

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY**

Faculty of Management and Business
Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

Management of a public non-profit organization in conditions of war and crisis
(based on UkraineIS NGO case) Bah

Bachelor student of the 4th year of study

Field of Study 07 – Management
and Administration

Specialty 073 – Management

Educ. program – Management

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Research supervisor

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АНОТАЦІЯ (BAH)

Abstract

A non-government organization is a type of a public organization. Non-government organizations in Ukraine started paying attention to public actions and they play important role in public crisis management during the time of war in Ukraine. Overall, in the world non-government organizations have become a strong force in overcoming social crisis and its consequences. However, because of unbalanced social circumstances and challenging internal and external factors non-government organizations in Ukraine still experience different difficulties. This Bachelor's Work researches crisis management, the role and challenges of non-government organizations in the situation of war with the goal of understanding the ways of improving NGOs' performance. This goal is achieved via the analysis of work of a Ukrainian NGO called UkraineIS.

Key words: Ukraine, non-government organization, management, war, crisis.

Анотація

Некомерційна організація є типом громадської організації. Некомерційні організації в Україні почали приділяти пильну увагу громадськості та відіграють важливу роль у громадському кризовому управлінні в умовах війни та кризи. У всьому світі некомерційні організації стали масовою силою в подоланні суспільної кризи з її соціальними наслідками. Однак, через незбалансованість соціальних обставин, внутрішніх і зовнішніх факторів неприбуткової організації, управління кризою неприбуткових організацій все ще має різні складнощі в Україні. Ця бакалаврська робота досліджує кризове управління, роль і проблеми громадських некомерційних організацій в умовах війни та кризи, щоб вивчити заходи покращення в роботі некомерційних організацій. Ця мета досягається шляхом аналізу роботи української некомерційної організації UkraineIS.

Ключові слова: Україна, неприбуткова організація, менеджмент, війна, криза.

PHEE-institute «Ukrainian-American Concordia University»

Faculty of Management and Business

Department of International Economic Relations, Business and Management

Educational level: **Bachelor's degree**
Specialty **073 "Management"**
Educational program **"Management"**

APPROVED

Head of Department _____

Prof. Zharova L.V. 

24 січня 2024

TASK

FOR BACHELOR'S QUALIFICATION WORK OF STUDENT

Kadijatu Bah

1. Topic of the bachelor's qualification work

**Management of a public non-profit organization in conditions of war and crisis
(based on UkraineIS NGO case)**

Supervisor of the bachelor's qualification work Olga Verkhohlyad, Ph.D.

(surname, name, degree, academic rank)

Which approved by Order of University from **"25" September 2023** № 25-09/2023-1к

2. Deadline for bachelor's qualification work submission **"20" December 2023.**

3. Data-out to the bachelor's qualification work: This BQW is based on Kadijatu Bah's internship in UkraineIS – an NGO registered in Kyiv, Ukraine. Information collected during the internship was used during the work at and writing of the bachelor Qualification Work.

4. Contents of the explanatory note (list of issues to be developed):

This BQW developed the following issues: NGO's crisis management, educational process at NGO during crisis time/war time, internal and external communication of an NGO during the times of crisis/war times.

5. List of graphic material (with exact indication of any mandatory drawings)

Graph 1: The Definitions of Crisis According to Hermann (1963).

Graph 2: Crisis Stages According to Paraskevas (2006).

Graph 3: Double-Loop Learning According to Argyris and Schon (1997).

Table 1: Engagement of NGOs with Authorities

Chart 1: Types of Engagement with Authorities

Figure 1: Total Damage in Ukraine as of June 2022.

Figure 2: Total Loses in Ukraine as of June 2022.

Figure 3: Total Needs in Ukraine as of June 2022.

Photograph 1: Illustration of the work UkraineIS conducts: a meeting of the Director with students.

Photograph 2: Illustration of the work UkraineIS conducts: The STEM-focused approach to Education.

Photograph 3: Illustration of the work UkraineIS conducts: at a ROBOTICS event.

Photograph 4: illustration of the work UkraineIS conducts: at a LEGO event.

Figure 4: Organizational Structure of UkraineIS HR Department.

Figure 5: Schematics of SWOT Analysis.

Photograph 5: Illustration of the work UkraineIS is involved at: Information about IMB's robotics event.

6. Consultants for parts of the bachelor's qualification work

Part of the project	Surname, name, position	Signature, date	
		Given	Accepted
1	Olga Verkhohlyad	Yes	Yes
2	Olga Verkhohlyad	Yes	Yes
3	Olga Verkhohlyad	Yes	Yes

7. Date of issue of the assignment

Time Schedule

№	The title of the parts of the qualification paper (work)	Deadlines	Notes
1.	I part of master thesis	10.10.2023	On-time
2.	II part of master thesis	10.11.2023	On-time
3.	III part of master thesis	10.12.2023	On-time
4.	Introduction, conclusions, summary	20.12.2023	On-time
5.	Pre-defense of the thesis	22.12.2023	On-time

Student Kadijatu Bah

Supervisor O. Verkhohlyad

Conclusion: The student has researched the challenges which an NGO faces during the times of crisis and war. This task was conducted based on the information about UkraineIS – a Ukrainian NGO registered in Kyiv. The Work is completed on acceptable level.

Supervisor O. Verkhohlyad

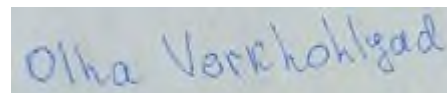
A rectangular box containing a handwritten signature in blue ink that reads "Olya Verkhohlyad".

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Introduction

This chapter of the Bachelor's Qualification Work (BQW) includes a discussion of the chosen subject and definitions relevant to the study. The chapter also articulates the purpose and outlines the research delimitations.

UkraineIS, an international NGO, was established with the mission of showcasing Ukrainian technologies globally and facilitating the entry of foreign technologies and companies into Ukraine. Initially operating as an association, it gained formal NGO status in 2016. Adhering to the "ball-bell" organizational model, UkraineIS has a compact core team and heavily relies on the involvement of businesses represented on its board. Although officially registered with the Government of Ukraine, much of its work, especially since the onset of the full-scale war, is not highly publicized. Leveraging numerous agreements and memorandums with various organizations, they engage in partnerships with entities like the UACU, defines, and education start-ups, as well as the Centre for Ukraine's European and Euro-Atlantic Integration. A notable project they lead is Legacy Ukraine, focusing on promoting high-tech Ukrainian businesses through media and publications dedicated to influential individuals of Ukrainian origin.

The non-profit organizations in Ukraine have started to pay close attention to the public and play an important role in public crisis management in recent years. The public crisis is caused by uncertainties due to internal and external environments producing a serious threat to community interests of the safety of crisis or an emergency. It has characteristics like sudden, unpredictable, threatening, and non-controlling. Public crises will seriously affect normal social life and social order; and cause a great deal of harm to our society.

The Harvard Business School definition states that a crisis is:

“A change – either sudden or evolving – that results in an urgent problem that must be addressed immediately” (Luecke and Barton, 2004).

“Any event that can seriously harm the people, reputation, or financial condition of an organization” (Barton, 2007).

“An unstable time for an organization, with a distinct possibility for an undesirable outcome” (Devlin, 2007).

During war and crises, non-profit organizations (NPOs) face unique challenges and opportunities. NPOs often play a crucial role in providing humanitarian aid, healthcare, and other essential services during such times.

Problem discussion

Managing public non-profit organizations amid war and crises presents intricate challenges. The first major issue is resource scarcity, where conflicts disrupt supply chains, hinder funding access, and strain personnel, impeding crucial service delivery. Leaders must innovate to secure and allocate resources efficiently in response to dynamic crises. The ethical landscape shifts, requiring leaders to balance immediate needs with long-term sustainability, avoiding compromises that could harm transparency, accountability, and fairness. Lastly, the psychological toll on leadership and staff, exposed to human suffering and resource constraints, necessitates a focus on mental health to sustain both the organization's mission and the well-being of those managing it during turbulent times.

The purpose

Examining the management of public non-profit organizations during war and crises aims to understand the complexities shaping their ability to fulfill missions in extraordinary circumstances. The focus includes unraveling strategic challenges related to resource scarcity, heightened demand, and personnel management. Identifying best practices in resource allocation and fundraising seeks to enhance organizational resilience. Ethical considerations in decision-making, resource distribution, and communication are explored to maintain integrity and credibility, guiding principled decision-making in challenging situations.

Definitions

A crisis management plan - for the management of a public non-profit organization in conditions of war and crisis is a strategic framework designed to guide leaders in effectively responding to and navigating the complexities inherent in turbulent situations. This comprehensive plan outlines pre-emptive measures, response protocols, and recovery strategies to ensure the organization can fulfil its mission despite the challenges posed by conflict and crisis. It involves a meticulous assessment of potential risks, resource constraints, and ethical considerations unique to the context of war and crisis (D. Canyon, 2020).

“The crisis may start as basically a police or special unit matter but could develop in proportion and dimension requiring further military operations. If the crisis situation is brought about by natural calamities, then the National Disaster Risk Reduction Management Council addresses it” (C. D. Domingo, 2020) The overarching goal is to proactively prevent crises, increase the likelihood of success in minimizing or neutralizing threats, and restore normalcy to the situation.

A well-crafted crisis management plan acknowledges the psychological toll on both leadership and staff, incorporating measures to support their well being and resilience.

Humanitarian - in the context of the management of a public non-profit organization in conditions of war and crisis, "humanitarian" refers to a guiding principle and set of actions focused on alleviating human suffering and preserving human dignity. (Pringle, J. and Hunt, M., 2015). This involves a commitment to impartiality, neutrality, and independence, ensuring that assistance is provided based on needs alone, without discrimination, political influence, or favouritism.

Fundraising organization - This specialized function involves developing and implementing fundraising initiatives tailored to the unique challenges presented by war and crisis situations. Fundraising organizations within the non-profit sector focus on mobilizing financial support from various sources, including individuals, corporations, and governmental bodies, to ensure the continuity of critical programs and services despite the adversities faced.

In the context of war and crisis, fundraising organizations may adopt agile and innovative approaches to attract donations and grants. These efforts are often aligned with the immediate and evolving needs of communities affected by conflict. The management of such organizations requires a keen understanding of the dynamic funding landscape, the ability to communicate the urgency of the organization's mission, and the flexibility to adapt strategies in response to rapidly changing circumstances. (Jacinto Convit World Organization, Inc. 2023 Website supported by DiCONSUL).

Learning process - in the management of a public non-profit organization in conditions of war and crisis, the "learning process" refers to a continuous and adaptive approach to acquiring insights, refining strategies, and improving organizational capabilities based on experiences and challenges encountered during these tumultuous times (Crichton, Ramsay, & Kelly 2009). This dynamic process involves systematically analysing the organization's responses to crises, identifying successes and areas for improvement, and integrating these lessons into future decision-making and planning.

Organizational learning - In the management of a public non-profit organization in conditions of war and crisis, "organizational learning" refers to the deliberate and systematic process through which the entity accumulates, synthesizes, and applies knowledge gained from experiences in responding to challenging

situations. It involves the collective acquisition of insights, skills, and best practices that enable the organization to enhance its resilience, improve decision-making, and adapt its strategies to the unique demands of war and crisis environments.

During times of war and crisis, where conditions are highly unpredictable and dynamic, organizational learning becomes especially critical. It equips the public non-profit with the capacity to navigate resource constraints, ethical dilemmas, and the rapidly changing landscape of humanitarian needs.

CHAPTER 1:LITERATURE REVIEW

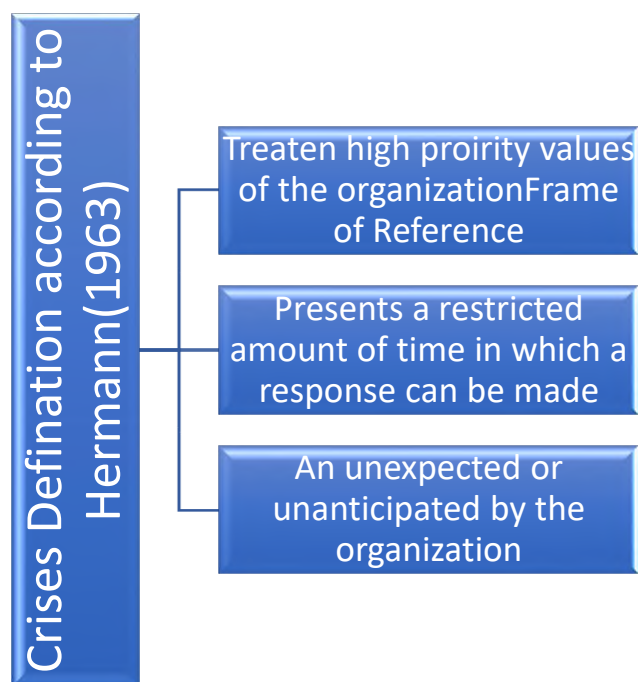
Crisis management

Crisis management can be defined as "a process designed to prevent or minimize the damage a crisis can cause to an organization and its stakeholders" ((Coombs, W.T., 2006)). Previous researchers have linked the field of crisis management to factors like reputation and image, aiming to analyse its impact (Hearit, 1995; Sellnow, Ulmer & Snider, 1998; (Coombs, W.T., 2006)). Crisis management emphasizes the crucial role of monitoring the org environment to identify potential risks. The term 'crisis' originates from the Greek word '**krisis,**' meaning '**decision**' or '**choice.**' Strategic planning is deemed crucial for effective crisis handling. The criteria for labelling an event as a crisis are discussed, involving a threat to an organization's reputation, limited response time, and unexpected nature.

“Crisis management is the proper utilization of all available resources and the formulation of policies and procedures to effectively deal with a progressive sequence of events (crises) and sudden or unforeseen states (emergencies)” (Domingo, 2020).

An Organizational crisis

The Definitions of Crisis according to Hermann (1963).



The chart is based on information taken from the definition of Hermann (1963), which states that the definition of crisis can be formulated along three dimensions

A good reputation helps the organization to remain competitive, achieve goals, and strengthen its relationship with stakeholders. A healthy reputation helps to create a competitive advantage, by demonstrating differences from other organizations. (Ibid.)

Crisis management is a multifaceted discipline crucial for organizational survival. The varying perspectives and models within the field highlight the complexity of crisis management, emphasizing the necessity for organizations to prioritize preparedness and integrate crisis management seamlessly into their overall strategies and delve into the intersection of emotions and knowledge individuals possess regarding various products (Regester, M., 1989). (Coombs, W.T. and Holladay, S.J., 1996) assert that damage to an organization's reputation can lead to substantial financial harm, threatening its survival, emphasizing the need for crisis response strategies.

Williams and Olinarian (2002) describe strategic planning in crisis management as a means to prevent and respond to crises, aiming to reduce risk and uncertainty. Crisis management, a vital aspect of organizational well-being, involves developing a plan integrated into the overall strategic management plan (Johnson & Peppas, 2003). Darling (1994) distinguishes crisis management from

mismanagement, emphasizing its role in modern strategic management and the need to secure an organization's existence before pursuing growth objectives.

Kash and Darling (1998) define crisis management as a process to identify, study, and forecast crisis issues, enabling organizations to cope with or prevent crises.

(Pollard, D. and Hotho, S., 2006) highlight the advantages of planning scenarios and developing crisis management plans, leading to improved communication, stronger corporate networks, and the utilization of diverse talents, ultimately enhancing overall strategy management (Coombs, W.T. and Holladay, S.J., 1996). Communication is identified as a valuable tool for managers handling crises, influencing stakeholder interpretations.

Crises, Stages and Events

A **crisis** can be defined as "the sudden, unexpected creation of victims, accompanied by unplanned visibility for an organization" (Lukaszewski, 2013, p.3). Various authors note that crises can be anticipated in some cases but may also manifest suddenly and without warning (Spillan, J.E., 2003; Coombs, W.T. and Holladay, S.J., 2002). However, there is conflicting opinion in existing literature regarding the frequency of crises. Some argue that crises are rare occurrences that organizations seldom face or may not experience in their respective industries (Carmeli & Schaubroeck, 2008; Mitroff, 1998; Warner, Giddinas & Armstrona, 2011). Others emphasize that crises can no longer be viewed as uncommon due to increased diversity and geographical spread (Lalonde, 2007; Spillan & Crandall, 2002). Not every adversity in an organization qualifies as a crisis; a situation could be sensitive and perceived as important to handle.

A misconception within organizations is categorizing emergencies as crises that organizations have experienced (Lukaszewski, 2013; Jaques, 2007). To categorize a situation as a crisis, it is essential to identify weaknesses in the organization that could lead to a crisis before incorporating it into the organizational crisis response strategy (Lukaszewski, 2013). However, emergencies can evolve into crises if poorly handled (Jaques, 2007). Preparedness levels from organizations are highlighted as a factor in preventing crises and emergencies (Coombs, W.T., 2006; Jaques, 2008; Lukaszewski, 2013). Mano (2010) emphasizes that crisis handling depends significantly on the level of preparedness within the organization, which, in turn, determines the extent of damage to the organization.

Controversies exist in the field of crisis management regarding the classification of crises, leading to the development of various models by researchers. An early

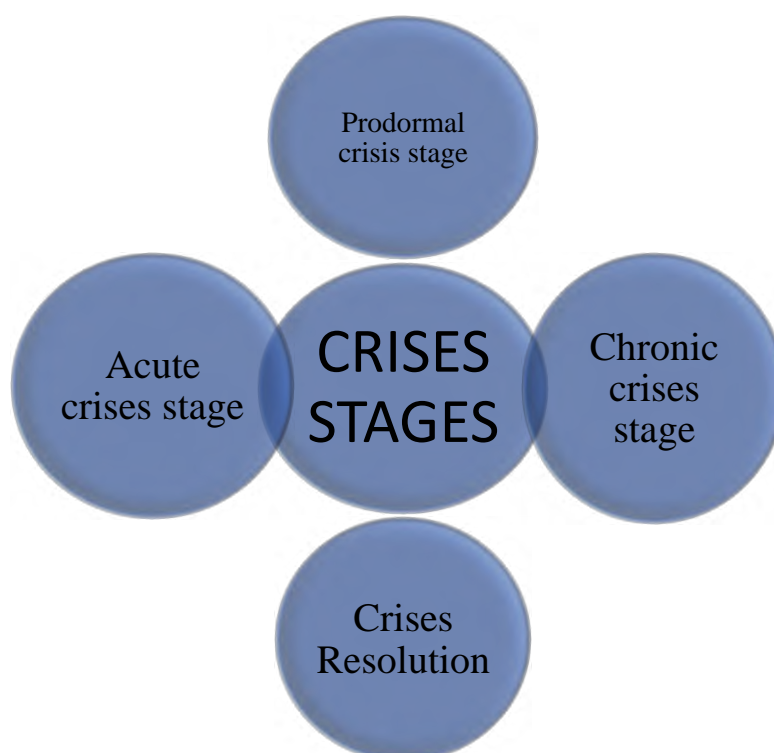
model by Charles Meyers described nine different crises (Meyers, G.C. and Holusha, J., 2018). Otto Lerbinger categorized different crises to enhance strategies for their respective consequences (Jaques, 2007). (Coombs, W.T., 2006) also developed a crisis classification model, identifying four different crises (Coombs, W.T., 2006).

This contradicts Charles Hermann's model, which has had a significant impact on recent crisis management perception, defining a crisis with three traits: **Threat, Decision Time, and Surprise** (Billings, R.S., Milburn, T.W. and Schaalman, M.L., 1980; Hermann, 2008). **The threat** is seen as an obstacle hindering an organization's potential goal, and **Decision Time** describes the timeframe in which correct decisions can change the outcome. Lack of awareness in management increases the likelihood of a crisis, even with a crisis management plan in place (Billings, Milburn & Schaalman, 1980). The landscape of crises, as depicted by various models, calls for a nuanced understanding and tailored responses..

Crisis Stages

According to Fink, effective crisis planning, even though it dates back 25 years, aligns with contemporary management approaches and helps mitigate threats and uncertainty in potential crises (in Paraskevas, 2006). **Fink identifies four crisis stages:**

Crisis Stages According to Paraskevas (2006)



Recognizing early warning signals, especially in the prodromal stage, is crucial. While a crisis might be apparent, organizations may fail to take preventive action. The organization's preparedness and effectiveness determine the extent of harm during the crisis. The 'clean-up' stage involves recovering from the crisis, learning from mistakes, and resuming normal business operations in the final stage (Paraskevas, 2006).

Crisis Events

Derived from crisis typologies, crisis management requires organizations to evaluate potential problems. Mitroff identifies seven major crisis events, including economic crises (**e.g., labour strikes, market crashes**), informational crises (**loss of crucial information**), physical crises (**e.g., breakdown of plants, product failures**), human resource crises (**rise in absenteeism, accidents**), reputational crises (**false rumours, gossip**), psychopathic acts (**terrorism, kidnapping**), and natural disasters (**tsunamis, volcano eruptions**) (Pollard, D. and Hotho, S., 2006). Evaluating and addressing these crisis events are essential aspects of crisis management.

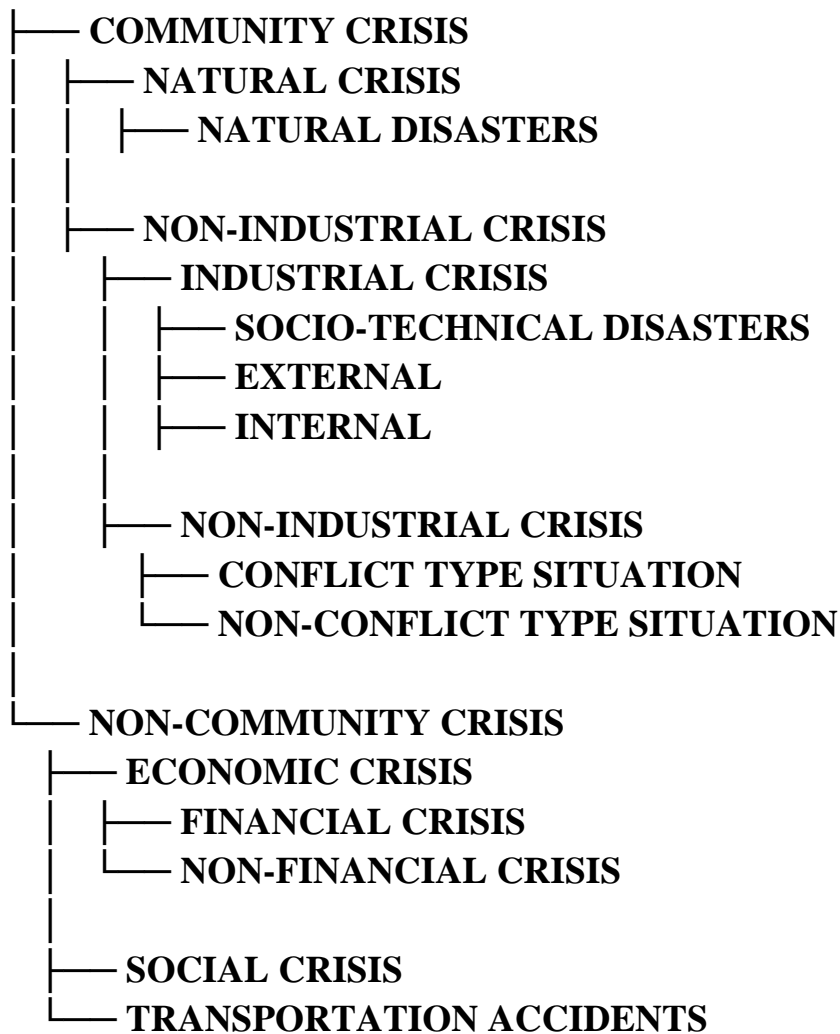
Mitroff's typologies build upon and advance existing frameworks, acknowledging that activity groups are interconnected. For instance, the impact of a natural disaster can be exacerbated if mishandled, involving both organizational and external stakeholders. Employee data tampering may escalate into criminal activity, representing both an informational and human resource crisis. Crisis management assesses these factors, determining their risk levels and required attention. While management can control some factors, many lie beyond the organization's influence, necessitating a broader perspective. The literature notes that, up to a certain point, there is a tendency to deny or overlook crises, posing a significant barrier to effective crisis planning (Pollard & Hotho, 2006).

Types of Crises

As per Shaluf, Ahmadun, and Aini, there are diverse types of crises, categorized in the primary distinction is between community and non-community crises. Community crises further branch into natural (e.g., earthquakes, floods) and industrial (e.g., rail crashes, product recalls) crises. Non-community crises include political conflicts and non-conflict situations, which can further be categorized into **conflict and non-conflict types (Shaluf, I.M. et al. 2003)**.

CRISIS

|



This classification provides insights into how different crises function within community and non-community contexts, guiding a comprehensive understanding of crisis types.

In the first category, there is a division into two genres: internal and external. External crises encompass war, threats, relationship breakdowns, embargoes, and blockades. Internal crises involve political crises, internal conflicts (religious, ethnic, etc.), terrorist attacks, strikes, sabotage, riots, and executive kidnappings. Non-conflict crises narrow down to economic and social crises. Economic crises, like the East Asia financial crisis, are considered financial, while events like the UK's BSC crisis and foot-and-mouth crisis are classified as non-financial crises. Social crises encompass false rumours, on-site sabotage/product tampering, blackmail, copycat threats, off-site sabotage, bribery, price fixing, and racism (Shaluf, I.M. et al. 2003).

Types of Crises According to Pearson and Clair

(Pearson, C.M. and Clair, J.A., 1998) provided an extensive list of organizational crises, illustrating the diverse range of crises an organization may face. Despite the apparent differences, these crises share common elements. Their typology includes

crises such as extortion, bribery, information sabotage, hostile takeovers, workplace bombings, terrorist attacks, product tampering, vehicular fatalities, copyright infringement, plant explosions, sexual harassment, environmental spills, computer tampering, escape of hazardous materials, security breaches, executive kidnappings, personnel assaults, customer assaults, product/service boycotts, work-related homicides, malicious rumours, product recalls, counterfeiting, and natural disasters affecting corporate headquarters, major products/services, key stakeholders, and organizational information bases (Pearson, C.M. and Clair, J.A., 1998).

Organizational Crises

Definitions of Organizational Crisis and Crisis Management from a Management Theory Perspective As an introduction to the nature of organizational crises, provided in Table 1 examples of the variety of types of crises that can impact organizations. This array of types suggests the breadth of organizational vulnerabilities. Although the types of crises in Table 1 (Boin, A. 2008) seem to differ substantially, like all organizational crises, they share a number of common elements

AN ARRAY OF ORGANIZATION CRISES

TABLE 1

- Extortion	Bribery
- Hostile takeovers	Information sabotage
- Product tampering	Workplace bombing
- Vehicular fatality	Terrorist attack
- Copyright infringement	Plant explosion
- Environmental spill	Sexual harassment
- Computer tampering	Escape hazard materials
- Security breach	Personnel assault
- Executive kidnapping	Assault of customers
- Product/service boycott	Product recall
- Work-related homicide	Counterfeiting
- Malicious rumour	Natural disaster that destroy corporate
- A natural disaster that disrupts a major product	Natural disaster eliminates key
- Natural disaster that destroys organizational information base	

Specifically, organizational crises are believed (1) to be highly ambiguous situations where causes and effects are unknown (Dutton, J.E., 1986; Quarantelli, E.L., 1988); (2) to have a low probability of occurring but, nevertheless, pose a

major threat to the survival of an organization (Dutton, J.E. and Jackson, S.E., 1987; Mitroff, I.I. et al., 1988) and to organizational stakeholders (Shrivastava, P. 1993); (3) to offer little time to respond (Quarantelli, 1988); (4) to sometimes surprise organizational members (Hermann, C.F., 1963); and (5) to present a dilemma in need of decision or judgment that will result in change for better or worse (Aguilera, 1990; Slaikeu, 1990). We can consolidate these elements into a definition of an "organizational crisis" as viewed from the perspective of management research to date

SOURCE: Adapted from Pearson, C , & Clair, J. A., 1998

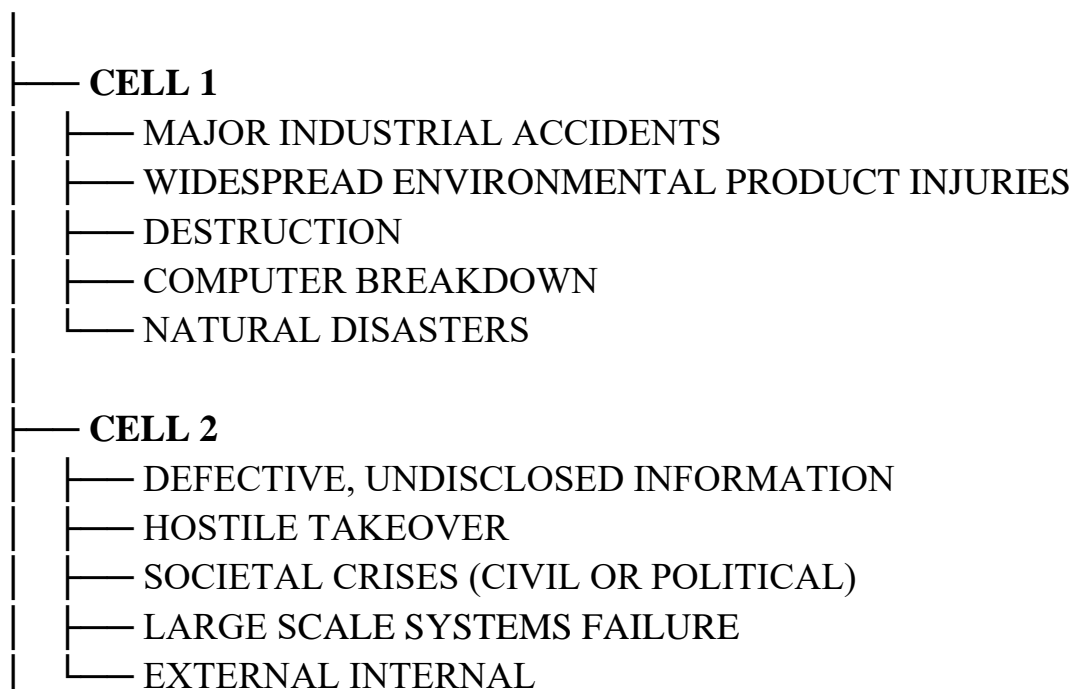
(Pearson, C , & Clair, J. A., 1998) specified common characteristics of crises. Firstly, crises are situations of uncertainty where cause and effects are unknown. Secondly, crises have a low probability of occurrence but pose severe threats to organizations and stakeholders. Thirdly, response times during a crisis are very short. Finally, crises require difficult decision-making with uncertain outcomes.

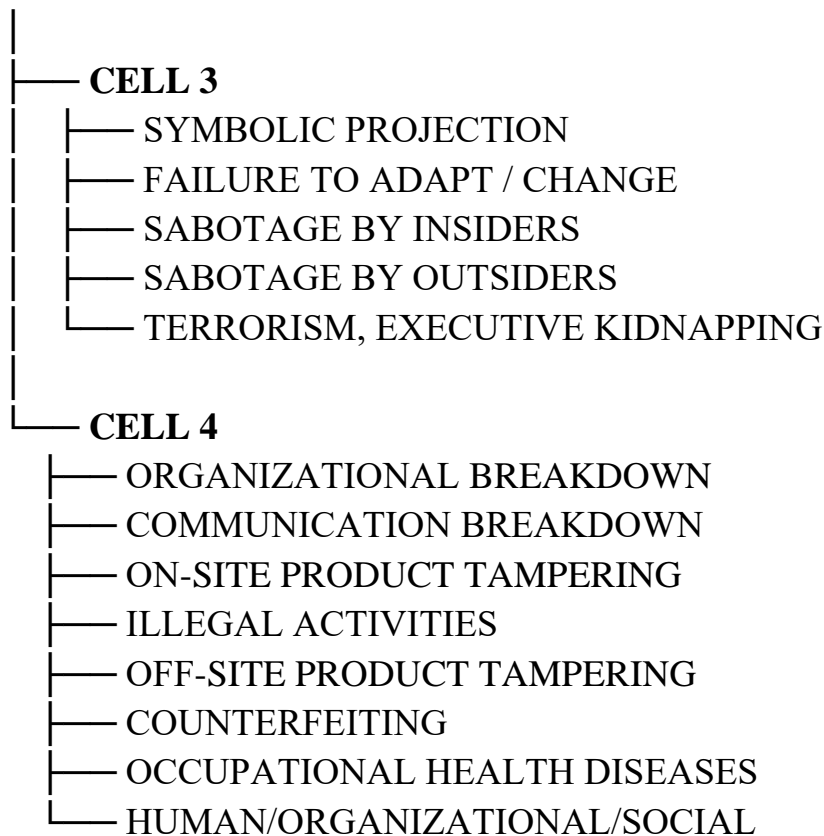
Crisis Typology and Potential

Shrivastava and Mitroff (1987) identified various crisis types and proposed describing crises along two dimensions: internal-external and technical-social. These dimensions can be visualized in a figure, with the internal-external axis representing one dimension and the technical-social axis representing the other.

This visualization illustrates various crises observed by Shrivastava and Mitroff over a four-year period (Shrivastava & Mitroff, 1987).

TECHNICAL/ECONOMIC





HUMAN / ORGANIZATIONAL SOCIAL

Cell 1 illustrates technical and economic failures resulting from an organization's internal issues, particularly core technology. Examples include crises like Chernobyl, Bhopal, and Three Mile Island, where defective plant equipment caused major accidents.

Cell 2 encompasses crises primarily arising from technological and economic failures in the external environment, affecting organizations due to factors like hostile takeovers and macroeconomic changes (Shrivastava & Mitroff, 1987). The remaining cells signify failures in human, organizational, or social processes.

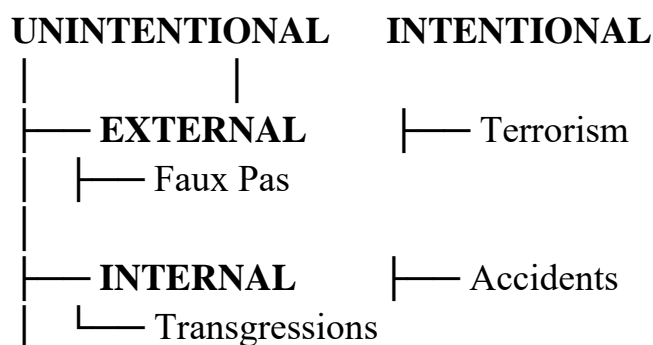
Cell 3 highlights internal social process failures, often caused by managerial errors, intentional harm, or poor working conditions. Improved communication might have prevented crises like the space shuttle Challenger incident affecting NASA and its suppliers.

Cell 4 denotes failures in the social environment surrounding an organization, where crises occur due to negative reactions from agents or institutions. Examples include sabotage by outsiders and executive kidnappings (Shrivastava & Mitroff, 1987).

Shrivastava and Mitroff (1987) conclude that organizations are exposed to a wide range of potential crises. It is crucial for organizations to assume that any of the identified crises may impact them, even though susceptibility varies across organizations. The nature of products, customers, and technology used contributes to the varying levels of susceptibility (Shrivastava & Mitroff, 1987).

Types of Crises According to Coombs

Various types of crises exist, and researchers often create classification schemes to better understand these differences. These schemes typically involve dimensions such as internal, external, intentional, and unintentional. Figure 2.3 illustrates the internal-external dimension, representing where the crises originate, and the intentional-unintentional dimension, representing how the crises occur (Coombs, W.T., 1995).



A **faux pas** occurs when an external agent attempts to turn an unintentional action into a crisis. This arises when the organization acts according to what they believe is appropriate, with no intention to do wrong. An external agent claims the actions were inappropriate, creating a split in opinions – a faux pas. The public must decide which opinion to accept, often expressing displeasure through protests and boycotts. The organization has minimal responsibility due to the external and unintentional nature of the problem but can control the situation by adjusting questionable actions (Coombs, W.T., 1995).

Accidents: are internal and unintentional actions that occur during normal organizational operations. Since accidents are random and typically unintentional, the organization holds minimal responsibility. Organizations often address the public by providing explanations for the situation, a strategy that strengthens their position (Coombs, W.T., 1995).

Accidents, a term encompassing acts of nature and human errors can be further divided into two subcategories. Acts of nature involve incidents caused by nature, such as earthquakes, tsunamis, volcano eruptions, and epidemics. Human errors include product defects, industrial accidents, and injuries in the workplace. The

public tends to be more accepting of accidents caused by nature, given that organizations have little or no control over such events. However, organizations should be prepared to manage accidents effectively to minimize damage (Coombs, W.T., 1995).

Transgressions: are situations intentionally created by organizations when they hide harmful information from the public. Examples include selling dangerous defective products, violating laws, and withholding safety information. Organizations have control over these actions, and the recommended strategy for coping with such crises is mortification, acknowledging responsibility and working to remedy the situation (Coombs, W.T., 1995).

Terrorism: occurs when external actors take intentional actions to damage the organization. Examples include sabotage, workplace violence, bombings, and product tampering. A recommended strategy for organizations is the suffering strategy, positioning themselves as victims of external actions (Coombs, W.T., 1995).

Communication Strategy

This section explores studies related to RQ2 - How can the communication strategy used to handle a crisis be described?

The Manager's Involvement

The managerial role in crisis management is a critical facet of organizational resilience and adaptability. Managers shoulder the responsibility of not only identifying potential crises but also wielding a profound influence on how these crises are navigated and resolved (Khodarahmi, E., 2009). Their astuteness in comprehending complex situations is paramount, as it serves as the linchpin for effective crisis management strategies. The nuanced nature of crises demands a keen perception from managers, influencing the very methods employed in crisis resolution (Spillan, J.E., 2002; Frandsen, F. and Johansen, W., 2020).

Experience becomes a pivotal asset for crisis managers, enabling them to anticipate and efficiently resolve crises. A unique aspect highlighted in the literature is the historical context of crises within an organization. The aftermath of a subsequent crisis can significantly impact an organization, with each crisis potentially leaving a lasting imprint (Sisco, H.F. et al. 2010). This emphasizes the cumulative effect of crises, where a manager's ability to draw from past experiences becomes invaluable in steering the organization through turbulent times.

Beyond experience, a manager's perception plays a pivotal role in shaping crisis management approaches. The dichotomy between viewing a crisis as an

opportunity or a threat has profound implications for organizational learning (Penrose, J.M., 2000). Managers who perceive crises as opportunities exhibit a greater openness to diverse solutions and proactive planning. Conversely, a threat perception may constrain viewpoints and hinder the assimilation of different information. This highlights the psychological dimension of crisis management, where a manager's perception profoundly influences their willingness to engage in crisis management activities and derive lessons from them.

A manager's stance on learning is a crucial factor in crisis management. The ability to gauge the learning dynamics within an organization reflects the manager's priorities in fostering a conducive learning climate. (Mano, R.S., 2010) emphasizes the interplay between a manager's priorities for learning and their perception of changes within the organizational landscape. This underscores the link between organizational adaptability and effective crisis management.

In the realm of crisis management, a manager's analytical skills and response mechanisms assume pivotal roles. The literature underscores the manager's responsibility in ensuring a shared understanding of the crisis situation among subordinates (Spillan, J. and Hough, M., 2003). This collaborative comprehension is instrumental in executing effective response actions. Moreover, a manager's action-oriented approach serves to unite personnel with diverse responsibilities or operating in disparate locations during a crisis, underscoring the central role of leadership in crisis environments (Kapucu, N 2007).

The impact a manager has on crisis management is intricately tied to their information base regarding the situation. Recognizing signs of a crisis and deploying appropriate preventive or preparatory measures is contingent on managerial awareness (Spillan, J. and Hough, M., 2003). Communication, as highlighted by (Coombs, W.T., 1995), becomes a potent tool in crisis management. Regular updates and information sharing from managers foster stakeholder compassion, a critical advantage in resolving crises effectively.

Despite the wealth of insights in existing literature, a notable gap remains concerning the identification of crisis signals from the manager's perspective. Additionally, there is a need for a more comprehensive exploration of the methods through which management can develop the essential capabilities required for effective crisis management. This emphasizes the on-going quest to unravel the intricacies of managerial roles in crisis management, providing a roadmap for organizations to navigate uncertainty and emerge stronger from challenging situations.

Non-profit organizations (NPOs)

Non-profit are entities designed to serve public or common interests, distinct from profit-generating endeavours. NPOs encompass a diverse range, from museums to hospitals and universities (Kearns, K.P., 1994). While NPOs are often held to high standards, making a crisis seem less expected, they are not immune to risks, particularly due to their extensive reliance on stakeholders like donors and volunteers (Bielefeld, 1994; Hafsi & Thomas, 2005; Sisco, H.F. et al. 2010). Stakeholder perceptions are crucial for NPOs, necessitating crisis management skills to protect stakeholders, restore trust, and rebuild their image after a crisis (Jordan et al., 2016).

NPOs face potential crises with severe outcomes, ranging from physical harm, facility damage, and financial loss to damage to organizational reputation (Jordan et al., 2016). The repercussions of a crisis for an NPO extend beyond reputational loss, posing a risk to the very existence of the organization (Sisco, H.F. et al. 2010).

The importance of crisis management in NPOs is underscored by the challenges they face, and the awareness and understanding of crisis elements within NPOs need further exploration. Developing learning aspects within NPOs may correlate with reduced crises, especially considering the potentially more devastating effects of a second crisis (Sisco, H.F. et al. 2010).

Educational Processes

An important part of crisis communication is the multiple learning processes implemented as a part of companies' crisis management plan (Wang, J., 2008). An organization and its systems should be developed in a way that enables learning from crises (Yavuz, M. and Zehir, C., 2014). Learning processes are based on the assumption that managers learn from past experiences and implement these experiences to foresee and prevent future crises (Carmeli & Schaubroeck, 2008: Lagadec, 1997: Mano, 2010: Smith & Elliot, 2007). (Wang, J., 2008) mentioned that organizations evaluate and learn from a crisis after its occurrence, however, he argues by learning before a crisis; one could prevent it from happening.

Also, by implementing learning processes, an organization will establish the means needed by which desired outcomes could be fulfilled (Pforr & Hosie, 2008). Previous literature has touched upon different ways that learning can be achieved amid crises. However, this has been examined for organizations in general (Carmeli & Schaubroeck. 2008: Lagadec. 1997: Smith & Elliot, 2007). Furthermore, literature focusing on learning stated that one way to achieve organizational learning would be to learn from networking and forming

cooperative partnerships (Prugsamatz, 2010; Stern, E., 1997). (Stern, E., 1997) also discussed their own experiences as a way to interpret situations and learn from them. In addition, virtual experience was also discussed as a learning process, which was described as a resource-focused alternative (Stern, E., 1997).

Double-loop learning

In times of war and crises, public non-profit organizations in Ukraine face unprecedented challenges that demand not only immediate responses but also adaptive and resilient strategies for sustained impact. Amidst these turbulent conditions, the concept of double-loop learning emerges as a crucial tool for the effective management of NGOs operating in this landscape.

- ◆ **Understanding Double-Loop Learning**

Double-loop learning, a concept introduced by organizational theorist Chris Argyris, goes beyond conventional single-loop learning, which addresses issues through existing strategies without questioning their underlying assumptions. In the context of managing public non-profit organizations during war and crises in Ukraine, the need for double-loop learning becomes apparent.

- ◆ **Adapting Strategies to Complex Realities**

Public non-profits often operate in dynamic environments where the landscape of needs, resources, and challenges can shift rapidly, especially during times of conflict. Double-loop learning involves scrutinizing not only the outcomes and tactics but also the fundamental assumptions and values that guide decision-making. In the context of NGOs in Ukraine, this means assessing the underlying beliefs about the nature of the conflict, the needs of the affected population, and the efficacy of existing interventions.

- ◆ **Flexibility and Responsiveness**

Wartime conditions in Ukraine necessitate a high degree of flexibility in NGO management. Double-loop learning allows organizations to reevaluate their strategies, structures, and processes in response to changing circumstances. This dynamic approach enables NGOs to remain responsive to the evolving needs of the communities they serve, ensuring that interventions remain relevant and impactful.

- ◆ **Enhancing Organizational Resilience**

The resilience of public non-profits during war depends not only on their ability to weather immediate challenges but also on their capacity to learn, adapt, and grow from these experiences. Double-loop learning fosters a culture of continuous improvement, where organizations systematically reflect on their actions, incorporate feedback, and challenge assumptions. In Ukraine, where NGOs

grapple with the complexities of conflict, such resilience is paramount for sustainable humanitarian efforts.

- ◆ Applying Double-Loop Learning in Wartime Ukraine

Scenario Planning and Strategic Reflection Public non-profit organizations can employ scenario planning as a tool for double-loop learning. By envisioning various potential scenarios arising from the conflict, NGOs can question their existing strategies and identify areas where assumptions might not hold. This process of strategic reflection allows organizations to proactively adjust their approaches based on a deeper understanding of the complex wartime context.

- ◆ After-Action Reviews and Stakeholder Engagement

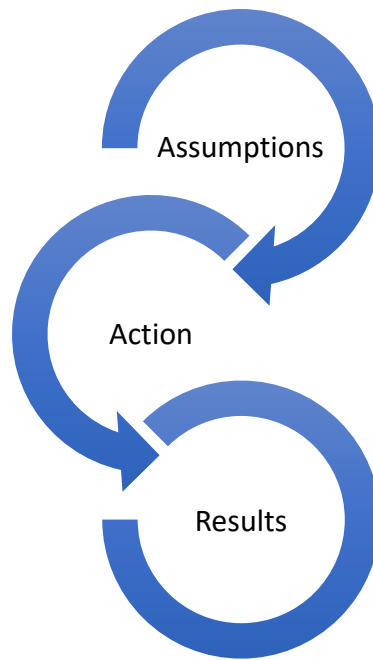
Conducting after-action reviews following specific interventions provides NGOs with valuable insights into what worked well and what needs improvement. Engaging with stakeholders, including the affected population, local partners, and other humanitarian actors, becomes integral to the double-loop learning process. Their perspectives offer nuanced. (Argyris, C., 1977)

A key element of double-loop learning in crisis management is the emphasis on organizational culture. It recognizes that an organization's culture profoundly influences how it perceives and responds to crises. Leaders engaging in double-loop learning actively assess whether their organizational culture facilitates or hinders effective crisis management, fostering a culture of continuous improvement.

The Double-Loop Learning Theory originates from the idea of learning from past crises, spurred by abrupt environmental changes, and implementing the necessary adjustments for effective crisis management (Mano, 2010). When exploring double-loop learning, a connection is often drawn to single-loop learning, necessitating a clear distinction between the two theories. Argyris & Schön (1997) delineated the disparity between single and double-loop learning, as illustrated in

Illustration of single and double-loop learning (Argyris & Schon, 1997)

Single loop learning improve understanding by considering results



Double-Loop Learning According to Argyris and Schon (1997)

According to Argyris (1976), participants in organizations are typically encouraged to learn to perform within the established design, goals, and activities of their organizations, encapsulating the essence of single-loop learning. This form of learning involves adapting operations based on feedback received from the surroundings during task execution. While single-loop learning is suitable for static and passive environments, it falls short in dynamic business settings (Tagg, 2010). Double-loop learning, on the other hand, delves deeper into organizational norms and structures. It goes beyond changing objectives and includes questioning assumptions, exploring alternative perceptions, and addressing existing and future problems (Cartwright, 2002; Mano, 2010; Pforr & Hosie, 2008).

The double-loop model underscores the significance of openness and planning in addressing routine problems and understanding how to utilize knowledge for future strategies. However, it also cautions that if managers act without reflection, essential knowledge for effective strategy development may be overlooked (Blackman, D. and Ritchie, B.W., 2008). While the literature doesn't explicitly illustrate how managers' experience correlates with their openness to change or perception of an impending crisis, it emphasizes the necessity of reflective practices in organizational learning.

The implementation of double-loop learning requires leaders to create an environment that encourages open dialogue and constructive criticism. This involves fostering a culture where employees feel empowered to challenge existing norms, voice dissenting opinions, and contribute to the collective learning process. Such an inclusive approach contributes to the overall resilience of the organization.

Double-loop learning extends beyond individual leaders to the collective intelligence of the organization. It emphasizes the importance of shared learning, where insights gained from one crisis become institutional knowledge that informs future responses. This collective learning approach position of organizations is to navigate future crises with a more informed and adaptive mind-set.

The Situation Crisis Communication Theory (SCCT)

Explores communication strategies during war and crises. It emphasizes the role of situational factors, such as the type of crisis and attributions of responsibility, in shaping effective communication. SCCT helps organizations tailor their messages based on the nature of the crisis, aiming to maintain or enhance their reputation and credibility during challenging times. The theory recognizes the dynamic nature of crises and highlights the importance of strategic communication in managing public perceptions and responses.

In the SCCT, one evaluates the crisis, and the responsibility attributed to it and then matches an appropriate crisis response (Coombs, W.T., 2006). The SCCT therefore enables organizations to

Learn which type of response strategy should be used, and which type should be avoided (Coombs, W.T., 2006).

There are several very big NGOs operating in Ukraine in the area of crisis management and development. Following is a brief description of their operations.

RISE Ukraine is a coalition that unites NGOs to establish accountability mechanisms for recovery, ensure timely data disclosure, and create digital solutions for citizen and business engagement in planning, monitoring, and oversight. RISE currently consists of around 50 NGOs. This organization conducted a survey.

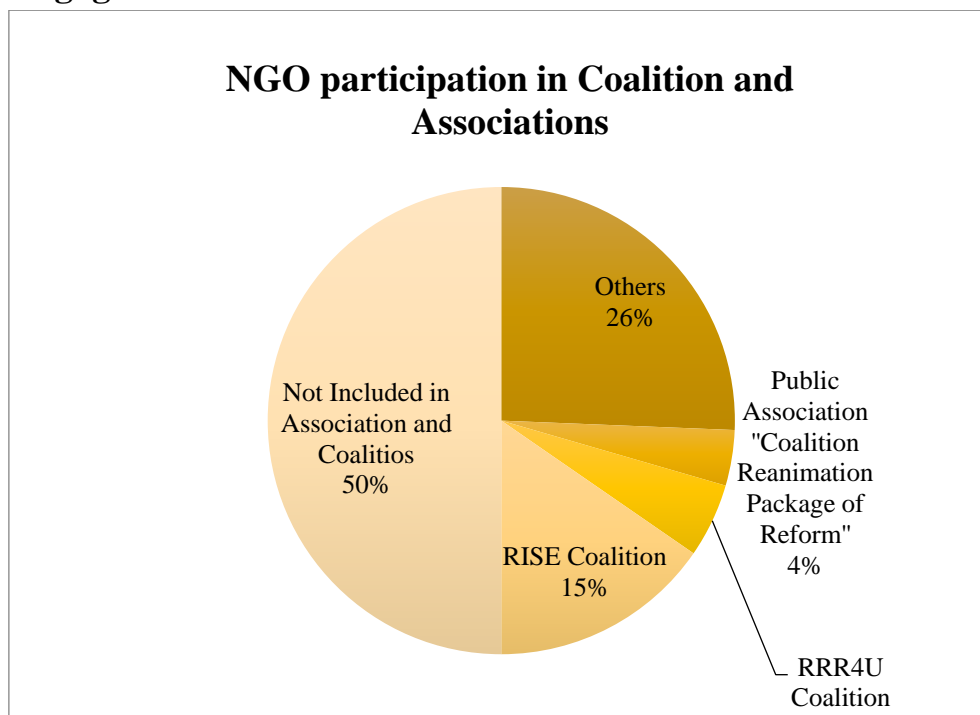
The Survey participants identified the coalition's primary success as the development of DREAM, an electronic ecosystem for recovery management enhancing transparency and accountability. RISE Ukraine was commended for fostering effective communication between national executive authorities and NGOs.

RRR4U (Resilience, Reconstruction, and Relief for Ukraine) is a consortium of four Ukrainian think tanks working towards a fair, green, and human-oriented economic recovery. Their achievements include fundraising for Ukraine and the creation of the "Ukraine Recovery Cookbook," outlining principles for recovery.

The Public Association **Reanimation Package of Reforms**, founded after the Revolution of Dignity, consists of NGOs and experts working on consolidated reform positions. Their success includes expert recommendations for the Ukraine Recovery Plan and advocacy for civil society interests. It now comprises 26 NGOs.

Respondents mentioned the expert recommendations prepared for the Ukraine Recovery Plan discussions at the 2022 Ukraine Recovery Conference in Lugano as a key success of the association, as well as its effective advocacy for the interests of civil society in Ukraine. Members of these three NGO coalitions presented their deliverables at this year's URC conference in London. The Ukrainian non-government sector's high level of visibility at the forum serves as an indicator of the recognition NGOs have received for their role, and of the significance of their cooperation with the government for the difficult work of recovery.

Engagement of NGOs with Authorities



Source: Civil Society in Ukraine's Restoration by Olena Andrieieva, Viacheslav Kurylo, Vitalii Nabok, and Josh Rudolph page 25

Despite NGOs' growing visibility and cooperation with the government, coordination within the sector and with the donor community remains a challenge. Half of the respondents reported interaction with local authorities, and one-third with executive authorities. NGOs primarily engage with authorities through events, public consultations, analytical support, research, and training.

Ukrainian NGOs express optimism about collaborating with peers for recovery but acknowledge the importance of building connections with executive authorities. Approximately half of the surveyed NGOs aim to coordinate simultaneously with sector peers and authorities for effective recovery goals.

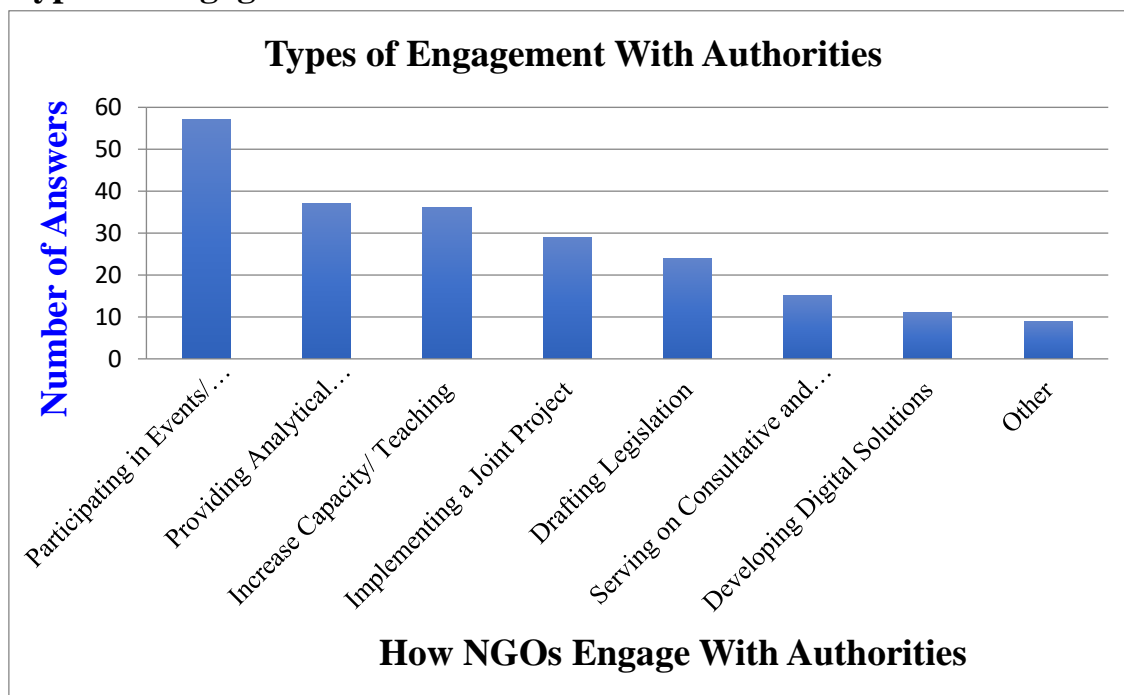
Regarding donor support, NGOs offered advice on institutional cooperation and financial support. Recommendations focused on establishing mechanisms for collaboration between Ukrainian civil society and the donor community, with some advice related to project funding.

The survey concludes with a personal note about moving a cupboard to the kitchen at a later time. Many NGOs conveyed similar sentiments regarding the need to establish and enhance collaboration, revealing existing gaps in grantee selection and coordination within the donor community, the NGO sector, and between the two. Respondents also pointed out challenges related to overseeing grant fund usage and evaluating project effectiveness. Identified challenges include:

NGOs engage with authorities primarily through attendance at events and public consultations. Analytical support, research, and training are also widespread means of interaction. Notably, NGOs tend not to use public council membership as a mechanism for contact with authorities. Ukrainian NGOs remain optimistic about associating with sector peers to strengthen recovery, but they also recognize the importance of building collaboration with the key players in the recovery decision-making— the executive authorities. Overall, half of the NGOs surveyed seek to coordinate simultaneously with sector peers and authorities. In our view, a networking strategy such as this will be the most effective for achieving the common goals of the country's recovery.

Ukrainian NGOs remain optimistic about associating with sector peers to strengthen recovery, but they also recognize the importance of building collaboration with the key players in the recovery decision-making— the executive authorities.

Types of Engagement with Authorities



Source of this chart: (Civil Society in Ukraine's Restoration by Olena Andrieieva, Viacheslav Kurylo, Vitalii Nabok, and Josh Rudolph page 26)

The chart above showed that NGOs in Ukraine primarily establish connections with authorities by participating in events and public consultations. They also engage in analytical support, research, and training as common methods of interaction. It is noteworthy that public council membership is not extensively utilized by NGOs as a means of contact with authorities. Despite this, Ukrainian NGOs maintain optimism about collaborating with sector peers to enhance recovery efforts. They acknowledge the significance of establishing partnerships with executive authorities in the recovery decision-making process. In general, half of the surveyed NGOs aim to coordinate efforts concurrently with both sector peers and authorities. This networking strategy is perceived as the most effective approach to achieving the shared recovery goals of the country.

Concerns that Ukraine's fate might be determined without the input of Ukrainians. Insufficient communication between the donor community and NGOs regarding task prioritization. Shortage of qualified personnel and challenges in identifying necessary expertise for recovery. Potential corruption risks due to weak control over fund utilization. Responses regarding project funding, initiatives, and areas requiring support varied, with several ideas having only one supporter.

NGO's advice regarding kinds of support for initiatives

Category

Number of responses

Support for new/local NGOs	5
Support for recovery monitoring	3
Support for personal training for the recovery	2
Support for long-term project	2
Support for systemic decisions	2
(Civil Society in Ukraine's Restoration by Olena Andrieieva, Viacheslav Kurylo, Vitalii Nabok, and Josh Rudolph page 29)	

The following project areas received solitary responses:

- ◆ Partnerships between civil society and local governments
- ◆ Combating corruption
- ◆ Institutional development of NGOs
- ◆ Addressing the demographic crisis
- ◆ Energy and housing reconstruction
- ◆ Infrastructure projects
- ◆ Culture
- ◆ Economy

While the small sample size limits generalizations about NGO sector priorities, it outlines urgent issues according to Ukrainian civil society. Warnings were less frequent and primarily related to concerns about insufficient details, on-going warfare, and cooperation with authorities lacking proper public control.

Precautions for Public Crisis

In the context of public crises in Ukraine, proactive measures are paramount to prevent their emergence and mitigate the depletion of social resources. NGOs, operating on a voluntary basis, thrive on people's voluntary participation, instilled with a strong sense of mission towards their endeavours. This heightened sense of mission prompts a keen awareness of factors inducing public crises. Secondly, NGOs possess the advantage of information. Rooted in society and closely connected to its fabric, NGOs can comprehend specific situations, proactively respond to public crises, and swiftly provide feedback to governments, serving as a

conduit between people and the government. The direct interface with society enables NGOs to identify early signs of public crises and timely alert the community.

*** Raiser and Supervisor of Public Contingent Resources**

NGOs, alongside the Ukrainian government, constitute a primary force in mobilizing resources to address public crises, often through appealing to profit-making or other organizations. In many instances of public crises in Ukraine, significant public and voluntary resources are employed. NGOs also serve as supervisors for the implementation of governmental decisions and decisions from international organizations. Their involvement is vital due to the complexity of public crisis prevention, with the Ukrainian government benefiting from NGOs' monitoring of crisis developments and the provision of professional advisory information. NGO participation and oversight contribute to sound governmental decisions and ensure the lawful and effective use of public and voluntary resources.

*** Actor of Public Crisis Settlement**

The inherent characteristics of NGOs position them as key actors in the resolution of public crises in Ukraine. In the event of a crisis, NGOs can swiftly mobilize and organize non-governmental specialists, providing short-term relief. They also advocate for individuals whose interests may not be promptly safeguarded by governmental bodies. Post-crisis, NGOs offer services for regional reconstruction, restoration of social order, and instil confidence in the affected populace for a secure future. In essence, NGO participation fosters people's proactive engagement, nurtures independent organizational capabilities, facilitates social self-management, promotes benevolent mutual cooperation between NGOs and the Ukrainian government, and expedites the containment of public crises.

*** Advocates and Guardian of Basic Legal Rights for Socially Vulnerable Groups**

In the realm of crisis relief, NGOs also serve as crucial advocates and protectors of the basic rights of socially vulnerable groups in Ukraine. Generally, due to the sudden onset of public crises, it takes time for governmental professionals to reach the scene and implement rescue efforts. In this context, NGOs, such as community organizations and voluntary groups can promptly execute rescue operations to control the escalation of incidents, mitigate larger costs, and effectively safeguard

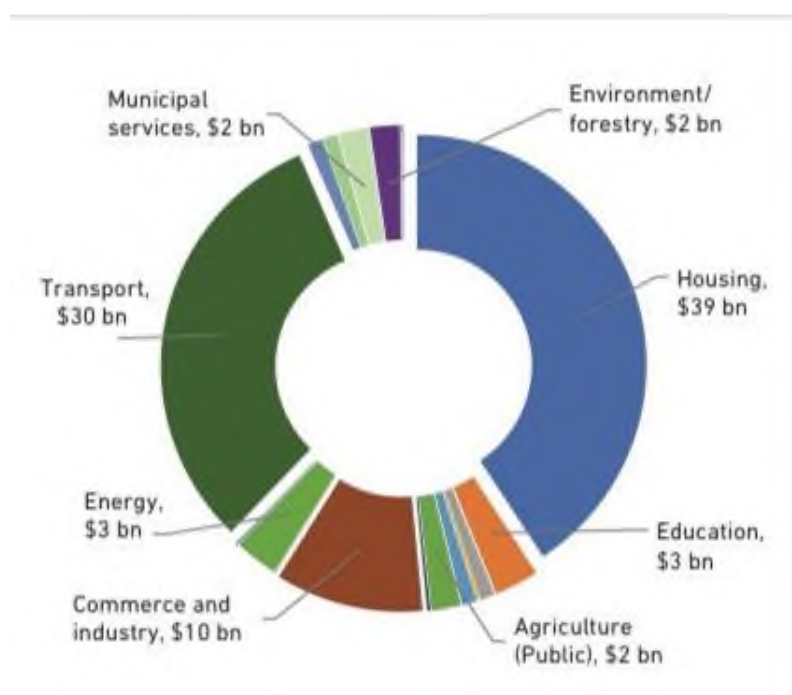
the fundamental interests of people in Ukraine. Post-crisis, NGOs can mobilize significant medical resources, promptly dispatching them to disaster areas. Furthermore, NGOs can leverage their organizational advantages to organize people, instil confidence, and secure rights. Consequently, NGOs act as spokespeople for decentralized entities, in resolving various conflicts arising from crisis incidents, alleviating social contradictions to some extent, and maintaining social stability.

* **Damage, Losses, and Needs**

Between February 24 and June 1, 2022, the war in Ukraine caused an estimated US\$97 billion in damages, with housing, transport, and commerce/industry being the most affected sectors. The oblasts most impacted include Donetska, Luhanska, and Kharkivska.

Figure 1. Total damage in Ukraine as of June 2022

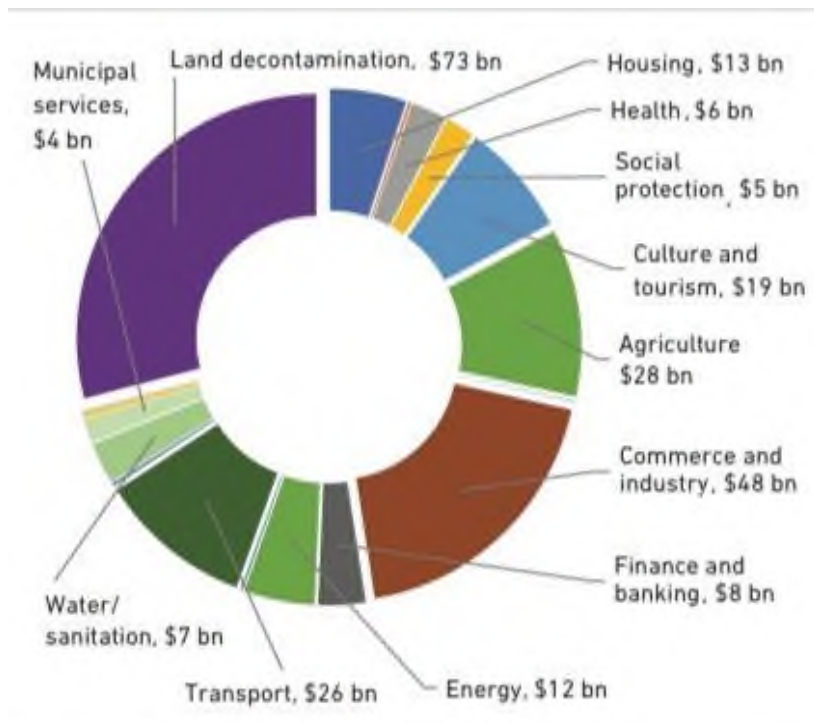
(World Bank, Government of Ukraine and European Commission, 2022)



Aggregate losses amount to nearly US\$252 billion, with land decontamination, commerce/industry, agriculture, and transport being major contributors.

Figure 2. Total Losses in Ukraine as of June 2022

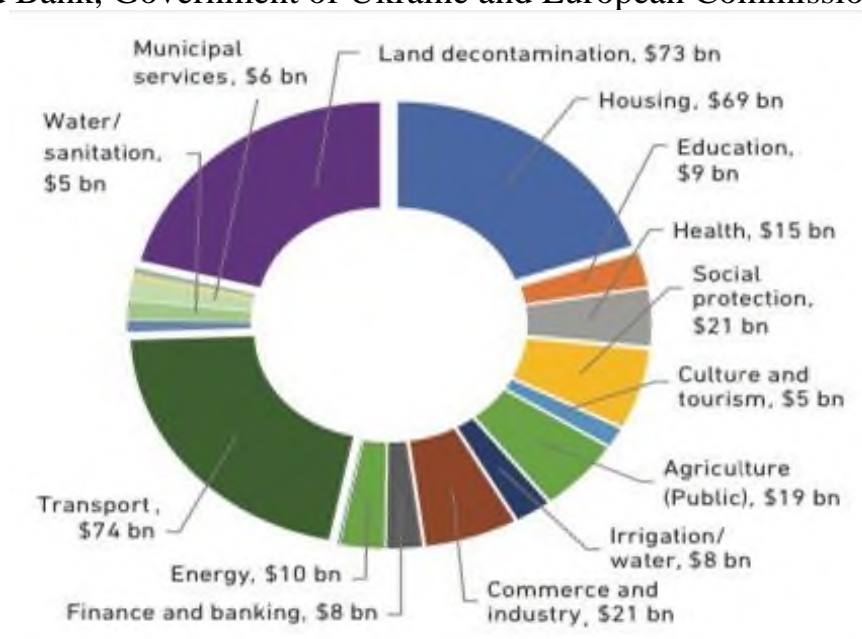
(World Bank, Government of Ukraine and European Commission, 2022)



Reconstruction and recovery needs are approximately US\$349 billion, with transport, land decontamination, and housing having the highest estimated needs. While specifying these needs is crucial for long-term recovery, the ability to meet them depends on factors like financing availability, budget capacity, private sector support, and the trajectory of the war.

Figure 3. Total Needs in Ukraine as of June 2022

(World Bank, Government of Ukraine and European Commission, 2022)



CHAPTER 2: ANALYSIS OF WORK OF UKRAINEIS IN THE LIGHT OF THE STUDIED THEORY

Illustration of the work UkraineIS conducts: a meeting of the Director with students.



UkraineIS have played a significant role in advocating for sustainable development at both the national and global levels.

Sergei Vakarin, the Chairman of UkraineIS, expressed appreciation to The Aspen Institute Romania for the invitation to the Bucharest Forum 2020. The forum addressed critical topics such as Atlantic – Black Sea Security, Energy, Healthcare, Project Play, and Governance Innovation, with a particular focus on cybersecurity. As our world increasingly relies on information technology, especially in the current situation, the cybersecurity of critical infrastructure has become more crucial than ever. The European Commission is working on a new cybersecurity strategy and revised directives concerning critical infrastructure and network security.

In the era of globalization, operational management holds a central role in business management and development. It encompasses elements like products, processes, people, and technology to ensure proper manufacturing and delivery of goods to the end-user. Supply chain management is a complex process involving acquisition, production, and delivery, impacting organizational profitability through effective distribution, process control, cost reduction, and lead-time reduction.

UkraineIS, known for its innovative ideas in technologies and leadership in Ukraine, is steadily making a global mark. The company, led by Chairman Sergei Vakarin, has been focusing on evaluating its supply chain management function, particularly in planning and control.

Values:

Augmenting lives

Introducing high-tech and captivating the senses forming a better and transformative world

Maintaining honesty, equity/ justice, and integrity

Following social business practices

Maintaining transparency

Retaining consumer trust

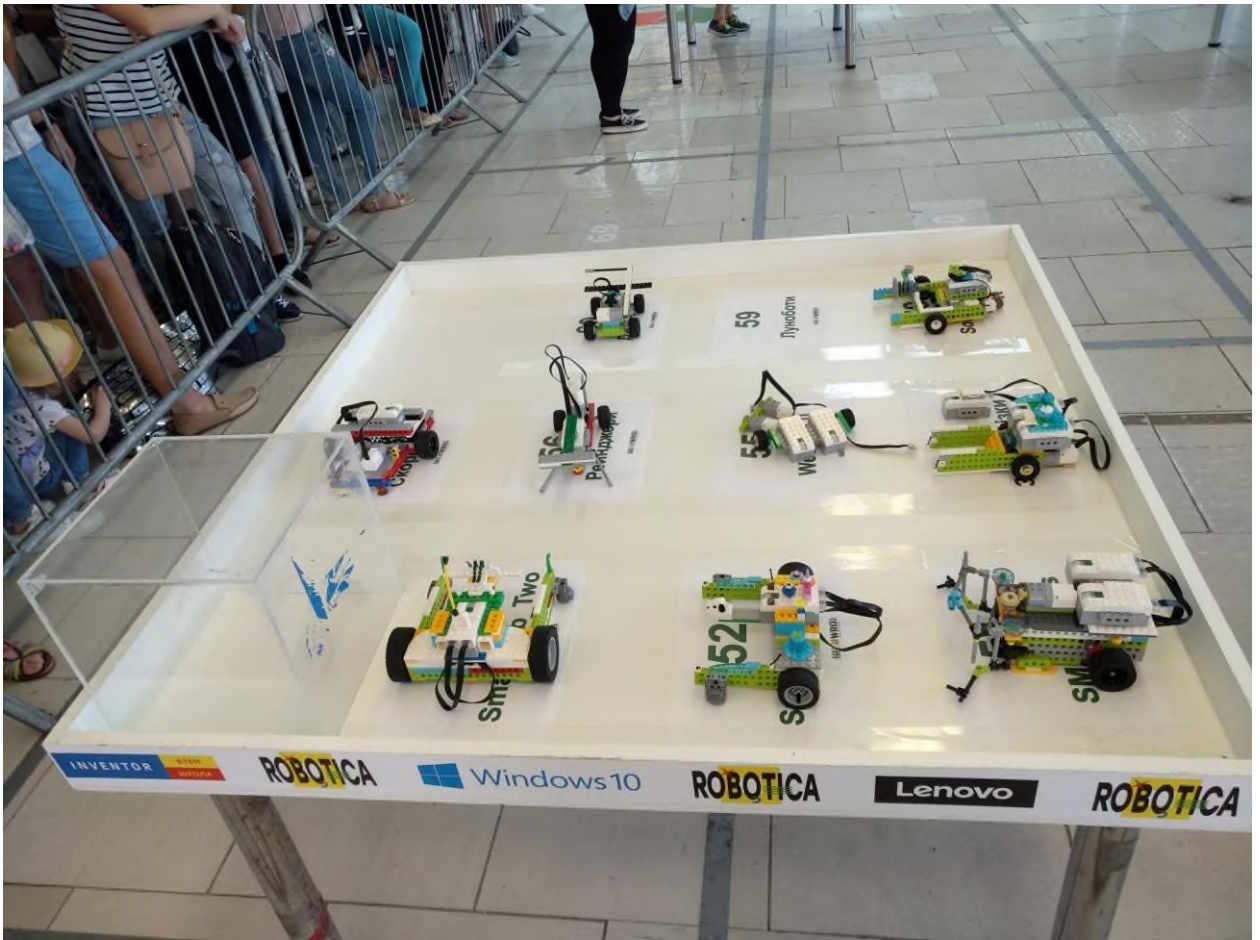
ECONOMIC PLANNING AND ACTIVITY OF THE BUSINESS ENTITY IN UKRAINE IS ADMIST WAR AND CRISES IN UKRAINE

A culture-building activity refers to a shared experience, such as a game or event that members of an organization engage in to reinforce company values like teamwork, a relaxed atmosphere, or openness. UkraineIS utilizes such activities to instil lasting positive change in the company's culture.

UkraineIS aims to inspire its audience through virtual reality entertainment, exploring the future format of entertainment.

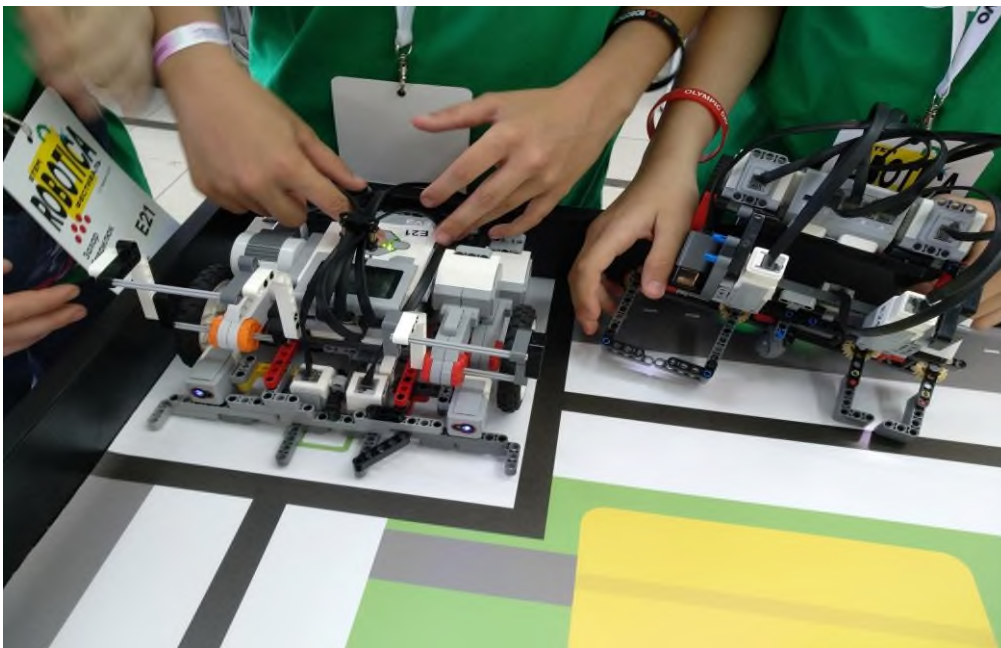
Both photos are STEM - the INVENTOR school is a place where children aged 3-16 learns with the help of LEGO Education educational constructors. Your child is capable of great things. INVENTOR inspires kids to experiment freely, think critically, and create boldly.

Illustration of the work UkraineIS conducts: The STEM-focused approach to Education



The STEM-focused approach in education combines the study of science, technology, engineering, and mathematics. Its objective is to help them master the material by solving game tasks.

Illustration of the work UkraineIS conducts: at a ROBOTICS event



UkraineIS not only invests in technology but also in culture, recognizing it as the foundation of their prosperity. With a collaborative plan involving partners from

diverse regions, they are committed to creating more and better jobs for a productive, competitive, and inclusive economy.

Sergei Vakarin's enthusiasm for entrepreneurial growth, a productive environment, and dynamic businesses reflects UkraineIS's dedication to fostering innovation. UkraineIS demonstrates a comprehensive understanding of staff opportunities and effective collaboration with education and training providers, emphasizing the importance of knowledge in enhancing productivity and social mobility.

HR MANAGEMENT OF UKRAINEIS IN CONDITION OF WAR AND CRISES

The Management Practices in UkraineIS Company gradually steering the people's confidence in improving their mind-set. In order to fulfil the customer's needs and demands, UkraineIS employees and the management team work effectively.

UkraineIS used to have a larger HR department of 5(five) individuals, but recently the turmoil situation of Russian aggression and War in Ukraine has caused a shift. At present, HR at UkraineIS work is mostly outsourced and they have just one person managing this area, under the supervision of Sergey and with help from the Board members.

The outcomes of HR management in the context of war and crises, using UkraineIS as a poignant example:

➤ **Introduction to Challenges:** Managing a public non-profit organization during war brings forth unprecedented challenges. HR, as the backbone of organizational strength, encounters distinctive hurdles that impact the workforce, organizational culture, and overall effectiveness.

➤ **Humanitarian Crisis Impact:** UkraineIS, amidst war and geopolitical tensions, exemplifies the profound impact of a humanitarian crisis on HR. Organizations must navigate issues like staff displacement, psychological trauma, and heightened stress levels among employees.

➤ **Adaptation and Flexibility:** Successful HR management in crisis conditions necessitates a paradigm shift toward adaptability and flexibility. Organizations in UkraineIS demonstrate the need to swiftly adjust HR policies to accommodate remote work, ensure employee safety, and address mental health concerns.

➤ **Strategic Workforce Planning:** The unpredictability of war underscores the importance of strategic workforce planning. UkraineIS non-profits engaged in foresighted HR strategies, understanding that planning for various contingencies is crucial for organizational resilience.

➤ **Employee Well-being Initiatives:** A critical outcome of HR management in UkraineIS during crises is the implementation of robust employee well-being initiatives. Organizations prioritize mental health support, counselling services, and community-building activities to foster a sense of belonging.

➤ **Leadership Development:** Crises demand strong leadership. UkraineIS non-profits focus on HR initiatives for leadership development, ensuring that managers are equipped to guide their teams through uncertainty, make sound decisions, and maintain morale.

➤ **Cross-functional Collaboration:** War and crises obliterate traditional silos within organizations. HR management in UkraineIS underscores the necessity of cross-functional collaboration, fostering an environment where departments collaborate seamlessly to address evolving challenges.

➤ **Resource Constraints:** Non-profits in UkraineIS grapple with severe resource constraints during crises. HR is tasked with optimizing existing resources, creatively managing talent, and developing contingency plans to mitigate the impact of resource shortages on workforce morale.

➤ **Community Engagement:** HR outcomes in UkraineIS reflect a heightened focus on community engagement. Organizations recognize the interdependence of the workforce and the communities they serve, leading to HR strategies that promote community resilience alongside organizational sustainability.

➤ **Resilience and Innovation:** Despite the challenges, HR management in UkraineIS non-profits demonstrates resilience and innovation. The adaptability of HR policies emphasises on employee well being, and creative resource management underscore the sector's commitment to weathering crises while maintaining its core mission.

THE ORGANIZATIONAL STRUCTURE OF UKRAINEIS NAVIGATING THE STORM: AMIDST WAR AND CRISES

The HR department at UkraineIS has enlisted specific key performance indexes.

The HR staff at UkraineIS must help the management in elaborating training programs.

Adequate training programs are developed at the level of every working department that capitalizes on the availability of global or regional resources.

In times of war and crises, the organizational structure of UkraineIS (non-profit) entities undergoes significant transformations to adapt and respond effectively to the challenges at hand. Delving into the organizational structure of non-profit organizations during the Russian aggressing, Ukraine war, unravelling the intricate dynamics shaped by the on-going conflict.

This photo shows Ukraineis Chairman Sergei Vakarin participated in the all-Ukrainian FIRST in Ukraine ROBOfirst space event featuring the Moon Base project presented by the team of Kyrylo Agapov, Team Lead of many UkraineIS Lego events.

Illustration of the work UkraineIS conducts: at a LEGO event.



* **Adaptive Leadership:** The leadership of non-profit organizations in Ukraine has been compelled to adopt adaptive strategies, understanding that a rigid hierarchy may impede swift decision-making. Adaptive leadership structures empower leaders at various levels to respond dynamically to emerging crises.

* **Cross-Functional Collaboration:** The urgency of the war situation has necessitated a break from traditional silos within non-profit structures.

Collaborative and cross-functional teams have emerged, fostering seamless communication and coordination between departments to address multifaceted challenges.

* **Decentralization for Quick Response:** Non-profits in Ukraine have shifted towards decentralized structures, allowing for quicker response times. Localized decision-making empowers regional branches to tailor responses to the specific needs of their communities, a vital aspect in times of crisis.

* **Humanitarian Focus in Organizational Mission:** The war backdrop has prompted non-profit organizations in Ukraine to realign their organizational missions to address immediate humanitarian needs. The organizational structure is geared towards the efficient deployment of resources for urgent relief efforts.

* **Digital Transformation for Remote Operations:** With physical movement restricted due to the war, non-profits have undergone a digital transformation. Virtual workspaces and remote operations are integrated into the organizational structure, ensuring continuity and efficiency amidst challenging circumstances.

* **Agile Program Management:** The on-going crises demand a shift from rigid program structures to agile program management. Non-profits in Ukraine have embraced flexibility, allowing for rapid adjustments to programs based on evolving community needs and dynamic circumstances.

* **Community Engagement Platforms:** Organizational structures now emphasize community engagement platforms. Non-profits recognize the importance of involving local communities in decision-making processes, fostering a sense of ownership and resilience in the face of adversity.

* **Resource Mobilization Units:** To address the resource constraints exacerbated by the war, non-profits have established dedicated resource mobilization units within their structures. These units focus on creatively sourcing funds, partnerships, and in-kind donations.

* **Employee Support and Well-being Departments:** Acknowledging the toll of war on employees, non-profits have incorporated specialized departments focusing on employee support and well-being. These units provide counselling services, mental health resources, and community-building initiatives.

* **Crisis Communication Teams:** Effective communication during crises is paramount. Non-profit structures include crisis communication teams that ensure

transparent, timely, and accurate dissemination of information, both internally and externally.

* **Strategic Alliances and Networks:** The war in Ukraine has prompted non-profits to strengthen strategic alliances and networks. Collaborative structures with other organizations, both local and international, enhance collective impact and resource-sharing mechanisms.

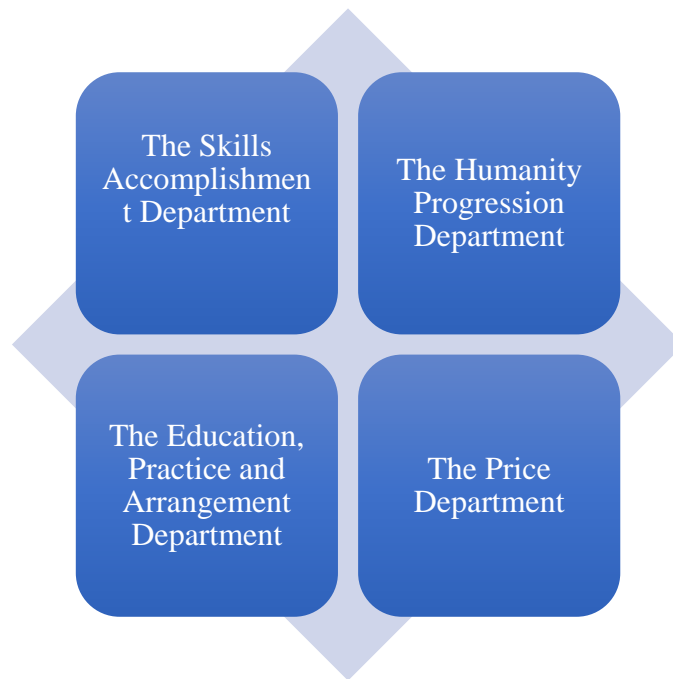
* **Risk Mitigation and Contingency Planning:** Organizational structures now integrate robust risk mitigation and contingency planning units. Non-profits anticipate potential risks, formulate contingency plans, and implement measures to safeguard both personnel and mission delivery.

* **Advocacy and Policy Response Teams:** Non-profit structures have seen the emergence of dedicated teams focused on advocacy and policy responses. These teams navigate the evolving political landscape, ensuring the organization's voice is heard, and policies align with the needs of affected communities.

* **Feedback Loops for Continuous Improvement:** The war in Ukraine underscores the importance of feedback loops within non-profit structures. Continuous improvement units collect feedback from stakeholders, including communities, employees, and partners, shaping on-going adaptations and strategies.

* **Learning and Adaptation as Core Tenets:** In the crucible of war and crises, the organizational structure of non-profits in Ukraine reflects a commitment to learning and adaptation. Structures are designed to be flexible, responsive, and continually evolving to address the evolving landscape of challenges.

Organizational Structure of UkraineIS HR Department.



UkraineIS is engaged in running its journey toward elementary, structural features with micro management levels and macro organizational objectives that boost individual expands, improve productivity, and make "UkraineIS Management and Leadership Principles" smooth to control.

These essential features have industriousness in them to promote an atmosphere that prioritizes not only individual duty and expertise, but also an energized tendency to assist others, work in multi-talented teams, and collaborate rather than compete centrally. A dynamic NGO organization like UkraineIS inspires by encouraging employees to think from a broad perspective.

UkraineIS encourages its associates to take risks. Even if things are unacceptable, there is always a determination to determine and learn from them. They incorporate an international company's realm and label strength with a regional company's inventiveness and capability.

The organizational structure of UkraineIS organizations during the Ukraine war exemplifies resilience, adaptability, and innovation. In navigating these turbulent times, non-profits have redefined their structures to be more agile, collaborative, and closely aligned with the urgent needs of the communities they serve.

SWOT ANALYSIS IN MARKETING AND LOGISTICS FOR UKRAINEIS AMIDST THE RUSSIAN INVASION OF UKRAINE

UkraineIS NGO recognizes a supply chain as a network comprising retailers, customers, suppliers, distributors, and network support, facilitating material,

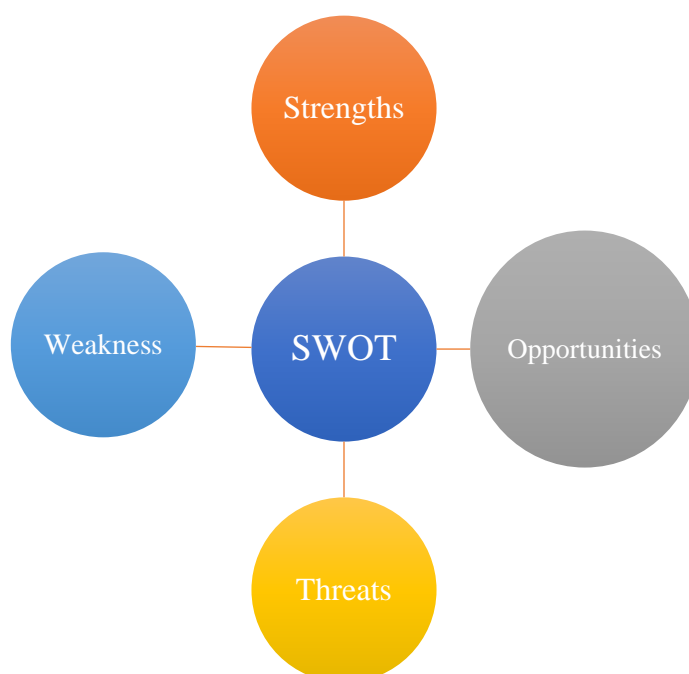
information, and financial flows. Material flows involve physical product movement, including reverse flows for returns, servicing, and recycling. Information flows coordinate order transmission and tracking, while financial flows manage credit terms, payment schedules, and consignment arrangements. Effective integration and coordination of supply, demand, and relationships in the private and public sectors are crucial for customer satisfaction.

UkraineIS observes a linkage between processes and initiatives aiming to transform supply chain management. The NGO views supply chain processes as tangible technology-driven activities that play a pivotal role in aligning the firm with its suppliers and customers. UkraineIs, through technological integration, emerges as a key player in supply chain management practices.

The organization's supply chain management practices include long-term partner development, joint development, enhanced communication, relationship development, stakeholder management, innovation, and partner development.

The **SWOT** analysis is a highly effective tool utilized by UkraineIs in understanding and decision-making for all their NGO's businesses.

Schematics of SWOT Analysis.



The tool has been used for their business planning, strategic planning, competitor evaluation, marketing, product development, and more. Strengths and Weaknesses describe ‘where the project or organization is now: the existing resources that can be used immediately and current problems that won’t go away.

The intersection of war and non-profit operations poses unique challenges, demanding strategic analyses to fortify marketing and logistics. The dynamics of a public UkraineIs (non-profit) organization in Ukraine amidst the on-going Russian invasion, employing a **SWOT** analysis to illuminate the path forward.

Following is SWOT analysis for UkraineIS.

STRENGTH

***Mission-driven:** UkraineIs are often founded on a clear and compelling mission, fostering a strong sense of purpose among staff and stakeholders.

***Diverse Skill Set:** UkraineIs typically attract individuals with varied skills and expertise, contributing to a versatile and dynamic workforce.

***Global Networks:** UkraineIs have extensive networks, allowing for collaboration and resource-sharing on an international scale.

***Passionate Advocacy:** UkraineIs often excel in advocating for social or environmental causes, mobilizing support and raising awareness effectively.

WEAKNESS

***Resource Dependency:** UkraineIs heavily rely on funding and donations, making them vulnerable to financial fluctuations and uncertainties.

***Bureaucratic Challenges:** Some UkraineIs may face internal bureaucratic issues that hinder agility and responsiveness to changing situations.

***Limited Resources:** UkraineIs, especially smaller ones, may lack the financial and human resources needed to address all aspects of their mission effectively.

***Dependency on Volunteers:** While volunteers bring passion, they may lack consistency, leading to potential challenges in program continuity.

OPPORTUNITIES

***Partnerships:** UkraineIs can seize opportunities to form strategic partnerships with other organizations, governments, or businesses to enhance their impact.

***Technological Advancements:** Embracing technological tools and platforms can help UkraineIs improve their outreach, communication, and operational efficiency.

***Policy Advocacy:** UkraineIs can capitalize on changing political climates to advocate for policies that align with their mission and address societal issues.

***Global Awareness:** Increasing global awareness of social and environmental issues creates opportunities for UkraineIs to garner support and funding.

THREAT

***Political Instability:** UkraineIs may face challenges in regions with political instability, hindering their ability to operate freely.

***Economic Downturns:** Economic uncertainties can lead to a reduction in donations and funding for UkraineIS impacting their programs and initiatives.

***Competing Interests:** UkraineIs may encounter competition with other organizations or face conflicting interests, limiting their influence on certain issues.

***Public Trust Issues:** Scandals or controversies can erode public trust in UkraineIs, affecting their credibility and fundraising efforts.

INNOVATION MANAGEMENT IN UKRAINEIS (NONPROFIT) ORGANIZATION AMIDST WAR AND CRISES IN UKRAINE

Innovation Management in Non-profit Organizations Amidst War and Crises: Amidst the challenging backdrop of war and crises, innovation management becomes a critical facet for non-profit organizations, ensuring their sustainability and impact. The unique scenario faced by non-profit enterprises in Ukraine, exploring how they navigate innovation in ten key approaches:

This photo was a presentation of #NAO, IBM's humanoid robot at the IBM perspective conference in Bratislava witness by UkraineIs Chairman Sergei Vakarin. NAO (autonomous programmable humanoid robot) it can be integrated into your business meetings and speak about topics of your choice. And it can even repeat your dance!

Illustration of the work UkraineIS is involved at: Information about IMB's robotics event.



◆ Introduction to the UkraineIS (Non-profit) Landscape in Ukraine

Ukraine, grappling with the complexities of war, has a vibrant non-profit sector. These organizations, driven by social missions, face distinctive challenges in managing innovation within the constraints imposed by conflict.

UkraineIs focused on humanitarian aid. This organization utilizes block chain to enhance transparency and traceability in the distribution of aid during crises. By leveraging a decentralized and tamper-resistant ledger, they ensure that donations reach the intended beneficiaries, minimizing the risk of corruption and ensuring efficient resource allocation. This innovative approach not only addresses a critical need for transparency in the context of humanitarian efforts but also showcases how technology can be harnessed for social impact in non-profit settings in Ukraine.

◆ Importance of Innovation in Non-profits

Innovation in non-profits extends beyond traditional business contexts, focusing on novel approaches to address societal needs. For Ukrainian non-profits, innovation is not merely a strategic choice but a survival imperative. UkraineIs focused on humanitarian aid. This organization utilizes block chain to enhance transparency and traceability in the distribution of aid during crises. By leveraging a decentralized and tamper-resistant ledger, they ensure that donations reach the

intended beneficiaries, minimizing the risk of corruption and ensuring efficient resource allocation. This innovative approach not only addresses a critical need for transparency in the context of humanitarian efforts but also showcases how technology can be harnessed for social impact in non-profit settings in Ukraine.

◆ **Adaptive Strategies in Crisis**

Non-profits in Ukraine leverage innovation to adapt swiftly to changing circumstances. From delivering aid in conflict zones to utilizing technology for efficient communication, adaptive strategies are imperative. An exemplary illustration of adaptive strategies in Ukraine's organization is the implementation of mobile-based communication platforms during crises. For instance, Ukraine's dedicated to healthcare in conflict zones employs a mobile app that allows real-time communication among its teams, aiding in the swift coordination of medical responses. This adaptive use of technology enhances the organization's ability to respond promptly to changing circumstances, ensuring that medical aid reaches those in need efficiently despite the challenges posed by crisis situations in Ukraine.

◆ **Balancing Humanitarian Goals with Innovation**

In the pursuit of innovation, non-profits in Ukraine must strike a delicate balance. While technological advancements enhance outreach, the essence lies in preserving the humanitarian goals and values inherent in their missions. A pertinent example of balancing humanitarian goals with innovation in Ukraine's IS involves an organization dedicated to education in conflict-affected areas. Ukraine's IS integrates innovative e-learning platforms to ensure continued access to education. By leveraging technology, they provide students with virtual classrooms and educational resources. However, the organization maintains a crucial balance by ensuring that the technology serves the overarching humanitarian goal of facilitating education, preserving the human-centric approach and values embedded in its mission despite the innovative methods employed.

◆ **Leveraging Technology for Social Impact**

In the face of war, technology emerges as a powerful ally. Non-profits employ digital tools for fundraising, awareness campaigns, and remote collaboration, amplifying their social impact. An example of leveraging technology for social impact in Ukraine is seen in the operations of Ukraine's IS raise awareness about available services and conduct virtual fundraising campaigns to support their initiatives, showcasing the transformative power of technology in amplifying social impact.

◆ **Collaborative Innovation in Networks**

Non-profit organizations in Ukraine foster collaborative networks, sharing resources and innovative practices. These networks serve as hubs for collective problem solving and resilience-building during crises.

◆ **Overcoming Resource Constraints through Creativity**

Innovating on a shoestring budget is a hallmark of Ukrainian non-profits. Creative problem solving and resourceful initiatives become instrumental when traditional funding sources are disrupted.

◆ **Building Resilience through Diversification**

Innovation extends beyond programmatic initiatives; it involves financial models and revenue streams. UkraineIs diversify their income sources to enhance resilience, reducing dependency on specific channels.

◆ **The Role of Leadership in Fostering Innovation**

Leadership within non-profit organizations becomes a linchpin for innovation. Visionary leaders inspire teams, instill a culture of experimentation, and drive the organizational agility needed in times of crisis (general understanding and application of 3D modelling). UkraineIs, as a non-profit organization, exemplifies the crucial role of leadership in fostering innovation. The leadership at UkraineIs, with a visionary approach, has inspired teams to embrace modern digital tools and strategies. By instilling a culture of experimentation, they have encouraged innovative solutions in promoting Ukrainian businesses, facilitating international collaborations, and navigating the challenges of war and crises. The organizational agility demonstrated by UkraineIs is a testament to effective leadership that recognizes the importance of innovation in achieving the NGO's mission and adapting to dynamic circumstances

◆ **Nurturing Hope through Innovation**

Innovation management in UkraineIs non-profit is a narrative of resilience, adaptability, and a commitment to the greater good. The organization, navigating war-induced challenges, illuminates a path where innovation becomes a beacon of hope for a brighter future (Work in the FreeCAD program)

IT MANAGEMENT AT THE ENTERPRISE OF UKRAINEIS ORGANIZATION AMIDST CRISES AND WAR IN UKRAINE

In the turbulent landscape of war and crises, UkraineIs organizations in Ukraine face distinctive challenges in managing their IT infrastructure. This article explores the tenacious ways these entities navigate IT management to ensure continuity and impact during tumultuous times.

- **The Crucial Role of IT in Non-profit Operations**

IT is the backbone of modern non-profits, enabling efficient operations, communication, and outreach. In Ukraine, non-profits rely heavily on IT systems for coordinating humanitarian efforts, fundraising, and maintaining connections with stakeholders.

- **Security Challenges in Conflict Zones**

Operating in conflict zones introduces unprecedented security challenges. Non-profits in Ukraine prioritize cybersecurity to safeguard sensitive data and maintain the trust of donors and beneficiaries, despite the heightened risks associated with war. In conflict zones, UkraineIs prioritizes cyber security by employing encrypted communication, robust data encryption for donor information, regular audits, employee training, and collaboration with cyber security experts. These measures collectively mitigate risks, protect sensitive data, and uphold operational integrity in challenging security conditions.

- **Cloud-Based Solutions for Remote Collaboration**

Given the constraints of war, many non-profits in Ukraine adopt cloud-based solutions. These technologies facilitate remote collaboration, allowing teams to work seamlessly even when physical presence is impractical or unsafe. An example of UkraineIs leveraging cloud-based solutions for remote collaboration amid war constraints could involve the implementation of platforms like Microsoft Teams or Slack. These tools allow UkraineIs teams to communicate, collaborate, and share resources in a virtual environment, enabling effective coordination despite challenges in physical presence. Through cloud-based solutions, UkraineIs ensures continuous collaboration among its members, fostering flexibility and adaptability in response to the constraints posed by the conflict environment.

- **Tech-Enabled Aid Distribution**

IT plays a pivotal role in optimizing aid distribution. Non-profits leverage technology to track, manage, and deliver assistance efficiently; ensuring resources reach the intended recipients in conflict-affected areas.

- **Adaptive Data Management Strategies**

In crisis scenarios, non-profits need agile data management. Ukrainian organizations implement strategies that prioritize data relevancy, accessibility, and security, adapting to the dynamic and unpredictable nature of crises.

- **Open Source Solutions for Affordability**

Resource constraints during war amplify the need for cost-effective IT solutions. Non-profits in Ukraine often turn to open-source software, reducing licensing costs and fostering a community-driven approach to problem solving. UkraineIs might leverage platforms like SuiteCRM or Odoo, which provide robust CRM functionalities without the licensing costs associated with proprietary solutions. This approach allows them to efficiently manage donor relationships, streamline communication, and track activities while minimizing financial burdens, aligning with the affordability and community-driven ethos of open-source solutions.

- **Cross-Sector Collaboration for Technology Support**

Collaboration extends beyond the non-profit sector. Ukrainian organizations forge partnerships with tech companies, governmental agencies, and other NGOs to enhance their IT capabilities collectively, leveraging shared resources. In the context of UkraineIs, they could establish a cross-sector collaboration with a local technology company, a governmental agency, and another NGO to enhance their IT capabilities. For instance, UkraineIs might partner with a tech company to develop a specialized app for efficient aid distribution. Simultaneously, collaborating with a governmental agency could provide access to relevant data and regulatory support. Furthermore, teaming up with another NGO may foster knowledge exchange and shared resources, collectively strengthening the technological support infrastructure for humanitarian efforts in conflict zones.

- **Remote Training and Capacity Building**

The conflict disrupts traditional capacity-building methods. Non-profits in Ukraine innovate by implementing remote training programs, ensuring that their teams stay equipped with the latest IT skills and knowledge.

- **Resilience Through Redundancy**

To mitigate the risk of IT infrastructure failure, non-profits build redundancy into their systems. This approach, prevalent among Ukrainian organizations, ensures that critical operations continue even if certain components are compromised. UkraineIs might implement a resilient IT infrastructure by utilizing redundant servers and cloud-based services. In the event of a server failure or disruption, the redundant servers can seamlessly take over, ensuring continuous access to critical data and applications. This approach enhances the organization's resilience by mitigating the risk of IT infrastructure failure, a crucial aspect when operating in challenging environments such as conflict zones.

- **Strategic IT Planning for Future Crises**

The experience of managing IT during crises in Ukraine emphasizes the need for strategic planning. Non-profits develop IT resilience plans that incorporate lessons

learned, preparing them to navigate future crises with greater efficiency and effectiveness. In Ukraine, where conflict intersects with the non-profit sector, the story of IT management becomes one of adaptability, innovation, and the relentless pursuit of using technology for the greater good.

STRENGTH OF NONPROFIT ORGANIZATION IN CRISES MANAGEMENT

Ukraine hosts a diverse array of nonprofit organizations, encompassing social organizations, financial entities, foundations, public service institutions, and governmental organizations. Each category exhibits distinct strengths when navigating public crises.

↔ Challenges in Crisis Management for Nonprofit Organizations

Nonprofit organizations face various challenges in managing public crises in Ukraine. Key issues include the absence of a comprehensive legislative and regulatory framework, a lack of trust in nonprofit organizations participating in public affairs, insufficient funds to attract professional staff for crisis management, and inadequate coordination and communication among nonprofit organizations.

In the context of Ukraine's facing challenges in crisis management, a specific example could be the organization's response to a humanitarian crisis in a conflict zone. Due to the absence of a comprehensive legislative framework, Ukraine's may encounter difficulties in navigating regulatory complexities related to aid distribution. The lack of trust in non-profit organizations participating in public affairs might pose challenges in gaining local community support, impacting the effectiveness of their crisis response initiatives. Additionally, insufficient funds may limit Ukraine's' ability to hire professional staff dedicated to crisis management, hampering their capacity to address complex and evolving situations. Moreover, inadequate coordination and communication among non-profit organizations could result in duplicated efforts or gaps in crisis response; further complicating Ukraine's' efforts to effectively manage the situation.

↔ Strategies to Address Challenges in Nonprofit Organizations

Nonprofit organizations in Ukraine face various problems and difficulties in public crisis management. While numerous internal and external factors influence nonprofit organizations' participation in public crises, multiple valid measures can address these challenges. Based on data and investigations, three approaches involving the government, nonprofit organizations, and the media can effectively tackle these issues.

↔ Government Support

To enhance collaboration, the Ukrainian government should shift its mind-set to actively cooperate with nonprofit organizations in crisis management. Nonprofit organizations need to establish a crisis management mechanism, and the government should create a legal policy environment that protects and promotes their growth. The government could reconsider restrictive measures on nonprofit organizations.

↔ Capacity Building for Nonprofit Organizations

Nonprofit organizations in Ukraine should focus on strengthening their capacity in constructing a public crisis management system. This involves enhancing their financial capabilities, establishing human resources and rule systems, and improving internal organization and management to elevate their professional standards.

↔ Media Publicity

Leveraging positive media coverage and social media platforms can enhance public understanding of nonprofit organizations' roles in Ukraine. Establishing channels for public supervision and increasing transparency, particularly regarding funds, contributes to a positive image for nonprofit organizations. For UkraineIs, leveraging positive media coverage and social media platforms could involve actively sharing success stories and impact updates related to their initiatives. They might showcase specific projects, such as successful aid distribution in conflict zones or the implementation of innovative programs. By maintaining a consistent and transparent presence on social media, including clear communication about fund utilization and project outcomes, UkraineIs can enhance public understanding of their work. This approach not only fosters a positive image for the organization but also builds trust and accountability with the public, showcasing the tangible impact of their efforts in Ukraine.

The Dilemma for the Development of NGOs in Ukraine

➤ Serious Lack of Resources

The scarcity of resources for NGOs in Ukraine encompasses two critical aspects: the lack of personnel and insufficient funds. The serious lack of resources, particularly the shortage of personnel and insufficient funds, directly impacts UkraineIs. The organization may face challenges in executing its initiatives and projects effectively. The scarcity of personnel could strain the capacity to

implement and manage programs, limiting the scope and reach of UkraineIs' activities. Additionally, insufficient funds might hinder the organization's ability to invest in critical areas, such as technology, outreach, and support services, impacting the overall effectiveness of its mission in Ukraine. Addressing these resource constraints becomes imperative for UkraineIs to navigate and contribute meaningfully to their initiatives despite the challenging circumstances.

The background of NGOs in Ukraine is generally low; most members hold diplomas from higher school, junior college, and undergraduate levels. Many members have affiliations with governmental sectors or institutional organizations, and several individuals responsible previously worked in governmental sectors. The average professional level is notably low, influencing the development of NGOs in Ukraine. Regarding funds, the lack thereof is very serious for most NGOs. Due to this serious lack of funds, NGOs cannot implement numerous activities, especially in the face of significant natural disasters.

The background described, including the low educational backgrounds of members, affiliations with governmental sectors, and limited professional expertise, may have implications for UkraineIs. If UkraineIs reflects similar characteristics, it might face challenges related to the professional capacity of its members. The low average professional level could impact the organization's ability to develop and execute initiatives effectively.

Moreover, the serious lack of funds described is likely to resonate with UkraineIs, potentially limiting its capacity to implement various activities, particularly in response to significant natural disasters or other crises. The financial constraints could constrain the organization's ability to scale its impact and address pressing needs effectively. As a result, UkraineIs may need to strategize and seek diverse funding sources to overcome these challenges and enhance its capacity to contribute meaningfully to its mission.

Presently, it is challenging for NGOs in Ukraine to secure funds, even from governmental sectors. Consequently, many NGOs have to seek additional funds through commercial activities.

➤ The Legal System Needs Improvement

The legal system for NGOs to participate in public crisis management in Ukraine pertains to the rights through which NGOs can legally engage in such activities without being dictated by any governmental sector. The legal system for NGOs participating in public crisis management is currently being established and

improved in Ukraine, and as such, specific regulations outlining the rights and obligations of NGOs to participate in public crisis management are presently lacking. The lag in the legal system for NGOs to participate in public crisis management results in a series of consequences. In particular, the participation of NGOs in public crisis management may not receive adequate attention, and the ideals of NGOs may struggle to be realized successfully.

➤ Immature Civil Society Impacting NGO Development

In contrast to Western countries with deep-seated cultural deposits such as citizenship consciousness and civic virtues, Ukraine lacks a tradition of self-governance. Most people in Ukraine have no sense or concept of self-governance. Due to the lag in the regular decision system, the public governance structure with efficient mutual promotion has not formed. Consequently, local governments in Ukraine have not adequately addressed how to mobilize social resources to construct and improve the network for dealing with public crises.

The lack of a mature civil society and the absence of a tradition of self-governance in Ukraine, as described, may impact the development of NGOs like UkraineIs. The organization may encounter challenges in mobilizing widespread public support and engagement due to the limited cultural foundation of citizenship consciousness and civic virtues.

UkraineIs might face difficulties in establishing collaborative networks with local governments or efficiently promoting mutual support structures in the absence of a well-established tradition of self-governance. The lag in the regular decision system and insufficient public governance structure could hinder the organization's efforts to work seamlessly with local authorities and mobilize social resources effectively in response to public crises.

To address these challenges, UkraineIs may need to focus on community engagement and awareness-building initiatives to foster a sense of civic responsibility. Building partnerships and advocating for the importance of self-governance and civic participation could contribute to the development of a more robust civil society in Ukraine and enhance the overall impact of NGOs in addressing public crises.

The public lacks awareness in responding to public crises. People in Ukraine still mainly rely on governmental sectors to settle problems, rather than on NGOs or other autonomous organizations. As a result, NGOs in Ukraine may not be well-understood and identified in public crisis management. Additionally, during the

societal transformation in Ukraine, the traditional social value system and ethics have been significantly influenced. The concept of public welfare has gradually become vague, impacting the development of public rational knowledge, volunteerism, public-spiritedness, and social credibility. These factors often result in distrust of the government and the public toward NGOs.

➤ Disproportionate Development of NGOs

The growth of NGOs in Ukraine reveals significant disparities across different regions. Geographically, NGOs in the well-developed coastal regions surpass those in the western regions. Most NGOs are concentrated in large or mid-sized cities, holding more influence over the people or government. Conversely, there is a scarcity of NGOs in rural areas, especially small to mid-sized towns, except for those NGOs focusing on poverty eradication.

In terms of various fields, certain political constraints hinder NGOs from entering sectors with prevalent social issues that necessitate NGO participation, such as unemployment and employment, social security, labour rights protection, and international regional conflicts. Legal and institutional factors significantly impede the progress of NGOs in Ukraine.

Key Elements of Crisis Management Evaluation in Ukraine

The outlined key elements and guidelines for crisis management evaluation in Ukraine are relevant to UkraineIs, especially considering its role in addressing challenges posed by the on-going conflict and crises. Let's draw connections:

Assessing Crisis Management Efforts: UkraineIs, as an NGO, is likely involved in crisis response and recovery. Evaluating how well government officials, citizens, businesses, and NGOs collectively address threats aligns with UkraineIs' mission to contribute to recovery efforts in conflict zones.

Prevention and Detection: The importance of prevention and early detection resonates with UkraineIs' initiatives. The organization may engage in activities aimed at preventing and detecting crises, emphasizing the need for effective strategies in the Ukrainian context.

Guidelines for Auditing Crisis Management: UkraineIs may need to communicate and adjust its strategies based on the evolving crisis situations. Adhering to guidelines ensures transparency, accountability, and the ability to learn from experiences, enhancing the NGO's crisis management effectiveness.

Differentiating Between Evaluating, Learning, and Blaming: UkraineIs can benefit from a comprehensive evaluation approach that focuses on learning rather than assigning blame. This aligns with the organization's commitment to improvement and adaptability in crisis situations.

Specifying Assessment Criteria: Clearly defining assessment criteria is crucial for UkraineIs to measure its outcomes effectively. This helps in evaluating the impact of their initiatives and identifying areas for improvement.

Avoiding N=1 Thinking: UkraineIs can benefit from a comparative perspective, learning from crisis management efforts in similar contexts. Studying crises against a baseline helps in avoiding flawed analysis and enhances the NGO's preparedness. **Using Theory and Involving Academics:** Involving academics and incorporating theoretical input can provide UkraineIs with valuable insights. This approach helps in understanding failure factors and improving crisis management strategies.

Avoiding Blame: Analysing crisis management without assigning blame aligns with UkraineIs' focus on structural factors, failed checkpoints, and cultural blind spots. This approach contributes to enhancing crisis management preparedness without targeting individuals.

Lessons Are Not Simply the Opposite of Failures: UkraineIs can benefit from recognizing that lessons involve understanding underlying factors. Formulating valuable lessons contributes to improving strategies without solely relying on the opposite of failures.

Telling it like it is: For UkraineIs, transparency is key. If there are failures or violations of criteria, addressing them directly without political influence aligns with the organization's commitment to truthfulness.

Taking Crisis Auditing to the Next Level: UkraineIs, in navigating the aftermath of conflicts and crises, can contribute to advancing the field of crisis evaluation. By prioritizing a professionalized and objective evaluation process, the organization can play a crucial role in shaping future crisis responses.

Overall, these elements and guidelines provide a framework for UkraineIs to evaluate, learn, and improve its crisis management strategies in the complex context of conflict and crises.

CHAPTER 3: SUGGESTION FOR IMPROVEMENT AND RESILIENCE OF UKRAINEIS AMIDST WAR AND CRISES

Based on the above literature/theory review and the analysis of operation of UkraineIS, the author of this Thesis would like to present the suggestions for improvement of UkraineIS current and future performance.

Challenges Faced by UkraineIS: UkraineIS, like many NGOs operating in conflict zones, faces multifaceted challenges that demand adaptive strategies for sustained effectiveness. These challenges include limited resources, heightened security concerns, and the urgency to address diverse humanitarian needs. Therefore, we recommend:

❖ **Recommendations for Improvement: Diversification of Funding Sources:**

In the face of uncertain funding during crises, UkraineIS could explore diversifying its funding sources. This includes establishing partnerships with international donors, collaborating with corporate sponsors, and leveraging crowdfunding platforms. By broadening its financial base, UkraineIS can better navigate resource constraints.

❖ **Strategic Collaborations:** Strengthening partnerships with other NGOs, both local and international, can amplify the impact of UkraineIS's initiatives. Collaborative efforts enable the pooling of resources, expertise, and networks, fostering a more comprehensive response to the needs of affected communities.

❖ **Technology Integration for Remote Impact:**

Given the challenges of operating in conflict zones, UkraineIS could enhance its use of technology for remote impact. Utilizing digital platforms, virtual engagement, and data analytics can facilitate the organization's outreach, monitoring, and evaluation processes despite on-the-ground constraints.

❖ **Community-Led Initiatives:** Empowering local communities to take an active role in their recovery is a sustainable approach. UkraineIS can implement community-led initiatives that build resilience and foster self-reliance. This involves providing training, resources, and support for community-driven projects tailored to address specific needs.

❖ **Capacity Building and Training:**

Regular capacity-building programs for UkraineIS staff and volunteers are crucial. Training initiatives focused on crisis response, trauma-informed care, and conflict

sensitive programming can enhance the organization's preparedness and effectiveness in addressing the unique challenges posed by war and crises.

Finally, as UkraineIS navigates the complexities of operating in a conflict-ridden environment, adopting adaptive strategies is essential for sustained impact. By diversifying funding sources, fostering strategic collaborations, leveraging technology, promoting community-led initiatives, and prioritizing capacity building, UkraineIS can fortify its resilience and contribute significantly to the recovery and rebuilding efforts in Ukraine.

CONCLUSION

This Bachelor Qualification Work delves into the nuanced landscape of managing UkraineIS public non-profit organizations amidst the challenges of war and crisis, with a focus on an NGO operating in Ukraine. In the face of conflict and crisis, public non-profit organizations play a crucial role in providing essential services, humanitarian aid, and community support. This BQW presents findings from an in-depth study conducted in Ukraine, exploring the challenges and effective management strategies employed by an NGO operating in this dynamic environment.

War introduces unprecedented uncertainties, demanding strategic planning that is both responsive and adaptable. The research underscores the importance of agile decision-making processes and scenario-based planning to navigate the evolving crisis landscape.

Effective management requires the ability to swiftly adapt to changing circumstances. The study reveals how UkraineIS embraces flexibility in programmatic approaches, ensuring the alignment of initiatives with the pressing needs of affected communities.

Amidst the chaos of war, resource mobilization becomes a formidable challenge. The research unpacks the hurdles faced by the NGO in securing financial and human resources, highlighting the innovative approaches adopted to sustain operations.

War alters the dynamics of stakeholder engagement, demanding a delicate diplomatic balance. The article discusses how the NGO navigates complex relationships, ensuring continued support from stakeholders while addressing diplomatic challenges. Collaboration with local partners, governmental bodies, and fellow NGOs becomes paramount in crisis settings. The study outlines the strategies employed by the NGO to forge alliances, leveraging collective strength for more extensive community impact. Ensuring the well being of staff operating in high-risk areas is a management priority. The research highlights the security measures implemented by the NGO and the supportive measures taken to safeguard the mental and physical health of personnel.

In the context of war, effective communication becomes a critical management tool. The BQW explores the challenges of disseminating information amidst wartime complexities and the strategies employed to maintain transparent and coherent messaging. Technological innovation plays a pivotal role in optimizing crisis response mechanisms. The study discusses how the NGO leverages

technology to enhance the efficiency of its operations, ensuring timely and impactful interventions. Despite challenges, the NGO employs robust monitoring and evaluation systems. The research explores how these systems enable the organization to assess the impact of its interventions and guides future strategies. Recognizing the long-term impact of crises, the study showcases the NGO's initiatives in community empowerment. These efforts aim to build resilience, foster self-sustainability, and empower communities to navigate their unique challenges.

Navigating legal and regulatory challenges is a critical aspect of crisis management. The article delves into how the NGO ensures compliance with regulations while delivering essential services within a complex crisis environment. Acknowledging the mental health impact of crisis situations, the research discusses the importance of psychosocial support programs for both NGO staff and the communities they serve. The article presents specific case studies where the NGO's interventions have made a positive impact on the ground. These real-world examples showcase successful management strategies in the midst of adversity. Maintaining sustainable funding streams becomes challenging during crises. The study explores the difficulties faced by the NGO in nurturing donor relations and securing financial support amidst the backdrop of war.

Reflecting on the experiences of the NGO, the BQW extracts valuable lessons learned and identifies best practices that can be applied by UkraineIS and other non-profit organizations facing similar challenges. Volunteers and grassroots activism play a pivotal role in bolstering NGO initiatives. The study emphasizes the indispensable contributions of volunteers and community-driven efforts in amplifying the impact of the NGO's endeavours. In a globalized world, international cooperation is crucial. The research underscores the significance of collaborative efforts and solidarity from the international community in amplifying the impact of the NGO's endeavours.

The research outlines future prospects for sustaining impactful interventions in the face of on-going war and crisis in Ukraine, offering insights for non-profit organizations navigating similar challenges worldwide.

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