

Youth Center Management: Training the Trainers for The "Effective Management of Youth Centers" Program

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ABSTRACT

The most important in the development of youth policy of Ukraine is the implementation, organization and realization of activities of the youth centers. As of 2017, the network of youth centers, the procedure for monitoring the activities of youth centers, financial support, organizers of youth spaces and youth work are clearly defined. Methods: systematic, problem-targeted, normative-comparative analysis of sources; content analysis of documentation of training the program "Effective management of youth centers", and of other training programs. The program covered 40 participants from different regions of Ukraine. Conclusions. Each training program, including "Effective management of youth centers" and

others, are aimed at: improvement, effective activity of youth centers; development and improvement of professional competencies of managers, specialists and volunteers of youth centers and spaces; acquisition of new knowledge and skills connected to the financial direction of the centers; providing quality services by specialists of youth centers.

Keywords: Youth Center, Youth Worker, Management of Youth Centers Management, Work with Youth, Youth Non-formal Education, Forms of Work with Youth.

INTRODUCTION

The current state of youth policy, popularization of youth centers and spaces in Ukraine is of great importance in the development of the state. Management of such centers is a major problem of the XXI century, because their management must be of high quality and efficiency.

Domestic scientists, as a rule, define management as the ability of other people to behave. Some foreign scholars consider management as a special activity that turns an unorganized crowd into an effective, purposeful and productive group (P. Drucker), effective and productive achievement of organizational goals through planning, organization, leadership (leader) and control over organizational resources (R. Daft). As a management guru Peter Drucker points out, "...management itself shapes economic and social development. It is the result. Development is a matter of human energy rather than economic wealth. Generating human energy and giving it direction is the task of management" (The Daily Drucker, 2013).

The National Youth Strategy until 2030 (2021) provides priorities, one of which is "Involvement of young people in public life, increasing their independence, competitiveness, formation of civic competencies in youth" accordingly, the areas of work "...promoting the development of youth centers in Ukraine, including support of the state institution "All-Ukrainian Youth Center"; training of specialists working with children and youth, including youth workers; support for formal and informal training on youth participation tools for government and local government representatives; creating conditions and opportunities for the development and strengthening capacity of student self-government bodies, student and youth advisory bodies at regional, Kyiv, Sevastopol city state administrations, youth councils as effective tools for youth participation in decision-making processes and their training; creating conditions for formal, non-formal and informal education of representatives of public authorities and local governments on the involvement of youth in decision-making processes at the state, regional, local levels..." (National Youth Strategy until 2030, 2021).

Article 15 "Youth Centers" of the Law of Ukraine "On Basic Principles of Youth Policy" (2021) defines the network of youth centers, the procedure for monitoring the

activities of youth centers, financial support, organizers of youth spaces and youth work, etc. (On the basic principles of youth policy, 2021).

According to the standard regulations on the youth center (2017), the purpose, main tasks and principles of the youth centers, its rights in accordance with the level (all-Ukrainian, regional, local) are defined. The section "Management of the center" defines the main tasks of the head of the center, they include "management of funds and property in accordance with the law and with the consent of the founder; opening and closing accounts of the center in bodies of the Treasury, banks; development and submission for approval of the founder of the work plans of the center and reports on their implementation; providing information about the activities of the center at the request of the expert council formed at the center; organization of planning of expenses necessary for carrying out activities of the center, reports on their realization; exercise of other powers defined by the legislation, etc. (Typical regulations on the youth center, 2017). Normative legal acts confirm the importance of conducting, organizing and implementing the activities of youth centers in Ukraine, as well as promoting the positive experience of the best centers of Ukraine among others. Improving competencies and professional growth of managers, employees, volunteers of youth centers and spaces is of urgent need in Ukraine.

MATERIALS AND METHODS

The purpose of the study is to determine the peculiarities of training future coaches for the implementation of training under the program "Effective management of youth centers" on the basis of theory and practice.

The purpose of the experimental work was to determine the features of the training of future coaches for the implementation of training in the program "Effective management of youth centers" on the basis of theory and practice. Methods: systematic, problem-targeted, normative-comparative analysis of sources; content analysis of documentation of training the program "Effective management of youth centers", and of other training programs. The program covered 40 participants from different regions of Ukraine. The selection of participants took into account their motivation, desire to learn and teach others, to promote their positive experience.

RESULTS

The Youth Centers Management training program was developed by the NGO "Youth Platform" and was first launched in 2018 in Lviv with the support of the British Embassy in Ukraine and the "Active Citizens" program of the British Council. The first training was conducted for representatives of youth centers and local governments of Donetsk and Luhansk regions (Training program "Management of youth centers", 2018). The purpose of the program is to provide knowledge and skills

for employees of youth centers of Ukraine on sustainable, systematic, planned work of the center, for the development of youth policy, youth work. The main tasks are to acquaint with the concept and content of the work of "youth centers" on the example of other countries and the modern reform of the youth sphere of Ukraine; provide skills for center staff to be able to plan, forecast and measure the results of the center's positive impact on youth; provide knowledge on the effective work of the team of youth workers, external and internal communications in the team, branding and positioning of the center. During 4 days the participants mastered the following training sessions: "What are youth centers? EU and US experience "; "We are researching the target audience. I form communication channels "; "Creating a youth center brand"; "We form programs for the youth center and study work with the calendar plan"; "We are preparing performance indicators. We are forming a monitoring system "; "Club - a system of work. "How are the weekly youth clubs?"; "Monitoring and operational reporting of the youth center"; "How to create a volunteer center at the "Youth Center?"; "We are studying the methods of evaluation of indicators and public reporting of the center" (Training program "Management of youth centers", 2018).

In 2019, pursuant to subparagraph 5 of paragraph 1 of the Tasks and measures to implement the State Targeted Social Program "Youth of Ukraine" for 2016 - 2020 (2016), the Department of Youth Policy and National-Patriotic Education of the Kyiv Regional State Administration, the Ministry of Youth and Sports of Ukraine and The public organization "Youth Platform" held an All-Ukrainian training "Effective Management of Youth Centers". The purpose of the training was: to provide knowledge and skills of employees of youth centers of Ukraine, representatives of public organizations, departments responsible for youth work on sustainable, systematic, planned work of the center, for the development of youth policy, and youth work. The main tasks: to acquaint with the concept and content of the work of "youth centers" on the example of the experience of other countries and modern reform of the youth sphere of Ukraine; to form skills for the employees of the centers on planning, forecasting and measuring the results of the positive impact of the center on the youth; provide knowledge on the effective work of the team of youth workers, external and internal communications in the team, branding and positioning of the center. Participants of the training: heads of youth centers, youth workers, managers of youth projects, employees of structural subdivisions responsible for work with youth, representatives of youth public organizations (All-Ukrainian training "Effective management of youth centers, 2019).

Also a good example of non-formal education for youth centers was the project of development of youth centers "Prokachai" (2020) organized by the NGO "Youth Platform". "Prokachai" is an educational and mentoring program for youth centers of the same level, for their capacity and ability to increase the quality of impact on young people. As Z. Tkachuk notes: "This is a project that aims to develop existing youth centers in amalgamated territorial communities that are partners of the "DOBRE" program. The training took place with enthusiastic trainers, participants developed cool services for young people, learned to use friendly mentoring to attract young

people to visit youth centers and develop in the community...”(Prokachai Youth Centers Development Project, 2020). Implementation period - 4 days; program audience - teams from 10 partnered communities USAID Ukraine - USAID Ukraine #DOBRE; venue - youth center "Square", Vinnytsia. During the implementation of the program was discussed - the essence of the youth center; team structure with the involvement of volunteers, traditional and new forms of activities, a variety of services that the center can provide, attracting resources for the work of the center, working with social networks. The next task for the teams was to develop and create individual development plans for their centers. The final stage of the "Prokachai" project program for the participating teams was to spread their experience among other youth spaces and community centers in their regions (Prokachai Youth Centers Development Project, 2020).

In 2020, two such training sessions on "Effective Management of Youth Centers" were conducted for a period of 3 days. The participants of the training were teams of youth centers of 2 people. During the practical training sessions, participants worked on the cases of their own youth center, as well as learned about existing tools and approaches to management, improved their skills, learned to set goals for the centers and plan their achievements. Participants worked on the following topics: research of the needs of the youth of the community and analysis of the key problem; formation of skills for the employees of the centers on planning, forecasting and measuring the results of the positive impact of the center on the youth of the community; creation and optimization of the space of the youth center, taking into account the planned program of activities; effective work of the youth center team; external and internal communications in the team, branding and positioning of the center.

In order to popularize the training under this program in the period from 16th to 20th of August 2021, a training for trainers "Effective management of youth centers" was conducted.

Training for trainers of the program "Effective Management of Youth Centers" is a specialized five-day offline training, in which participants will prepare for conducting training on management of youth centers for representatives of youth centers and spaces of Ukraine.

Youth centers that are ready to become partners of the program and delegate future coaches are invited to participate in the training. Coaches are employees who want to share their knowledge about the management of youth centers in different administrative-territorial units of Ukraine. A total of 40 people from different regions of Ukraine took part in the training. Over the course of five days, youth work specialists: improved their skills in managing youth centers; learned how to disseminate the practice of youth work more effectively; exhibited effective tools that can be used during training; learned to build communication with participants of the training and young people; mastered basic facilitation skills and tools for researching the needs of young people in communities.

The aim of the training program is to strengthen the capacity of youth center teams in Ukraine by providing them with knowledge and skills in the basics of youth center management, as well as to support teams in building social cohesion of local communities. The organizers of the event are: the Ministry of Youth and Sports of Ukraine, the state institution "All-Ukrainian Youth Center", the NGO "Youth Platform" with the support of the British Council and the British Embassy in Ukraine.

Training program for trainers provides following sessions: "The first integration session. Introduction to the program and training", "What is learning for adults?", "How to draw a good flip chart? ", "Group dynamics. What is it and how do you eat it?", "How to conduct a presentation session as a coach. 10 tips", "Difficult participants and situations? What if?", "Workshop "Effective Management of Youth Centers", "Conflict Prevention Session", "Learning Assessment Tool for a Youth Center", "Competences of a Coach", "Final Session". For 3 days we also worked in small groups on the following sessions: history of youth centers; research on the needs of youth in the community; we study the target audience for the work of the youth center; program work of the center, we form directions of work of the youth center; forms of organization of work with youth; youth center resources; effective design of the youth center; indicators of the effectiveness of the youth center; youth center communications; public reporting of the youth center; feedback from participants (Guide for trainers of the program "Effective management of youth centers", 2021). Each day a reflection was conducted. Training is an effective form of training for future trainers of the program to help and improve management skills of managers, professionals, and volunteers of youth centers.

DISCUSSION

Every year the network of youth centers increases, as of 31.08.2021 on the official website of the Association of Youth Centers of Ukraine more than 300 centers of various forms of ownership and subordination are registered.

After analyzing the Council of Europe portal's official foreign websites, it was noted that the department is developing guidelines, programs and legal tools to develop a coherent and effective youth policy at local, national and European levels. The main European youth centers are in Strasbourg and Budapest, they are permanent structures for the implementation of the youth policy of the Council of Europe, international training and meeting centers, provide housing and hold most of the events of the youth sector. Professional staff includes an advisory group that provides educational and technical assistance in the preparation and organization of events at various levels. At the European level there are two powerful youth centers, and in Ukraine at the national level - the All-Ukrainian Youth Center.

In order to improve and develop the staff of youth centers, the Department of the Council of Europe in 2015 started to organize and conduct an annual training session for educators of youth workers in the network "Quality Labels" (The council of

Europe quality label for youth center, 2019) which aims to further support youth centers their activities; improving the quality of educational programs in line with the priorities of the Council of Europe's youth sector and the needs of the youth they serve. During 5 years, 5 training courses were implemented: the purpose of the first - the development of staff competencies to integrate a human rights-based approach in the educational programs of individual centers participating in Council of Europe projects "Quality Label for Youth Centers"; the goal of the second is to improve participants' knowledge, increase participants' competence of work with the Department of Youth's Quality Standards for Human Rights Education and Youth Work, increase participants' competence to participate in human rights training, use available Youth Sector tools such as Compass; to link the educational program of the Youth Centers with the educational program on human rights, democratic citizenship and intercultural learning of the Youth Sector of the Council of Europe; the purpose of the third one is access to the social rights of young people who are subject to alienation, discrimination and violence; fourth - further development of their skills and knowledge in the field of human rights education, new ways to implement human rights education through art, sports, outdoor education; fifth - to explore new ways to incorporate human rights education into their programs. In 2020, the long-term learning strategy included a combination of inhouse and online sessions and enabled program coordinators and youth workers to reconsider the approach to non-formal education they use in their daily work, to review educational planning for the coming years, including tools, quality standards and policy priorities of the Department of Youth.

A striking example in Ukraine is the three-day training "Effective Management of Youth Centers", which aims to strengthen the teams of youth centers, increase their capacity by providing basic knowledge of management and social cohesion, which will develop relevant skills in participants. The program includes the following topics: research of the needs of the youth of the community and analysis of key issues; formation of skills for the employees of the centers on planning, forecasting and measuring the results of the positive impact of the center on the youth of the community; creation and optimization of the space of the youth center, taking into account the planned program activities; effective work of the youth center team; external and internal communications in the team, branding and positioning of the center. The target group of the training is the heads of youth centers, youth workers, youth project managers, employees of structural units responsible for youth work and all those who are involved in youth work and want to improve their managerial competencies.

The training is organized and conducted by the NGO "Youth Platform" with the support of the British Embassy and the program "Active Citizens" from the British Council in Ukraine in cooperation with the Ministry of Youth and Sports of Ukraine, All-Ukrainian Youth Center.

CONCLUSIONS

Having screened all programs in the field of management of youth centers, which were conducted in Ukraine, we can conclude that each program is aimed at: development, effective activity of youth centers; development and improvement of professional competencies of managers, specialists and volunteers of youth centers and spaces; acquisition of new knowledge and skills regarding the financial aspects of the centers; provision of quality services by specialists of youth centers.

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