

Leading Through Fire

LEADERSHIP TRACK

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Tabletochki charitable foundation,
Ukraine



CONFERENCE

Leadership Track
Sponsored By:





March 2022, Mariupol, Ukraine
AP Photo/Evgeniy Maloletka



March 2022, Irpin, Ukraine
RadioSvoboda.org



April 2022, Kharkiv, Ukraine
libkos.com

Session overview

- The largest military attack in Europe since WWII
- Impact on fundraising
- Learnings from the frontline
- What you can do now

“When Putin denies the reality of the Ukrainian state, he is speaking the familiar language of empire... As we see in the ruins of Ukrainian cities, and in the russian practice of mass killing, rape, and deportation, **the claim that a nation does not exist is the rhetorical preparation for destroying it.**”

Timothy Snyder

Professor of History at Yale University

[Essay “The War in Ukraine Is a Colonial War” as of 28 April 2022](#)

Ukrainians fight for what is right



Tabletochki is the biggest Ukrainian nonprofit organization helping children with cancer

Since 2011 we have been developing the field of pediatric oncology in Ukraine.

We have provided targeted support to 7,500 children with cancer and their families and improved the quality of treatment for even more children.



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A FILM BY PULITZER PRIZE-WINNING
UKRAINIAN JOURNALIST MSTYSLAV CHERNOV

20 DAYS IN MARIUPOL

<https://20daysinmariupol.com>

POLYCRISIS

humanitarian

14.6 million people are in need of humanitarian assistance in 2024

migration & demographic

6.5 million refugees and nearly 3.7 million internally displaced people in Ukraine

mental health

88% Ukrainians have high or very high levels of stress. 78% have close relatives or friends who were injured or killed

economic

poverty increased from 5.5 percent in 2021 to over 24% in 2024

safety

no day without attacks on civilians and critical civilian infrastructure

global politics and trade, food security

as Ukraine is one of the key suppliers to the global food market

*“In a crisis, **everything is falling apart** – our routines, processes, technologies, communication channels...*

*Amidst this chaos, **the only force capable of holding everything together – is a strong organizational culture.**”*

Viacheslav Bykov, CEO of Tabletochki

I. Shock, Relentless Pace and Power of Partnerships

One month after the full-scale invasion

**Not just working
hard, but working
fast**



WAR IN UKRAINE

The race to get children with cancer evacuated

Even brief disruptions in treatment
can be disastrous

Oksana Parafeniuk
for The Washington Post

FIA

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Urgent appeal

*Russia has brought war to Ukraine.
Russian military forces are attacking cities and
civilians from all directions, placing every
Ukrainian in unprecedented danger.*

*Amidst this chaos, children with cancer face a dire
situation: undergoing intense treatments in damp,
mouldy basements used as bomb shelters,
isolated from their families. Nobody knows how
long their medicine will last.*

***We urgently need your help to support these
children in their fight against cancer during
this harsh and unfair war.***

Please stand with Ukraine and Ukrainian children.

The power of partnerships is unleashed when collaborations go beyond financial transactions, relying on goodwill, trust, and shared commitment to the cause. In times of extreme urgency, the ability to mobilize all kinds of resources and support swiftly through established networks of relationships is invaluable.

Utilizing the momentum and raising voice is crucial and makes a significant difference in a rapidly evolving crisis. The emergency appeal is not just a call for funds but a strategic move to harness attention and support at a critical moment.

II. Surge in Global Support Amidst Local Fundraising Challenges

Three months after the full-scale invasion



Oleksandr Usyk,
Ukrainian heavyweight world champion

On the eve of Mother's Day, **we want to share stories of remarkable courage.** These are the stories of those who need to be strong at all times. Stories of mothers who have had to protect their children from both Russian bombs and cancer.

All of this has been made possible thanks to the invaluable participation of people like you. Thank you for being with us.
Together to victory!

Dear friend! The war has changed the plans of each of us, but, as always, **together we are capable of extraordinary things.**

Today, **the whole of Ukraine is fighting an enemy.** And thanks to your huge support, we are able to celebrate this battle's successive achievements as well. **Together.**

Dramatic shift in contributions

- Individual donations for our cause saw a **50% decrease** from 2021
- Corporate contributions were **down by 67%** compared to the previous year
- International support from individuals, corporates and NGOs totaled over **1.5 million USD**

In times of crisis, stewardship becomes as crucial as ever, serving as a true test of the strength of the relationships with donors.

Engaging donors through sincere conversations about their well-being and sharing inspiring stories about the impact of their previous support proved mutually beneficial and helped set the stage for future fundraising.

III. Reinventing Fundraising Strategy

From the fourth month after the invasion

Stay relevant

Protect the
bravest



**Help
children
caught
between
two wars**



The one-time gift

- Crisis fundraising is when people donate for the crisis, not necessarily for our cause.
- Crisis funding is not sustainable. The shock of the crisis influences donors' actions for a very short time.



50%

of the budget
or USD 2.5 mln

from the new type of donor – iNGOs

From domestic to international fundraising



Earth's best oil drillers were sent to space to drill on an asteroid to prevent it from destroying the planet

The funding paradigm trap

In 2022, the allocation of USD 4.39 bln in aid, only 0.4%, directly reached local NGOs

A troubling trend: significant **funds raised for Ukraine bypass local NGOs**, including those tackling critical issues that existed pre-war and have been intensified by the war.

The landscape of iNGO expanded from 30 organizations in 2021 to 133 in 2022

The growing **complexity of aid distribution** and the challenge of ensuring funds reach those in need on the ground timely.

By 2023, funding decreased to USD 3.25 bln

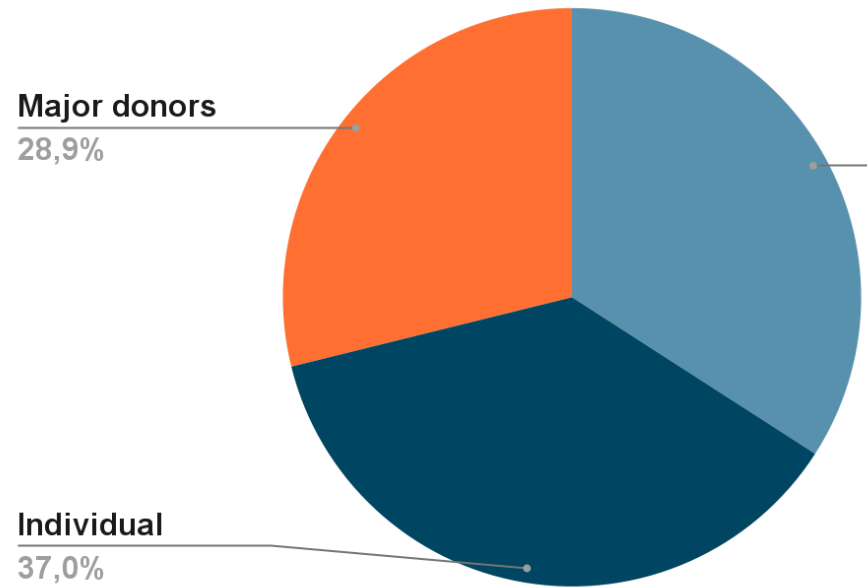
Together with recovery and rebuilding funding still on the horizon, prove that **funding follows a linear pattern**, moving from one response phase to the next. Yet, we're dealing with all phases at once.

‘So near, yet so far’ – while support seems abundant, the direct impact on local needs remains so restricted, leaving critical areas of need unsecured amidst competing crises.

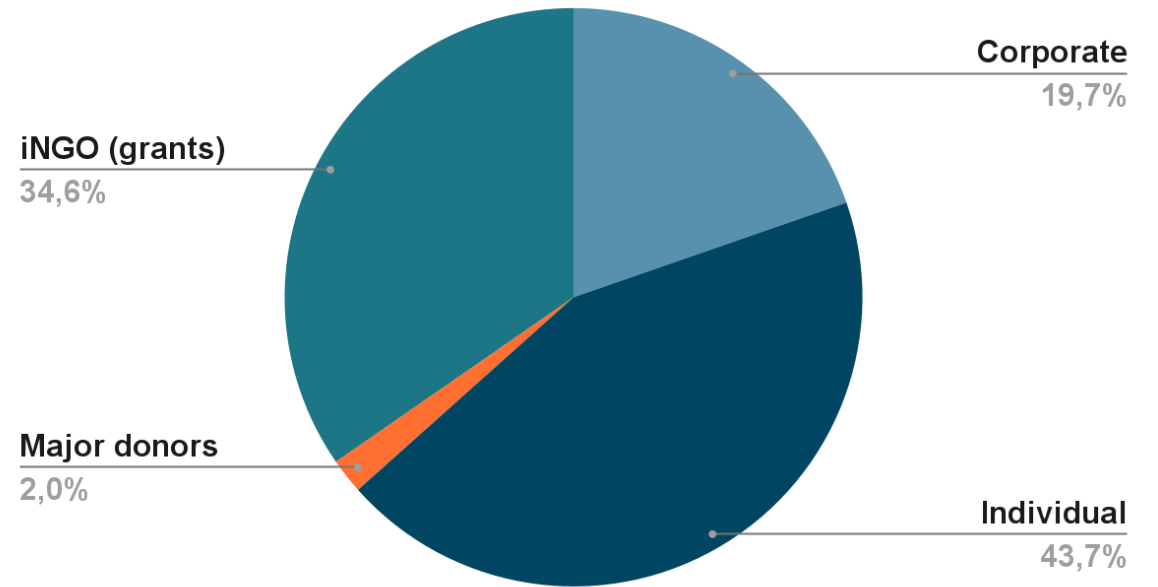
In response, we expanded our prospecting criteria beyond solely focusing on Ukraine and pivoted from humanitarian funds to more targeted funding sources.

Shift in the revenue sources after 2 years

2021



2023





Learnings from the frontline

The basic setup — anything can happen. Even the worst and most unlikely scenarios become plausible.

Prioritize 'who' before 'what.' Transform your team from a mere group of individuals into a cohesive community — this unity is your ultimate strength. Your board, partners, and donors are integral to this extended team.

Stay adaptable to remain relevant. Effective communication should embrace and adapt to the evolving context rather than avoid it.

Rising demands and shrinking resources widen the gap. The challenge is to achieve exponentially more with significantly less.

In decision-making, there are no absolute rights or wrongs. Flexibility and quick action are paramount.

The duration and intensity of a crisis are often underestimated. It will be harder than you think, and it will last longer than you think.

**WE NEED TO TAKE A STEP BACK AND
START PLANNING FOR THE UNEXPECTED**

*“I think, generally speaking, most of the things that we worry about are too short-term and modest. **So, take a long-term and holistic view of the risks on the horizon.** I do think that if we work together, we are able to prepare for and respond to these compounding risks with better agility.”*

Carolina Klint, Risk Management Leader, Continental Europe, at the World Economic Forum 2023

What can you *do now*

- 01** Conduct a thorough risk assessment
- 02** Draft a contingency plan and discuss it with your board and key donors
- 03** Assess your current team and culture development strategy
- 04** Ensure diversity of your funding and your savings

Q&A

*Previously, we asked ourselves how
to change the world for the better*

*Now our greatest challenge is
figuring out how to **save the world***

**FIA
Conference**
2024

Thank you

