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«11» December 2023

# MASTER THESIS

(EXPLANATORY NOTES)  
OF GRADUATE OF ACADEMIC DEGREE  
«MASTER»

THEME: «Logistics support for humanitarian organizations' activity under martial law»

Speciality 073 «Management»  
Educational and « Logistics »  
Professional Program

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Kyiv 2023

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
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Факультет транспорту, менеджменту і логістики  
Кафедра логістики

ЗАТВЕРДЖУЮ  
В.о. завідувача кафедри логістики  
Смерічевська С.В.  
(підпис, П.І.Б)  
«11» грудня 2023 р.

# КВАЛІФІКАЦІЙНА РОБОТА

(ПОЯСНЮВАЛЬНА ЗАПИСКА)

ЗДОБУВАЧА ОСВІТНЬОГО СТУПЕНЯ

«МАГІСТР»

ТЕМА: «Логістична підтримка діяльності гуманітарних організацій в умовах воєнного стану»

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Київ 2023

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Speciality 073 «Management»

Educational and Professional Program « Logistics »

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## TASK

### FOR COMPLETION THE MASTER THESIS OF GRADUATE

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1. Theme of the master thesis: «Logistics support for humanitarian organizations' activity under martial law» was approved by the Rector Directive №1952/ct. of September 27, 2023.

2. Term performance of thesis: from October 02, 2023 to December 31, 2023.

3. Date of submission work to graduation department: December 11, 2023.

4. Initial data required for writing the thesis: financial indicators of the humanitarian organization Plan International; literary sources on humanitarian logistics and humanitarian supply chain, Logistics Cluster approach; Internet source.

5. Content of the explanatory notes: introduction, concept of humanitarian logistics; logistics support of humanitarian operations; experience of activities of international and local humanitarian organizations in Ukraine under martial law; general characteristics of a humanitarian organization; analysis of the results of humanitarian organization activities; analysis of humanitarian projects implemented by the organization in Ukraine; development logistical support for humanitarian organization activities within the framework of potential cooperation with the Logistics Cluster; implementation of the project of logistical support for the humanitarian organization`s activities; conclusions and appendix.

6. List of obligatory graphic matters: tables, charts, graphs, diagrams illustrating the current state of problems and methods of their solution.

7. Calendar schedule:

№	Assignment	Deadline for completion	Mark on completion
1	2	3	4
1.	Study and analysis of scientific articles, literary sources, normative legal documents, preparation of the first version of the introduction and the theoretical chapter	02.10.23-18.10.23	Done
2.	Collection of statistical data, timing, detection of weaknesses, preparation of the first version of the analytical chapter	19.10.23-09.11.23	Done
3.	Development of project proposals and their organizational and economic substantiation, preparation of the first version of the project chapter and conclusions. Editing the first versions of master thesis	10.11.23-30.11.23	Done
4.	Preparing the final version of the master thesis, checking by standards inspector	01.12.23-08.12.23	Done
5.	Approval for a work with supervisor, getting of the report of the supervisor, getting internal and external reviews, transcript of academic record	05.12.23-09.12.23	Done
6.	Submission work to Logistics Department	11.12.23	Done

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8. Consultants of difference chapters of work:

Chapter	Consultant (position, surname and name)	Date, signature	
		The task was given	The task was accepted
Chapter 1	Associate Professor, Pozniak O.V.	02.10.23	02.10.23
Chapter 2	Associate Professor, Pozniak O.V.	19.10.23	19.10.23
Chapter 3	Associate Professor, Pozniak O.V.	10.11.23	10.11.23

9. Given date of the task October 02, 2023.

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Task accepted for completion: \_\_\_\_\_  
(signature of graduate)

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## **ABSTRACT**

The explanatory notes to the master thesis «Logistics support for humanitarian organizations' activity under martial law» comprises of 117 pages, 42 figures, 15 tables, 6 appendices, 75 references.

**KEY WORDS: HUMANITARIAN ORGANIZATIONS, MARTIAL LAW, HUMANITARIAN LOGISTICS, HUMANITARIAN SUPPLY CHAIN, LOGISTICS CLUSTER, PROJECT APPROACH**

The main areas of implementation of logistical support for the activities of humanitarian organizations were considered in master thesis.

The theoretical chapter was devoted to the definition of the theoretical foundations of the concept of humanitarian logistics, the humanitarian supply chain, the differences between humanitarian and commercial supply chains, and the experience of providing humanitarian activities by logistics companies.

The analytical part concerned the general characteristics of the activities of the global humanitarian organization and the experience of implementing humanitarian projects in Ukraine.

In the project part, a model of the interaction of the humanitarian organization with other subjects of the humanitarian supply chain was created based on the cluster approach, and based on the project approach to the implementation of humanitarian programs, the advantages of this interaction were determined, which was proven by the calculations of the economic effect and the determined social effect.

Materials of the thesis are recommended for use during scientific research, in the educational process and in the practical work of specialists of logistics departments.

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**NOTATION**

CLA - Cluster Lead Agency

FAO - Food and Agriculture Organization of the United Nations

GLM – Global Logistics Cluster

HAs - humanitarian actors (HAs)

HSC – Humanitarian Supply Chain

IASC - Inter-Agency Standing Committee

INGOs International Non-Governmental Organizations"

LCA - Logistics Capacity Assessments

NGOs - Non-Governmental Organizations

NO - National Organizations

PI Inc.- Plan International Incorporated

UNHABITAT - United Nations Human Settlements Programme

UNHCR - United Nations High Commissioner for Refugees

UNFPA - United Nations Population Fund

UNICEF - United Nations Children's Fund

WB - World Bank

WBS - Work Breakdown Structure

WFP - World Food Programme

WHO - World Health Organization

## INTRODUCTION

A large number of conflicts, wars, and disasters that have occurred in recent decades have led to increased attention to the issue of humanitarian logistics and the formation of optimal humanitarian supply chains. Unprecedented challenges have led to a dramatic increase in humanitarian needs, reaching critical levels and significantly unraveling decades of progress, particularly in health, nutrition and livelihoods. The effects of natural disasters, increased in frequency and intensity by climate change, continue to exacerbate existing challenges affecting vulnerable communities. Intra-state conflicts and man-made disasters are also proliferating, along with the number of protracted crises and displacements, driving ever-increasing humanitarian needs and access challenges.

This particularly highlighted the vulnerability of the humanitarian supply chain to large-scale shocks and the need to better prepare and respond to them at the regional and global levels. For the first time in more than twenty years, extreme poverty has increased and life expectancy has decreased. Moreover, in addition to the heavy human and socio-economic toll, progress towards a more sustainable system has been delayed, putting hundreds of millions of lives at even greater risk soon.

The war in Ukraine has presented new challenges to the humanitarian community, and in this context, there is an urgent and obvious need for the humanitarian community to significantly step up its activities and maximize the use of available resources. Humanitarian commitments across the spectrum must be reaffirmed and focus on preparedness, recovery, and response through collective and collaborative efforts.

Humanitarian logistics and humanitarian supply chain actors must honor their commitment to work together to achieve collective outcomes and enable sustainable local solutions where possible. It is here that logistics support for humanitarian activities demonstrates its continued relevance, as it seeks to maximize the effectiveness of humanitarian operations by optimizing the business processes of



logistics activities, which significantly strengthens the response capacity and facilitates partnerships and cooperation at all levels of response. This is especially important during emergencies, when systemic cohesion and leadership are most needed.

The most effective logistical support tool for humanitarian organizations at all levels is a logistics cluster, which forms a strong network of partners, and through timely and reliable operational support, coordination and information management, it seeks to alleviate the bottlenecks that too often prevent humanitarian organizations from effectively providing life-saving necessary help. Knowing that the humanitarian supply chain accounts for approximately 70% of the total cost of any given operation, the role of the logistics cluster plays an important role in supporting the humanitarian community to better respond and save lives. In light of the changing operational context and emerging logistics challenges, the logistics cluster, using innovative approaches to humanitarian assistance and delivery methods, must leverage its partnership base to address emerging humanitarian supply chain concerns.

So, Ukraine has been in a state of conflict and humanitarian crisis since the beginning of the full-scale invasion, which has caused a significant level of humanitarian need among the local population, ensuring fast and effective logistical support is becoming critical to providing the population with the necessary resources and assistance. The implementation of logistical support in conflict conditions requires active international cooperation and coordination, therefore, improving the logistical support of humanitarian organizations in the conditions of martial law in Ukraine is of great importance for ensuring effective humanitarian aid and responding to the challenges of the humanitarian crisis in the country. This determined the relevance of the chosen topic.

The purpose of the diploma thesis is the further development of theoretical approaches and the development of practical recommendations for the formation of logistical support for the activities of humanitarian organizations based on the cluster approach.

To achieve the goal of the thesis, the following tasks were solved:

- describe the theoretical foundations of humanitarian logistics and the humanitarian supply chain;
- determine the specific features of the humanitarian supply chain, its differences from the commercial one;
- analyze the international experience of logistics companies in the provision of humanitarian activities in the world and in Ukraine;
- conduct a detailed analysis of the activities of the global humanitarian organization Plan International regarding the implementation of humanitarian projects in the world and in Ukraine;
- develop a model of interaction between a humanitarian organization and a logistics cluster;
- develop logistics support for the Plan International humanitarian supply chain based on a cluster approach;
- determine the economic effect and social benefits of effective logistical support for humanitarian organization activities.

The subject of the study is a set of theoretical aspects and methodological approaches related to the logistical support of humanitarian organization activities.

The object of the study is the activities of the humanitarian organization Plan International in the field of logistical support for the implementation of humanitarian projects.

The scientific novelty of the obtained results of the diploma research consists in the deepening and development of theoretical provisions regarding the adaptation of the business model of the logistics company in the conditions of digitalization.

The elements of scientific novelty in the diploma work are the deepening of research in the field of logistical support for the activities of humanitarian organizations. As a result, the following scientific results were obtained in the diploma work:

- *improved*:
- definition of humanitarian logistics as a branch of logistics that studies the processes of planning, coordinating and managing the flow of goods, services,

information and people to provide humanitarian assistance and assistance during crises, natural disasters and war (taking into account the martial law in Ukraine and forced migration and resettlement of people);

- the model of interaction of the humanitarian organization Plan International with the Logistics Cluster at both the global and national levels to improve the efficiency of logistics support in humanitarian supply chains.

The results of the thesis were approved at the international scientific and practical conference, as a result of which the theses of the report were published. “Challenges of Logistics operations in terms of humanitarian aid”. Проблеми підготовки професійних кадрів з логістики в умовах глобального конкурентного середовища: XXI МНПК 27 жовтня 2023 р. Збірник доповідей / Відп. ред. С.В. Смерічевська, Л.В. Савченко. К.: НАУ, 2023. С.26-30.

# CHAPTER 1

## THEORETICAL BASIS OF LOGISTICS SUPPORT OF THE HUMANITARIAN ORGANIZATIONS ACTIVITIES UNDER THE MARTIAL LAW

### 1.1 Concept of humanitarian logistics

In modern conditions, logistics penetrates into many areas of public life, creating new directions where logistics concepts, principles, methods, tools and approaches are applied in order to solve optimization problems, increase the response of systems at different levels to changes in internal and external environmental factors in the process movement of material and accompanying flows. One of these areas is humanitarian logistics, the relevance of which increases taking into account the full-scale aggression of russia.

The formation of the conceptual apparatus of any new concept is a long process that is constantly undergoing changes, supplemented by new approaches and scientific research. Consider the main approaches to the determination of this concept.

Thomas Anisya [61] determines humanitarian logistics as a branch of logistics that specializes in organizing the delivery and warehousing of supplies during natural disasters or complex emergencies to the affected area and people. However, this definition focuses only on the physical flow of goods to final destinations, and in reality, humanitarian logistics is far more complicated and includes forecasting and optimizing resources, managing inventory, and exchanging information. Thus, a good broader definition of humanitarian logistics is the process of planning, implementing and controlling the efficient, cost-effective flow and storage of goods and materials, as well as related information, from the point of origin to the point of consumption for the purpose of alleviating the suffering of vulnerable people.

Adiguzel identifies disaster logistics with humanitarian aid logistics and determines their main goal as designed to cover the needs of damaged and vulnerable

individuals and to alleviate their suffering [3].

According to the International Federation of Red Cross and Red Crescent Societies [22]: “Humanitarian logistics consists of processes and systems involved in mobilizing people, resources and knowledge to help vulnerable communities affected by natural disasters or complex emergencies. It seeks a prompt response, aiming to serve the largest number of people, avoid shortages and waste, organize various donations and, above all, operate within a limited budget”.

According to Apta [5] “humanitarian logistics is a critical element of an effective disaster relief process and is described as a special branch of logistics with challenges such as demands surge, uncertain supplies, critical time window in face of infrastructure vulnerabilities and vast scope and size of the operations”.

So humanitarian logistics is defined as “the process of planning, implementing and controlling the efficient, cost-effective flow and storage of goods and materials as well as related information from the point of origin to the point of consumption for the purpose of alleviating preparedness, planning, procurement, transport, warehousing, tracking and tracing, customs and clearance” [6].

Kovács and Spens [26], described humanitarian logistics as “a function that encompasses very different operations at different times, and as a response to various catastrophes. All these operations have the common aim to aid people in their survival. Nonetheless, aid to assist the development of a region, famine aid and the running of refugee camps is substantially different from the kind of aid needed after a natural disaster”.

According to Daud [12] “humanitarian logistics encompasses the process of mobilizing people, resources, skills and knowledge to help the disaster’s victim. In the humanitarian process, logistics is the central of all the mobilization activity as it served as the bridge between the disaster preparedness and response, procurement and distribution and headquarters and the field. It also can be one of the most expensive parts in the relief operation and the effectiveness of the operation is always being monitored in order to improve the operation and to minimize the operating cost with the maximum of result’s operation”.

Based on the consideration of various approaches to defining the concept of “humanitarian logistics”, it should be noted that it refers to the activities of managing logistics flows in the event of natural disasters, the main causes of which are presented in Fig. 1.1. The goal is to save lives and provide resources that meet needs as determined by the type and extent of disaster impact, expected service, and conditions of safety and security considered satisfactory.

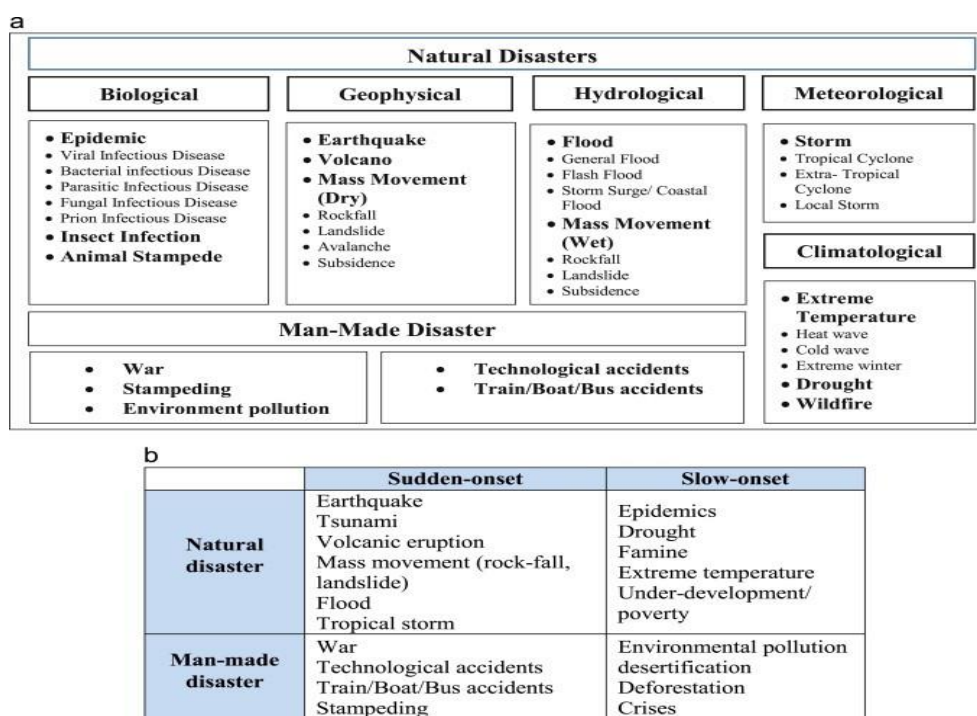


Figure 1.1 - Main causes of natural disasters that refers to the activities of managing logistics flows

In practice, managing humanitarian logistics systems can be considered very different from managing their commercial counterparts which makes it a unique activity. Humanitarian logistics differs from logistics operations in commercial supply chains due to uncertainty in route selection, uncertain demand, security concerns, and other issues. When comparing the classic “7R” rule or the mission of the logistics system for commercial logistics (Fig. 1.2) and for humanitarian logistics (Fig. 1.3), one can note the difference in the weight of each element. In commercial logistics, all “rules” have equal weight, while in humanitarian logistics, the speed of providing assistance and providing consumers with the necessary product comes to the fore when making management decisions.

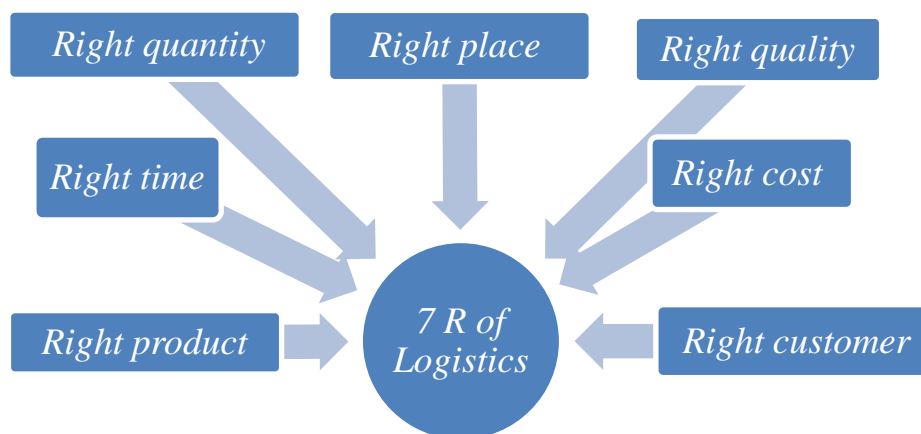


Figure 1.2 - The classic 7 Rules of the logistics system

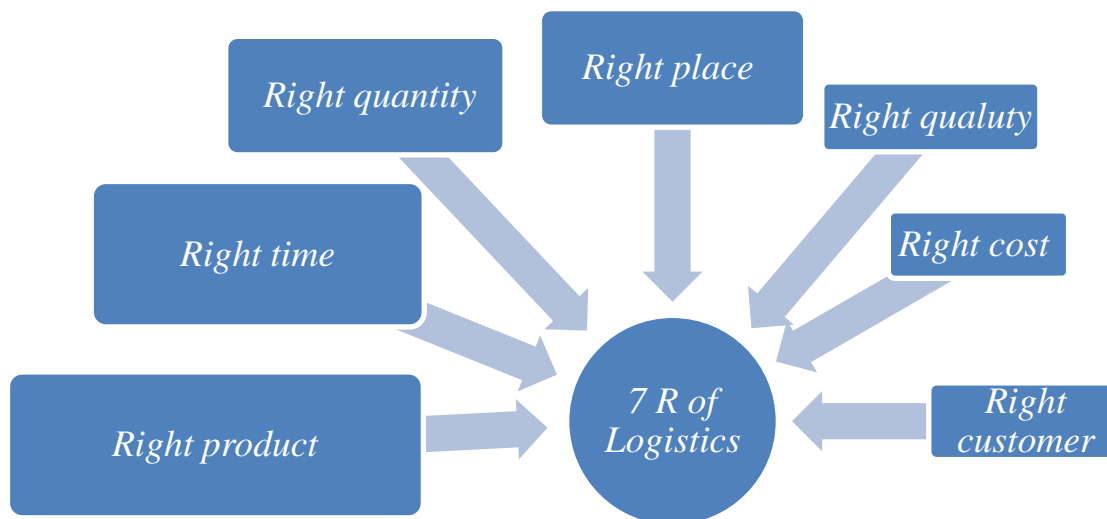


Figure 1.3 - Ranking of logistics rules based on their importance for achieving the goals of humanitarian logistics

The position of cost minimization in such cases takes the last place. In humanitarian operations, meeting demand and rapid response must always take precedence over profit. In other words, the necessary goods must be in the necessary place at the necessary time (in the shortest possible time). That is, material and accompanying flows in crisis situations are organized according to slightly changed principles of the formation of supply chains, and time is the main factor in the success of logistics operations, as it plays a primary role. Significant differences in logistics concepts used in commercial logistics and humanitarian logistics can also be observed in order volume planning, selection of transportation methods, and inventory

management and are summarized in Table 1.1.

Table 1.1 - Comparative analysis of the logistics approach used in commercial logistics and humanitarian logistics

Factors	Commercial logistics	Humanitarian logistics
Relations with suppliers	Treated as partners. Preferably small number of suppliers. Cooperation is characterized as long-term and short-term business relationships	Interaction with any suppliers who agree to fulfil the terms of <b>urgent delivery</b> at a given cost level.
Volume of purchases	Determined by demand and opportunities of enterprises	It depends on the number of consumers, the type of material resources and the capacity of the local transport infrastructure
Supplier selection criteria (or transport company)	The minimum cost at a given level of works performance quality	The maximum <b>speed</b> and reliability of work performance at a given level of cost and at an acceptable level of quality
Inventory system	The level of inventory is determined based on considerations of the economy. Safety stocks are either minimal or non-existent	Inventories are created and maintained in order to ensure the autonomy of the organization during a crisis period, however, due to the <b>unpredictability of the crisis situation, not everything can be foreseen and stocked in advance.</b>
Sales (distribution) policy	Has a priority value. Monitoring of changes in demand, implementation of operational reconfiguration of production equipment	Has no priority value. Needs are not regulated by documents. <b>Distribution are often carried out in small batches. It depends on the successful forecasting of the scale of the crisis situation and the possibilities of provision</b>

This is mainly due to different demand characteristics in each system. In commercial supply chains, the demand for a product is usually either estimated using appropriate forecasting techniques (i.e. push production system) or initiated by the customer (i.e. pull production system). Therefore, commercial supply chain managers try to eliminate elements of uncertainty as much as possible. However, the nature of the demand for humanitarian logistics is highly uncertain, as the time, place, and intensity of a disaster—and therefore the precise needs for assistance—are unknown until it occurs. Based on the above explanations, the specific characteristics of humanitarian logistics systems are as presented in fig.1.4 [23, 24].



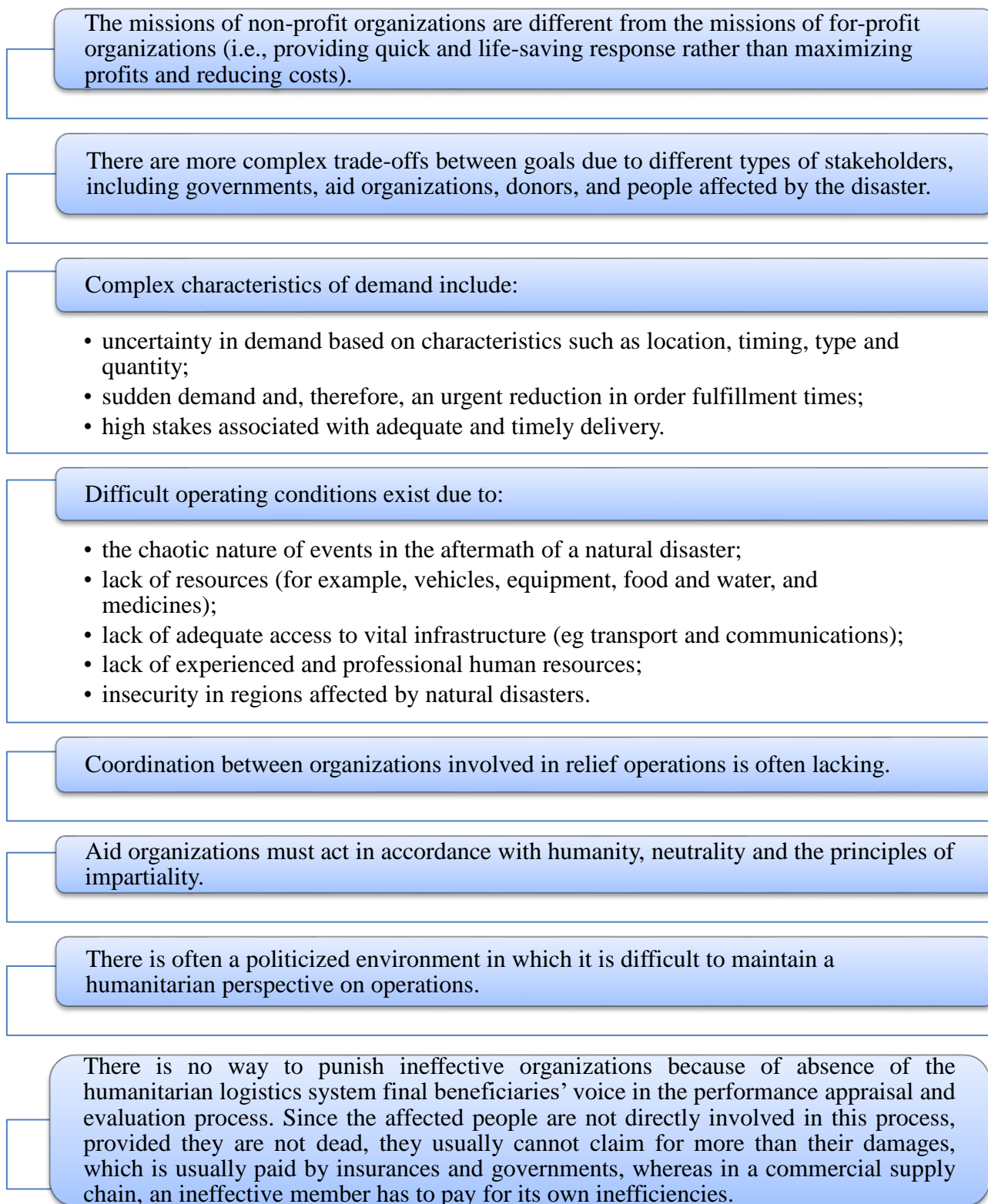


Figure 1.4 - Features of Humanitarian Logistics Systems

Therefore, summarizing the analysis of literary sources regarding the definition of the essence of the concept of "humanitarian logistics", we support the following definition of this concept, which defines humanitarian logistics as the process of

planning, coordinating and managing the flow of goods, services and information for the provision of humanitarian aid and assistance during crises or natural disasters, but supplementing the object of management with another flow - a flow of people, taking into account the relevance of this addition in the conditions of martial law in Ukraine. This involves the efficient and effective movement of resources, including food, water, medical supplies, shelter materials and other essential items, from suppliers to the affected population and the affected population themselves in a timely manner, ensuring safety and social needs.

Accordingly, humanitarian logistics aims to ensure that aid reaches those in need as quickly as possible, minimizing suffering and saving lives, that is, the emphasis in humanitarian logistics is changing in contrast to commercial logistics - not just to meet the needs of the consumer, but to meet urgent needs in safe conditions, saving lives, provision of social needs. This includes various activities such as procurement, inventory management, transportation, warehousing, distribution and coordination with multiple stakeholders, including humanitarian organizations, government agencies, donors and local communities, i.e. creating logistical support for humanitarian activities.

Therefore, humanitarian logistics with its unique set of challenges plays a decisive role in ensuring the effective delivery of aid and support during a crisis, especially taking into account the military operations on the territory of Ukraine, which requires the formation of an effective system of logistical support for the activities of humanitarian organizations.

## **1.2 Logistics support of humanitarian operations**

Effective logistics support for humanitarian organizations is best achieved by establishing humanitarian supply chains. Since there are many crisis situations in the world, scientists are constantly developing the categorical apparatus of the concept of

“humanitarian supply chain”. The most significant approaches to defining this concept were summarized in Table 1.2.

Table 1.2 – Approaches to definition humanitarian supply chain

№	Author	Definition
1	Minear	The systematic use of policy instruments to deliver humanitarian assistance in a cohesive and effective manner. Such instruments include: - strategic planning - gathering data and managing information - mobilizing resources and assuring accountability - orchestrating a functional division of labor in the field - negotiating and with host political authorities - providing leadership maintaining a serviceable framework.
2	Thomas and Kopczak	The process of planning, implementing and controlling the efficient, cost-effective flow and storage of goods and materials, as well as related information, from the point of origin to the point of consumption for the purpose of alleviating the suffering of vulnerable people.
3	Thomas and Mizushima	The process of planning, implementing and controlling the efficient, cost-effective flow and storage of goods and materials as well as related information, from the point of origin to the point of consumption for the purpose of meeting the end beneficiary’s requirements.
4	Schulz	The range of activities designed to maintain control over disaster and emergency situations and to provide a framework for helping at-risk persons to avoid or recover from the impact of the disaster. Disaster management deals with situations before, during and after a disaster.
5	Sheu	A process of planning, managing and controlling the efficient flows of relief, information, and services from the points of origin to the points of destination to meet the urgent needs of the affected people under emergency conditions

Among the definitions listed in Table 1.2, the approach of Anisya Thomas and Mitsuko Mitsushima of the Fritz Institute, who published their definition in 2005, is particularly noteworthy, and it is still the accepted industry standard today. This concept is shown schematically in Fig. 1.5 [20].



Figure 1.5 – Humanitarian Supply Chain

Consider in detail the main functions that form the primary activities in HSC. The first step in the humanitarian supply chain is to conduct a needs assessment to identify the type and quantity of aid needed by affected populations. This involves gathering data on the number of people affected, their location, and their specific needs.

The next step is to develop a supply chain plan based on the needs assessment. This involves determining the best sourcing strategy, transportation mode, and delivery schedule for the aid.

The third step is to identify and select suppliers who can provide the necessary goods and services. This may involve procurement from local or international suppliers depending on the availability and cost of the goods.

The procurement process involves negotiating contracts with suppliers, placing orders, and managing the delivery of goods and services. This includes quality assurance and testing to ensure that the goods meet the required standards.

Once the goods are procured, the next step is to transport them to the affected populations. This may involve using various modes of transportation, including road, air, or water transport.

Warehousing involves storing the goods before they are distributed to the affected populations. This may include setting up temporary or permanent warehouses depending on the duration of the response.

The final step in the humanitarian supply chain is to distribute the aid to the affected populations. This involves coordinating with local partners and community organizations to ensure that the aid reaches the intended beneficiaries.

In addition to the above steps, humanitarian supply chain management also involves monitoring and evaluating the supply chain process to identify areas for improvement and ensure that the aid reaches the affected populations in a timely and efficient manner.

Overall, effective humanitarian supply chain management is critical to ensure that aid is delivered to the affected populations in a timely and efficient.

Humanitarian supply chains, often referred to as "supply chains for life", are formed and operate in specific and complex environments, therefore, an effective humanitarian supply chain must be able to respond as quickly as possible to multiple interventions, even if it always faces a high level of uncertainty, as must meet the requirements of the beneficiary (according to Fig. 1.5).

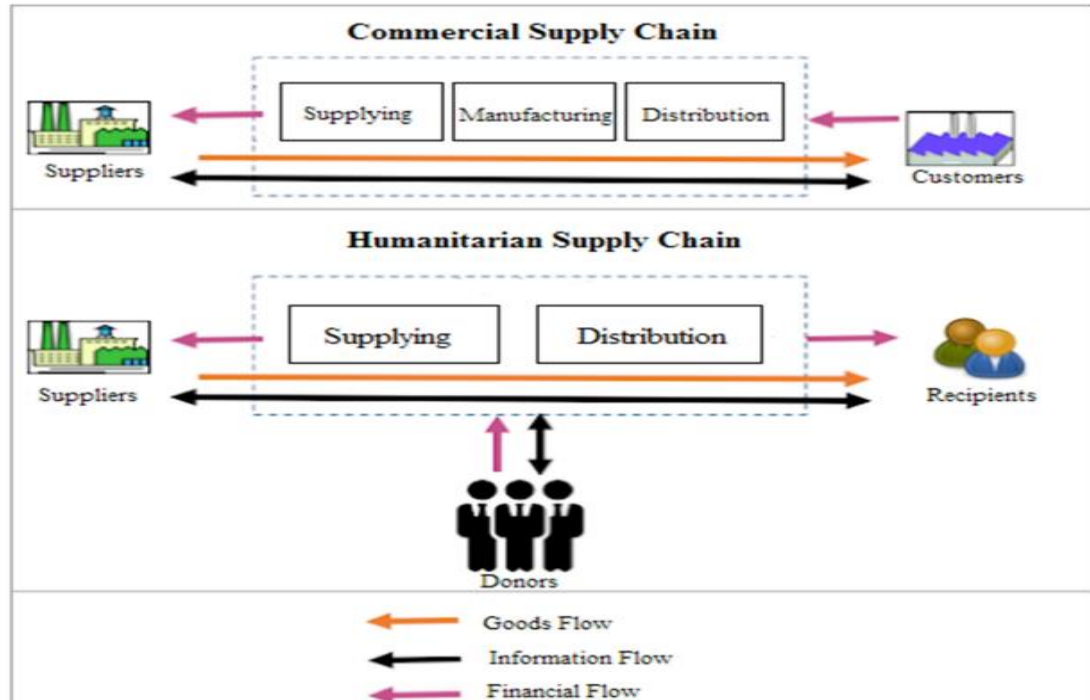


Figure 1.6 - Humanitarian supply chain design vs commercial supply chain [52]

The definition of a humanitarian supply chain remains controversial as there is

no single definition that fully captures the meaning, concerns, concerns, and goals of HSC. In HSC, unlike a commercial supply chain, there are no typical supply chain stages such as suppliers, manufacturers, distributors, retailers, and customers. Instead, the HSC is made up of donors, NGOs, local governments and beneficiaries. Figure 1.6 shows a typical HSC.

The humanitarian supply chain starts from suppliers and donors to the recipients or people in need, differently from the commercial one where there are just two types of operations: supplying and distribution; the financial flow in the humanitarian supply chain is intended for suppliers and recipients and come from donors and organizations, the goods flow come from suppliers to the distribution units to final recipients.

The previous subchapter highlighted the differences between the concepts of commercial logistics and humanitarian logistics, therefore, by analogy, we can identify the main factors of difference between the commercial supply chain and the humanitarian supply chain. The differences between these concepts are summarized in Table 1.3.

Table 1.3 – Difference between Commercial Supply Chain and Humanitarian Supply Chain [7]

	Commercial Supply Chain	Humanitarian Supply Chain
1	2	3
What is “Demand?”	Products	Supplies and People
Demand Pattern	Relatively stable, predictable. Demands occur at fixed locations in set quantities	Demand is generated from random events that are unpredictable in terms of timing, type, and size. Demands are estimated after they are needed, based on an assessment of disaster characteristics.
Inventory Control	Uses well-defined methods for determining inventory levels based on lead time, demand and target customer service levels	Inventory control is challenging due to high variations in lead times, demands, and demand locations.
Lead Time	Lead time determined by the Supplier-Manufacturer-DC-Retailer-chain.	Zero time between the occurrence of the demand and the need for it, but the actual lead time is determined by the chain of material flow.
Network Configuration	There exist methods for supply chain network design.	Challenging due to the nature of unknowns (locations, type and size of events, politics, culture) and “last mile” considerations.

End of Table 1.3

1	2	3
Information Systems	Typically, well-defined, making use of advanced technology	Information is often unreliable, incomplete, or non-existent.
Performance Measurement System	Historically, focused on resource performance measures, such as maximizing profit or minimizing costs.	Primary focus on output performance measures, such as the time required to respond to a disaster or ability to meet the needs of the disaster victims.
Strategic Goals	Usually, to produce high quality products at low cost in order to maximize profitability and achieve customer satisfaction	Minimize the loss of life and alleviate suffering.

In addition to the differences between commercial and humanitarian supply chains discussed in Table 1.3, one more main difference can be identified - these are the subjects of the supply chain. In a commercial supply chain, the main actors are suppliers, customers, logistics providers, government agencies, customs authorities, carriers, etc., all of whom are interested in making a profit.

In contrast to these actors, humanitarian supply chain actors responsible for minimizing human suffering are composed of several groups of stakeholders called humanitarian actors (HAs). They can be grouped into five interrelated categories [37] (see fig.1.7):

1. Humanitarian organizations, such as national or international non-governmental organizations and local non-governmental organizations;
2. Government institutions such as intergovernmental organizations, regional associations, governments, local authorities;
3. Rescue and support units such as rescue units, medical personnel, military;
4. Suppliers of essential products such as manufacturers, service providers;
5. Society such as donors, recipients, churches and religious organizations.

Actors of humanitarian supply chain play different roles in the sector and society; however, they are forced to cooperate in different dimensions (organizational, institutional, logistical, social, etc.) to provide humanitarian aid and protect people in need.

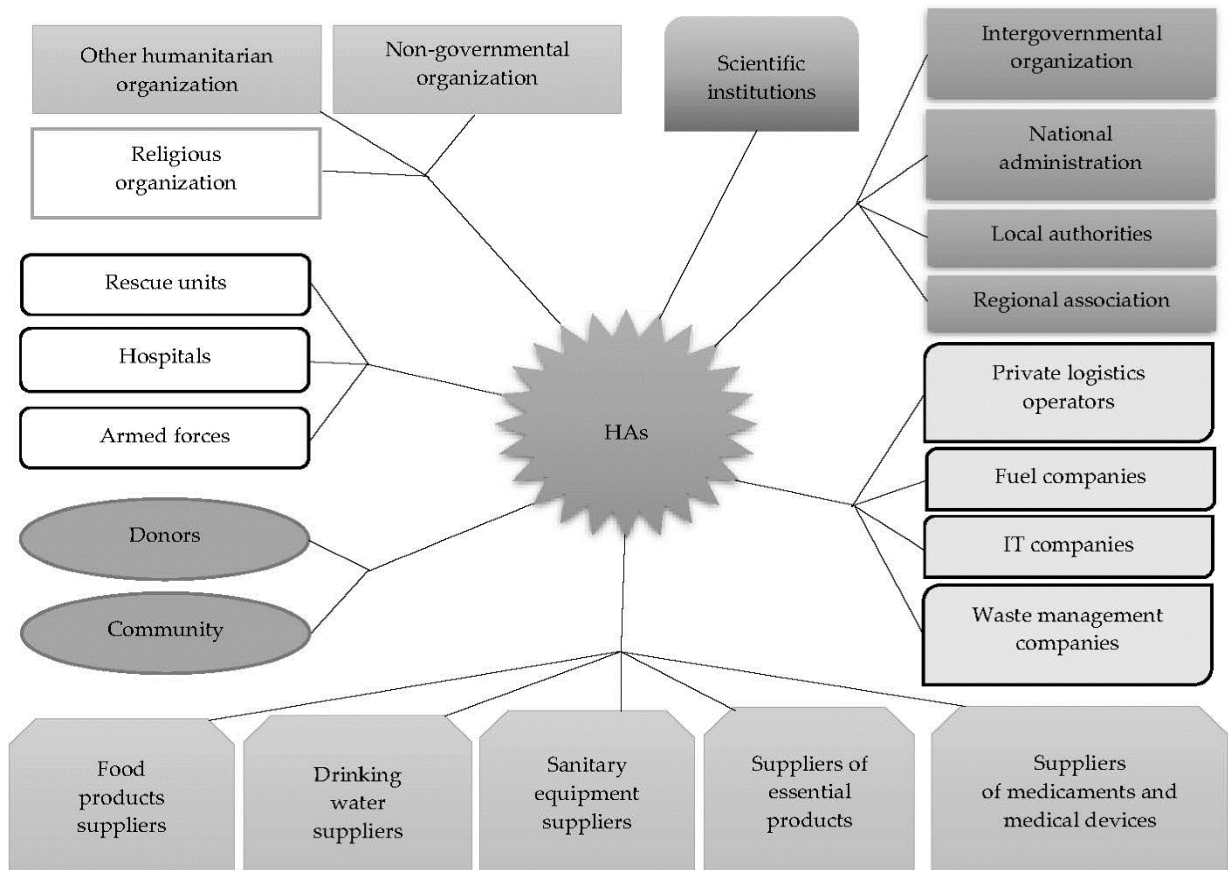


Figure 1.7 - Actors in the humanitarian supply chain [37]

However, cross-sectoral cooperation is unstructured and usually based on chaos; thus, a wide range of problems are evident, such as storage and transportation problems due to the number of goods exceeding the needs of the suffering population, resulting from the lack of coordination and synchronization of the activities of the Central Committee; inadequate quality of aid-related goods by accepting any level of quality of aid goods; and duplication of tasks and functions due to lack of cooperation. These challenges need to be addressed to minimize the suffering of people in need before a humanitarian crisis occurs, during its catastrophic consequences, and after it ends to provide humanitarian and development assistance to people. Such a perspective requires adequate policies and perspectives, among which social sustainability plays a decisive role.

In contrast to the subject approach to the definition of the humanitarian supply chain, which defines the supply chain as a network of interconnected organizations -



subjects of the humanitarian supply chain are involved in various processes and actions of a humanitarian nature, the purpose of which is to deliver a full range of products and services to the end consumer, which was discussed above, the process approach defines the supply chain as a combination of all types of business processes necessary to satisfy the demand for products or services of a humanitarian nature - from the initial moment of obtaining raw materials or information to delivery to the end consumer. According to the process approach, the humanitarian supply chain can be summarized into three main phases (fig.1.8).

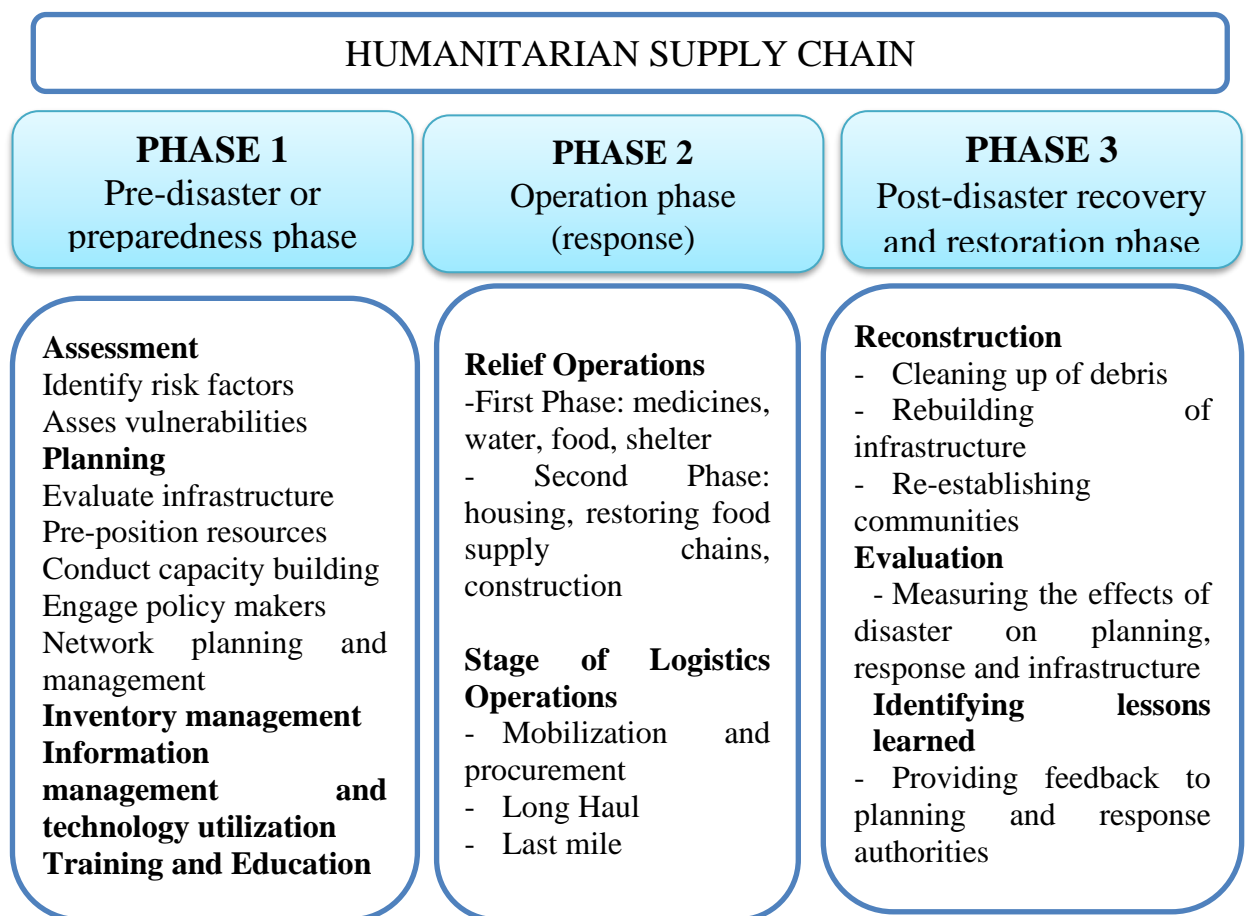


Figure 1.8 – Humanitarian Supply Chain

In the pre-disaster response phase or the preparedness phase, the historical profile of the disaster and its geographical information are collected and analyzed for the beneficiaries. Past data regarding the suppliers, logistics providers, and donors are noted down and a database is being prepared. Further, the data on market price and

historical price is collected to prepare the contingency stock. The preparedness phase defines the responsiveness of the relief activities.

In the operation phase, demand and stock available have to be reconciled to get a clear idea about the stock details. The stock details include both stock in transit and stock in warehouses. The cost of each operation has to be tracked to balance the need and the incoming donations.

In the post-operation phase, accountability of the donations has to be done to maintain transparency in the system. Also, the preparedness of the relief operation has to be analyzed to see how quick it was. The loss and damage have to be registered for accountability and claims.

To summarize, it should be noted that logistics support for the activities of humanitarian organizations based on the creation of a supply chain for humanitarian aid is a unique project. This is because everything that exists in commercial logistics—intact and secure infrastructure, digital networks, long-term planning capabilities, etc.—does not exist in humanitarian logistics. When a disaster strikes, everyone in the humanitarian supply chain is immediately involved because speed can save lives.

This is the main difference and uniqueness between the humanitarian supply chain from the commercial supply chain. Because targeted assistance can only be successful if it is carefully planned and everything must be done quickly, time pressure and diligence are in constant conflict in humanitarian logistics.

Therefore, all participants in the humanitarian supply chain, including logistics service providers, must have standardized internal and external emergency processes and pre-defined measures to immediately activate their assistance programs to provide effective logistics support to humanitarian organizations so that assistance is fully delivered, and on time, because it saves the lives of those in need.

### 1.3 Experience of activities of international and local humanitarian organizations in Ukraine under martial law

The activities of humanitarian organizations are always associated with enormous risks and uncertainty, especially in times of martial law. However, the lives, health, and social well-being of many people depend on the results of the activities of such organizations, which is determined by their functional goals. Representatives of many global humanitarian organizations work in Ukraine (Fig. 1.9), which significantly increases the volume of humanitarian assistance that the population of Ukraine can receive in war conditions, and the number of projects that can be implemented.



Figure 1.9 – Global humanitarian organizations that operate in Ukraine

The humanitarian response during a full-scale invasion is a complex and multi-step process. Unplanned obstacles and force majeure circumstances are observed during the implementation of humanitarian projects, Upmp.news reports regarding the

blog of the chairman of the board of the charitable organization “National Network of Local Charity” Daria Rybalchenko. Humanitarian response during a full-scale invasion is a complex and multi-stage process. Unplanned obstacles and force majeure events are observed during the implementation of humanitarian projects, as reported by Upmp.news, citing the blog of Daria Rybalchenko, the Chair of the Board of the Charitable Organization National Network for Local Philanthropy [70].

Civil society organizations that start working on humanitarian projects face the need to urgently respond to the needs of the affected population. However, they may not always be able to provide a quick response. The National Network for Local Philanthropy, which unites 20 organizations from various parts of Ukraine, constantly overcomes obstacles to provide humanitarian aid to those in need. At the same time, the structured work and adherence to the algorithm for implementing humanitarian projects facilitate this process. Consider this process in more detail (fig.1.10).

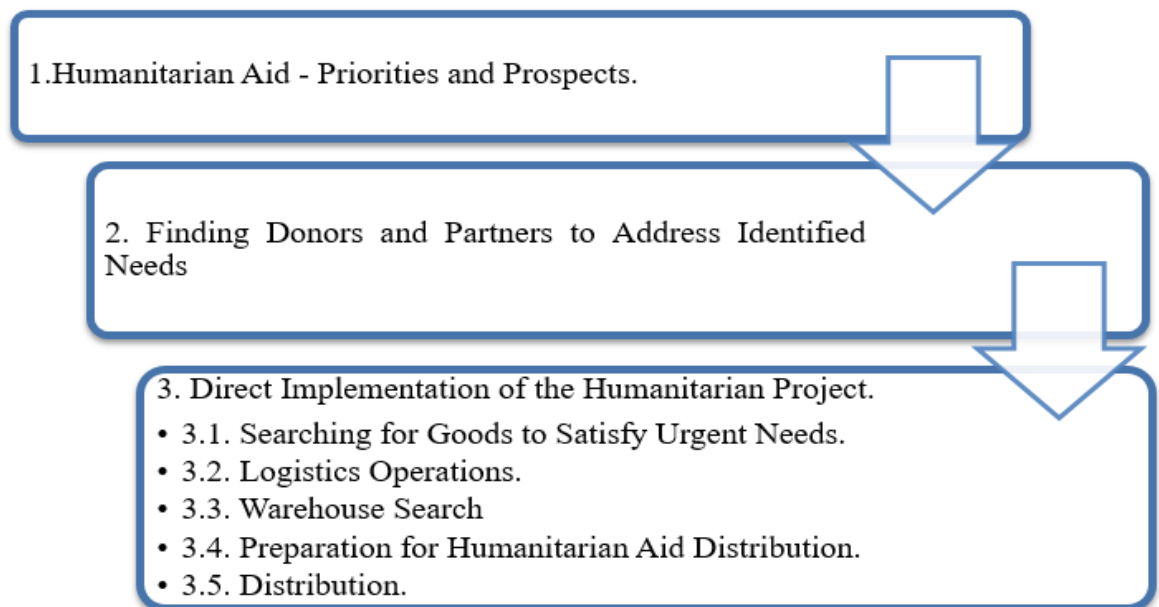


Figure 1.10 - Activities of humanitarian organizations in the process of implementing humanitarian projects

### 1. Humanitarian Aid - Priorities and Prospects.

The most crucial aspect of implementing any humanitarian project is addressing

the needs of the people. Often, the target audience may not be able to independently identify their priorities. Therefore, it is essential to analyse and determine the feasibility of addressing specific needs. Not all requests are urgent, so it's important to assess the relevance of addressing certain needs right now and, most importantly, evaluate the long-term impact of the planned humanitarian project. As the war will eventually end, strategic planning for aid utilization is necessary.

Without analysing needs, it is impossible to determine the type of assistance required by people. For example, providing food kits to those in need of water or heating devices is an inefficient aid process. Various tools, such as personal communication, official appeals, communication with authorities, conducting interviews, or online surveys with descriptions of needs, can be used to determine needs. When conducting surveys, it is crucial to formulate specific and clear questions to assess needs. The outcome of identifying the target audience and evaluating needs will enable the effective implementation of the humanitarian project. Remember that it is impossible to help everyone; therefore, clearly define whom you are specifically assisting. In the case of humanitarian aid, implementing projects without defining the target audience will be ineffective, as you won't be able to genuinely address existing needs.

## 2. Finding Donors and Partners to Address Identified Needs.

Finding support is possible, but it is essential to know the needs and seek those willing to help specifically with identified directions. The first step is to search the internet for volunteer organizations and regional funds that deal with humanitarian response in the chosen area. It is necessary to send the needs of the target audience to international organizations, requesting humanitarian aid. Another option is to search for local humanitarian headquarters for direct communication to address the needs of the target audience.

Various directories with information about donors and special platforms already exist for searching. For example, on the Palyanytsya.info platform, you can use filters to find relevant organizations and try to contact them to implement a humanitarian project. Another platform for uniting volunteer and government initiatives for

humanitarian aid during times of war is "SpivDia."

The international humanitarian organization World Central Kitchen (WCK) focuses on helping and supporting populations affected by disasters, humanitarian crises, and any other hardships. One of its main current directions is preparing hot meals.

To support children in Ukraine, collaboration can be initiated with the United Nations Children's Fund (UNICEF), FCA, the Charitable Foundation "Voices of Children," the Charitable Foundation "Your Support," and others.

For providing food, collaboration with organizations specializing in this area, such as ACTED, CARE, and People in Need, is possible. Additionally, supporting with food kits can be facilitated by the International Charitable Foundation "Love to Ukraine," Caritas Ukraine, AVSI, the Charitable Foundation Razom, Help Ukraine.center, United Help Ukraine, and others.

Regarding existing medical needs, collaboration with the Charitable Foundation "Kyiv School of Economics," Nova Ukraine, CARE Deutschland, the United Nations Population Fund, the International Rescue Committee, and many others is possible.

International funds actively contribute to the reconstruction process, restoring critical infrastructure objects and the social sphere. These include "Partnership for a Strong Ukraine" and "Stabilization Support Services," Hungarian Interchurch Aid, the Representation of the "Project HOPE-THE PEOPLE-TO-PEOPLE HEALTH FOUNDATION, INC." in Ukraine, the United Nations High Commissioner for Refugees, and others.

The mentioned few international organizations are just a small fraction, as there are many more you can explore to initiate collaboration. For instance, recently, the National Network for Local Philanthropy identified the population's needs through collaboration with network community funds and by engaging with ShelterBox, expecting assistance tailored to the winter needs of the target audience. Those affected by the war will receive items such as stoves, water canisters, warm sets of gloves, scarves, hats, and much more. The crucial aspect is that this aid addresses identified needs, and our partners understand that the project's implementation will be genuinely

effective in meeting the real needs of those affected in Ukraine.

Thoroughly research each potential partner for the implementation of a humanitarian project, as most of them have multiple focus areas and priority work territories. The key is not to forget the humanitarian project implementation algorithm.

### 3. Direct Implementation of the Humanitarian Project.

#### 3.1. Searching for Goods to Satisfy Urgent Needs.

Unfortunately, we currently observe a higher level of demand than existing supply. Urgent response is challenging because even warehouses of certain goods abroad can be empty for a certain period. This leads to a lengthy process of searching for and delivering necessary humanitarian aid. For instance, within the MedAid special fund, we anticipated beds to equip a hospital for three months due to their shortage. To avoid such situations, our team strives to negotiate with suppliers in advance, outline plans for potential risks, and, most importantly, identify ways to mitigate them. In turbulent times, neglecting planning and risk assessment is not an option. Remember that you should address humanitarian needs in areas where your organization specializes; do not undertake projects outside your expertise.

#### 3.2. Logistics Operations.

Often, the delivery of goods takes much more time than finding them. During wartime, no one can guarantee that the planned route will be accessible exactly when the goods are to be delivered. For example, there are pontoon bridges that may close under certain weather conditions, making it impossible to predict. Therefore, besides planning, it is necessary to consider factors beyond our control, both positive and negative. For this, it is essential to remember alternatives and allocate a budget for them. Also, keep in mind that sometimes the delivery of goods can be more expensive than the goods themselves. Consider this in your procurement decisions. To transport humanitarian cargo within Ukraine, a waybill document, known as the Goods Transport Waybill, is required. An example of such a document is provided below:

However, where can you find opportunities for delivering humanitarian aid? Ukrzaliznytsia provides free delivery of humanitarian cargo by passenger trains. Requests for transportation should be submitted through the "Iron Aid" hotline: 0 800

503 222. It's worth noting that Nova Poshta provides free transportation of humanitarian cargo. You can also try to negotiate with logistics companies with a certain surcharge for delivery, collaborate with other volunteers for cooperation.

### 3.3. Warehouse Search.

Firstly, find a place to store the goods. This can be arranged with local businesses, authorities, or civil society organizations (NGOs, charitable foundations, etc.). When choosing a warehouse, do not forget about your responsibility for the goods and consider the necessary storage conditions (temperature, humidity, etc.).

### 3.4. Preparation for Humanitarian Aid Distribution.

Before distribution, preparation is essential: sorting humanitarian aid, checking expiration dates. For convenience, you can create kits for distribution. Do not forget about announcing the distribution through announcements, flyers, social networks. You can also collaborate with regional media to disseminate information and achieve maximum coverage of the target audience for the qualitative and effective provision of humanitarian aid.

### 3.5. Distribution.

For providing prepared humanitarian aid, remember that you can collaborate with others for a quality and swift distribution to those in need. Also, do not forget about accountability and document the distribution with photographs, recipient lists, etc. The report will be used, including for writing off humanitarian aid from your organization's balance. This should be done using a document of any form signed by the organization's leader. The report should specify the name of the humanitarian aid, its quantity, date, and place of distribution, and, if possible, the names of the recipients.

Also, reporting will be necessary for tax authorities and on social media. This will help your organization be transparent, including attracting new partners for the implementation of future humanitarian projects.

The activities of humanitarian organizations in conditions of military aggression are very important in supporting the humanitarian, socio-economic and environmental components of the life of the population of Ukraine. The effectiveness of humanitarian organizations is closely linked to the responsiveness and collaboration of other actors



in the humanitarian supply chain, which drives concerted efforts to streamline processes and pool resources, enabling them to save more lives faster at lower cost and environmental impact.

#### **1.4 Chapter 1 summary**

In the theoretical chapter of the diploma work, a literature review was carried out to determine approaches to the concept of humanitarian logistics and the humanitarian supply chain. It has been established that humanitarian logistics is a branch of logistics that deals with the preparedness and response phases of the disaster management system. We define humanitarian logistics as a branch of logistics that studies the processes of planning, coordinating and managing the flow of goods, services, information and people to provide humanitarian assistance and assistance during crises, natural disasters and war (taking into account the martial law in Ukraine and forced migration and resettlement of people).

A humanitarian supply chain is defined as the process of planning, implementing, and controlling the efficient, cost-effective flow and storage of goods and materials, as well as related information, from the point of origin to the point of consumption to meet the requirements of the ultimate beneficiary.

The conducted analysis of the differences between commercial and humanitarian logistics, commercial and humanitarian supply chains made it possible to establish unique differences between these concepts, which are the target indicators - the urgency and speed of service provision, which depend on the life and safety of people who need help.

It has been proven that logistics is an integral part of the activities of humanitarian organizations, and logistical support for this activity allows for the formation of systems that respond to challenges just in time.

## CHAPTER 2

### ANALYSIS OF A HUMANITARIAN ORGANIZATIONS' ACTIVITY UNDER MARTIAL LAW

#### 2.2 General characteristics of a humanitarian organization



Plan International is an independent organization dedicated to promoting children's rights and gender equality, with a strong focus on girls. They believe in the potential of every child, which is often hindered by poverty, violence, exclusion, and discrimination, with girls particularly affected. Plan International works with children, youth, advocates, and partners to create a just world and address the root causes of problems faced by girls and vulnerable children [44].

The organization was set up by British journalist John Langdon-Davies and refugee worker Eric Muggeridge in 1937, with the original aim to provide food, accommodation and education to children whose lives had been disrupted by the Spanish Civil War.

The history of the organization according to the main dates is presented in Table 2.1.

Table 2.1 – History of Plan International [21]

Date/Period	Content
1	2
1937	Plan International was founded as 'Foster Parents Plan for Children in Spain' to help children whose lives were disrupted by the Spanish Civil War.
1940s	During World War II, the organisation became known as 'Foster Parents Plan for War Children' and worked in England, helping displaced children from all over Europe. After the war, we extended aid to children in France, Belgium, Italy, the Netherlands, Germany, Greece and briefly in Poland, Czechoslovakia and China.

Continuation of Table 2.1

1	2
1950s	As Europe recovered, we gradually moved out of these countries and opened new programmes in less developed countries. The organisation removed the reference to war children and became 'Foster Parents Plan Inc.' to reflect the goal of bringing lasting change to the lives of children in need, whatever their circumstances.
1960s	We expanded work in Asia and to countries in South America. In 1962, US First Lady Jacqueline Kennedy was honorary chairwoman during Plan's Silver Jubilee.
1970s	The global name became 'Plan International' as programmes now spanned Latin America and the Caribbean, Asia and Africa.
1980s	Belgium, Germany, Japan and the UK joined Canada, the US, Australia and the Netherlands as donor countries. We were recognised by the Economic and Social Council of the United Nations.
1990s	We marked our 60th anniversary of helping children. Offices opened in France, Norway, Finland, Denmark, Sweden and the Republic of Korea.
2000s+	Our donor countries increased to 21 as offices opened in Colombia, India, Ireland, Italy, Hong Kong, Spain and Switzerland.
2022	In 2022, we are marking our 85th anniversary of supporting children. We are active in over 75 countries to advance children's rights and equality for girls. Our work reached 26.2 million girls and 24.1 million boys last year.

Mission, Global Strategy, ambitions and ways of realization established strategy are shown in fig.2.1.



Figure 2.1 – Mission and Global Strategy of Plan International

To realize purpose the organization engages people and partners to:

1. Empower children, young people and communities to make vital changes that tackle the root causes of discrimination against girls, exclusion and vulnerability.
2. Drive change in practice and policy at local, national and global levels through our reach, experience and knowledge of the realities children face.
3. Work with children and communities to prepare for and respond to crises and to overcome adversity.
4. Support the safe and successful progression of children from birth to adulthood.

The organization sees clear links between fulfilling children's rights, achieving gender equality, and ending child poverty. Every girl and boy has the right to be healthy, educated, protected, valued, and respected in their community and beyond.

The organization supports these rights from when children are born to when they reach adulthood. We work to ensure that girls and boys know their rights and have the skills, knowledge, and confidence to fulfill them. This approach inspires and empowers children and communities to create long-lasting change.

To implement the established goals and strategy, the humanitarian organization determines the priority areas of its work, which are depicted in Fig. 2.2.



Figure 2.2 - Priority areas of work Plan International [45]

Plan International operates in 83 countries and has more than 80 years of history of building effective partnerships (see fig.2.3).



Figure 2.3 – Countries of presence Plan International [44]

Plan International structure includes the Global Hub which is located in the United Kingdom, over 50 Country Offices and their Programme Units, 4 Regional Hubs and 4 Liaison Offices (see fig.2.4):

1. Country offices. Our country offices, led by Country Directors are responsible for all programme operations within their country. Most country offices are branch offices of Plan International, Inc. with no separate governance structure. They are line managed by the Regional Hubs. Within each country where we operate, we have programme units that manage and implement our programmes on the ground. They work directly with children and communities and work closely with partner organisations. They are most often located in the communities where programmes are implemented and are an integral part of the country office structure.

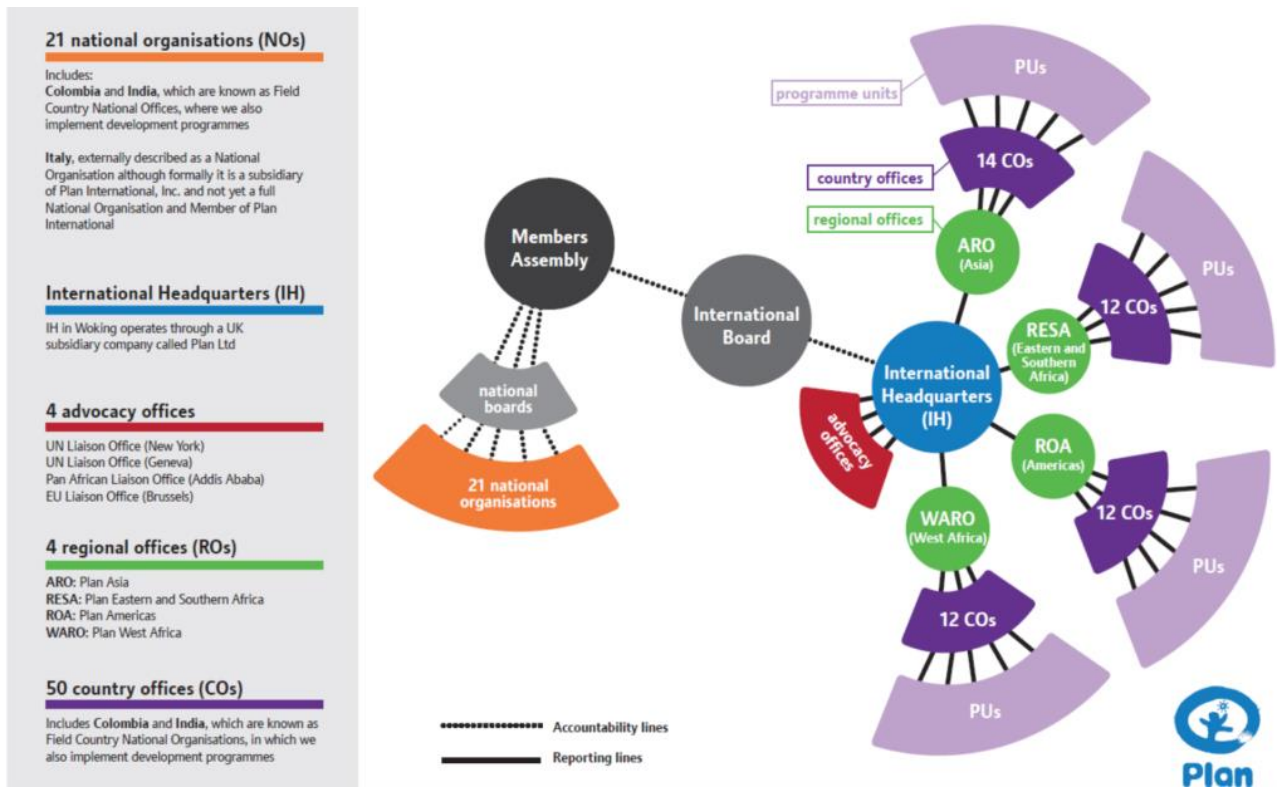


Figure 2.4 - Plan International global organizational chart [44]

2. Regional hubs. We have four regional hubs: for the Americas (located in Panama), for Asia Pacific (located in Bangkok), for the Middle East, Eastern and Southern Africa (located in Nairobi) and one in West and Central Africa (located in Senegal). The Regional Hubs co-ordinate and support the work of each Country Office within its region, providing leadership and technical expertise. Regional Hubs are branch offices of Plan International, Inc. and do not have a separate governance structure. They are led by our Regional Directors, who also sit on the Leadership Team.

3. Liaison offices. We have four Liaison Offices, in Geneva, New York, Addis Ababa and Brussels. They provide a platform to strengthen our partnerships with international bodies, negotiations with key decision-makers and promoting the rights of children globally.

4. Global hub. Our Global Hub is located in Woking, United Kingdom. Our Leadership Team, other than the Regional Directors, are based in the Global Hub. The

Global Hub provides leadership, alignment and services to field operations, and supports National Organizations.

5. National organizations. As Members of Plan International, Inc's highest decision making body, the Members' Assembly, National Organizations play a key role in the governance of the organization. National Organizations are also responsible for fundraising and perform a vital role in development education and advocacy in their jurisdictions. In addition, National Organizations work together with Plan International, Inc. to ensure the effective management and implementation of major grant-funded projects. National Organizations are accountable to their donors through their national regulators and directly through their individual feedback mechanisms. They appoint delegates to sit on the Members' Assembly, our highest decision-making authority. National Organizations are managed by their own National Director who is accountable to their individual governing bodies for their operations.

The normative basis of our work in all contexts is provided by: UN Convention on the Rights of the Child (UNCRC), Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), international humanitarian law and the standards and principles established in it.

The principles of the humanitarian organization are supported by all structural units, namely:

1. We are rights-based. All our work is based on the principles of human rights. We take a firm, clear position on human rights and actively support them. We support human rights defenders and work with others to promote child rights and gender equality monitoring and reporting.

2. We are gender transformative. There are many forms of inequality and exclusion and they vary from place to place. But everywhere we work there exists some form of gender-based discrimination, gender stereotyping and an unequal distribution of power between women and men, girls and boys and other genders.

Robust evidence demonstrates that gender equality is beneficial for girls and boys, women and men, and for society as a whole. Adopting a gender transformative approach ensures that our work results in positive changes and sustainable outcomes



for girls and young women, and for society more broadly. Working proactively with boys and young men to champion gender equality is part of this approach.

A gender transformative approach goes beyond addressing “symptoms” to explicitly tackle the root causes of gender inequality, particularly unequal gender power relations, discriminatory social norms and systems, structures, policies and practices. It improves the daily condition of girls while advancing their position and value in society.

3. We are open and accountable. Being open and accountable is one of our core values. We ensure that we report openly and transparently about what we do – on both our successes and failures – and about how we use the resources entrusted to us. We commit to using these resources responsibly in order to generate the greatest sustainable outcomes. Wherever we work, we consider carefully whether and how we can add value to local development efforts. We listen to children and communities, and ensure that we apply the highest standards for keeping children, other people and the environment safe whenever we, or our associates, interact with them.

4. We work with other actors, organizations and institutions. Plan International is outward-looking. We recognize that we cannot achieve sustainable development outcomes by working alone. Key to this is building relationships with a variety of organizations, institutions, corporates and other actors that influence the changes we are seeking. We pay particular attention to partnerships with organizations of children and young people. Based on an understanding of other stakeholders and on the knowledge of our own strengths and limitations, we develop strategic relationships to enhance our reach, influence and capability at all levels.

5. We work in all contexts. In development, fragile and conflict-affected settings, we help to realize the rights of children and young people, and aim to add value to their lives through targeted responses. Following core humanitarian principles and standards, our emergency interventions deliver immediate life-saving assistance and protection to children and their communities affected by natural disasters or conflict. Our overall response or protracted crises programme plans have a gender transformative ambition. Even in the most acute emergencies all our projects will



endeavour to identify and respond to the specific vulnerabilities and needs of girls and young women.

Our development work focuses on empowering children and their communities to tackle the underlying causes of poverty and to create lasting positive change. Our work increases the resilience of children, young people and particularly girls. Using an integrated development and humanitarian approach, we help them to overcome the multiple risks that they face.

6. We work at all levels. Our experience has taught us that working at and across all levels – locally, nationally, regionally and globally – is key to bringing the changes that we are seeking. We recognize that the situations of children and girls, in particular, depend on many factors that transcend local borders. This can be a force for good – for instance, new media can help to trigger change at scale rapidly and across continents and cultures, magnifying the reach and power of individuals. Building on our experience at local levels, we use our presence at multiple levels to forge long-term relationships that help us to further our programme and influence goals.

Assessing the strengths and weaknesses (Fig.2.5) of Plan International is essential for strategic planning, resource allocation, impact measurement, and overall organizational effectiveness.

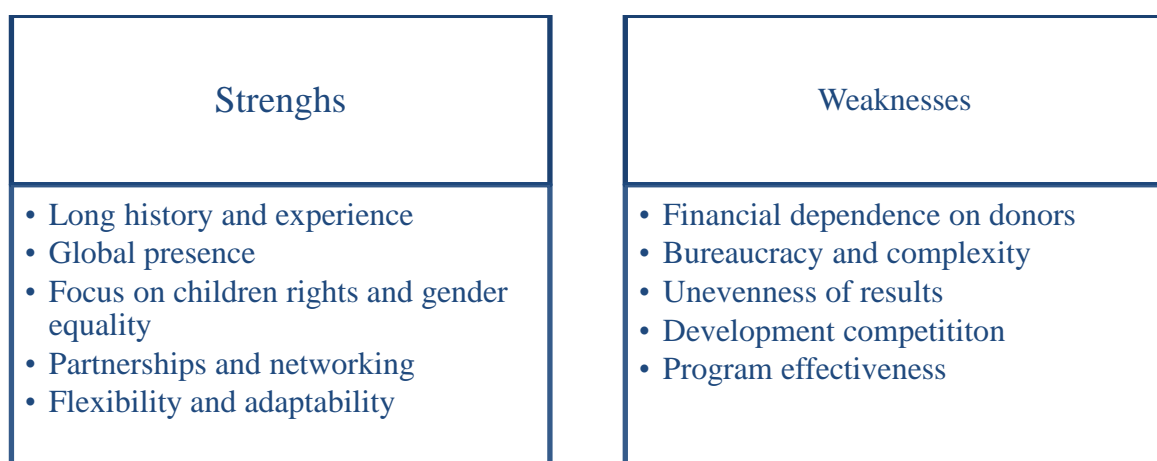


Figure 2.5 – Assessment of strengths and weaknesses of PI Inc.

It ensures that the organization remains accountable, adaptable, and committed to its mission of promoting children's rights and gender equality.

### Strengths of the Plan Organization International:

1. Long history and experience: Plan International has over 80 years of experience in development and humanitarian aid. This long period of existence indicates stability and the ability to adapt to changing conditions.

2. Global presence: The organization is active in 83 countries, which demonstrates its wide geographic reach and readiness to respond to global issues.

3. Emphasis on children's rights and gender equality: Plan International advocates for the rights of children, especially girls, and works to ensure equal opportunities for all.

4. Partnerships and Networking: The organization has built strong partnerships with other organizations and governments, enabling it to implement projects and programs more effectively.

5. Flexibility and adaptability: Plan International has been ready to adapt to different crisis situations, such as the COVID-19 pandemic and humanitarian conflicts, looking for new approaches and solutions.

### Weaknesses of the Plan Organization International:

1. Financial dependence on donors: The organization is largely dependent on funding from donors and government organizations. Changes in funding may affect the ability to deliver programs.

2. Bureaucracy and complexity: Like any large international organization, Plan International may face bureaucracy and administrative complexity that may delay the implementation of projects.

3. Unevenness of results: In some regions or countries, the results of the work of Plan International may be less successful due to specific challenges and circumstances.

4. Development competition: Global competition in development and humanitarian aid can make it difficult to attract funding and resources to implement projects.

5. Program effectiveness: As in other sectors where many humanitarian and development organizations operate, the effectiveness of some programs may vary, requiring continuous improvement and monitoring.

To sum up it should be noted that Plan International is an independent development and humanitarian (dual mandate) non-profit organization that believes in the power and potential of every child, but knows this is often suppressed by poverty, violence, exclusion, disasters, and discrimination. They aim not only to improve the daily lives of girls but also to advance their position and value in society, whilst actively working with boys and young men to champion gender equality. Their programmes deliver lasting change against discriminatory norms, policies, and laws. The organization listens to the voices of children in the community, especially girls whose views and needs are frequently overlooked, to ensure that their work is relevant and effective.

Thus, Plan Int. works to strengthen the capacity of governments and encourage them to fulfill their obligations to protect children and realize children's rights. The organization forms effective partnerships to address the systemic and structural causes of child rights violations and inequality and supports other humanitarian groups to expand their activities beyond the communities in which they work, receiving financial results from their activities, which are analyzed in the following subchapter of the diploma work.

## **2.2 Analysis of the results of humanitarian organization activities**

As a non-profit humanitarian organization, Plan Int. must report on the results of its activities, by forming a financial report for the year, which summarizes information for all structural units that work around the world. The analysis of the results of the organization's activities was carried out on the basis of financial reports for 2020-2022 [46, 47, 50].

The financial statements of Plan International are a combination of the consolidated financial statements of each of the 20 Member NOs and the consolidated financial statements of PI Inc, which includes the two prospective NOs at year end.

The entities included in the combined financial statements have not operated as a single entity. There is no legal requirement to prepare these combined financial statements as PI Inc and the NOs are separate legal entities. However, the combined financial statements are prepared voluntarily in order to present the combined financial position, results and cash flows of Plan International.

In order to show the main results of its activities, the humanitarian organization provides generalized information on key, from their point of view, indicators, including in terms of priority areas of work. Key results for 2022 are shown in fig. 2.7.

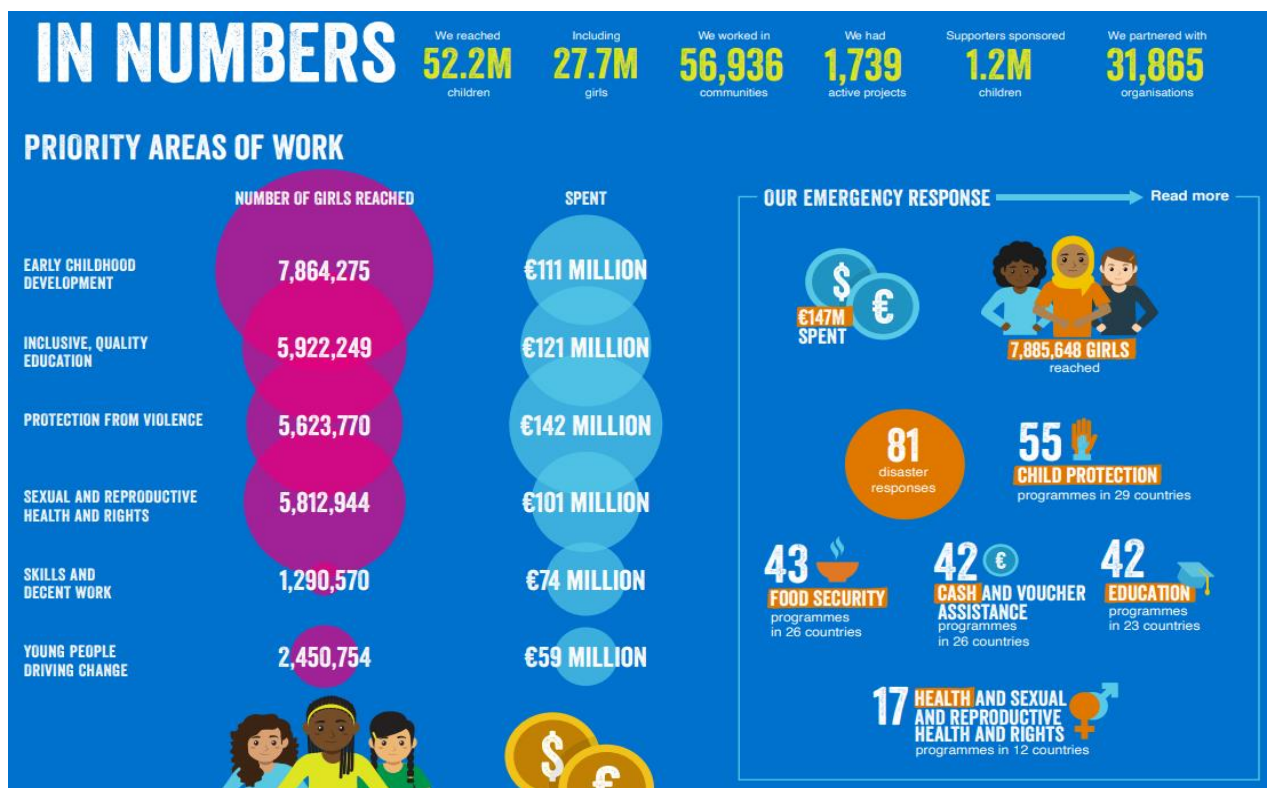


Figure 2.7 – Key highlights of Plan organization in 2022 [45]

In order to identify the main trends in the organization's development, a detailed analysis must be carried out, the results of these analysis are summarized in Table 2.1.

Since the activities of humanitarian organizations are defined as non-profit, the sources of income and expenses are significantly different from logistics companies, so it is necessary to decipher the main articles of the financial results report first.

Due to the nature of Plan International's activities, income arising from non-exchange transactions (such as contributions and grants) is considered to be income

from ordinary activities and represents revenue for Plan International. The main sources of income are as follows:

1. Child sponsorship contributions are paid by sponsors on either a monthly or annual basis. They are accounted for as income when received, including any contributions received in advance. Amounts received in advance are presented within temporarily restricted funds in the Combined statement of financial position.

2. Certain contributions receivable by Plan International, including the majority of the grants from Government bodies and other Non-Governmental Organizations (NGOs), are designated for specific purposes by the donors.

3. Plan International receives contributions from various other sources, including legacies and trusts in which it is named as a beneficiary (but over which it has neither control nor significant influence). These contributions are recognized when Plan International has an irrevocable entitlement to receive future economic benefits and the amounts are capable of reliable measurement. Plan International also receives project sponsorship and appeals income which is recognized when received.

4. Gifts in kind are recognized at fair value when received using the cost of the equivalent goods or services in the country of the ultimate beneficiary, the price of the nearest equivalent goods in terms of quantity, quality, age, condition and branding or wholesale prices, taking into account normal commercial discounts and volume rebates. Valuations provided by institutional donors are used for food and food distributions.

5. Trading income primarily comprises retail income from the sale of goods through shops, lottery income and other commercial activities. This income is recognized at point of sale.

6. Investment income represents both PI Inc's and the NOs' interest and dividend income, all of which is recognized when Plan International becomes entitled to the income, as well as realised gains and losses on the sale of investments. Interest income on debt securities is measured using the effective interest method.

7. Plan International benefits from the assistance provided by a large number of volunteers both in NOs and PI Inc. It is not practicable to quantify the benefit

attributable to this work, which is therefore excluded from the Combined income statement.

Table 2.1 - Combined income statement analysis of Plan International

Items, €000	2022	2021	2020	Deviation 2022/2021		Deviation 2021/2020	
				y-o-y	%, y-o-y	y-o-y	%, y-o-y
Income							
Child sponsorship income	371,552	360,114	360,913	11,438	3,18	-0,799	-0,22
Grants	406,695	389,614	345,761	17,081	4,38	43,853	12,68
Gifts in kind	91,054	78,248	47,898	12,806	16,37	30,35	63,36
Other contributions	185,228	150,8	140,089	34,428	22,83	10,711	7,65
Investment (loss) / income	-1,077	6,211	3,818	-7,288	117,34	2,393	62,68
Trading income	15,753	17,772	11,41	-2,019	-11,36	6,362	55,76
Total income	1069,205	1002,759	909,889	66,446	6,63	92,87	10,21
Expenditure							
Programme expenditure	811,58	745,982	706,666	65,598	8,79	39,316	5,56
Fundraising costs	122,107	109,237	115,455	12,87	11,78	-6,218	-5,39
Other operating costs	72,688	74,554	74,892	-1,866	-2,50	-0,338	-0,45
Finance costs	3,037	1,287	1,428	1,75	135,98	-0,141	-9,87
Trading expenditure	11,042	10,514	5,846	0,528	5,02	4,668	79,85
Total expenditure before foreign exchange	1020,454	941,574	904,287	78,88	8,38	37,287	4,12
Net (gains) / losses on foreign exchange	-19,388	4,943	5,983	24,331	492,23	-1,04	-17,38
Total expenditure	1001,066	946,517	910,27	54,549	5,76	36,247	3,98
Excess / (Deficit) of income over expenditure	68,139	56,242	-0,381	11,897	21,15	56,623	14661,68

During the fiscal year ended June 30, 2022, Plan International successfully generated €1.1 billion in revenue, €66.4 million more than the previous year. This represents an increase of 6.6%, mainly due to higher income from grants and in-kind gifts. Despite the ongoing challenges associated with the COVID-19 pandemic, Plan International was able to direct a significant portion of this revenue to program costs. Thus, the organization's total expenditure for 2022 reached €1 billion, which represents an increase of €54.5 million compared to 2021, or 5.8%.

It is important to note that these combined financial results represent the totality of the Plan International Incorporated (PI Inc.) and National Organizations (NO). Therefore, the revenue and expense profile and ratios may not be directly applicable to

any individual entity within the organization.

Plan Management and International Council International conducted an assessment of the organization's ability to continue as a going concern. This assessment included the preparation of financial forecasts for the next eighteen months and an assessment of the risks posed by the external environment to the organization's revenue. Based on forecast data covering 95% of the global estimate, the revenue forecast for the fiscal year ending June 30, 2023 was €1,009 million, roughly in line with budgeted levels. It was expected to fall to €983 million in the next financial year, which ends on June 30, 2024, mainly due to a reduction in grant income. Analysis of historical results over the past two years led to the belief that the forecast was conservative, and the income statement was expected to break even. In addition, a severe but plausible scenario was developed, taking into account the impact of adverse events related to the identified risks, which indicated an 8.6% decrease in revenue if these risks materialize in the next year.

Schematically, the dynamics of the main sources of income formation of the organization are shown in Fig. 2.8.

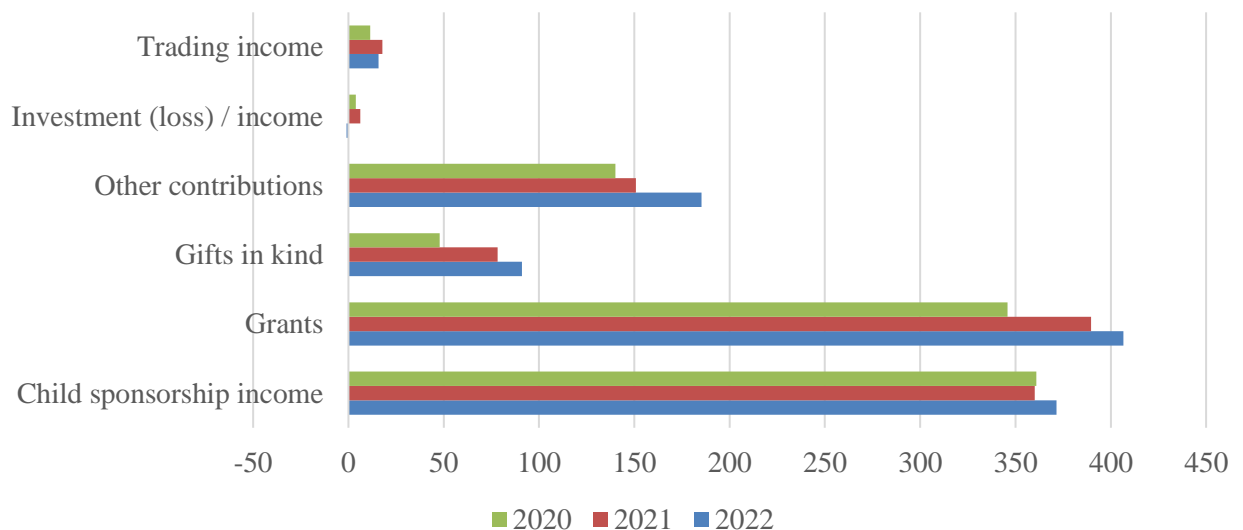


Figure 2.8 - Dynamics of the main sources of income of Plan Inc.

For a more detailed analysis of income, it is necessary to analyze the structure of humanitarian organization income in terms of main sources (see Fig. 2.9) and income by location (see Table 2.2, Fig. 2.10).

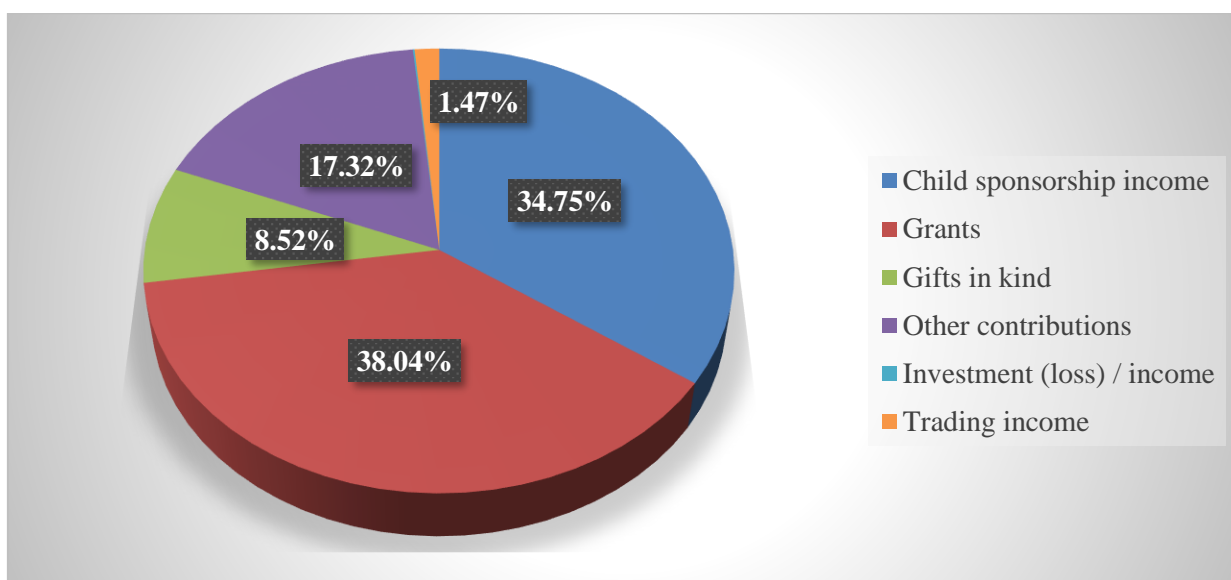


Figure 2.8 – Income structure of Plan Inc. in 2022

Table 2.2 - Income structure by location of Plan Inc.

Income by location	2022		2021		2020	
	€000	%	€000	%	€000	%
Europe	<b>666,991</b>	<b>63,31</b>	<b>646,076</b>	<b>65,59</b>	<b>552,891</b>	<b>61,54</b>
Belgium	19,828	2,97	21,637	3,35	18,006	3,26
Denmark	57,395	8,61	43,656	6,76	35,531	6,43
Finland	23,94	3,59	22,76	3,52	18,383	3,32
France	19,011	2,85	19,839	3,07	13,629	2,47
Germany	229,776	34,45	252,915	39,15	200,793	36,32
Ireland	15,726	2,36	11,427	1,77	15,719	2,84
Netherlands	65,966	9,89	59,494	9,21	55,31	10,00
Norway	77,856	11,67	46,967	7,27	49,862	9,02
Spain	33,156	4,97	35,686	5,52	28,361	5,13
Sweden	45,47	6,82	54,426	8,42	48,834	8,83
Switzerland	8,415	1,26	5,454	0,84	5,539	1,00
United Kingdom	70,452	10,56	71,815	11,12	62,924	11,38
Americas	<b>268,392</b>	<b>25,48</b>	<b>235,928</b>	<b>23,95</b>	<b>230,04</b>	<b>25,60</b>
Canada	206,839	77,07	174,01	73,76	166,169	72,23
Colombia	9,486	3,53	4,475	1,90	2,287	0,99
United States	52,067	19,40	57,443	24,35	61,584	26,77
Australia & Asia	<b>113,754</b>	<b>10,80</b>	<b>96,456</b>	<b>9,79</b>	<b>100,112</b>	<b>11,14</b>
Australia	43,856	38,55	38,011	39,41	33,801	33,76
Hong Kong	14,441	12,69	12,86	13,33	12,37	12,36
India	12,631	11,10	10,833	11,23	12,888	12,87
Japan	29,313	25,77	26,746	27,73	30,539	30,50
Korea	13,513	11,88	8,006	8,30	10,514	10,50
Other	<b>4,315</b>	<b>0,41</b>	<b>6,527</b>	<b>0,66</b>	<b>15,436</b>	<b>1,72</b>
Total	<b>1053,452</b>	<b>100</b>	<b>984,987</b>	<b>100</b>	<b>898,479</b>	<b>100</b>



Regarding sources of income, Plan International mainly raises funds in Europe – 63,31% in 2022, 65,59% in 2021, and 61,54% in 2020.

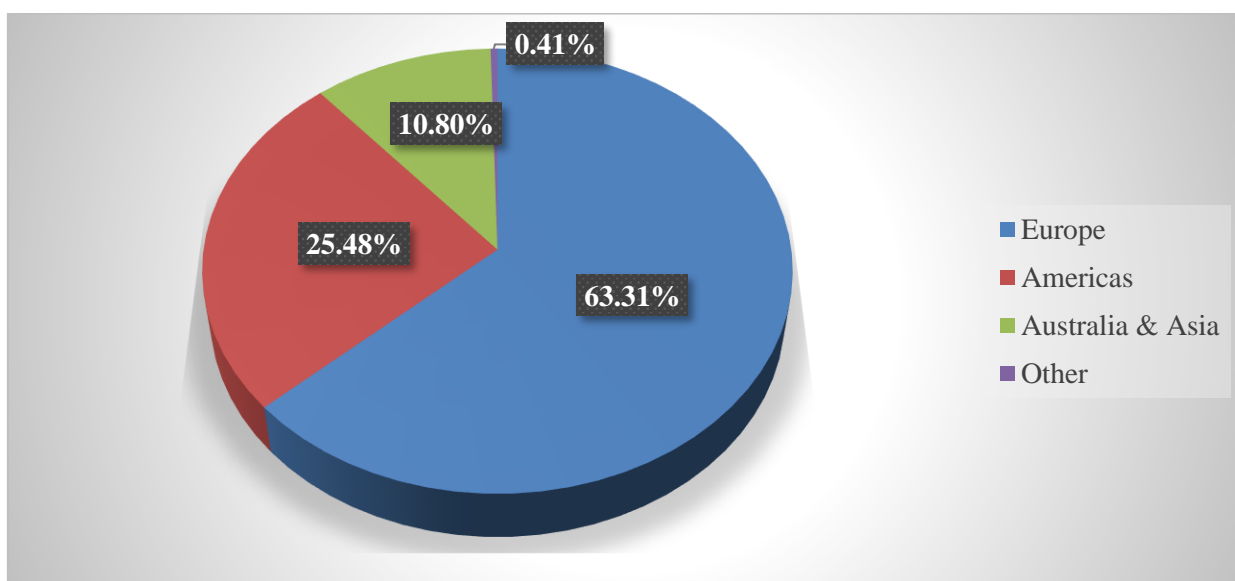


Figure 2.10 - Income structure by location of Plan Inc. in 2022

Since the main region in which the most donations are collected is Europe, it is necessary to conduct an analysis of the countries that are the largest donors to the organization. The structure of the organization's income by donor countries from Europe in 2022 is shown in Fig. 2.11

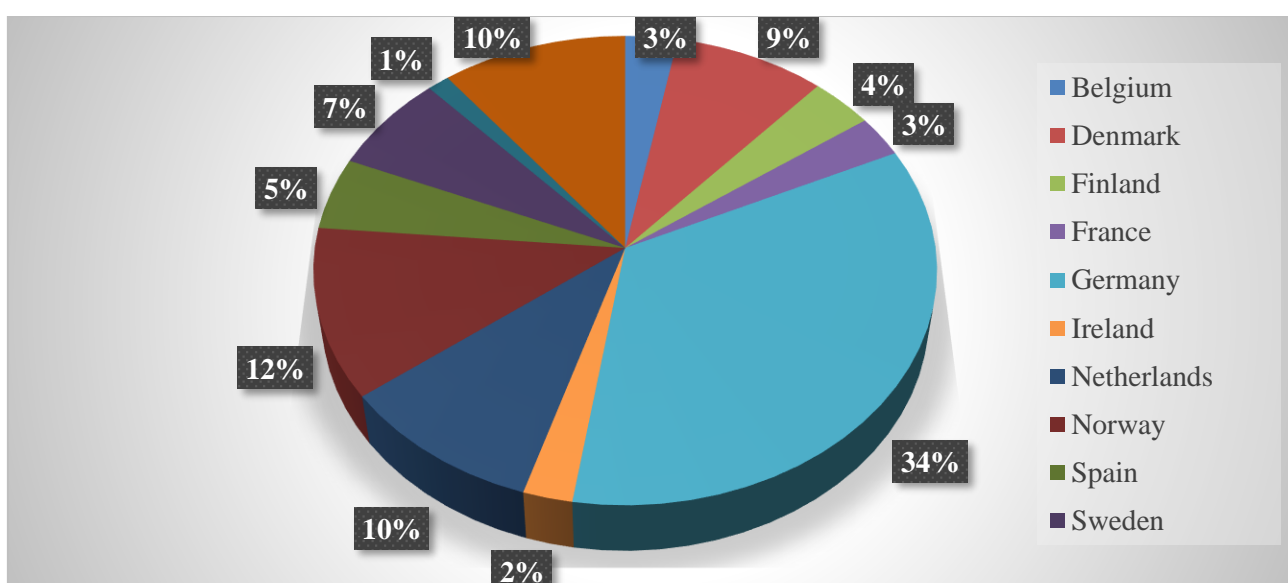


Figure 2.11 - Structure of the organization's income by donor countries from Europe in 2022

Among European countries, the main donors to humanitarian organizations are Germany - 34% in 2022, Norway - 11.67%; United Kingdom - 10.56% and the Netherlands - 9.89%.

Collected donations from donors from different countries enable the organization to implement humanitarian projects, which are determined by expenditures.

According to the data from Table 2.1, the total cost of Plan International, excluding foreign exchange gains and losses, increased by 79 million euros compared to the previous year and reached 1 billion euros. Total program spending, including donations to non-Plan partners, was €812 million, up €66 million from the previous year. This category covers all costs directly related to the implementation of the program, such as country office staff, related office and equipment costs, and activities to facilitate communication between sponsored children and sponsors, as well as awareness-raising efforts, associated with development problems.

Schematically, the dynamics of the main sources of expenditures formation of the organization are shown in Fig. 2.12.

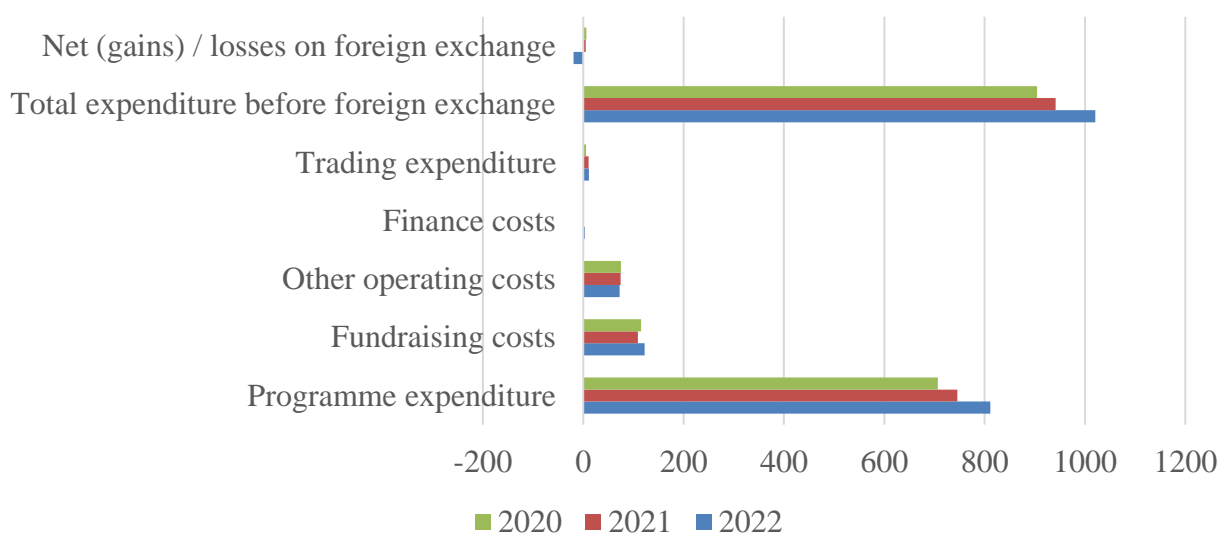


Figure 2.12 - Dynamics of the main sources of expenditure of Plan Inc.

The humanitarian organization's main expenditures are aimed at providing various programs (81% in 2022) within main of which are:

1. Early childhood development: Support for gender-sensitive parenting and nurturing care practices covering health, nutrition and hygiene, play and early learning, protection and positive discipline; maternal, neonatal and child health services; early learning and stimulation; community hygiene, sanitation and health campaigns.

2. Inclusive quality education: Improved gender-responsive teaching and learning in schools and family support for education; opportunities for out of school children to get an education; improved curriculum and learning materials; safe, non-violent school environments; improved school governance and management practices.

3. Girls, boys and youth as active drivers of change: Capacity-building for youth to be active citizens and to engage in collective action; government mechanisms for youth engagement; media and youth programmes; promoting youth participation in all our work.

4. Protection from violence: Work with children, youth and families to reduce violence at home and in communities; child protection services and gender-sensitive reporting; community-based child protection mechanisms and multi-sectoral collaboration.

5. Skills and opportunities for youth employment and entrepreneurship: Life, vocational and business skills training and community engagement; working with private sector to create employment opportunities and access to financing; promoting better working conditions and regulations for youth.

6. Sexual and reproductive health and rights: Sexuality education for youth and families; adolescent- and gender-responsive sexual and reproductive health and HIV services; prevention of harmful practices including child early and forced marriage and FGM; support for girls and young women most at risk.

7. Disaster risk management: Early childhood development, sexual and reproductive health and rights, child protection, education and youth economic empowerment in emergencies; child-centred climate change adaptation; disaster response activities including food distribution, and the provision of shelter, water and sanitation.

8. Sponsorship communications: the full cycle of country office activities, including central and regional management and logistical costs related to Child Sponsorship. Sponsorship costs also include costs incurred when programme and sponsorship operations finish in communities and Plan International supports the phasing out of the projects.

9. Donations to non-Plan partners: These are any donations from NOs to non-Plan entities. They often occur as a result of the NO being part of an alliance with other NGOs or other non-Plan entities. These donations may be in relation to programming that is being delivered with the non-Plan organisation and with PI Inc. However, these donations may also be to non-Plan entities in relation to programming that is not being delivered with PI Inc.

10. Fundraising costs: account management of institutional and corporate donors, resource mobilisation planning and marketing costs associated with attracting new individual donors.

11. Other operating costs: general management, finance, human resource and information technology costs of administrative systems and the cost of handling funds received.

12. Trading expenditure: cost of merchandise and operations associated with on-line shops and service subsidiaries of NOs.

13. Finance costs: interest cost on bank loans and lease liabilities.

Expenditures by program directions, respectively by subjects of humanitarian service provision - structural units from the organizational chart of the organization (Fig. 2.4) are shown in Table 2.3.

Table 2.3 - Expenditure by programme area of Plan International in 2022

Expenditure by programme area	National Organisations €000	Country Offices €000	Global Hub €000	Total 2022 €000
1	2	3	4	5
Early childhood development	13,501	97,502	0,149	111,152
Inclusive quality education	14,076	105,734	1,591	121,401
Girls, boys and youth as active drivers of change	11,047	45,579	2,35	58,976

Continuation of Table 2.3

1	2	3	4	5
Protection from violence	33,492	105,436	3,06	141,988
Skills and opportunities for youth employment and entrepreneurship	7,971	66,175		74,146
Sexual and reproductive health and rights	8,584	89,681	2,677	100,942
Disaster risk management	0,83	145,894	0,433	147,157
Sponsorship communications	5,814	20,012	0,749	26,575
Programme expenditure	95,315	676,013	11,009	782,337
Donations to non-Plan partners	29,243			29,243
Fundraising costs	118,578	3,529		122,107
Other operating costs	46,327		26,361	72,688
Finance costs	1,845	0,002	1,19	3,037
Trading expenditure	11,042			11,042
Total expenditure before foreign exchange	302,35	679,544	38,56	1,020,454
Net gains on foreign exchange				-19,388
Total expenditure	302,35	679,544	38,56	1,001,066

Based on the data in the table, the main programs on which the most funds are spent are: Disaster risk management - 19%, Protection from violence - 18%, Inclusive quality education - 16%, and Early childhood development - 14%. The structure of the main humanitarian programs of the organization in 2022 is shown in Fig. 2.13.

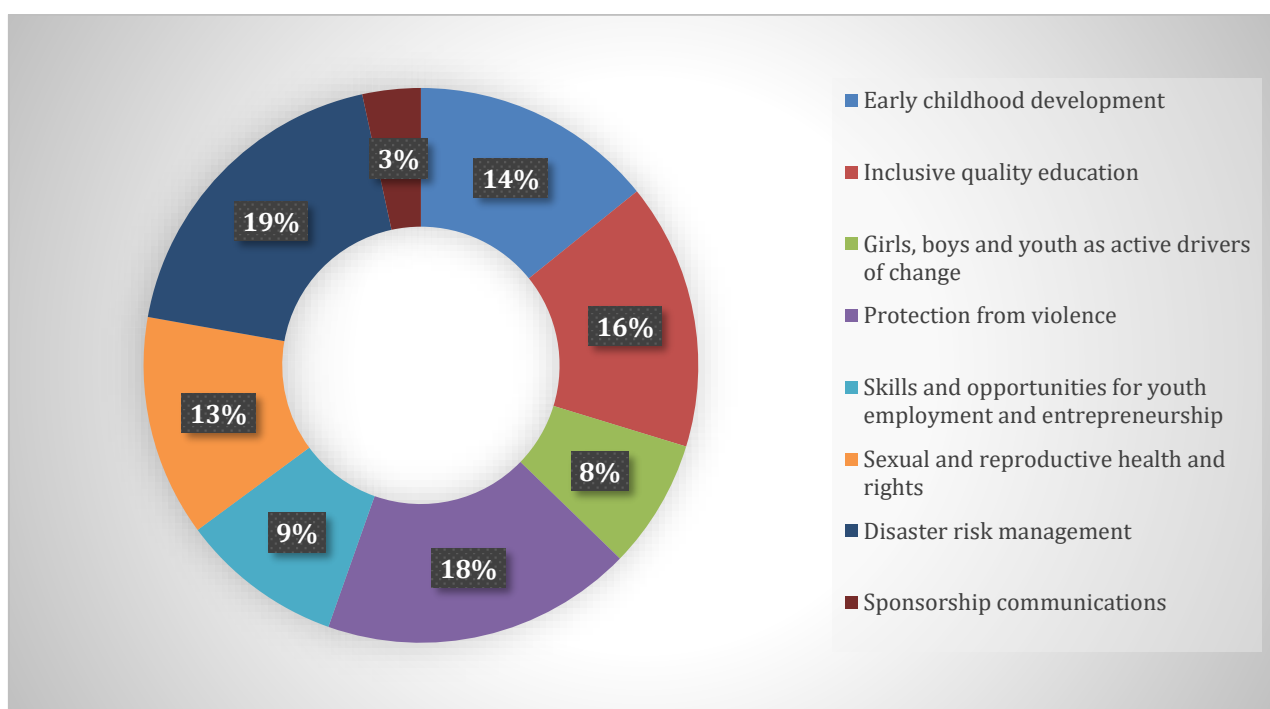


Figure 2.13 - Structure of humanitarian programs of Plan Inc. in 2022

The structure of the main programs over the years is almost unchanged, which indicates an established number of problems and disjointed ways of their development, with which the organization that determines its specialization works, therefore, the analysis was carried out only for the year 2022.

Also very interesting is the analysis of expenditures by program directions, which are united by the subjects of humanitarian service provision - structural units from the organizational chart of the organization. According to the data in Table 2.3, the main subject of the provision of humanitarian services is Country Offices, the share of humanitarian programs implemented by this subject in 2022 was 86.4% which is confirmed by the horizontal histogram – fig.2.13.

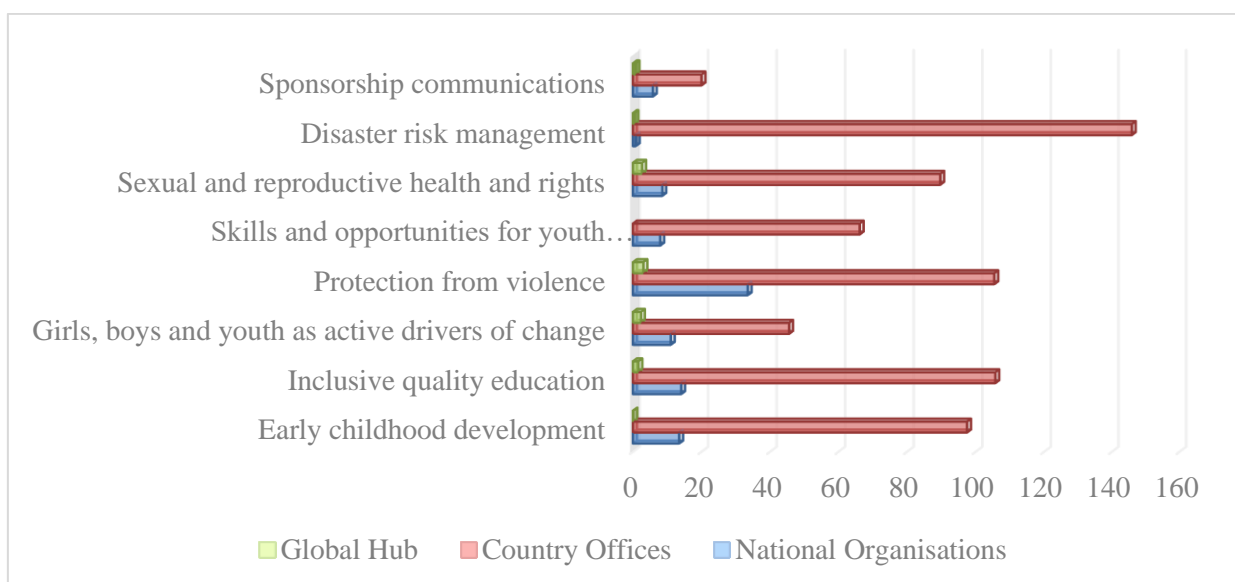


Figure 2.13 - Expenditure by programme area and subject of Plan International in 2022

It should also be added that in 2022, the regional expenditure profile of the Plan International, excluding gains and losses from exchange rates, remained the same as in the previous year 2021. Here's a breakdown of the key points:

1. Regional expenses:

- Africa accounted for the largest share of total program and non-program expenditure, accounting for 41% in both 2022 and 2021.
- Asia, including national organizations (NOs) located in the region, accounted

for 17% of total spending in both 2022 and 2021.

- Central and South America accounted for 10% of total spending, which was the same as in 2021.

- The remaining 32% of spending in 2022 was in Europe and North America, also in line with 2021.

## 2. Program and non-program costs:

- Program costs accounted for 80% of total costs, excluding income and losses from exchange rate differences.

- Fundraising, trading costs and other operating costs made up the remaining 20%.

## 3. Categories of program costs:

- Disaster risk management: This was the largest program area of expenditure in 2022 and 2021, accounting for €147 million (18% of total program costs in 2022) and €155 million (21% of total program costs in 2021). It includes costs related to disaster risk reduction and relief.

- Early childhood development: this category accounts for €111 million (14% of program expenditure in 2022) and €96 million (13% of total program expenditure in 2021). It covers support for primary health care programs, preschool infrastructure, malaria prevention, and food security outside of disaster programs.

- Inclusive quality education: this was €121 million (15% of program expenditure in 2022), the same as in 2021. Education, especially girls' education, was the third largest agenda area in 2022.

- Girls, boys and youth as agents of change: this category accounts for €59 million (7% of program expenditure in 2022) and €103 million (14% of total program expenditure in 2021). It includes programs aimed at developing the capacity of young people to become active citizens and participate in collective action.

- Protection against violence: spending on these programs amounted to €142 million (17% of total program spending in 2022), representing an increase of €27 million compared to 2021, i.e., an increase of 24%.

- Skills and opportunities for youth employment and entrepreneurship: these

costs were €74 million (9% of program costs in 2022) compared to €46 million (6% of total program costs in 2021). This includes learning life, professional and business skills, as well as community involvement.

- Sexual and reproductive health and rights: these programs covered family planning, HIV/AIDS and sexuality education, accounting for €101 million (12% of total program spending in 2022) compared to €69 million (9% of the program) . expenses in 2021).

#### 4. Categories of non-program expenses:

- Sponsorship communications and development education: These costs were related to communications between sponsors and sponsored children, as well as activities to raise awareness of development issues and advocate for policy change and aid. Together they amounted to €27 million (3% of program costs in 2022) compared to €19 million (3% of program costs in 2021).

- Fundraising costs: €122 million in 2022, compared to €109 million in 2021.

- Other operational costs: these costs incurred by the National Organizations (NOs) and the Global Center amounted to €73 million in 2022, a decrease of €2 million compared to the previous year.

- Trade-related expenses: This category, including online stores and a film production company, was slightly higher than in 2021 and amounted to €11 million in 2022, representing 1% of expenses.

5. Profits and losses in foreign currency: Plan International reported foreign currency earnings of €19.4 million in 2022, following a loss of €5.0 million in 2021. These figures mainly reflect the movement of non-euro balances and exchange differences on intra-group transactions, mainly related to the movement of the euro against the US dollar each year.

As of June 30, 2022, the remaining funds of the Plan International amounted to 505 million euros, which is 75 million euros more than in the previous year.

From this amount:

- EUR 16 million represents property, plant, equipment and intangible assets less lease liabilities.



- 24 million euros are permanently restricted, that is, there are certain restrictions on their use.

- The remaining €465 million consists of project-specific donations from donors, funds received from sponsors in advance, and unrestricted fund balances. These funds are distributed between Plan International Inc (PI Inc ) and National Organizations (NO).

It is important to note that NOs manage their fund balances separately. NO keeps €287 million of the total funds, while PI Inc, including Plan Ltd , keeps the balance.

Each fiscal year, the PI Inc. Board of Directors allocates funds for specific purposes based on the average fund balance over a 12-month period, as set forth in the PI Inc. Reserves Policy. However, as of June 30, 2022, unrestricted funds were not sufficient to fully implement the reserve policy. However, it is not considered an operational or going concern issue and does not affect the organization's operations.

Several funds are available for future expenses, including:

- The balances of operating funds of the NO.

Inc 's Child Sponsorship and Unrestricted Funding working capital held for liquidity purposes is equivalent to the higher of the average one-month Child Sponsorship and Unrestricted Funding expenses and funds received by PI Inc from NOs pending assignment. As of June 30, 2022, this fund is fully funded.

- Contingency fund at PI Inc, also equivalent to average monthly child sponsorship expenses and unlimited funding. However, as of June 30, 2022, there were insufficient funds for this reserve.

- Free balances of funds, i.e. funds that exceed the target level of the total balance of funds, consisting of the sum of specific balances of funds. As of June 30, 2022, there were no free balances, the deficit to the requirements of the reserve policy was 15.5 million euros.

In order to summarize the conducted analysis of humanitarian organization expenses, let's consider the structure of expenses for 1 euro, which is shown in Fig. 2.14.



Figure 2.14 – Structure of expenditures of Plan Inc. for 1 € [45]

Thus, analysis of the financial results of the activity showed that the income of the humanitarian organization has a positive growth trend. The main sources of income are Grants - 38%, Sponsorship - 35%, other sources make up 27%. Among the main regions of the world, Europe's contribution to the formation of the organization's income is the largest - 63.31%. The formed income structure allows the humanitarian organization to implement various programs within the framework of defined strategies.

2022 was the final year of a five-year global strategy, 100 Million Reasons. A strategy with the bold ambition to see 100 million girls learn, lead, decide, and thrive. Through the dedication and resilience of teams and allies, in 2022 organization has been able to reach 27.7 million girls with programmes ranging from improving girls' sexual and reproductive health and rights to education and protection in emergencies.

Among the main programs to which the main funds of the organization were directed: Disaster risk management - 19%, Protection from violence - 18%, Inclusive quality education - 16%, Early childhood development - 14%, respectively, in the structure of program expenditures in 2022 year The optimal structure of expenditures of the humanitarian organization allows to receive an excess of income over expenses in the amount of 68,139 thousand euros in 2022, 56,242 thousand euros in 2021. Since

it is a non-profit humanitarian organization, this indicator determines the effect (as the difference between income and expenses) of the activity, which is positive.

### **2.3 Analysis of humanitarian projects implemented by the organization in Ukraine**

Plan International responded to the Ukraine Crisis since March 2022, starting in countries hosting Ukrainian refugees (Moldova, Romania, Poland). Plan International started operations for the first time in Poland, Romania, Moldova and Ukraine in response to the conflict which has displaced more than 6 million people. In 85th year since being founded, this was a painful reminder of our roots as an organisation created in response to the plight of displaced young people during the Spanish Civil War.

Plan International works in Eastern Europe, building on strong local partnerships, has focused primarily on child protection, education, and the provision of mental health and psychosocial support services to refugees. Organization activities reached more than 165,000 individuals across the four countries from March to end-June 2022.

Since August 2022 Plan International expanding humanitarian operations inside Ukraine. Since October 2022, Plan International has been duly registered in Ukraine as a representative office of Plan International Inc.

Plan International in Ukraine is implementing projects through partners across Ukraine, helping communities and local non-governmental organizations build the capacity for accessibility of different opportunities for children and their families in emergency. At the moment there are 18 ongoing and 3 finalized implemented projects that are focused on Mental health and Psychosocial support (MHPSS), Cash and Vouchers assistance (CVA), Education and Child protection combining two-three components depending on needs assessments conducted before projects launch that is reviewed on a quarterly basis altogether with partners in order to deliver those services

that have real impact on communities.

In 2022, Plan International Inc. focused on advancing an operational priority known as the YODA Program (Your Organization's Data and Analytics). This initiative will continue to be a central aspect of activities in 2023 and 2024. It involves strengthening our core business and preparing for the deployment of various systems, including D365. This rollout plays a key role in our ambitious plan to reach 200 million girls as part of our global strategy " Girls Standing Strong ". Plan International as the organization that operates in various countries around the world and engages in a range of activities to achieve its mission, emphasis its activities due to projects implementation in Ukraine on directions depicted in Figure 2.15.



Figure 2.15– Main types of activities in projects across Ukraine

In Table 2.4 represents a part of the projects and their focus, provides transparency and clarity regarding the organization's priorities and areas of intervention.

This transparency is important not only for donors and stakeholders but also for the communities themselves, as it helps them understand the scope of Plan International's work and the support available to them. In summary, Plan International's work in Ukraine demonstrates a holistic and community-centred approach to addressing the challenges faced by children and their families during emergencies.

Table 2.4 – Current projects implemented by Plan International in Ukraine

No	Partner	Area	Components	Description
1	WH	Kyiv region	MHPSS, Adults' teaching	Comprehensive psychosocial support educators and preparation of crisis intervenes for Kyiv schools during the war
2	SE	Mykolaiv	Shelters' construction	Emergency measures to restore access to education in Mykolaiv
3	Depl	Kharkiv, Khmelnytska	Food distribution	Humanitarian Appeal, Phase 2
4	RD	Vinnitska, Cherkaska, Kirovogradska, Khmel'niska	Rehabilitation, Child Protection	Building, back, better (BBB) - Project for the rehabilitation and reconstruction of child-focused infrastructure in Ukraine
5	SH	Donetska, Kharkivska	Winterization	Relief Items to Support and Protect Underserved Communities and Vulnerable Populations in Eastern Ukraine
6	DC and SE	Mykolaiv region	Digital Learning Spaces, shelters, Child Protection in Emergency	Increasing adolescents' resilience and improving access to education in emergencies
7	SE	Mykolaiv region	WASH	Improving access to education opportunities in Mykolaiv city through WASH refurbishments
8	VC	Kharkivska, Dnipropetrovska, Zaporizka	CVA, MHPSS (mobile teams)	Relief to Protect (R2P) - Project to improve the protection and MHPSS mechanisms for conflict affected children, adolescents, and their families

Logistics and procurement program in Plan International plays an important strategic role as it covers all aspects of the supply chain worldwide. The organization operates in 52 countries and has more than 400 facilities, making logistics and procurement a complex and large-scale function.

Logistics activity Plan International is a complex and well-organized process aimed at ensuring the efficiency and effectiveness of supplies and resources in all countries where the organization operates. The main aspects of the logistics activities of Plan International include:

Plan International is actively engaged in the procurement of goods and services necessary for the implementation of its projects. This may include the purchase of medical supplies, food, educational materials, construction materials, etc.

Plan International has a complex transportation and delivery system that ensures the transportation of necessary resources to different regions and countries. This may include the logistics of transportation of humanitarian aid, medical cargo, as well as the provision of transport for working personnel and equipment.

Plan International has warehouses and storage facilities where resources and materials used for projects are stored. The management of these stocks is an important part of logistics activities, as it allows the efficient allocation of resources according to the needs of projects.

The organization is also responsible for managing assets and property such as vehicles, buildings and equipment. This includes the maintenance, repair and planning of the use of these assets.

Data collection and analysis is an important part of logistics activities. Plan International uses information systems and technologies to track resources, coordinate logistics operations and ensure reporting.

The organization is actively working on optimizing its business processes in the field of logistics and procurement, in particular, looking for opportunities to reduce costs and increase efficiency.

Since Plan International operates in many countries, coordinating all logistics operations is a difficult task. The organization provides global coordination to ensure consistency and efficiency of logistics processes.

Logistics and procurement are an important part of Plan's activities International, as they enable the organization to effectively carry out its humanitarian and development projects to support children and youth around the world.

## 2.4 Chapter 2 summary

In the analytical chapter of the diploma work, an analysis of the activities of the humanitarian organization Plan International, which deals with the development of children's rights and the equality of girls, was carried out. Plan International has been building powerful partnerships for children for over 80 years and currently operates in 83 countries. In 2022, the organization began the transition to a new global strategy, which enables the realization of ambitions between now and 2027 to see how all girls stand strong to create global change. As part of this transition, and in response to the many global challenges facing girls and young people around the world, Plan International has recognized the need to expand humanitarian work. In 2022, 274 million required humanitarian assistance and protection. This is a significant increase from 235 million people a year ago, which was already the highest number in a decade.

Since March 2022, Plan International have launched operations and established strong local partnerships in Poland, Romania and Moldova in response to the conflict in Ukraine and the more than 6 million refugees who have fled to neighboring countries. The organization works together with powerful Ukrainian public organizations, paying special attention to the issues of gender equality, social cohesion, and integration of internally displaced persons throughout the country.

Current priorities include: preventing violence against children, providing psychological and psychosocial support to children who have survived the crisis, ensuring the opportunity for refugee children to continue their education and training, and providing financial support to families to meet urgent needs. The situation in Ukraine will have devastating long-term consequences for women and children, and Plan International will play an important role in responding to these needs as the organization continues to rebuild its operations.

## CHAPTER 3

### PROJECT PROPOSALS FOR LOGISTICS SUPPORT OF HUMANITARIAN ORGANIZATIONS' ACTIVITIES UNDER MARTIAL LAW

#### 3.1 Logistical support for humanitarian organization activities under martial law based on cluster approach

Humanitarian aid provided by various organizations differs depending on the context, the nature of the conflict, and the organizations involved, that is, it has its specificity. However, it is possible to identify common problems faced by most humanitarian organizations, which directly affect the effectiveness of their activities, including their logistical component which are shown in fig.3.1.

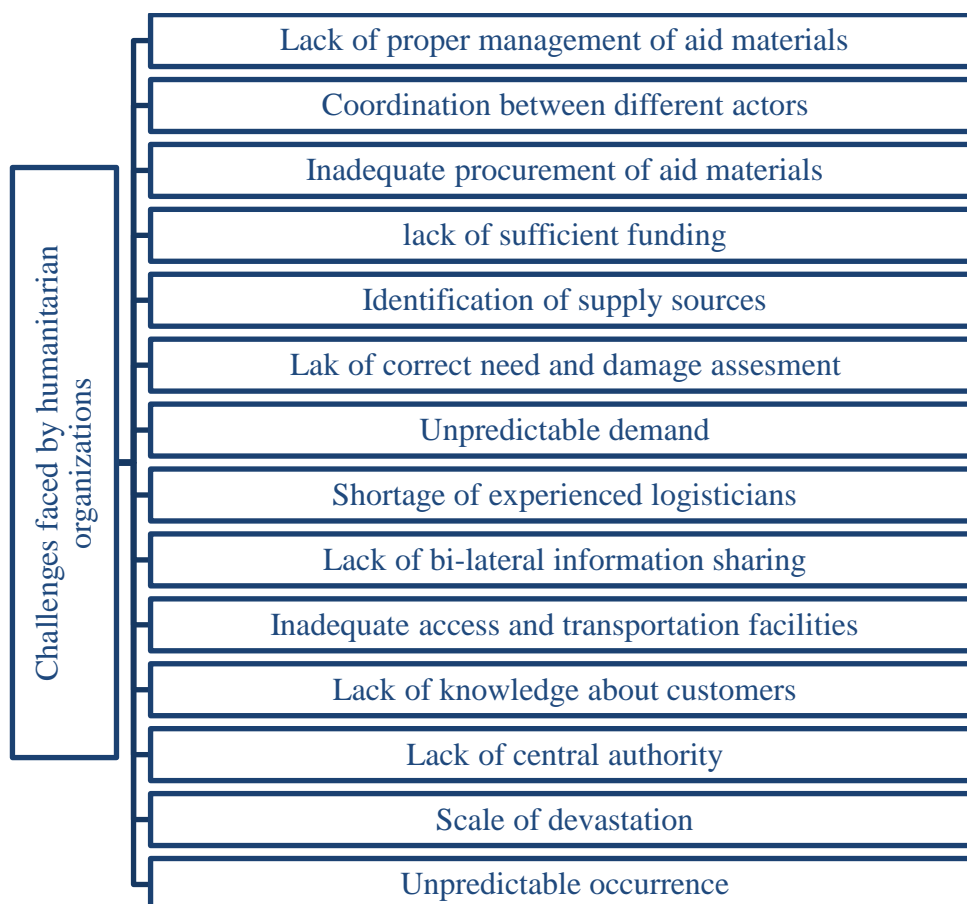


Figure 3.1 - Challenges faced by humanitarian organizations



Given the challenges identified for humanitarian organizations, there is a strong and clear need for the aid community to be able to do its work much more effectively, as the lives and well-being of those in need depend on it. To realize these goals, humanitarian actors must fulfill their obligations by working together to achieve collective results, combining the efforts of all actors at all levels: global, national, regional, and local. This is where the cluster approach demonstrates its continued relevance, as it aims to maximize the effectiveness of humanitarian operations by strengthening response capacity and developing partnerships and cooperation. This is especially important during emergencies when systemic cohesion and leadership are most needed.

A cluster approach is a strategy for organizing and coordinating the activities of various participants working in a certain field or industry to increase efficiency, reduce costs, and stimulate innovation. This approach involves bringing companies, organizations and other actors together in "clusters" or groups to create an environment conducive to collaboration and development [66].

The purpose of the cluster approach is to strengthen system-wide preparedness and technical capacity to respond to humanitarian emergencies, as well as to ensure clear leadership and accountability in core areas of humanitarian response. At the country level, it is aimed at strengthening partnerships, as well as predictability and accountability of international humanitarian activities by improving priorities and clearly defining the roles and responsibilities of humanitarian organizations.

The idea of applying a cluster approach to the organization, coordination, and management of the activities of humanitarian organizations was first applied after the earthquake in Pakistan in 2005 when nine clusters were formed within 24 hours of the earthquake. Currently, the humanitarian cluster consists of 11 constituent elements, the members of which are state and non-state organizations, and intergovernmental associations involving UN agencies and other organizations, the core of the cluster, according to the cluster approach, is the Inter-Agency Standing Committee (IASC), which determines the legal, functional and management bases for the functioning of

the entire humanitarian cluster. aimed at optimizing processes and results to improve humanitarian aid.

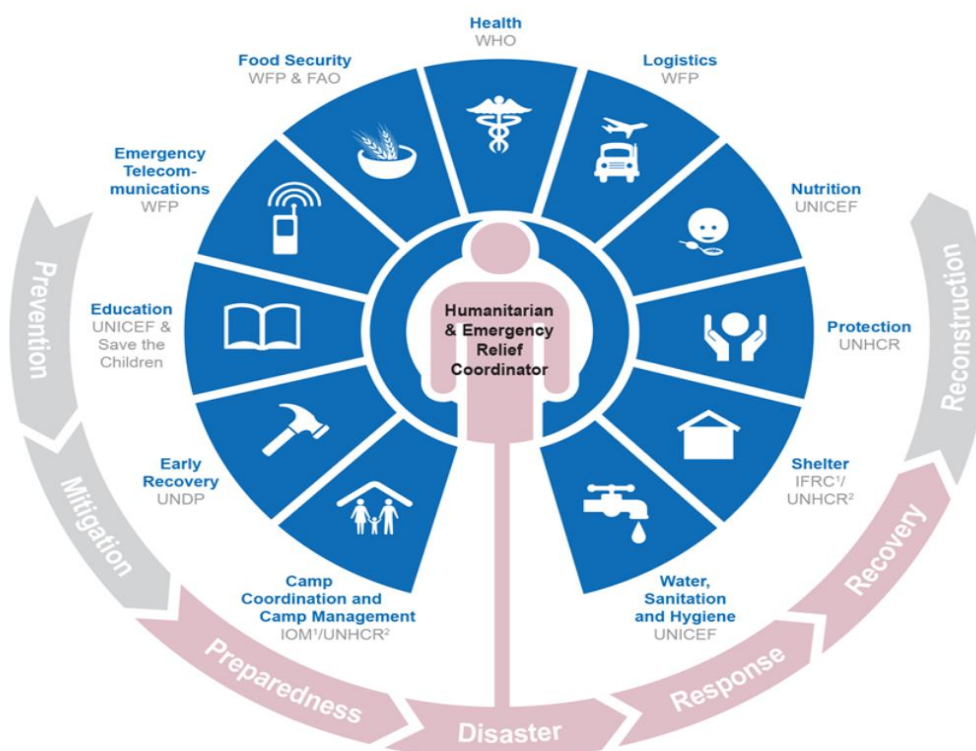


Figure 3.2 – Structure of Humanitarian Cluster [66]

The Humanitarian Cluster operates at two levels – global and national, performing the functionality given in Table 3.1

Table 3.1 – Humanitarian Cluster functions

Function	Content
1	2
1. To support service delivery by:	Providing a platform that ensures service delivery is driven by the Humanitarian Response Plan and strategic priorities. Developing mechanisms to eliminate duplication of service delivery.
2. To inform the HC/HCT's strategic decision-making by:	Preparing needs assessments and analysis of gaps (across and within Clusters, using information management tools as needed) to inform the setting of priorities. Identifying and finding solutions for (emerging) gaps, obstacles, duplication, and cross-cutting issues. Formulating priorities on the basis of analysis.

Continuation of Table 3.1

1	2
3. To plan and implement Cluster strategies by:	Developing sectoral plans, objectives and indicators that directly support realisation of the overall response’s strategic objectives. Applying and adhering to common standards and guidelines. Clarifying funding requirements, helping to set priorities, and agreeing Cluster contributions to the HC’s overall humanitarian funding proposals.
4. To monitor and evaluate performance by:	Monitoring and reporting on activities and needs. Measuring progress against the Cluster strategy and agreed results. Recommending corrective action where necessary.
5. To build national capacity in preparedness and contingency planning.	
6. To support robust advocacy by:	Identifying concerns and contributing key information and messages to HC and HCT messaging and action. Undertaking advocacy on behalf of the Cluster, its members, and affected people.

All 11 subclusters, including the Logistics cluster, are responsible for performing the functions defined in Table 3.1. The logistics Cluster is a community of partners collaborating to overcome logistics constraints and improve the overall humanitarian logistics response. The Logistics Cluster governance is steered by its partner organizations at both global and country levels, supported by dedicated support teams, and led by the appointed Cluster Lead Agency (CLA).

The World Food Programme (WFP) was designated by the IASC as the Logistics Cluster lead agency at the global level and is accountable to the Emergency Relief Coordinator for its performance. As such, WFP hosts the Global Logistics Cluster Support Team in its headquarters in Rome, Italy, and facilitates its activities through the allocation of necessary resources at the global and local levels – these resources are contingent on funding provided by donors to the Logistics Cluster operations. WFP also acts as a provider of last resort for common logistics services.

The strategy of the Logistics Cluster, defined for 2022-2026, defines its main elements, which are shown in Appendix A.

The central role of the Logistics Cluster is to advocate for, establish, maintain, and strengthen partnerships to enable an enhanced humanitarian response. The Logistics Cluster partners believe that a broader network of partners, working collaboratively, would bring about greater synergy and consistency in the way assistance is delivered. Practically, the Logistics Cluster actively engages in fostering partnerships to mobilise and coordinate collective resources available to support humanitarian response where it is needed. Relationships with other stakeholders shall also be maintained, further developed, and leveraged to strengthen humanitarian mechanisms and response when and where relevant. The Logistics Cluster acts as a platform of exchange through which partners may share and address issues of common interest having an impact on the community's capacity to deliver assistance. Furthermore, the Logistics Cluster may, in some areas and when requested by a representative group of partners, advocate on their behalf – especially in direction of institutional stakeholders, to which access may be complicated for individual organizations.

At a global level, throughout different forums – notably the GLMs – partners steer the Logistics Cluster strategic direction, discuss and address issues of common concern, collaborate on global joint initiatives (e.g. environmentally sustainable logistics, upstream coordination), and share good practices. With the active support of other stakeholders and networks, this bond is reflected during emergencies by greater cooperation and coherent interoperability.

At a regional level, although no formal structure exists, the Logistics Cluster endeavors to establish linkages between partners and operations whose similar challenges and problematics could potentially be better addressed thanks to a multi-country momentum. In that sense, a regional coordination mechanism may be set up on an ad hoc basis – when deemed relevant by partners from affected countries – in order to ameliorate preparedness or response mechanisms. At a country level, the Logistics Cluster strives to expand its outreach, and places inclusivity at the center of its approach. Recognizing that a solid and reliable network of local partners and stakeholders is instrumental in strengthening local capacity and scaling up emergency

responses when needed, the Logistics Cluster is committed to further localize its partnership building endeavor.

In order to ensure effective interaction with partners at all levels - global and national, the corresponding structure of the logistics cluster is being formed, which is given in Appendix B. The defined structure of the logistics cluster is being created to provide logistical support to all regions of the world where humanitarian problems arise. According to data, in 2022, the logistics cluster carried out its activities in 30 countries of the world (see Fig. 3.3), providing various types of support, depending on the needs.

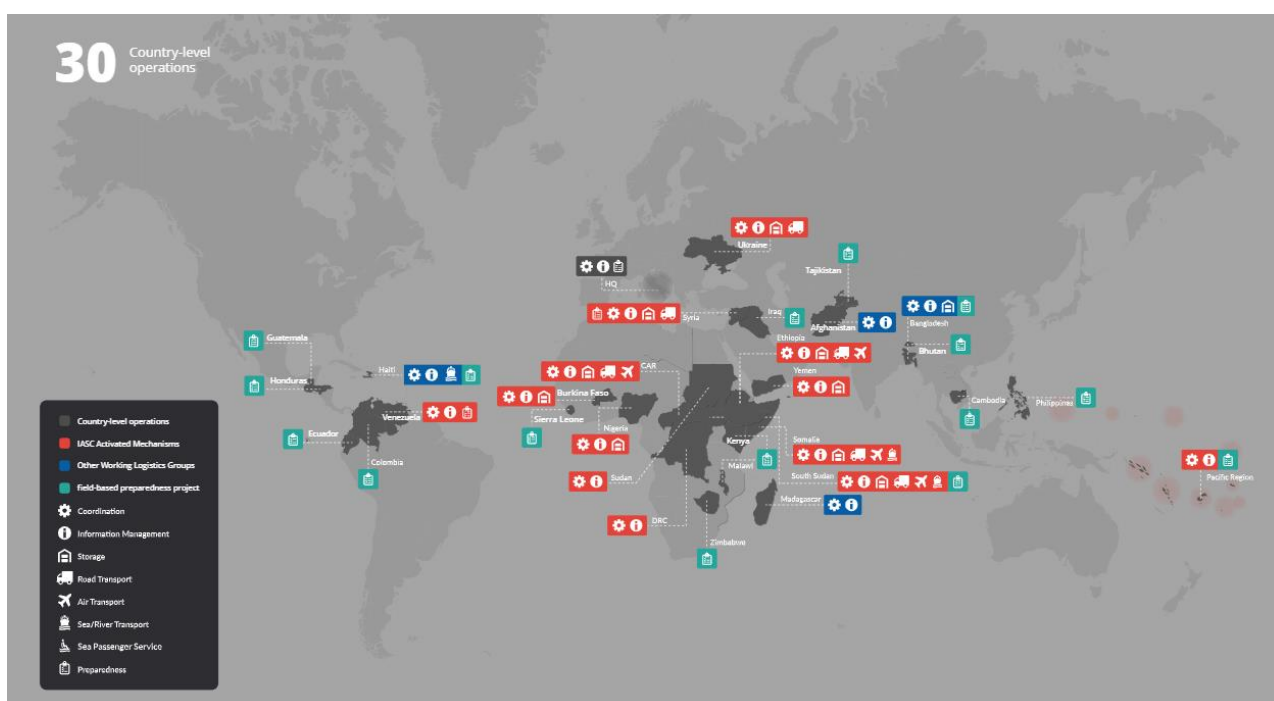


Figure 3.3 – Country – level operations of Logistics Cluster [29]

Russia's full-scale invasion left millions of people in need of urgent humanitarian aid. The intense military escalation has resulted in deaths and injuries, as well as massive destruction and damage to civilian infrastructure, resulting in the disruption of critical services, namely adequate access to water, health, education, food security, protection, and other essential services. Since the beginning of the war, humanitarian organizations in Ukraine have prioritized the rapid expansion of existing rescue operations in the east and the distribution of aid to all regions of the country. However,

the war shows no signs of abating and continues to drive humanitarian needs across the country. Logistical constraints are expected to continue to constrain humanitarian operations as supply routes are unlikely to ease as needs increase due to ongoing conflict and large-scale initiatives such as winter preparations. To support humanitarian organizations that assist the affected population, the Logistics Cluster was activated in Ukraine on March 3, 2022.

Currently, the logistics cluster in Ukraine operates in such cities as Kyiv, Dnipro, Kropyvnytskyi, Mykolaiv, Kherson and Odesa, providing a certain list of services (see Appendix C) [33].

Activity coordination centers are located in Kyiv, Dnipro, and Odesa, information management centers are located in Kyiv and Dnipro, and humanitarian aid storage centers are located in all designated locations, only the capacity is different. Yes, the available storage capacity in Dnipro is 5,000 m<sup>2</sup>, in Kherson - 300 m<sup>2</sup>, in Kropyvnytskyi - 1,000 m<sup>2</sup>, in Kyiv - 2,000 m<sup>2</sup> and in Odesa - 2,500 m<sup>2</sup>, which allows processing the volume of cargo shown in fig. 3.4.

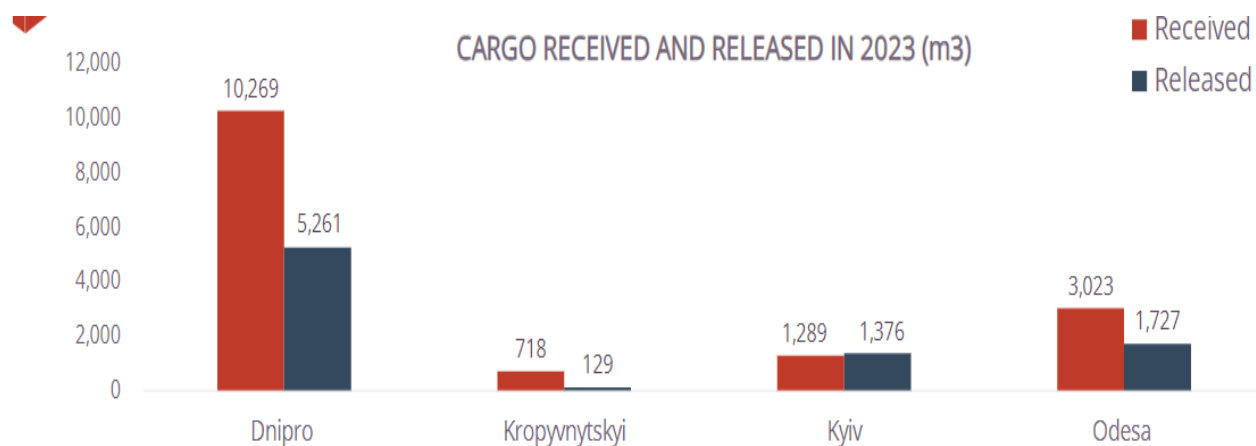


Figure 3.4 - Volume of cargo processing by storage centers in 2023 in Ukraine [35]

Delivery of goods is carried out only by road transport between common warehouses; delivery of goods from Dnipro, Kropyvnytskyi, Kyiv, and Odesa to hard-to-reach areas; consolidation of cargo and facilitation of transportation of interdepartmental convoys. The volume of these shipments is shown in Fig. 3.5.

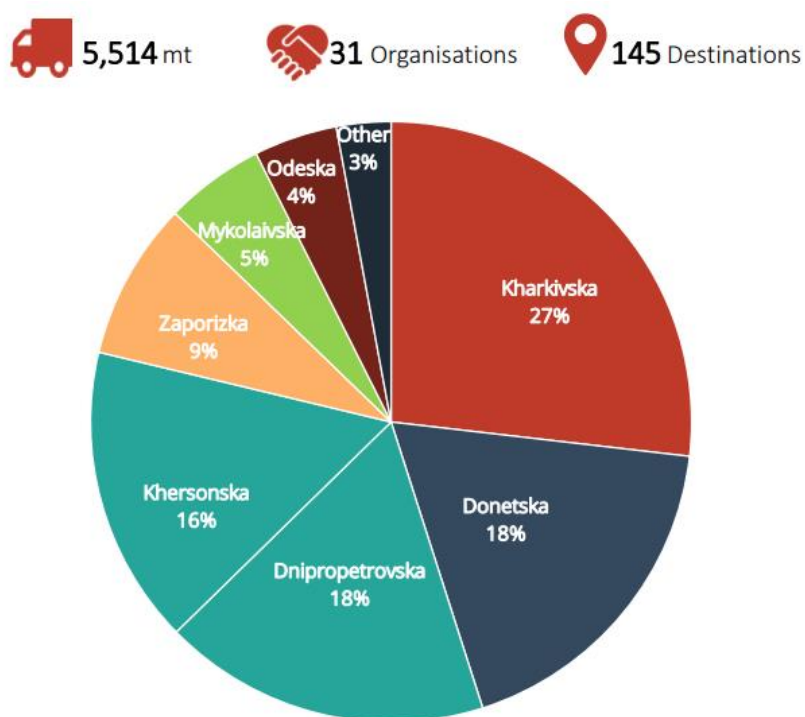


Figure 3.5 – Road transportation across Ukraine in 2023 provided and organized by Logistics Cluster [35]

The services defined above, provided by the participants of the Logistics Cluster, are not intended to replace the humanitarian activities of logistics providers operating on the Ukrainian market and humanitarian organizations that are not part of the Logistics Cluster. Rather, the Logistics Cluster creates an enabling environment for humanitarian aid organizations, complementing it with access to shared services when and where gaps in shared capacity and/or significant shared bottlenecks in the movement of humanitarian goods are identified. Subject to access, the above services may be provided to the user free of charge or on a partial/full compensation basis, subject to the availability of funds.

Depending on the level of interaction - global, national, and regional, certain needs may arise that must be provided in the process of providing humanitarian aid.

A similar level of mutual relations makes it possible to form a model of potential interaction between the Logistics Cluster and the humanitarian organization Plan International, which is depicted in fig. 3.6.

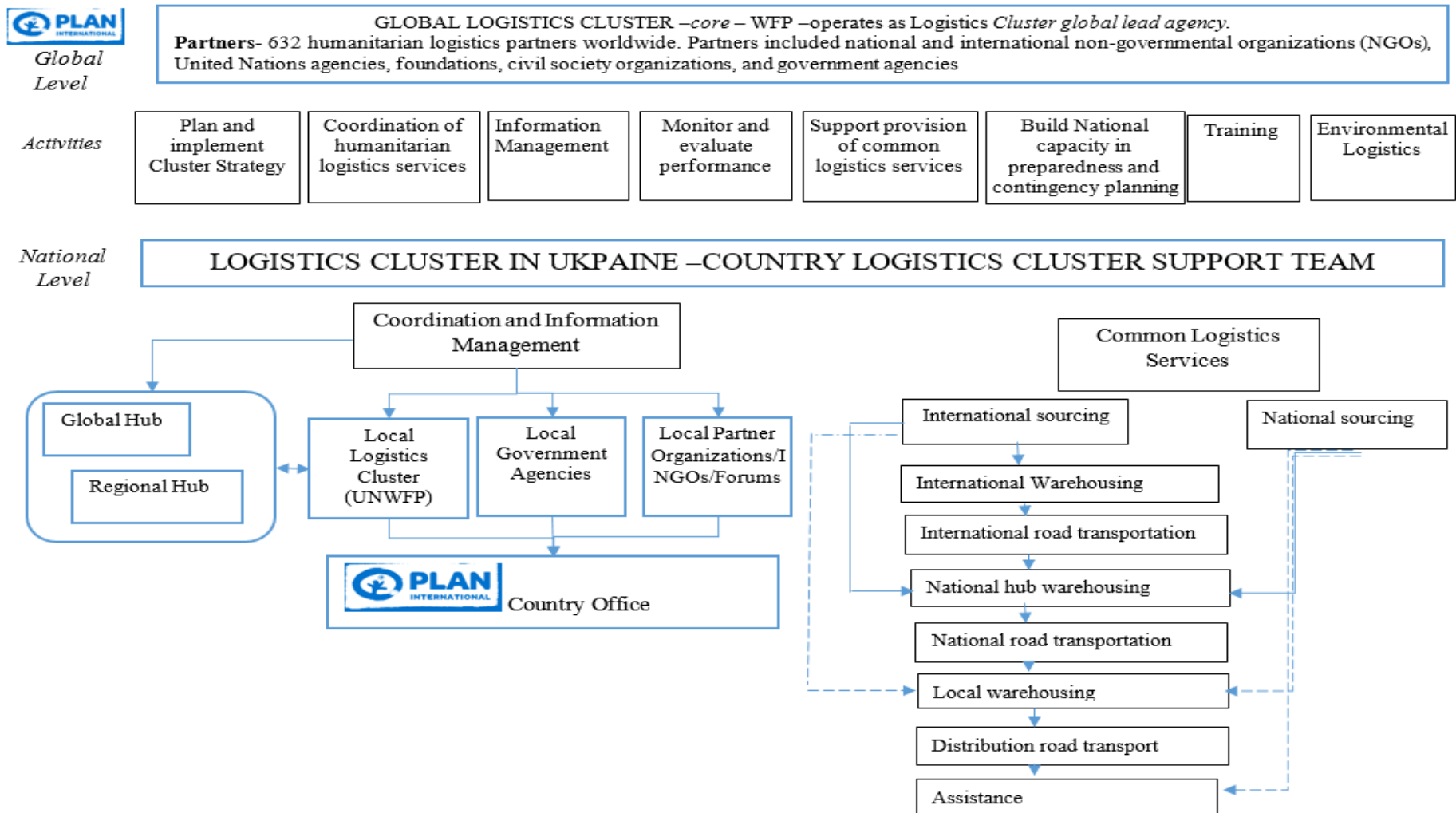


Figure 3.6 - Model of interaction between the Logistics Cluster and Plan International to provide logistical support for humanitarian activities



Let's consider the specified model of interaction in more detail.

First, the model determines the levels of interaction between the Logistics Cluster and the humanitarian organization Plan International. Since Plan International is a global humanitarian organization, it can be involved as a member of the Logistics Cluster at the global level. The advantages of such interaction can be taking into account the experience of Plan International in the improved organization of humanitarian missions in all regions of the world since they work in 80 countries of the world. Participation in the Logistics Cluster can also provide additional opportunities for Plan International in the implementation of its humanitarian projects due to joint rapid access to, for example, elements of the logistics infrastructure in the responding country. Another potential possibility is to increase access to the pool of donors, to improve the financial support for the implementation of the established strategy. Therefore, from the entry of Plan International into the Logistics Cluster, both parties can receive the following advantages:

1. Access to information about logistics infrastructure and services in a certain country.
2. Access to a dynamic knowledge platform based on manuals, training, and guidance from humanitarian organizations, academia, and the private sector to adapt existing strategy and operational activities.
3. Participation in meetings to spread the experience of a humanitarian organization, and its views on prevention, response, and resolution of humanitarian problems in the world.
4. The possibility of making proposals for adapting the existing strategy of the Global Logistics Cluster, building the potential for quick response to emerging conflicts and disasters, and funds for providing long-term humanitarian programs.
5. Strengthening the sustainability of the global supply chain by improving coordination, information sharing, and the quantity and quality of data available for emergency response, gathering information on international transportation needs of humanitarian organizations, and available transportation capacity to facilitate and support interagency cargo consolidation.

Therefore, at the global level, the value of the interaction between the Logistics Cluster and the humanitarian organization Plan International lies in the ability to mobilize rapid, large-scale, and coordinated logistical support for humanitarian response. This is achieved through the coordination between partners of experience, information, and technologies to meet the needs of partners at the global and domestic levels.

Based on the defined functionality of the Logistics Cluster in Fig. 3.6, it is necessary to emphasize its role in the preparation of specialists in the field of humanitarian logistics and environmental logistics, promoting sustainable practices to minimize the impact of humanitarian logistics on the environment.

Secondly, it is necessary to consider the potential of interaction between the Logistics Cluster and Plan International at the national level, which is defined in fig. 3.6 in the context of supporting the logistical support of the humanitarian situation in Ukraine as a result of the full-scale invasion of russia. It should be noted that at the national level, the subjects of potential interaction have changed. The representative of the Logistics Cluster at the national level is the Country Logistics Cluster support team and from Plan International - the country office, by the organizational structure of the humanitarian organization, which was considered in the second section of the thesis. A decrease in the level of the hierarchy is not an indication of a decrease in the level or importance of interaction, it is simply a distribution of authority according to the level of the established tasks.

In contrast to the global level, at the national level in Ukraine, the Logistics Cluster is represented by only two types of activities. The first activity is information coordination and management, the second is common logistics services.

Let's consider the first type of activity - coordination and management in the context of the interaction potential of the Logistics Cluster and Plan International. The Logistics Cluster team consists of specialized coordination centers in Kyiv, Dnipro, and Odesa. Table 3.2 lists the contacts of employees of the Logistics Cluster in Ukraine, which can be used to solve problems both in Ukraine as a whole and in the regions.

Table 3.2 – Contact of Country Logistics Cluster Support Team [36]

Full name	Position	e-mail
Katja Hildebrand	Logistics Cluster Coordinator - Kyiv	katja.hildebrand@wfp.org
Finne Lucey	Logistics Cluster Deputy Coordinator – Dnipro	finne.lucey@wfp.org
Sarah Reggianini	Logistics Coordination and Partnership Officer - Dnipro	sarah.reggianini@wfp.org
Karolina Greda	Logistics Coordination and Partnership Officer - Odesa	karolina.greda@wfp.org
Iryna Prodan	Information Management Officer - Kyiv	iryna.prodan@wfp.org
Liubov Maliuchenko	Information Management Officer - Dnipro	liubov.maliuchenko@wfp.org

With their help, measures can be taken to coordinate and share information to strengthen the management of information flows for humanitarian response, minimizing duplication of efforts and improving operational decision-making between humanitarian organizations, as well as with national and regional stakeholders and partners.

Management of information flows in the context of the collection, consolidation, and exchange of information to support partners in supply chain planning and operational decision-making, including but not limited to information on logistics support services and facilities; processes/procedural requirements for the movement of humanitarian goods, which determine the general state of humanitarian logistics in Ukraine.

In addition, representatives of the Logistics Cluster regularly organize meetings of the International Coordination Council on the adaptation of interdepartmental coordination mechanisms, the formation of recommendations to support strategic decision-making, and the search for solutions to urgent problems. This provides access to the information-sharing platform available to the humanitarian community, including the Operation in Ukraine web page, the Logistics Information Exchange (LogIE) platform, and the Logistics Capacity Assessments (LCA) platform.

An equally important direction for interaction potential is support for supply planning, providing technical advice on the configuration of the supply chain, and building logistical capacity as needed, by monitoring, analyzing, and exchanging

information on the main crossing points and seaports in Ukraine and neighboring countries (Poland, Hungary, Slovakia, Romania and Moldova) to optimize and streamline processes and/or procedural requirements for the movement of humanitarian goods.

The second type of activity is general logistics services. As already mentioned above, they are represented by warehouse services and transportation. The main potential points for interaction are, firstly, use warehouse complexes at the international, national, and local levels. To ensure the process of transportation of humanitarian goods, it was advisable to involve well-known national operators, as they are well aware of the specifics of transportation in the conditions of martial law in Ukraine, most of them provide international delivery services, forming sustainable chains of delivery of humanitarian goods.

So, justifying the feasibility of using a cluster approach to provide logistical support for the activities of humanitarian organizations in the world, and in particular in Ukraine, it is necessary to generalize that the cluster approach to humanitarian logistics is a strategy of cooperation and coordination between various humanitarian organizations, state institutions, and other interested parties to increase effectiveness and speed of response to emergencies, such as natural disasters, military conflicts, and other disasters.

In the context of the developed model of interaction of humanitarian logistics subjects, we will summarize the main elements of the cluster approach in humanitarian logistics:

1. Coordination. Creation of a coordination structure that brings together different humanitarian organizations and government agencies to ensure cooperation and avoid duplication of efforts. In this context, it is the Humanitarian Cluster.

2. Cluster identification. Identification of key areas where a cluster approach can be most effective. In this context, it is a Logistics cluster.

3. Cluster leadership. Appointment a leader for each cluster, who is responsible for coordinating activities in this area. In this context, the World Food Program is the core of the logistics cluster

4. Exchange of information. Ensuring the effective exchange of information between cluster participants for prompt response to a changing situation. In this context, these are information products and platforms. In Ukraine - the Logistics Information Exchange (LogIE) platform, and the Logistics Capacity Assessments (LCA) platform.

5. Exchange of resources. Encouraging the sharing of logistical resources, such as transport, warehouses, equipment, and personnel, to optimize the delivery and distribution of humanitarian aid. In this context, it is the use of capacities that are in Kyiv, Mykolaiv, Dnipro, Odesa, and Kropyvnytskyi.

6. Standards and procedures. Development of uniform standards and procedures to ensure unity in the activities of the cluster.

7. Training and education. Conduct training and education for cluster members to improve coordination and efficiency, as logistical support of humanitarian organizations has its specifics.

8. Monitoring and evaluation system. Implement a monitoring and evaluation system to measure the effectiveness of the cluster approach and make adjustments as necessary. In this context, the Logistics Cluster conducts a gap analysis, which identifies "bottlenecks" and forms ways to solve them.

9. Promotion of innovation. Promoting innovation in logistics to improve the speed and efficiency of humanitarian aid delivery.

10. Cooperation with local authorities. Cooperate with local authorities and communities for a more effective response to emergency situations, identifying the needs of specific communities.

Therefore, the cluster approach in humanitarian logistics is aimed at optimizing the efforts and resources of the participants of the logistics cluster for faster and more effective assistance in the conditions of martial law, creating benefits from such interaction for all participants of the cluster.

### **3.2 Development logistics support for the humanitarian organization activities within the framework of potential cooperation with the Logistics Cluster**

The model of interaction between the Logistics Cluster and the humanitarian organization Plan International, discussed in the previous subsection, defines the conceptual outline of the potential for cooperation between them. The detailing of the cooperation model can be carried out based on consideration of their interaction within logistical support for the implementation of the humanitarian project since the humanitarian organization Plan International considers each request for assistance as a project. The general scheme of implementation of the project approach in the organization is given in Appendix D.

Consider it in more detail, from the point of view of forming a strategic partnership with other subjects of humanitarian logistics. Working in long-term sustainable partnerships underpins one of Plan's global strategic objectives; to strengthen legitimacy. To achieve this, organization must reframe project implementation with partners:

- from being a sub-contracting arrangement, which delivers timebound outputs.
- to a mutually beneficial opportunity to strengthen civil society, to learn and grow together, and to achieve greater and more sustainable impact in our program and influencing work.

The formation of interaction with partners is based on the principles of Building Better Partnerships, which contains 6 core principles and 7 steps to managing the partner relationship. These 7 steps to managing partners are separate from the standard 5 stages of Plan's project cycle, but they have many commonalities. Some of the partner steps will overlap frequently with the project stages, and some less so, depending on the nature of the project, partner and context. The graphic below (fig.3.7) illustrates how the two processes intersect.



Figure 3.7 - Intersection of 7 steps to managing partners with 5 stages of Plan's project cycle

PROJECT IDEA STAGE is determined by the response to the request regarding the possibility of implementing the project, or by the proposal of possible projects within the framework of a specific humanitarian program. This stage consists of the following actions, which are determined by partner interaction:

1. Identifying partners.
2. Mandatory engagements with partners.
3. Capacity strengthening.
4. Sharing partnership risks.

Depending on the type of project, a certain pool of partners is formed that can be involved in its implementation both as a whole and in its individual parts. Partners are determined for each country office, depending on the areas of humanitarian assistance programs. Therefore, for project implementation, it is necessary to confirm the status of existing strategic partnerships, identify new partnership opportunities, identify potential partners for each project, and involve partners early in the project development phase so that they can be meaningfully involved in the development process, rather than receiving a work plan later that may be impractical to implement.

If Plan International plans to open a new direction of providing humanitarian aid, or work in a new region of the world, cooperation with the Logistics Cluster provides the organization with certain advantages, which are shown in Fig. 3.8.

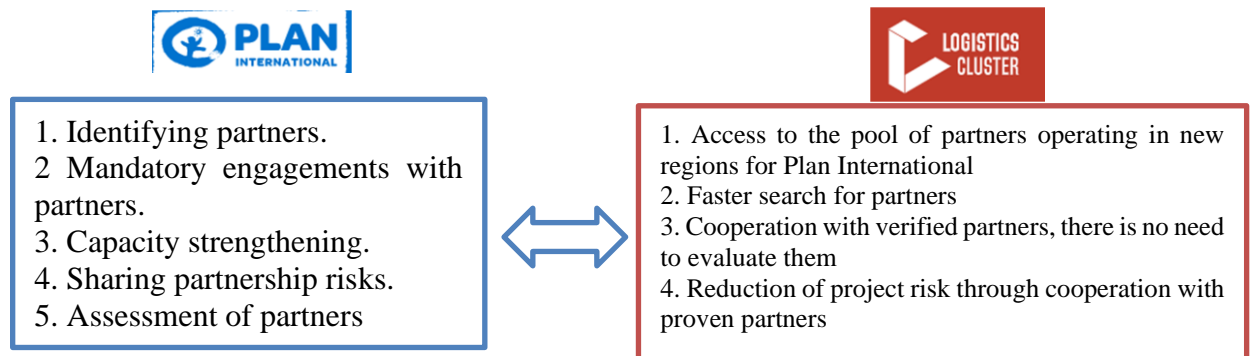


Figure 3.8 - Benefits from potential cooperation between Plan International and Logistics Cluster at the first stage of project implementation

The identified advantages accelerate the implementation time of this phase of the project, and in the case of the implementation of humanitarian programs, time is a determining factor.

PROJECT DESIGN STAGE defines the results to be obtained after the implementation of the project and the roles and responsibilities of each partner involved in its implementation. In addition, at this stage, rights, duties, and responsibilities for the implementation of the project are distributed according to the following elements:

1. Formation of the project team. Distribution of areas of responsibility between project team members.
2. Creation of a communication system within the project group and with the main partners involved in the implementation of the project.
3. Designing the supply chain of the project, and defining the main functionalities according to each stage of the supply chain.
4. Requirements for operational support: responsibility for procurement, organization of transportation, cooperation with transport companies (global and local), operators of warehouse services, documentary support, etc.



5. Financial procedures: establishing the project's financial parameters, budgeting, and reporting parameters, including reimbursement of partners' expenses.

At the design stage, the cooperation of Plan International with the Logistics Cluster provides the organization with certain advantages, which are shown in Fig. 3.9.

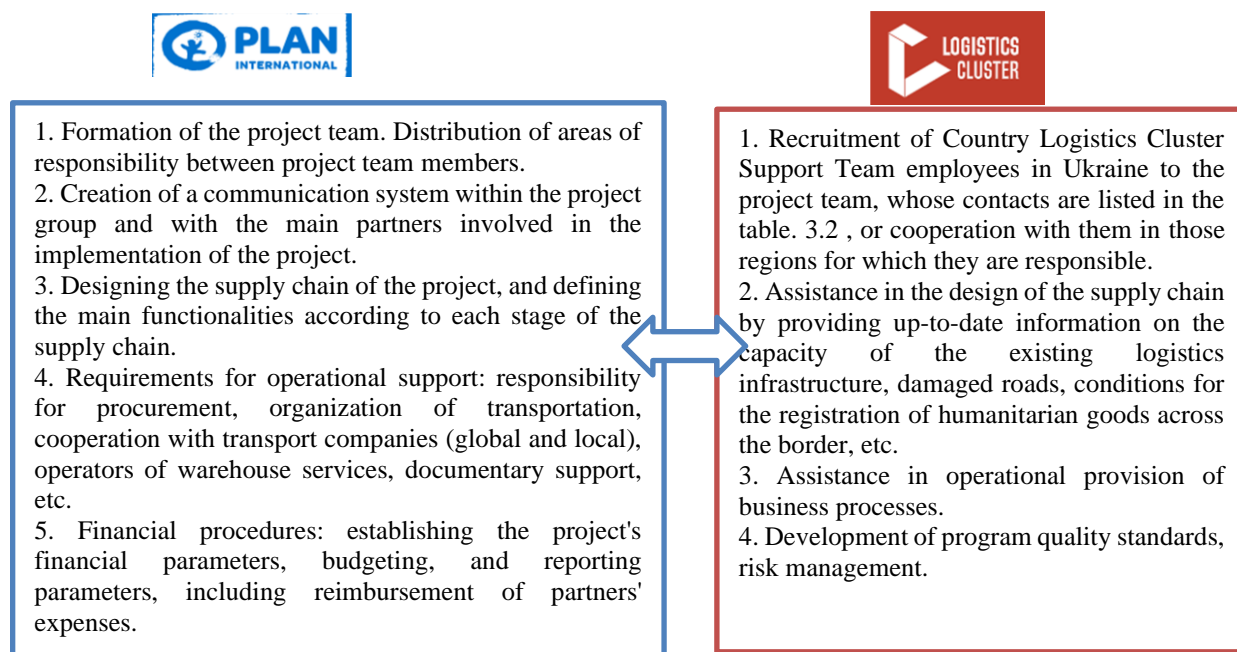


Figure 3.9 - Benefits from potential cooperation between Plan International and Logistics Cluster at the design stage of project implementation

Therefore, the logistical support of the two previous stages of the project is the need to prepare information about the proposal, budget, plan, and design of the project to:

- include any logistical information gathered during the needs assessment;
- ensure adequate budgeting of all project activities (supply, infrastructure, transport, office premises, warehouse, vehicles, etc.);
- specify realistic or market prices and sources for the supply of items, services, and works to enable projects to be implemented with realistic budgets, to achieve the best value for money (market valuation, potential suppliers, etc.);

- give realistic lead times to enable projects to accurately plan activities, i.e. the time spent on procurement of goods, services and works, as well as on transport, storage and distribution).

PROJECT PLANNING STAGE is a crucial step in the project management process, laying the foundation for successful project execution. The main actions at the project planning stage:

1. Identify and analyze all stakeholders, their interests, expectations and potential impact on the project.

2. Clearly define the scope of the project, including deliverables and constraints. Use a work breakdown structure (WBS) to break the project down into manageable tasks.

3. Develop a detailed budget, taking into account all costs of the project. Allocate resources efficiently, including personnel, equipment and materials.

4. Identify potential risks and uncertainties and develop strategies to mitigate, monitor and respond to risks.

5. Create a project schedule with realistic timelines. Use tools like Gantt charts to visualize task dependencies and deadlines.

6. Create a communication plan that specifies how information will be communicated, identify reporting mechanisms and frequency.

7. Determine the goods and services that need to be procured from outside. Develop a procurement plan, including supplier selection criteria.

8. Implement mechanisms for monitoring project progress. Define key performance indicators (KPIs) to measure success.

9. Contingency planning. Develop contingency plans. Have a strategy for eliminating deviations from the original plan.

10. Documentation. Maintain comprehensive project documentation. Document decisions, changes and lessons learned for future reference.

11. Approval and signature. Get formal approval from key stakeholders before moving to the implementation phase.

A project procurement plan should be developed in a collaborative effort cross-functionally where key practical project operational information and work breakdown structures are used. Whilst project-specific procurement plan development is led by a Programme/Project Manager for each project, it is crucial that the process of developing the procurement plan is coordinated with the Supply Chain Manager or equivalent role.

At the planning stage, the cooperation of Plan International with the Logistics Cluster provides the organization with certain advantages, which are shown in Fig. 3.10.

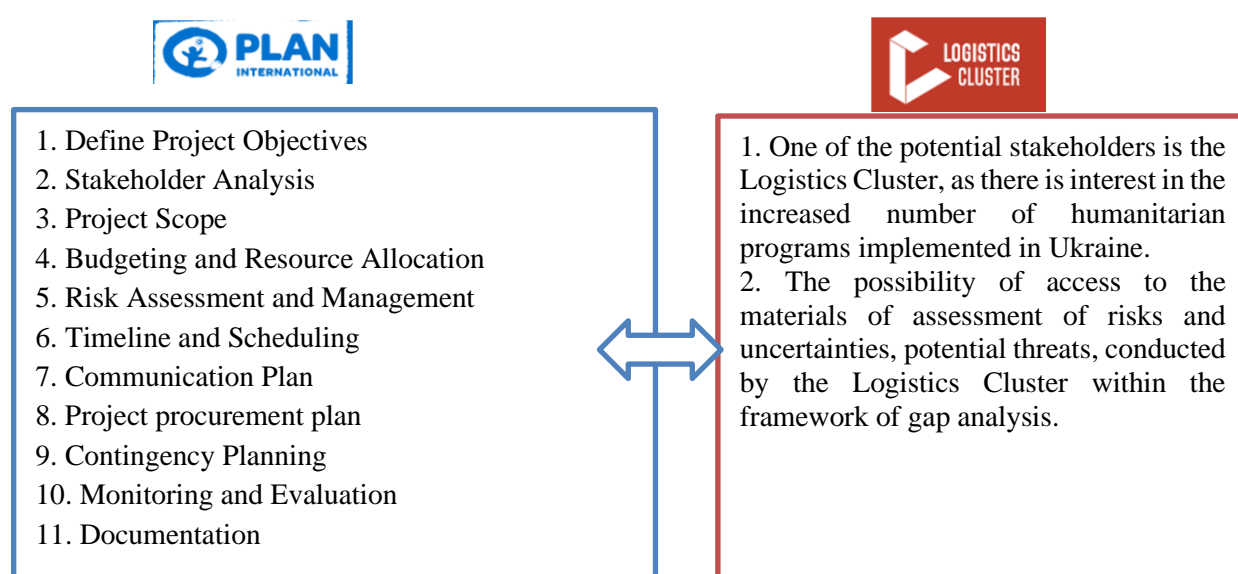


Figure 3.10 - Benefits from potential cooperation between Plan International and Logistics Cluster at the planning stage of project implementation

It should be noted that the urgency of its implementation has a significant impact on the planning of project activities. In the case of humanitarian projects, these terms can be 72 hours, 1 week, 1 month, or more than 6 months. Plan International in Ukraine implements humanitarian projects for 3 months or more, therefore the planning phase of the project does not take into account the urgency of providing humanitarian aid, and the implementation of the established goals of the project.

At the PROJECT IMPLEMENTATION STAGE, logistics support is manifested to the greatest extent. If at the previous stages it concerned more informational and advisory support of activities, then at this stage the logistics support of the project is

implemented in full. Key activities related to logistics support at the stage of humanitarian project implementation are presented in fig.3.11.

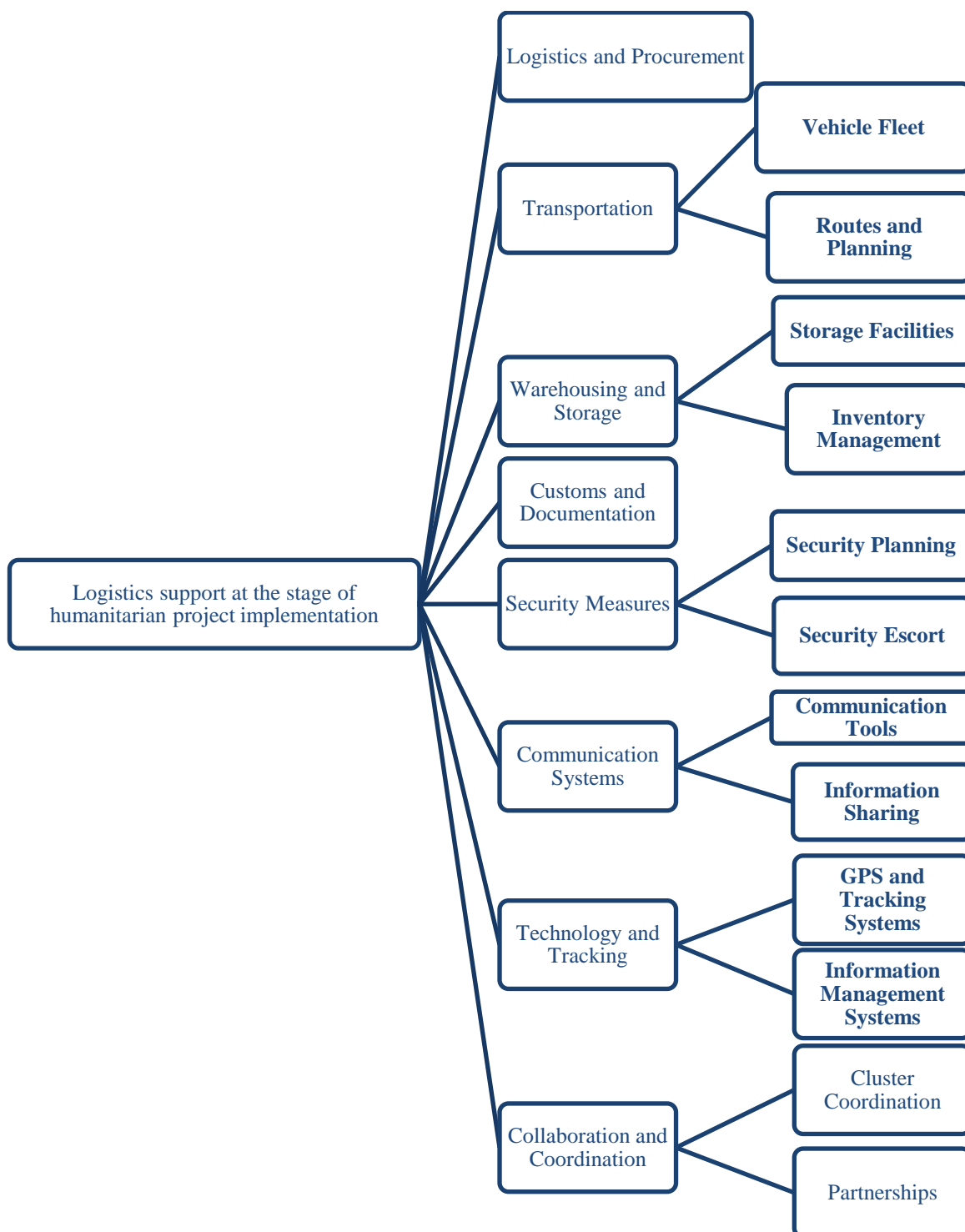


Figure 3.11 - Logistics support at the stage of humanitarian project implementation

Logistics support is critical during the implementation stage of a humanitarian project to ensure the efficient and effective delivery of aid to those in need.

Logistics and Procurement (L&P) is at the heart of the success or failure of any emergency response. L&P's role in emergencies is to ensure the availability of essential goods, services, and assets. The L&P team must collaborate and communicate at all levels to have well-developed contingency plans that ensure efficient sourcing, movement, and distribution of goods at every stage of the supply chain. L&P staff must participate in the Rapid Needs Assessment (RNA) process so that they can understand the diverse needs of people in need and make the right purchases.

All requirements for the procurement process in the humanitarian organization Plan International are summarized in Appendix E. Table 3.3 shows the main procurement methods used by the humanitarian organization in accordance with the project budget and requirements for its provision.

Table 3.3 – Main procurement methods used by Plan International

Procurement Method	Limits (Euros)	Minimum Requirements
Direct Purchase/Single Quote	€0 - €5,000	Purchase requisition approved by budget holder Quotation(s) Purchase order(s) Goods/services receipt note(s) Invoice(s)
Competitive Quotations (min. three quotes)	> €5,000 - €50,000	The five requirements, as stated above and Request for quotations Quotation analysis
Market-Determined Tender (MDT)	>€50,000 - €150,000	Purchase requisition and detailed specifications/ToR approved by budget holder Tender process and supplier selection documentation Contract(s) and/or purchase order(s) Goods/services receipt note(s) Invoice(s)
International Published Tender (IPT)	> €150,000	Same as the requirements for MDT above and: Attached evidence that the tender was advertised internationally

The humanitarian organization Plan makes purchases goods, services or works only from pre-qualified suppliers, which significantly minimizes project implementation risks. In addition, the organization is developing a manual for the organization and provision of procurement processes and cooperation with partners,

which standardizes the implementation of these processes in all Plan International offices around the world.

In humanitarian logistics, it is vital that the transportation of goods is executed effectively, which means that goods should not just be moved in any way and at any time, but that the challenge is to do so safely and in a timely and cost-effective manner. At Plan International, transport is one of the core elements of our supply chain. Therefore, having well-functioning transport management processes and procedures helps to ensure that Plan International Offices can successfully transport items and people from their source (i.e., Plan International Office, supplier, port, warehouse, etc.) to the place where they are needed (field office, local partner, distribution site or project participant's location). The different elements in the transportation chain can be represented as follows (see fig.3.12):

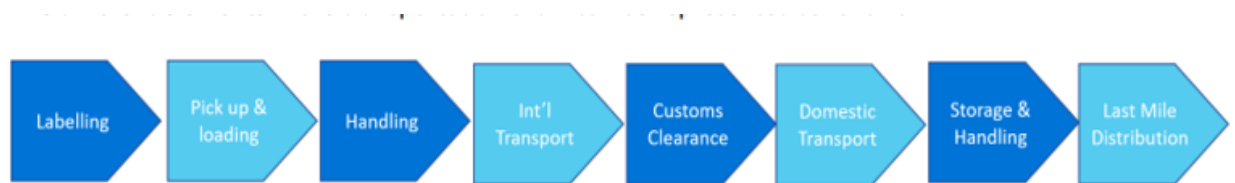


Figure 3.12 - Elements in the transportation chain of Plan International

At Plan International, DDP (Delivery Duty Paid) is the preferred Incoterm rule because under DDP, suppliers are responsible for paying for all the costs associated with the delivery of items right up until they get to the named place of destination. Suppliers are also responsible for clearing the items at export and import customs. The Plan International Office (buyer) is only responsible for unloading the items at the end destination and for providing the relevant documentation for customs clearance processes.

Inventory management involves receiving, managing, tracking, and dispatching items in and for warehouses or storage facilities for regular needs as well as for pre-positioning in case of emergencies. Plan International is accountable to donors, project participants, and other stakeholders for all the stock items that are purchased by/transferred to organization. Plan are required to document and report on stock

movement and controls including accounting for loss and damage. Maintaining items in a secure and accountable manner is essential so that they can be made available for projects in good time to meet the needs of the project participants or for departments to run day-to-day activities to support humanitarian projects. Any stock movements including Gifts-in-Kind (GIK) stock must be completed and documented including receipt, issue, transfers, adjustments, physical inventory counting.

The main operations regarding the receipt of cargo to the warehouse/dispatch of cargo from the warehouse are given in Appendix F.

Taking into account the sufficient level of logistical support of the humanitarian organization Plan International, we will single out the processes that are potential for interaction, and summarize this information in Fig. 3.13.

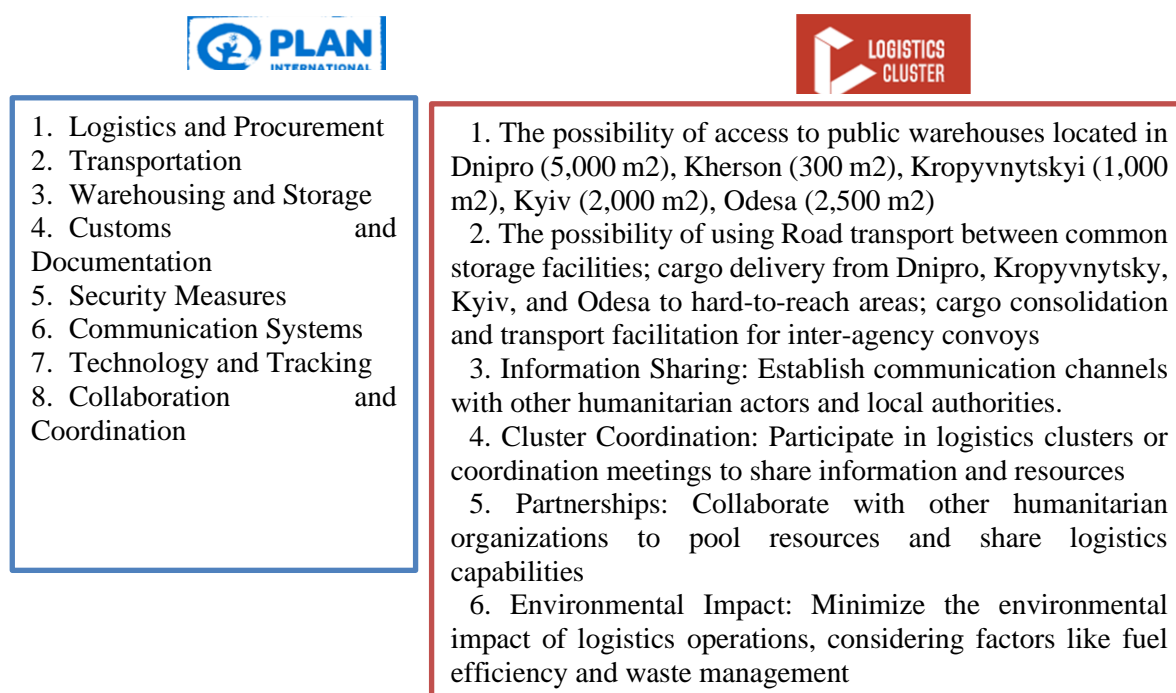


Figure 3.13 - Benefits from potential cooperation between Plan International and Logistics Cluster at the implementing stage of project

The logistics support of this stage of the humanitarian project is closely related to the model proposed above (Fig. 3.6) in the field of interaction at the national level - common logistics services and information management and forms the potential to

obtain a synergistic effect for all participants of this interaction - Plan International and the Logistics Cluster.

At the STAGE OF CLOSING THE PROJECT, work is carried out to complete the cooperation with the partner, in accordance with the partnership agreement and the parameters of the donor, which consist of:

1. Informing the partner and all stakeholders about the project completion date. This should be at least 3-6 months in advance end date depending on the duration of the project.
2. Final project evaluation.
3. Final payments to partners.
4. Develop a plan to transfer the project to the community.
5. Confirm the dates of the final audit and assessment.
6. If necessary, initiate plans for the disposal of remaining stocks and assets (reverse logistics and recycling logistics).
7. Document retention.

So, actions in this phase of the project are more related to the internal environment of the humanitarian organization, although if potentially the Logistics Cluster can be a project partner, then Plan International should report on the end of the project, the implementation of the set goals, conduct a gap analysis, etc.

To sum up, it should be noted that the application of the project approach to the provision of humanitarian activities made it possible to determine at each stage of the project the contribution of the logistics component and, based on the formed model of interaction between the humanitarian organization Plan International and the Logistics Cluster, to determine the benefits of such interaction for Plan International at each stage of the project cycle. Consider the proposed approach based on the implementation of a specific humanitarian project Plan International.



### 3.3 Implementation of the project of logistical support for the humanitarian organization`s activities

Let's consider the application of logistical support to the activity of a humanitarian organization using the example of a specific project. According to the project approach, at the first stage it is necessary to form the idea of the project. In this case, the idea of the project is to ensure access to education for vulnerable children affected by the crisis in Ukraine. The main initial data for the implementation of the project are given in table 3.4.

Table 3.4 - The main data of the humanitarian project

Name of project	Provide access to education to vulnerable children impacted by Ukraine crisis
The main goal of project	Provide access to online education and support for younger schoolchildren, in particular vulnerable girls and boys who became victims of the war in Ukraine and are internally displaced persons
Funding Source(s)	BGV charity fund
Project Partner	#WeAreAllUkrainians
Regions of Ukraine to cover	Kyiv, Zhytomyr, Chernihiv, Kharkiv and Mykolaiv
Age of children covered by the project	from 6 to 11 years old
Purchase object	5,000 tablets

The project is expected to be launched in Ukraine in cooperation with the German initiative #WeAreAllUkrainians and the representative office of the international organization Plan International. The main goal of this project is to provide access to online education and support for younger schoolchildren, in particular vulnerable girls and boys who became victims of the war in Ukraine and are internally displaced persons.

The project will be implemented by the BGV charity fund in Ukraine, which is a partner of the initiative #WeAreAllUkrainians. With the support of the Ombudsman's Office, BGV donates 5,000 tablets to children who are in difficult life circumstances and belong to primary school age (from 6 to 11 years old). This assistance also extends to children with special educational needs.

The project covers five regions of Ukraine: Kyiv, Zhytomyr, Chernihiv, Kharkiv, and Mykolaiv, where the tablets will be distributed among children in need of help.

Table 3.4 summarizes the data that were formed at the stage of project idea and project design. At the project planning stage, it is necessary to identify the main stakeholders of the humanitarian project (fig.3.14).

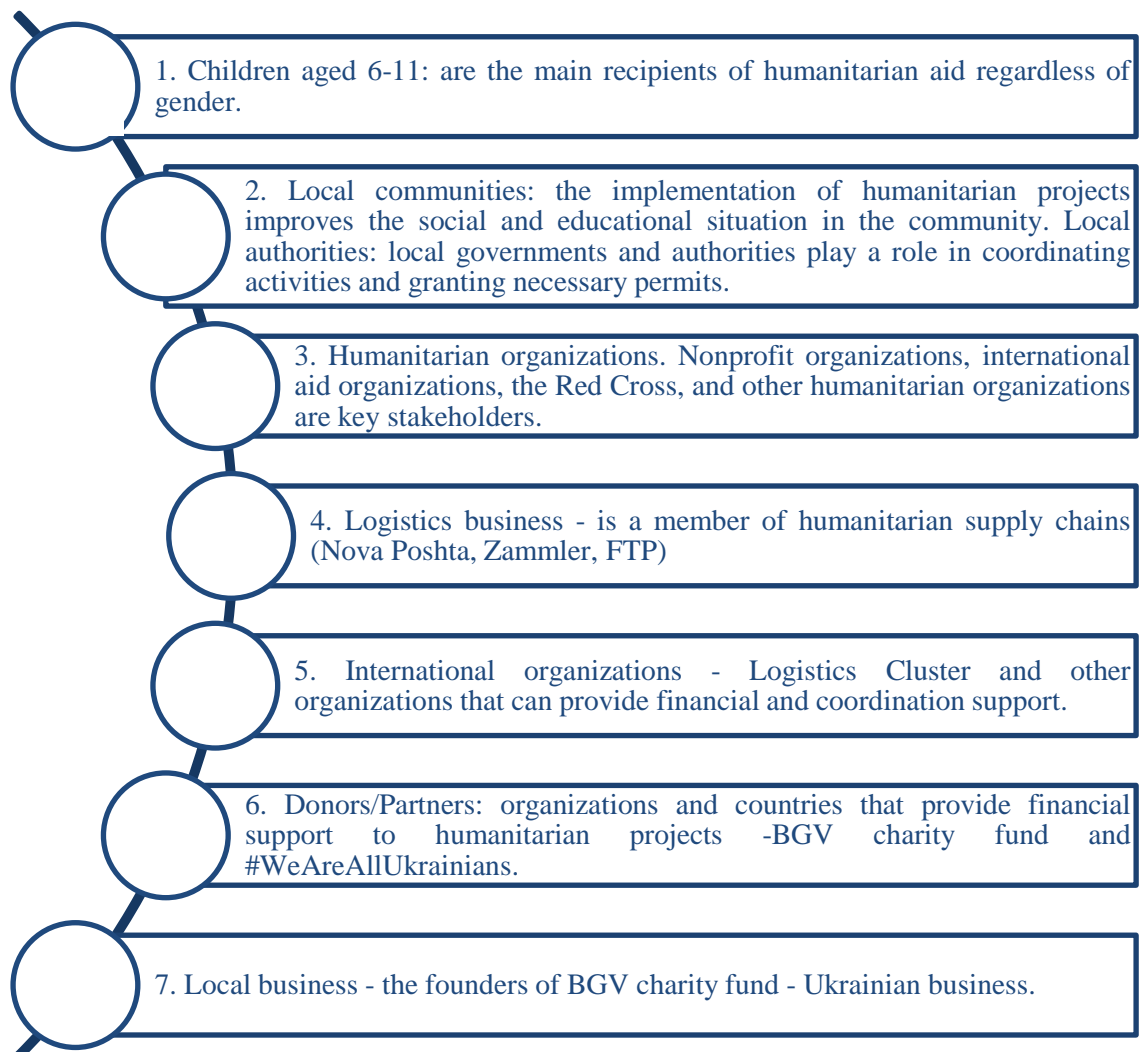


Figure 3.14 - Main stakeholders of the humanitarian project

As noted in the previous section, at the planning stage, a Gantt chart is used to determine the sequence of project stages. Table 3.5 presents the main stages and corresponding tasks for each stage of project implementation, which were the basis for constructing the Gantt chart.

Table 3.5 – Initial data for constructing the Gantt chart of humanitarian project

Phase / Task	Actions	Start	End
Phase 1	Project Initiation (idea + design)		
Task 1	Scope development	27-Dec-23	10-Jan-24
Task 2	Objective consideration	10-Jan-24	20-Jan-24
Task 3	Approval from partners	20-Jan-24	23-Jan-24
Phase 2	Project planning		
Task 1	Project procurement plan	23-Jan-24	30-Jan-24
Task 2	Budget planning of all project activities (supply, infrastructure, transport, office premises, warehouse, vehicles)	30-Jan-24	6-Feb-24
Phase 3	Project execution		
Task 1	Logistics and Procurement	6-Feb-24	26-Feb-24
Task 2	Transportation - Build routes +Delivery to Kyiv	6-Feb-24	7-Mar-24
Task 3	Warehousing and Storage	7-Mar-24	16-Apr-24
Task 4	Transportation - Delivery to recipients	17-Apr-24	1-May-24
Task 5	Information Management Systems	1-May-24	28-Sep-24
Task 6	Monitoring and Evaluation	7-Mar-24	28-Sep-24
Phase 4	Project closure		
Task 1	Informing the partner and all stakeholders about the project completion date	29-Sep-24	29-Oct-24
Task 2	Submitting the final report + audit	29-Sep-24	29-Oct-24
Task 3	Final project evaluation	29-Oct-24	18-Nov-24

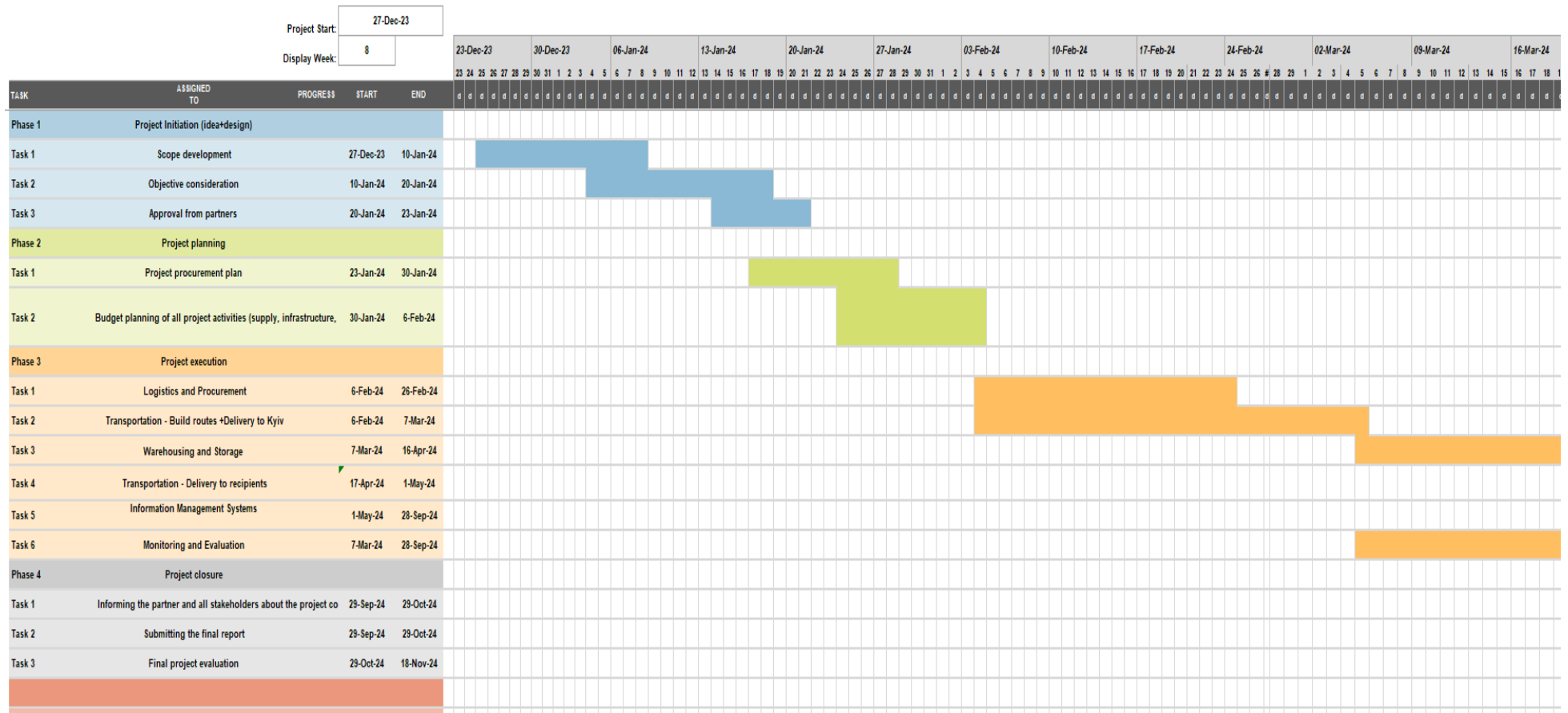


Figure 3.15- Gantt Chart for the humanitarian project

At the planning stage, the purchase object and planned services may be determined. The object of purchase is the Lenovo Tab M10 HD tablet (fig.3.16), the main characteristics of which are listed below:



Manufacturer Lenovo.  
 Screen diagonal: 10.1.  
 Display resolution: 1280x800.  
 Camera, Mpx: 8 MP  
 Built-in memory: 32GB.  
 RAM capacity: 2GB.  
 Processor: MediaTek Helio P22T.  
 Battery capacity: 5000 mAh.

Figure 3.16 - Lenovo Tab M10 HD tablet - the object of purchase for humanitarian project

At the project implementation stage (we can predict the procedure in accordance with the procedure for logistical support of the humanitarian project discussed in the previous subsection) a tender (the scheme of which is shown in Fig. 3.17) will be held for the purchase of 5,000 Lenovo Tab M10 HD tablets. The planned price of a batch of 5,000 Lenovo Tab M10 HD tablets is UAH 33 million. with VAT.

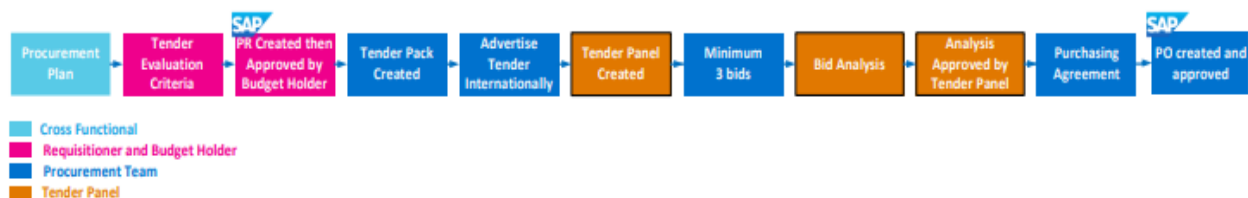


Figure 3.17 – Scheme of tender for providing procurement

At the planning stage, the amount for delivery was determined at 738.3 thousand UAH (€ 20,290 thousand). Accordingly, at the stage of project implementation, there is an opportunity to develop a delivery route and choose an executor - a transport

company. The logistics partner of the project is Nova Poshta, which will take over the cost and organization of delivery of tablets to the nearest offices in five regions of Ukraine. This collaboration helps ensure the efficient delivery of the necessary equipment for the project and ensures that the tablets reach their destination on time and safely. "Nova Poshta" is known for its high-quality logistics services and a wide network of branches throughout Ukraine, which makes it an ideal partner for similar projects.

The delivery route will start in Germany, where the tablets will be purchased. Delivery is divided into 2 parts (see fig.3.18). The first part of the delivery is delivery from Berlin (warehouse) to Kyiv (warehouse). In Kyiv, the rent warehouse space can be used, or in the case of a potential partnership, a warehouse for general use operated by the Logistics Cluster. After marking each tablet, the second stage of delivery begins. From Kyiv to the regions covered by the humanitarian project - specific recipients - children. Type of delivery of the second stage - warehouse - courier delivery.



Figure 3.17 – Delivery process for humanitarian project

Based on the initial data for the project, we will forecast revenues and expenses for the project and summarize the calculations in table 3.6.

Table 3.6 - Budget of humanitarian project

Indicators	
Total Project Costs:	41 498 993 UAH
- Procurement costs	5000*6600=33 000000 UAH
- Delivery costs	738 300 UAH
- Staff costs	2250000 UAH
- Warehouse costs and Inventory managenet	510 993 UAH
- Information Support System	2456000 UAH
- Consulting services	1100000 UAH
- Other costs (Office Running Costs, Vehicle Costs )	1 954 993
Total Budject for Project	44 103 000
Burn Rate	94%

According to the data in Table 3.6, it is inappropriate to use indicators of the efficiency of the investment project, since the ratio of the use of funds for the project is predicted to be 94%, which indicates an excess of positive flows over negative ones. Currently, we will try to determine how, by optimizing the logistics component of project costs, it is possible to increase its efficiency in the use of money.

The determination of the impact of logistical support of a humanitarian project is determined by the sum of costs for storage and transportation. Therefore, ways of efficiency should be found in these areas. Cooperation with the Nova Poshta company provides the following advantages. The owners of Nova Poshta - Vyacheslav Klymov and Volodymyr Popereshniuk - are sure that Ukrainian business cannot stand aside from the Russian-Ukrainian war. Therefore, by helping volunteers, the company contributes to the well-being and peaceful future of Ukraine by delivering free humanitarian goods for the civilian population and defenders.

In table 3.7 is presented budget of humanitarian project with determined economic effect.

Table 3.7 - Budget of humanitarian project with determined economic effect

Indicators	
Total Project Costs:	40 760 693 UAH
- Procurement costs	5000*6600=33 000000 UAH
- Staff costs	2250000 UAH
- Warehouse costs and Inventory managenet	510 993 UAH
- Information Support System	2456000 UAH
- Consulting services	1100000 UAH
- Other costs (Office Running Costs, Vehicle Costs )	1 954 993
Total Budget for Project	44 103 000
Economic effect from optimization of logistic support of the project (Delivery costs)	738 300 UAH
Additional volume of purchase	100 tablets
Burn Rate	94%

The general parameters of the budget do not change, but the number of tablets increases by 100 units, which means that an additional 100 children receive tablets, which determines not the economic, but the social-educational effect of the implementation of the humanitarian project.

Also, implementation of this humanitarian projects in the field of education can bring many social benefits that are summarized in table 3.8.

Table 3.8 - Social benefits from implementation of humanitarian project

№	Social benefit	Content
1	2	3
1	Ensuring access to education. Providing access to online education	Humanitarian projects can help create conditions for access to education for children under martial law
2	Promotion of social integration	Education contributes to social integration and social stability. Access to education can reduce social tensions and help rebuild communities
3	Improving the quality of life	Education equips people with the skills and knowledge needed to improve their quality of life. This may include training in vocational skills, healthy lifestyles and civic responsibility.



End of Table 3.8

1	2	3
4	Development of world culture	Education contributes to the spread of a culture of peace and tolerance. The curriculum may include training in intercultural understanding and respect
5	Lowering the level of illiteracy	Projects can focus on reducing illiteracy by providing people with basic reading, writing and arithmetic skills
6	Formation of civil liability	Education contributes to the formation of civic responsibility and active participation in public life. Educated people most often become active members of society
7	Training of critically thinking citizens	Education can promote the development of critical thinking, which is important for the formation of informed and independent citizens
8	Drawing attention to education in crisis zones	Humanitarian projects in education can draw attention to the need to ensure access to education in crisis zones, attracting the resources and attention of the international community

So, it can be concluded that effective logistical support for the implementation of humanitarian projects allows obtaining not only economic, but also, more importantly, social benefits, since the main goal of their implementation is not profit, but the achievement of a socially oriented goal. The implementation of humanitarian projects in the field of education has the potential not only for solving specific educational tasks, but also for promoting social development, strengthening peace and supporting vulnerable segments of the population.

### 3.4 Chapter 3 summary

In the project part of the thesis, a model of interaction between the humanitarian organization Plan International and the Logistics Cluster based on the cluster approach is proposed. The use of a cluster approach in the implementation of humanitarian projects in Ukraine is an effective tool for coordinating and managing humanitarian actions in the region, combining the efforts of various humanitarian organizations to jointly respond to the needs of the population in crisis situations.

Since the proposed model defines only the main contours of interaction between subjects in humanitarian supply chains, for a more detailed consideration of this issue,

it was proposed to combine the project approach to the implementation of humanitarian projects with the main elements of the defined model. which allows you to determine the contribution of the logistics component at each stage of the project. Thanks to the established model of cooperation between Plan International and the Logistics Cluster, the benefits of this partnership for Plan International can be assessed throughout the project cycle.

On the basis of the developed project of logistical support for the activities of the humanitarian organization, a project was proposed for implementation, the purpose of which is to provide access to online education and support for younger schoolchildren, in particular, vulnerable girls and boys who became victims of the war in Ukraine and are internally displaced persons. It was determined that there is a potential opportunity to purchase an additional 100 tablets in order to optimize logistics costs for transportation. In addition, it was determined that due to obtaining access to public warehouses managed by representatives of the Logistics Cluster in Ukraine, there is a potential opportunity to reduce storage costs. Therefore, the interaction between the subjects of humanitarian activities based on the cluster approach provides an opportunity to receive not only social benefits but also an economic effect.

## CONCLUSIONS AND RECOMMENDATIONS

As a result of consideration of the theoretical foundations of the formation of material and technical support for the activities of humanitarian organizations, the following conclusions were made:

1. A review of the literature to determine approaches to the concept of humanitarian logistics and the humanitarian supply chain made it possible to establish that humanitarian logistics is a branch of logistics that deals with the preparedness and response phases of the disaster management system. Taking into account the conducted analysis, the author's vision of the concept of "humanitarian logistics" was provided, which defines humanitarian logistics as a branch of logistics that studies the processes of planning, coordination and management of flows of goods, services, information and people for the provision of humanitarian aid and assistance during crises , natural disasters and war (taking into account the state of war in Ukraine and forced migration and resettlement of people), which is an element of the scientific novelty of the thesis.

2. Defined humanitarian supply chain is defined as the process of planning, implementing and controlling the efficient, cost-effective flow and storage of goods and materials, as well as related information from the point of origin to the point of consumption to meet the requirements of the ultimate beneficiary.

3. The conducted analysis of the differences between commercial and humanitarian logistics, commercial and humanitarian supply chains made it possible to establish unique differences between these concepts, which are the target indicators - the urgency and speed of service provision, on which the lives and safety of people who need help depend.

As a result of the analysis of the activities of the humanitarian organization Plan International, the following conclusions were drawn:

1. Non-governmental organization "Plan International, Inc.", engaged in the development of children's rights and the equality of girls, has been building powerful partnerships for children for more than 80 years and currently works in 83 countries.

In 2022, the organization began transitioning to a new global strategy that sets out ambitions between today and 2027 to see all girls standing firm to create global change. As part of this transition and in response to the many global challenges facing girls and youth around the world, Plan International recognized the need to expand humanitarian work. In 2022, 274 million required humanitarian assistance and protection. This is a significant increase from 235 million people a year ago, which was already the highest number in a decade.

The humanitarian organization's main expenditures are aimed at providing various programs within main of which are:

A. Early childhood development: Support for gender-sensitive parenting and nurturing care practices covering health, nutrition and hygiene, play and early learning, protection and positive discipline; maternal, neonatal and child health services; early learning and stimulation; community hygiene, sanitation and health campaigns.

B. Inclusive quality education: Improved gender-responsive teaching and learning in schools and family support for education; opportunities for out of school children to get an education; improved curriculum and learning materials; safe, non-violent school environments; improved school governance and management practices.

C. Girls, boys and youth as active drivers of change: Capacity-building for youth to be active citizens and to engage in collective action; government mechanisms for youth engagement; media and youth programmes; promoting youth participation in all our work.

D. Protection from violence: Work with children, youth and families to reduce violence at home and in communities; child protection services and gender-sensitive reporting; community-based child protection mechanisms and multi-sectoral collaboration.

E. Skills and opportunities for youth employment and entrepreneurship: Life, vocational and business skills training and community engagement; working with private sector to create employment opportunities and access to financing; promoting better working conditions and regulations for youth.

F. Sexual and reproductive health and rights: Sexuality education for youth and families; adolescent- and gender-responsive sexual and reproductive health and HIV services; prevention of harmful practices including child early and forced marriage and FGM; support for girls and young women most at risk.

G. Disaster risk management: Early childhood development, sexual and reproductive health and rights, child protection, education and youth economic empowerment in emergencies; child-centred climate change adaptation; disaster response activities including food distribution, and the provision of shelter, water and sanitation.

2. In response to the conflict in Ukraine and the more than 6 million refugees who have fled to neighboring countries. In March 2022, Plan International started operations in Ukraine and established strong local partnerships in Poland, Romania, and Moldova by opening a representative office. The organization cooperates with powerful Ukrainian public organizations, paying special attention to issues of gender equality, social cohesion, and integration of internally displaced persons throughout the country.

3. Current priorities that determine the formation of the portfolio of humanitarian projects in Ukraine include: preventing violence against children, providing psychological and psychosocial support to children who have survived the crisis, ensuring the opportunity for refugee children to continue education and training, and providing financial support to families to meet urgent needs. As the situation in Ukraine will have devastating long-term consequences for women and children, Plan International will play an important role in responding to these needs.

In the project part of the thesis, the following project proposals are proposed:

1. A model of interaction between the humanitarian organization Plan International and the Logistics Cluster based on the cluster approach has been developed. The use of a cluster approach in the implementation of humanitarian projects in Ukraine is an effective tool for coordinating and managing humanitarian actions in the region, combining the efforts of various humanitarian organizations to jointly respond to the needs of the population in crises. The value of the logistics cluster

lies in its ability to mobilize rapid, large-scale and coordinated logistical support for humanitarian response.

2. Since the proposed model defines only the main contours of interaction between the subjects of humanitarian supply chains, for a more detailed consideration of this issue, it was proposed to combine the project approach to the implementation of humanitarian projects with the main elements of the defined model. which allows you to determine the contribution of the logistics component at each stage of the project. Thanks to the well-established cooperation model between Plan International and the Logistics Cluster, the benefits of this partnership for Plan International can be appreciated throughout the project cycle.

3. On the basis of the developed project of logistical support for the activities of the humanitarian organization, a project was proposed for implementation, the purpose of which is to provide access to online education and support for younger schoolchildren, in particular, vulnerable girls and boys who became victims of the war in Ukraine and are internally displaced persons. It was determined that there is a potential opportunity to purchase an additional 100 tablets in order to optimize logistics costs for transportation. In addition, it was determined that due to obtaining access to public warehouses managed by representatives of the Logistics Cluster in Ukraine, there is a potential opportunity to reduce storage costs. Therefore, the interaction between the subjects of humanitarian activities based on the cluster approach provides an opportunity to receive not only social benefits but also an economic effect.

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Figure A.1 – Mission, vision, value and pillars of Logistics Cluster



### **Logistics Cluster Lead Agency (CLA)**

World Food Programme (WFP) was designated by the IASC as the Logistics Cluster lead agency at a global level and is accountable to the Emergency Relief Coordinator for its performance. As such, WFP hosts the Global Logistics Cluster Support Team in its headquarters and facilitates its activities through the allocation of necessary resources at global and local level – these resources are contingent on funding provided by donors to the Logistics Cluster operations. WFP also acts as provider of last resort for common logistics services.

### **Strategic Advisory Group (SAG)**

Composed by representatives of the CLA and partner organisations appointed at global level during the GLMs for a two-year mandate, its members represent the Logistics Cluster entire community of partners. The global SAG notably provides strategic support and guidance to the Global Logistics Cluster Support Team. It can also establish ad hoc working groups to develop specific aspects related to partnerships and reports back to the community of partners during the GLMs. A local SAG may also be appointed by partners at country-level when deemed relevant.

#### **Global Logistics Cluster Support Team**

The permanently active support structure that drives, together with partners, the Logistics Cluster strategy implementation globally and is accountable for its results. It fosters, develops, and maintains partnerships to strengthen the community of partners the Logistics Cluster is based upon and oversees the organisation of global events. Furthermore, the Global Logistics Cluster Support Team also provides guidance, support, and surge capacity to Logistics Cluster activities in-country, reinforcing the capacity of staff on the ground. The Global Logistics Cluster Support Team is hosted by the CLA and may benefit from partners secondments.

#### **Country Logistics Cluster Support Team**

At a country level, the Logistics Cluster is a temporary coordination mechanism activated by the IASC and accountable to the Humanitarian Coordinator through the CLA. The Logistics Cluster Support Team coordinates the Logistics Cluster activities in-country, notably by convening humanitarian actors operating locally and facilitating logistics coordination and information management. Support provided varies in nature and scale depending on the needs of each operation. The Country Logistics Cluster Support Team is hosted and resourced by the appointed country CLA and may benefit from partners' secondment. Where needed, the Logistics Cluster support team also facilitates access to common logistics services provided by its partners and manages the prioritization of requests for this service through jointly established criteria.

Figure B.1 – Structure of Logistics Cluster

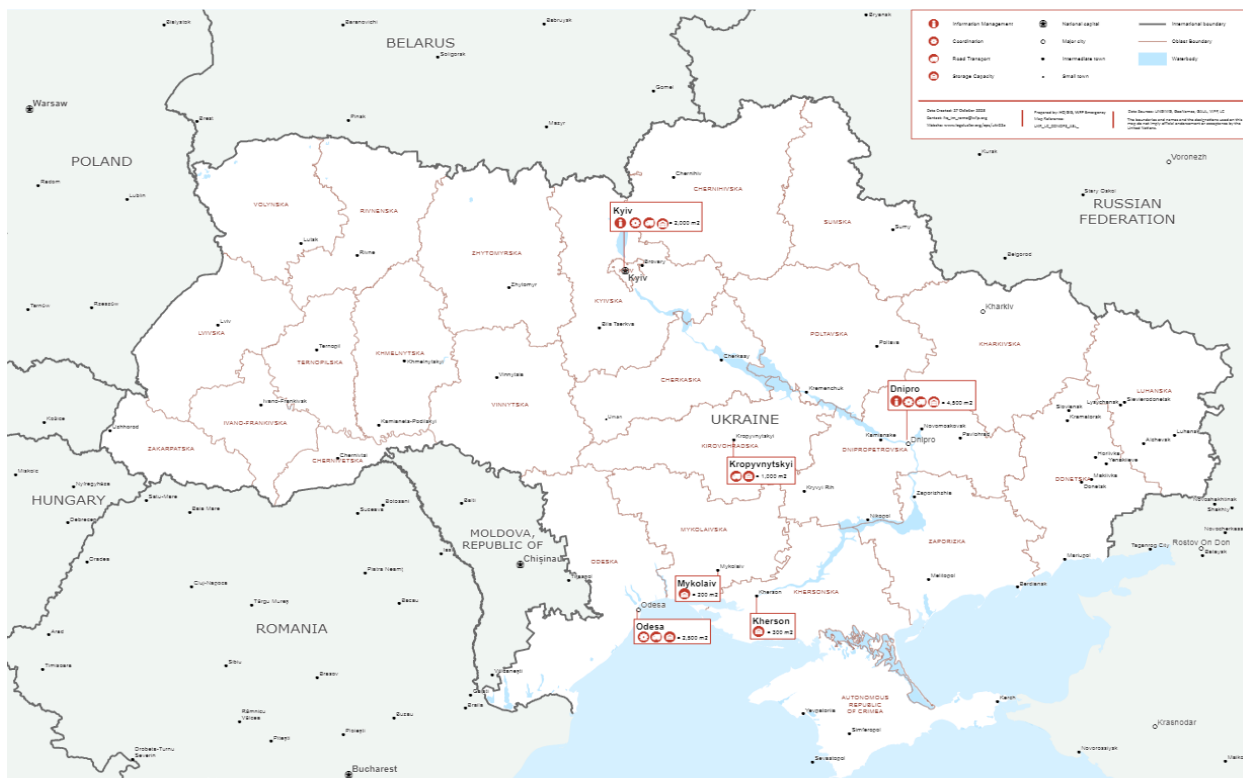


Figure C.1 - Ukraine - Concept of Operations Map, 2023

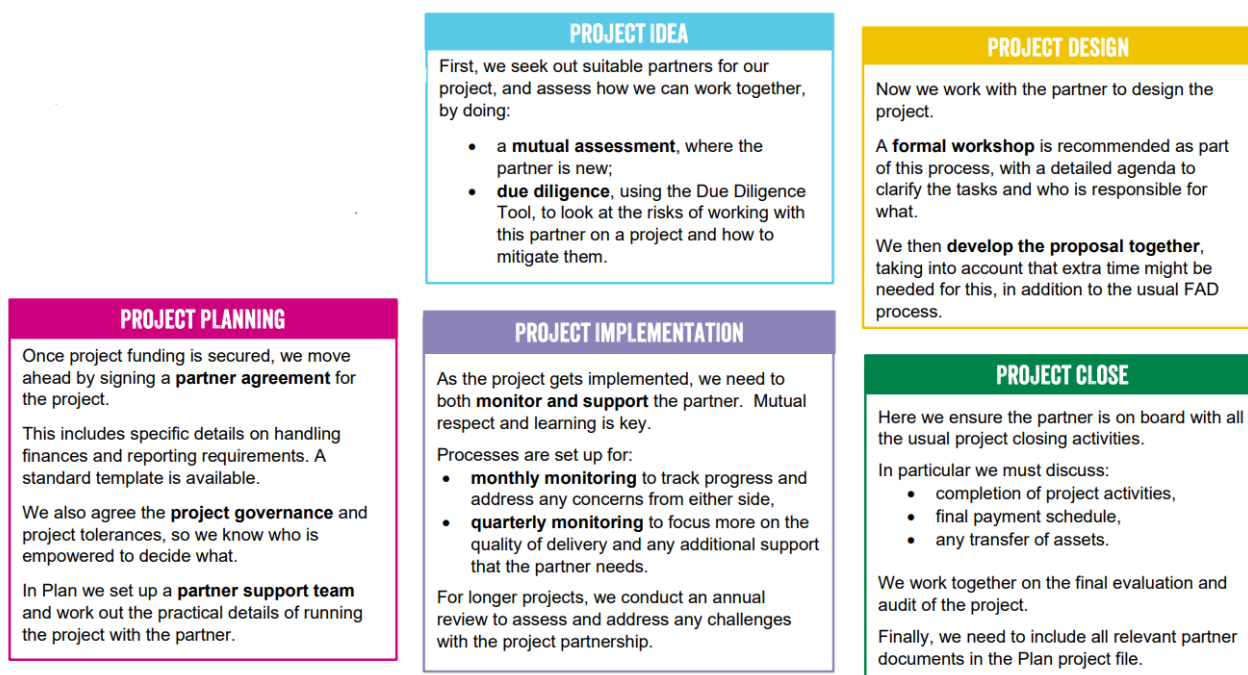


Figure D.1 – Project approach to the Plan International activities

APPENDIX E

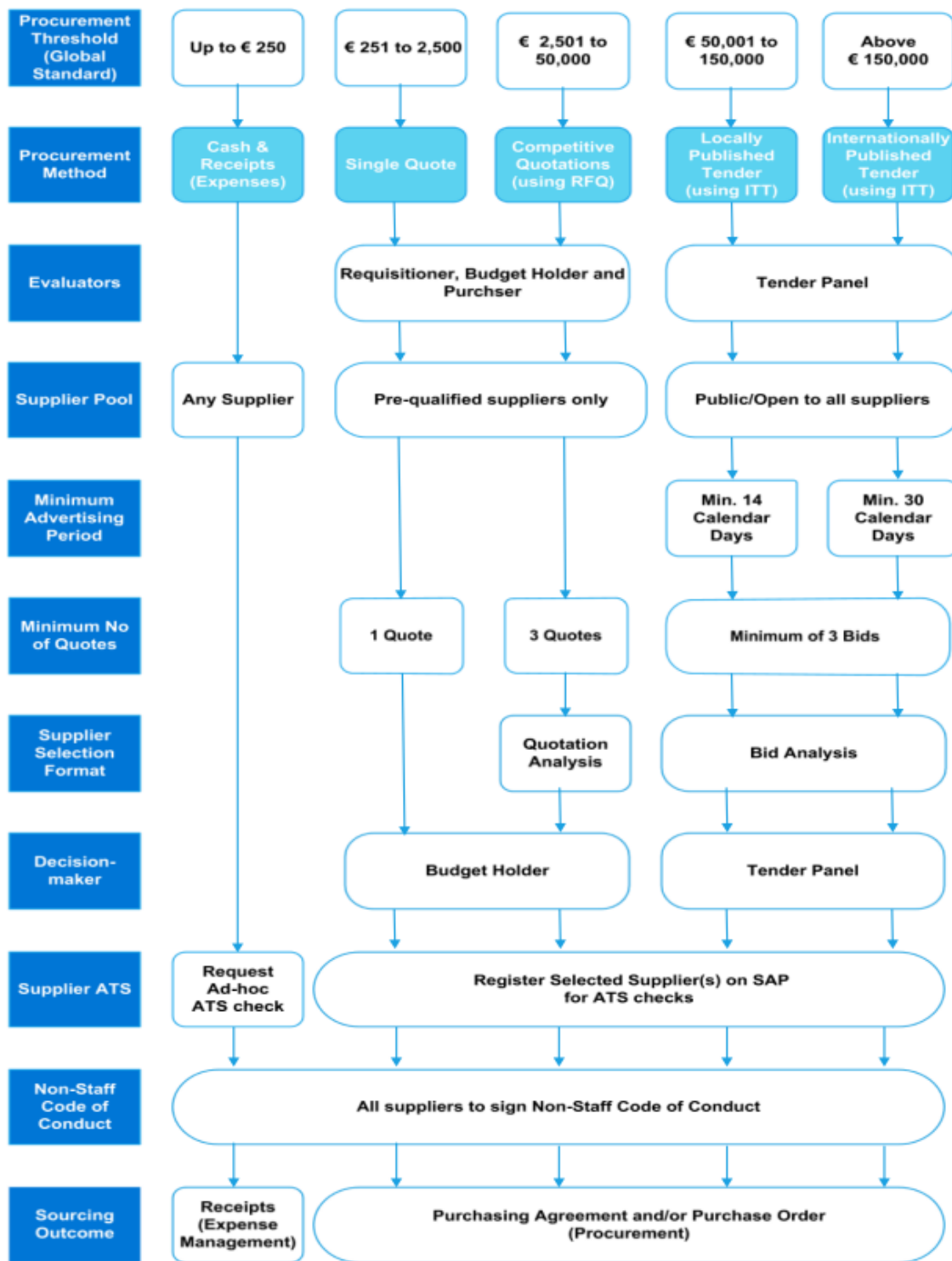


Figure E.1 - Requirements for the procurement process in the humanitarian organization Plan International

### Stock Receipt (IN)



### Stock Issue (OUT)

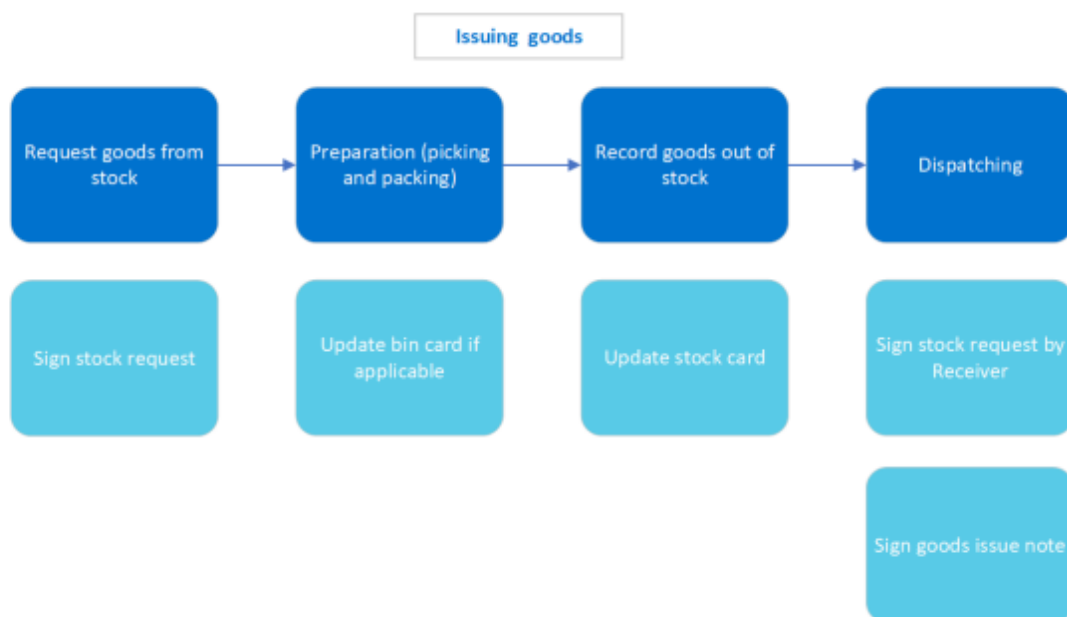


Figure F.1 – Scheme of warehouse processes