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THE IMPACT OF MILITARY SITUATION ON THE STRATEGIC DEVELOPMENT OF YOUTH NON-GOVERNMENTAL ORGANIZATIONS

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ВПЛИВ ВОЄННОГО СТАНУ НА СТРАТЕГІЧНИЙ РОЗВИТОК МОЛОДІЖНИХ ГРОМАДСЬКИХ ОРГАНІЗАЦІЙ

Youth non-governmental organizations play an important role in society, especially in times of war. The article aims to study the impact of internal and external factors on the activities and strategic development of Youth non-governmental organizations.

A study was conducted to identify factors that influence the development of youth NGOs, in particular, those that have an impact on the activities and strategic development of organizations.

The most significant internal obstacle to the activities of Youth non-governmental organizations was the problem of financing statutory activities. In the current conditions of Russia's military aggression, it is

difficult for organizations to obtain various financial resources. This situation affects the decrease in the activity of organizations and the intensity of economic activity. State executive authorities and local governments should support and facilitate the implementation of youth initiatives. Youth initiatives require close attention from society and long-term investments, without which their potential will never be realized.

The most significant external obstacles to the activities of Youth non-governmental organizations are the underdevelopment of branches of all-Ukrainian youth associations at the regional levels, the impossibility of carrying out activities without adjustments by the authorities in certain regimes, and the ineffectiveness of lobbying for the interests of youth at the state level in the current conditions of Russia's military aggression in Ukraine. The underdevelopment of branches of all Ukrainian youth non-governmental organizations at the regional level is one of the problems that negatively affects the development of youth civic engagement in Ukraine. This problem has several reasons, including the lack of resources to support the branches (financial, human and organizational); insufficient support from local authorities and failure to take into account the needs of Youth non-governmental organizations; lack of motivation among young people, which may be related to the low level of civic engagement and lack of clear prospects.

Молодіжні громадські організації відіграють важливу роль у суспільстві, особливо під час війни. Метою статті є дослідження впливу внутрішніх та зовнішніх чинників на діяльність та стратегічний розвиток молодіжних громадських організацій.

Дослідження було проведено з метою виявлення чинників, які мають найбільший вплив на розвиток молодіжних громадських організацій, зокрема тих, що мають вплив на діяльність та стратегічний розвиток організацій.

Найбільш значущою внутрішньою перешкодою для діяльності молодіжних громадських організацій були названі проблеми фінансування статутної діяльності. У нинішніх умовах військової агресії росії організаціям складно отримати різноманітні фінансові ресурси. Така ситуація впливає на зниження активності організацій та інтенсивності економічної діяльності. Органи державної виконавчої влади та місцевого самоврядування повинні підтримувати та сприяти реалізації молодіжних ініціатив. Молодіжні ініціативи потребують пильної уваги з боку суспільства та довгострокових інвестицій, без яких їхній потенціал ніколи не буде реалізований.

Найбільш суттєвими зовнішніми перешкодами для діяльності молодіжних громадських організацій є нерозвиненість осередків всеукраїнських молодіжних об'єднань на регіональному рівні, неможливість здійснення діяльності без коригування з боку влади в умовах певних режимів та неефективність лобювання інтересів молоді на державному рівні в сучасних умовах військової агресії росії в Україні. Нерозвиненість осередків всеукраїнських молодіжних громадських організацій на регіональному рівні є однією з проблем, що негативно впливає на розвиток громадської активності молоді в Україні. Ця проблема має низку причин, серед яких відсутність ресурсів для підтримки осередків (фінансових, кадрових та організаційних); недостатня підтримка з боку місцевої влади та неврахування потреб молодіжних громадських організацій; відсутність мотивації серед молоді, що може бути пов'язано з низьким рівнем громадянської активності та відсутністю чітких перспектив.

Дослідження діяльності молодіжних громадських організацій в умовах війни може дати змогу краще усвідомити роль такого виду організацій у суспільстві та сформулювати пропозиції щодо їхнього стратегічного розвитку.

Ключові слова: стратегічний, розвиток, молодіжні громадські організації, стратегія, фінансування, фінансові ресурси, людський капітал, соціальна адаптація, громада, органи державної влади, органи місцевої влади.

Key words: strategic, development, youth non-governmental organizations, strategy, financing, financial resources, youth support, human capital, community, state authorities, local authorities.

GENERAL STATEMENT OF THE PROBLEM IN RESEARCH

Youth non-governmental organizations (Youth NGOs) play an important role in society, especially in times of war. They can be a vital resource for supporting young people

as an important human capital who have experienced the trauma of war, as well as for promoting their social adaptation and inclusion in community life.

Youth non-governmental organizations provide an opportunity for people with similar interests to work

together, enriching their lives and the life of the community. Such organizations promote diversity of opinion, which contributes to the formation of alternative views on various issues.

Youth NGOs are actively involved in the preparation and adoption of decisions on state youth policy and are also involved by executive authorities and local self-government bodies in the development and discussion of draft decisions on state youth policy. Before the war, Ukraine had more than 300 youth centres and spaces. As of August 2022, 121 youth centres are operating, and 95 are destroyed, damaged, or occupied. In addition, 68% of youth workers were forced to leave their regions, and only 37.6% had the opportunity to carry out youth work [1]. They had different focuses and interests, but they were united by a single goal: to improve the lives of young people in modern society.

ANALYSIS OF THE LATEST RESEARCH AND PUBLICATIONS

In the scientific works of Zavaloka Y. M. [2], Sidnenko M. V. [2], Ivko A. V. [2], Denysenko M. P. [3], Yurynets Z. V. [3], Yurynets R. V. [3], Kokhan M. O. [3] actualized the problems and prospects of social entrepreneurship development in Ukraine. Improving the system of strategic management of the development of youth non-governmental organizations in Ukraine was carried out by Kopylchak B. V. [4], Chopko N. S. [4], Okushko T. K. [5], Petrochko Z. V. [5], Kyrychenko V. I. [5], Pashchenko O. V. [5], Sokol L. M. [5], Kharchenko N. V. [5] studied personality-oriented technologies of national-patriotic education of student youth in public associations. Scholars emphasize that the issues of strategic development of Youth NGOs have not been fully studied and substantiated.

FORMULATION OF THE OBJECTIVES OF THE ARTICLE

The article aims to study the impact of internal and external factors on the activities and strategic development of Youth NGOs.

Results. Studying the activities of Youth NGOs in the context of war can help us to understand how they are adapting to new conditions, the challenges and opportunities they face, and how they can be more effective in their work and develop strategically in the future.

Here are some reasons why it is necessary to study the activities and strategic development of Youth NGOs in the context of war:

- To assess the role of Youth NGOs in supporting young people who have experienced the trauma of war. Young people who have experienced the trauma of war may experience anxiety, depression, post-traumatic stress disorder (PTSD), and other mental health problems. Youth NGOs can support them, such as through group sessions, individual therapy, and other activities.

- To understand how Youth NGOs, promote the social adaptation and inclusion of young people in community life. In times of war, young people may feel alienated from society. Youth NGOs can help them to find their place in the community, such as through volunteer work, participation in cultural events, and other projects.

- To develop recommendations to improve the effectiveness of the Youth NGO's work. Studying the activities of Youth NGOs can help us to identify the challenges and opportunities they face, as well as to develop recommendations to improve their effectiveness.

Some of the key questions that can be explored in a study of the activities of Youth NGOs in the context of war include:

- What challenges and opportunities do they face?
- What factors influence their strategic development?
- How can Youth NGOs be more effective in their work?

Youth NGOs can support young people in different ways during the war: in Ukraine, Youth NGOs provide humanitarian assistance to young people and their families, including food, shelter, and medical care; in Syria, Youth NGOs provide educational and psychosocial support to young people who have been displaced from their homes due to the war; in Yemen, Youth NGOs are working to prevent child recruitment into armed groups and to provide support to young people who have been recruited.

Studying the activities and prospects for the strategic development of Youth NGOs can help us to better understand how to support young people in times of crisis and to build more resilient communities.

Factors that influence the strategic development of youth NGOs are situations that are the driving force and determine the development of processes that lead to changes in the level of effectiveness of the object under study [6].

In the summer of 2023, an expert study was conducted using the Delphi method to identify factors that influence the development of youth NGOs, in particular, those that have an impact on the activities and strategic development of organizations.

The study helped determine the extent to which certain factors influence the competitiveness, efficiency, and effectiveness of activities through the prism of project implementation.

The expert survey was conducted in two rounds to achieve statistical compatibility with the responses of the panellists (experts). The study involved 66 respondents (in the first round) and 62 experts in the second round and covered the Western region. Due to the complexity and multifaceted nature of the chosen area and the research design, it was decided to include in the group of expert employees of Youth NGOs, employees of the regional administration sector, consultants in the field of NGOs, and researchers specializing in these issues.

The stage of collecting and coordinating experts' opinions, when participants received the survey questionnaire by e-mail, included two phases: 1) statistical analysis of the collected anonymous, individual results and the formation of a preliminary proposal by the degree of importance; 2) sending the participants by e-mail, the organized and already collected results of the previous phase of the study and the modified questionnaire (questionnaire) with comments, to review their preliminary feedback and submit the resulting comments and statements. If the experts did not make any fundamental

changes in their answers, it should be assumed that a satisfactory level of conformity with the experts' opinions was achieved and the process of interviewing respondents was completed.

To assess the consistency of experts' opinions and determine the reliability of expert assessments, Kendall's concordance coefficient was calculated, which was more than 0.61, so we can talk about a certain consistency and reliability of experts' opinions. Experts assessed the strength of influence of the factors identified in the study on a Likert scale from 1 — "no influence" to 5 — "very strong influence".

All the factors were divided into internal and external environmental factors as obstacles to the activities of Youth NGOs. The average weight obtained in the ranking is indicated for the factors (Table 1).

The most significant internal obstacle to the activities of Youth NGOs was the problem of financing statutory activities. In the current conditions of Russia's military aggression, it is difficult for organizations to obtain various financial resources. This situation affects the decrease in the activity of organizations and the intensity of economic activity. State executive authorities and local governments should support and facilitate the implementation of youth initiatives. Youth initiatives require close attention from society and long-term investments, without which their potential will never be realized.

An important factor that affects the work of Youth NGOs is the weakness of the level of the formed development strategy. When analyzing the internal environment, it is necessary to look at the organization on several levels: to analyze what it does, for whom and how; to look at the organization's strategy — whether it exists and is being implemented; to analyze whether the organization is doing what is expected of it; to review the structure of the organization and make sure that everything is working effectively.

Table 1. Factors of the internal environment that prevent the activities and strategic development of Youth NGOs

№	Factors	Weight of the factor
1	Problems of financing statutory activities	0,17
2	Formed development strategy	0,16
3	Availability of traditional and innovative methods of achieving goals	0,15
4	Quality of communication in the team and feedback	0,13
5	Compliance of the existing organizational structure and the form of functioning of the organization with the achievement of the desired goals and implementation of the mission	0,10
6	Research of current trends in the field of activity and society	0,09
7	Availability of projects that will help achieve the goals	0,08
8	Appropriate qualifications of employees and staff development	0,06
9	Evaluation of changes, results and achievement of goals	0,05
10	Formed development goals and a vision of the future	0,04

Source: author's development.

To create a plan for the further development of the organization, it is necessary to remember that this is a cyclical process, which requires constant analysis and feedback. Before starting to draw up a plan and create a strategy, it is worth analyzing the external and internal environment in which the organization operates.

The most significant external obstacles to the activities of Youth NGOs are the underdevelopment of branches of all-Ukrainian youth associations at the regional levels, the impossibility of carrying out activities without adjustments by the authorities in certain regimes, and the ineffectiveness of lobbying for the interests of youth at the state level in the current conditions of Russia's military aggression in Ukraine (Table 2).

The underdevelopment of branches of all Ukrainian youth associations at the regional level is one of the problems that negatively affects the development of youth civic activity in Ukraine. This problem has several reasons, including a lack of resources to support the branches at the regional level (financial resources, human resources and organizational resources); insufficient support from local authorities and failure to take into account the needs of youth NGOs; lack of motivation among young people,

Table 2. External environment factors that hinder the activities and strategic development of Youth NGOs

№	Factors	Weight of the factor
1	Underdevelopment of branches of all Ukrainian youth associations at the regional levels	0,18
2	Impossibility of carrying out activities without adjustment by the ruling elite in certain regimes	0,17
3	Ineffective lobbying of youth interests at the state level	0,14
4	Non-transparent mechanism of funds distribution during the competition of projects and programs	0,13
5	Insufficient awareness of the population about the essence of civic organizations, their role and functions, and their activities	0,10
6	Low level of innovative approaches to support of youth initiatives by state structures	0,09
7	Problems related to the control by state bodies over the use of funds and the process of their distribution during competitions	0,07
8	The issue of granting organizations financial independence and tax exemption	0,06
9	Implementation and impact of youth advisory and consultative structures at state and local authorities	0,04
10	Low level of the mechanism of delegation of powers by the state to youth civic organizations to address youth issues	0,02
11	Low level of comprehensive state youth policy aimed at activating the youth environment	0,01

Source: author's development.

which may be related to a low level of civic engagement and lack of clear prospects. Underdevelopment of branches of all Ukrainian youth associations at the regional level leads to reduced accessibility of youth NGOs for young people in the regions; reduced level of youth activity and influence of youth NGOs on regional development. Young people in the regions often do not have the opportunity to participate in the activities of youth NGOs, as such organizations are not represented in their regions.

Conclusions. As we can see, youth NGOs are an important factor in democratic transformation in every country. And even organizations that do not seem to be politically engaged still have some influence on the political situation in the country. The political practice of our country shows the absence of a comprehensive state youth policy aimed at activating the youth environment, which often leads to passivity and despondency among young people and provides prospects for further research on this issue. The study of the activities of youth NGOs is an important trend in times of constant change, due to the growing importance of involving young people in public life, the role of NGOs in solving social problems, and the complexity of the external environment. Research on the activities of Youth NGOs in the context of war can help us to better understand the role of these organizations in society and to develop recommendations for their strategic development.

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