

ANALYSIS OF THE EXTERNAL ENVIRONMENT
OF ORGANIZED YOUTH MOVEMENTS

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Modern civil society in Ukraine needs dynamic and responsible youth who will actively participate in the interaction of civil society institutions and the formation of democratic governance, solving economic and social development problems. Youth NGOs act as a catalyst that unites young people around values and ideas, formation of a stable civic position. Carrying out transformational social changes aimed at the development of youth public organizations are implemented using strategic management tools and methods, with systematic identification goals, development results its achievement through effective use of resources and constant interaction with other civil society institutions.

This research is devoted to the analysis of the problems and opportunities of the external environment of the organized youth movement in Ukraine by studying the features of the activities of public organizations and strategic management influence on civil society, in order to determine the most effective approaches to building sustainable and influential youth public organizations. The following scientists considered the problematic issues and prospects of the strategic development of public organizations: V. Adamovska, I. Boryshkevych, V. Dynnyk, G. Monastyrsky, O. Tsypilska, Ya. Yarosh and others. The place of the youth movement in civil society is considered by: V. Baglyk, M. Holovaty, M. Kanavets, B. Kudrenko, O. Kulinich, A. Sorokata and others. However, the issue of the new environment of youth public organizations, the development of a comprehensive mechanism of the influence of the external

environment on the organized youth movement, remains insufficiently researched and requires further research.

The purpose of the research is to deepen the methodological foundations of strategic management of the development of youth public organizations in Ukraine through a comprehensive analysis of the external environment of the organized youth movement.

The analysis of the external environment considers the interrelationships of all civil society institutions regarding their impact on the state of youth public organizations. The analysis is carried out at two levels: micro-level (the external environment of the organized youth movement where cooperation takes place between youth public organizations and other public organizations); macro-level (relationships of the organized youth movement with public authorities and business structures youth organizations operate).

As of January 1, 2024, there was no large-scale official association of youth public organizations in Ukraine. Instead, there are many individual youth public organizations (as of 2024, the total number of registered public organizations in Ukraine is 102,860) and their unions, which are united in accordance with the current legislation of Ukraine [1].

As of December 2024, 613 youth councils have been established in the country, of which: local level: 577 (village – 196, settlement – 159, city – 222), district level – 3, regional level and Kyiv city – 23, national level – 10. The largest number of youth councils in Ukraine was established in Kirovohrad (43), Dnipropetrovsk (42) and Poltava (39) regions. In particular, in 2024, the largest number of councils was established in Donetsk (20), Ivano-Frankivsk (17), Zhytomyr and Odessa (16) regions. The total number of members of youth councils of Ukraine at various levels is 9687 young people. The largest number of members of youth councils in Vinnytsia region is 708 young people [2].

Most youth NGOs begin their macro-level analysis of the external environment by analyzing the relationships within the youth NGO and develops strategic plans taking into account the environment (business and individuals), without considering

strategic partnerships, do not participate in the development of strategic plans together with the private sector, which is associated with the difficulty of overcoming internal strategic obstacles and slows down the formation of plans taking into account all factors of the external environment.

The basis of the communication policy of youth public organizations and business shape the events held by its members while simultaneously familiarizing with strategic guidelines of the youth organization through the website or social networks.

State authorities in Ukraine actively promote the development of youth public organizations, believing in the importance of supporting youth initiatives and the contribution of youth to the development of civil society. Numerous regulatory legal acts and decisions of state authorities at the regional level indicate an understanding of the needs of youth public organizations. The existing relations of the organized youth movement with commercial organizations as subjects of the organization's external environment are an urgent need to accumulate and apply world experience.

Analysis of the advantages and disadvantages of the relationship between youth NGOs and various civil society institutions in the context of strategic management is very important.

Advantages of uniting youth NGOs into unions: expanding access to information; development effect in the process of achieving common goals; exchange of existing experience and expansion of knowledge; increased mobility in the implementation of common tasks.

As a result of the analysis [3-8], the following strengths and weaknesses of the organized movement, opportunities and obstacles to development can be identified: strengths (youth organizations are constantly learning, the possibility of working with errors in the process of managing the organization, networking; the ability to function even in critical conditions; the youth organization unites many people with leadership qualities; the organization's activities are based on the principles of project management; prompt resolution of problematic issues; members of the organization begin their career start in the organization; the possibility of self-realization; direct impact on the development of civil society; clearly defined rights and interests of

members of the organization, which ensures their protection; innovative technological means of management; a sufficiently high level of education of all members of the organization); weaknesses (lack of mechanisms to stimulate high-quality task performance; lack of a single method of organizing activities; responsibility for decisions made is only material; widespread conflicts of interest with other civil society institutions in achieving the stated goal; incomplete material support and direction of financial resources; very high staff turnover; effective tools for influencing the activities of organization members are not established; management personnel have low qualifications; lack of systematic analysis of the activities of youth organizations; security conditions for carrying out activities are not ensured; low cooperative interaction with other civil society institutions); opportunities: access to public resources and work with public data; possibility of attracting financial resources from international organizations and funds; ability to independently choose the field and direction of activity; support for activities from the state and civil society institutions; organizational influence on the formation and implementation of state youth policy; popularization of the organized youth movement in civil society; effective tools for motivating young people to innovative changes for the development of civil society; activities are carried out according to public needs); obstacles (unclear perception by society and the population of the ideals of the youth movement; lack of practices for sharing experience between generations in the implementation of youth policy; limited time for carrying out public activities; lack of a mechanism for stimulating members of the organization who work on a voluntary basis; unestablished criteria for the effectiveness of civil society at the national level; unfair competition between youth public organizations; personal satisfaction takes precedence over self-realization in the youth movement; lack of a stable mechanism for communicating with the state and society).

The path to the development of an organized youth movement in Ukraine between existing youth organizations involves strategic cooperation while observing the rules of competition and combining efforts. When defining strategic goals at the micro level of the external environment Youth public organizations must necessarily

take into account the above factors that positively influence development. Civil society institutions have all the power and opportunities, the full right to receive answers from young people regarding the implementation of ideas in their model of managerial thinking. The main focus of all civil society institutions should be on engaging youth and creating a favorable environment for youth while implementing an effective model of strategic management of the development of youth civic organizations.

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