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PROJECT SUSTAINABILITY AND SUSTAINABLE PROJECT MANAGEMENT IN TIMES OF CRISIS: EXPLORING THE RUSSIAN-UKRAINIAN WAR CONTEXT

The article examines the impact of the Russian-Ukrainian war on the sustainability of projects and project management, analyzing environmental, social, economic, institutional, security, and humanitarian aspects. The authors reveal the challenges of the Russian-Ukrainian war through the prism of sustainability and emphasize the need to revise the traditional understanding of sustainability through the concept of “wartime sustainability,” which requires further research.

This paper emphasizes the pivotal importance of project sustainability in contemporary societies exploring the impact of the Russian-Ukrainian war on project sustainability, theoretical considerations highlight context-dependent sustainability, demanding advanced models for assessments. Environmental, social, economic, institutional, security, and humanitarian aspects are examined internally and externally. The war’s multifaceted impact underscores the need for integrated approaches amid conflict.

Key considerations for sustainability in Ukrainian projects during crises are outlined, stressing challenges in sustainable project management during war and the necessity for a tailored conceptualization. Principles for post-war reconstruction emphasize long-term strategies, agency maintenance, and capacity building. Essential considerations span humanitarian assistance, infrastructure rehabilitation, environmental impact, and support for local economies. Integrating sustainability into project management training is vital, emphasizing profit alignment with societal impact.

A research agenda is proposed to address the complexities of sustainable project management in crisis scenarios, acknowledging the unique circumstances presented by the Russian-Ukrainian war. The authors suggest revisiting the conventional understanding of sustainability, proposing that a new approach, “sustainability in wartime”, might be needed, with a special focus on project sustainability in wartime. They encourage further research to address the unique challenges posed by the Russian-Ukrainian war and to develop new research priorities in this context.

Keywords: project sustainability; project sustainability in wartime; Russian-Ukrainian war context; sustainability in times of crisis; sustainability of Ukrainian projects; sustainable project management

Statement of the problem in general terms and its connection with important scientific or practical tasks. The enduring impact of the war on Ukrainian lives is marked by pervasive uncertainty and the unpredictable nature of war and civil existence, necessitating a conscious choice to identify as Ukrainian, wherein one must comprehend the profound implications, primarily the obligation to be prepared to defend freedom and dignity at the cost of personal space, with the preservation of human rights serving as a basis for human survival during times of war.

Researching project sustainability and sustainable project management during crises, particularly in the context of the Russian-Ukrainian war, is crucial for several reasons. Firstly, it provides valuable insights into adapting project management practices to complex and volatile situations, contributing to the development of effective crisis response strategies. Secondly, understanding the impact of war on project sustainability helps identify challenges and opportunities, facilitating the creation of tailored frameworks for sustainable project implementation in conflict zones. Thirdly, this research enhances our comprehension of the interplay between global crises, geopolitical dynamics, and project sustainability, offering valuable knowledge for organizations operating in diverse and challenging environments. Fourthly, it contributes to the development of ethical and responsible project management practices, emphasizing considerations for the well-being of communities and the environment during crises. Lastly, studying this topic supports the advancement of knowledge in the field, fostering innovation, and guiding future research to address emerging challenges in sustainable project management amid geopolitical conflicts.

Analysis of recent research and publications. While there may not be a specific set of references that exclusively address the intersection of the context of war and project sustainability, these papers [1–5] study on various aspects of the context of war and its relevance to project sustainability. Moving into the impact of crises on project sustainability, the theoretical dimension explores context-dependent sustainability in ongoing conflicts like the Russian-Ukrainian war. Authors explore the internal and external dimensions of the Russian-Ukrainian war, analyze the unprecedented environmental and nuclear risks, and their implications for project sustainability. Evaluate how these crises collectively impede progress toward Sustainable Development Goals (SDGs) on a global scale. Explore the distinctive challenges faced by Ukrainian projects during times of crisis, necessitating a customized approach to sustainability. A research agenda for sustainable project management in crisis scenarios, particularly the Russian-Ukrainian war, is crucial to navigate complexities and contribute to long-term reconstruction and development. These key points underscore the multifaceted challenges and considerations, emphasizing the need for tailored approaches, principles, and ongoing research in sustainable project management during crises.

This paper presents the results of an analysis of the impact of the crisis on project sustainability and sustainable project management in the context of the Russian-Ukrainian war across three dimensions: theoretical (exploring its relation to the sustainability concept and project sustainability), internal, and external (examining its impact on national and global sustainability). The key aspects of sustainability for Ukrainian projects in times of crisis were highlighted, pointing to the multifaceted challenges and considerations associated with sustainable project management in the context of the Russian-Ukrainian war. The study emphasizes the need for tailored approaches, principles, and ongoing research to address the unique circumstances and contribute to long-term reconstruction and development. Finally, the implications of the findings are discussed, recommendations for future research are provided.

Formulation of the article's goals (task statement). The goal of this article is to analyze the impact of the Russian-Ukrainian war on project sustainability and sustainable project management across theoretical, internal, and external dimensions. The main tasks are: to identify the key challenges and opportunities for Ukrainian projects in times of crisis; to study the interplay between war, sustainability, and crisis response strategies; and to provide insights and recommendations for future research to enhance sustainable project management in complex and volatile environments.

1. The impact of the crisis on project sustainability and sustainable project management: the context of the Russian-Ukrainian war

1.1. Context of war – theoretical dimension: Exploring its relation to the sustainability concept

and project sustainability. The success of project sustainability efforts may depend on the specific context. “As 2023 is the middle point of the time period (2015-2030) for the 2030 Agenda for Sustainable Development, it is urgent to conduct more quantitative assessments for wars around the world such as the Russia-Ukraine war. Enhancing remote sensing applications in war-related impact assessment with advanced models and frameworks is very helpful and significant. It is also critical to rethink about global governance by incorporating the ripple effects of wars for policy adjustments to achieve SDGs by 2030.” [2, p. 1]

The context of war significantly impacts the concept of sustainability, introducing a range of unique challenges and considerations that extend across various dimensions [2; 4; 6]:

1) environmental impact:

– *destruction and pollution*: war often leads to physical destruction of infrastructure, habitats, and ecosystems; bombings, chemical warfare, and military activities can cause pollution, soil degradation, and long-term environmental damage;

– *toxic substances and health risks*: The use of certain weapons and tactics in war, such as chemical warfare, can result in the release of toxic substances, posing long-term health risks to both the environment and human populations

2) social impact:

– *disproportionate impact on vulnerable groups*: vulnerable populations, such as refugees, women, and children, often bear the brunt of the social and economic impacts of war; sustainable practices involve addressing social inequalities and supporting the most vulnerable;

– *community displacement and disruption*: 1) conflict often results in the displacement of communities, potentially affecting project stakeholders and beneficiaries; understanding and addressing the needs of displaced populations becomes crucial for project sustainability; 2) war can disrupt local economies and livelihoods, affecting the ability of communities to engage with and benefit from projects;

– *long-term impact on communities*: 1) trauma and psychological impact: war can have lasting psychological effects on communities; sustainable projects may need to consider mental health support and community-based interventions; 2) changing political landscape: the political environment in conflict zones is dynamic, impacting project sustainability; understanding and navigating political dynamics is crucial for project success; 3) social cohesion: projects may need to contribute to rebuilding social cohesion and addressing social divisions that emerge during and after conflict;

3) economic impact:

– *economic challenges*: war often leads to economic instability, inflation, and disruptions to financial systems; sustainable projects must consider the economic context and adapt strategies to withstand financial uncertainties;

– *resource scarcity and economic instability*: wars can lead to resource scarcity, economic downturns, and disruptions to supply chains; economic sustainability in a war context involves managing resources efficiently, supporting local economies, and addressing the economic fallout of conflict;

– *resource scarcity and supply chain disruptions*: 1) resource availability: war often disrupts supply chains, leading to shortages of essential resources for project implementation; securing resources becomes challenging, impacting the sustainability of ongoing projects; 2) dependency on local context: the project's reliance on local resources and supply chains may expose it to greater vulnerability during times of conflict;

– *infrastructure damage and reconstruction*: 1) infrastructure essential for sustainable development, such as roads, hospitals, and schools, is often damaged or destroyed during conflict; rebuilding infrastructure becomes crucial for long-term sustainability; 2) impact on project infrastructure: conflict zones may witness damage to project infrastructure, requiring reconstruction and repair; ensuring the sustainability of projects involves addressing the impact of war on physical assets; 3) rebuilding efforts: sustainable projects may need to incorporate reconstruction efforts, contributing to the restoration of essential infrastructure in post-conflict environments;

– *communication challenges*: the disruption of communication infrastructure during war can pose challenges for project coordination and stakeholder engagement; establishing reliable communication

channels is vital for project sustainability;

- *loss of cultural heritage*: wars can lead to the destruction of cultural sites, artifacts, and practices, undermining cultural sustainability; preserving and rebuilding cultural heritage becomes essential for maintaining identity and social cohesion;

4) institutional impact:

- *governance and rule of law*: war often undermines governance structures, leading to challenges in maintaining the rule of law and protecting human rights; institutional sustainability requires rebuilding and reinforcing governance institutions to ensure stability and adherence to ethical and legal standards;

- *regulatory and legal challenges*: 1) changing regulatory landscape: the legal and regulatory environment may undergo significant changes during and after conflict; adapting to new legal frameworks becomes essential for project sustainability; 2) security-related regulations: compliance with security-related regulations and international humanitarian laws is critical, and projects may need to navigate complex legal contexts;

- *international cooperation and diplomacy for peace*: achieving sustainability in the context of war requires international cooperation, diplomatic efforts, and conflict resolution; sustainable peace is integral to long-term stability and development;

5) security and human rights concerns:

- *ensuring safety*: 1) in the context of war, ensuring the safety and security of project personnel, infrastructure, and project sites is paramount; this includes addressing potential security risks and implementing measures to protect against harm; 2) personnel safety: the safety of project personnel becomes a paramount concern in conflict zones; project managers must implement robust security measures to safeguard staff and assets; 3) infrastructure security: the risk of infrastructure damage due to military activities or acts of violence necessitates proactive measures to protect project sites and facilities;

- *human rights and ethical considerations*: sustainable practices involve upholding human rights and ethical considerations, even in challenging circumstances; projects should adhere to international humanitarian laws and ethical standards;

6) humanitarian considerations:

- *humanitarian crisis*: 1) wars create humanitarian crises, displacing populations, causing loss of life, and disrupting social structures; ensuring the well-being of affected communities becomes a priority, and social sustainability involves addressing the immediate needs and long-term impacts on societies; 2) humanitarian crisis response: projects may need to pivot towards addressing immediate humanitarian needs in the aftermath of conflict; this may involve collaborating with humanitarian organizations and adapting project goals to address urgent concerns; 3) access to vulnerable populations: ensuring access to vulnerable populations and addressing their specific needs becomes a priority for sustainable project outcomes.

In summary, the context of war introduces complex challenges to sustainability, requiring a multidimensional approach that addresses immediate needs while laying the groundwork for long-term recovery, stability, and development. Sustainability efforts in war-torn regions necessitate collaboration between humanitarian organizations, governments, and international bodies to rebuild communities and create a foundation for lasting peace and prosperity.

Project sustainability in times of war poses unique challenges due to the unpredictable and often volatile nature of conflict. Here are some considerations for maintaining project sustainability in such challenging circumstances (table 1).

Sustainable projects in the context of war demand a nuanced understanding of the local context, effective risk management, and a commitment to addressing the multifaceted challenges that arise in the aftermath of war. War complexities and uncertainties require project managers to adopt adaptive strategies, prioritize safety, and contribute to the broader recovery efforts. Regularly reassessing the project's status and adjusting strategies accordingly is essential for navigating the challenges of wartime. Additionally, consulting with experts and organizations experienced in operating in conflict zones can provide valuable insights and guidance.

Table 1. – Important considerations for project sustainability in wartime

#	Characteristic	Description
<i>Basic considerations for project sustainability (relevant in any context)</i>		
1	Adaptability and flexibility	<p>Projects should be designed with built-in flexibility to adapt to changing circumstances. This may involve modular project structures or agile methodologies that allow for adjustments as needed.</p> <p>Continuous monitoring of the situation is crucial to identify and respond to emerging challenges promptly. Maintain open communication channels to quickly disseminate information and adjust plans in response to emerging challenges.</p>
2	Risk assessment and contingency planning	<p>Conduct a thorough risk assessment to identify potential threats and disruptions to the project (associated with the war).</p> <p>Develop contingency plans that outline specific actions to be taken in response to various scenarios, considering the impact on resources, personnel, and project timelines.</p>
3	Remote work, technology and project management	<p>Develop and implement remote project management strategies to ensure ongoing remote work, coordination and communication to reduce the dependence on physical locations.</p> <p>Leverage technology for virtual meetings, data sharing, and collaboration among team members while ensuring that project data and communication channels are secure and can withstand potential cyber threats associated with conflict situations.</p>
4	Resources optimization and diversification	<p>Effectively manage and optimize available resources to ensure sustainability avoiding over-reliance on a single source of resources (diversification can mitigate the impact of disruptions in any one area)</p> <p>Implement measures to conserve resources without compromising project goals.</p>
5	Diversification of funding sources	<p>Reduce reliance on a single funding source by diversifying funding streams; identify alternative supply chains and funding sources that may be more resilient during times of conflict.</p> <p>Explore partnerships with international donors, NGOs, and private sector entities to secure additional support.</p>
6	Local partnerships and community engagement	<p>Build strong relationships with local communities, organizations, and authorities to gain support and cooperation (this is crucial for the project's sustainability and safety during wartime).</p> <p>Understand and respect local cultural dynamics and sensitivities to foster positive relationships; engage with stakeholders to understand their needs and concerns, incorporating their feedback into project planning.</p>
7	Advocacy and communication	<p>Advocate for the importance of sustaining projects during wartime to key stakeholders and donors.</p> <p>Maintain transparent and open communication with all stakeholders to build trust and support.</p>
8	Continuous monitoring and evaluation	<p>Establish a robust monitoring and evaluation system to track project progress and identify early signs of potential issues.</p> <p>Regularly review and update risk assessments, adapting plans as the conflict situation evolves.</p> <p>Develop clear exit strategies that can be activated if the project becomes untenable or unsafe. This may involve the orderly suspension or relocation of project activities.</p>
<i>Considerations for project sustainability which are extremely important in the context of war</i>		
9	Long-term planning	<p>Consider the long-term impact of the project and its potential role in post-conflict reconstruction.</p> <p>Plan for the transition from emergency relief to recovery and development activities.</p>
10	Security and safety measures	<p>Prioritize the safety and security of project personnel and assets (both physical and digital); implement robust security measures to protect project assets, personnel, and beneficiaries.</p> <p>Collaborate with local authorities, security experts and international organizations to enhance security protocols which provide safeness for project sites and operations.</p>
11	Humanitarian considerations, legal and ethical compliance	<p>Prioritize the safety and well-being of project staff, beneficiaries and affected populations. Be aware of and responsive to the humanitarian needs of the affected population.</p> <p>Coordinate with relevant humanitarian organizations and adhere to international guidelines for humanitarian assistance.</p> <p>Ensure that the project operates within the legal and ethical frameworks of the conflict zone. This includes compliance with international humanitarian law and local regulations.</p>

Compiled by the authors

In closing, project sustainability during times of war requires a proactive and adaptive approach, emphasizing risk management, flexibility, and a commitment to the safety and well-being of all involved parties. Engaging with local communities and authorities, maintaining clear communication, and having robust contingency plans are essential components of navigating such challenging environments.

1.2. Context of the Russian-Ukrainian war – internal dimension. The Russian-Ukrainian war presents a complex and sensitive context for project sustainability. In Ukraine, the war that began in 2014 has now reached its 10th year, bringing immense suffering, numerous deaths, and massive destruction. The conflict escalated dramatically after the Russian Federation's invasion on February 24, 2022, intensifying throughout 2023. This has resulted in severe consequences, including forced displacement, family separation, and widespread destruction of essential infrastructure, impacting millions and creating urgent humanitarian needs [7–9]. In 2023, the humanitarian situation in Ukraine worsened due to escalating hostilities, strikes on civilian infrastructure, and major incidents, such as the destruction of the Kakhovka Dam in June, with communities near the front line facing daily hardships. Millions are dependent on aid due to the war's impact. This crisis, characterized by gross violations against civilians, particularly children, has heightened trauma and mental health issues, impacting well-being and education. The ongoing war has also severely affected Ukraine's economy, pushing people into higher poverty levels and increased dependence on aid [9, p. 7].

Environmental impact and radio-nuclear emergency risks in conflict-affected regions of Ukraine pose severe threats, including the potential for large-scale disasters, immediate dangers to life and health, and unprecedented humanitarian needs. Infrastructure such as dams, oil terminals, and nuclear power plants, especially the Zaporizhzhia Nuclear Power Plant, heighten the risk, with the broader impact extending to other areas of the country due to constant bombardments and the potential use of nuclear weapons by the Russian Federation [9; 10].

Ukrainian education is currently going through a difficult time. Many leading higher education institutions were forced to evacuate to safer regions of the country. Thousands of teachers and students are now mobilized to defend the motherland, many of them died in the military conflict [3, p. 6].

Over 14.6 million people – about 40% of the Ukrainian population living in Ukraine – will need humanitarian assistance in 2024 [9, p. 7] (table 2).

Table 2. – Planned humanitarian response

#	Category, unit	2022 (for 2023)		2023 (for 2024)		2024 (for 2025)	
		people in need	people targeted	people in need	people targeted	people in need	planned reach
1	People in Ukraine who need humanitarian assistance, m	17.6	11.1	14.6	8.5	12.7	6.0
2	Women, %	44	40	31	32	45	42
3	Children, %	23	27	20	24	15	23
4	Older people, %	22	22	23	21	30	27
5	People with disability, %	15	15	14	13	14	13
6	Finance requirements, US\$bn	3.9		3.11		2.63	

Systematized and calculated by the authors according to: [8, p. 6, 9–10; 9, p. 4; 11, p. 3]

Humanitarian efforts in 2023 reached 11 million people, thanks to collaboration with donors and various organizations. In 2024, the focus is on aiding 8.5 million people, primarily in front-line regions, with a commitment to protection and recovery integration. The war persists, emphasizing the ongoing need for crucial support until its resolution. As Denise Brown, Humanitarian Coordinator for Ukraine, noted: “The war in Ukraine is not over. Until that moment, a moment we are all waiting for, the suffering continues. And our support remains as vital as ever.” [9, p. 3].

Drivers of the crisis and humanitarian impact on population groups and need:

1) the lives of millions of Ukrainians have been uprooted by the war, driving mass displacement within the country and in the region as people seek safety and support (as of September 2023, around 4 million people were recorded internally displaced; nearly 4.6 million people in Ukraine have returned to

their homes, following a period of displacement due to the large-scale invasion.);

2) the war has severely impacted people's access to health care, education and other basic services (since the escalation of the war, at least 721 educational facilities have been damaged or destroyed; over 1,300 medical facilities were damaged and 184 were destroyed; 158 social protection infrastructure facilities were damaged or destroyed, including social service delivery centres, geriatric facilities and residential institutions for people with disabilities in need of support);

3) Ukraine's infrastructure has suffered considerable damage, including transport, energy, communications and water, affecting a significant proportion of the population and impeding economic activity, social services provision, governance and delivery of humanitarian assistance (direct damage to buildings and infrastructure comes to more than US\$135 billion across the following most affected areas: housing – 37%, transport – 26%, energy – 8%, commerce and industry – 8% and agriculture – 6%; the cost of reconstruction and recovery – estimated at \$411 billion – is expected to stretch over 10 years and combines both needs for public and private funds);

4) an estimated 1.4 million homes in Ukraine have been damaged or destroyed since the escalation of the war

5) the war continues to take a heavy toll on the country's economy (the agri-food sector, a crucial component of Ukraine's economy, is rapidly shrinking, causing significant repercussions for food and nutrition security, especially for rural households dependent on agriculture);

6) large-scale displacement, combined with military service, has disrupted the formal labor market, having already experienced its highest levels of unemployment in the last decade in 2021 (60% of displaced people who were employed before their displacement have lost their jobs, while 40% are currently employed, including 4% who are self-employed);

7) the war has seen damage across many regions, with incidents at nuclear power plants and facilities, energy infrastructure, industrial sites and agro-processing facilities (the result has been multiple air pollution incidents and potentially serious contamination of ground and surface waters. Given the scale of war-related destruction and the imperative to address immediate human needs, there is a risk that environmental and climate change challenges and commitments may not be adequately considered or prioritized) [9, p. 8–12].

Presently, Ukraine relies significantly on humanitarian assistance. This underscores the importance of future research in exploring the sustainability of humanitarian actions during crises, such as the Russian-Ukrainian war, and their implications for development efforts. The research should emphasize the necessity of fostering a more integrated approach between humanitarian and development actions, exploring key challenges to enhance the sustainability of projects.

1.3. Context of the Russian-Ukrainian war – external dimension: Examining its impact on global sustainability. Since the start of the millennium, increasing disruptions in societies, economies, and the environment have become more frequent and severe. The world faces several global crises, notably the humanitarian tragedy resulting from Russia's invasion of Ukraine, causing far-reaching social and economic consequences. The ongoing refugee crisis, exacerbated by the war, draws attention to a broader global refugee crisis involving tens of millions of people. Escalating costs of energy and food intensify economic and humanitarian repercussions globally. The war on Ukraine, coupled with the lingering effects of the COVID-19 pandemic, has shocked a world already weary and damaged. Amid these disruptions, the ever-present climate crisis necessitates a global transition to a low-carbon economy for effective mitigation. The resulting human displacement and economic costs could become historic disruptors in their own right. Institutions are ill-prepared for the interplay of complex disruptions, reacting separately to each crisis. Organizations recognize the need to evolve their risk management practices for resilience in this new environment. The war on Ukraine poses a threat to food security, particularly in low-income countries in the Middle East and North Africa, aggravating global undernourishment challenges [12].

Over the past three years, the world has faced challenges such as the COVID-19 pandemic, the war on Ukraine, and climate-related disasters, all of which have worsened the already slow progress towards achieving the SDGs. Papers [1; 2; 4] identify the impact of Russian-Ukrainian war on SDGs as follows:

– SDG 2. Zero hunger: The war in Ukraine, coupled with the COVID-19 pandemic, has intensified global food insecurity, leading to an increase in hunger. The impacts of the war on international trade networks and sanctions further threatens global food, energy, and water security;

– SDG 6. Clean water and sanitation: The war has damaged water and electricity networks in Ukraine, leaving 1.4 million people with no access to safe water in the east of Ukraine and a further 4.6 million people with only limited access to safe water. The postwar restoration of natural ecosystems poses a significant challenge, with increased chemical leaks and pollutant emissions affecting water, soil, and air quality;

– SDG 7. Affordable and clean energy: Despite improvements, the war in Ukraine and economic uncertainty impact energy prices, risking the global transition to clean energy. Without acceleration, millions may lack electricity, and a significant population may rely on polluting fuels by 2030;

– SDG 8. Decent work and economic growth: The economic development of Ukraine has been severely impacted, shrinking an estimated 45% with millions unemployed. The war, coupled with other global challenges due to COVID-19, trade tensions, rising debts, poses threats to decent work, equitable pay, and economic growth;

– SDG 10. Reduced inequalities: The war on Ukraine has triggered the largest refugee crisis in Europe since World War II, with over 7 million individuals recorded as refugees. This exacerbates existing inequalities and challenges efforts to reduce disparities globally;

– SDG 13. Climate action: The ongoing war poses risks to climate and biodiversity, with calls for increased carbon-intensive coal to cope with energy shortages. However, there are also expectations that the conflict could accelerate the clean-energy transition, particularly for European countries seeking to reduce energy dependency on Russia;

– SDG 14. Life below water: The war has led to marine pollution and threats to marine life in the Azov-Black Sea, with warfare impacting ports and seas;

– SDG 15. Life on land: Biodiversity is directly and indirectly affected by the war, posing risks to Ukraine's rich biodiversity and impacting other countries. Ukraine, which hosts 35% of Europe's biodiversity, is now under threat of the war with risks of destroyed landscapes, wildlife injuries and kills, protected area degradation and massive deforestation. Environmental impacts of the war, resulting from heavy fighting and frequent bombings that led to rampant wildfires damaging forests and threatening wildlife in protected areas, require long-term monitoring and evaluation;

– SDG 16. Peace, justice and strong institutions: Ongoing conflicts globally, including the war on Ukraine, hinder progress toward peace and justice. The war has resulted in a significant number of civilian casualties and challenges in accessing basic services. By the end of 2022, 17,595 civilian casualties were recorded in Ukraine since the war, including 428 killed children;

– SDG 17. Partnerships for the goals: Global partnerships, as reflected in Official Development Assistance (ODA) flows, have increased, driven by domestic spending on refugees and aid for Ukraine. However, the total ODA as a percentage of Gross National Income remains below the 0.7% target.

An initial assessment of around 140 targets reveals that only approximately 12% are advancing as planned. Nearly half of the targets, while showing some progress, are either moderately or severely off track, and around 30% have either seen no improvement or have regressed below the 2015 baseline [4, p. 2].

The current global order is marked by strong ties in trade and cross-border flows, but geopolitical fragmentation is evident with emerging powers. The geopolitical landscape comprises a unipolar military dimension (dominated by the United States), a tripolar economic dimension (led by China, the European Union, and the United States), and a multipolar political dimension with middle powers like India and Saudi Arabia gaining influence. Tectonic shifts include Russia's invasion of Ukraine and strategic competition between China and the United States in the Indo-Pacific. Companies face the challenge of navigating this complex landscape, particularly in managing operations between the world's 11th-largest economy (Russia) and the second-largest (China). Boards, feeling unprepared, must grapple with key questions, including investment planning and navigating regulatory challenges. The need for greater granularity in understanding and mitigating geopolitical risks is emphasized [6].

Russia's invasion of Ukraine has caused significant harm to the country and its people, with

transboundary effects reaching the region and the world. This has resulted in major disruptions internationally, particularly affecting the European Union (EU) and its partner countries. In response to the invasion and the associated humanitarian crisis, Europe and its partners have supported Ukraine while imposing robust economic sanctions on Russia. Both the invasion and sanctions have reduced commodity production, led to resource seizure by Russia, and created trade barriers. Additionally, concerns about a prolonged conflict and potential escalation have jeopardized the availability of essential foodstuffs, like wheat, leading to soaring prices of basic supplies. The Ukraine crisis is bringing new economic shocks and negative ripple effects. These have also adversely affected the pursuit of sustainable development, as agreed by countries in the 2030 Agenda for Sustainable Development. Indeed, food security, energy security, industrial supply chains and environmental protection have all been compromised. Particularly devastating consequences are being borne by developing countries [5, p. 5].

To sum up, the Russian-Ukrainian war presents a complex and volatile situation, and given the dynamic nature of this war, staying informed, remaining flexible, and continuously reassessing strategies are critical for ensuring project sustainability. Collaboration with local and international partners, adherence to legal and ethical standards, and a commitment to the safety and welfare of all involved parties are fundamental principles in navigating such challenging environments and key factors for successful project management.

2. Sustainability for Ukrainian projects in times of crisis: Key considerations. The ongoing war on Ukraine has precipitated a significant humanitarian crisis, falling within the jurisdiction of the United Nations (UN). The UN administers its assistance through national, regional and local actors, employing project-based frameworks. Consequently, the inquiry arises: how should the sustainability of these humanitarian projects be conceptualized? Furthermore, there exist additional initiatives, such as reconstruction projects, financed by donor agencies. Concurrently, third-party projects, involving business entities, among others, contribute to the diverse project landscape. Each of these projects possesses distinctive characteristics in the current war context, diverging from the more serene conditions observed in projects external to Ukraine. It is noteworthy that the war not only affects Ukrainian projects but profoundly influences the Ukrainian socio-political landscape in which these projects unfold. However, for the international community, the ramifications of the war are discernible in the essence of the projects rather than the magnitude of their impact. Consequently, the question arises: how should the sustainability of these projects be approached?

Sustainability for Ukrainian projects in the context of the Russian war involves addressing unique challenges arising from the ongoing conflict. The war has significantly impacted various aspects of Ukrainian society, including the economy, infrastructure, environment, and social fabric. Ukraine's future growth and stability hinge on addressing challenges in its long-term reconstruction plans, which primarily involve supporting the country in particular areas:

1) transitioning from heroism and survival to a long-term strategy (in the form of setting long-term goals, predictable routines, sustainable solutions and institutions for long-term living);

2) maintaining Ukraine's agency and investing in development rather than aid (a clear distinction must be made between humanitarian aid and technical assistance or gifts and investments; while humanitarian aid addresses immediate needs, long-term projects should prioritize development over short-term aid, necessitating coordinated donor efforts to avoid overwhelming the system with simultaneous but uncoordinated funding);

3) building capacity for dialogue and the management of diversity (Ukraine's postwar reconstruction efforts should be evaluated through four key filters: prioritizing trust-building – a project should increase the level of trust in the country, considering diverse perspectives – the project needs to take diverse views into account, ensuring transparency and clear communication – the project must be transparent, clear, and well communicated, and enhancing the capacity for dialogue and cooperation among involved parties – the project should help increase the capacity for dialogue and cooperation among the parties involved in the implementation process [13].

In developing recovery programs, it is crucial to adhere to four essential principles:

– align humanitarian aid with development efforts;

- prioritize long-term phased programs over short-term initiatives;
- emphasize sustainability over speed, with exceptions for critical relief and security needs;
- prioritize research-informed programs over opinion-based initiatives [13].

Here are key considerations for sustainability of Ukrainian projects in the conditions of the Russian-Ukrainian war, including:

1) humanitarian assistance: 1) immediate needs: projects should address the urgent humanitarian needs of affected populations, including displaced persons, refugees, and communities directly impacted by the conflict; 2) consideration of humanitarian actions sustainability;

2) infrastructure rehabilitation and resilience: 1) rebuilding infrastructure: sustainable projects should focus on the reconstruction and rehabilitation of critical infrastructure, such as roads, utilities, and public facilities, that may have been damaged during the conflict; 2) resilience planning: incorporating resilience measures to ensure that rebuilt infrastructure can withstand potential future challenges or conflict-related disruptions;

3) addressing environmental impact: projects need to consider the environmental consequences of the conflict, including potential contamination from military activities or damage to ecosystems, and implement remediation efforts where necessary;

4) supporting local economies: sustainable projects should contribute to the economic recovery of affected regions by supporting local businesses, creating job opportunities, and fostering economic resilience;

5) security and safety measures: given the ongoing conflict, projects must prioritize the safety and security of project personnel, communities, and infrastructure; this includes implementing measures to protect against potential risks associated with the conflict;

6) social cohesion and community building: projects should focus on rebuilding social cohesion, fostering community resilience, and addressing social divisions that may have arisen due to the conflict;

7) education and skill development: supporting educational initiatives and skill development programs to empower individuals and contribute to long-term human capital development;

8) international aid and cooperation: encouraging collaboration with international aid organizations and partners to leverage resources, expertise, and support for sustainable development in post-conflict areas;

9) preservation of cultural identity: efforts to preserve and promote cultural heritage become crucial, as the conflict may have led to the destruction of historical sites and traditions;

10) promoting rule of law: sustainable projects should contribute to the re-establishment of the rule of law and support transitional justice efforts to address past injustices;

11) psychosocial rehabilitation: projects should include elements of psychosocial rehabilitation to help individuals and communities cope with the psychological impact of the conflict;

12) environmental and social impact assessment: incorporating comprehensive environmental and social impact assessments to understand and mitigate the potential negative consequences of projects in conflict-affected areas.

It is necessary to strengthen the sustainability component of projects and project management in Ukraine, considering current developments from researchers and practitioners, the context of war, and the imperative of project literacy. This enhancement should be reflected in the course curriculum, expanding its reach to a broader audience, including communities, NGOs, professional networks, and beyond [14]. Additionally, it is vital to engage in research and discussions, sharing results with European and global experts to collectively develop a comprehensive vision of project sustainability in times of crisis through the lens of the Russian-Ukrainian war context.

The imperative is to integrate sustainability into projects and strategies, recognizing it as an evolutionary advantage. This responsibility lies with project managers who deliver value for organizations and customers. The key question is: What can project management do for sustainability, and vice versa? This complex equation is crucial in a time where profit generation must align with positive societal impact through responsible value determination in various projects [15]. Project managers, positioned as the central point between all stakeholders, the team, and the sponsor, play a pivotal role in the process of sustainable project management. Hence, it is imperative to provide training

for project managers, enabling them to adeptly employ instruments to make sustainable project management.

It is important to systematically incorporate the subject of project sustainability and management into the training of project managers, elevate its visibility, initiate and conduct research on the sustainability of Ukrainian projects in the context of war, establish collaborations with prominent scholars, and strategize on integrating this topic into national and international projects.

It is crucial to formulate research questions addressing project sustainability and sustainable project management during times of crisis through the lens of the Russian-Ukrainian war context for further investigations. Conceptually, in contemplating the sustainability of project management in Ukraine, both in the present and future, should we differentiate between “pure-basic sustainability”, as it is currently understood in theory and practice, and introduce a dimension of “sustainability in wartime”? Alternatively, should we adopt a distinct perspective on the sustainability of Ukrainian projects? This prompts the question: What are the key essential differences between Ukrainian projects, and what conceptual framework for project sustainability in the context of war should we propose? Furthermore, which research questions should we prioritize to address these complexities?

Main practical suggestions for project sustainability in wartime, intended to guide project managers in creating sustainable projects that address both immediate needs and longer-term development goals in a war context:

- design for war contexts (adapt project frameworks to address the unique challenges of ongoing war conflict, such as infrastructure disruptions, security risks, and changing humanitarian needs);
- long-term strategy with flexibility (develop a sustainable approach that balances emergency response with long-term planning);
- humanitarian assistance with development focus (combine immediate aid with efforts that promote long-term development, emphasizing education, job creation, and community resilience);
- resilient infrastructure (rebuild critical infrastructure with resilience in mind, ensuring it can withstand future disruptions or war-related challenges);
- capacity building (focus on developing local skills and infrastructure, ensuring communities can eventually manage projects themselves, reducing reliance on external aid);
- promote social cohesion (support social cohesion and community building to foster unity and trust in war-affected regions);
- ensure security and safety (prioritize safety for project personnel and local communities by conducting risk assessments and implementing protective measures);
- international collaboration (partner with international aid organizations to leverage resources and expertise, ensuring projects align with global standards and best practices);
- psychosocial support (include elements of psychosocial rehabilitation in projects to address mental health impacts caused by war, offering counseling and community support);
- education and project literacy (incorporate project literacy into educational programs and community outreach, ensuring project managers and stakeholders are equipped to manage projects in wartime contexts).

Conclusions and prospects for further exploration in this direction. The subsequent section explores the impact of the Russian-Ukrainian war on project sustainability. The theoretical dimension underscores the context-dependent nature of sustainability in war zones, demanding advanced models for quantitative assessments. Environmental, social, economic, institutional, security, and humanitarian considerations are examined in the internal and external dimensions of the war. The war’s multifaceted impact on population, infrastructure, and global sustainability is analyzed, emphasizing the urgent need for integrated approaches and adaptability in sustaining projects amid conflict.

Finally, key considerations for sustainability in Ukrainian projects during times of crisis are outlined. Unique challenges in sustainable project management during war necessitate a tailored conceptualization of sustainability. Principles for sustainable reconstruction post-war emphasize long-term strategies, agency maintenance, and capacity building for dialogue. Essential considerations span humanitarian assistance, infrastructure rehabilitation, environmental impact, and support for local economies. The integration of sustainability into project management training is vital, emphasizing the

alignment of profit generation with societal impact. A comprehensive research agenda is proposed to address the complexities of sustainable project management in crisis scenarios, acknowledging the unique circumstances presented by the Russian-Ukrainian war.

In conclusion, 3 key authors' outcomes should be noted, namely:

- focusing on project sustainability in wartime (involves recognizing the importance and need for a new perspective on sustainability in times of crisis, with a focus on project sustainability in wartime. Therefore, the authors have argued for further research into the unique challenges faced by Ukrainian communities when implementing projects in the context of the Russian-Ukrainian war, as well as exploring effective strategies to overcome these challenges from a sustainability perspective. Additionally, the authors suggest that this research could have broader implications for both regional and global contexts);

- re-thinking and re-designing project management in times of crisis, particularly in wartime (involves adapting project management practices to the challenges of the Russian-Ukrainian war; emphasizes tailoring sustainability frameworks within these practices for a deeper understanding of projects' impact on Ukrainian communities and society as a whole. Also the authors have stressed the importance of education and training for project managers – both formal and informal – with a focus on sustainability concepts and methodologies);

- highlighting the importance of an integrated approach to sustainable projects in wartime to balance immediate needs with long-term development goals (requires an interdisciplinary and cross-sectoral strategy for project design and implementation; involves fostering deeper collaboration with scholars, NGOs at various levels, professional networks, affected communities, and other key stakeholders).

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СТАЛІСТЬ ПРОЄКТІВ ТА СТАЛЕ УПРАВЛІННЯ ПРОЄКТАМИ ПІД ЧАС КРИЗИ: ДОСЛІДЖЕННЯ В КОНТЕКСТІ РОСІЙСЬКО-УКРАЇНСЬКОЇ ВІЙНИ

Проблема. Дослідження сталості проєктів під час кризи, зокрема російсько-української війни, є критично важливим для адаптації системи управління проєктами до складних, невизначених ситуацій, що дозволяє зрозуміти вплив війни на сталість проєктів, виявити виклики та можливості для розробки, реалізації спеціалізованих управлінських моделей у зонах конфлікту. Це дослідження сприятиме розвитку етичних практик управління проєктами, акцентуючи увагу на добробуті громад та довкілля під час криз, підтримуючи розвиток знань у галузі менеджменту, сприяючи інноваціям та спрямовуючи майбутні дослідження на вирішення проблем сталого управління проєктами в умовах геополітичних конфліктів.

Мета: аналіз впливу російсько-української війни на сталість проєктів та стале управління проєктами в теоретичному, внутрішньому та зовнішньому вимірах.

Основні результати дослідження. У теоретичному вимірі впливу російсько-української війни на сталість проєктів та стале управління проєктами доведено, що військові конфлікти призводять до глибинних змін сутності концепції сталості в різних вимірах – в навколишньому середовищі (руйнування, забруднення, хімічні та безпекові ризики тощо), в соціальному вимірі (непропорційний вплив на вразливі групи населення, переміщення та порушення спільнот; довгостроковий вплив на громади), економічному ефекті (дефіцит ресурсів та економічна нестабільність; пошкодження та реконструкція інфраструктури; комунікаційні виклики; втрата культурної спадщини), в інституційному контексті (трансформація управління та порушення верховенства права; регуляторні та правові виклики; необхідність міжнародної співпраці та дипломатії заради миру); у безпеці та захисту прав людини; у гуманітарних проблемах (гуманітарна криза; реагування на гуманітарну кризу; захист та підтримка вразливих груп населення). Отже, контекст війни створює складні виклики для сталого розвитку, що вимагає застосування багатовимірного підходу, який відповідає на нагальні потреби, закладаючи основу для довгострокового відновлення, стабільності та розвитку. З теоретичної точки зору, сталість проєкту в умовах воєнних дій вимагає застосування проактивного та адаптивного підходів, що передбачають акцентування на управлінні ризиками, гнучкості, а також забезпеченні безпеки та добробуту всіх стейкхолдерів.

У внутрішньому вимірі впливу російсько-української війни акцентовано увагу на складному контексті щодо забезпечення сталості проєктів внаслідок масштабних руйнувань та гуманітарної кризи. Ескалація конфлікту у 2022 році призвела до вимушеного переміщення мільйонів українців та руйнування критичної інфраструктури. Гуманітарна ситуація погіршилася в 2023 році через обстріли цивільної інфраструктури та інциденти, такі, наприклад, як руйнування Каховської ГЕС. Війна завдала

значної шкоди економіці України, посилюючи бідність та залежність від донорської допомоги. Екологічні ризики та радіоактивна небезпека, особливо на Запорізькій АЕС, створюють загрозу масштабних катастроф. Отже, автори зазначають про необхідність дослідження забезпечення сталості гуманітарної складової під час криз та її інтеграцію зі зусиллями всіх стейкхолдерів, що сприятиме в цілому сталому розвитку громад.

Вплив російсько-української війни у зовнішньому вимірі на глобальну сталість визначено через Цілі сталого розвитку (ЦСР2, ЦСР6-8, ЦСР10, ЦСР13-17) та можливості/загрози щодо їх реалізації. Ще одним із ризиків є те, що сучасний глобальний порядок характеризується складною геополітичною фрагментацією, що проявляється у багатополарності політичних та економічних вимірів, на тлі триполярного (США, ЄС та Китай) військового домінування. Тектонічні зрушення, такі як російсько-українська війна та конкуренція між Китаєм і США, створюють значні виклики для компаній, особливо у контексті управління проєктами в глобальному вимірі. Необхідність детального аналізу та пом'якшення геополітичних ризиків стає ключовим завданням для керівників проєктів в умовах зростаючої невизначеності. Отже, ефективне управління проєктами в умовах складної геополітичної обстановки вимагає дотримання ряду ключових принципів, а саме: налагодження співпраці з місцевими та міжнародними партнерами, дотримання правових та етичних норм, а також забезпечення безпеки та добробуту всіх стейкхолдерів. Ці фактори є визначальними для успішної реалізації проєктів в умовах невизначеності та ризиків. Авторками доведено, що війна не лише впливає на українські проєкти, але й на український суспільно-політичний ландшафт, в якому ці проєкти реалізуються. Однак для міжнародного співтовариства наслідки війни відображаються саме в змісті проєктів, а не в масштабах їхнього впливу. Тобто сталість українських проєктів в умовах російської війни передбачає нівелювання унікальних викликів, що виникають внаслідок триваючого конфлікту.

Майбутнє зростання та стабільність України залежать від вирішення проблем у її довгострокових планах відновлення, які в першу чергу передбачають підтримку країни в таких конкретних сферах, як: перехід від героїзму та виживання до довгострокової стратегії; підтримка суб'єктності України та інвестування в розвиток, а не в допомогу; розбудова потенціалу для діалогу та управління різноманітністю, коли зусилля України з повоєнного відновлення слід оцінювати через чотири ключові фільтри: пріоритетність розбудови довіри, врахування різноманітних точок зору стейкхолдерів та цільових груп, забезпечення прозорості та чіткої комунікації, посилення потенціалу для діалогу та співпраці між стейкхолдерами.

Наукова новизна результатів дослідження: авторками запропоновано комплексну дослідницьку програму для вирішення проблеми складності сталого управління проєктами в кризових умовах з врахуванням унікальних впливів, пов'язаних із російсько-українською війною та доведено, що традиційне розуміння сталості трансформується у новий підхід – «сталість у воєнний час». Дослідницями наголошено на необхідності трансформації системи управління проєктами в умовах кризи, зокрема у воєнний час, що передбачає адаптацію: управлінських практик до викликів російсько-української війни; рамок сталості в межах цих практик для більш глибокого розуміння впливу проєктів на українські громади та суспільство в цілому. Також в статті запропоновано інтегрований підхід до сталих проєктів у воєнний час, що дозволяє збалансувати нагальні потреби з довгостроковими цілями розвитку, а саме: необхідність міждисциплінарної та міжсекторальної стратегії для розробки та реалізації проєктів; поглиблення співпраці з науковцями, неурядовими організаціями на різних рівнях, професійними мережами, постраждалими громадами та іншими ключовими зацікавленими сторонами.

Висновки та конкретні пропозиції авторів. Теоретичний вимір дослідження підкреслив контекстно-залежний характер сталості у зонах воєнних дій, що вимагає застосування вдосконалених моделей для кількісного оцінювання рівня сталості в проєктах. Екологічні, соціальні, економічні, інституційні, безпекові та гуманітарні аспекти розглянуто у внутрішньому та зовнішньому вимірах війни. Проаналізовано комплексний вплив війни на населення, інфраструктуру та глобальну сталість, завдяки чому обґрунтовано необхідність застосування інтегрованих підходів та принципів адаптивності у підтримці проєктів в умовах воєнного конфлікту. Унікальні виклики сталого управління проєктами під час війни вимагають розробки комплексної концепції сталості, а принципи сталого повоєнного відновлення є підґрунтям для розробки та реалізації довгострокових стратегій, підтримки суб'єктності та розбудови потенціалу для діалогу.

Ключові слова: сталість проєкту; сталість проєкту у воєнний час; контекст російсько-української війни; сталість під час кризи; сталість українських проєктів; стає управління проєктами.

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