



International Association for Volunteer Effort

Corporate Volunteering in Russia

“Where corporate volunteering is in Russia today is not where it will be a year from now or a decade from now. With growing expectations from their employees, with support from the emerging volunteer infrastructure and with determined internal leadership, Russian companies have the potential to steadily increase the quantity, the quality and the impact of their volunteer efforts.”

Corporate Volunteering in Russia

Irina Krasnopolskaya, The Centre for Study of Civil Society and Non-Profit Sector of the National Research University Higher School of Economics (HSE), served as the leading researcher of the Corporate Volunteering study in Russia and authored the final report published by HSE in Russian in 2013.

Kenn Allen, Ed.D, Senior Consultant to IAVE, assisted in editing this version, published by IAVE in English.

This publication meets The Centre for Study of Civil Society and Non-Profit Sector strategy to investigate and develop instruments for civil society institutions and infrastructure development. The Centre works at theoretical and empirical studies of Russian civil society. Practices of civil engagement, especially volunteering and monetary donations, are one of the major research directions of the Centre within the framework of monitoring Russian civil society carried out by HSE since 2006. The Centre's study of corporate volunteering relates to broader issues of the volunteering infrastructure in Russia and the role of non-profit organizations to support the voluntary engagement of the population.

This publication is part of IAVE's global strategy to promote, strengthen and celebrate corporate volunteering – through knowledge development, network development, convening and advocacy for volunteering. IAVE's programs related to corporate volunteering include the Global Corporate Volunteer Council, the Global Corporate Volunteering Research Project and the Global Corporate Volunteering Awards. IAVE convenes the biennial World Volunteer Conference and biennial regional conferences. For more information, please visit www.iave.org.



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We gratefully acknowledge the companies that have given permission to use photos of their volunteer activities:

Citibank – pages 3, 6 (left column) and 9 (right column)

Intel – pages 4, 5 and 6 (right column)

Katren – pages 1, 9 (left column) and 11



Preface

In October 2011, the Centre for Study of Civil Society and Non-Profit Sector of the National Research University Higher School of Economics and IAVE – The International Association for Volunteer Effort agreed to cooperate on a study of corporate volunteering in Russia.

Led by Irina Krasnopolskaya from HSE, the research was designed to build not only an understanding of the institutional dynamics of corporate volunteering but also insight into the volunteers themselves.

The results demonstrate that the workplace can be a conducive, safe environment within which workers can express their willingness, as private citizens, to help people in need and to address pressing human, social and environmental problems through volunteering and giving. Those who volunteer through their workplace are more actively involved generally in civil society – both as volunteers and in giving cash donations – than their colleagues who do not volunteer and than the general population.

When put in the context of the overall development of volunteering in Russia, companies are beginning to fulfill functions that parallel those of the emerging nationwide infrastructure to promote and support volunteering.

The study in many aspects paralleled IAVE's landmark global research on corporate volunteering. IAVE's work provided an international context for HSE's research and a basis for comparing corporate volunteering in Russia with practices throughout the world.

Corporate volunteering is in its early stages of development in Russia but already is being recognized as an integral part of broader commitment to corporate social responsibility, by Russian companies as well as by branches of international companies. It thus aligns with the traditional rationale that, globally, undergirds corporate volunteering – it is good for the community, good for the employees, good for the company.

Much remains to be done, both inside companies and in the community, for corporate volunteering to have significant, sustained impact in Russia. The seeds have been planted and now must be nurtured by those companies and NGOs willing to step forward as leaders to create an environment that calls all companies to participate and to develop the infrastructure to support their involvement.

We believe this research will support that development. But, as importantly, we believe that this report will help global companies now operating in or planning to operate in Russia to understand better the context for corporate volunteering. We hope it will encourage them to invest in volunteering in Russia in the same ways they do throughout their global systems.

We are very pleased to have been able to work together on this project and now to present this report of our findings.



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About the Research

At the heart of this project is comprehensive sociological research conducted in Russia by The Centre for Study of Civil Society and Non-Profit Sector as part of the Basic Research Program at the National Research University Higher School of Economics (HSE).

Using the methodology that parallels that of IAVE's Global Corporate Volunteering Research Project, the research sample includes three groups of organizations that conduct employee volunteer programs:

- international companies operating in and/or with offices in the Russian Federation;
- Russian companies operating and having employees domestically and abroad; and,
- local Russian companies.

Participating companies come from three broad business groupings: raw materials, oil, mining, etc.; manufacturing and services. Data was collected in seven Russian regions in central, southern and northern parts of the country (Moscow, Saint-Petersburg, Kemerovo, Tyumen, Sverdlovsk, Nizhny Novgorod and Novosibirsk regions). The research included:

- 76 in-depth interviews, including 40 interviews with representatives of corporations;
- 16 interviews with NGO leaders;
- 20 in-depth interviews with employees of companies/corporate donors that are taking part or not involved in corporate volunteering; and,
- 800 formal interviews with employees of companies that are taking/not taking part in corporate volunteering programs.

Data collection was carried out by researchers of the Centre and by LLC "MarketUp". Data collection was done from December 2011 to March 2012. Analysis of the data was done by the Centre.

Previous research on corporate volunteering in Russia has given little attention to the employees who volunteer. Thus it was a clear goal of this project to focus on them as a special group of citizens, building an understanding of who they are, why they volunteer, what benefits they perceive from their involvement, and how their overall participation in civil society activities compares with that of their workplace

colleagues who do not volunteer and that of the general population.

Some of the companies that participated in the research are Intel, IBM, Microsoft, Motorola, UPS, Aviva, Alcoa Inc., Exxon Mobil Russia Inc., DHL, HSBC, Amway, Alfa-bank, City Bank, KPMG, Samsung, VTB24, MTS, Katren, Kraft Foods, Lukoil, Rusal, Rosno, Transaero, Uralsib, and Russian Railway.

The Context for Corporate Volunteering in Russia

Corporate volunteering in Russia is still in its early days. Although there are examples of companies with volunteer efforts dating back ten years, the field has only recently begun to emerge in a more systematic and organized way. As is true throughout the world, it has been shaped by the environment in which it is occurring.

First, free enterprise and a sense of corporate social responsibility have emerged only relatively recently in Russia. In the relatively drawn-out post-Soviet period, the role and contribution of commercial enterprises in tackling social issues was limited to financial donations. Gradually, companies developed corporate social responsibility programs, and the consequences of the 2008 financial crisis made it necessary to search for new mechanisms to implement them, increase companies' contribution to the welfare of society and make their social activities more effective. This also helped improve the competitive position of companies on both the consumer and labor markets – the search for additional competitive advantages for employees. Corporate volunteering now is generally seen as an appropriate part of a CSR strategy. In fact, for some companies surveyed, it is considered the most progressive way to make real their CSR commitment.

Second, in Russian society, volunteering is not a social or cultural norm or a widely duplicated practice. The culture of volunteering differs significantly from that in European and American countries and is much less



developed. Being a volunteer is not a competitive advantage in any sphere, including the labor market.

The majority of Russians prefer volunteer activity that is not organized or institutionally framed, undertaken on people's own initiative, unrelated to the activity of any organization (13% of Russians). According to one study of how people volunteer 4% of respondents volunteer through the workplace, 3% - through their own communities and 2% volunteer with group initiatives and movements.

For most volunteers in Russia, volunteering is highly personal. Corporate volunteering then is seen as a personal activity in a conducive environment created by the company.

Third, as has been the case in many countries, the pioneers and the leaders of corporate volunteering are international companies with branches in Russia. They are responding to expectations of their home offices and modeling their efforts on what the company does elsewhere, thus often bringing global models into Russia.



“Home grown” models are slowly emerging but, as yet, are not significantly imitating those of the international companies. As discussed below, there are significant differences between the practices of Russian companies and those of international companies.

Against that background, then, the research resulted in five major conclusions:

1. Corporate volunteering in Russia is in a relatively early stage of development.
2. The workplace is the most popular organized channel for individual volunteering.
3. Employees who volunteer through their workplace appear to be more likely to be involved in other volunteering and civil society participation than those who do not participate in corporate volunteering.
4. The groundwork is being laid for growth and greater impact.

5. Corporate volunteering can form a significant, highly beneficial part of the overall infrastructure being built to promote and strengthen volunteering in Russia.

Each of these conclusions is discussed below.

Corporate volunteering in Russia is in a relatively early stage of development.

It is important to state that this is a statement of current reality, not a criticism, and a recognition that in virtually every country, corporate volunteering has evolved over time. The critical difference among countries is not the need for a developmental process. Rather, it is how rapidly that development occurs.

Four factors contribute to this conclusion:

1. The characteristics of corporate volunteering in Russia;
2. The extent and nature of volunteer-focused partnerships between companies and NGOs;
3. A comparison of the Russian reality and international practices; and,
4. The infrastructure supporting corporate volunteering.

The Characteristics of Corporate Volunteering in Russia. Based on examination of the nature, scope, organization and management of volunteering in 24 domestic companies, here are key characteristics that emerged.

- The activity of volunteers is generally not very well organized and not very strictly regulated.
- There is little variety in the areas in which people help. It is predominantly direct assistance to children in need and environmental protection. There is virtually no work toward preventing social problems, such as in the sphere of education or job placement among young people.
- Corporate volunteering programs at domestic companies are mostly “monosyllabic.” Employees’ activity is singular, rather simply organized and focused on observable or measurable goals. The content is lacking, which makes the work of volunteers less effective. For example, along with giving presents to children at orphanages, employees could work as individual mentors to the kids. Direct interaction



with adults and social adaptation, including professionally oriented, could have a more significant positive effect for the child. Initiative programs are largely at the initiative on the employees.

- There is little overall involvement in the process and idea of corporate volunteering among employees.
- There is development of regional initiatives, often with decentralized management but with sole vision of corporate volunteering for the whole company.
- There is a general openness to and involvement of new groups of volunteers, their family members, etc., in corporate volunteering. But still this practice is not widespread.

Corporate volunteering increasingly is been used to develop professional and personal skills and qualities, including leadership, of employees.

It is important to emphasize that providing social aid in corporate volunteering programs is not ineffective or obsolete. The number of corporate volunteering programs, even outside of international companies, aimed at tackling social issues, including targeted assistance, is certainly vast.

Existing programs can be evaluated positively in terms of their coverage, the involvement of employees, and the amount of funds collected. But the understanding of corporate volunteering as the “inspiring practices” is still not widespread. Local Russian corporations implement very few complex social programs that involve systemic and long-term work that could lead to real social change among small groups of beneficiaries. Corporations prefer large-scaled, short-term volunteering events, events which involve great number of employees and do not demand scrupulous preparation. It is these “inspirational” practices that differentiate the international leaders in corporate volunteering from local Russian companies.

Partnerships Between Companies and NGOs.

Globally, NGOs have become essential partners for corporate volunteering because they bring expertise about social needs, management skill to effectively engage corporate volunteers and, often, proven metrics to help assess the impact of the volunteers.

In Russia, by contrast, companies prefer to implement their own corporate volunteering program, not to work in close, mutually beneficial partnerships with NGOs. This is especially true for repeated projects,

when corporations become familiar with beneficiaries and organizational procedures and do not need services of NGOs.

Overall, both companies and their employees, as much as population in general, appear to have a low level of trust in NGOs. Indeed, as discussed below, employees who volunteer prefer to do so through corporate programs than any other mode.

At the same time, NGOs feel that companies are less interested in offering meaningful help than they are in addressing their own needs. There is less focus on the needs of the beneficiaries, whether that is the organizational priorities of NGOs or the personal needs of the ultimate beneficiaries.

Representatives of NGOs that implement corporate volunteering programs spoke about their need to invest time and energy to turn employees from companies into “real” volunteers, involving them in the range of issues that the NGO is addressing and teaching them how to be of maximum value. Thus, many NGOs only agree to take part in the “charity programs” of companies that are regular partners and support the NGO by other means, including financial support.

NGOs also are frustrated with the lack of evolution they perceive in corporate volunteer efforts. They believe there is a crisis of ideas and an unwillingness to invest in new ideas and approaches to expand and strengthen the involvement of company volunteers. They believe that people are tired of raking leaves and painting fences but still are not offered a big range of possible ways of volunteering. Corporations accelerated willingness to broaden the variety of volunteering campaigns but only few really succeeded in it. Rather often, corporate volunteering “campaigns” are not well organized and end up being a formality or simply an entertaining event for employees, wasting the volunteers’ efforts and resulting in little meaningful impact.

The Russian Reality and International Practices.

The results of our research also allow us to highlight the main differences between Russian corporate





volunteering and international practices.

- There is not enough preliminary analysis of social issues. Corporate volunteering activities are fragmented, not comprehensive. In practice, when planning corporate volunteering events, the desired social effect is not considered.
- Corporate volunteering is not often in line with the company's ideology or culture. It is usually composed of single events that are disconnected from one another, lack an organizing principle and do not contribute to a single goal. There are few "personalized projects" designed to meet specific needs or "characteristic partnerships." Consequently, the use of corporate volunteers and the level of knowledge about companies are inefficient.
- Demand for new ways to implement charity work is low among commercial enterprises, except for a few corporations. Only a few NGOs offer new, non-standard ways to attract employees to volunteering with them. Developing new forms is not important to most companies due to a lack of internal demand from managers and the employees themselves.
- Implementation is usually local. There are only a small number of interregional or global comprehensive programs with a shared goal.
- There is much less diversity in programs and areas of volunteering: ecological, social justice, educational issues, job placement, etc.
- There is little diversity in how corporate volunteering is implemented. Practices that are increasingly common elsewhere – skills-based volunteering; cross-border volunteering, individual volunteering, mentoring programs, micro-volunteering, online volunteering – are not significantly present in Russia.
- The majority of corporate volunteering programs are not "inspirational". There are almost no programs that have a local but comprehensive social effect. For example, there are no social rehabilitation, professional orientation or job placement programs for children that are in institutional homes.

The Infrastructure Supporting Corporate Volunteering.

Compared with countries in which corporate volunteering is significantly more highly developed, Russia has virtually no stable infrastructure to promote, support and strengthen corporate volunteering. For example:

- there is no single national leadership organization for volunteering that has as one of its highest priorities the promotion of corporate volunteering;
- there are no local, regional or national mechanisms to regularly bring companies together to learn from and support one another, structures typically called "corporate volunteer councils" in other countries, thus reducing the exchange of practice and innovations and the development of common solutions for shared problems;
- knowledge development about corporate volunteering is in its earliest stages;
- local and regional volunteer centers generally do not have enough knowledge, skills and resources to act as consultants and trainers for either companies that need assistance or NGOs seeking to build their capacity to work in effective partnership with companies.

The absence of sustained mechanisms for convening, sharing and learning means that those people responsible for their company's volunteer efforts will remain isolated without opportunity to build their own knowledge through interaction with peers and exposure to new knowledge

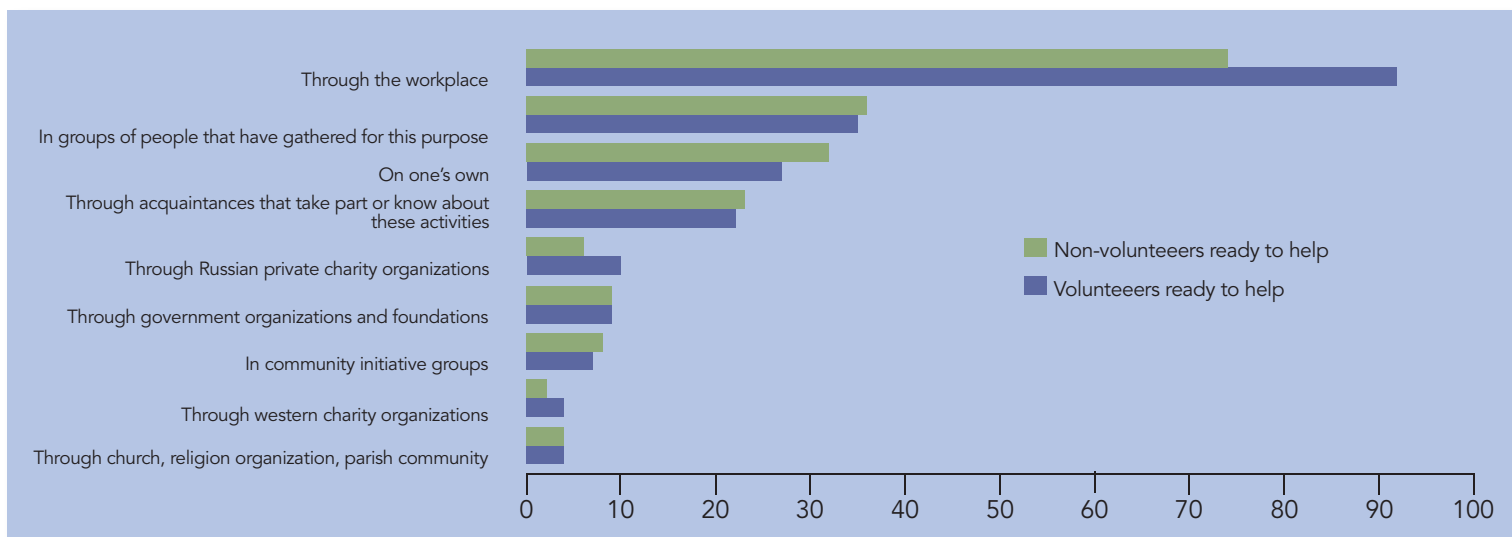


and practice. Meanwhile there are number of conferences for corporations and third sector representatives where volunteering is discussed.

The workplace is the most popular organized channel for individual volunteering.

Companies are perceived as offering more comfortable conditions for implementing charity, providing assistance and guaranteeing that the help is given where it is needed. This is reflected in the strong





preference to volunteer through the workplace among both those who now volunteer and those who do not. Nearly all volunteers being questioned, 92%, said they would like to help people through the workplace versus 74% of non-volunteers.

There is considerable overlap in what employees consider the most attractive charity activities and those that are available at their companies. On the one hand, this might show that a balance has been reached between employee demand and the means provided by the company. In other words, employees are satisfied with the events currently offered. About 90% of company representatives believe that most employees are satisfied with their companies' participation in corporate volunteering events.

On the other hand, the congruence may point to a reproduction of the simple forms of corporate volunteering – activities are repeated in simple forms and the high level of satisfaction does not incentivize participants on either side to update the format. In this study, the issue of corporate volunteering in its current format being outdated was raised by NGO representatives and some corporate representatives. Compared with international experience, domestic corporate volunteering seems to be a simplified version.

The same preference for acting through the workplace is true when employees wish to make cash donations in response to requests made in the workplace. Those who have taken part in corporate volunteering are more likely to donate than non-volunteers.

The amount of money given also differs by group with volunteers donating twice as much as non-volunteers on average. In most cases, donations came in the

Fig.1. Predicted channels of help. When volunteer activity is organized in the workplace, there is more trust in the beneficiary – in comparison with a low level of trust in NGOs or charitable organizations. This is an interesting phenomenon in which the employee volunteer has more confidence in the ability and integrity of a commercial organization than an NGO. The presumed levels of trust may be naturally higher for the “known,” one’s employer, than for the “unknown,” an NGO, no matter what the actual performance of either.

form of personal handouts (44% of volunteers), collections at the office (35%), collection boxes (25%). This differs from the practices of charitable donations among population in general. Russians prefer form of personal handouts (54%), through collection boxes (11%) and through a workplace (5%).

For both volunteers and non-volunteers, the easiest and most reliable way to donate money was through the workplace (50% of those surveyed). Less than 10% of respondents consider other forms of donations – one-off or regular deductions from one’s salary; via mobile phone; direct payment through a charity website, NGO or foundation; collections organized in one’s community – as reliable.

Employees who volunteer through their workplace have a higher level of involvement in other volunteering and civil society participation than those who do not participate in corporate volunteering.

Both corporate volunteers and non-corporate volunteers participate in their communities outside the workplace but there are differences in what they do,



	Volunteers			Non-volunteers		
	How have donated	Which is more convenient	Which is trusted more	How have donated	Which is more convenient	Which is trusted more
Personal handout	44	16	15	37	15	13
Workplace	35	50	49	12	38	39
Collection Boxes	25	18	14	31	15	12
Personal cash help to the one in need, excluding personal	21	20	22	9	17	19
Mobile phone (SMS)	8	7	6	7	10	8
Price of study	6	12	12	11	15	16
Collection of money be friends	6	8	8	3	10	13

Table 1. Current and preferable channels of cash donation

how often and for how much total time.

But, the results of our study strongly show that corporate volunteers are **more active** in charity work in the communities in which they live than their non-volunteering colleagues.

More than half of the former group (54% of volunteers) helped out in their community, versus just over a third of the latter group (37% of non-volunteers).

The forms of charity work often overlap between volunteers and non-volunteers. Both groups most frequently participate in collecting money, donations and organizing some type of social support (66% and 56% respectively). One-third of the corporate volunteer group and half of the non-volunteers have helped with housework or provided personal services to those who needed it, while one fifth have helped with paper work (21% and 26%, respectively).

Active volunteers (those who answered that they volunteer “very often, many times”) more frequently than less active volunteers participated in such charity work as helping collect money, making donations, organizing social aid (74%), helping with housework or providing personal services (46%), clerical and office paper work (32%).

Meanwhile, those new to volunteering, who have participated just once, were more likely than others to help out at orphanages or donate money.

The choice of activities organized by the members of the communities themselves is the same for both

groups. Most respondents took part in **subbotniks** (from the Russian word for Saturday, which involve doing community service on the weekend, usually some kind of cleanup in the neighborhood), with a respective 33% and 23% mentioning this activity. Both groups also noted (in descending order of popularity) tenant meetings; protests; rallies; pickets; planting trees and other plants.

The fact that most volunteers and non-volunteers most often participate in “traditional” activities in their community points to a kind of inertia in volunteer behavior. This

is simple in terms of organization,

does not require a lot of resources, and produces a directly observable result.

Time spent on charity work varies based on whether or not the person has taken part in corporate volunteering. Volunteers on average spent more than an hour more on charity work over the last month than non-volunteers (roughly nine hours and eight hours, respectively). However, volunteers were less likely to have done charity work in the last month than non-volunteers (51% and 68%, respectively). Volunteers less frequently took part in this behavior, but they spent more time in total doing it. That said, most volunteers believe that they do not spend that much time doing charity work.

Willingness to help strangers is considered an important indicator of the state and potential of civil society. This is noticeably higher among those who have experience with corporate volunteering than among those who do not – 33% of corporate volunteers are willing to help strangers with their problems by donating money, clothes or their time, versus 5% of non-volunteers. One fourth of non-volunteers say they are not willing to help in the future, compared with just 5% of volunteers. Around half of non-volunteers said they were likely to help in the future (45%).

Volunteers and non-volunteers that said they would help strangers most often said that they would donate goods, give physical assistance and help with daily activities, or give money. The results indicate a decent variety of possible types of help, employees saying that would also donate blood, provide professional



services, help with groceries, etc. Monetary aid is not the most popular choice, having been selected by fewer respondents than donation of goods or physical assistance. This indicates that employees of commercial organizations are willing to spend their time, effort and professional competencies on charity, instead of just giving money.

As noted above, corporate volunteers are more likely to make cash contributions than their non-volunteer colleagues. For example, over the last two to three years, 82% of volunteers gave money to a stranger in need (including to beggars), while only half of non-volunteers did so.

Life satisfaction. Compared with employees who do not participate in corporate volunteering events, employee volunteers indicated that they are more satisfied with their lives overall, with their families, work, and relationships with colleagues and friends. Corporate volunteers more frequently said that they are happy with their lives, proved at a level of

statistical significance.

There was a more significant difference between volunteers and non-volunteers in their assessment of their work and work relationships. Volunteers also reported a higher level of satisfaction in their work and relationships with

colleagues and friends compared with non-volunteers. Volunteers reported being satisfied with their lives more than non-volunteers, 31% of the former saying that they are definitely satisfied, versus 23% of non-volunteers. Moreover, the level of satisfaction with life among the population is lower than the same index among corporate volunteers.

To summarize: people who volunteer through their workplace are more likely than their employee colleagues who do not volunteer through the workplace to:

- volunteer in the community in ways other than through the workplace;
- make cash contributions;
- be willing to help strangers;

- have higher degrees of satisfaction with their lives and work.

There is no direct cause and effect demonstrated here. At best, it might be demonstrated that it is their involvement as corporate volunteers that lead to development of these characteristics. Conversely, it may be that those people who have these characteristics are more likely to volunteer through the workplace as well as in other ways.



The groundwork is being laid for growth and greater impact.

While widespread domestic-based corporate volunteering is relatively new in Russia, there are hopeful signs that indicate the potential for growth and greater impact:

- the willingness of more employees to volunteer;
- the willingness of current corporate volunteers to take a more active role; and,
- employees are helping to build the case for the benefits of their participation to their employers.

The potential for growing participation in corporate volunteering is high. Almost all employee volunteers want to continue to take part through the workplace (91%). One in every three respondents said that they were certainly willing to participate in such activities, and just 4% said there were not interested.

Among employees that had not done any corporate volunteering, there is also decent potential for participation in the future – half of non-volunteers said they would not rule out participating in corporate volunteering in the future. Meanwhile, 13% of respondents were absolutely positive that they would volunteer.

An analysis of those who are and are not willing to take part in corporate volunteering shows a number of dependencies. The group that is willing to participate includes more men; people younger than 25; people with a higher education (or unfinished higher education); specialists; unmarried people; and people



without children. Differences in life values between the two groups are also telling:

Those willing to volunteer through the workplace valued family, health, participating in their favorite activity, career and freedom more.

Those not willing to volunteer were more likely, albeit insignificantly, to value promotions, wealth and power.

There is potential for deeper, more substantive involvement. In most areas of charity work, volunteers want to take a more active role than they now do.

These areas are also attractive for employees who do not currently take part in corporate volunteering. When asked what types of corporate volunteering they would be willing to take part in, most chose the following: support to mothers, children and families with children (27%); support for veterans (23%); and environmental protection (20%). This is more or less in line with the corporate volunteering programs that are currently offered and employee volunteers' wishes.

Employees are helping to build the case for the benefits of their participation to their employers.

A primary reason for companies to support corporate volunteering is that it is an asset to help them achieve business goals, particularly in the area of employee engagement.

Most respondents believe that volunteers use the skills and knowledge that they pick up through volunteering in their professional activities. These qualities are primarily leadership, organization and communication. Employees make new contacts that can be used in their professional lives. Socializing with the beneficiaries allows volunteers to better understand various types of business clients and modify their technology and products with this experience in mind. These are mainly human skills, characteristics of value, which are necessary in the professional world.

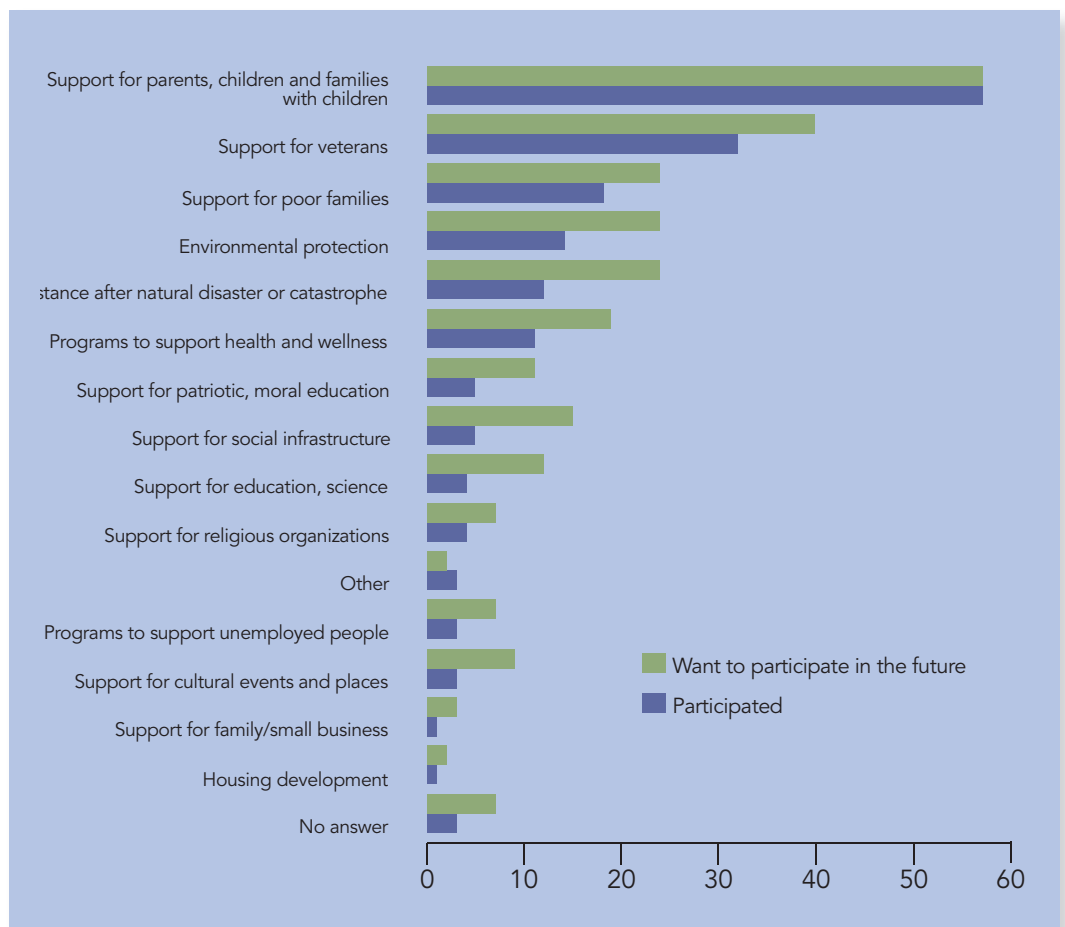


Fig. 2. Current and desired areas of help.

Corporate volunteering can form a significant, highly beneficial part of the overall infrastructure being built to promote and strengthen volunteering in Russia.

A strong infrastructure to support volunteering is a key characteristic of countries in which volunteering is a visible, valued and sustained part of the society,

That infrastructure, in its broadest sense, includes all of the institutions of society – government, business, education, religion, NGOs – that can help create an environment that values volunteering and set the expectation that people will volunteer.

The volunteering infrastructure performs a social duty – it creates and reproduces the conditions to stimulate and engage people and involve them in charitable activities, producing a positive image and public perception of volunteer work. Its goal is to provide a favorable environment to develop



volunteering, including the requisite legislation, tax incentives, organizational potential of NGOs and volunteer centers, and a system of accountability for organizations that develop and support volunteerism [Nonprofit Quarterly Study on Nonprofit and Philanthropic Infrastructure, Boston, USA, 2009: 11]. It thus includes stable, functioning centers of development and support of volunteering, professional coordinators of volunteer work, NGOs, educational organizations, mass-media who support volunteering development to that or another extent. Infrastructural functions make it possible to identify the needs of volunteers and volunteer organizations, and then offer support and help to them, including financing, and make recommendations to governing bodies and develop and use tools to promote volunteerism.

We highlight a number of functions of volunteering infrastructure [Nonprofit Quarterly Study on Nonprofit and Philanthropic Infrastructure, Boston, USA, 2009; Volunteering Infrastructure in Europe. European Volunteer Centre. 2012].

Motivation and mobilization, organizing citizens:

- identify the needs of volunteers and volunteer organizations;
- provide mobilization events – motivation and incentives for citizens to volunteer, self-organization in the local community, in the activities of nonprofit organizations.

Organization and support of social activity:

- provide support and help volunteers and organizations, including in putting together volunteer events, financial intermediation and funding; organization of volunteer events.

Education and socialization:

- train volunteers, provide psychological training;
- instill in citizens the values of solidarity and social activity, create social norms and the prerequisites for their legitimization.

Communication and network building:

- provide the organization with qualified staff to work with volunteers;
- conduct research and disseminate analyses, develop communications within and outside the sphere of volunteer activity;
- design and use tools to advance the sphere; network building and collaboration.
- In Russia, the infrastructure of volunteer work

is still far from reaching its logical and requisite development.

In Russian law, there are currently no unified definition for volunteer. In legislative acts two synonymous concepts are used. At the same time orientation for volunteering and civil society development are proclaimed in federal and regional socio-economic development strategies. Support of volunteering is also a priority direction of state youth policy and social policy.

At the federal level, there are initiatives to develop volunteering, for example, there are youth volunteer centers and federal programs to promote blood drives and a healthy lifestyle (e.g. "I am a Donor", "That's Healthy", the Sochi 2014 steering committee, and others). However, there is still a glaring lack of federal initiatives. For example, in the Russian education system, there is no built-in mechanism for creating and developing youth volunteerism.

In everyday life, Russians are more likely to see initiatives from NGOs, performing the infrastructure functions of developing and coordinating



charity events. This applies to various NGOs, community organizations, initiative groups and movements, as well as social services, state and municipal social welfare authorities, religious and congregational communities, church groups, and community foundations.

The biggest contribution to volunteering practice is the development of local and regional Volunteer Centers. Their goals are "support to the whole set of services for an effective organization of volunteering activity through consulting, education, information exchange, promotion, monitoring, recognition and encouragement of volunteering initiatives in society."

Volunteer Centers perform a number of infrastructure functions – training for managers and volunteers; organizing public information and education campaigns; creating data bases of volunteer opportunities; managing awards and recognition schemes for outstanding volunteers; managing large scale volunteer activities, such as "Easter Charity Week" in Moscow, All-Russian volunteering action



“The Spring Week of Good”, “Day of Youth’s Service”, “Day of Volunteers” and so on.

But Russia is only at the beginning of development of the needed infrastructure. Its absence is a major contributor to the low overall level of involvement in volunteering.

Corporate volunteering is part of that infrastructure and, as it evolves, will become increasingly important.

In fact, business acts as a form of Volunteer Centers. We briefly summarize the characteristics of implementing corporate volunteering at Russian companies that perform the function of a volunteering infrastructure.

Typically, it is the actions of the individual corporate volunteers that are considered the positive benefit to the community. But, as illustrated here, it also is the institutional actions of companies that make it a part of the overall nationwide infrastructure for volunteering.

In Conclusion

In 2012, IAVE – The International Association for Volunteer Effort published “Global Companies Volunteering Globally,” the final report of its landmark global research on corporate volunteering, the first of its kind ever done.

Among its conclusions were these:

- Corporate volunteering is a dynamic global force, driven by companies that want to make a significant difference to serious global and local problems.
- Volunteering being put to work by companies, in varying degrees, as a strategic asset to help achieve business goals.
- Partnerships with NGOs are an essential element of successful corporate volunteering.
- Emerging new forms of corporate volunteering – skills-based, online, cross-border and micro-volunteering – will increase impact and offer the opportunity to volunteer to even more workers.

All of these testify to the immense potential of corporate volunteering to:

- benefit the world – one person, one community, one country at a time;
- benefit those who volunteer by helping them lead more fulfilling, more productive, healthier

Organizing and motivating citizens to participate in volunteering activities	CV programs are organized events, usually professionally managed The concept of CV is often a part of the company’s corporate social strategy When planning and implementing CV events, NGOs are involved as professional partners and specialists in charity
Support for civil activity, including individual	CV involves active participation of ordinary employee volunteers in organizing events, implementing initiatives and making “bottom-up” proposals It encourages the development of individual volunteering via individual projects and work with NGOs, providing services pro bono, as well as individual volunteer activities at the person’s own initiative outside the workplace Organizing and holding CV events gets financial and moral support from the company
Education and socialization	Training is not systemic, it is more situational and rarely engages specialists from NGOs. At the corporate level, a favorable image of volunteerism is formed; it is often seen as prestigious among employees and encouraged by the senior management.
Communication and network building	The exchange of information among employees about CV is established. Informing participants about the results and quantitative indicators of specific CV events. Mostly one-sided – from the NGO – information exchange between NGOs and government institutions on CV issues.

Table 2. Main characteristics of organizing corporate volunteering activities.

- lives through their active commitment to others; and,
- benefit the companies themselves as they engage with the world beyond the scope of their business, build a stronger and more committed workplace and meet the expectations of their stakeholders that they
- will translate stated commitments to corporate social responsibility into sustained, high impact action.

Where corporate volunteering is in Russia today is not where it will be a year from now or a decade from now. With growing expectations from their employees, with support from the emerging volunteer infrastructure and with determined internal leadership, Russian companies have the potential to steadily increase the quantity, the quality and the impact of their volunteer efforts.

