



Plattform
Wiederaufbau
Ukraine

 **DeSA**
Organizational Development Support Agency

REGENERATIVE ORGANIZATIONAL DEVELOPMENT:

Strengthening the Organizations Rebuilding Ukraine

Plattform Wiederaufbau

03.08.2026

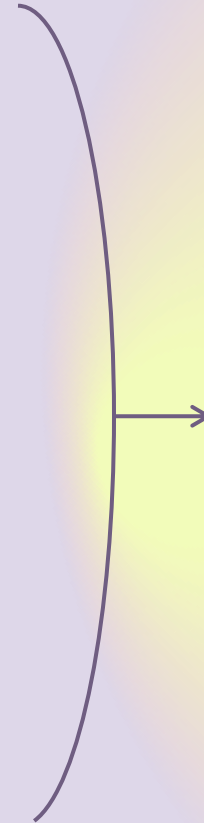
Prepared by Olga Bentz



Rebuilding Ukraine is also about **rebuilding organizational capacity**

Ukraine's recovery depends on organizations that can:

-  lead under uncertainty
-  work across sectors
-  absorb funding responsibly
-  innovate
-  collaborate
-  sustain people over the long term



**Regenerative
Organizational
Development support
strengthens these
capabilities**



Wartime forced us to **rethink** organizational development

CLASSICAL OD ASSUMPTIONS BROKEN IN WARTIME

-  OD support is for stable environment – organizations have no bandwidth for that during the war
-  During the war everything is too chaotic and unpredictable - there is no sense to strategize
-  Individual resilience support and OD support/ capacity building are two different worlds

REALITY OBSERVED

-  Reclaiming a sense of agency in times of hopelessness is an absolute key to regeneration – OD provides a vehicle for that
-  You need to strategize even more – strategic clarity as entry point in each OD process
-  Individual resilience is better accepted within a frame of strengthening their organizations (care embedded in the organization/ culturally sensitive MHPSS)



Reconstruction requires a **new** organizational logic

Radical simultaneity¹

- Fighting for survival today,
- Repairing what was broken yesterday,
- Preparing for the future that must come tomorrow

Reconstruction happens under the same conditions.

Unimaginable
performance,
vitality and
creativity under
enormous
pressure

Reconstruction challenge

- localization ambitions
- rapidly increasing expectations
- stretched organizations
- trauma and uncertainty
- fragmented support

¹ Term by Kateryna Botanova

We redesigned organizational development for **wartime reality**



Elements of our OD support approach

What we were looking for in local OD partners:

- + Capacity to get to the next level of peacebuilding impact
- + Change energy

What we are offering:

- + OD grant and accompaniment by two advisers (strategy and people-focused)
- + OD grant to be spent on services related to team's, leadership and organizational needs (development and care)
- + Flexible and adaptable
- + Honoring agency of local partners – in big and small choices
- + 20% for overhead/ core funding

De-compression and transformation – organizational and human

- + Creating safe-spaces
- + Enabling agency
- + Acting in a flexible manner

The **result** is Regenerative Organizational Development



Regenerative Organizational Development

- a **trauma-aware, human-centered** approach to organizational change
- that combines **structural strengthening with care and reflection**,
- enabling organizations to sustain **agency**, adapt to **crisis**, and regenerate their **capacity for purposeful action**.

Why it matters

- Effectiveness
- Risk mitigation
- Ethics
- Localization

Contribution to reconstruction

- stronger local partners
- healthier leadership
- adaptive organizations
- better collaboration
- more sustainable investments

Case study: From fragmented growth to strategic architecture



INITIAL CONDITION

- Ten years of successful work created a new challenge.
- Trusted partner of ~100 municipalities
- Strong expertise in digital democracy and community development
- Growing portfolio of projects and partnerships

YET INTERNALLY:

- project-by-project decision-making
- fragmented coordination
- inconsistent organisational identity
- reactive fundraising
- leadership knowledge concentrated in individuals

The challenge was not lack of expertise. It was lack of organisational coherence.

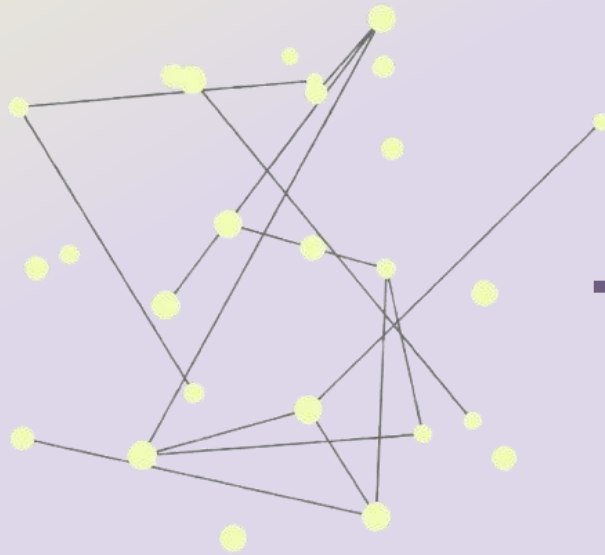
Picture CID

Regenerative OD process

Regenerative OD helped create **organizational coherence**



From chaos to structure: what the OD process changed



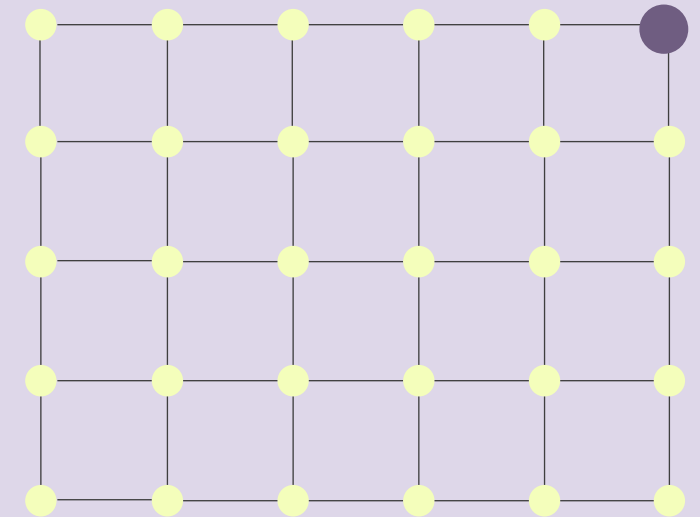
BEFORE

fragmented processes – no strategic frame –
ad hoc comms – reactive fundraising



OD PROCESS 2025

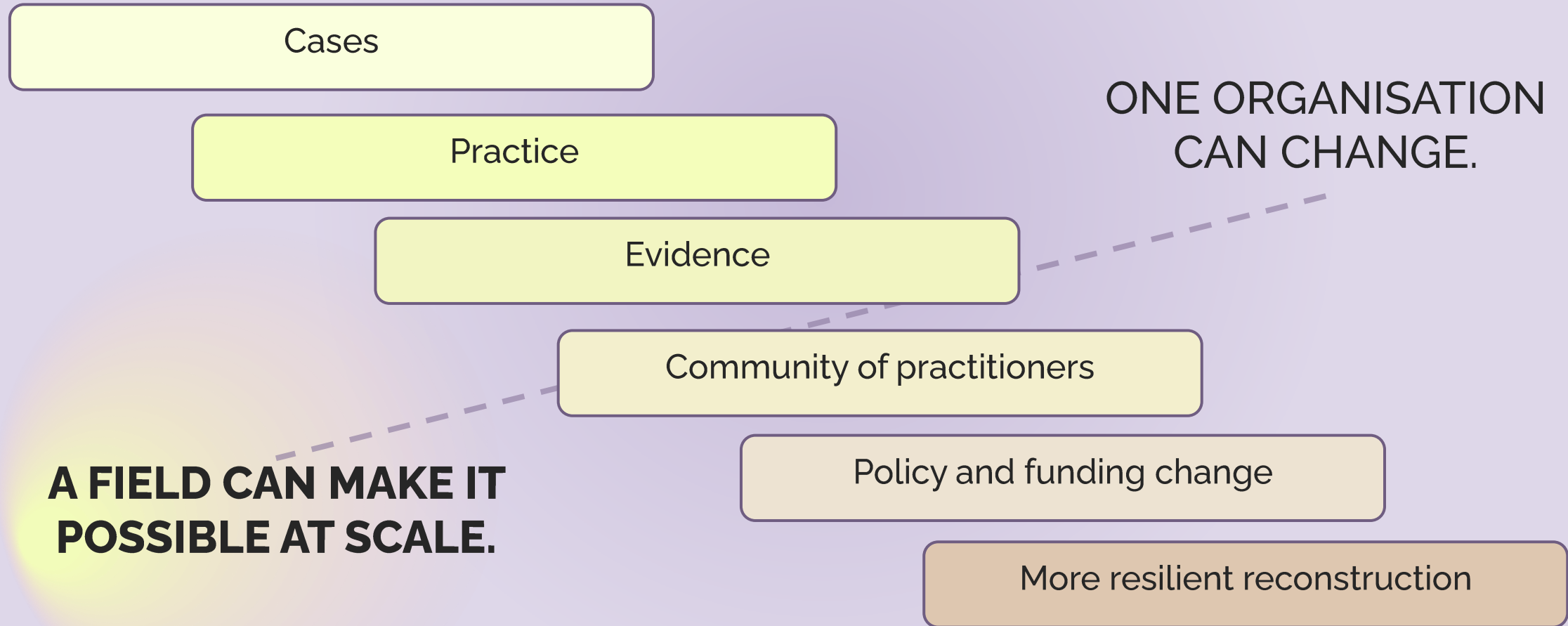
- Strategy 2028
- Brand Strategy
- Communication Policy
- Fundraising Strategy
- Leadership x 4



AFTER

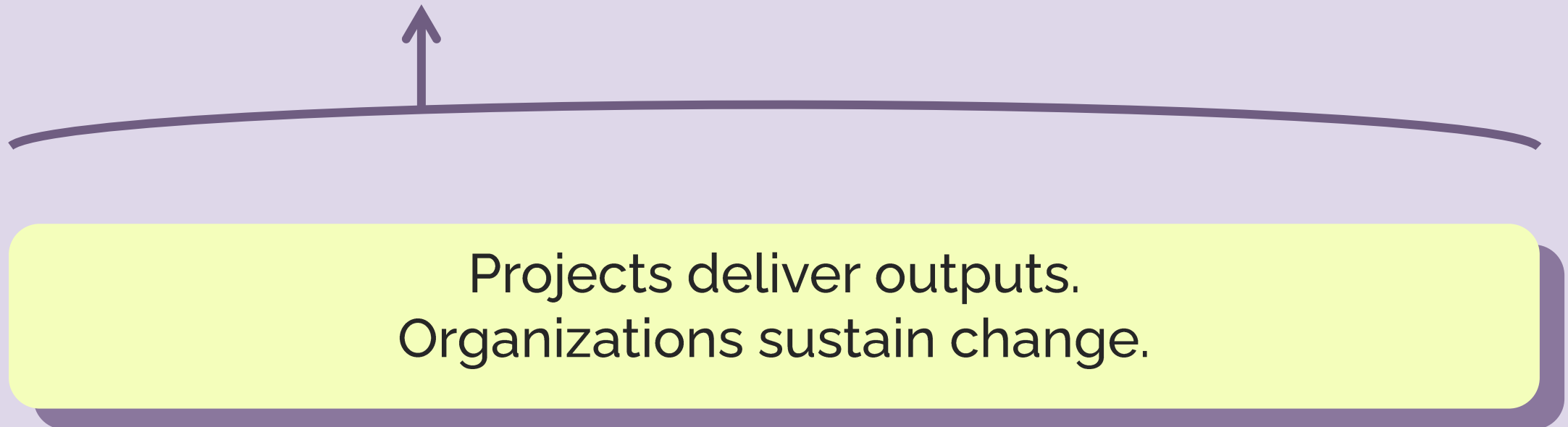
strategy-driven organization – one brand system –
managed fundraising – applied leadership

Scaling the conditions for **resilient reconstruction**





Imagine if every reconstruction programme invested in organizations as seriously as it invests in projects.



Let's explore **together**



How can regenerative organizational development strengthen

- reconstruction programmes
- municipalities
- philanthropy
- civil society
- cross-sector partnerships
- local leadership



THANK YOU!

