: Develop a flexible mindset to adapt to unexpected problems and changing circumstances.
- Learning Culture: Promote a learning culture within the organization to continually improve project management practices.
- Successful project management in international charities requires a holistic understanding of the local context, effective communication strategies and the ability to navigate cultural and logistical challenges. Additionally, building strong partnerships and maintaining a commitment to ethical and transparent practices are fundamental to achieving sustainable impact.

Increasing public trust in charitable organizations is crucial for enhancing the efficiency of their project activities. Key strategies to achieve this include:

- Publicity: Maintain transparency by openly sharing information about founders, employees, and donors, and highlighting the fund's activities through annual reports and specific success stories.
- Transparency and Accessibility: Implement clear rules for aid distribution, foster fair decision-making processes, and establish feedback mechanisms for clients and partners to ensure accountability.
- Cooperation: Foster collaboration among philanthropic organizations, authorities, businesses, media, and beneficiaries to synchronize efforts and better understand community needs.
- Volunteer Participation: Actively promote volunteerism, including involvement from aid recipients, to engage the community and build trust.
- Norm Promotion: Encourage charity as a social norm by supporting charitable organizations financially and through volunteering.

- State Support: Introduce mechanisms for state-funded social services provided by charitable organizations through competitive processes and legislative changes.
- Information Sharing: Collect and publish data to assess philanthropic trends and support development in the field.
- Social Advertising: Increase the proportion of social advertising aimed at promoting charity initiatives.
- Donor Support: Facilitate efficient donation methods and tax incentives to encourage philanthropy.
- Alternative Financing: Promote social investments, venture philanthropy, and microfinance as alternative funding sources for civil society organizations.
- Rating System: Establish a state rating system for charitable organizations to recognize and popularize effectiveness among the public.

Efforts to cultivate a culture of charity should focus on raising public awareness about charitable practices and safety protocols, fostering a more charitable society in Ukraine.

ABSTRACT

Bohdana V. Hunko. Project Management in International Charitable Organizations (on the basis of ADRA International). – Master's thesis, Kyiv National Economic University named after Vadym Hetman, Kyiv, 2024.

This paper thoroughly examines the theoretical and practical aspects of implementing project management in international charitable organizations, with an emphasis on identifying optimal strategies and tools using the example of ADRA International. Delving into both theoretical frameworks and practical methodologies, the study aims to identify recommendations that can improve the effectiveness of project management in the charitable sector, particularly in addressing social, economic and environmental issues. In addition, the study examines modern tools and methods for risk management in charitable projects, assessing their effectiveness and applicability in real-life scenarios. Through the analysis of specific charitable projects, such as Emergency Food Assistance to Conflict Affected Populations in Ukraine, the study identifies risks and suggests ways to mitigate them, helping to improve project outcomes.

In addition, the study is aimed at developing recommendations for improving the efficiency of project management in international charitable organizations, especially in the context of socio-political instability in Ukraine. By examining the relationship between project management and social, economic and environmental issues at a global level, the study offers valuable insights into how to navigate complex operational landscapes. Using ADRA International as a case study, the study provides practical recommendations for optimizing project management practices in the charity sector.

Keywords: project management, charitable organizations, management and organizational behavior, war, risk management, ADRA International, ADRA Ukraine, WFP, humanitarian projects.

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Features of the crises project management of Ukrainian micro-, small- and medium-sized enterprises (MSMEs) in the conditions of the full-scale invasion of the Russian Federation in Ukraine: challenges and perspectives

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Abstract. The article analyzes the impact of the full-scale invasion of the Russian Federation on the activities of micro, small and medium enterprises (MSMEs). The peculiarities of crisis project management and the role of top managers in the process of business adaptation to modern realities are also considered. The author identified the main challenges faced by the owners of micro, small- and medium-sized enterprises (MSMEs), based on which a number of recommendations were formed for the managers of small and medium-sized businesses to minimize losses and find effective solutions.

Keywords: *micro-, small- and medium-sized enterprises (MSMEs), crisis project management, war, challenges, perspective.*

Volodymyr Zelenskyy, during his speech at the forum "Ukraine 30. Small and medium-sized business and the state" in 2021, noted the following: "Micro, small and medium-sized enterprises (MSMEs) are the basis of Ukraine's economy, they create 60% of GDP, provide 7 million work places and 40% of tax revenues...", but this was the case until February 24, 2022, when the history of Ukraine was divided into before and after [1]. War is not something you can prepare for, so from the first weeks the blow to MSMEs was sufficient, and in May experts were able to estimate the losses in this industry at a frightening 64-85 billion US dollars and set a new anti-record for the Ukrainian Business Index in the amount of 33.82 out of 100 possible. However, over time, the field gradually began to adapt to new realities, in particular, in September

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2022, research by Advanter Group showed a significant improvement, for example, according to such an indicator as the share of MSMEs that have almost completely ceased operations, and in April this indicator was 75.3 % compared to data on February 23, 2022, and already in September this indicator decreased to 33.8% [2]. Seeing at least this excellent result, we can conclude that the business is gradually recovering, but behind every hundredth of a percent there is a tremendous amount of work. And in fact, during these more than 10 months of war, MSMEs were able to adapt and not just survive, but grow. That is why the purpose of this article is to understand which competencies of top managers helped turn challenges into potential opportunities for small and medium-sized businesses during the war; and to consider how micro-, small- and medium-sized enterprises (MSMEs) were able to adapt to modern realities and develop a certain mechanism of action and reaction to a crisis situation.

Extremely important factors that directly affect the ability of a business to overcome a crisis are the preparedness of the manager and the presence of a clear and effective plan of action. The first thing to do is to analyze the current situation and the state of the project, and consider options for changing the project's goals, searching for alternatives, and so on. Therefore, after a detailed analysis of the procedure for responding to crisis phenomena from the perspective of crisis project management as applied to the war situation in Ukraine, the following key stages of action can be identified, which will help to effectively adjust the company's work, such as:

- analysis of the main problems and assessment of the possibility of actions to minimize them; reorientation of project goals if necessary;
- planning work in new conditions and establishing a coordination mechanism between employees in new realities;
- support of employee morale and team motivation;
- implementation of activities, adaptation of the project to new conditions and achievement of results;
- evaluation of actions and results - a case study for the future.

Analysis of trends and business environment trends is an important component for the effective implementation of crisis project management at the first stage of response, which for Ukraine in modern circumstances is a direct answer

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to the question of what business should pay attention to in order to grow during the war. In particular, I propose to consider the main trends for MSMEs:

- repurposing the goals of the project - tailoring military clothing, personal protective vests, camouflage nets, etc.;

- the search for alternative sources of power and the transition of businesses to autonomy from electric sources - a trend to save heat and electricity;

- popularization of national symbols;

- the growth of the company's personal brand - consumers closely follow the actions of businesses and prefer those who take an active position, donate to the needs of the army, etc.;

- growing demand for food preservation products;

- growing demand for candles - there is a trend now that brands are adding candles to their customer orders, or simply adding candles to their product list where possible;

- reduction in demand for the entertainment industry.

All of these trends arose in response to the risks and dangers faced by businesses after a full-scale intrusion. It would seem that the Covid-19 crisis should have hardened the business and made it resistant to crisis situations, but the war prepared new challenges for MSMEs and exacerbated the already existing problems of the industry. Below I propose to consider the main threats and ways to overcome them based on the experience of Ukrainian companies over more than 10 months of war and the trends that have formed. The risks that arose for MSMEs directly affected project management:

- internal and external migration;

- security risks;

- decrease in demand (imbalance of demand - the case of excessive demand);

- tax burden;

- regulation of labor relations;

- logistical problems;

- payment delays in large retail chains;

- loss of partnerships;

- delivery delay;

- currency risks (growth of the dollar exchange rate);

- the problem of the electrical load of the system.

Faced with all these problems, project managers were faced with the question of further development, most considered the following possible scenarios: suspension of projects, search

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for alternatives and complete cancellation of the company's projects and complete stoppage of activities. In my opinion, the most optimal option is to search for alternatives. And a large proportion of MSMEs have done well with this approach. Therefore, below I propose to consider solutions taking into account the prospects and opportunities that managers used to restore project activities in companies during the crisis:

- the involvement of IT technologies and online resources: Faced with the problem of employee migration and their safety - the transition to a remote form of work was applied as a solution, in particular the use of technologies and resources for remote work, in particular Teams, Zoom, Trello and others. Special attention in crisis management should be paid to work with the team, and therefore emphasis was placed on daily interaction with the team, their support, especially regarding the emotional state. For this purpose, company managers have organized cloud environments, platforms for interaction and holding daily online mini-meetings to exchange tasks, ideas and problems, involving IT technologies;

- a change in marketing strategies - a trend towards patriotic products. Realizing that consumer needs have changed, companies have also changed their marketing strategies. Reflecting the gains and steps of the war in the brand's activity gave brands the opportunity to increase their own recognition and partially restore the flow of customers. The popularization of Ukrainian symbols, local jokes, etc. was an interesting factor that gave impetus to solving a number of challenges for small and medium-sized businesses. Products of Ukrainian origin, markings 'made in Ukraine' - all these fueled the world's interest and opened up new partnership opportunities and sales markets for small and medium-sized businesses;

- search for new sales markets - replacement of markets previously occupied by Russian products both on the domestic and international markets, state orders (for the food, textile, clothing and footwear industries), reorientation to foreign markets;

- new logistics routes - creation of joint purchasing groups;

- participation in the economy of shared ownership - shared access to equipment instead of full and personal ownership of it;

- reorientation of business specialization -

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characteristic of textile companies - change of specialization to sewing clothes for the military.

All these stages and adaptive solutions are inextricably linked with the competencies of the manager. Below I want to list the main skills of project top managers that will help a company to overcome the crisis faster:

- to clearly formulate the company's goals - this will help employees not to lose their goals in times of crisis and to focus on the main thing. For example, the goal may be to reorient production to the needs of the army, etc. An action plan is built according to the main goal - employees feel confident in their company, because they see that their leader always has a plan;

- to be able to think rationally and critically is to act in accordance with the situation by implementing the necessary solutions, in particular, setting up a rapid response mechanism, evacuation, etc.;

- to take care of yourself, I mean that a leader must support his team and therefore must take care of his mental and physical health;

- to take responsibility, at a decisive moment the leader must make a decision and then clearly follow it;

- support employees;

- develop flexibility - change plans according to the situation, adapt quickly;

- feel and follow trends and tendencies, and even better become their creator;

- develop relationship with employees - the time has already passed when employees were just a hired force, numerous studies have shown that it is much more effective to have friendly relations and hold various meetings to exchange ideas, etc.;

- to think and plan for the short term - that is, to seize opportunities and improve the situation now.

So, a crisis can both break and push up a business, therefor it is extremely important to draw conclusions and learn from this situation. Because if large enterprises are able to apply the usual solutions to minimize the consequences of the crisis, such as: cutting costs, cutting salaries, etc., then for small businesses it is necessary to radically review all activities and look for new alternatives and solutions related to the reorientation of projects. Therefore, effective crisis management is possible only thanks to the competent work of a project manager.

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