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## MANAGEMENT OF SOCIAL WORK AT THE LEVEL OF THE TERRITORIAL COMMUNITY IN THE CONDITIONS OF WAR: THE REGIONAL PROFILE

**Statement of the problem in general terms.** The full-scale war against Ukraine that began in Russia entailed negative consequences in all spheres of Ukrainian society and affected the functioning of the field of social work and the provision of social services. The problematic range of activities of a social worker has expanded significantly due to: a decrease in the overall level of social and psychological well-being of the population; the spread of negative psycho-emotional states, anxiety, depressive, behavioural and stress disorders; a significant increase in internally displaced persons (IDPs) as a special category of persons who find themselves in difficult life circumstances; an increase in the number of children with traumatic experiences; increased risk of developing post-traumatic stress disorder (PTSD) among demobilized combatants (DCF). The system of providing social services itself has faced a number of challenges – uneven access of citizens to social services, lack of resources, the problem of low wages, low involvement of the non-state sector [10]. So, the war as a state of emergency affected the management and management of social work at all levels, but the changes, challenges and problems of social work management at the level of territorial communities acquired particular importance.

**Analysis of the latest research and publications.** Among domestic researchers studying the problem of the influence of negative psychosocial consequences of the war in Ukraine and psychosocial support for victims, the following should be noted: A. Golotenko, A. Dovgan, A. Evdokimova, Y. Korokhod, V. Lefterov, I. Nechitailo, M. Slyusarevsky, V. Tyurina, L. Solokhina, A. Umanets, S. Shostakovskaya, A. Chaban, A. Khaustova,

V. Yushchenko and others. The works of I. Bychuk, A. Kravchenko, A. Kolosok, M. Ladika, I. Sokolova, Z. Shaykhlislamov and others are devoted to the problem of providing social services and management of social work under martial law in Ukraine. But it should be noted that there is a lack of publications on the management of social work at the level of territorial communities in war conditions in a regional context (among the OTGs of front-line territories and OTGs remote from active combat operations).

**Statement of the objectives of the article.** The purpose of the study is to identify the challenges and problems of social work management in territorial communities at a regional level (among the OTGs of front-line territories and OTGs remote from active combat operations).

**Presentation of the main research material.** Social work management as an industry component of social management is determined by the structural and functional features and substantive tasks of social work itself, on the one hand, and the specifics of management activities and behaviours of social actors in the management of institutions for the provision of social services, on the other.

To determine the essential features of a social work management system, we will consider different approaches of domestic scientists who study management as one of the types of social management. For example, the procedural aspect is emphasized in their definition by N. Kolyada and N. Levchenko, noting that social work management is a process of planning, motivation and control necessary for formulating and achieving the goals of the organization for the provision of social services [4, p. 119]. M. Lek-

holetova also notes that social work management is a process aimed at planning and making optimal management decisions on social assistance and social protection of recipients of social services [6, p. 54]. And in A. Kozub's definition, social work management acts as a management activity based on the principles of market relations, scientific methodology and sustainable development (as the rational use of material, human and other resources) [2, p. 72]. Despite different scientific interpretations, social work management is a management activity aimed at improving the effectiveness of a social work system or institution at the macro, meso and micro levels. And as A. Kolosok and I. Bichuk note, «in a state of war, the management of social services is carried out with a strengthened vertical of power, however, management processes are provided not only by direct linear connections, but also by many functional ones, which is explained by the extreme complexity and volume of the social protection system and provision of social services in particular» [3, p. 98].

In conditions of martial law, social work management must become a flexible and adaptive management system. That is why the President of Ukraine on April 26, 2022 signed the Law of Ukraine «On Amendments to Certain Laws of Ukraine on the Provision of Social Services in the Event of a State of Emergency or Martial Law in Ukraine or Certain Its Localities», adopted by the Verkhovna Rada of Ukraine on April 14, 2022 [1].

Among such changes that directly affect the simplification and increase in the efficiency of the social work management system under martial law, the following should be highlighted:

1) the powers of regional, Kyiv city state administrations, executive bodies of rural, town, city councils are expanded by giving them the opportunity to determine the features of adoption decisions on the provision of social services;

2) it is determined that case management is not used to make a decision on the provision of social services – social services are provided on an emergency/crisis basis, and the right to make decisions on the provision of social services on an emergency/crisis basis (counselling, shelter, care, supported accommodation, short-term accommodation, in-kind assistance, transport services, etc.) are provided directly to social service providers, which will ensure immediate assistance to people;

3) it is established that all social services are provided free of charge to persons harmed by fire, natural disaster, catastrophe, hostilities, terrorist acts, armed conflict, temporary occupation;

4) social services provided to internally displaced persons under martial law are financed in the manner established by the Cabinet of Ministers of Ukraine;

5) the powers of military administrations are expanded in terms of managing providers of social

services and organizing the provision of social services by them [1; 9].

The implementation of the adopted law will ensure the operational management of the provision of social services to individuals/families affected by the introduction of a state of emergency or martial law on the territory of Ukraine in order to preserve their life and health. Also in August 2023, the order of the Ministry of Social Policy “On approval of the Procedure for determining the needs of the population of an administrative-territorial unit / territorial community for social services” came into force. It sets out the organization for determining the population's needs for social services during a state of martial law or a state of emergency, as well as during the transition period after its termination. The Procedure takes into account all changes adopted in previous regulations [10].

Particular attention under martial law requires the management of social work and social services in the territorial community, which requires maximum concentration of efforts in the most difficult psychological and financial conditions. In general, in the domestic scientific space, social work in society is defined as the level of social work at which the intervention activities of a social worker are carried out in order to solve social problems, meet needs, and develop society itself and its members [7; 8, p. 42].

As O. Kravchenko notes, “in the conditions of the crisis caused by the war, an important feature of social work in the community is the spontaneous combination of philanthropy of ordinary citizens as a moral obligation and the desire to do good with the professional activities of social workers” [5, p. 66]. The peculiarity of social work in the community in the conditions of war is work with internally displaced persons, namely their social adaptation and social integration, that is, the territorial community appears as a host community, which increases the burden on social workers and complicates the process of management and management of social work at the territorial level.

Under martial law, the social work management system, social and managerial practices, the main goals and objectives of social work depend on the challenges and problems associated with the psychosocial and socio-economic consequences of war. Therefore, it is important to determine the current needs of the territorial community for social services and the problems that arise before the heads of social services, whose activities require increased responsibility in making management decisions, and social workers who directly provide social services.

In order to determine the regional characteristics of the current needs of territorial society in conditions of war and problems in the social work management system, an online sociological survey was conducted via Facebook and e-mail among the heads of

Social Service Centers and social workers of united territorial communities (UTC) of the Zaporizhzhia region (Front-line territory) and Lviv region (the territory is remote from active hostilities). A total of 57 respondents were interviewed (34 of them were leaders and social workers of the community group in the Lviv region and 23 were leaders and social workers of the community group in the Zaporizhzhia region (January-March 2024).

In Fig. 1 presents the most pressing needs of territorial communities of Zaporizhzhia and Lviv regions.

The survey results indicate the demand for state and non-state financial and material assistance to both community members and internally displaced persons (IDPs). As we noted, almost every UTC in Ukraine has become a host community for IDPs (especially in the western regions), therefore one of the areas of social work is work with internally displaced persons, namely adaptation and integration into the new social environment (for social services of the Lviv UTC) region is the most tangible problem – 73 % of respondents consider this the main task of social work in society). Also, for displaced persons in the Lviv region, psychological

assistance is especially urgent (35 % for the Lviv region and 30 % for the Zaporizhzhia region) and psychological rehabilitation of combatants (43 % for the Lviv region and 37 % for the Zaporizhzhia region).

Figure 2 presents a list of social and managerial problems facing managers and social workers

Current problems of a social and managerial nature can be divided into the following groups (in order of importance for respondents):

1) problems of a financial and material nature (insufficient funding for social assistance programs, wages, transport problems, distribution of international humanitarian aid), and for the front-line UTCs of the Zaporizhzhia region they have the highest indicator;

2) problems of personnel management (insufficient personnel, decreased motivation and stress resistance of social workers), which are also more significant for front-line territories, and for social workers of the UTC of the Zaporizhzhia region, the psychological problems of social workers – a decrease in the level of stress resistance and emotional burnout (34 % – for UTC of Lviv region and 44 % – for UTC of Zaporizhzhia region);

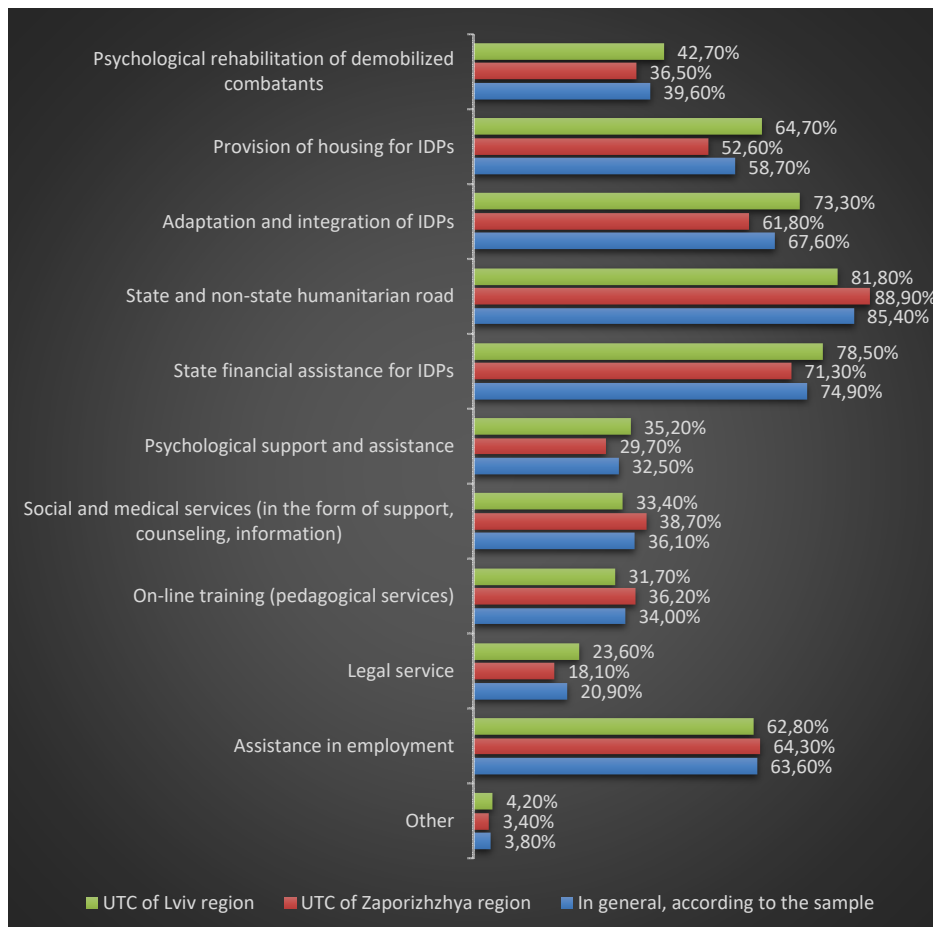
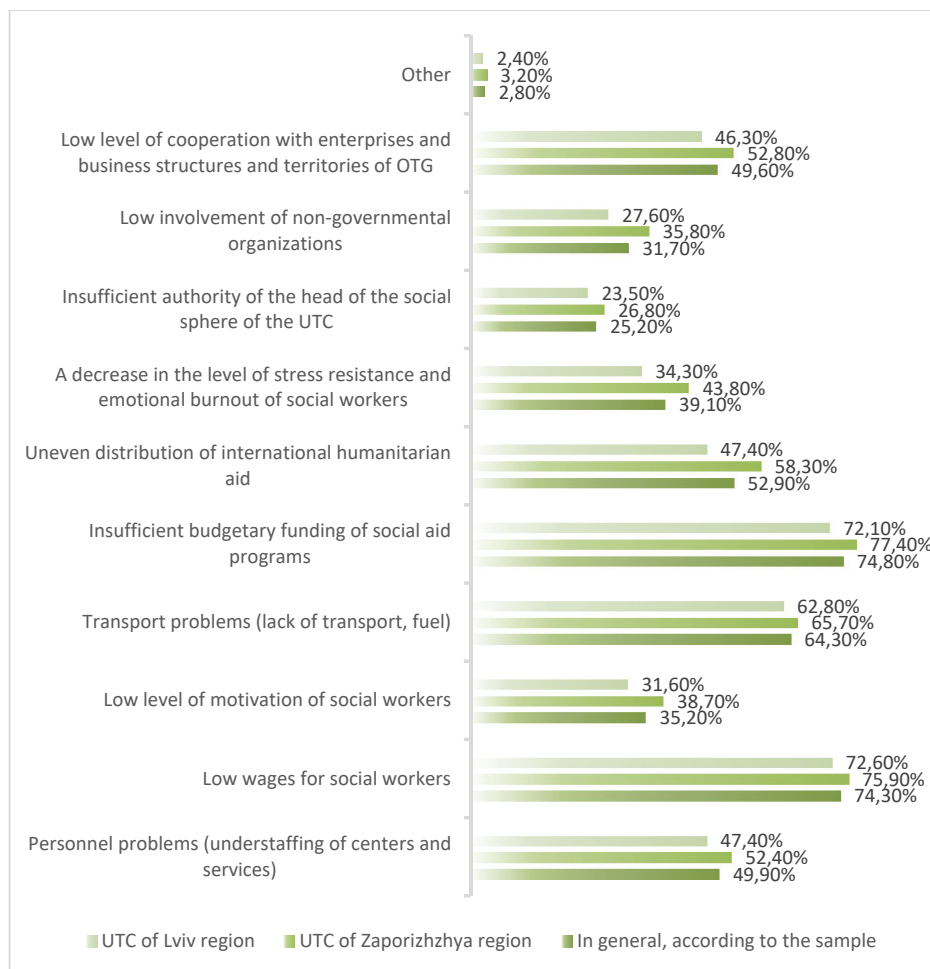


Fig. 1. Current needs of territorial communities of Zaporizhzhia and Lviv regions (you could select several answers)



**Fig. 2. Social and managerial problems facing managers and social workers under martial law, depending on the region (you could select more than one answer)**

3) problems associated with the low level of interaction between social services, non-governmental organizations and business structures in the territory of the UTC (for social services and UTC centers in the Lviv region, this problem is not so acute).

Separately, to determine the factors for increasing the effectiveness of social work management in military conditions at the level of territorial communities, an expert survey was conducted (scientists in the field of social work and public administration, civil servants at the regional level, heads of non-governmental organizations, n=27). The experts were asked to answer an open question: “What, in your opinion, would help improve the efficiency of the organization of the provision of social services and the management of social work in wartime conditions at the level of territorial communities?” The results are presented in Fig. 3.

As can be seen from the indicators of content analysis of expert responses, the most significant factor in increasing the efficiency of social work management in wartime conditions is financing,

which is an obvious fact during a period of increasing categories of the population in need of social assistance, but positive aspects in this direction should be noted. with an increase in assistance from international partners, although there are certain problems here, which are pointed out by social workers (Fig. 2).

Of particular importance for the social work management system in UTCs is:

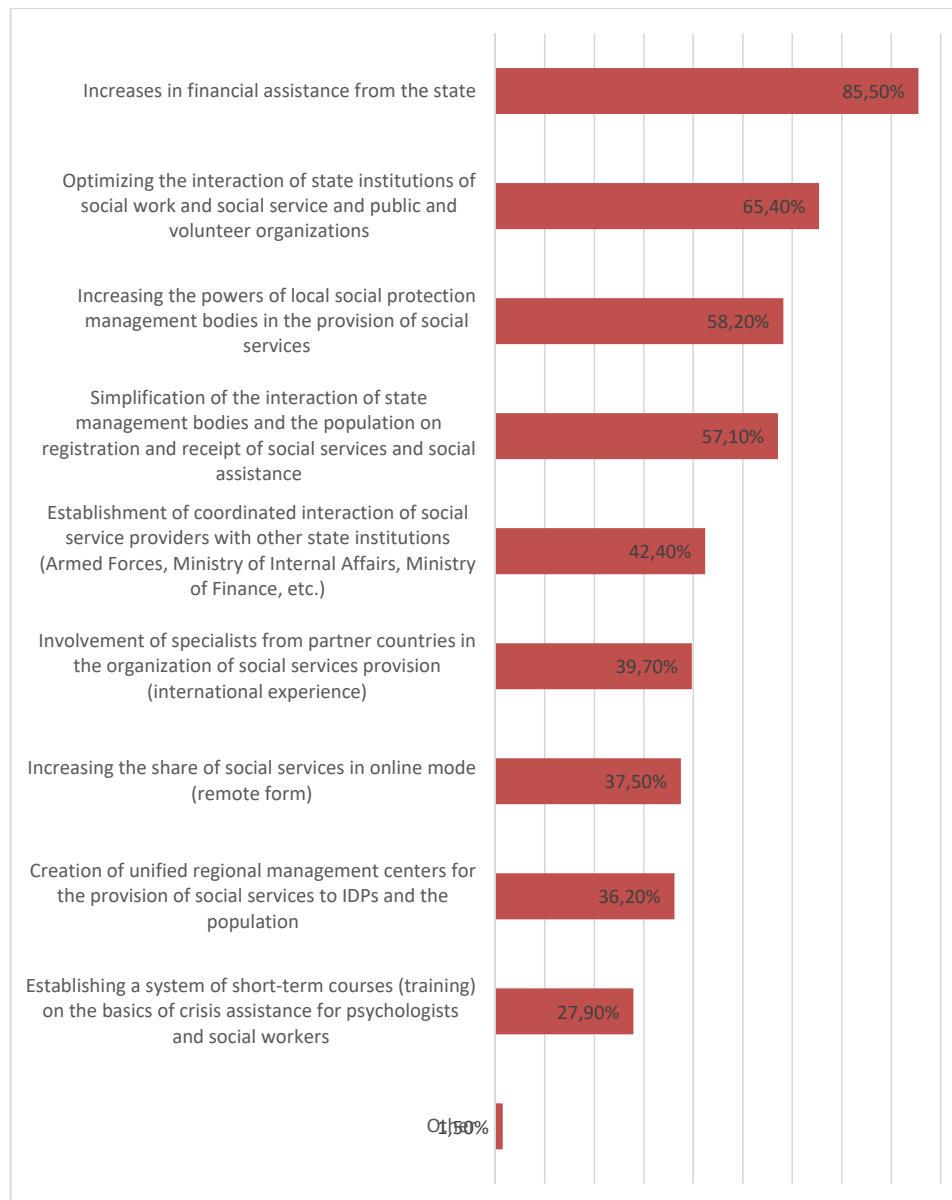
1) interaction between state social services, public and volunteer organizations has been established;

2) involving the international professional community of social workers in creating an effective system for the provision of social services in conditions of military operations;

3) training of social protection staff to provide social and psychological assistance to IDPs and the local population;

4) increasing the share of provision of social and administrative services in an online format;

5) creation of unified regional or cluster control centers in the provision of social services during the war.



**Fig. 3. Factors for increasing the efficiency of organizing the provision of social services and management of social work under martial law at the level of community groups (results of content analysis)**

### Conclusions and prospects for further research

So, summarizing the results of the study, we can draw the following conclusions:

– management of social work under martial law is characterized, on the one hand, by strengthening the vertical authority in the social protection system, and on the other, by the decentralization of management processes with the transfer of social service and welfare functions to the local level, and the management level plays a significant role during war social work in territorial communities;

– among the current needs of territorial society for social services, which determine the main directions of social work, the following are identified: the provision and distribution of state and non-state financial and material assistance and work with

internally displaced persons, namely adaptation and integration into the new social environment, and the problem of working with IDPs is acute appears for the UTC of the Lviv region;

– the main problems of a social and managerial nature for social services of territorial communities are: financial and material problems, personnel problems, problems of motivation of personnel of social services, psychological problems of social workers (decrease in the level of stress resistance and emotional burnout), and for the front-line local communities of the Zaporizhzhia region the relevance of certain problems much higher;

– factors for increasing the efficiency of social work management in territorial communities in wartime conditions have been identified: financing,

intersectoral social partnership, international cooperation, training of social workers, increasing the share of online social services, regionalization and clustering of management in the provision of social services during war.

A promising direction for further research is to determine the most effective social and managerial practices in the social work management system under martial law.

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### Summary

**Popovych V. M., Shcherbyna S. S., Novak T. O. Management of social work at the level of the territorial community in the conditions of war: the regional profile. – Article.**

The article examines the features of social work management in territorial communities under martial law. It has been established that social work management as a social and managerial activity is characterized by both strengthening the vertical of power and functional

expansion of powers at the local level, and the level of social work management in territorial communities plays a significant role during war. Providing state and distribution of non-state financial, material and humanitarian assistance and working with internally displaced persons on social adaptation and integration of IDPs into the new social environment are the most relevant areas of social work in the territorial community. The main problems of a social and managerial nature for social services of territorial communities have been identified: financial and material problems, personnel problems, problems of motivation and psychological problems of social workers. Factors for increasing the efficiency of social work management in territorial communities in wartime conditions have been identified: financing, intersectoral social partnership, international cooperation, training of social workers, increasing the share of online social services, regionalization and clustering of management in the provision of social services during the war.

The article also analyzes that the greatest driver of efficiency in the management of social work in the minds of wartime is financing, which is an obvious fact during the period of increasing population categories, demand social assistance, and then highlight the positive aspects in which direction from the increase help from the side of international partners, although there are serious problems here, as social workers point out.

No less important is the importance of officials promoting the effectiveness of the management of social work in territorial communities in the minds of wartime: finance, intersectoral social partnership, international cooperation, the emergence of social workers, the increase in online social services, regionalization and clustering of management in these social services at the hour of war.

**Key words:** social work, social services, social work management, territorial community, internally displaced persons (IDPs), martial law.

### Анотація

**Попович В. М., Щербина С. С., Новак Т. О. Менеджмент соціальної роботи на рівні територіальної громади в умовах війни: регіональний розріз. – Стаття.**

В статті розглянуто особливості менеджменту соціальної роботи у територіальних громадах в умовах воєнного стану. Визначено, що менеджмент соціальної роботи як соціально-управлінська діяльність характеризується як посиленням вертикалі влади, так і функціональним розширенням повноважень на місцевому рівні, причому значну роль під час війни відіграє рівень управління соціальною роботою в територіальних громадах. Надання державної та розподіл недержавної фінансово-матеріальної і гуманітарної допомоги і робота з внутрішньо переміщеними особами з соціальної адаптації та інтеграції ВПО в нове соціальне середовище є найбільш актуальними напрямками соціальної роботи в територіальній громаді. Виявлено основні проблеми соціально-управлінського характеру для соціальних служб територіальних громад: фінансово-матеріальні проблеми, кадрові проблеми, проблеми мотивації і психологічні проблеми соціальних працівників. Визначено чинники підвищення ефективності менеджменту соціальної роботи в територіальних гро-

мадах в умовах воєнного часу: фінансування, міжсекторне соціальне партнерство, міжнародне співробітництво, навчання соціальних працівників, збільшення частки соціальних послуг он-лайн, регіоналізація і кластерізація управління в наданні соціальних послуг під час війни.

Також в статті доведено, що найбільш вагомим чинником підвищення ефективності менеджменту соціальної роботи в умовах воєнного часу є фінансування, що є очевидним фактом в період збільшення категорій населення, які потребують соціальної допомоги, але слід зазначити позитивні моменти в цьому напрямку у зв'язку із збільшенням допомоги з боку міжнародних

партнерів, хоча і тут є певні проблеми, на які вказують соціальні працівники.

Не менш важливим у дослідженні є визначення чинників підвищення ефективності менеджменту соціальної роботи в територіальних громадах в умовах воєнного часу: фінансування, міжсекторне соціальне партнерство, міжнародне співробітництво, навчання соціальних працівників, збільшення частки соціальних послуг он-лайн, регіоналізація і кластерізація управління в наданні соціальних послуг під час війни.

*Ключові слова:* соціальна робота, соціальні послуги, менеджмент соціальної роботи, територіальна громада, внутрішньо переміщені особи (ВПО), воєнний стан.