

## РОЗДІЛ 2. СВІТОВЕ ГОСПОДАРСТВО І МІЖНАРОДНІ ЕКОНОМІЧНІ ВІДНОСИНИ

### ANALYTICAL EVALUATION OF THE MANAGEMENT OF INTERNATIONAL CHARITY PROJECTS IN THE CONDITIONS OF THE WAR AGAINST UKRAINE

### АНАЛІТИЧНА ОЦІНКА УПРАВЛІННЯ МІЖНАРОДНИМИ БЛАГОДІЙНИМИ ПРОЕКТАМИ В УМОВАХ ВІЙНИ ПРОТИ УКРАЇНИ

*This article presents several novel contributions to the field of project management and humanitarian aid. The key scientific novelties include detailed case studies of charity projects implemented during the war in Ukraine, providing empirical data and firsthand insights into the practical challenges and solutions. These case studies contribute to the limited body of literature on humanitarian project management in active conflict zones and offer valuable lessons for practitioners and researchers alike. This article provides significant practical value in several key areas. The article offers valuable insights into effective management strategies for international charity projects in conflict zones, particularly in the unique and challenging environment of the Ukraine war. These best practices and guidelines will help current and future charity project managers optimize their operations under similar conditions. Case studies and real-world examples from the Ukraine war provide practical lessons and actionable insights. These case studies serve as valuable references for organizations working in similar contexts. Overall, the practical value of the article lies in its ability to enhance the effectiveness, efficiency, and impact of international charity projects in conflict zones, ultimately contributing to better humanitarian outcomes.*

**Key words:** project management, humanitarian aid, effective management strategies.

*У цій статті представлено аналітичну оцінку управління міжнародними гуманітарними проектами в умовах війни та збройних конфліктів на прикладі проектів гуманітарної допомоги, що були розгорнуті у відповідь на необхідність підтримати український народ та суспільство в умовах зовнішньої збройної агресії. Ключова наукова та практична база дослідження включає детальні кейси благодійних проектів, реалізованих під час війни в Україні, що надають емпіричні дані та розуміння практичних проблем і рішень з перших вуст. Такий аналіз дозволяє зрозуміти, які сфери економічного та громадянського життя були охоплені першочергово міжнародною допомогою, кількість та обсяг першочергової допомоги Україні та участь у підтримці саме українських благодійних організацій. Ці тематичні дослідження доповнюють обмежену кількість літератури з управління гуманітарними проектами в активних зонах конфлікту та пропонують цінні уроки як для практиків, так і для дослідників. Ця стаття має значну практичну цінність у кількох ключових сферах. Стаття пропонує цінну інформацію про ефективні стратегії управління міжнародними благодійними проектами в зонах конфлікту, зокрема в унікальних і складних умовах війни проти України. Ці найкращі практики та рекомендації допоможуть нинішнім і майбутнім керівникам благодійних проектів оптимізувати свою діяльність за подібних умов. Тематичні дослідження та реальні приклади війни в Україні містять практичні уроки та корисні ідеї. Ці тематичні дослідження є цінними довідками для організацій, які працюють у подібних умовах. Завдяки цим дослідженням, організації можуть краще розуміти специфіку роботи в умовах активного конфлікту, адаптувати свої стратегії та знаходити ефективні рішення для подолання викликів, з якими вони стикаються. Загалом, практична цінність статті полягає в її здатності підвищити ефективність, результативність і вплив міжнародних благодійних проектів у зонах конфлікту, що зрештою сприяє кращим гуманітарним результатам. Вона забезпечує глибше розуміння механізмів реалізації благодійних ініціатив у складних та небезпечних умовах, що може стати фундаментом для розробки нових стратегій та покращення вже існуючих підходів у сфері гуманітарної допомоги.*

**Ключові слова:** управління проектами, гуманітарна допомога, ефективні стратегії управління.

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**Introduction.** The full-scale Russian invasion of Ukraine significantly affected all life processes, and the non-commercial sector was no exception. Civil society and philanthropists were among the first to respond to new challenges and adapt to today's realities. Evacuation of beneficiaries, search for donors, need for humanitarian aid, lack of resources – these and other issues arose after February 24 in almost every organization. And, apart from that, the needs of peacetime are still relevant.

The activities of NGOs/BOs in Ukraine before and after the start of the full-scale war are generally quite highly rated by public sector representatives. According to representatives of the public center, the activity of charitable foundations plays an important role in the stabilization of Ukrainian society – it contributes to the consolidation of society and stimulates belief in victory, creates a feeling of support for the Armed Forces, gives a sense of cohesion and instills faith in a better future.

Such support of charitable organizations and foundations from abroad is especially important, because in this way the war in Ukraine is remembered abroad, and it is not only our problem, but it is much easier to overcome Russian aggression together. Therefore, the topic of determining the effectiveness of the management of international charity projects during the war against Ukraine is important and relevant.

**Review of literature.** The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) has reported on the complexities of delivering aid in Ukraine, noting the need for real-time data and flexible operational strategies [1]. Saldanha and Whittle [2] advocate for using real-time data and feedback loops to inform decision-making processes.

Research has shown that armed conflicts disrupt social, economic, and political structures, exacerbating the challenges faced by humanitarian organizations. According to Zwi and Ugalde [3], war impacts affected regions' public health, infrastructure, and socioeconomic fabric, thereby increasing the demand for international aid while simultaneously complicating its delivery.

The European Commission's Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO) highlights the need for coordinated efforts in providing humanitarian aid, emphasizing the importance of cooperation between international and local actors [4]. Research by Anderson et al. [5] underscores the importance of agile management practices in adapting to the rapidly changing context of the Ukrainian conflict.

Analytical evaluation of charity projects in conflict zones often employs frameworks that incorporate both qualitative and quantitative methods. According to Bakewell and Garbutt [6], these frameworks help organizations remain accountable to donors and beneficiaries while ensuring that projects are aligned with their strategic objectives. Monitoring and evaluation of the effectiveness of such management and the work of the public sector as a whole is carried out by the ISAR Union organization in a consortium with the Ukrainian Independent Center for Political Research and the Center for Democracy and the Rule of Law within the framework of the project "Initiative of sectoral support of civil society". The research was based on their report on civil society in the conditions of the war against Ukraine for 2022–2023, and other materials from the media, links to which will be provided in the References.

**Materials and methods.** This study adopts a mixed-methods approach to analyze the management of international charity projects in the context of the war against Ukraine. The research involves both quantitative and qualitative methods to provide a comprehensive evaluation. Reports, articles, and

publications from international NGOs, government agencies, and academic journals were used to collect the data about current humanitarian projects in Ukraine. Review of project reports, strategic plans, and published literature helped to contextualize the findings. In this research we combined quantitative and qualitative findings to validate results and provide a comprehensive understanding of the management practices. The study is limited to international charity projects operating within Ukraine, which may not be generalizable to other conflict zones. This comprehensive approach ensures a thorough evaluation of the management of international charity projects under the challenging conditions of the war in Ukraine.

**Results and discussion.** According to reports [1], 86% of international organizations helped the army, 67% – other beneficiaries. Relative to the entire population, the ratio is 74% to 58%.

Regarding the method of assistance, funds were rarely transferred to volunteers, through Ukrainian charitable foundations, and directly into the hands of those in need (individuals). Relatively popular are the provision of assistance through collection boxes and deductions from purchased goods, the provision of grants to cover specific needs.

It should also be noted that, in comparison with 2021, the level of trust in charitable funds increased significantly in 2022. Most of the Ukrainians surveyed by the Zahorii Foundation trust charitable foundations from abroad (or from international status – in Ukraine).

Next, it will be interesting to investigate the priorities of activity and how they have changed since the beginning of the full-scale invasion of Russia. Before the invasion, culture, sport, tourism (36.0%) and education (29.1%) were most often mentioned among the priorities of NGOs/BOs, but now they are mentioned less often (by 8.8% and 5.3%, respectively). On the other hand, aid to the army and victims of Russian aggression is now a priority for 43% of NGOs/BOs, i.e. there is an increase of 21.3% for aid to the Armed Forces and 25.7% for war victims and displaced persons.

The top 10 spheres of activity and the percentage change in relevance and frequency of work in them before and after a full-scale invasion can be presented in the form of the following Table 1 [1].

Among the newly created NGOs/BOs, 65.1% are focused on helping the army and 61.8% on helping victims of war. In particular, 42.1% explain the choice by the relevance of the direction, 29.7% believe that there is an urgent need for such organizations, 19.4% chose this direction because it is related to helping the state in eliminating the consequences of the war.

The main international charitable funds that have been helping Ukraine since the full-scale war can be presented in Table 2 [2]:

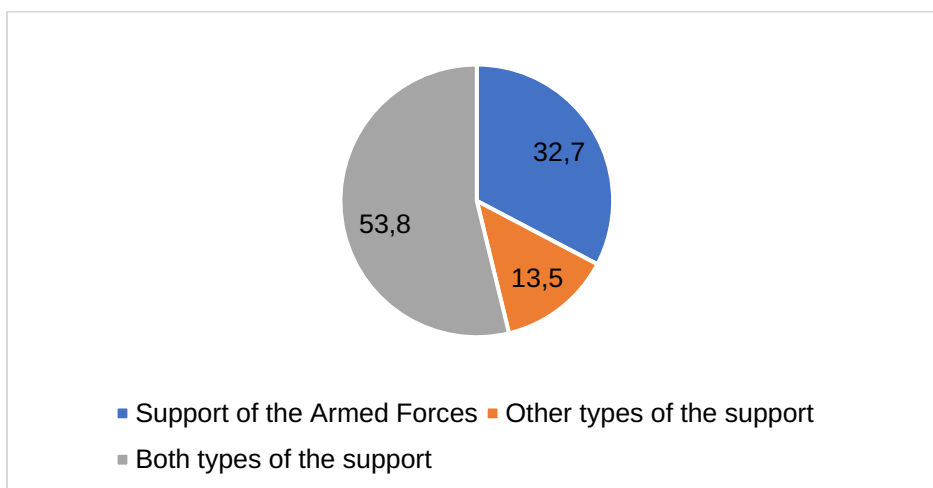


Figure 1. Main areas of assistance of international organizations

Source: calculated by the author

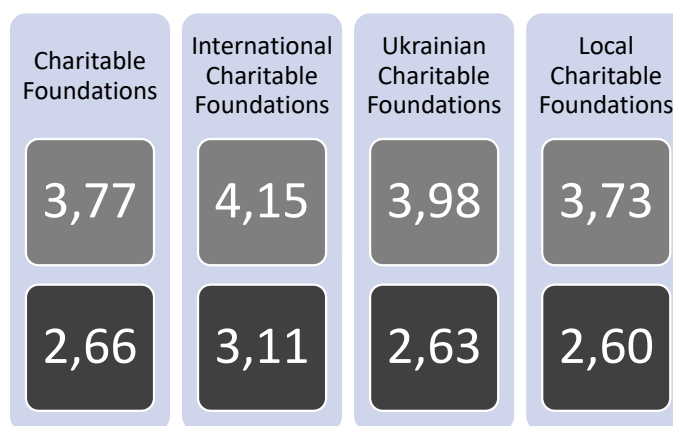


Figure 2. The level of trust in charitable funds, statistics in comparison for 2021–2022

Source: calculated by the author

One of the most noticeable trends was the emergence of a large number of new donor organizations in Ukraine and a significant increase in the project portfolio of already existing donor organizations and funds. Moreover, donors demonstrated unprecedented speed and flexibility in issuing grant funds, significantly reducing the reporting requirements of grantees and simplifying project applications as much as possible. Respondents from the report of the International Organization Zagoriy Foundation mentioned situations when the donor simply transferred funds "for activities" without clearly defined goals and even in cash.

However, already a month after the invasion of formal work, there was more. On the one hand, it made it possible to master the uncontrolled spending of funds. On the other hand, the respondents of the study very favorably accepted a more flexible approach to issuing grants, which allows you to carry out your activities, and not to "stretch projects to donor

requirements", so they hope that the trend towards flexibility, as well as the prioritization of institutional support, will continue.

All respondents note increased interaction with the media. If in ordinary times the topics of charity were not too popular, now journalists, in particular foreign ones, themselves contact organizations and initiatives that are engaged in the distribution of humanitarian aid or work with IDPs.

Respondents from organizations actively engaged in humanitarian aid noted that especially in the first days after the invasion, the main channel of communication was the telephone. In the hottest phase, it was phone calls and direct contacts that helped to solve most of the questions, although this channel is quite tiring and resource-consuming for the staff.

Since the beginning of the Russian invasion of Ukraine in February 2022, the World Bank has been working with international partners to mobilize

Table 1

**Top 10 spheres of activity of international charitable organizations until 2022 and after 2022**

Sphere	Indicator until 2022, %	Indicator after 2022, %
Assistance to the army and veterans	21,9	43,2
Assistance to war victims and displaced persons	17,5	43,2
Culture and sports, tourism	36	27,2
Education	29,1	23,8
Legal aid	17,1	14,7
Protection of human rights	15,2	13,3
Assistance to vulnerable sections of the population, people with special needs	11,5	12
Ecology	14,7	10,3
Social entrepreneurship	10,7	8,4
Scientific and analytical research, consulting	9,8	7,9

Source: calculated by the author

Table 2

**The main international charitable funds that help Ukraine**

Name	Description
Future for Ukraine	FFU collects millions of hryvnias for operations of wounded people as a result of hostilities, helps children and fulfills the requests of medical and social institutions. In Warsaw, the foundation opened the Children Hub to psychologically support and adapt migrant children in the new society.
Save the Children	Save the Children is an international non-governmental organization that provides assistance to children who need it most. The foundation was founded in 1919. Its main activity is aimed at caring for children who were at the center of the armed conflict in Afghanistan, and after February 24, in Ukraine.
Ukraine Medical Relief Fund	A non-profit organization established within the Regional Health Funds of Rochester, New York. It was founded during the Euromaidan to support the democratic voices of Ukraine. In recent months, Ukraine Medical Relief has been delivering medicines and materials to Ukrainian hospitals, collecting charitable contributions in America.
Commission on Urgent Relief and Equipment Project	C.U.R.E. is a registered trademark of the non-profit humanitarian organization Benevolent Healthcare Foundation. After the start of the full-scale war in Ukraine, the foundation began collecting funds to help Ukrainian hospitals purchase medical supplies and necessary equipment.
Ronald McDonald House Charities in Ukraine	Ronald McDonald House Charities in Ukraine is an international charitable organization that helps families not to be separated from their children during their stay in the hospital. In mid-July, Ronald McDonald House Charities handed over 160 humanitarian food kits to the FFU, which the foundation will distribute at the Humanitarian Headquarters in Kyiv.

Source: calculated by the author

funds that quickly flow into the budget to help the Government of Ukraine ensure the support of critical government functions at the national and regional levels, including the provision of basic public services, payment pensions for the elderly and social programs for vulnerable population groups.

The project "Supporting Public Expenditure to Ensure Sustainable Public Administration in Ukraine" (PEACE) assists in paying pensions to the elderly, grants to internally displaced persons, and salaries to teachers and emergency workers.

The World Bank has put in place a number of mechanisms designed to monitor service delivery and check for fraud and corruption. Funds are transferred to the Government of Ukraine after the World Bank receives proper confirmation of eligible expenses.

PEACE is the World Bank's main financial instrument for Ukraine, which has enabled other international donors to join forces to provide rapid,

targeted and predictable support. The PEACE project is an integral part of the package of international support for Ukraine aimed at meeting its financial needs in 2024.

Among the donor countries of the PEACE project in Ukraine are the USA, Japan, Great Britain, Norway, the Netherlands, Spain, Germany, Canada, Switzerland, Sweden, Denmark, Austria, Finland, Iceland, Ireland, Indonesia, Lithuania, Latvia, Belgium and the Republic of Korea .

It is also necessary to note certain charitable initiatives from abroad, which actively began to help Ukraine during the war. Such a study about philanthropists and international projects that began to operate in wartime was done by the Forbes team [6]. Hollywood actors Mila Kunis and Ashton Kutcher have proven to be very effective fundraisers. They posted a one and a half minute video with a call to help Ukraine and Ukrainians on the Gofundme

crowdfunding platform. Posts were posted on social networks and more than 70,000 people responded to their request. In total, they collected more than \$35 million in two and a half weeks.

The money continues to flow until now. Funds are transferred to Flexport and Airbnb. Flexport organizes the delivery of humanitarian aid to refugee locations in Poland, Romania, Hungary, Slovakia and Moldova. Airbnb provides free short-term housing to refugees from Ukraine.

In addition, a demonstration case was a joint action between Epic Games and Xbox, which raised \$144 million.

Game developer Epic Games, together with Xbox, involved the community of players of one of the most popular online games, Fortnite, in fundraising. From March 20 to April 3, the developer held a promotion: all proceeds from the Fortnite "battle royale" were transferred to humanitarian aid to Ukraine. Donations came from all real-money player purchases, including cosmetic in-game items and in-game B-bucks cards activated during the promotion. 100% of Xbox and PC revenue and 30% of those who played on PlayStation, Switch and mobile applications went to the needs of Ukraine. The sale of virtual game values brought in a real \$144 million. The money was donated to DirectRelief, UNICEF, the United Nations World Food Program, the Office of the United Nations High Commissioner for Refugees, and World Central Kitchen.

The role of the Ukrainian diaspora in these processes also became important. A successful case of receiving aid from abroad is the story of the "Razom" charitable foundation. More than 62,000 people donated a total of more than \$21 million to the American fund Razom during the 40 days of the war in Ukraine. More than half of the money has already been spent. The fund was founded in early 2014 by Ukrainians living in New York.

On February 24, 2022, Razom put all projects on hold and focused only on Emergency Response – critically important humanitarian aid for Ukraine. In the first month of the war, the fund delivered more

than 218 tons of aid to Ukraine. In an interview with Forbes, the co-founder of the foundation noted that most of the money comes from North American countries, the average check is \$120, and the largest corporate donation is about a million.

Another non-profit organization "Nova Ukraine" was created by Americans of Ukrainian origin in 2014, which is still very active in helping cover the medical and humanitarian needs of our army. In the last pre-war years, they collected \$300,000 – \$400,000 a year, which they spent on helping Ukrainian charitable foundations and cultural initiatives.

Since the start of the full-scale war, in the first 40 days, the organization has raised more than \$15 million. They managed to launch a massive campaign very quickly, attracting help from more than 71,000 individuals and hundreds of businesses. The average check of funds that managed to attract is about \$100. The infographic on the funds collected as part of their fundraising campaign is presented in Figure 3.

Research by Sidenko [13] highlights specific challenges and responses to the proliferation of international and local NGOs that have necessitated improved coordination mechanisms to avoid duplication of efforts and resource wastage. Smith [14] emphasized the use of technology, such as mobile applications for cash transfers and remote monitoring, has been pivotal in ensuring aid reaches those in need. Jones and Faulkner [15] say that managing humanitarian aid in war zones such as Ukraine should implement community-based interventions because psychosocial support and community resilience have been crucial in addressing the long-term impacts of the conflict.

In the conditions of the war and in the post-war period, the modernization of the legal framework for regulating the economic development of Ukraine should be carried out, firstly, with the involvement of foreign partners, secondly, taking into account new problems and tasks of development, thirdly, taking into account modern megatrends, as well as scientifically based assumptions about further social transformations.

## OUR IMPACT TO DATE

**\$15M** Raised  
April 5, 2022

**\$9.5M** Spent  
April 5, 2022

How the money spent has been allocated



Figure 3. Assistance to Ukraine by the organization "Nova Ukraine"

Source: calculated by the author



According to the survey respondents, the most trending sectors of charity in the coming months will be army aid, humanitarian aid to war victims, provision and transportation of displaced persons, and provision of living conditions for IDPs. In addition, a lot of attention will be paid to people who find themselves in difficult life circumstances.

The mentioned sectors refer to emergency response. Therefore, it is expected that part of these needs will be taken over by state institutions, as well as large humanitarian organizations, which need more time to deploy their activities. But despite this, the topic of war will remain a priority. In the perspective of a few months, the basic needs will be more or less satisfied and the topics of employment of IDPs and their integration into communities will become more relevant. The representative of the organization from the east of Ukraine drew attention to her own experience of the previous wave of IDPs in 2014, according to which it is not necessary to expect that all displaced persons will return home as soon as it becomes possible, but to prepare for a sharp need for jobs, accommodation and the development of relations with the host community.

**Conclusions.** In the new conditions, there is a need to define and observe a new set of principles of public management, including at the supranational level, together with international partners. In my opinion, the basic principle is the balance of interests. The principle of integration long ago became the leading principle of the EU's regional policy, but for Ukraine it is becoming especially relevant today. Its practical implementation will make it possible to use the available resources of the territories more efficiently, since the legal, organizational and financial mechanisms for ensuring development provide for the joint participation of various public and private sector entities at different levels and differentiated approaches.

In the conditions of war and disruption of global supply chains, the principle of diversification of economic activity is also being updated, so that local territories can provide themselves with the necessary resources and goods in the event that it is impossible to import them from other regions. As for sustainable development, this principle helps reduce the negative impact on the environment and reduces social and economic risks.

The management of international charity projects in conflict zones like Ukraine requires a nuanced understanding of the interplay between security, logistics, funding, and local dynamics. The existing literature underscores the importance of flexibility, local engagement, and robust monitoring mechanisms. Future research should focus on

longitudinal studies to assess the long-term impacts of these management strategies and explore innovative solutions to emerging challenges.

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