

Chapter 17

Russia



Marina Sukharkova

Abstract Today in Russia a number of initiatives to involve citizens in the volunteer activities of NGOs at the federal level exist. One of the most striking examples is sports volunteering – the Olympic volunteer movement and the Sochi 2014 Volunteer Training Centers. Nine years before the 2014 Sochi Winter Olympic Games, Volunteer Training Centers were installed as nonprofit organizations. Their structure was transformed into the Association of Volunteer Centers of Russia. In recent years, Russia has hosted several major international events that have all involved volunteers. To improve programs for working with volunteers and to increase the number of volunteers and the quality of their work, it is necessary to have information about the motivation and expectations of volunteers, the result of their work, and how they use their volunteer experience. The program initiated to train and educate the volunteers for the 2014 Sochi Olympic Games has turned out to be very useful. The program has measures to support and motivate volunteers of the Olympic and Paralympic Games.

17.1 Meaning and Understanding of Sports Volunteering

That the main characteristics of volunteerism include the following: the active form of charity; altruistic orientation, lack of material benefit; and all actions are noncoercive and based on humanistic values. The main focus of the activities should be social groups that require social support. The results of the analysis of more than 80

Research cited in this chapter is based on a research project at the National Research University Higher School of Economics (HSE).

M. Sukharkova (✉)

Institute of Sociology of the Russian Academy of Sciences, Moscow, Russia

Center for Studies of Civil Society and the Nonprofit Sector of the National Research University “Higher School of Economics,” Moscow, Russia

e-mail: MSukharkova@hse.ru

definitions of the concept of volunteering have shown that the key accents are put either on the characteristics of the subject-object of this activity, its content, forms, and methods or goals and results (Pevnaya 2013).

Volunteerism (*dobrovolchestvo – добровольчество*) is described as a kind of philanthropic practice, selfless individual, or collective activity for the benefit of other people or society (Yakobson 2010). At the present time, volunteering is institutionalized, which is manifested in its organizational structure and the availability of goals, functions, and values.

The organizational structure of volunteering is determined by the fact that volunteering can be formal and informal (Pevnaya 2016). People can volunteer both individually and as a part of groups or organizations. The goal of volunteerism is altruistic assistance to the needy and participation in socially significant events. Kudrinskaya (2006) defines the following functions of volunteer activity as participation in the formation and development of civil society, representation of societal values, civil socialization of individuals, the integration of society through citizens' associations and the creation of social capital, cooperation of efforts to protect the rights and interests of individuals, self-management and collective solution of community problems on the basis of social innovations, support for unprotected groups and their social adaptation, and free self-expression and social creativity of people. Also, volunteering increases the level of trust in the society (Tatarko 2014) and contributes to the formation of social responsibility, solidarity, and mutual assistance (Gerasimova and Kuzmenko 2013).

So, in the absence of a single generally accepted definition of the concept of volunteering, the main concepts of this type of activity can be singled out as the implementation of volunteerism as a form of voluntary social interaction aimed at helping others with a humanistic orientation, on a nonreimbursable basis.

Thus, in the broadest sense of the word, volunteering implies any gratuitous help or work in favor of other people who are not close relatives of the volunteer himself. Such assistance can be both on an individual level and through specialized associations, organizations, and funds.

17.2 Volunteer Workforce in Russia

As research shows, the most common type of volunteer support is to work independently for the benefit of other people on an individual basis. In the following chapter, this type of assistance is referred to as informal volunteering. According to the monitoring of the state of civil society conducted by the Centre for Studies of Civil Society and the Nonprofit Sector National Research University Higher School of Economics (HSE; [Volunteering and participation of Russians in the activities of NGOs and civil initiatives](#)) in the past year, 35% of Russians took part in an activity for the benefit of others through an organization or group. In the study, this form of activity was designated as formal volunteering (Mersiyanova 2017). Table 17.1 provides an overview about some of the characteristics of volunteering and sport in Russia.

Table 17.1 Russia's volunteer characteristics

Characteristic	Status quo in Russia
Population size	1,463,880,432
Official languages	Russian
Volunteer rates (year)	n.a.
Existence of voluntary sport clubs	yes
List of large-scale events hosted in the last 10 years	XIV World Championship in Athletics 2013, XXVII World Summer Universiade 2013, 2014 Sochi Winter Olympic and Paralympic Games, World Championship in Water Sports 2015
Sports volunteer rates	n.a.
The word for volunteering	<i>dobrovolchestvo – добровольчество</i>
The meaning of the word	Philanthropic practice, selfless individual, or collective activity for the benefit of other people or society
Events/occurrences that have influenced volunteering	2014 Sochi Winter Olympic and Paralympic Games

17.3 Volunteer Management in Sports

This chapter looks in particular at volunteer management during the 2014 Sochi Winter Olympic Games.

17.3.1 Volunteer Training Centers in Sochi

In 2011, the first announcement to identify several Volunteer Training Centers for the 2014 Sochi Winter Olympic Games among higher and secondary education institutions was made. As a result of the competition, 25 higher educational institutions and one secondary specialized educational institution were chosen, on the basis of which volunteer centers were opened. Preference in the competition was given to those educational institutions in which student volunteer centers already existed. Twenty-six Volunteer Training Centers were opened, which were mainly located in the European part of Russia (seven centers in Moscow, five centers in Krasnodar, as well as centers in Ufa, Vladivostok, Volgograd, Pyatigorsk, Kazan, Novorossiysk, Omsk, Arkhangelsk, Sochi, St. Petersburg, Tver, Tomsk, Khanty-Mansiysk, and Novocherkassk). This placement strategy did not cover all regions of the country and created certain problems for the training of volunteers, as there were actually more regions that wanted to participate in the volunteer training. However, this was the first attempt to create a federal network of volunteer centers.

It should be noted that new divisions in the structures of educational institutions were formed specifically for staffing the 2014 Sochi Winter Olympic and Paralympic Games. According to the official website of the Organizing Committee of the Olympic Games, about 200,000 applications were received from potential volunteers. The total number of volunteers required for hosting the event was estimated at 25,000 people, and in addition, 3,000 people were needed for training as urban volunteers (IOC 2018). Each Volunteer Training Center had its own specialization. In total, 18 specialized areas were allocated within the framework. Among these were interaction with the arrivals and departures of members of the Olympic family, ceremonies, sport, doping control, protocol, medical service, technologies, media, transport, accreditation, service events at the Olympics, service events at the Paralympic Games, interpretation services, catering services, accommodation, and management of the Olympic Village.

As a result of involving volunteers in the organization and hosting of the 2014 Sochi Winter Olympic Games, a new network of nonprofit volunteer organizations was formed in Russia that, after the end of the Games, continues to function and represents new organizations working with volunteers. Eight years later, since the beginning of the Volunteer Training Centers, the activities of these NGOs have changed. In 2014, following the Games, their structure was transformed into the "Association of Volunteer Centers of Russia." Their number has grown. At the moment, the Association includes 64 profile centers in 34 regions of Russia. Among the tasks that the volunteer centers of the Association are involved in are assistance in organizing and holding major events, assistance in healthcare institutions, education, culture, development of social volunteering, and patriotic education. Thus, there have been quantitative and qualitative changes in the work of volunteer centers. 65,000 volunteers are involved in the work of the member organizations of the Association (25,000 of them are Olympic volunteers and 4,000 Olympic and Paralympic torch relay volunteers), which is involved in various areas of volunteerism. This is how the experience and competence of the Volunteer Training Centers has spread to other volunteer centers so that they also successfully work on training and involving volunteers.

As a result, the volunteer training program for participating in the organization of the 2014 Sochi Winter Olympic and Paralympic Games has become a powerful impetus for the development of volunteerism in Russia. For the first time in Russia, a comprehensive program for working with volunteers was implemented, including the involvement and selection of volunteers, their subsequent training and preparation, the organization of volunteers, and the creation of incentive systems for volunteers. The Sochi 2014 Volunteer Work Program is a federal program. Using the experience of this program, a program is being implemented to select and train volunteers of the 2018 FIFA World Cup. Within the framework of this program, it is planned to involve and train 15,000 volunteers; now their training is already deployed at the Volunteer Training Center (FIFA 1994).

17.3.2 Sochi 2014 Volunteer Training Program

To prepare the volunteers for the 2014 Sochi Winter Olympic Games, a three-year program was developed. It started in 2011 and was conducted in three stages. The first stage was the involvement of volunteers (2011-2012). The second stage was the selection of volunteers (2012). The third stage was preparation of volunteers and their participation in test trials (2012-2013). The work program was especially designed for the Olympic Games and was aimed not only at attracting the necessary number of people and training volunteers for the Games but also building infrastructure for involving citizens in volunteer activities at the municipal and federal level (President of Russia 2014). During the program at the federal level, efforts were made to promote the values of volunteerism: develop a network of volunteer centers, improve the legal system of volunteerism, and develop innovative methods of organizing work and managing volunteers. The significance of this program for Russia goes beyond the framework of the 2014 Olympic Games; its successful implementation has become a platform for building and developing a voluntary movement in Russia.

Direct training of volunteers included theoretical and practical training using online courses, including, for instance, tests for foreign language proficiency as well as on-site seminars and trainings. The first stage (theoretical preparation) took place during the time allocated for training. Volunteers received materials to study and were subsequently tested. Access to tests was opened only after the successful completion of the previous task. The second stage was short term (for many it lasted only three days) and was practical. Some of the volunteers were given the opportunity to visit Olympic venues and observe the conditions in which volunteers subsequently worked during the Games. This process is recognized by some researchers as potentially a “scare off” for some volunteers to take part in the Olympic Games (Chen and Dai 2006).

Involvement and training of volunteers was organized by the Sochi 2014 Volunteer Training Centers. The selection of volunteers was carried out by coaches with experience in large sporting events. Selection criteria included efficiency, stress resistance, and the ability to resolve conflicts, as well as previous experience of volunteer work and knowledge of English. Training of volunteers was conducted in close connection with educational institutions, nonprofit organizations, and national and international sports federations. The training program for Sochi 2014 volunteers included various training areas: psychological training to work at Olympic venues, courses on the history and basic principles of the Olympic Movement, foreign language courses, courses for the organization of competitions in different sports, courses on interaction with people with disabilities, and courses on life support in the face of the threat of a terrorist act.

In summary, modern volunteering in Russia is an activity in various spheres of society (social, cultural, and educational) and at different levels (local, city, regional, federal, and international); volunteering is observed as formal practices (through participation in the work of volunteer NGOs) and informal practices (individually); at the state level, volunteerism is supported including attempts to popularize the work of volunteers in NGOs to encourage the institutionalization of volunteerism.

17.3.3 Volunteer Practices at the 2014 Sochi Winter Olympic Games

Volunteer researchers (Moreno et al. 1999) note that Olympic volunteerism includes the necessary concepts: “voluntary commitment” (decisions must be made by volunteers individually), altruism (intangible reward for work), and social contribution. These concepts describe volunteering, in general, and characterize Olympic volunteers, rather than hired game personnel.

A mega event’s organization requires human resources. Involving volunteers to prepare mega-events is a way to reduce the costs of organizing an event and, at the same time, the ability to solve social problems, for example, students can gain work experience and the unemployed can learn new skills. To organize the 2014 Sochi Winter Olympic Games 25,000 volunteers were utilized (The Olympic Studies Centre 2016). The institutionalization of Olympic volunteerism has now come to an end with the formation of an independent institution.

17.3.4 Motivation of Volunteers

Involvement of people in the practice of Olympic volunteerism was carried out in three ways: through educational institutions, NGOs, and advertising in the media. The largest group of potential volunteers was students, who then became the foundation of the Olympic volunteer movement. We came across different explanations for the motives and goals of inclusion in the practice of Olympic volunteering: a purposeful search for the opportunity to participate in the games (“Back in 2008, I’m beginning to think about how to get to Sochi, work there, make my contribution” female volunteer, 31 years); “romanticization” of games (“Games in our country, this is an event of great importance, this will be talked about for a long time, then it will be possible to tell your children” male volunteer, 43 years); problems in the field of employment and/or leisure (“There is little work in my city, there is no work experience without experience” male volunteer, 22 years; “All life passes between home and work, every day the same, I wanted to escape from everyday life” male volunteer, 46 years); and an example of others (“I’ve met with volunteers at the university, I also wanted to apply myself” female volunteer, 20 years).

The motive for becoming an Olympic volunteer is connected with the awareness of the need to change everyday life: “I saw the announcement on social networks, at that time I could not write a letter of resignation for six months. Understanding that the games will take about a month, so I will have time to think. I realized that this is an opportunity to change my life” (male volunteer, 38 years).

The search for the possibility of volunteer practices could be explained by the desire to change the nature of given occupation and the social circle. A separate issue was the attitude of students and employed people to the Games. So, for the students, the trip was connected with the possibility of vacations, but there were no

vacations for employed volunteers. Everyone must solve the issue of absence. Thus, we can highlight three main ways of involving volunteering at the Games: purposeful participation in the Games, following the example of others, or involvement in a previous experience of volunteering, and viewing the Games as a starting point for changes in their lives.

17.3.4.1 Modes of Preparation and Involvement in the World Olympic Movement

The status of a volunteer changes some aspects of their daily lives because of online and offline training for two years and inclusion in the Olympic culture through the environment, social networks and forums, and participation at the Volunteer Training Center. Even before the actual accreditation as a volunteer, a person is actively involved in a new sphere of interaction, preparation, and expectations of the Games. Everyday life is complemented by new activities, new people, and the expectation of the event as a result of many years of preparation: “I spent seven years to prepare for the games. These were bright and interesting years. Constant new tasks, new friends” (female volunteer, 23 years).

In addition to active online training of volunteers and the creation of sites for their communication in social networks, outreach schools were also organized. The subjects of the training courses contributed to the inclusion of volunteers in the Olympic theme. Since previous work or volunteer work experience was not required for Olympic volunteers, the training program helped the volunteers adapt to the new situation and interact with a large number of people.

Despite the fact that volunteers are not the main participants in the Games, waiting for departure fills the preparation period: “I had a calendar, in which I crossed out every day until the Games were opened” (female volunteer, 24 years). Much attention is paid to the symbolic indicators of involvement in the Olympic volunteer movement, such as collecting information about the event, icons, magnets, and toys and the issuing of uniforms of volunteer. At the same time, it is important for a volunteer to collect not only Olympic symbols but also symbols of his native region to exchange these symbols at the event: “It is important for the volunteer to collect as many icons from the games and different regions of the country where they are held as possible. It’s not just us, it’s always like that. All icons are attached to the uniform. And the form itself is a family value. When someone comes to visit me, I always show it” (female volunteer, 33 years).

17.3.4.2 Work of Olympic Volunteers

Volunteers at the Games received accreditation, which gave them access to direct and additional services, and indicated the recognition of their status. Full provision of volunteers was a precedent created by the Organizing Committee of the Games in Sochi; in similar activities volunteers themselves were forced to provide

themselves with the necessary work. “If accommodation was not provided, I would not have pulled this trip. Tickets to Sochi, I was still able to buy, but accommodation, it would be unrealistic” (female volunteer, 19 years).

17.3.4.3 Volunteers about their Role at the Games in Sochi

According to the results of the study, it was determined that volunteers understand that they are free labor but also determine for themselves the following roles:

- **Operational core:** Volunteers have no special skills or education, so they perform low-skilled jobs, in fact, being part of the workforce.
- **“Cogs of the big mechanism”** (organizational support): Volunteers are one of the groups that contribute to the event. They work in conjunction with other actors in the system.
- **Facilitators:** The link between the Organizing Committee and athletes and spectators. The volunteers noted that they provided a link between those who worked on the core of the game structure and other participants of the event.
- **Atmosphere creators:** People who create an atmosphere at the Games. Representatives of all functions should help create the appropriate mood for visitors to events.
- **Spiritualist:** Confirmation of the spirituality of the world and the country.

These roles are not mutually exclusive, but complement each other. All participants of the study noted that volunteers were important participants in the Olympic Games and noted their fundamental difference. An altruistic basis without any monetary reward is what, according to the respondents, makes volunteers unique. The process of preparation for participation in the Olympic and Paralympic Games lasted for up to seven years for volunteers. Volunteers had clear expectations of participating in the Games. The long process of preparation and short duration of the event as a goal led to the fact that volunteers singled out the Games as a separate stage of life or a boundary for a new stage. In the stories of volunteers, the Games were presented as something that went beyond the ordinary. They were perceived by volunteers not only as a sporting event but also as a social and cultural event, unique in terms of the scope of participants and spheres affected by it.

The Volunteer Movement unites people of different ages, social status, citizens of different countries, and representatives of different professions. The idea of organizing a sporting event for the development of their country unites volunteers. After participating in the Games, the community of volunteers did not break up and joined in organizing other major events, for example, the 2018 FIFA World Cup.

In the nine years since its inception, the activities of the Sochi 2014 Volunteer Training Centers have changed. Their structure was transformed into the Association of Volunteer Centers. So, there have been changes in the work of volunteer centers.

17.4 Volunteering, State, and Civil Society

17.4.1 Federal Volunteer Development Programs

One of the key factors affecting the development of modern volunteerism in Russia, including the development of its selected areas, is the state support of volunteerism at the federal level. At the federal level, several initiatives are being implemented to involve citizens in the volunteer activities provided by NGOs. Noteworthy among these are programs for the preparation and training of volunteers for participation in major international projects (e.g., Universiade, Olympic and Paralympic Games, Football World Cup) and at interregional and regional volunteer centers as well as volunteer centers in educational institutions.

The 2013 Universiade held in the Republic of Tatarstan was the first experience of building a volunteer infrastructure in Russia. In a sense, it was an experiment at the republican level to prepare for the 2014 Sochi Winter Olympic Games. The 2014 Olympic Games were the most large-scale example of building a volunteer infrastructure in Russia. For seven years of preparing for the Games, a program for working with volunteers of Sochi 2014 was created and developed. The infrastructure of the Olympic volunteer movement consists of systems supporting the functioning of the institute. The main infrastructure of Olympic volunteerism in Russia has been the Volunteer Training Centers, on the basis of which the selection and training of volunteers took place.

17.4.2 Intersectoral Interaction as a Resource for the Development of Volunteerism

Volunteerism today is formed not only under the influence of state support but also in the process of a wide range of interactions of volunteer organizations with other social relations. Factors for the development of volunteerism can be considered through the prism of the theory of intersectoral interaction. Intersectoral interaction is a process of constructive interaction between three sectors: state structures, commercial enterprises, and nonprofit organizations operating in the public arena of the country (oblast, city, or other territory). The participation of each actor in such interactions can be considered as a resource for development. Interaction of volunteering with institutional actors of other sectors – public and educational institutions, commercial, and nonprofit organizations – contributes to its development, bringing social effects to other participants of the intersectoral partnership. Below we will consider the role in the development of volunteerism and motivation for participation in the intersectoral interaction of each of the actors – the institutional partners of volunteering.

17.4.2.1 Governmental Organizations

The government is the key player/actor of institutional regulation of volunteering (Kuzminchuk 2016). In addition, the social policy of the country, providing support, interaction, and stability, has a huge impact on volunteerism (Yudina and Grigorashenko-Alieva 2012). With the support of volunteerism, the state achieves positive results on several points. First, it involves broad masses of the population in solving social problems and obtaining new ways of solving problems; second, it aids formation of programs for working with young people; third, it contributes to the development of civil practices and the entire civil society in the country through building channels of communication between the local community and the authorities.

Interaction between the state and volunteers in the sphere of rendering social services can develop according to several scenarios. French researchers, for example, identified four models: a classic volunteer movement (the society organizes volunteer activities on its own, and the state and the final recipients of services are not practically involved in their design or provision), direct state support of volunteers (i.e., the state provides them with direct support in the form of grants, transfer of equipment, premises, and so on), self-organization of service recipients (consumers of public services help themselves, and the contribution of society and the state is minimal or nonexistent), and joint production (active participation in the design and/or provision of services to consumers and their close associates, volunteers, and professionals from the state; Löffler et al. 2008).

In Russia, volunteer activity is carried out with direct state support, and the state makes significant efforts to develop volunteerism at various levels (where attempts are made to build a single regulatory field for regulating volunteer activities, e.g., the federal law on volunteerism, an organizational resource center for the development, and support of a volunteer Association of Volunteer Centers).

17.4.2.2 Educational Institutions

Any person can become a volunteer, regardless of his/her previous experience and available skills and abilities. The process of training potential volunteers and/or training qualified volunteers and their preliminary adaptation to the conditions for further volunteer work can be seen as an investment in the sustainable functioning of nonprofit organizations. Manetti et al. (2015) analyzed the rationality of the training process for volunteers. The training of volunteers can be seen as an investment in volunteer organizations and an investment in the benefits of users of their services, for the benefit of volunteers and society as a whole. The data obtained by the researchers showed that the training courses lead to a positive impact on the acquisition of new skills by volunteers, the formation of social relations between volunteers, and an increase in personal satisfaction in the work of volunteers.

There may be positive effects within educational institutions if students studying in basic educational programs are involved in volunteer activities. According to some Russian studies, volunteer work encourages the practical application of theo-

retical knowledge gained in the course of studies and develops the ability to listen and hear, watch and see, direct and obey, make decisions, and bear responsibility for these (Kuzmenko and Barkunova 2012). Educational institutions benefit if they become bases for the organization of volunteer centers. Volunteer centers at educational institutions get the opportunity to attract students to projects, and students, therefore, have the opportunity to be included in their professional activities during training, through participation in volunteer projects.

17.4.2.3 Commercial Organizations

In the process of training volunteers, as well as in the organization of certain areas of voluntary work, commercial organizations often take part. Bringing benefits to volunteers and the volunteer movement as a whole, commercial organizations have their own motives for participating in the intersectoral partnership. For example, in sponsoring the 2014 Sochi Winter Olympic and Paralympic Games, companies that provided assistance to volunteers received an additional opportunity to advertise their goods and services in the form of providing their products to volunteers for their subsequent distribution to visitors of competitions or by placing their trademarks directly on Olympic facilities and souvenirs, also distributed by volunteers. A special benefit for commercial organizations is the system of services that provide the work of volunteers, so participating in the provision of volunteers makes it possible to become an official sponsor of major sporting events and thus receive a special status that is conducive to the formation of a positive reputation of the company. Thus, the sports, including especially Olympic volunteerism, is an opportunity for intersectoral interaction and can lead to the development of partnership relations between representatives of different organizations belonging to different sectors of the economy, which can provide development opportunities for each actor separately.

17.5 Conclusion

Olympic volunteers must follow the rules of mega-events, which may affect their work as volunteers. The social practices of Olympic volunteers are motivated by their goals. Volunteer settings seem to be the main factor in differentiating the roles of volunteers in the structure of event. In modern conditions, volunteerism in Russia is institutionalized, which contributes to the creation of a network structure at the formal and informal levels (Pevnaya 2013). Olympic volunteers now have behavioral patterns, social statuses, ideology, and a system of incentives and sanctions, and they can have their own ideology, values, and symbols. The Volunteer Movement can become a kind of model both for the development of volunteerism in Russia and the creation of sports volunteers and for the organizers of mega-events. Within five years, Russia will host a number of major sporting events, and trained

volunteers will contribute at the highest level. Volunteer participation in large-scale events is an important research topic in Russia. Of significance is the study of volunteers in the post-Olympic years to reveal their memories of the Games and the evaluation of their experience of volunteer work.

References

- Chen, Y., & Dai, J. (2006). On the training of volunteers for market-oriented major sports events. *Sport Science Research*, 27(3), 23.
- FIFA. (1994). Preparation of volunteers of the World Cup 2018, from <http://ru.fifa.com/worldcup/organisation/volunteers/faq/index.html>. Accessed 14.05.2018.
- Gerasimova, V. D., & Kuzmenko, I. V. (2013). Волонтерство как фактор развития социальной компетенции студентов вуза [Volunteering as a factor in the development of the social competence of university students. The successes of modern natural science]. (10).
- IOC. (2018). Olympics – Olympic games, medals, results, news. From <http://vol.sochi2014.com/>. Accessed 14.05.2018.
- Kudrinskaya, L. A. (2006). Добровольческий труд: сущность, функции, специфика [Voluntary work: Essence, functions, specific]. *Sociological Research*, 5, 15–22.
- Kuzmenko, I. V., & Barkunova, O. V. (2012). Добровольческая деятельность молодежи как технология сетевого взаимодействия [Volunteer activity of youth as a technology of network interaction]. *Bulletin of the Tomsk State Pedagogical University*, 8, 88–91.
- Kuzminchuk, A. A. (2016). *Институциональное регулирование волонтеров как социальной общности [Institutional regulation of volunteers as a social community]*. Диссертация на соискание ученой степени кандидата социологических наук [Thesis for the degree of Candidate of Sociological Sciences]. Tyumen.
- Löffler, E., Parrado, S., Bovaird, T., & Van Ryzin, G. (2008). If you want to go fast, walk alone. If you want to go far, walk together. Citizens and the co-production of public services. *Report to the EU Presidency*. Paris: Ministry of Finance, Budget and Public Services.
- Manetti, G., Bellucci, M., Como, E., & Bagnoli, L. (2015). Investing in volunteering: measuring social returns of volunteer recruitment, training and management. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 26(5), 2104–2129.
- Mersiyanova, I. V. (2017). Волонтерство и участие россиян в деятельности НКО и гражданских инициативах [Volunteering and participation of Russians in the activities of NGOs and civil initiatives]. From <https://grans.hse.ru/data/2017/04/07/1168282450/%D0%9C%D0%B5%D1%80%D1%81%D0%B8%D1%8F%D0%BD%D0%BE%D0%B2%D0%B0%2006.04.2017%20%D0%BD%D0%B0%20%D1%81%D0%B0%D0%B9%D1%82.pdf>. Accessed 14.05.2018.
- Moreno, A. B., Moragas, M., & Paniagua, R. (1999). *The evolution of volunteers at the Olympic Games Symposium on volunteers, Global Society and the Olympic Movement* (pp. 24–26). Lausanne.
- Pevnaya, M. V. (2013). Волонтерство как социологическая проблема [Volunteering as a sociological problem]. *Sociological Research*, 2, 110–119.
- Pevnaya, M. V. (2016). Управление российским волонтерством: сущность и противоречия [Management of Russian volunteerism: essence and contradictions]. *Sociological Research*, 12, 69–77.
- President of Russia. (2014). Встреча с волонтерами Олимпиады-2014 [Meeting with the volunteers of the 2014 Olympics]. From <http://kremlin.ru/events/president/news/20076>. Accessed 14.05.2018.

- Tatarco, A. N. (2014). Социально-психологический капитал личности в поликультурном обществе: структура и динамика [Socio-psychological capital of a person in a multicultural society: structure and dynamics]. *Social Sciences and the Present*, 1, 50–64.
- The Olympic Studies Centre. (2016). Official report Sochi 2014, Organization committee of The 22nd Olympic Winter Games and The XI Paralympic Winter Games 2014 in Sochi. From https://library.olympic.org/Default/doc/SYRACUSE/76792/sochi-2014-official-report-sotchi-2014-rapport-officiel-the-organizing-committee-of-the-xxii-olympic?_lg=en-GB#_ga=2.112204864.517214215.1526377964-813306620.1524478192. Accessed 14.05.2018.
- Volunteering and participation of Russians in the activities of NGOs and civil initiatives. *Presentation of the results of the All-Russian study*. From <https://grans.hse.ru/data/2017/04/07/1168282450/%D0%9C%D0%B5%D1%80%D1%81%D0%B8%D1%8F%D0%BD%D0%BE%D0%B2%D0%B0%2006.04.2017%20%D0%BD%D0%B0%20%D1%81%D0%B0%D0%B9%D1%82.pdf>. Accessed 14.05.2018.
- Yakobson, L. I. (2010). Потенциал и пути развития филантропии в России [Potential and ways of developing philanthropy in Russia]. In I. V. V. Mersyanova (Ed.), Publishing house of the State University – Higher School of Economics, 419
- Yudina, T. A., & Grigoraschenko-Alieva, N. M. (2012). Организация волонтерского движения в молодежной среде (социальный аспект) [Organization of volunteer movement in the youth environment (social aspect)]. *Sochi Journal of Economy*, 3, 199–202.