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“There is a war now, so we are dealing with a lot of projects that involve internally displaced persons as well as the youth in the street...”

**Research of the Needs and Challenges
of the Ukrainian Youth Centres of Different Ownership
Forms
at the Local, Regional and National Levels**

Draft Report

The findings of the research are only based on the responses by directors of the Ukrainian youth centres of different ownership forms at the local, regional and national levels, who have participated in the survey, the focus group and the in-depth interviews, and solely based on their perception of the circumstances in which they work. The research findings do not have to demonstrate the actual situation. The Council of Europe, the Ministry of Youth and Sports of Ukraine and the research team are not liable for reliability of the information obtained during the research.

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All the correspondence on this document has to be sent to the Youth Department of the Council of Europe.

Research by:

Liudmyla KINDRAT
Nataliia DZIUBA

Review by:

Artur KADELNYK
Iryna BELIAIEVA
Mariia SAKUTA
Nazarii BOIARSKYI

Editing by:

Valentyna LIESNOVA (Ukrainian language)
Kateryna ZEZIULINA (English language)

Co-ordination by:

Olena CHERNYKH

Table of Contents

Introduction	4
About the Project “Youth for Democracy in Ukraine: Phase II”	4
About the Research	4
Public Presentation of the Report	6
Key Findings of the Research	7
Key Findings of the Discussion Presentation	10
Survey findings	11
Youth Centres: Basic Characteristics	11
Ownership Form of the Youth Centres	11
Operational Geography of the Youth Centres	13
Target Audience of the Youth Centres	14
Services Provided by the Youth Centres	17
Services to Be Provided by the Centres	23
Young People’s Needs	25
Employees of Youth Centres	26
Training for Employees of Youth Centres	30
Youth Centre Funding	34
Premises in Which the Youth Centres Operate	37
Support Necessary for the Youth Centres	39
Recommendations	46
Appendices	48
Questionnaire for the Directors of the Ukrainian Youth Centres (of any Ownership Form)	48
Topics for the In-Depth Interview	52
Topics for the Focus Group Discussion	53

Introduction

About the Project “Youth for Democracy in Ukraine: Phase II”

The Council of Europe Project “Youth for Democracy in Ukraine: Phase II” was launched in accordance with the Council of Europe Action Plan for Ukraine 2018-2022 and based on the results and experience of the Council of Europe Project “Youth for Democracy in Ukraine”. The purpose of the revised work plan of the Council of Europe Project “Youth for Democracy in Ukraine: Phase II” until December 2022 is to facilitate implementation of the youth policy based on youth participation, in order to consider special needs of young people during the war.

About the Research

The research of the needs and challenges of the Ukrainian youth centres of different ownership forms at the local, regional and national levels is conducted in co-operation with the Council of Europe Project “Youth for Democracy in Ukraine: Phase II” and the Ministry of Youth and Sports of Ukraine.

The purpose of the research is to determine the needs and challenges of the Ukrainian youth centres, spaces and hubs (hereinafter the “Centres”) of different ownership forms at the local, regional and national levels, and to develop recommendations based on the findings thereof.

The target group of the research is directors of the Ukrainian Centres.

The research methodology is based on the methods of participatory research, which provide for participation of representatives of the target groups in the research; inclusion of common (popular) ideas and practices in the research; focus on expanding opportunities of the participants of the research; no hierarchy to consider interests and opinions of those with less power or representation authority; values-based attitude to different views and opinions.

The methods used in the research are as follows:

- The desk review provided for analysis of the documents that define, govern and regulate operations of the Centres in Ukraine. During the research, the following was analysed: Law of Ukraine “On the Fundamentals of the Youth Policy” No. 1414-IX dated 27 April 2021, Resolution of the Cabinet of Ministers of Ukraine “On Approving the Model Regulations on the Youth Centre and on the Expert Board at the Youth Centre” No. 1014 dated 20 December 2017, Ukraine’s Recovery and Development Plan (within the initiative United24 by President of Ukraine V. Zelenskyy), the standards and approaches of the Council of Europe, Recommendation CM/Rec(2016)7 of the Committee of Ministers of the Council of Europe to member States on young people's access to rights, Recommendation CM/Rec(2015)3 of the Committee of Ministers of the Council of Europe to member States on the access of young people from disadvantaged neighbourhoods to social rights, Recommendation CM/Rec(2017)4 of the Committee of Ministers of the Council of Europe to member States on youth work, Recommendation CM/Rec(2019)4 on supporting young refugees in transition to adulthood.
- The online survey (in the Google form) for 49 directors of the youth centres. The questionnaire is attached to this report; it contains both closed-end questions (respondents have been offered possible answers) and open-end questions (the respondents can give their own answers).
- One focus group discussion that involved four directors of the youth centres (one relocated municipal institution of the regional level, two municipal institutions of the city level, one Centre that operates at the non-governmental organisation).

- Four in-depth interviews with directors of the youth centres (one state institution of the national level, one municipal institution of the regional level, one municipal institution of the local level, one non-governmental organisation of the local level).

The research was conducted in August and September 2022:

- survey of the directors of the Centres — 9 to 23 August;
- focus group (focus group discussion) — 25 August, duration of 80 minutes;
- in-depth interviews — 24 and 26 August, duration of each of approximately an hour.

The research was conducted remotely (by means of the online questionnaire, audio and/or video calls and conferences).

The invitation to participate in the survey was published at the website of the Office of the Council of Europe in Ukraine (<https://www.coe.int/uk/web/kyiv/-/the-council-of-europe-project-and-the-ministry-of-youth-and-sports-of-ukraine-invite-the-management-of-youth-centres-of-all-levels-to-survey-on-needs->), at the website of the Ministry of Youth and Sports of Ukraine (<https://mms.gov.ua/news/proiekt-rady-ievropy-spilno-z-minmolodsportu-zaproshuie-kerivnytstvo-molodizhnykh-tsentriv-vsikh-rivniv-do-opytuvannia-shchodo-potreb-ta-vyklykiv>), on Facebook pages of the Office of the Council of Europe in Ukraine, the Council of Europe Project “Youth for Democracy in Ukraine”, the Youth Policy Department of the Ministry of Youth and Sports, in the Youth Worker group. The invitation to participate in the survey was also sent to the electronic addresses of the Ukrainian youth centres from the database of the Ministry of Youth and Sports.

In order to conduct the research, the research team used the database with contact details of the Ukrainian youth centres of different ownership forms at the local, regional and national levels of the Ministry of Youth and Sports of Ukraine. Three tables with data on the Ukrainian youth centres were received (from the Ministry of Youth and Sports of Ukraine), and one more table on youth centres was obtained (from the Donetsk Regional Children’s and Youth Centre). The information was processed and structured for more flexible use. Moreover, the contact details were updated in the database following the telephone calls to the Centres. The updated database with contact details of the Centres was sent to the Ministry of Youth and Sports of Ukraine.

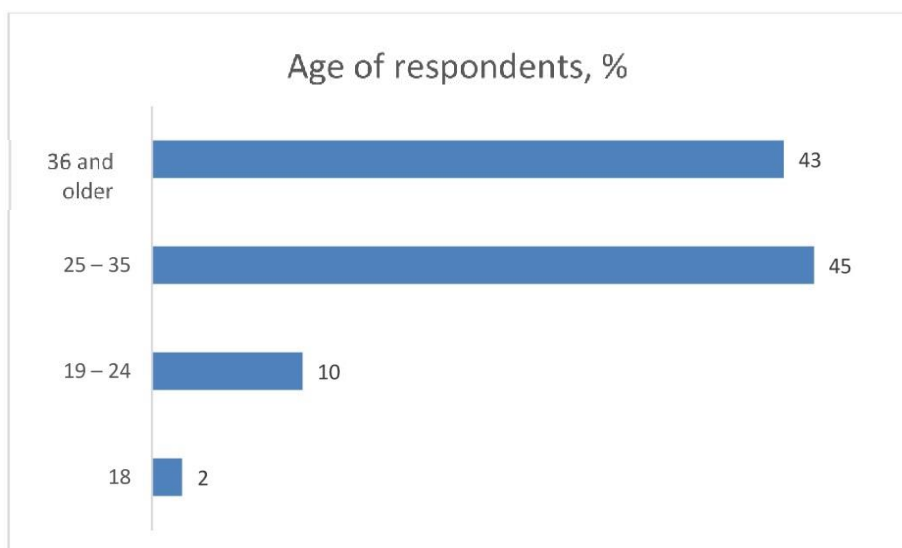
In total, the telephone interviews with directors of 244 Centres were conducted. In particular:

- 143 employees of the Centres confirmed that they kept working, seven said that they had moved, eight Centres worked remotely, one Centre was in search of premises in the community, and five centres worked partially;
- one respondent claimed they worked, but were not a Centre;
- 29 directors of Centres informed that they did not work.

71 Centres did not respond at the available contact details. The research team did not call 73 Centres with account of the safety situation. The database did not contain contact details of 70 Centres.

As of August 2022, the total number of the youth centres in the final version of the database with contact details of the Centres is 387, including 57 located in the occupied territories, 9 destroyed ones and 26 damages ones.

In total, 49 people, including 31 women, participated in the research. The average age of the respondents was 36 years old (the youngest one was 18 and the oldest one was 60).



Public Presentation of the Report

On 18 October 2022, there was an online public presentation of the report on the research on needs and challenges of the Ukrainian youth centres, which included:

- presentation of the research findings, namely with the focus on different ownership forms and types of activity;
- discussion of the forms and types of activity of the youth centres, their peculiarities based on the location and needs of young people;
- discussion of necessary support for the youth centres, in particular, by the Ministry of Youth and Sports of Ukraine and the Council of Europe Project “Youth for Democracy in Ukraine: Phase II”;
- creation of the space to share experience, ideas with account of young people’s needs.

The event was attended by 61 people: they were representatives of the Ministry of Youth and Sports of Ukraine, the All-Ukrainian Youth Centre, the youth centres of different levels and ownership forms, specialised youth directorates, non-governmental organisations, higher education institution, international organisations, the research and training team of the Council of Europe Project “Youth for Democracy in Ukraine: Phase II”.

Key Findings of the Research

- The total number of the Centres in Ukraine is 387 (as of August 2022, according to the database with contact details made by the research team of the Council of Europe Project in co-operation with the Ministry of Youth and Sports of Ukraine). 143 of the Centres have confirmed that they keep working. The key findings are based on the answers given by the directors of 49 Centres who have participated in the research.
- Out of 49 Centres whose directors have participated in the research, 30 (61.2%) are municipal institutions, 18 (36.7%) are non-governmental organisations, and one (2%) is state-owned.
- The beneficiaries of the services of the Centres whose directors have participated in the research usually are the young people aged 14 to 35, but following the full-scale invasion of the Russian Federation into Ukraine on 24 February 2022 the children younger than 14 and the persons older than 35 also started to obtain the services of the Centres.
- The Centres whose directors have participated in the survey work with different categories of people: young people who study (44 out of 49 Centres, 88%), internally displaced persons (36 out of 49 Centres, 73%), young people who work (36 out of 49 Centres, 73%), young parents (22 out of 49 Centres, 55%), people with disabilities (19 out of 49 Centres, 38.8%).
- 18 out of 49 directors of the Centres (38.8%) who have participated in the survey note that they provide services to the professional communities working with young people.
- The list of the services provided by the Centres whose directors have participated in the research has been expanded. After the full-scale invasion of the Russian Federation into Ukraine on 24 February 2022, the structure of the services has changed: the humanitarian component has been added; the volunteering component has been expanded; satisfaction of the psychological support needs is considered; there is demand for the services that are not typical for youth centres as well as the services typical for the war time (for instance, pre-medical training); the youth centres are gradually returning to the projects that were traditionally implemented before the full-scale invasion of the Russian Federation into Ukraine on 24 February 2022. In this context, the matters of determining strategic directions of operations of the Centres at all levels are gaining applicability.
- The services traditionally provided by the Centres whose directors have participated in the research: volunteering projects (43 out of 49 Centres, 87.7%), formation of the civil position (42 out of 49 Centres, 85.7%), cultural events (40 out of 49 Centres, 81.6%), national and patriotic upbringing (39 out of 49 Centres, 79.6%), non-formal education activities for personal development (37 out of 49 Centres, 75.5%), promotion of the healthy life style for the youth (37 out of 49 Centres, 75.5%), sports events (30 out of 49 Centres, 61.2%), training for those who work with young people (29 out of 49 Centres, 57.1%), working opportunities, employment, youth entrepreneurship (25 out of 49 Centres, 51%), youth exchange programmes (24 out of 49 Centres, 49%), international youth co-operation (on equal terms) (20 out of 49 Centres, 40.8%), co-operation with the international organisations, including the Council of Europe and the European Commission (20 out of 49 Centres, 40.8%).
- The services of the Centres that are developing actively after the full-scale invasion on 24 February 2022, according to the directors of the Centres who have participated in the survey, include: humanitarian aid (30 out of 49 Centres, 61.2%), professional psychological support (26 out of 49 Centres, 53.1%), legal support (17 out of 49 Centres, 34.7%).
- At the same time, following the full-scale invasion of the Russian Federation into Ukraine on 24 February 2022, the current needs of the young people that could be satisfied by the Centres are as follows: organisation of meaningful leisure, humanitarian aid, non-formal

education needs, psychological support, employment, coworking, civic education, a need in socialisation, projects for IDPs and volunteering projects, civil defence and basic military training events (security projects) as well as applicable events for national and patriotic upbringing.

- *Regarding psychological assistance:*

Professional psychological support is granted by 26 out of 49 Centres whose directors have participated in the research (53.1%).

Four out of 49 Centres do not provide, but are planning to introduce psychological support (8.2%).

Four out of 49 directors of the Centres have mentioned that young people have essential needs for psychological support.

The directors of eight out of 49 Centres have referred to the necessity of knowledge for psychological support of the youth.

During the focus group discussions and in-depth interviews, the other needs to be supported by the Centres included the need to work with the problem of burnout of the staff of the Centres (the need for moral, psychological and physical recovery).

- *Regarding civil defence and basic military training events (workshops on the first pre-medical aid and civil defence, basic military training):*

Two out of 49 Centres do not provide, but are planning such events (trainings for young people).

Two out of 49 directors of the Centres believe that there is demand for such projects among the youth (essential needs).

The other training needs for the staff of the Centres include training on security components and provision of the first pre-medical aid (one out of 49 Centres).

- *Regarding work with the internally displaced persons:*

36 out of 49 Centres (73%) whose directors have participated in the research provide services to the internally displaced persons.

Among the other services/activities of the Centres that were additionally noted by the respondents, the projects for the IDPs were mentioned by four out of 49 directors of the Centres (*“Provision of humanitarian aid to the IDPs of Luhansk Region”, “Work with the internally displaced youth and children to create the safe environment and ensure further non-formal education and development”, “Work with the internally displaced persons”, “Information support of the people from the East who wish to leave: we inform how and where they can leave, where they can get temporary accommodation”* – answers to the open-end question in the questionnaire).

When they answered the open-end question, three out of 49 directors of the Centres noted that they were planning to provide services to the IDPs.

As for the essential needs of the young people that could be satisfied by the Centres, three out of 49 directors emphasised the IDP projects.

- 16 out of 49 Centres (33%) whose directors have participated in the survey do not have staff working on a paid basis. Six out of 49 Centres (12%) have one employee working on a paid basis. Five out of 49 Centres (10%) have two employees.
- 11 out of 49 directors of the Centres (22%) have not mentioned that they need additional staff.
- According to other 38 directors of the Centres, the most demanded staff are event and project coordinators (21%), market specialists, PR managers, targeting specialists (19%) and psychologists (16%).
- The staff of 34 out of 49 Centres (69%) have been trained within the state programme “Youth Worker”.

- 19 out of 49 Centres (39%) whose directors have participated in the survey have the training programme on youth work at the Centre. At the same time, 37 out of 49 directors of the Centres (76%) mentioned the demand for the training programme on youth work at the Centre.
- The principal funding sources for the Centres are the local budget (32%), grants from the international and other organisations (26%), charitable contributions (13%), membership fees (7%) and paid services (6%).
- The main expenditure lines of the Centres are labour remuneration to the staff (32%), utility services (25%), implementation of programme activities (19%) and the premises rent (12%).
- Out of 49 Centres whose directors have participated in the survey, 20 (41%) have the funding until the end of the year, nine (19%) — until the end of the year and longer, six (12%) — for up to three months, and one (2%) — for a month.
- 32% of the Centres work at the rented premises, 27% — at their own ones, 22% — at the premises of their partners, and 19% — online.
- 21 out of 49 Centres (43%) have civil shelter facilities around the centres, 13 Centres (27%) have such facilities inside, and 13 Centres (27%) have no shelter facilities at all.
- 15.5% of the Centres need stimulation of experience exchange among the Centres, 12% — the staff training system, 11% — financial aid to maintain their staff, 11% — better technical equipment, 10.5% — higher salaries for their staff. In particular, they also mentioned the need to support relocation of the Centres that are located in the hazardous parts of Ukraine; to work with the burnout of staff of the Centres; to digitalise the youth work; to recognise their work; to support payment for utility services and travel costs.

Key Findings of the Discussion Presentation

- It was noted that the services provided by the youth centres are based on the priorities of the local self-government authorities and international organisations.
- The public discussion presentation of the report on the research of the needs and challenges of the Ukrainian youth centres has become a space for free communication of the participants and confirmed the demand for such communication, exchange of experience and ideas among youth workers and representatives of the other organisations who work to support the youth centres.
- The format of the discussion presentation has enabled not only to present the research findings, but also to discuss them in detail in small groups, which in its turn has had several positive effects: meeting of the participants from different regions and communities of Ukraine, informal communication on their current activity and challenges, detailed examination of specific research findings, ability to compare the findings with their own experience/knowledge of the activity of the Centres.
- The discussion presentation turned into the space for informal communication of the stakeholders, specialists in the youth field. The methodology of the research, its public discussion with the key stakeholders and public dissemination of the findings can become a model for similar researches at the local, national and international levels.

Survey findings

Youth Centres: Basic Characteristics

According to Law of Ukraine “On the Fundamentals of the Youth Policy” No. 1414-IX dated 27.04.2021, the youth centre is an institution, an enterprise or an organisation that performs youth work.

Ukraine has a three-level system of youth work:

- At the national level, the All-Ukrainian Youth Centre (hereinafter the “AYC”) studies the needs of the youth and offers new formats of youth work. *“The function of the All-Ukrainian Youth Centre is to help other youth centres, so it is a mentor of the national level that is developing the three-level system of youth centres”* (answer from the in-depth interview).
- At the regional level, there are regional Centres that develop the youth centres and spaces at the regional level, disseminate good practices of youth work and conduct trainings for the youth workers.
- At the community level, the local Centres *“work directly with the youth and are located in the communities; their task is to work with young people and respond to their needs”* (answer from the in-depth interview).

“In total, there were 327 Centres in Ukraine before the full-scale invasion. According to the data in July 2022, 123 youth centres were working; they either conducted their programme activities or performed the function of volunteer staff offices. New teams started to be established around the volunteer head offices, and there was a demand for youth centres” (answer from the in-depth interview).

Ownership Form of the Youth Centres

However, Ukraine has a three-level system of youth work, while it was analysing the prior research findings, the research team decided to specify one more level: the Centres in the cities being regional centres, with account of their access to resources different from the local Centres.

Out of 49 Centres whose directors have participated in the survey, one Centre (2.1%) is state-owned, 30 (61.2%) are municipal institutions, and 18 (36.7%) are non-governmental organisations.

Youth centres of different levels and ownership forms whose directors have participated in the survey (quantity)

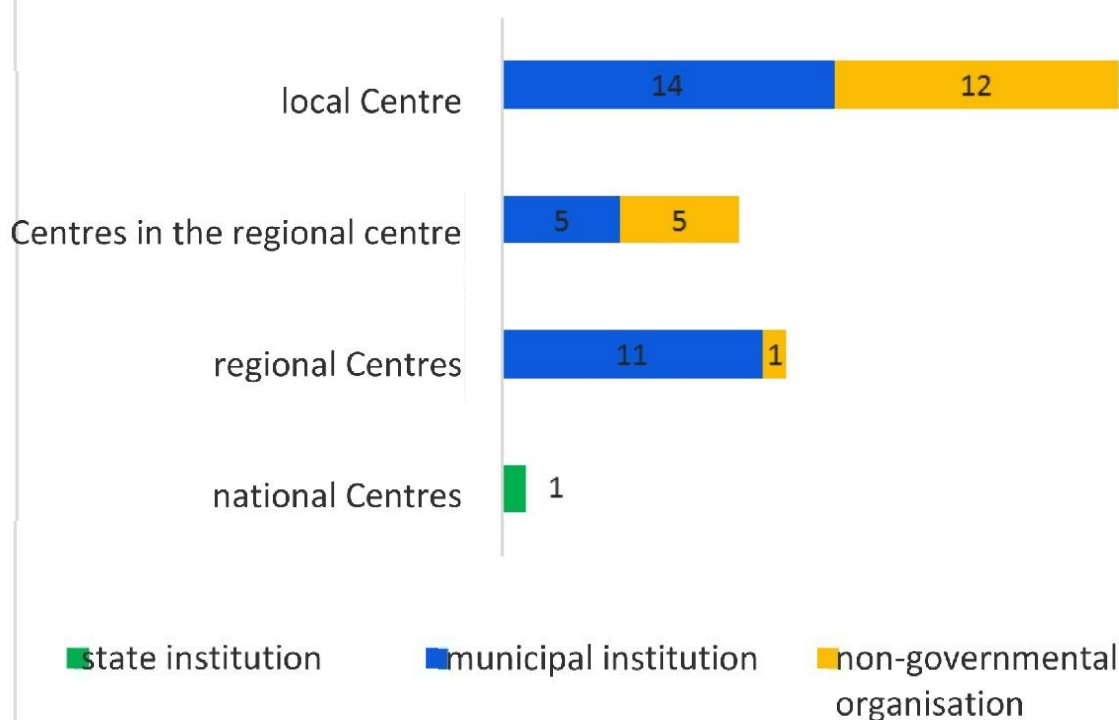


Chart: Youth centres, spaces, hubs of different levels and ownership forms whose directors have participated in the research, quantity.

The ownership form of the Centre has an ultimate impact upon the format of their operations and resources. The Centres in the regional centre have considerably better opportunities due to access of resources which, in their turn, are larger than resources in small towns and villages.

“If it is a youth centre of the regional level, its access to resources, opportunities, projects, co-operation and funding is enormous. The reason is that the main part of the budget comes from the regional council, and even during the war, the martial law, the funding is mostly provided. Quite a big part of it” (answer from the in-depth interview).

“When we are talking about Lviv region, ... namely the youth centres, only the following thing should be considered. The youth centres located in Lviv city have the same peculiarities, the same direction of work, and the same access to certain resources. The youth centres in large cities have much fewer opportunities than the ones here in Lviv. Let alone the ones situated in villages or small communities” (answer from the in-depth interview).

“Well, in Lviv you can run the centre that will provide full-scale services for youth work, and there will be demand... There is a chain of youth centres called “TVORY!” (“CREATE!”), three huge youth centres in Lviv. Their infrastructure is much better than the one of many Ukrainian centres. When it comes to youth centres in Lviv region, in such towns as, for instance, Drohobych, Stryi, ... they have access to funding, to the youth representation, they have the authority to tell about

themselves, but there is not enough access to provide full-scale services to the youth, so there are few of them” (answer from the in-depth interview).

Operational Geography of the Youth Centres

The directors of the Centres working in the following regions have taken active part in the research:

Chernihiv region — five Centres (10.2%), all municipally owned;

Poltava region — five Centres (10.2%), including two municipally owned and three non-governmental organisations;

Volyn region — five Centres (10.2%), including three municipally owned and two non-governmental organisations;

Kyiv region — four Centres (8.2%), including two municipally owned and two non-governmental organisations;

Donetsk region — two Centres (4%), including one municipally owned and one non-governmental organisation;

Cherkasy region — two Centres (4%), including one municipally owned and one non-governmental organisation.

The directors of the Centres being municipal institutions and operating in the following regions have participated in the survey:

Kharkiv region — three Centres (6.1%);

Vinnitsia region — two Centres (4%);

Dnipropetrovsk region — two Centres (4%);

Odesa region — two Centres (4%);

Rivne region — two Centres (4%);

Zaporizhzhia region — one Centre (2%);

Ivano-Frankivsk region — one Centre (2%);

Ternopil region — one Centre (2%);

Chernivtsi region — one Centre (2%).

The directors of the Centres being non-governmental organisation or established on the basis thereof and operating in the following regions have participated in the survey:

Kirovohrad region — three Centres (6.1%);

Lviv region — two Centres (4%);

Kharkiv region — two Centres (4%).

The representatives of Zhytomyr, Luhansk, Mykolaiv, Sumy and Kherson regions and Kyiv have not participated in the research.

Two Centres (4%) (one municipally owned and one non-governmental organisation) operate online.

One Centre (municipal institution, Luhansk region) — the region in which the Centre is operating now has not been determined.

Five Centres (10.2%) were relocated after the full-scale invasion of the Russian Federation into Ukraine on 24 February 2022: four municipally owned Centres operated in Dnipropetrovsk, Vinnitsia and Zaporizhzhia regions, and the region in which one of the Centres operates has not been determined.

One Centre established on the basis of the non-governmental organisation works online.

One Centre (Kyiv region) has been fully destroyed (the municipal entity).

Target Audience of the Youth Centres

The main age groups to which the services are provided by the Centres whose directors have participated in the survey are young people aged 14 to 18 (29% of beneficiaries of the Centres' services), 19 to 24 (28%) and 25 to 35 (20%). At the same time, 23% of beneficiaries of the Centres' services are younger than 14 and older than 35.

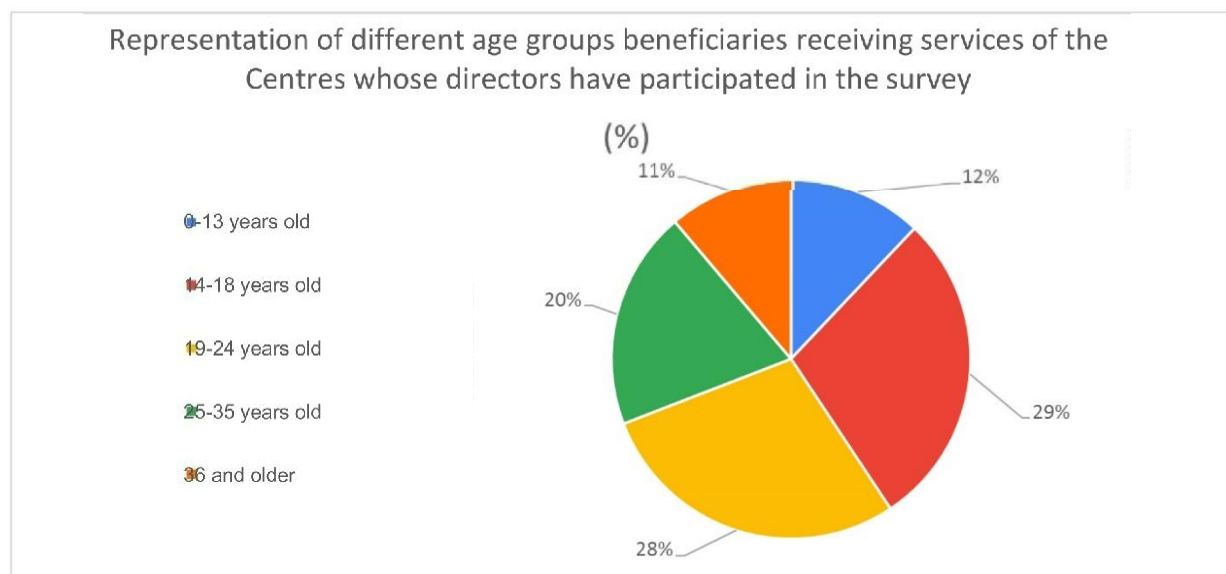


Chart: Division of answers to the question “What services/what activity and for people of what age is your youth centre providing/performing now (select the applicable age categories in each row)?”, %

The directors of the Centres who have participated in the research have noted that the services are provided to the following categories of people:

- young people who study — 45 Centres (92%), including 29 municipal institutions, 16 non-governmental organisations;
- internally displaced persons — 36 Centres (73%), including 22 municipal institutions, 14 non-governmental organisations;
- young people who work — 36 Centres (73%), including 24 municipal institutions, 12 non-governmental organisations;
- young parents — 27 Centres (55%), including 19 municipal institutions, 8 non-governmental organisations;
- professional communities working with young people — 19 Centres (38.8%), including one state-owned institution, 11 municipal institutions and 7 non-governmental organisations;
- people with disabilities— 19 Centres (38.8%), including one state-owned institution, 13 municipal institutions and 5 non-governmental organisations;
- affected population — 17 Centres (34.7%), including one state-owned institution, 10 municipal institutions and 6 non-governmental organisations.

Categories of people with whom the Centres of different ownership forms whose directors have participated in the survey work (%)

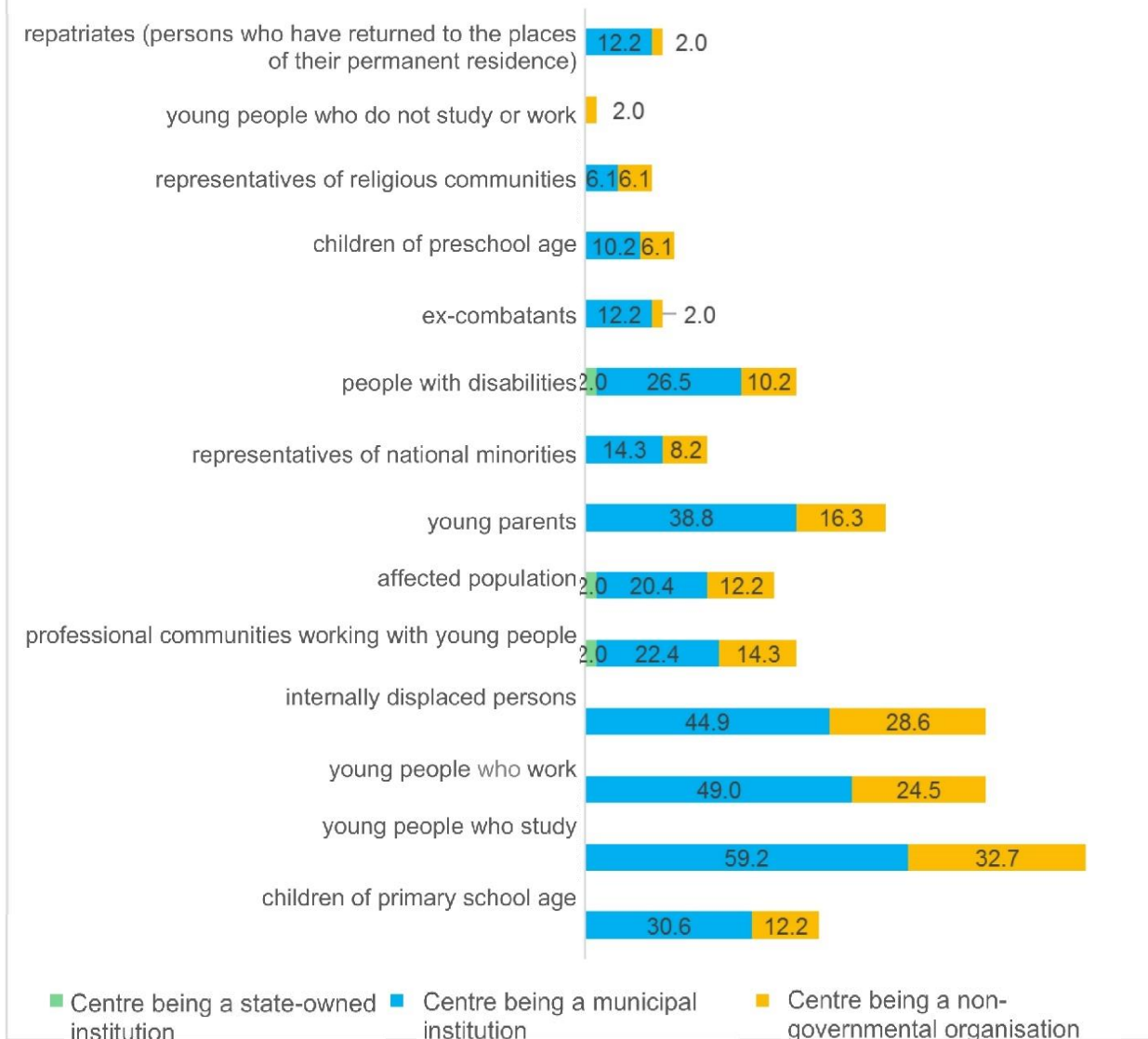


Chart: Division of the answers given by the respondents to the question “What categories of people does your youth centre work with? (select the applicable categories)”, %

The directors of the Centres who have participated in the research have a focus on the youth aged 14 to 35 in operations of their centres, but the services for the IDPs and related issues of humanitarian and information aid, participation of the active youth in volunteering projects have considerably expanded after the full-scale invasion of the Russian Federation into Ukraine on 24 February 2022. Also, the age groups of the Centres’ services beneficiaries have also expanded, and include children younger than 14 and people older than 35:

“We are the municipal institution of regional level, and the target audience with which we worked included the youth centres of Donetsk region, more than 130 of them as of the beginning of February, as well as the youth in Donetsk region... Now the target audience and the mission have changed, and we work with the internally displaced young people, in Vinnytsia in particular and all over Ukraine” (answer from the focus group).

“We work not only with the internally displaced young people. Our target audience is the youth aged 14 to 35, including internally displaced persons, persons in difficult life circumstances, teenagers... We have children because there is “SpivDiya Dity” (“CoAction Children”) project, and their parents come... We try to involve different audience... and hold various events for them” (answer from the focus group).

“We have some projects aimed at social cohesion; within such social cohesion, 50% of the local youth from the hosting community, and half is the IDPs” (answer from the focus group).

“We have been working with teenagers starting from the age of ten since several years. When it comes to the target audience of ‘young families with children’, young mothers with children join the events very often” (answer from the in-depth interview).

“The target audience who is always active includes non-governmental organisations, active youth who wish to create and implement projects — they are with us permanently” (answer from the focus group).

“There is a war now, so we are dealing with a lot of projects that involve IDPs as well as the youth in the street...” (answer from the focus group).

“Our main category is families with children, families with small children, and we help this very category. Of course, there is an extra category of internally displaced persons...” (answer from the focus group).

“We are also trying to engage the youth, the socially active youth... We are trying to keep the youth engaged, active youth are volunteers. In this field, we cooperate with the volunteering group “Myloserdya” (“Mercy”), and we also engage medical students from Luhansk Specialised College...” (answer from the focus group).

“There are very frequent inter-age dialogue events when we contact the social service centre and make a dialogue between the youth and the elderly ladies ... There is also an idea that inter-age dialogue is not only ‘youth and elderly ladies’. We have a very broad age audience of youth who are taking part in the same event, and the dialogue between a ten-year-old and a person aged 35 is also inter-age one” (answer from the in-depth interview).

“Now we are also having a wave of internally displaced persons... We had two groups of children — teenagers, the older group with separate events, and younger children with their own events, ... and for the last two months we have been engaging local teenagers, and there have been adaptive events for the IDP children” (answer from the focus group).

“A large percentage of the IDPs has added after the full-scale invasion. There are no new needs of the TA. The needs have always been approximately the same. Our attitude to such needs has changed:

- communication*
- accommodation*
- work*
- hosting” (answer from the in-depth interview).*

“When the local youth and young IDPs participate in an event or activity together, they are building socially cohesion. They do something together; they get to know each other and communicate” (answer from the in-depth interview).

Youth centres as a space for implementation of their own projects by the active youth: *“The active youth who wish to design and implement projects — they are with us permanently... They can just work in the co-working, and they just use our platform to conduct some activities and to hold their events” (answer from the focus group).*

Services Provided by the Youth Centres

According to the directors who have participated in the research, the Centres, spaces and hubs provide the services in the following areas:

- volunteering projects – 43 Centres out of 49 (87.7%);
- formation of the civil position – 42 Centres (85.7%);
- cultural events – 49 Centres (81.6%);
- national and patriotic upbringing – 39 Centres (79.6%)’
- non-formal education activities for personal development – 37 Centres (75.5%);
- promotion of the healthy life style for the youth – 37 Centres (75.5%);
- humanitarian aid – 30 Centres (61.2%);
- sports events – 30 Centres (61.2%);
- training for those who work with young people – 28 Centres (57.1%);
- professional psychological support – 26 Centres (53.1%)’
- working opportunities, employment, youth entrepreneurship – 25 Centres (51%);
- youth exchange programmes – 24 Centres (49%);
- international youth co-operation (on equal terms) – 20 Centres (40.8%);
- co-operation with the international organisations, including the Council of Europe and the European Commission – 20 Centres (40.8%);
- legal support – 17 Centres (34.7%).

The directors of the Centres who have participated in the research have specified the following most common options in the Centres: **volunteering** (for the youth aged 14 to 18 in 35 Centres (71.4%) and the youth aged 19 to 24 in 36 Centres (73.5%)); **cultural_events** (for the youth aged 14 to 18 in 36 Centres (73.5%) and the youth aged 19 to 24 in 30 Centres (61.2%)); **non-formal education activities for personal development** (for the youth aged 14 to 18 in 34 Centres (69.4%) and the youth aged 19 to 24 in 25 Centres (51%)); **formation of the civil position** (for the youth aged 14 to 18 in 32 Centres (65.3%) and the youth aged 19 to 24 in 29 Centres (59.2%)) and **national and patriotic upbringing** (for the youth aged 14 to 18 in 37 Centres (75.5%) and the youth aged 19 to 24 in 26 Centres (53.1%)).

The directors of the Centres who have participated in the research have noted that the cultural events and volunteering projects focused on different age groups to a lesser extent:

- the audience of the cultural events is younger than 14 in 18 out of 49 Centres, aged 14 to 18 in 36 out of 49 Centres, aged 19 to 24 in 30 out of 49 Centres, aged 25 to 35 in 23 Centres, and older than 35 in 12 out of 49 Centres;
- the volunteering projects involve the children younger than 14 in 10 Centres, the teenagers and youth aged 14 to 18 in 35 Centres, the young people aged 19 to 24 in 36 Centres, the young people aged 25 to 35 in 27 Centres, and the people older than 35 in 18 Centres.

Table. Division of answers to the question in the questionnaire “What services/what activity and for people of what age is your youth centre providing/performing now (select the applicable age categories in each row)?”, closed-end question, number of the Centres

No	Services/activity	Age categories of the Centres’ services beneficiaries (number of the Centres)					
		0-13 years old	14-18 years old	19 - 24 years old	25-35 years old	36 and older	Service not provided
1	Formation of the civil position	11	32	29	18	7	7
2	Non-formal education activities for personal development	10	34	25	15	6	12
3	Cultural events	18	36	30	23	12	9
4	Promotion of the healthy life style for the youth	18	33	28	17	7	12
5	Sports events	17	26	16	11	5	19
6	Working opportunities, employment, youth entrepreneurship	0	14	19	10	6	24
7	National and patriotic upbringing	19	37	26	19	10	10
8	Volunteering projects	10	35	36	27	18	6
9	Youth exchange programmes	2	12	15	9	3	25
10	International youth co-operation (peer-to-peer basis)	1	10	9	7	3	29
11	Co-operation with the international organisations, including the Council of Europe and the European Commission	2	7	14	7	6	29
12	Humanitarian aid	16	17	22	18	14	19
13	Legal support	2	6	14	9	7	32
14	Professional psychological support	9	18	17	17	11	23
15	Training for those who work with young people	2	7	23	16	12	21

According to the directors of the Centres who have participated in the survey, humanitarian aid for different age categories is granted in 30 Centres (children under the age of 14 — in 16 Centres, teenagers and youth aged 14 to 18 — in 17 Centres, young people aged 19 to 24 — in 22 Centres, young people aged 25 to 35 — in 18 Centres, and people older than 35 — in 14 Centres).

Legal support is provided in 17 Centres (for children under the age of 14 — in 2 Centres, for teenagers and youth aged 14 to 18 — in 6 Centres, for young people aged 19 to 24 — in 14 Centres, for young people aged 25 to 35 — in 9 Centres, and for people older than 35 — in 7 Centres).

Professional psychological support is provided in 26 Centres (for children under the age of 14 — in 9 Centres, for teenagers and youth aged 14 to 18 — in 18 Centres, for young people aged 19 to 24 — in 17 Centres, for young people aged 25 to 35 — in 17 Centres, and for people older than 35 — in 11 Centres).

The surveyed directors of 32 out of 49 Centres have noted that their Centres do not provide legal services, which is natural as such services require high qualifications of their providers in the specialised industries. Also, the youth exchange programmes do not work to the full extent — this service is not provided by 25 Centres. As for international youth co-operation (peer-to-peer basis), this service is not provided by 29 Centres. There is poor co-operation with the international organisation, namely the Council of Europe and the European Commission, — this service is not provided by 29 Centres.

Services provided for different age groups by the youth centres whose directors have participated in the survey (number of the Centres)

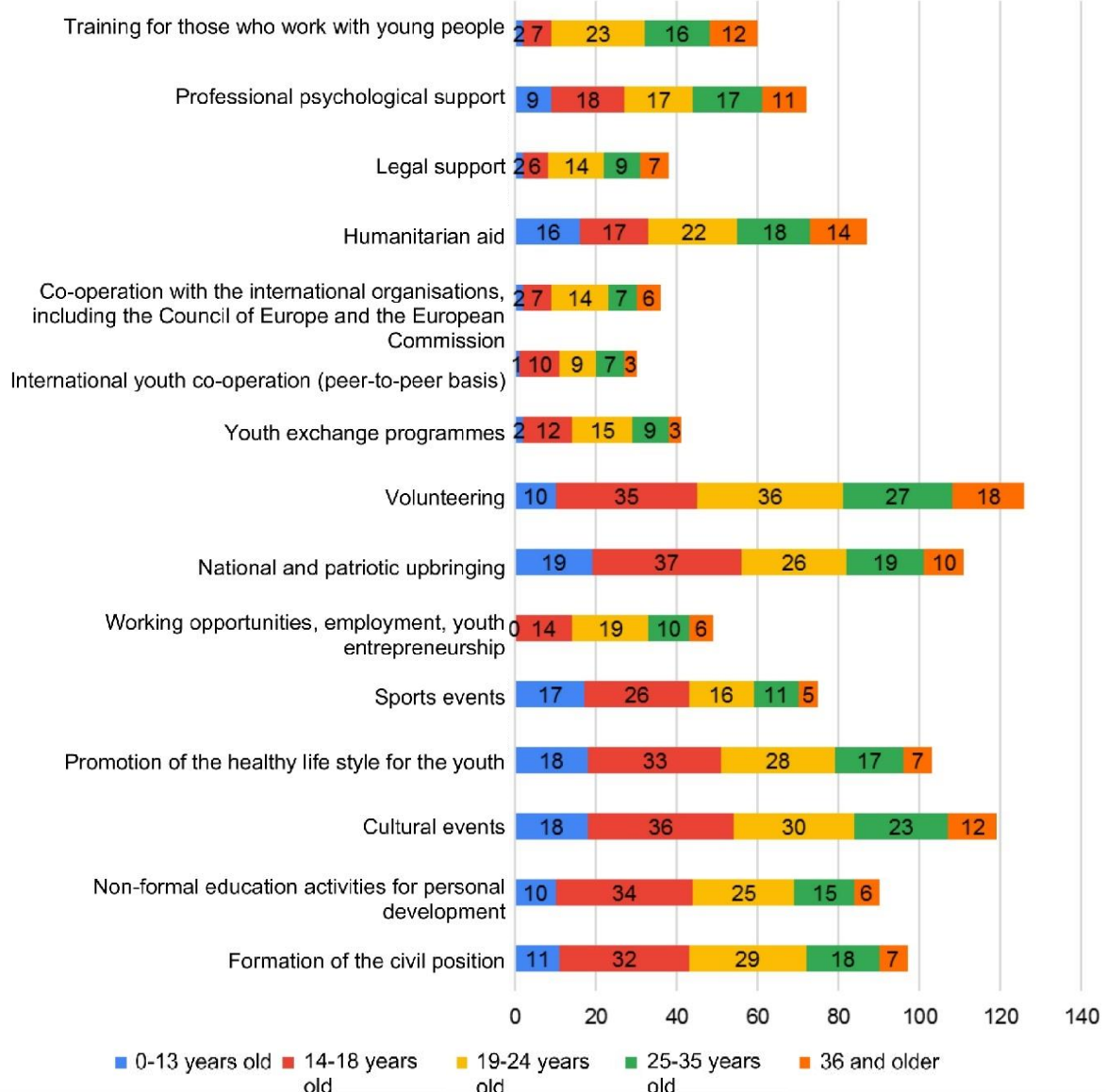


Chart: Division of answers given by the respondents to the question “What services/what activity and for people of what age is your youth centre providing/performing now (select the applicable age categories in each row)?”, closed-end question (number of the Centres).

The services or activities of the Centres that were additionally mentioned by the directors of 19 Centres (38.8%) mostly included the projects with an entertaining component focused on versatile support of the youth: leisure projects (six Centres — table tennis, billiards, watching movies, chess tournaments), projects for the IDPs (four Centres), co-working for the people older than 18 (one Centre), personal assistant services (one Centre), grant support of the youth (one Centre), platform for informal communication of the youth (one Centre), community cohesion, age 11 to 25 (one Centre), counselling on admission to the Ukrainian higher education institution (one Centre), children and youth tourism and regional studies.

After the full-scale invasion of the Russian Federation into Ukraine on 24 February 2022, the structure of the services has changed: the humanitarian component has been added, the volunteering component has expanded, there are matters of satisfying the need for psychological support, demand for the services that are not typical for the Centres as well as the services, typical in time of war (for instance, pre-medical training), and the implementation of the non-formal education projects has recently resumed. In this context, the importance of defining the Centres' strategic operational directions is raised: it is to be resolved by the directors of the Centres or at the level of the region or the Ministry of Youth and Sports of Ukraine:

"... when the war started, the youth centres started doing one more thing: humanitarian aid, aid to the Armed Forces. In the end, the youth centres, lots of the youth centres, work and provide the services that are not typical for the youth centres. Actually, it was like that before the war as well" (answer from the in-depth interview).

"Well, a psychologist is more like... People often do not understand whether they need a psychologist or not. The youth are often unaware of this service. The youth centres are free to explain it to them in the informal environment that there is such service. You can come and get it. Before the war, when we had travelled within Lviv region, I saw it personally. The young people would say, we need either a psychologist or a mentor. The person who would support or lead us. They had lacked it before the war. If they lack it, if there is a specific need, the youth centre must provide it. Because it is not very specific in a certain field. It is more like a daily-life service. It is actually a service of how to live" (answer from the in-depth interview).

"Does the youth centre have to grant legal support? It probably doesn't. Legal support is granted by lawyers... If it is an issue of establishing a non-governmental youth organisation, we can help here. If it is an issue of marriage registration, that's another thing" (answer from the in-depth interview).

"We do not offer legal or psychological support, but the youth know that they can come to us with their issues, and we will forward them" (answer from the in-depth interview).

"We have established the psychological and rehabilitation help centre 'Iednannya' ('Unity') for mothers and children where volunteers would play with the children and mothers could get psychological and legal support..." (answer from the focus group).

"... we are implementing the project 'Social Adaptation in Crisis' and conducting such cycles, gradual adaptation of the IDPs via sight-seeing tours, gatherings, clean-ups, so that people would get acquainted. We also hold so called food festivals, the events where the people who have been forced to flee their home can get to know the community, our traditions, cooking peculiarities of our region..." (answer from the focus group).

"We have organised the art therapy, and the pottery workshop was very popular among the internally displaced women. Moreover, we have had psychological support groups. We also have a psychologist... both individual sessions and group therapy" (answer from the focus group).

"The psychologist works both there with the IDPs and locals and in the youth centre. He holds art therapy classes and conducts the special course for the youth" (answer from the in-depth interview).

"We have managed to train a hundred teenagers aged 14 to 18 on pre-medical aid" (answer from the focus group).

"The youth centre has already resumed its ordinary activities: we work with non-formal education of the youth, but from 24 February until mid-May we worked as a coordination centre that provided aid to the internally displaced persons and with volunteers. We worked... helped both the

internally displaced persons who were coming ... and the communities who really needed such help” (answer from the focus group).

“We are now working on non-formal education for the youth...” (answer from the focus group).

“We are now ... holding trainings: there is going to be a workshop on media literacy, and there will be a security training, and then there will be workshops for ... internally displaced persons ... ” (answer from the focus group).

“Movies screening and workshops, T-shirt and shopper painting classes were very popular...” (answer from the focus group).

“As for international co-operation and the fact that many youth centres do not provide this service. I know what the European Youth Foundation is. I do... The youth centres are aware of such things. Why don't they submit (applications)? I can speak for us. I knew that there was the European Youth Foundation and that it offered funding. That was our plan for this year. However, we missed the deadline for the application because of the war. Secondly, the youth centres are busy doing some more local work to provide services to the youth. We do lack time to do something in that field. Another problem could be planning (of activities) of youth centres... Moreover, you know, there is such a thing: when funding comes from the regional or local budget, there are some funds and people working with that, having the volume of work and probably no interest in taking up more work. That could be a reason” (answer from the in-depth interview).

During the public discussion presentation of the findings of the research of the needs and challenges of the Ukrainian youth centres (18.10.2022), the participants analysed how common certain fields of work covered by the research were, and compared them with their own experience, knowledge and ideas about the Centres' activities. In general, the participants of the discussion presentation mentioned the same services provided by the Centres and specified in the research findings:

- meaningful leisure (including sports competitions, historical tours) was mentioned by 13 participants;
- psychological support — seven participants;
- civil defence and basic military training activities — seven participants;
- the volunteering projects (four participants), work with/assistance to the IDPs (four participants), career guidance (four participants), patriotic upbringing (three participants) and international co-operation (three participants) were mentioned more rarely.

The activity of the Centres that was not noted by the directors of the Centres who have participated in the research, but was mentioned by the participants of the discussion presentation is sexual education / sexual upbringing (three participants).

Three participants of the discussion presentation noted that the Centres' services were used not only by the youth. It has been shown by the research findings.

The reasons for absence of certain services in the Centres mentioned by the participants were lack of funds, lack of human resources and lack of time as well as full-scale invasion of the Russian Federation.

Services to Be Provided by the Centres

The directors of ten Centres (including six municipal institutions and four non-governmental organisations) who have participated in the research and answered the open-end question have said that they are planning to provide the following services to young people:

- projects related to meaningful leisure — seven Centres (14.3%), including three municipal institutions and four non-governmental organisations;
- expansion of non-formal education projects — nine Centres (18.4%), including six municipal institutions and three non-governmental organisations;
- career guidance work — four Centres (8.2%), including three municipal institutions and one non-governmental organisation;
- co-operation with international youth organisations and international organisations — five Centres (10.2%), all of them being municipal institutions;
- psychological support — four Centres (8.2%), including three municipal institutions, one non-governmental organisation;
- legal services — four Centres (8.2%), including three municipal institutions and one non-governmental organisation;
- organisation of creative workshops — three Centres (6.1%), all of them being municipal organisations;
- civil defence and basic military training activities (security projects) — two Centres (4.1%), both being municipal institutions.

Services to be provided by the Centres of different ownership forms whose directors have participated in the survey (%)

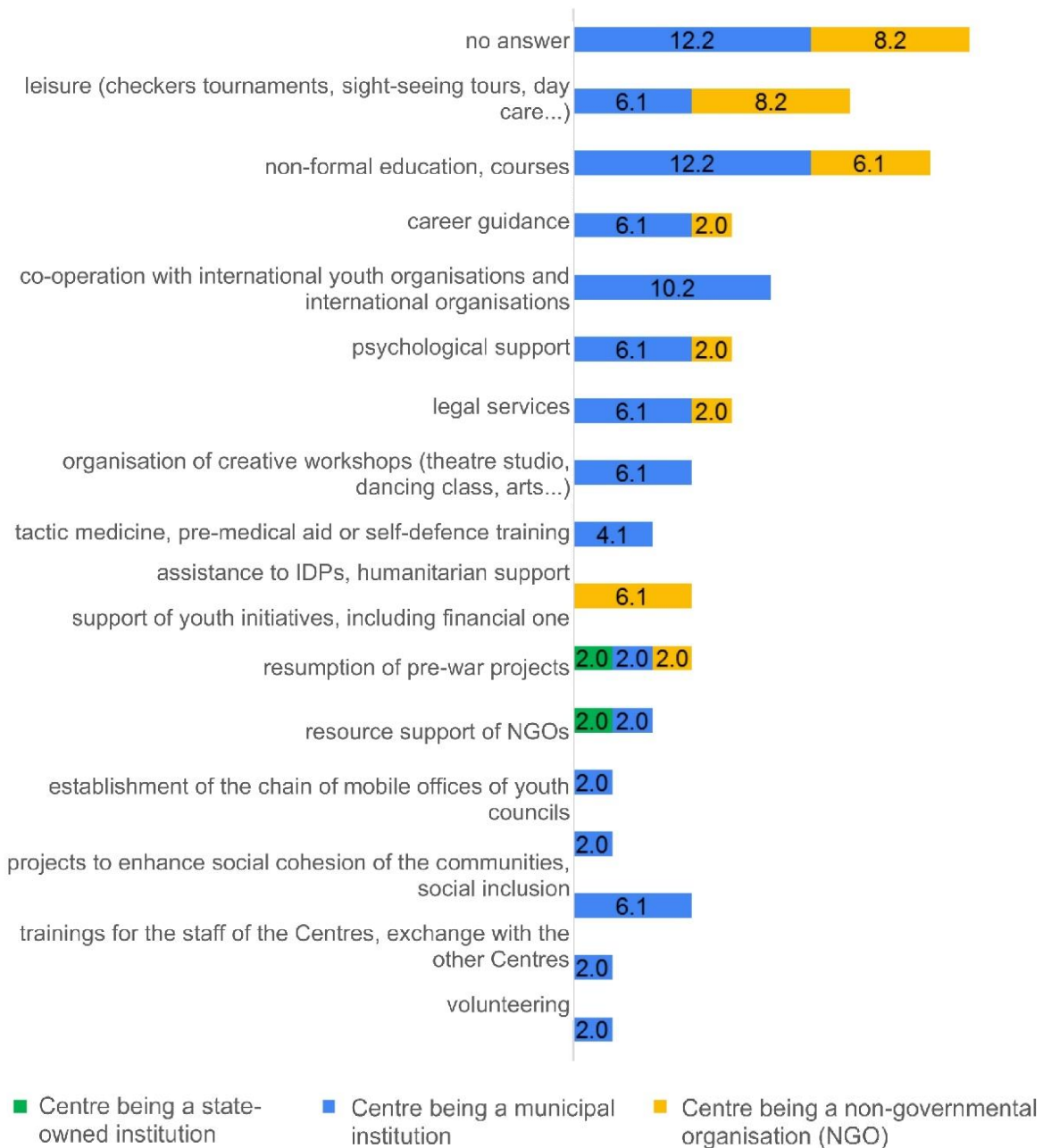


Chart: Division of the answers given by respondents to the open-end question “What other services for young people is your youth centre going to provide/would like to provide?” (% of the Centres)

If the Centres are assumed to respond to the needs of times and demand of young people and other categories, it is natural to plan to expand the psychological support services (four Centres), legal support services (four Centres) and civil defence and basic military training services (two Centres).

Young People's Needs

The essential needs of young people that could be satisfied by the Centres and were mentioned by the research participants in their answers to the open-end question “What essential needs of young people could your youth centre satisfy?” include **meaningful leisure** (14 Centres, 28.6%), including the street work format, tourism, regional studies and sports orientation and physical education; **humanitarian aid** (five Centres, 10.2%); **non-formal education needs** (five Centres, 10.2%), including software development training; **psychological support** (four Centres, 8.2%); **employment matters** (four Centres, 8.2%); **co-working** (two Centres, 4.1%); **civic education** (two Centres, 4.1%); **social needs** (three Centres, 6.1%) – “*personal development*”, “*finding friends*”, “*getting distracted*”, “*being encouraged*” (from the answers to the questionnaire).

The activities for IDPs (three Centres, 6.1%), including the events held for “*integration of the young IDPs into the community*”, “*psychological support of the IDPs*” and “*social cohesion*” (from the answers to the questionnaire) and the volunteering projects (two Centres, 4.1%) are also essential to the mind of directors of the Centres.

The civil defence and basic military training events (security projects), including “*basic military training*”, “*first pre-medical aid and civil defence workshops*” (from the answers to the questionnaire) are considered to be important by two directors of the Centre (4.1%). Two directors of the Centres also believe that the national and patriotic upbringing is essential (4.1%).

In the opinion of the directors of the Centres who have participated in the focus group and in-depth interviews, the most important components of the efficient youth work are as follows: availability of the youth infrastructure; focus of the youth work on needs of the youth, and development of programmes for personal support of the youth:

“I would emphasise three areas. The first one probably is the youth infrastructure. I mean this infrastructure must exist. There must be a place where the youth could get together in the community, the village or the city. ... The second thing I would point out is... the demand for the specific services and projects implemented by the local authorities and people responsible for the youth policy, which must be quality and necessary for the youth. When we travel around, they say their opinion is not heard, the projects made for them do not take into consideration the young people's opinion. They are not asked whether they need it or are interested in it. This is the need I see. The need to be heard, probably. The third thing they also mention is a mentor, an opinion leader (answer from the in-depth interview).

“... mentorship programmes ... I guess there is no denying (they are necessary — note by the research team). The young people say they need them (mentors). The young people say they need a person to come to for support, advice and comfort. They just need several words to understand that they are doing it right, that they are OK. And they will go on. They have such needs and wishes. The question is whether there are such people among adults as we provisionally call them. Older people. Are they ready to bear such responsibility? I don't know whether there are such people or not. I think they can be found. I guess there are people in the communities who are ready to take up such responsibility. Surely. There could be few of them, but they do exist” (answer from the in-depth interview).

“... we work with the youth mostly in the street work format... actively organize various youth sports events: ‘flag seizure’, bike rides ... We were very surprised to find out that the youth respond very actively, they even come from the neighbouring villages... That is because they want such active communication” (answer from the focus group).

“There are no new demands from the target audience. The youth we work with have always been in search of a job, accommodation and communication. Our attitude to the demands has changed. The demands have always been approximately the same” (answer from the in-depth interview).

“We are now developing the communication tool that would simplify everything. We want to use a chat bot. U-report will help us to establish the systemic communication and collect data” (answer from the in-depth interview).

“We are conducting surveys on social media as well as focus group plus live communication with visitors of the events, when we monitor what they need and whether what we do is what they need” (answer from the in-depth interview).

“We conduct online surveys, but we will also make a field survey because an online format is insufficient” (answer from the in-depth interview).

During the public discussion presentation of the findings of the research into the needs and challenges of the Ukrainian youth centres (18.10.2022), the participants analysed the essential needs of the young people that could be satisfied by the Centres and compared them with their own experience, knowledge and ideas of the needs of the youth and the Centres’ services that could satisfy such needs. In general, the Centres’ services capable of satisfying the needs of the youth that are described in the research findings were consistent with the needs of the young people mentioned by the participants of the discussion presentation.

In the opinion of the participants of the discussion presentation, the most essential needs are: meaningful leisure, namely sports competitions (13 references), space to spend time and communicate (nine references), needs of IDPs (nine references), adaptation to new conditions (five references), psychological support (five references).

The needs for career guidance (four references), volunteering projects (three references) and soft skills development (two references) were mentioned more rarely.

Most participants of the discussion presentation noted that they conducted the surveys (13 references) to find out the young people’s needs. The other sources of information on needs of the youth are educational directorates, local Centres, direct contacts with the youth, and youth councils.

Employees of Youth Centres

Number of Employees of Youth Centres

According to the directors of the Centres who have participated in the survey, 16 Centres (33%), including five municipal institutions and eleven non-governmental organisations, have no employees working on a paid basis.

Six Centres (12%), including three municipal institutions and three non-governmental organisations, have one employee working on a paid basis.

Five Centres (10%), including three municipal institutions and two non-governmental organisations, have two employees working on a paid basis.

Four Centres (8%), including three municipal institutions and one non-governmental organisation, have three employees working on a paid basis.

Number of the employees of the Centres of different ownership forms who have participated in the surveys (number)

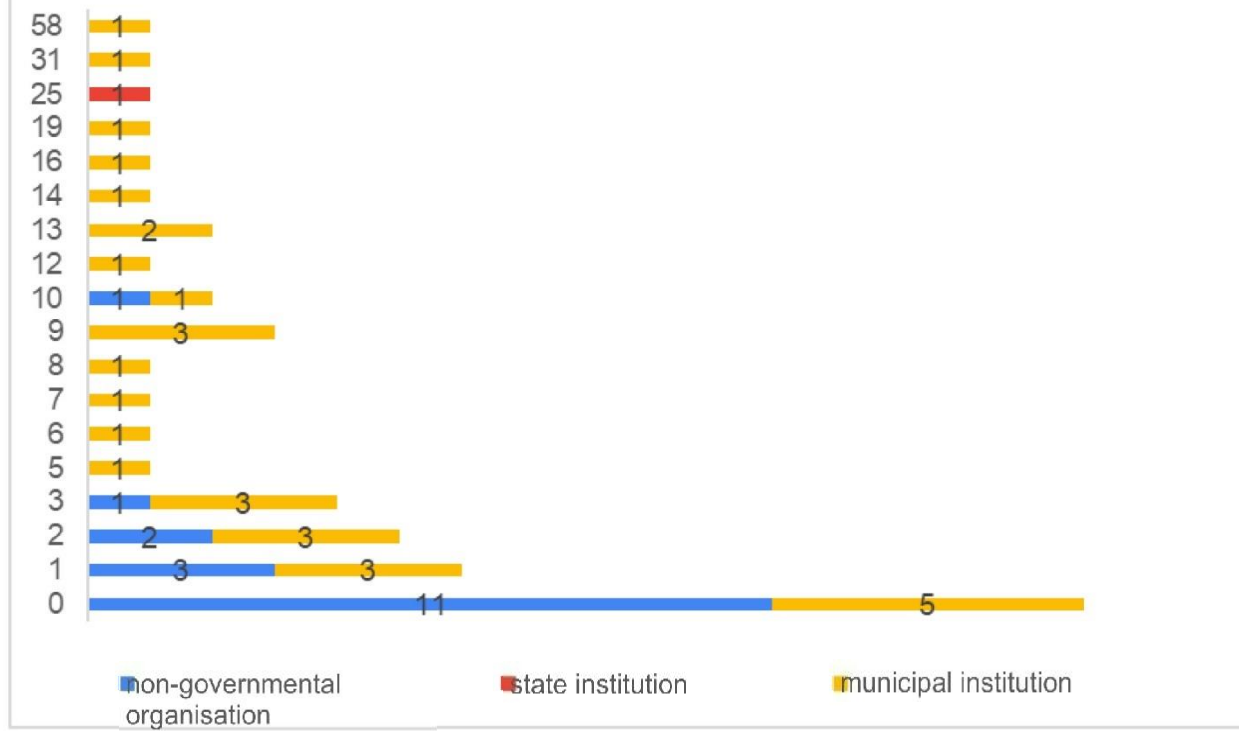


Chart: Division of the answers of the respondents to the question “How many permanent employees work for your youth centre on a paid basis?”, number

The situations with the number of permanent employees on a paid basis differ in the Centres in Ukraine. Some have a stable team made of ten people, with clear allocation of duties and operational plans while others have no employees at all, and the team members work as volunteers. The situation often depends on the ownership form of the Centre. 11 out of 18 Centres that are non-governmental organisations do not have employees working on a paid basis.

“We have our own budget of the youth centre (regional level). It is around 1.6 million hryvnias a year. More than a million hryvnias is salary of the staff of the youth centre. It is paid in full. We have six employees, and everyone is paid on equal terms” (answer from the in-depth interview).

“We have twelve in-house employees, including one director, one deputy director, two heads of the departments, three specialists, two administrators (working half-time), one supply manager (working half-time), one cleaner (working half-time), and one accountant” (answer from the focus group).

“We have fifteen salaried employees, with no volunteers, because different volunteers join us at different project implementation stages” (answer from the focus group).

“According to the staff schedule, we have five positions: the director, the deputy director, the accountant and two youth work specialists. Two specialists work half-time. So we actually have six people working at our municipal facility” (answer from the in-depth interview).

“In addition to the staff of the youth centre, we additionally hire experts for the UNICEF project” (answer from the in-depth interview).

“The team members have several projects where they earn money, and they perform youth work as volunteers” (answer from the in-depth interview).

“We try to be all-purpose workers... In fact, all of us can replace each other, but not for specific work formats... We all also have social media pages, so we do everything: create, prepare and post content” (answer from the in-depth interview).

Two out of 49 directors of the Centres who have participated in the survey would like to increase their head count (the answers from the questionnaire).

Staff Necessary for Youth Centres

11 directors of the Centres who have participated in the survey (22%), including ten municipal institutions and one state-owned institutions, have not mentioned the need for additional staff.

Other 38 directors of the Centres have claimed they need more staff (the answer to this question provides for multiple choice) as follows:

21% of the respondents (23 answers out of 105), including 10% (11 answers) of the representatives of the municipal institutions and 11% (12 answers) of the non-governmental organisations, referred to the need of event and project coordinators.

19% (21 answers out of 105), including 10% (11 answers) of the representatives of the municipal institutions and 9% (10 answers) of the non-governmental organisations, referred to the need of market specialists, PR managers and targeting specialists.

16% (17 answers out of 105), including 9% (10 answers) of the representatives of the municipal institutions and 7% (7 answers) of the non-governmental organisations, referred to the need of psychologists.

Also, there is a need for the instructor (1%, one answer out of 105) and the legal counsellor (1%, one answer).

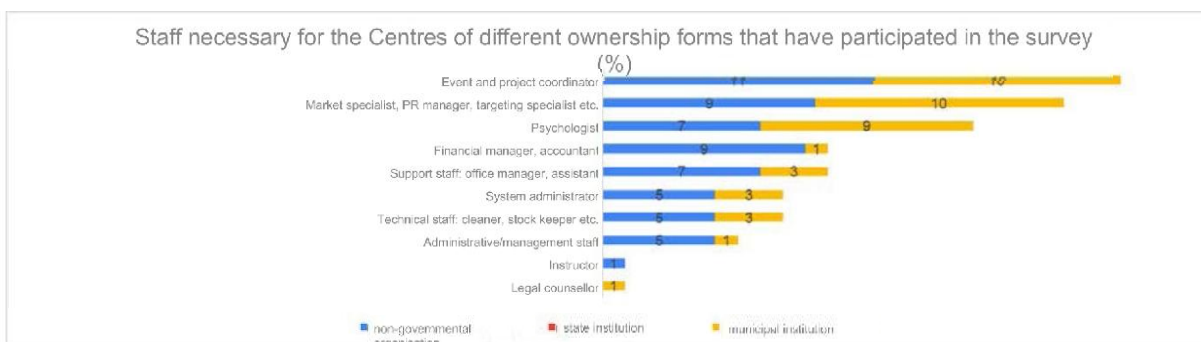


Chart: Division of the answers given by the respondents to the question “If you feel like not having enough employees, what positions do you lack?”, %”

The need for event and project coordinators, market specialists, PR managers, targeting specialists is caused by the demand of the Centres for such services, lack of people who could provide quality services, and lack of funds to pay for their work.

“As a rule, at least 50% of the employees in the youth centres is administrative and technical staff who do not perform programme work. For instance, if there are six or seven people in a regional centre (there are generally five to ten employees), half of them or even more are not programme staff; they are an accountant, a cleaner, a guard, a lawyer, a procurement officer etc., and one director who manages it all and does not do programme work because there are also lots of documents, reports etc. In the end, there is one or two persons left to perform programme work” (answer from the in-depth interview).

“We have several projects with various activities for the youth, and they only provide for funds for those who hold activities, but there is no money for a coordinator. However, someone has to coordinate, we do not understand who, but it really takes lots of efforts and time” (answer from the in-depth interview).

“The most needed position is a communication manager, the person who works himself or herself ... In this field, to write posts, to do such things” (answer from the focus group).

“It would be good to hire one professional with the narrow specialisation, a communication specialist, so that he or she will have the clear scope of responsibility because now such duties are shared within the team” (answer from the in-depth interview).

“A youth centre must have a PR manager and a market specialist... Such knowledge should be within the team. This work can be performed by one person. ... Because a youth centre can implement wonderful projects, provide services of incredibly logic, beauty or accessibility. But what’s the use of these services if people are not aware of them? The PR manager will be responsible for increasing awareness of the youth centre so that as many people as possible will know that these services can be provided for free, really for free” (answer from the in-depth interview).

“The operator’s position is most needed nowadays” (answer from the focus group).

That is why there are usually not enough coordinators and communication managers.

The youth centres also need psychologists.

“... it is applicable to a psychologist. Our youth centre does not have a psychologist, but we have the “SpivDia” (“CoAction”) Hub based in the youth centre, and there is an in-house psychologist there. I would like to have such employee. A separate position. It could be either a trainer or a coach or a psychologist... I wish we had one in the centre” (answer from the in-depth interview).

“The psychologist’s position is most needed nowadays” (answer from the focus group).

“They are now talking about psychological aid [as an essential demand from the youth centre]. Unfortunately, we do not have a psychologist’s position in our staff schedule. Last year, we ... conducted researches (surveys, focus groups) among the young people and parents with social institutions and mass media involved. It was established following the researches that the young people were in need of psychological aid and access thereto. The psychologist in an education institution does not always respond to their needs, the same way as the one in the social service centre for families, children and youth. We were even planning to introduce of the youth centre psychologist’s position at the city council session, but the full-scale invasion started” (answer from the in-depth interview).

“We are now starting the UNICEF project where there is a full-time psychological and a half-time art therapist. This co-operation will be from September until August, and we will additionally hire employees within this co-operation and find new opportunities” (answer from the in-depth interview).

“If we had an in-house psychologist, it would be good because it is about sustainability. The UNICEF will be over, and we do not know whether we will be able to hire a psychologist then.

Moreover, the model staff schedule does not include a psychologist” (answer from the in-depth interview).

Training for Employees of Youth Centres

Experience of Participation of the Centres’ Employees in the “Youth Worker” Programme

34 out of 49 directors of the Centres who have participated in the surveys (69% of the respondents), including 20 municipal institutions (41%), one state-owned institution (2%) and 13 non-governmental organisations (27%), stated that the employees of the youth centres had been trained within the state programme “Youth Worker”.

The directors of other 15 Centres (31%), including ten municipal institutions (20%), five non-governmental organisations (10%), noted that they did not have such experience.

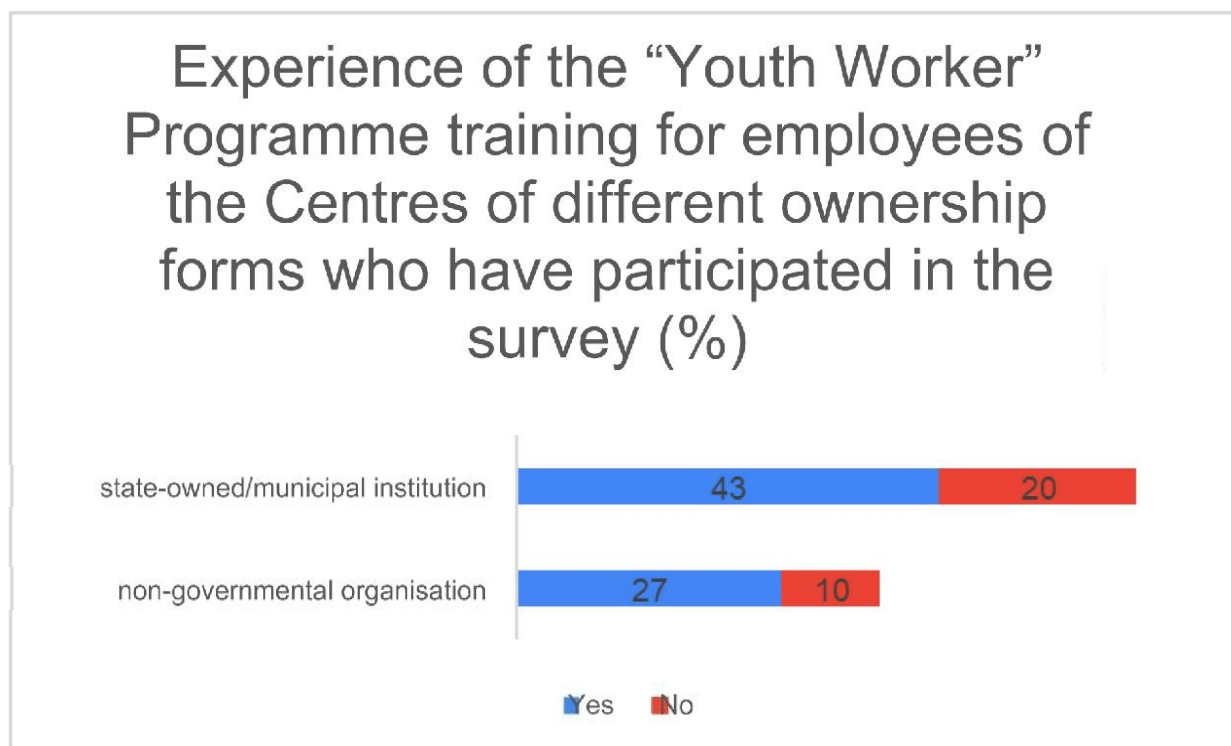


Chart: Division of the answers given by the respondents to the question “Have the employees of your youth centre been trained within the state programme ‘Youth Worker’?”, %

The participants of the focus group discussion emphasised the need to update the Youth Worker Programme with account of the present-day reality and to include psychological training elements there.

“... I believe that the Youth Worker Programme in its existing format needs to be supplemented — how the youth workers need to work psychologically, with account of the reality in which we are living now and will live after the war, after the victory. The point is that the youth will change, and there must be some psychological training, some elements. I don’t know, it might be a separate course because it is very difficult, this post-traumatic disorder...” (answer from the focus group).

Also, during the in-depth interviews, the respondents noted that, in addition to the state programme “Youth Worker”, there is another programme “Efficient Management of Youth Centres”, which has been developed to improve the competence of the employees of the Centres.

“There is a programme ‘Efficient Management of Youth Centres’ — it is a programme by the AYC with the cascade system. There are basic trainings for representatives of the regional youth centres where they are taught to be trainers. There are also specialised trainings related to entire Ukraine (it means that any youth centre of any ownership form and level can submit an application and complete the training on a competitive basis). They are dedicated to such themes as, for instance, financial management in the youth centre, team management, advocacy etc.” (answer from the in-depth interview).

Training Needs of the Youth Specialists in the Centres

37 respondents (76%), including 23 (47%) representatives of the municipal institutions, one (2%) representative of the state-owned institution, and 13 (27%) representatives of the non-governmental organisations, emphasised the demand for the training programme for youth work in the Centres.

Other 12 directors of the Centres (24%), including seven (14%) municipal institutions, five (10%) non-governmental organisations, noted that there was no demand.

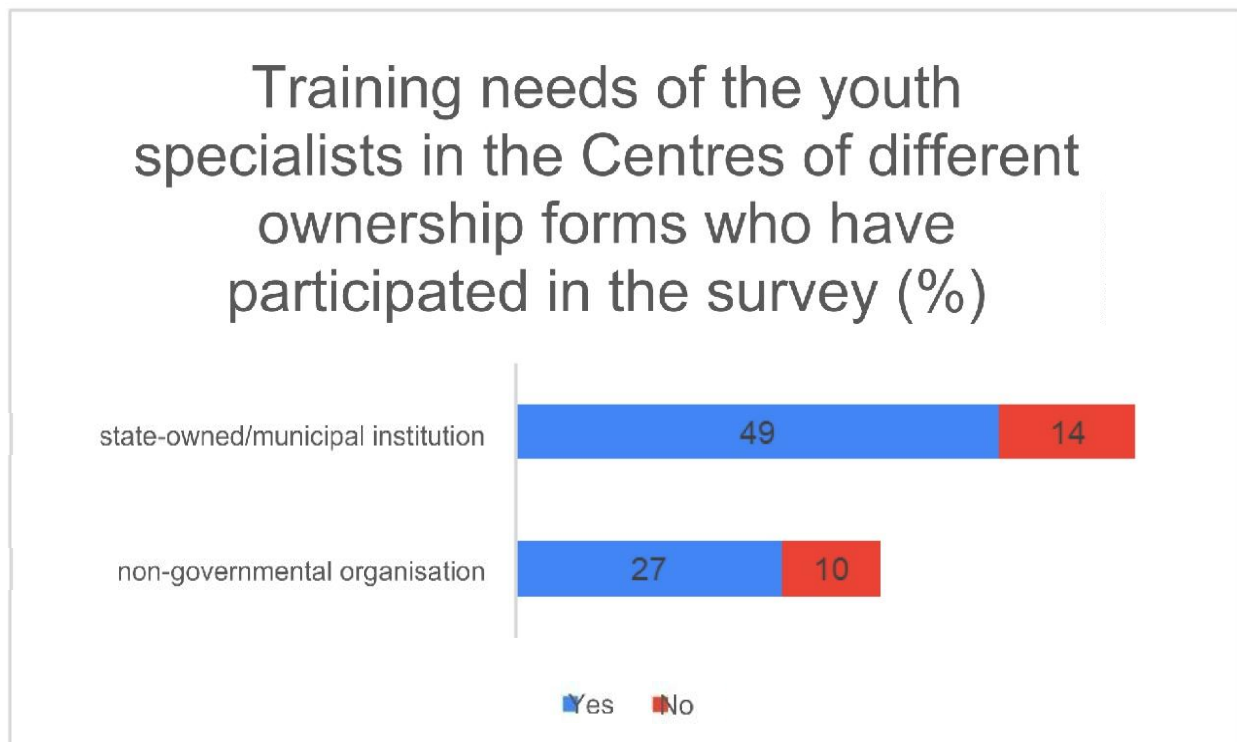


Chart: Division of the answers given by the respondents to the question “Does your youth centre have a need to run such training?”, %

Training the Specialists on Youth in the Centres on Working with the Youth

30 directors of the Centres (61%), including 19 (39%) of the municipal institutions, 11 (22%) of the non-governmental organisations, noted that they did not have any training programmes for working with the youth in their Centres.

Other 19 respondents (39%), including 11 (22%) employees of the municipal institutions, one (2%) employee of the state-owned institution and seven (15%) employees of the non-governmental organisations, said that they had the programme.

Training of the specialists on youth in the youth centres of different ownership forms who have participated in the survey (%)

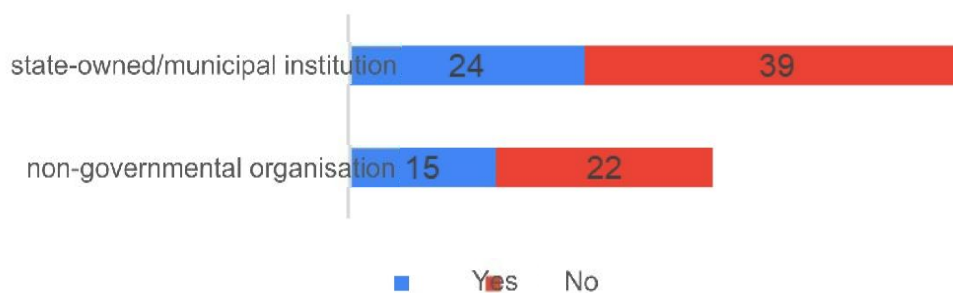


Chart: Division of the answers given by the respondents to the question “Does your youth centre train the specialists on how to work with the youth?”, %

The participants of the focus group discussion and in-depth interviews emphasised the need to train specialists on youth, in the first place, the newcomers.

“... there came new employees, and the achievements, the experience gained for the last six to eight years have returned to zero. There are some new employees who should be trained, in the Youth Worker and all the trainings that are impossible during the war because there is no budget funding” (answer from the focus group).

“We are thinking now who should be additionally involved into youth work in the Centre. It would be good if those new people completed at least the basic Youth Worker Programme training” (answer from the in-depth interview).

Necessary Additional Competences for the Employees of the Centres

The respondents and participants of the focus group discussions and in-depth interviews emphasised the demand for soft skills; knowledge necessary for psychological support, namely to work with the young people who have been traumatised; development of the youth work skills; improvement of competences in organisational processes; fundraising; security and first pre-medical aid trainings; personal brand formation skills, SMM etc.

Soft skills for the youth workers (12 out of 49 directors of the Centres who have participated in the survey): time management, elocution, communication skills, namely “humanitarian diplomacy”, motivation and teambuilding, new knowledge and leadership, youth, volunteer and Centre team building; team work, responsibility (from the answers to the questionnaire).

Knowledge necessary for psychological support (eight out of 49 directors of the Centres who have participated in the survey): psychological support of the youth; emotional and ethical skills, psychological rehabilitation of volunteers and the youth, basics of psychology, psychoemotional support, psychological education, psychology, work with the traumatised young people (from the

answers to the questionnaire). *“It is also important to teach how to work with traumatised young people”* (answer from the in-depth interview).

Youth work skills (enhancement of skills) (eight out of 49 directors of the Centres who have participated in the survey): training on social inclusion and youth work, work with the youth in the war and post-war conditions, efficient work with the IDPs, training “Work of the Centres during the War”, various trainings on work with the youth, work with people in difficult life circumstances, workshops and courses of professional training, *“the fact that these people have actually not completed the Youth Worker Programme (answering the next question in advance), and I would like to teach them”* (from the answers from the questionnaire).

Improvement of competences in organisational processes (eight out of 49 directors of the Centres who have participated in the survey): management skills in non-formal education, organisation of events, facilitation and training skills, involvement of communities, organisational skills, establishment of connections with the authorities and cultural directorates, scouting techniques (from the answers to the questionnaire). Two directors of the Centres referred to the training (payment) for the records manager and the supply manager (from the answers to the questionnaire).

Fundraising (five out of 49 directors of the Centres who have participated in the survey). *“As for the employees and immediate work with the youth, here is what we lack, at least as I can see. That is knowledge of how to manage funds, resources, grants, how to work with them, where to find them and how to contact them, how to negotiate with them. How to persuade people, how to make agreements find common ground; it is a very important skill for youth workers as well. We work with different environments: the authorities, businesses and youth. It is a very important thing. There are also international programmes. They are very important as well. The Ukrainian youth must also be integrated into a common European space. According to the Association Agreement between Ukraine and the European Union. When youth workers are aware of all the principles: how to act, what to do, and when they directly work with the Ukrainian youth in this process and with the youth of, say, Germany or Poland, it will be great, it will be amazing. It will be an exchange and new experience, there will be new cultural views, and lots of things will be different”* (answer from the in-depth interview).

The other training needs for the employees of the Centres include **training on security components and first pre-medical aid** (one Centre).

Moreover, **the personal brand formation and SMM skills** were mentioned (two Centres): *“There is demand for specific training... I see it this way: PR or brand. Brand of the centre or personal brand. If it is about the centre itself. International organisations, international co-operation. Probably, communication as well. It is also very important... Communicational skills. In my opinion, youth workers and my staff must know how to negotiate, make agreements and communicate with different environments. And we must be ready that there are unfavourable environments and know how to talk to them, understand what is going on”* (answer from the in-depth interview).

There is also a demand for “strategic session” (from the answers to the questionnaire).

“We need training on records keeping... how to draft up orders, maintain occupational and fire safety programmes, incoming and outgoing correspondence, how to develop the efficient collective labour agreement” (answer from the in-depth interview).

“We also need specific training on the financial component, accounting: how to work with budget programmes, how to work with public procurement, how to work with grants and individual

entrepreneurs within operations of the NGOs when the work of municipal institutions and NGOs is combined (answer from the in-depth interview).

“We need training on street (public) youth work”; “We need specific training on how to work with the youth from risk groups, in difficult life circumstances, the ones in conflict with the law. We must learn how to work with them, how to duly consider their needs and peculiarities, and to find communication approaches without discrimination and stigmatisation” (answer from the in-depth interview).

“Efficient SMM would be interesting. Comprehensive training on developing the specific competences of how to use various tools, how to work with different social media, TikTok” (answer from the in-depth interview).

Emphasis was also laid on improving the competences of the Centres’ directors (on strategic planning of the Centres’ operations) and of the employees (youth work, resources, grants, communication skills and psychological training):

“As for training and advance training of the specialists working for the youth centres, I believe I would separate two groups: supervisors and employees. The director is responsible for the strategy and team leading whereas the team deal with the youth more... The directors of the youth centres must be aware and understand where to lead the youth centre... As a director, I would like to know more about practices of the European countries: how they develop the working strategy, how they work with the team, what methods and principles they apply. I would also like to be able to compare the work with the other youth centres in Ukraine. To have a better understanding of such things in comparison, as they are” (answer from the in-depth interview).

Youth Centre Funding

Sources of Funding of the Centres

The Centres have different sources of funding. The following data were obtained from the multiple-choice question:

32% of the respondents (28 answers out of 88), including 30% (26 answers) being municipal institutions, 2% (two answers) being non-governmental organisations, claimed that the local budget was the main source of their funding.

26% (23 answers out of 88), including 17% (15 answers) being municipal institutions, 1% (one answer) being state-owned institutions and 8% (seven answers) being non-governmental institutions, mentioned the grants from international and other organisations.

13% (11 answers out of 88), including 5% (four answers) being municipal institutions, 8% (seven answers) being non-governmental organisations, referred to the charitable contributions.

10% (nine answers out of 88), including 3% (three answers) being municipal institutions, 7% (six answers) being non-governmental organisations, have no funding.

7% (six answers out of 88), including 1% (one answer) being municipal institutions, 6% (five answers) being non-governmental organisations, mentioned membership fees.

6% (five answers out of 88), including 5% (four answers) being municipal institutions, 1% (one answer) being non-governmental organisations, referred to paid services.

4% (four answers out of 88), including 3% (three answers) being municipal institutions, 1% (one answer) being non-governmental organisations chose the state budget.

2% (two answers out of 88), including 1% (one answer) being municipal institutions, 1% (one answer) being non-governmental organisations, referred to other options.

Funding sources of the Centres of different ownership forms that have participated in the survey (%)

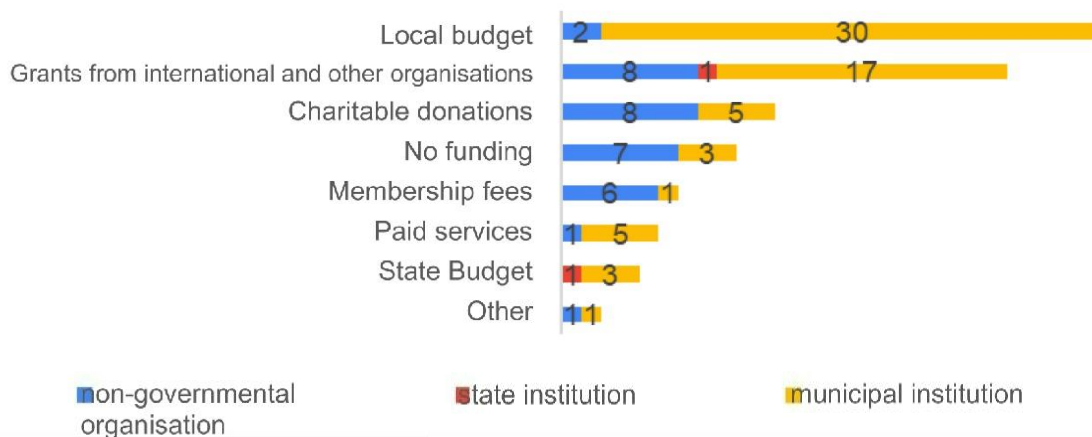


Chart: Division of the answer given by the respondents to the question “Specify the principal funding sources of your youth centre”, %

In different aspects, the directors of the Centres express the opinion that interaction with the local authorities is a precondition for successful work of the Centres, both municipal ones and the ones established on the basis of the non-governmental organisation. These are matters of lease of the premises, financial, resource, information and methodological support etc. Efficient interaction and readiness to support (to find a way out in each specific situation together) are very important, especially when a Centre has been fully destroyed.

“... there is a very important thing —when it comes to the people who will be doing this youth work, it is strategically important that the local authorities should deal with that. When a municipal institution is established, even if it has only two employees, it will have its own budget and work in a year, two and ten years” (answer from the in-depth interview).

“It is probably important to make agreements. To my mind, the most important thing is that a programme document is signed to establish obligations of one party, for instance, the local authorities, to create an institution or reorganise the existing institution... If there was an arrangement that the local authorities would reorganise the institution, the grantor or the donor would furnish equipment and infrastructure of and fill this infrastructure, and there were specific agreements: the authorities reorganise, the grantors fill the infrastructure, and the team who will work for this centre build it, then there will be more harmony. It will be clear who is responsible for doing something, who is providing something, what responsibilities have been taken, because they are a part of a signed document, the public one (answer from the in-depth interview).

“The Law of Ukraine ‘On the Fundamentals of the Youth Policy in Ukraine’ had an idea of establishing the national youth foundation in 2022. I believed that the national youth foundation would fund creation of youth centres in Ukraine, at least partially. In general, it would be great to see the programme for creating youth centres in Ukraine developed by the Ministry. It could be co-operation of the regional authorities, the local authorities, the Ministry and some other donors... They can hold a public tender, and the communities with the best projects will win and get funding. We would develop our youth infrastructure this way. For instance, sports schools have their

infrastructure. Sportsmen have sports schools to attend... Where are the youth supposed to spend their time, self-develop within the non-formation education and meaningful leisure? There are no infrastructural facilities like that. There should also be sort of balance because I don't want a huge bureaucratic office, but there must be youth infrastructure" (answer from the in-depth interview).

"After our youth space was destroyed by the Russian aggression, the local authorities are not really interested in its recovery; they say we must all volunteer and do nothing more because nothing else must be done now, there is a war. They are not even interested in where it will be done so there is practically no support by them, let alone funding. Our only hope is the funds we have raised from Denmark to recover the Centre, but they will not be enough. Our team has lost hope, motivation and strength because we had opened the youth space by our own efforts at the expense of the grants several months before the war; we had invested so much time and effort, and it was important for the youth in our small community" (a comment from the questionnaire).

Budget Lines of the Available Funding

The Centres divide available funding into different budget lines. The following data were obtained from the multiple-choice question:

32% of the respondents (31 answers out of 98), including 25% (24 answers) from the municipal institutions, 1% (one answer) from the state-owned institutions, 6% (six answers) from the non-governmental organisations, noted that their funding was sufficient to pay salaries to the Centres' staff.

25% (24 answers out of 98), including 20% (19 answers) being municipal institutions, 1% (one answer) being state-owned institutions and 4% (four answers) being non-governmental institutions, mentioned payment for utility services.

19% (19 answers out of 98), including 13% (13 answers) being municipal institutions, 6% (six answers) being non-governmental organisations, referred to their programme activities.

12% (12 answers out of 98), including 9% (nine answers) being municipal institutions, 3% (three answers) being non-governmental organisations, referred to rent of the premises.

11% (eleven answers out of 98), including 2% (two answers) being municipal institutions, 9% (nine answers) being non-governmental organisations, said that they had no funding.

1% (one answer out of 98), the municipal institution, chose the other option.

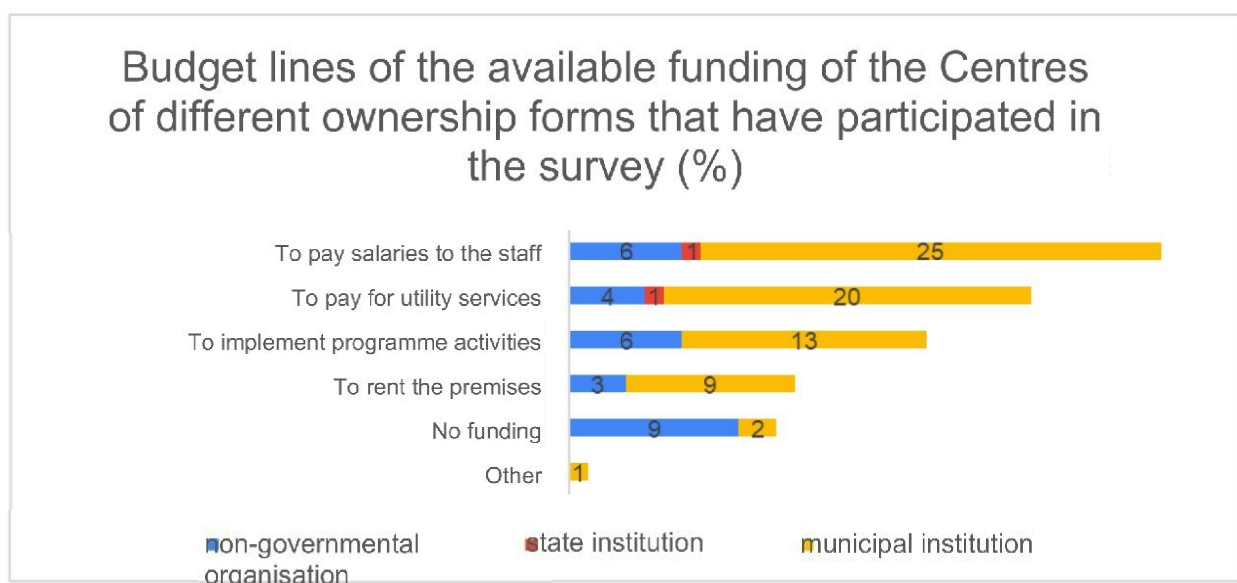


Chart: Division of the answers given by the respondents to the question “What does your youth centre spend the available financing for?”, %.

Secured Funding Period

The directors of 20 Centres out of 49 (41% of the respondents), including 17 municipal institutions (35%), one state-owned institution (2%), two non-governmental organisations (4%), have noted that their Centres have funding until the end of the year.

The directors of 10 Centres (20%), including two (4%) municipal institutions, eight (16%) non-governmental organisations, specified the other.

Nine Centres (19%) being municipal institutions have the funding until the end of the year and longer.

Six Centres (12%) being non-governmental organisations have the funding for up to three months.

Directors of three Centres (6%), including two municipal institutions (4%) and one non-governmental organisation (2%), do not know for which period they have secured funding.

One Centre (2%) being a non-governmental organisation has the funding for a month.

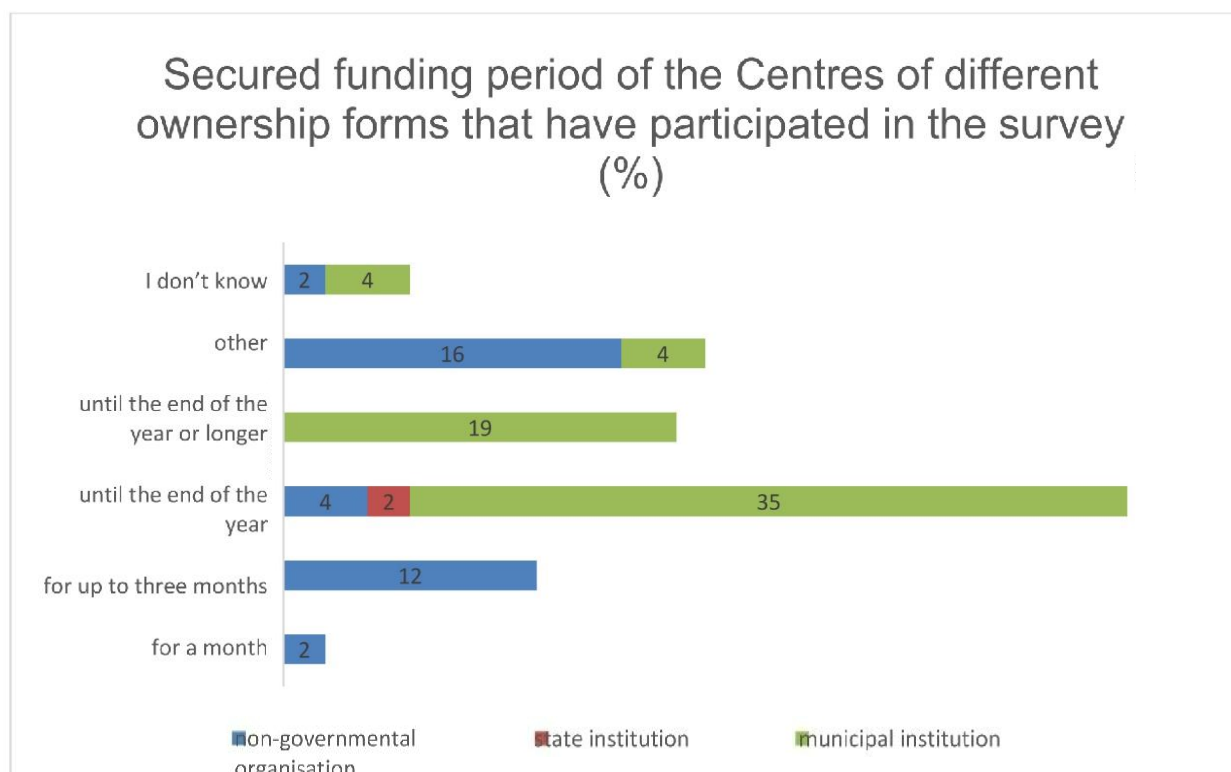


Chart: Division of the answers given by the respondents to the question “For which period does your youth centre have this funding?”, %

Premises in Which the Youth Centres Operate

The Centres operate in different premises. The following data were obtained from the multiple-choice question:

32% of the Centres whose directors have participated in the research (21 answers out of 67), including 15% (ten answers) being municipal institutions, 17% (11 answers) being non-governmental organisations, operate at the rented premises.

27% (18 answers out of 67), including 22% (15 answers) being municipal institutions, 2% (one answer) being state-owned institutions, 3% (two answers) being non-governmental organisations, operate at their own premises.

22% (15 answers out of 67), including 12% (eight answers) being municipal institutions, 10% (seven answers) being non-governmental organisations, operate at the premises of partner organisation.

19% (13 answers out of 67), including 12% (eight answers) being municipal institutions, 7% (five answers) being non-governmental organisations, operate in the online environment.

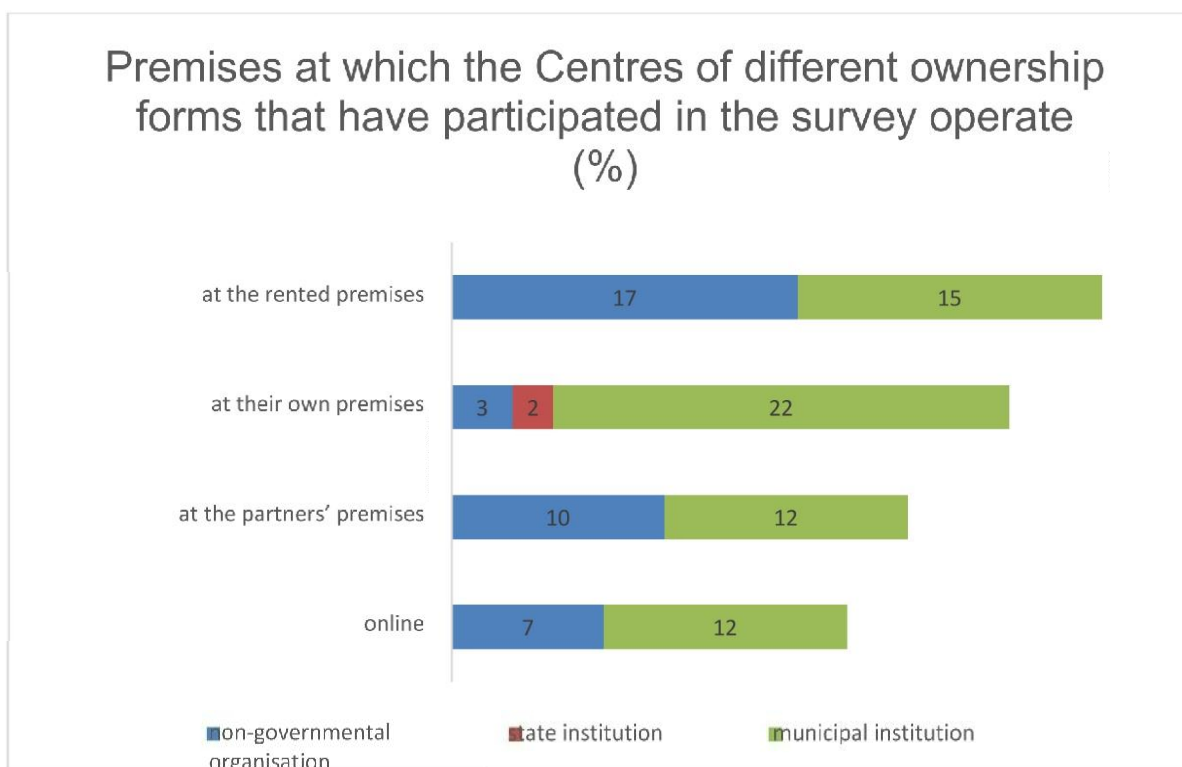


Chart: Division of the answers given by the respondents to the question “Where does your youth centre operate?”, %

Availability of Civil Defence Facilities

21 out of 49 Centres whose directors have participated in the survey (43% of the respondents), including 15 (31%) municipal institutions, six (12%) non-governmental organisations, have defence facility around their Centres.

13 Centres (27%), including six (12%) municipal institutions, seven (15%) non-governmental organisations, have defence facilities at the premises of the Centres.

13 Centres (26%), including eight (16%) municipal institutions, one (2%) state-owned institution and four (8%) non-governmental organisations, have no defence facilities.

The directors of two Centres (4%), including one (2%) municipal institution and one (2%) non-governmental organisation, have chosen the other option.

Availability of the civil defence facilities at the Centres of different ownership forms that have participated in the survey (%)

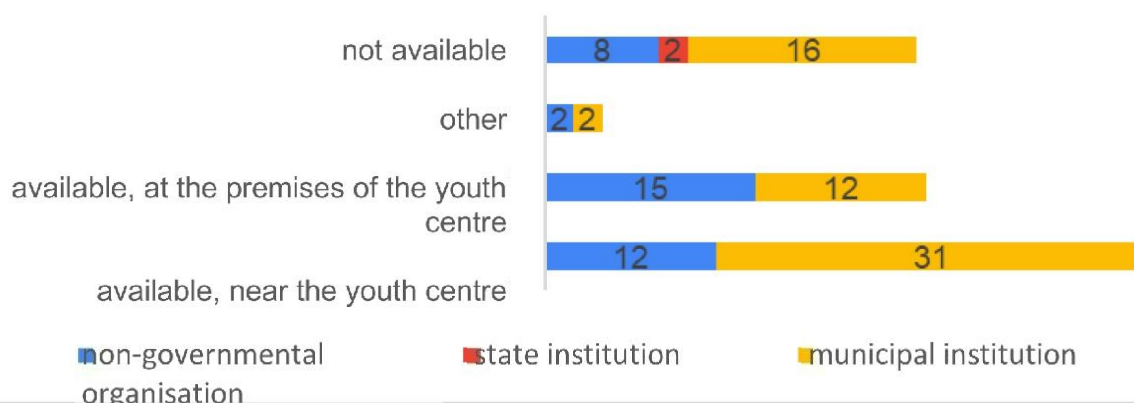


Chart: Division of the answers given by the respondents to the question “In case of an emergency and air raid alert, are there designated civil defence facilities available?”, %

Support Necessary for the Youth Centres

The Centres of different ownership forms need various support. The following data were obtained from the multiple-choice question:

15.5% of the respondents (34 answers out of 219), including 10% (22 answers) from the municipal institutions, 0.5% (one answer) from the state-owned institutions, 5% (eleven answers) from the non-governmental organisations, mentioned experience exchange between the Centres.

12% of the respondents (25 answers), including 7% (15 answers) representing the municipal institutions, 5% (ten answers) representing non-governmental organisations, claimed that the training system for the staff was necessary.

11% of the respondents (25 answers), including 4% (nine answers) representing the municipal institutions, 7% (sixteen answers) representing non-governmental organisations, noted that financial support was necessary to maintain their staff.

11% of the respondents (25 answers), including 6% (14 answers) representing the municipal institutions, 5% (eleven answers) representing non-governmental organisations, referred to the need to improve the technical equipment.

10.5% of the respondents (24 answers), including 8% (18 answers) representing the municipal institutions, 0.5% (one answer) representing state-owned institutions, and 2% (five answers) representing non-governmental organisations, mentioned the need to increase salaries of the staff.

Support necessary for the Centres of different ownership forms that have participated in the survey

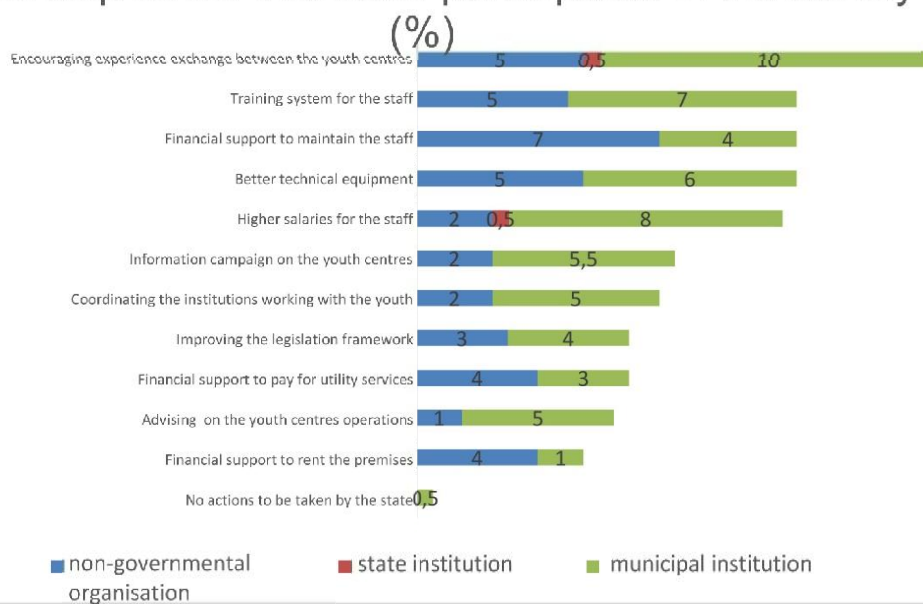


Chart: Division of the answers given by the respondents to the question “What support do you need from the state for development of operations of your youth centre?”, %

The answers from among those proposed in the questionnaire that got most votes were discussed with the participants of the focus group and during the in-depth interviews.

Experience exchange between the Centres. In the opinion of the Centres’ directors who have participated in the research, experience exchange between the Centres is important for several reasons: firstly, to exchange of experience (to obtain new knowledge, to study approaches and practices and to understand the state of your Centre — to find a reference point in assessment of your own work); secondly, it is a chance to “recharge your battery”, communicate, relax, which is important in today’s reality; thirdly, experience exchange should take place at the same level – peer-to-peer:

“Lots of work and local projects are based on the borrowing and asking something from each other. The youth centres could get together and share what is going in, what challenges they face, and find a solution together. The war has interrupted the communication between the youth centres that had existed before the war” (answer from the in-depth interview).

“Everyone got tired during the quarantine, and since the war started, there have been no physical trips, or there have been much fewer than there could be. So people want to visit each other. People lack communication with the others like them, they miss the physical opportunity to go somewhere to see around and be supported (namely, with transport)” (answer from the in-depth interview).

“... to enable the youth workers’ experience exchange, we must organise forums; of course, their main purpose will be education, but it will be a chance to recharge their batteries, to take a rest and recover mentally” (answer from the focus group).

“It sometimes seems that the Centres are fixated on themselves. It is one of results of the lockdown. Of course, you try to find out how the others are, but you are strongly attached to your own reality. A look from the outside, seeing how others work and what approaches they use can broaden your mind; it stimulates interregional co-operation or co-operation in the community (for

instance, if there are several Centres in the city, and they do not communicate with each other, they should cooperate rather than fight for their target audience)” (answer from the in-depth interview).

“We do wish to create the network of youth centres or spaces in Lviv region. If everything is OK, and we get the funding, half of the communities in Lviv region will have their own youth centres in a year. It will probably be our best project in decades. Or in the entire history of the centre” (answer from the in-depth interview).

“Experience exchange is generally important to understand where the youth centre itself states in comparison with the others. Cognition comes through comparison, and you can find out anything by comparing with the others. You often fail to understand... For instance, I do not understand whether we are doing too much or too little in a certain direction. What it will look like in general in a selection or in some terms. What it is like in other countries or other regions of our country. I just need more of this understanding. To know where the centre is, where we are” (answer from the in-depth interview).

“When it comes to youth exchanges, the experience, they include basic trips, for instance, to neighbouring regions, Chernihiv or Kyiv regions, a couple of youth centres either here in Bila Tserkva or somewhere else. However, my advice is that such exchange cases should have similar topics and scope of work, because if a youth centre from a small town comes to a regional centre or a megapolis, the needs and challenges are obviously different. So if there is exchange, the population must be approximately the same, and the scope of work of the youth centres themselves must be the same because it is hard to compare, let’s say, The Square, the All-Ukrainian Youth Centre, or centres in Lviv — there are lots of youth centres and spaces that make lots of cool things — with the youth centres in small towns because their needs and opportunities are absolutely different” (answer from the focus group).

Financial support to maintain the staff. In the opinion of the directors of the Centres, the matter of financial support of the staff, namely wages and their amount, is important because the quality of operations of the Centre directly depends on that.

“Salaries in municipal institutions are low, it is generally rank IX to XII. However, when the war started, many employees started to work two third of the time or there was downtime. The youth centres being non-governmental organisations mostly closed down” (answer from the in-depth interview).

“The employees of the Centres being NGOs work with other projects and act as volunteers in the Centres. An NGO may engage someone as an individual entrepreneur to provide services in one of the projects, but there is usually no employment because it requires taxes and HR work” (answer from the in-depth interview).

“There is always a question: the financial question, the wages of the youth workers that are the same as the cleaner’s ones... We are resolving this issue with grant management. The problem, at least ours, is that salaries and wages are very low. I do not know what wages of a youth worker are based on: in my case, it is smaller than the teacher’s one” (answer from the focus group).

“We have very low level of labour remuneration. To get a good specialist, you must find off-budget funds to hire him or her” (answer from the in-depth interview).

“We must discuss how to increase the staff remuneration scheme. It is the Ministry’s responsibility – they have to revise fixed salaries. We have the maximum [fixed salaries] we could have according to the staff schedules of the Ministry for the city youth centres [municipal ones]. We can only increase a salary with a bonus for intensive work” (answer from the in-depth interview).

“The salaries are not consistent with the level we must have. Another worrying thing is no growth opportunities. The financial component has practically no motivation, except for off-budget programmes” (answer from the in-depth interview).

“Small communities do not have youth centres; there are youth spaces, but there is no comprehensive work there because there is no staff to perform this work. Therefore, there is no funding and support from the local authorities and local budget. It is a very important thing. No work will be done without these resources” (answer from the in-depth interview).

Other Needs of the Youth Centres

The other needs for support of the Centres specified during the focus group discussions and in-depth interviews include: supporting relocation of the Centres located in the hazardous parts of Ukraine; working with the burnout of Centres’ staff (need of moral, psychological and physical recovery), which includes support in the shift of the Centres from humanitarian aid to youth work, and psychological support of the Centres’ teams; arranging operations of the Centres (in case the employees find themselves in different places); digitalisation of the youth work (specialised software is necessary); recognition need; payment for utility and transport services.

Support of relocation of the Centres. *“The relocated youth centres and teams have practically lost all the equipment they used to have. Or it can be scattered around Ukraine, and there are no resources to get it all together. There is a case of Donetsk Regional Youth Centre, which has left Kramatorsk for Dnipro. They carried everything they could by their own efforts. Now they have moved to Vinnytsia. So the question is how everything can be carried from Dnipro to Vinnytsia. It is not only their problem; the same challenge is faced by many youth centres. There is no support of relocation of the youth centres by the authorities/government. Most support comes from the community itself. For instance, Dnipro hosted a certain number of the youth centres. The reason was not that the city, regional or state authorities helped them all move to Dnipro. It is just because the deputy head of the regional directorate in Dnipro is also a part of this community of youth workers. He understands all the challenges and has helped lots of youth centres at his own initiative, has found premises and provided some aid from the regional budget, where it was possible. It is mostly based on interpersonal and personal contacts rather than the programme and centralised state level. But there is demand and needs” (answer from the in-depth interview).*

Support in the shift of the Centres from humanitarian aid to youth work. *“There is now a problem of transit/shift/return to practical work. The people have burnt out, they have been involved in volunteering and humanitarian work. They are gradually giving up volunteering and starting to return to the youth work not associated with volunteering, and people cannot get back. It is a major challenge because it is very hard to bring the teams back to approximately the same pace of work as the one before the war; it applies to all the youth centres that have done any humanitarian work” (answer from the in-depth interview).*

“... when the war started, the youth centres started doing one more thing: humanitarian aid, humanitarian crisis, aid to the Armed Forces. In the end, the youth centres, lots of the youth centres, work and provide the services that are not typical of the youth centres. It had actually been like that before the war as well. There were such things because we must clearly understand that it is probably more of work with directors of the youth centres who should develop strategies better at the level of the region or at the level of the Ministry so that there will be a common clear strategy (answer from the in-depth interview).

Psychological support of the Centres' teams. *"We need psychologists who would work with the Centres' teams so that they will feel a bit better. It is applicable to the transition to the programme work, the burn-out and self-regulation of the teams inside"* (answer from the in-depth interview).

"All the youth who have been working at the volunteering, humanitarian front line are so tired now that all they just want to relax. We can only allow ourselves to communicate and share experience when we rest. I mean, getting involved into a separate project to communicate and share experience... I do not really know whether it can be done during the war. Lots of people work to recover volunteers, but nobody cares about youth workers" (answer from the focus group).

"All this communication could be effected during the recovery and rest" (answer from the focus group).

Digitalisation of the youth work. *"Another challenge is the youth centres that have difficulty holding the team together because the centre has moved while its team is scatted around Ukraine. It is quite difficult to work online because there must be lots of physical inclusion. The teams are trying to compromise with themselves: how they will work and distribute their load. It requires specialised software which they just do not have. A trivial paid Zoom or a paid board to work with, or Asana where tasks can be handled and so on. There is a demand for digital tools, and it keeps growing. It seemed that everyone started working with such tools during the COVID-19 pandemic and was aware of them, but some more load is necessary. It is more about the tools themselves. There was enough training during the past years. Most of the community is knowledgeable. We could conduct and cover some additional trainings on our own (to show and tell how it can be used), but the main question is technical support, equipment to use all of that. Some of the youth centres have not managed to bring their equipment with them, and there was never much"* (answer from the in-depth interview).

Recognition need. *"There is a need of recognition of our youth centre's work at the national level, which will result in the local recognition. The point is that we have very bad relations with the local authorities. We are personally known and recognised at the Ukrainian level, but we still are rejected by the community"* (answer from the in-depth interview).

"To appreciate the contribution made by such organisations as ours: there are lots of them. There are awards on the Youth Day — the award is given to the deputy's daughter who has been brought to the checkpoint, given a ladle to hold and photographed... But she hasn't even managed to complete half of my training. And she gets the award" (answer from the focus group).

Support in transport costs refund. *"It must be noted that Resolution No. 590 does not provide for funding of the targeted programmes directed at implementation of the youth policy (events) from the local budget; the only funding is for utility services and salaries"* (comment from the questionnaire).

"We need support, namely transport" (answer from the in-depth interview).

"Secondary budget lines could be allowed, at least transport ones. They could at least permit covering transport expenses, for instance, to travel to each other for exchanges. We can find office supplies and tea on our own, but transport is a big problem" (answer from the focus group).

Support in payment for utility services. *"The scary thing is that winter will come, and heating bills will be insane. Moreover, we rent the premises with the commercial price for the heating"* (answer from the in-depth interview).

The participants of the discussion presentation of the research report emphasised the following needs:

encouraging experience exchange between the youth centres, namely via:

- all-Ukrainian events to share experience;
- visits to other Centres;
- online meetings;
- dissemination of the best practices;

training systems for the staff, namely via:

- training for the youth policy workers;
- basic and specialised trainings of the Youth Worker Programme (preferably offline);
- national and patriotic upbringing, landmine security and pre-medical aid activities;
- accessible training programmes for psychologists;

financial support to maintain the staff of the centre, namely by:

- allocating funds for salaries to the workers of the Centre;
- introducing the official position “youth worker” with the decent salary;
- changing the staff schedule of the centre, namely by introducing the position of a psychologist;

improvement of technical equipment of the youth centres, namely by:

- purchasing the innovational equipment for the Centres so that they could respond to the demand (there is demand of the youth to IT courses, but no equipment);
- purchasing the technical equipment, namely generators, heaters for the winter season and air conditioners for the summer season;

information campaigns for the youth centres, namely by:

- promoting, advertising the Centres (billboards);
- local advertisement;

financial support to rent the premises:

- premises, resources to rent the potential premises;

digitalisation of the youth work, namely by:

- prepaying for Zoom, Miro, targeted advertising;

payment of transport costs:

- youth work bus (transport).

Moreover, the following needs were specified:

- financial support to implement the programme activities (allocation of funds to implement activities, programmes and projects);
- allocation of funding opportunities for municipal establishments;
- advocacy for the Centres’ return to the classic youth work;
- institutional support;
- equipment of shelters;
- database with contact details of trainers and experts;
- information on opportunities;
- mentorship support;
- methodological support of development of the Centres;
- research, statistics;

- faster process of inclusion “specialist on youth (youth worker)” occupation to the working process;
- possibility to make changes in a project while implementing it since some activities cannot be held on time due to the military actions.

There were also some comments that the issue of needs of the Centres is not timely, and it should be discussed after the war is over, and the workers and the youth come back home.

Recommendations

The recommendations are based on analysis of the documents, consolidation of the impressions of the telephone conversations, opinions of the directors of the Centres who have participated in the research.

The findings of the research were appreciated by the participants of the discussion presentation of the report, which confirms the need for systemic monitoring of the needs and challenges of the youth centres and dissemination of the findings among the stakeholders.

Operations of the Centres depend on the resource capacity of each of them. Lack of some of the resources results in slower work of the centres, lower quality of the services and provision thereof, and no development.

Resources for Co-operation and Coordination

The following should be done to support and develop the youth infrastructure in Ukraine:

- to determine the strategic directions of operations of the Centres — at the level of the Ministry of Youth and Sports of Ukraine, the level of the region, the level of the directors of the Centres;
- to arrange support of relocation of the Centres by the authorities/government;
- to develop (elaborate) the strategy for creating the network of the Centres (at the regional level), which is especially important for the local Centres that have more problems associated with financial and HR support. Creation of the youth infrastructure network will allow expanding the list of the services by accumulating the resources (namely HR) of several Centres for gradual satisfaction of their needs and demands, which will also ensure continuous exchange of experience in the network of the Centres;
- to set up the experience exchange system for the Centres;
- to expand the activities aimed at developing regional co-operation;
- to encourage co-operation in the community if there are several Centres there.

Financial Resources

Financial support of human resources for operations of the Centres:

- to revise the wages for the employees of the Centres;
- in the communities with no Centres, to recommend the local authorities to create the Centre with at least two positions.

Support in payment for utility and transport services of the Centres.

Human Resources

It would be expedient to train the staff of the Centres in the following areas:

- improving competences and skills for youth work: training for project and event coordinators; improvement of competences in organisational processes; formation of fundraising skills; training on street (public) youth work; development of negotiation skills, communication skills to deal with representatives of all the areas related to the Centres — the authorities, grantors etc. (social communication); presentation of tools to hold online events; soft skills training;
- training on security components and first pre-medical aid;
- training on the knowledge necessary for psychological support, namely to work with the traumatised young people (detection of psychic effects of the war among the youth, practical recommendations on detection and confirmation of such disorders as well as database with contact details of the organisations and persons that could help young people overcome the psychological effects of the war); it is also recommended to supplement the state programme “Youth Worker” with the component of psychological support of the youth;

- training on SMM, PR, marketing, formation of the personal brand;
- training on records keeping and accounting;
- improvement of the competences of the Centres' directors (strategic planning of the Centres' processes) and of the employees (youth work, resource management, grants, communication skills and psychological training).

To support the process of transit/shift/return from humanitarian work to youth work (to update the list of the services).

Separate issue: working with the burnout of the staff of the Centres — need for moral, psychological and physical recovery and psychological support of the Centres' teams.

To develop the Centre recognition system.

Technical Resources

With account of the necessary digitalisation of the youth work, it would be expedient:

- to develop online work tools, online services, specialised software (namely, for the teams of the Centres scattered around Ukraine);
- to provide equipment and financial resources for online work.

Recommendations from the Research Team

The answers given by the directors of the Centres who have participated in the surveys were diverse, which means lack of the joint clear vision of development of the youth policy. The Ministry of Youth and Sports of Ukraine must consider this variety.

The database with contact details of the Ukrainian Centres needs to be updated on an ongoing basis:

- maintenance of the single database with contact details of the Centres;
- continuous updates of the database (it is recommended to share information on the Centres in the region with the regional Centres for updates, adjustments etc.);
- it is also proposed to consider making the contact details public later.

The following matters need further examination:

- some operational aspects of the Centres, namely HR (regarding the employee turnover, advanced training of the staff of the Centres, their satisfaction with labour remuneration, organisation of work and interaction of the staff during the martial law, the status of an IDP or refugee among the staff of the Centres); more detailed information on users of the Centres' services (namely the young people who study — in higher education institutions, vocational education institutions, secondary education institutions);
- peculiarities of youth work following the full-scale invasion of the Russian Federation into Ukraine on 24 February 2022, with the young people who have been displaced both in the country and abroad.

The Centres are recommended to keep recording of their services' users and the areas of operations of the Centres.

It would be expedient to conduct monitoring researches to collect systematic data on operations of the Centres, aimed at forecasting development tendencies, updating the strategy and tactic of Centre quality and performance management, forming the comparative database for further improvement of the services provided by the Ukrainian Centres of different ownership forms of the local, regional and national level etc.

Appendices

Questionnaire for the Directors of the Ukrainian Youth Centres (of any Ownership Form)

1. Your first and last name.
2. Name of your youth centre.
3. USREOU code of your youth centre.
4. Your youth centre is:
 - a state-owned institution;
 - a municipal institution;
 - a non-governmental organisation;
 - other (please specify the form).
5. Has your youth centre been relocated after the full-scale invasion of the Russian Federation into Ukraine on 24 February 2022?
 - yes;
 - no;
 - other.
6. Where is your youth centre working now? (region).
7. Where is your youth centre working now? (community).
8. What services/what activity and for people of what age is your youth centre providing/performing now? (select the applicable age categories in each row).

Services/activity	Target audience					Service not provided
	0 – 13 years old	14 – 18 years old	19 – 24 years old	25 – 35 years old	36+ years old	
Formation of the civil position						
Non-formal education activities for personal development						
Cultural events						
Promotion of the healthy lifestyle for the youth						
Sports events						
Working opportunities, employment, youth entrepreneurship						
National and patriotic upbringing						
Volunteering						
Youth exchange programmes						

International youth co-operation (peer-to peer basis)						
Co-operation with the international organisations, including the Council of Europe and the European Commission						
Humanitarian aid						
Legal support						
Professional psychological support						
Training for those who work with young people						

9. Please specify the services/activities provided/performed by your youth centre that were not mentioned in the previous question and the age category of the persons to which they are provided/performed.
10. What categories of people does your youth centre work with? (select the applicable categories)
 - children of preschool age;
 - children of primary school age;
 - young people who study;
 - young people who work;
 - professional communities working with young people;
 - internally displaced persons;
 - repatriates (persons who have returned to the places of their permanent residence);
 - ex-combatants;
 - affected population;
 - people with disabilities;
 - young parents;
 - representatives of national minorities;
 - representatives of religious communities;
 - other.
11. What essential needs of young people could your youth centre satisfy?
12. What other services for young people is your youth centre going to provide/would like to provide?
13. What are the needs of your youth centre to operate for young people?
14. What additional competences do the employees of your youth centre need to operate for young people?
15. Have the employees of your youth centre been trained within the state programme "Youth Worker"?
 - yes;
 - no.

16. Does your youth centre train the specialists on how to work with the youth?
- yes;
 - no.
17. Does your youth centre need such training?
- yes;
 - no.
18. Where does your youth centre operate?
- at its own premises;
 - at the rented premises;
 - at the partners' organisation premises;
 - online;
 - other.
19. Specify the principal funding sources of your youth centre:
- state budget;
 - local budget;
 - funds of international and other organisations and grants;
 - charitable donations;
 - membership fees;
 - paid services;
 - no funding;
 - other.
20. What does your youth centre spend the available financing for?
- to pay salaries to the staff;
 - to implement programme activities;
 - to rent the premises;
 - to pay for utility services;
 - no funding;
 - other.
21. For which period does your youth centre have this funding?
- for less than a month;
 - for a month;
 - for up to three months;
 - until the end of the year;
 - until the end of the year or longer;
 - I don't know;
 - other.
22. How many permanent employees does your youth centre have?
23. How many of them get paid?
24. In case you feel like the head count is not enough, what positions do you need?
- technical staff: a cleaner, a stock keeper etc.;
 - a system administrator;
 - a financial manager, an accountant;
 - administrative/management staff;
 - a market specialist, a PR manager, a targeting specialist etc.;
 - support staff: an office manager, an assistant;
 - an event and project coordinator;
 - a psychologist;
 - other.

25. What support do you need from the state for development of operations of your youth centre?

- better technical equipment of the youth centres (specify which equipment);
- higher salaries for the staff;
- financial support to maintain the staff of the centre;
- financial support to rent the premises;
- financial support to pay for utility services;
- encouraging experience exchange between the youth centres;
- improving the legislation framework (specify what exactly needs to be improved);
- training system for the staff of the centre;
- information campaign on the youth centres;
- coordinating the institutions working with the youth;
- advising on of the centre operations;
- no actions to be taken by the state;
- other.

26. In case of an emergency and air raid alert, are there designated civil defence facilities available?

- yes, at the premises of the organisation;
- yes, near the organisation;
- no;
- other.

27. What has been left beyond the scope of the surveys, what is it important to know?

In order to improve the findings of the analysis, please specify your data:

28. Gender.

29. Age.

30. Position.

31. If you are interested in participation in further discussions, please provide your contact details (optional) — e-mail and telephone number.

Topics for the In-Depth Interview

Introduction

Getting acquainted

Matters to be discussed:

- target audience of the youth centre (age groups, categories of persons, their needs, ability of the Centre to satisfy such needs);
- format of operation of the Centre;
- employees of the Centre;
- need for additional employees of the Centre (in particular, discussion of the most demanded positions following the analysis of the data in the questionnaire);
- need to train staff of the Centre;
- needs of the youth centre (discussion of the needs with the biggest number of answers following the analysis of the data in the questionnaire);
- additional needs of the Centres.

Topics for the Focus Group Discussion

Topics considered during the focus group discussion — own experience and needs of the participants and, where possible, general needs of the Ukrainian youth centres of different levels (if the participants found it relevant).

Issues to be discussed:

- recent successful practices of youth work in operations of the youth centres (target audience, description of the practice, funding sources);
- work with IDPs (main needs, services provided by the youth centres);
- HR issues of the youth centres (current needs, causes, solutions);
- need to train the staff of the youth centres (needs, themes);
- problems/challenges faced by the youth centres in their operations;
- possible ways to solve the problems/challenges in the participants' opinion.