

## CHAPTER 2

# INNOVATIONS IN THE MANAGEMENT OF EDUCATIONAL INSTITUTIONS

### MODERN DEVELOPMENT OF THE VOLUNTEER MOVEMENT IN UKRAINE

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**Abstract.** *The academic paper examines the current state of the volunteer movement in Ukraine, which is assessed in the world as a unique phenomenon. It was thanks to volunteers that in 2014 the country retained its sovereignty, stopped Russian aggression in the east and resumed a capable army with a high morale. The relevance of the research is due to the fact that volunteering is one of the main forms of social activity of citizens in Ukraine. The purpose of the academic paper is to analyze the current state of the volunteer movement in Ukraine, its main directions and functions. Methods of comparative analysis and synthesis, typology, data monitoring, content analysis have been used to solve the purpose outlined. The content of the volunteer movement, the basic motives of people's participation in volunteer activities have been studied. The main directions of the volunteer movement have been considered. It has been established that a characteristic feature of modern volunteering is that with a significant predominance of military volunteering, a return of charity in traditional areas is taking place. The basic functions of the volunteer movement from the point of view of the subjective approach and from the point of view of the society have been presented. An assessment of the state of the volunteer movement and trust in it has been given. It has been revealed that of all public institutions, people most of all trust the certain groups of volunteers, namely: those who help the army - 74%, those who help immigrants - 66%. The most famous Ukrainian volunteer organizations have been briefly described. The main problems of the volunteer movement development in Ukraine have been outlined. It has been concluded that the volunteer movement in Ukraine is gradually becoming an effective mechanism of self-organization of citizens.*

**Keywords:** *volunteer activity, volunteer, directions, functions, volunteer organizations.*

**JEL Classification:** I24, I29

**Formulas:** 0; **fig.:** 1; **tabl.:** 2; **bibl.:** 29

**Introduction.** The volunteer movement is a phenomenon of modern Ukrainian social reality. In the world, the Ukrainian volunteer movement is assessed as a unique phenomenon, the flourishing of which has coincided with the Revolution of Dignity and the beginning of the war in Donbas. During this very difficult period, it was the

volunteer movement that united the society, formed an effective structure of public organizations and groups of people who were ready to solve the most immediate and painful problems of the state.

The importance of volunteering lies in solving social issues, retransmitting socially important values (compassion, mercy), which are the ideological basis for the consolidation of the society; development of democratic values in the course of defending the interests of certain social groups in the structures of the civil society. Under the conditions of growing social-economic and political risks, the role of volunteering is growing, forasmuch as it is able to reduce social tensions, to take on functions that the state for some reason can not perform. The relevance of the research problem is due to the fact that volunteering in Ukraine is one of the main forms of manifestation of social activity of citizens.

**Literature Review.** The issue of the phenomenon of volunteering and the volunteer movement in Ukraine began to be actively raised relatively recently.

In the Recommendations on the Support of Volunteering approved by the UN General Assembly, the term “volunteering” is described as “a wide range of activities, including traditional forms of mutual assistance and self-help, official services and other forms of civic participation that are voluntary for the benefit of the general public and, what is more, monetary reward is not the main motivating factor” [3].

The Law of Ukraine “On Volunteering Activity” states that volunteering activity is a form of charitable activity and its definition is given, namely: “voluntary, socially oriented, non-profit activities carried out by volunteers through the provision of volunteer assistance”. In turn, “volunteer assistance is work and services performed on free of charge basis and provided by volunteers” [25].

Yehorova O.V. and Pykalo O.M. emphasize that volunteering is a social activity carried out voluntarily and on free of charge basis, helping people who are not related by family, friends or neighbours [12].

Volunteering is carried out by individuals on the basis of non-profit activities, without receiving a salary, career advancement, for the welfare and prosperity of the community and the society as a whole. Volunteering is characterized by humanistic motivation - meeting personal and social needs through helping other people [29].

According to the viewpoint of Chambré S.M. & Einolf C.J., the traditional definition of volunteering no longer fully covers the various applications of the term. The authors note that the context in which unpaid work takes place has changed over the past decades. Volunteering is not always free; its motivation, dimensions and consequences are much more complex than altruism and it is not always really voluntary. Many volunteers receive scholarships or other forms of “payment”, such as reimbursement of tuition fees [1]. The investigation of Einolf C.J. and Yung C. refers to the activities of supervolunteers, that is, persons who volunteer 10 or more hours a week in one organization [2].

Pevna M. rightly remarks that volunteering is a global social phenomenon of our time and it is included in world trends, however, at the same time, it has pronounced national features in each particular country [23].

Ukrainian volunteering is a topic that is extremely common in the public sphere. Currently, volunteers are most often associated with military actions: a volunteer is “one who has joined the military or other public service of his or her own volition; volunteer fighter” [19]. Herewith, volunteering is understood, first of all, as voluntary activity of citizens or public associations, directly or indirectly connected with provision of help to the civilian population affected by the military conflict, as well as displaced residents and militaries [22]. However, despite the wide public resonance of this phenomenon, the scientific analysis of this problem has just started; there are not enough comprehensive studies of the volunteer movement.

**The purpose** of the academic paper is to analyze the current state of the volunteer movement in Ukraine, its basic directions and functions.

**Methods.** Methods of comparative analysis and synthesis have been used to study the content of the concepts “volunteering”, “volunteering activities”; the method of classification has been applied to identify the basic principles of functioning of Ukrainian volunteer organizations; data monitoring and content analysis of scientific articles on the research topic has been used to assess the current state of volunteering in Ukraine.

**Results of the Research.** The volunteer movement is a type of social movement, which is characterized by open borders, heterogeneous composition as well as useful orientation for the society and free of charge.

The basic motives for participation in volunteering are as follows: implementation of socially responsible public initiatives aimed at solving social and other problems by the community or on their own; fulfillment of duty to oneself and to the society; desire to voluntarily and free of charge provide assistance to people who need it, to implement their own moral and religious principles, to feel needed and useful; self-fulfilment, further professional growth; receiving moral satisfaction from the gratitude of the people who have been helped [22].

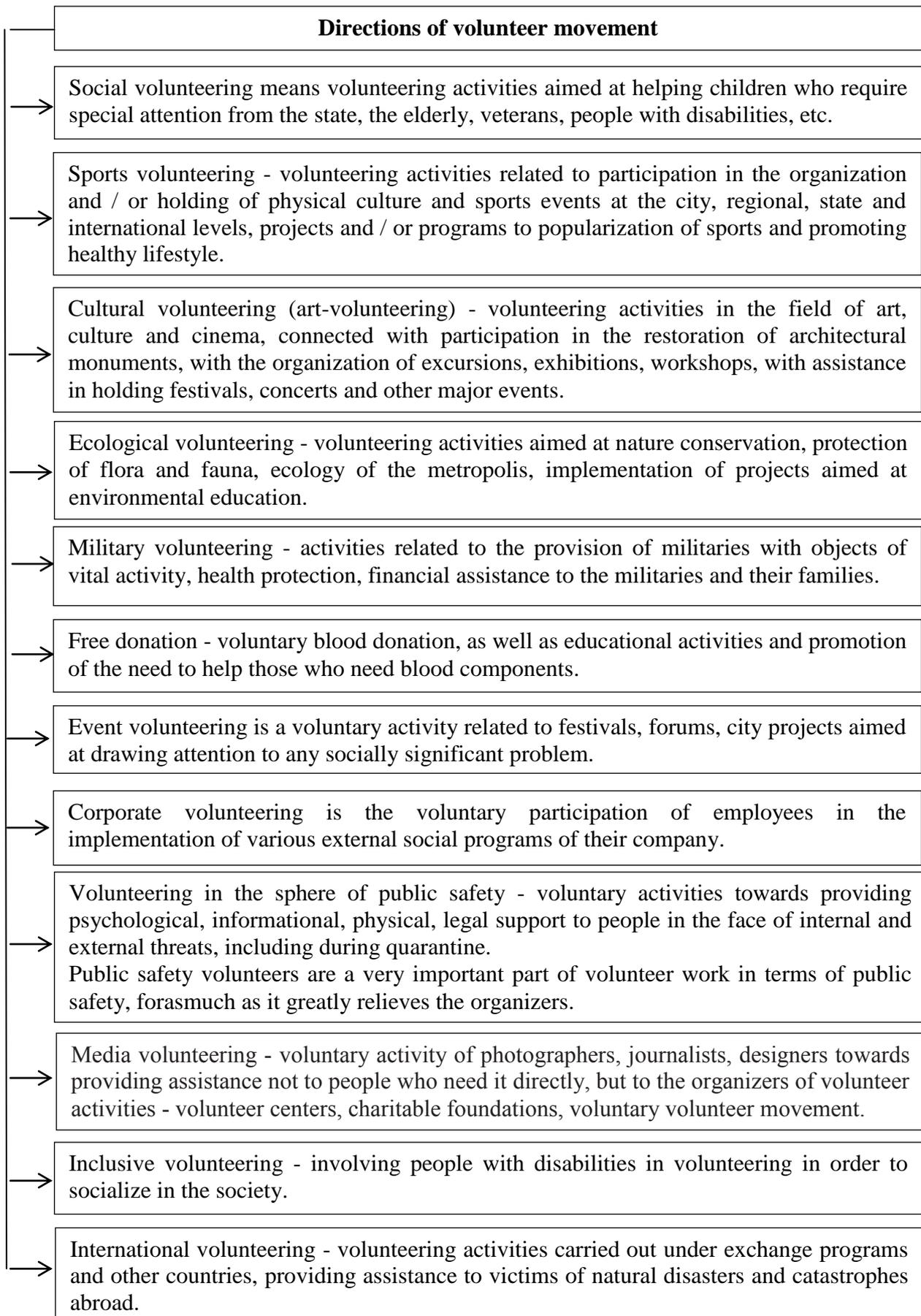
Participation in volunteer activities can be manifested directly (raising funds, things, food, medicine, transporting them to Anti-Terrorist Operation Zone, taking care of the wounded and sick people, repairing equipment, etc.) and indirectly (transfer of funds, other benefactions, providing accommodation, donations, etc.).

Some areas of the volunteer movement are depicted in Figure 1.

A characteristic feature of modern volunteering is that even with the significant predominance of military volunteering, a return of charity to traditional spheres takes place.

The potential and opportunities of the volunteer movement can be viewed through the prism of the functions it performs. It is worth noting its two-vector orientation: vector-subject and vector-society (Table 1).

By joining the volunteer movement, a person seeks to influence the transformation of modern society, to make it better on a gratuitous basis. Volunteering contributes to the development of the emotional, sensory sphere of the individual; it changes and shapes his value world, activates cognitive activity, promotes the implementation of social and creative activity, personal growth.



**Figure 1. Directions of the volunteer movement**

Source: compiled by the author on the basis of [5], [15], [28].

**Table 1. Functions of the volunteer movement**

From the point of view of the subject-based approach	From the point of view of the society
1. Worldview. In the process of performing socially useful work, the volunteer feels the significance of his existence, the need and importance of volunteering; he realizes the possibility of transforming reality and his role in this process.	1. Axiological. Formation of such values as solidarity, tolerance, mutual understanding, flexibility, etc., based on the requirements of the modern world.
2. Tutorial. A person participating in volunteer projects should possess such qualities as kindness, responsibility, mercy, nobility, honesty, devotion, etc.	2. The function of increasing civic activity. While performing socially useful and significant work, volunteers realize their ability to change the existing world for the better through volunteering.
3. Communication. The volunteer movement is connected with the need to communicate with people in difficult life situations due to social, economic and other factors, with the leaders of a volunteer or other public organization, other volunteers, the target group, employees of government agencies where volunteer projects are fulfilled, etc.	3. The function of socialization. The volunteer movement usually includes young people who face various social problems and adopt social patterns of behavior of their senior colleagues, etc.
4. Educational. While participating in social projects selected on his own, the volunteer acquires a variety of experience, skills and abilities necessary for performing this or that work.	4. Promoting the successful solution of social problems. Voluntary activities aimed at identifying various social problems for which resources are required, but they are not available.
5. The function of social capital formation. Interaction with employees of government agencies, personal contacts with people who are being assisted, other volunteers and members of public organizations who form additional social capital.	
6. Recreational. The volunteer movement is a way of active and socially useful pastime. Volunteers, working in the library, at sporting events, in museums, art galleries, children's camps, etc., have the opportunity to combine their volunteer responsibilities with the organization of their free time.	
7. Preventive. High moral requirements for the personality of the volunteer, the organization of free time carry out a preventive effect on the personality towards preventing deviant behavior.	

Source: compiled by the author on the basis of [16], [26]

The volunteer movement was officially recognized in Ukraine in 2003, when the Regulations on volunteering in the field of social services were adopted (currently, the document has expired) [24]. Until 2013, the volunteer movement had been developing slowly compared to other countries. It reached the highest level of its development during the entire period of Ukraine's independence in 2014, due to the following main factors, namely: the Revolution of Dignity, the annexation of Crimea and the war in Donbas, which deepened the imbalance between the state's ability to perform its functions effectively; internal political crisis, which led to an imbalance in the public administration system, a lack of quality management decisions, low resource opportunities [10].

The mobilization of civil society resources was implemented precisely through volunteering in connection with the external threat of losing the territorial integrity of

the Ukrainian state [22]. Volunteers took upon themselves the solution of the most acute and urgent problems: the material and technical support of the militaries, the purchase of medical equipment and medicines for the wounded, fundraising and food, assistance to refugees from the occupied territories. In practice, flexible forms of volunteering turned out to be the most productive, forasmuch as they helped save time and lives bypassing bureaucratic procedures [10].

According to a nationwide survey conducted by GfK Ukraine in 2014, 62% of respondents acknowledged the role of volunteers in political change; 85% believed that the volunteer movement helps strengthen peace; 81% were inclined to consider the volunteer movement a mandatory component of the civil society. Almost a quarter of Ukrainians (23%) had volunteering experience [8]. It was thanks to volunteers that in 2014 the country retained its sovereignty, stopped Russian aggression in the east and resumed a capable army with a high morale.

During 2015-2020, information about 475 organizations and institutions involving volunteers in their activities was posted on the website of the Ministry of Social Policy. In 2016, the National Strategy for the Promotion of Civil Society Development in Ukraine for 2016-2020 was approved, which provides for the promotion of volunteering.

Table 2 shows the data characterizing the place of Ukraine in the world ranking of charity (World Giving Index) in terms of individual components.

**Table 2. Ukraine in the world ranking of charity**

Year	World ranking of charity		Provided assistance to a stranger who needed it		Donated money for charity		Engaged in volunteer work	
	Place	%	Place	%	Place	%	Place	%
2015	89	29	122	35	47	38	103	13
2016	106	26	119	36	68	26	92	16
2017	90	29	99	42	58	29	83	16
2018	81	29	107	42	58	29	103	15
2019	101	24	111	35	90	18	62	19

Sources: compiled on the basis of [18]

In 2018, Ukraine took the highest place in the world ranking of charity (the 81st place). In 2019, the overall rating of Ukraine decreased (the 101st place); however, the rating in terms of the number of people engaged in volunteering activities increased significantly (from 103rd to 62nd), which indicates its activation. In 2019, 35% of respondents provided assistance to a stranger who needed it, 18% donated money for charity and 19% volunteered.

In December 2020, Kyiv International Institute of Sociology (KIIS) conducted two all-Ukrainian public opinion polls on trust in public institutions. According to the results of the polls, it has been established that most of all Ukrainians trust certain teams of volunteers, namely: those who help the army (74%), and those who help displaced persons (66%). The balance of trust and distrust (the difference between the share of those who trust and those who do not trust) is 64% and 56%, respectively [11].

In March 2021, a survey of the population of Ukraine on trust in social institutions has been conducted by the Razumkov Center. With regard to

volunteering, 8,8% express complete distrust, 15,5% do not trust rather than trust, 45,0% rather trust, 20,1% fully trust, 10,5% have said that it is difficult for them to answer. Thus, the balance of trust and distrust is 40,8% [21]. The studies conducted in 2020 and 2021 show that the trust in volunteer organizations remains at a high level among other state institutions.

A characteristic feature of the formation of the new institution of volunteering is the increase in the number of volunteer organizations and associations.

“Ukrainian Volunteer Service” is a non-governmental organization that develops volunteerism and volunteer communities for positive changes in Ukraine. It supports, conducts trainings and connects volunteers with organizations in need [27].

“UN Volunteers” is an organization focused on democratization of governance, health care, social inclusion and volunteer infrastructure development. “UN Volunteers” involve experts and volunteers from Ukraine and the world [9].

“Building Ukraine Together” is a volunteer program that unites Ukrainian youth into a network of active citizens through joint work, travel and non-formal education. Volunteers of this organization have the opportunity to participate in summer camps, study project management, create centers and conduct social actions (solving social problems in the community) [6].

“Everyone can help” is a volunteer association that operates in the following areas, namely: assistance to the least protected social group of IDPs (children, pregnant women, retirees, the disabled persons); assistance to those injured in the anti-terrorist operation zone and the families of the victims; humanitarian aid to the anti-terrorist operation zone; assistance to social groups that have gone unnoticed due to hostilities (residents of orphanages, boarding schools, shelters for the elderly, rehabilitation centers, etc.) [14].

“The Youth Worker” Program involves training of specialists of state institutions and public associations on the formation and implementation of youth policy at the regional level; organization of youth work at the regional and local levels in order to involve young people in the formation of youth policy, strengthening the interaction of state and youth NGOs [20].

“Let’s Make Ukraine Clean Together” is an all-Ukrainian environmental youth movement that is part of the international “Let’s Do It World” movement, which aims to clean the world and consciously consume the planet’s resources on the way to “Zero Waste” [13].

Volunteer organizations “Come Back Alive”, “SOS Army”, “People’s Rear”, “Phoenix Wings” provide material and technical assistance to the Armed Forces of Ukraine. The total financial assistance provided by them to the front (fighting line) in 2015 amounted to 173 million UAH. In the first quarter of 2018, the organizations “Come Back Alive” and “SOS Army” provided financial assistance to the front in the amount of 131 million UAH [8].

In a developed civil society, volunteer associations act as a mediator between the state and the public, ensuring public control over all branches of government.

Ukraine is one of the most popular destinations for volunteering in Eastern Europe. GoGlobal is the largest hub in Ukraine that contributes to the study of foreign

languages, popularization of the culture of volunteering and promotion of Ukraine in the world. GoGlobal implements two volunteer programs in Ukraine, namely: GoCamp - a summer language camp at schools with involvement of foreign volunteers and GoCamp AfterSchool - an extracurricular program that takes place during the school year with the involvement of foreign volunteers. Almost 500 volunteers from all over the world, 611 schools and about 70,000 children have already joined the project [17].

The Ukrainian volunteer movement is an ambiguous and sometimes controversial topic. Its negative phenomena include abuse of volunteer status, opaque accounting, fundraising to support the army by pseudo-volunteers, resale of volunteer military aid and the frequent facts of its disappearance, etc.

A separate problem in the study of the volunteer movement centers on the plane of legislation, in particular, legislative support for the activities of volunteer foundations and charitable organizations, granting volunteers the status of a war veteran [7].

Another problem lies in the fact that there is a low level of interaction between the volunteer movement and public authorities. This problem is solved by adopting projects and government programs that bring government agencies closer to the volunteer movement and form a positive image of the volunteer (forums, rallies, workshops, etc.).

The development of the volunteer movement is hampered by a technological problem, that is, the lack of effective technologies in Ukraine for the organization of the volunteer movement, which creates problems of interaction within this movement, forasmuch as this does not contribute to the development of leadership skills. Technological problems are solved by creating volunteer centers that enable the most active members of the volunteer movement to develop leadership skills and help involve more people in volunteering. Despite certain difficulties, the role of volunteering in the formation of a developed civil society is growing.

**Discussion.** Exploring the problem of development of the volunteer movement in Ukraine, we have considered the basic directions of volunteering. Herewith, it is impossible to make an exhaustive list of them, forasmuch as they are constantly expanding, and, therefore, are the subject of research by numerous scientists.

Pankova O. and Kasperovych O. outline the basic areas of volunteering as follows: educational activities, work with children and youth, assistance in medical institutions and social protection institutions, environmental protection activities, etc. [22]. Yehorova O.V. and Pukalo O.M. highlight the most common areas of volunteering, namely: education; prevention of bad habits; counteraction to negative social phenomena, protection of the environment; collecting things and hot lunches for people in need; organization of leisure and recreation of children and people with disabilities; volunteering at mass events; free legal protection of certain categories of the population, etc. [12].

Troyan S. and Troyan P. distinguish two basic directions of volunteering, namely: social rehabilitation work (prevention and overcoming of negative phenomena in the youth environment (work with young people prone to antisocial

behavior; prevention and overcoming of alcohol and drug abuse, smoking; AIDS prevention, etc.); as well as social care and protection of children and youth [4]

From numerous areas of volunteers' activities aimed at counteracting external aggression and its consequences, Horielov D.M., Korniiievskiy O.A. distinguish as follows: collection and delivery of necessary resources to a zone of anti-terrorist operation; providing medical care to victims victim of war in the zone of anti-terrorist operation; assistance to internally displaced persons; search for missing persons and release of prisoners [10].

Since 2014, the main direction of volunteering is the military one, which, in turn, is divided into several areas: assistance to specific military units in the zone of anti-terrorist operation; activities of "cartographic hundred"; high-tech; medical and rehabilitation; repair volunteering; "Black Tulip"; "Culinary Hundred"; resettlement direction; collection and delivery of humanitarian aid to the civilian population living on the territory of the anti-terrorist operation; removal of civilians from the front line and front zone; involvement of volunteers to perform public functions [7].

**Conclusions.** Volunteering in Ukraine is gradually becoming an effective mechanism for self-organization of citizens. Volunteer organizations are able to solve socially significant problems in areas where the state and the commercial sector do not operate. This is how volunteering has manifested itself in a situation of military aggression in eastern Ukraine, exposing the state's unwillingness to respond adequately to it.

Volunteering has been developing in the conditions of constant social-economic and political transformations. At the same time, volunteers are always socially useful. Their activities have a positive focus, aimed at specific socially significant results. The signs of volunteering considered in the present research characterize its essence; they are reflected in the functions of the volunteer movement and various directions of volunteering.

In contradiction to other types of civic activity, volunteering is an element of the social structure that should have broad state and public support. We consider that prospects for further research should center around studying institutional mechanisms of social management of volunteering.

**Author contributions.** The authors contributed equally.

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