



International Organization for Migration (IOM)

Mission in Ukraine

SOCIAL COHESION AND CAPACITY BUILDING IN THE UKRAINIAN COMMUNITIES

TRAINING MATERIALS

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This Manual is designed for a wide range of readers, representatives of civil society organizations, local government, social institutions and civil society activists dealing with social cohesion and restoration of communities. The Manual includes practical advice concerning the creation of initiative groups, community needs assessment, development of strategic plans, project proposals, establishment of the Boards of Trustees.

Author - Vladyslav Kucherenosov.

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The project “**Support to Community Stabilization in Donbas**” is implemented in 8 post-conflict (returned under the control of the Ukrainian authorities) communities of Donetsk and Lugansk regions. The Project aims to contribute to the economic recovery and social cohesion in the areas of return of citizens/post-conflict areas of Donbas.

The IOM Mission in Ukraine was established in Kyiv in 1996. It aims at advancing the understanding of the opportunities and challenges of migration in the Ukrainian context, fighting trafficking in human beings, assisting the Government of Ukraine to improve its migration management system and creating migrant-inclusive health practices and policies. At the same time, IOM Ukraine engages in exploring and promoting regular channels for Ukrainian labour migrants, harnessing the development potential of migration and integration of migrants, promoting the benefits of cultural diversity, and counteracting xenophobia and intolerance. During the 18 years of its presence in Ukraine, IOM has assisted over 300,000 migrants, potential migrants, victims of trafficking and other vulnerable groups, directly or through its project partners.

Contact information:

International Organization for Migration

Mission in Ukraine

Emergency and Stabilization Project

Ukraine, 01001, Kyiv, 8, Mykhailivska St.

Tel.: (38 044) 568 5015

Fax (38 044) 568 5016

www.iom.org.ua

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INTRODUCTION. SOCIAL COHESION AND CAPACITY BUILDING OF THE UKRAINIAN COMMUNITIES LOCATED IN THE POST-CONFLICT AREAS

Currently, the improvement of social cohesion¹ (hereinafter - SC) of the Ukrainian communities located in the post-conflict areas is one of the priorities for both the Ukrainian authorities and the NGOs. The relevance and importance of this approach stems from the fact that the traditional issues faced by Ukrainian communities, particularly in the east (low living standards and incomes, high unemployment, underdeveloped social infrastructure and low level of social services, alluring to the Soviet management practices etc.) have been accompanied by new issues and challenges directly related to the military conflict. They include destroyed houses and social infrastructure, problems with electricity, gas and water supply, lack of supply or shortages of food and other consumer goods. In the social sector there is a considerable worsening of the situation with payment of wages and pensions, the labor market significantly reduced, there were difficulties with provision of social, medical, educational and other services. Even those communities that are not geographically connected with the conflict zone are suffering from the consequences of war. One of these consequences is the emergence in Ukraine of a new social (and largely economic) category – the internally displaced persons (IDPs), the number of which in Ukraine as of early April 2015 amounted to over 1.2 million people². For many communities IDPs bring new challenges, including the need for additional housing, additional jobs for IDPs, limited number of places in local schools, kindergartens, hospitals and so on. In other words, the local communities and their residents are facing an additional burden that can become a cause for conflict. In such situations, the issues related to SC become especially acute and urgent, since we are talking about integration, unification and mobilization of not only locals but also of IDPs. The differences between the locals and IDPs can appear at different levels, from behavior in everyday situations to differences in certain norms and values. There is a quite complex and multifaceted issue - how can these contradictions be removed or at least their negative consequences reduced? In this regard, we can determine several prerequisites that must be created and implemented in order to improve the level of SC.

First, the local residents and IDPs should understand and therefore accept the fact that they both have equal rights as citizens of one country, which, because of certain circumstances currently live in the same area. The equality of rights, in particular, envisages equal access to the benefits provided by the community and joint participation in management decision-making. These two aspects are the key ones. It should be kept in mind that the local community is not obliged to provide the IDPs with the free of charge additional benefits that the locals do not have (such as free housing). If a community has such capacity – it is a good will of its members and the IDPs should understand that they are provided with additional benefits due to certain circumstances. But the main thing is to ensure that IDPs don't experience certain discriminatory restrictions on their legal rights, such as access to health care, education, employment etc. In other words, the main principle is that the IDPs in the

¹ See Annex 1. The concept of social cohesion

² Source: OCHA Situation report #35 – Ukraine

community are equal among equals. And this principle should not only be understood and accepted by the community and the IDPs, but approved and acted upon by the local authorities. Another aspect of equality is the participation in management decision-making concerning the life of the community, including IDPs. It is clear that the opportunities of the latter are substantially limited in this respect - these people do not have their (elected) representatives in the local government, so the community should urgently establish the mechanisms allowing the IDPs to convey their opinion on particular issues to the authorities and influence the decisions taken. For example, a public council on IDPs at the relevant local authority can be established.

Second, it should be remembered that there are no rights without duties and responsibilities. In the context of SC this means that not only the locals should feel like the owners of native communities (although, unfortunately, this is not always the case), but the IDPs should think of the communities where they currently reside as of their home, and not as of a temporary place of stay. The issue of public responsibility since the Soviet era remains one of the most difficult. According to the old ideology the state was responsible for everything. The individual, in turn, had to accurately, timely and without undue hesitation obey the orders of the state and in addition, inform the state (in other words to report) of all the hardships. Unfortunately, in almost 25 years of independence, the situation has not changed. As before, people expect that the government (or someone else) will assume finding solutions to all the problems instead of joining own efforts with the aim to make a difference.

Third, one of the most important prerequisites of SC is building trust, mutual respect and partnerships. Clearly, trust and respect cannot occur instantly, it takes some time and a few steps. First and foremost it is necessary to hear one another. The locals have to hear the IDPs and the IDPs have to hear the local residents. After that, it is necessary to believe and understand. Trust and understanding should lead to a consensus, that is a common vision of the situation. These steps are a must. It is necessary to have meetings, negotiate and jointly search for ways to solve existing problems. The next step is to define and implement common objectives. The interaction and cooperation (for example, during the restoration of social infrastructure) are the best tool for building understanding, trust and mutual respect.

Finally, the restoration and development of a community require considerable knowledge and skills. It is necessary to be able to collect and analyze information relating to various aspects of the community and its residents; to develop strategic and operational plans, programs and projects based on the collected data, to make economic calculations and draw up budgets; to develop and implement plans to attract resources, without which the community development is impossible; to ensure implementation, monitoring and evaluation of planned activities and projects and much more. This Manual addresses these issues.

CHAPTER 1. HOW TO ENSURE COMMUNITY DEVELOPMENT?

In order to address a certain local issue and ensure community development it is necessary to implement several consecutive steps.

1. *To create an initiative group.* We always need supporters and associates that is people that will help us. Thus, it is necessary to create an initiative group of people - members of the community, united by common values, ideas, goals and objectives aimed at solving specific issues, ensuring community development and improvement of the lives of its residents.

The initiative group has the following functions:

- To inform the community (stakeholders) about the purpose and objectives of activity;
- To conduct research and consult with community members;
- To analyze the available resources;
- To develop a project (implementation plan), including a plan for attraction of resources;
- To implement the project (planned activity), attract the necessary resources;
- To monitor the project (activities) and evaluate the performance (effectiveness).

2. *To conduct community needs assessment.* We can have our own vision of the situation, as well as the ways to improve it, but our vision does not necessarily coincide with the position of the community or its individual members. In order to make our project as useful for the community as possible, it is necessary to assess community needs. The needs assessment is conducted in several stages:

- To determine the purpose and objectives of the study;
- To determine target audiences;
- To determine the techniques of the study (situation monitoring, questionnaires, interviews, focus group etc.).
- To prepare the materials (questionnaire, a list of questions, forms for analyzing the information etc.)
- To develop the schedule;
- To conduct the study;
- To organize the collected information;
- To prioritize the needs, based on which to develop an action plan.

3. *To conduct stakeholder analysis*, i.e. analysis of people and organizations (institutions) that are relevant to the specific problem (situation) and/ or its consequences.

The stakeholders may also perform various functions in the proposed activity (project). In this regard the following can be identified:

Implementers (directly involved in project implementation);

Donors (provide financing of activities);

Partners (help to implement the project);

Beneficiaries (receive direct benefit from project implementation and/or outcomes).

The stakeholders also differ in their attitude to the problem or project idea. Thus, there are:

- Allies (share the issue and ways to address it);
- Supporters (share the issue but offer other solutions);
- Neutrals (do not pay attention to the issue);
- Opponents (do not consider the issue and ways to address it a priority);
- Rivals (deny the existence of the issue in general).

At the initial stage of planning it is important to identify and analyze the stakeholders. It includes several stages:

- To determine the attitude of people (organizations) to a certain issue or activity;
- To analyze how they can help (or, conversely, hinder);
- To determine the potential interest of these people (organizations) to performing (or not performing) certain actions;
- To analyze the level of their impact on the project (high - medium - low);
- To determine the basic strategy of interaction (or countering, if necessary).

The results of the analysis are put in the table:

Stakeholders (What is your interest?)	What is their interest?	The level of impact	Strategy of interaction
Allies			
Supporters			
Neutrals			
Opponents			
Rivals			

Stakeholder analysis allows to determine:

- key players that are potentially willing to help or hinder us in carrying out our activities;
- resources and additional capacity that we can draw from them;
- risks which may arise as a result of certain actions (or lack thereof) on their part;
- to what extent it is necessary to respond to the actions of stakeholders (depending on the level of impact);
- basic strategies of interaction.

4. *To develop a strategic plan.* Any activity must be planned and implemented according to the plan. Planning may be short-term (for up to 1 month), mid-term (for up to 1 year) and long-term (for over 1 year). The long-term planning is also called strategic planning. Strategic planning is a process aimed at developing specific strategies that help the organization to achieve its goals. This process takes into account the context and conditions and has clear goals and objectives. Strategic planning allows to:

- increase the effectiveness;
- focus on key areas;
- better respond to changes;
- improve the teamwork;
- have a clearer picture of team's future;
- better solve the organizational issues.

Strategic planning envisages the following sequence:

- A) Analyzing the implementation of the **previous strategy and the current situation** in the organization;
- B) Determining/reviewing the **mission and vision, directions and types of activities, target groups and partners, values and principles** of the organization;
- C) Determining the **strengths and weaknesses** of the organization, the potential **opportunities and threats**;
- D) Analyzing **stakeholders and/or competitive environment**;
- E) Determining **priority areas** of activity;
- F) Formulating **goals and objectives**;
- G) Formulating **expected results**;
- H) Determining the **risks** and ways to eliminate them;
- I) Developing an **action plan** to ensure the implementation of goals and objectives;
- J) Developing a **plan for monitoring and evaluation**.

Generally, the logic of strategic planning envisages finding consistent answers to the following questions:

- Where we are now?
- Where do we want to be?
- How will we get there?
- How will we know that we are there?

The strategic planning builds upon the data obtained during the community needs assessment and stakeholder analysis. It is also advisable to involve in the strategic planning the representatives of stakeholders: staff of the organization, members of authorities, volunteers, clients etc. Different points of view on the activities and future of the organization will allow to develop a more effective strategic plan, but the total number of participants in the session should not exceed 10-12 people (otherwise the group will be difficult to supervise). In order to hold a strategic planning session it is necessary to reserve 2-3 days. It is also advisable to involve a professional moderator to help organize the process. If there is no moderator, the session can be held by a person that has already taken part in strategic planning and has relevant experience. Typically, strategic planning is carried out by brainstorming. The results must be noted. The strategic planning includes the following steps:

A) Analysis of the implementation of the previous strategy (if any) and the current situation in the organization (What is done? What achievements does the organization have? What did it fail to do? Why? What are the problems facing the organization? etc.);

B) Definition/review of the mission and vision, directions and types of activities, target groups and partners, values and principles of the organization.

Vision is a broad philosophical definition of the future directions or intentions of an organization. The answers to these questions will help to properly define a vision of the organization:

- What do we want to create?
- How will the outside world look like in a few years?
- What is our role in this process?

Example of the vision of a charitable organization:

A world where every child has the right to grow and develop in a supportive and safe family environment. Only the loving family environment helps a child to grow into a mature and self-sufficient person (PCO For Every Child in Ukraine).

Mission is the definition of the main goal of the organization as part of the vision, *i.e.* what our organization will be like in a few years?

The mission may include the following:

- the direction of activity of the organization (sector in which the organization operates);
- target groups;
- products and services provided;
- values of the organization;
- area of activity.

Example of the mission of a charitable organization:

For Every Child operates aiming to enable families, citizens and public authorities to provide the best environment for children to grow and develop (PCO For Every Child in Ukraine).

Then it is necessary to review (identify) the areas of activity (what does the organization do and what is it planning to do?) and activities (what exactly do you do and will you do? For example, conduct research, hold trainings, provide consultations etc.). After that it is necessary to analyze the target audiences, among which there are clients, beneficiaries, members, founders of the organization, governing bodies, donors, benefactors and partners.

- For whom do you work? (clients, beneficiaries)
- Whose interests do you represent? (members, founders, beneficiaries)
- To whom do you report? (governing bodies, donors, benefactors)
- Who are you working with? (partners).

The next step is the development or revision of the system of values and principles of the organization. The values are divided into external (attitude towards the external environment (clients, partners) - trust, openness etc. and internal:

- attitude towards staff (members) - equal rights and opportunities, professional growth etc. and
- attitude towards administration (management) - efficiency, innovation, team approach etc.

Principles are the professional, including international standards of organization's activity.

C) Definition of the strengths and weaknesses of the organization, the opportunities and threats (SWOT analysis). The main purpose of the SWOT analysis is to define the external and internal factors that significantly affect the organization. SWOT analysis is conducted as follows:

	Internal environment	
Strengths		Weaknesses
↓	External environment	↓
Opportunities		Threats

D) Analysis of stakeholders and/or competitive environment based on the methodology described in paragraph 3 of this Chapter.

E) Determination of priorities, i.e. the main areas and types of activities of the organization or an initiative group, such as 'promotion of the community' or 'provision of assistance to the internally displaced persons'.

F) Formulation of goals and objectives. The priority areas include the definition of strategic goals. For example, for the area 'promotion of the local community', one of the goals can be

formulated as ‘to provide information and consulting services to local non-governmental organizations, public and volunteer movements’.

The objective is a logical sequence of steps that are necessary to implement in order to achieve the goals and results. For the above goal the objectives may be identified as follows:

- To identify the target audience’s needs in the information and counseling services through needs assessment;
- To make a list of services to be provided;
- To develop the standards and conditions for the provision of certain services;
- To provide a certain number of services to the target audiences within a specified timeframe.

The formulation of goals and especially the objectives should comply with the SMART principles (criteria):

- S - specific, significant.
- M - measurable, meaningful, motivational.
- A - attainable, agreed upon, action-oriented.
- R - realistic, relevant, reasonable, rewarding, results-oriented.
- T - time-based, timely, trackable.

G) Formulation of expected results. The results should correspond to the objectives. The results may be quantitative (e.g. the number of training participants) and qualitative (e.g. improved knowledge of training participants), short - term (what we received immediately after the event) and long –term (actions, consequences, changes over time, for example, in one year). In order to compare the achieved results with the planned ones it is necessary to identify the indicators – the relevant quantitative indicators. One result may envisage several indicators, such as for a training it may be the number of participants, the level of participants' knowledge before and after the training etc.

The results can be of several types:

- Effectiveness (To what extent did the use of resources ensure the achievement of results?)
- Efficiency (To what extent did the achieved results allow to reach the goal?)
- Impact (What are the effects (consequences) of the implemented activities?)
- Relevance (How does the goal (results) correspond to the needs of the target group and the general situation in the community, region etc.?)
- Sustainability (Will the benefits remain after the completion of activities?)

H) Determination of the risks and ways to eliminate them. The risks are analyzed as follows:

Risk	Probability	Impact	Ways to eliminate the risk	Who owns the risk
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I) Development of an action plan to ensure the implementation of goals and objectives. The plan is developed by filling in the following table:

Priority	Goal	Objective	Indicator	Outcome	Result Timeframe 1	Result Timeframe 2

J) Development of the monitoring and evaluation plan. In order to develop the plan it is necessary to determine the following factors:

- Verification tools (surveys, interviews, questionnaires, analysis of documents etc.)
- Sources of information (questionnaires, survey data, documents, media etc.)
- Frequency of data collection (e.g. once a month).

Then it is necessary to develop a plan for monitoring and evaluation using the following table:

strategic goals and objectives	indicators	Verification tools	sources of information	frequency of data collection

5. *To develop a project.* The developed strategic plan envisages a number of different activities and events that are designed for a long timeframe. The individual or interrelated activities may be presented in the form of projects. The project is a set of interrelated and time-bound measures aimed at addressing the specific (social) issue and/or improving the quality of life of certain population groups (target groups), the community or society as a whole.

The development of a project proposal consists of several stages:

- Writing the project proposal;
- Development of the project budget;
- Completion of the project;
- Preliminary self-evaluation and submission of the project.

The project structure is determined by the donor organization that arranges the grant competition, but there are elements that are found in most programs. These include the following sections:

- Name of the project. It should be brief, concise, while reflecting the main content of the project and embracing the attention (be original, creative).
- Justification. It should not exceed one page. The justification contains answers to the following questions:
 - What is the problem?

- What are the causes of the situation (tree of causes)?
- What are the consequences of the situation (social, economic, political) for the community and society?
- What has been done (by us and other organizations) to address the problem?
- Why do we plan to address the problem?

Next 5 sections (goal and objectives of the project; targeted audiences; implementation plan; expected results and monitoring and evaluation plan) are developed based on the same principles as those proposed for the development of the strategic plan.

- Perspectives of the project. It is necessary to answer the following questions:

- Is it planned to extend the project?
- Through what funding sources?
- Is it planned to distribute (replicate) the project?

- Budget. It is developed according to the donor requirements. Usually, the budget includes the following sections:

Budget Item	Justification	Expected funding	Own contribution	Total amount
1. Administrative costs				
2. Program costs				

- Annexes (cover letter, information about the organization, CVs of implementers, statutory documents, results of inspections, samples of materials, publications in the media, letters of support etc.).

- Abstract (short description of the main characteristics of the project).

CHAPTER 2. HOW TO TELL THE COMMUNITY ABOUT NEW SERVICES AND TO ATTRACT NEW CLIENTS

Recommendations on preparation and conducting the presentation (grand opening) of renovated object of social infrastructure (OSI)

After renovation (reconstruction) of the facilities your establishment will acquire new possibilities to provide services to local community representatives. Otherwise it will not be attended by people. The absence of service users may lead to funds decreasing as well as redundancy and even closure of the establishment.

In order to avoid this, the establishment has to offer the very services required by community. The presentation (grand opening) of the renovated facilities of your establishment is a good information hook to inform the community representatives on new possibilities and attract new users.

What is to be done?

It is good if you know what exactly is required by the community and what can your establishment offer. Moreover, you already have clear and reasonable action plan which you are ready to present to the community. If not, the first thing you need to do is to identify the community needs and the relevant services that your establishment will offer. You need to do the following to achieve it:

A) Identify the services and target group of your establishment by preparing the written answers to the following questions:

Who are your service users? Make a list by categories (e.g. pensioners, IDPs, single women etc.)

What services you provide to each category? Make a list of services for each category.

What are the categories you can additionally provide the same services to? Write them down in different color.

What are the additional (new) services you could offer to your regular users? Write them down in different color.

B) Make a questionnaire among your regular and potential users – prepare a questionnaire form and ask them several questions orally or in writing (even if you are making it orally the answers should be written down):

State a list of services that you offer and ask what services the users want to be provided with, how often, on what conditions etc.);

Ask whether the user has ever been provided with your services before. If yes, learn what did the user like and what did not and why?

What additional (absent in your list) services the user would like to be provided with at your establishment, how often, on what conditions, timing etc.

C) Analyze the obtained data and make a list of services that you offer to different target groups. This list should be based on the needs of community representatives and possibilities (incl. financial ones) of your establishment. In case the community requests go beyond your competences and possibilities, you can discuss the variants of their implementation with local authorities in the form of pilot projects (e.g. by means of charity funding or paid services). You can learn about such projects implemented by the renovated

Ukrainian public libraries in the annex “Examples of social cohesion projects in Ukrainian communities”.

Decide on the list of invitees to the grand opening (presentation), make the preliminary list. Several pieces of advice on the ways to do it better:

One has to bear in mind that the main character of the presentation is to be the future user. Your establishment is operation for him and he will set the future of it.

You already have the list of existing and potential users. Decide on the number of each target group representatives you want to invite to the presentation taking into account the possibilities of your premises. On the one hand, you need to introduce the new services to the maximum number of users. On the other hand, everyone should feel comfortable at the presentation with enough space for planned activities, so note the approximate number of users you plan to invite.

It is extremely important to have the local authorities’ representatives at the event. Make a name list of the authorities you plan to invite. Agree on the date of the event with the heads of your town (village). Ask them to include the date of the event into the plan of official events (this will let you avoid unneeded shifts and changes).

It goes without saying, that you would want to invite your friends and partners to the event (other municipal establishments, NGOs, educational facilities etc.) Make a list, count the number.

The local business representatives may become potential donors in future – make a list of those you already worked with. Think of those you plan to invite. Add to the common list.

It is very important to have well-established connections with local mass-media. Make a list of the journalists you plan to invite to the event.

And may be the last (but not the least) – donor organization representatives. Inform your donor in advance on the date and time of the event, find out who is planning to join the event from their side. Do the donor representatives plan to make a speech, what timing is needed for it, is there any need in technical equipment (e.g. projector and presentation screen, Internet etc.)

Make a common list; check if the foreseen number of participants corresponds with the possibilities of your facility. Think on the time, most suitable for all participants. Taking into account that the majority of people work during week days it is possible to make an event in the evening or on weekend day.

Invite the participants.

You already have the preliminary list of participants of the event. Depending on the category of the participants you will use different invitations types, namely:

Send the official invitations to the representatives of local authorities, business, donors and official persons (desirably 10-14 days before the event).

Think on the best ways to disseminate the information among your existing and potential users, using the minimum time and resources for it. You may: put the announcements on front of your building, in other places of your users visits (communal services, local authorities’ premises, hospitals etc.), in Internet: on your establishment web site, town information portal, local council web site, local NGOs web sites etc.; put announcements at

the local newspaper, if you have good relations with local mass media; make a small flash-mob next to your establishment or elsewhere in the public place if you have a group of volunteers;

Address the request for help to your friends and partner organizations. Your regular visitors also may become an information-spreading tool. In other words there are a lot of possibilities to spread the information to public timely and with minimum expenses. One more important issue is the key message, the thing you address the audience with. It is not enough to write that on that day and on that venue an event will take place. It will not be interesting for anybody. The trigger arguments that will make a person join the event and invite others to join, should be found. It is understood that the motivation and argumentation for different target groups will differ, so you should prepare several different key messages for different groups. E.g. how you can make a farmer interested to visit the renovated library opening? For instance, by the fact that he can find modern information on new technologies, on quality agriculture equipment suppliers, on quotation of agriculture products etc.

At the same time, such information will not be interesting for a pensioner. The real motivation for a pensioner to come to the library is to find out the latest changes in the Pension Law, to get informed on the medicine prices at the chemistries etc.

Different approach should be used for mass media invitation. There are often cases when organizations limit their invitations to press-release. As a rule, this approach does not work – mass media will put information on the event that already happened in the best case. If you want mass media to put attention to your establishment, you have to contact them before the event and tell them about your plans. If there is a possibility – invite the journalists before the event and try to ensure their participation and make long-term relations. You have to convince the journalists that your establishment can become a regular source of interesting and useful information due to the fact that mass media always face the lack in news and interesting stories.

Prepare an event scenario, include the following essential points:

A) Official part (official persons greetings).

Make the list of speakers in advance and agree with them on the time of their speeches. Please, keep in mind that the number and duration of the speeches are to be limited and not tiring for the visitors. (3-5 speeches with duration up to 5 minutes each will be quite enough). Find out about if there is any need in technical equipment (e.g. computer, projector and presentation screen etc.)

B) The presentation of the renovated establishment and new services. This part is the most important – it will help to attract attention of your users, local authorities, potential donors, mass media etc. The content of this part will depend on the services and possibilities you want to demonstrate to the participants. Your task is to demonstrate the use the renovated establishment will bring to the community. Several pieces of advice are below:

Try not to tell, but demonstrate your services and possibilities;

Engage the participants in active participation, give them the possibility to feel the advantages of the services;

Make the presentation a dynamic one, if possible –make several working places for demonstration;

The service presentations should be interesting and funny. Don't forget about competitions and quizzes (when appropriate) as well as about prizes for winners.

If you have new equipment definitely show how it works (but don't forget to check it beforehand);

Make an alternative plan just in case if anything goes wrong.

C) After the demonstration of new possibilities it's high time to talk about the future plans. If you have the equipment (computer, projector, screen) you should make a power point presentation, where:

Briefly remind on what was done (repair, new equipment etc.);

Talk about future plans of the establishment (new services, projects etc.);

Inform the community on the difficulties you face (e.g. lack of financing or volunteers) and ask the community to help.

D) Please leave the time for questions and answers at the end of the event and make a short press-conference if the journalists are present.

E) Think on the visual aid (booklets, information leaflets etc.) you will spread during the event.

Namely, you have to think on the following:

How many exemplars of each type you need?

Who will prepare the content, make a design?

Where you can print the materials?

How much funds do you need? Where you can find them if you do not have the budget?

During the preparation of the scenario check the timing. Please keep in mind that the total duration of the event should not exceed 1,5-2 hours. Do not forget to get the scenario approval from the local authorities. After the approval you can start working on the preparation plan of the event – decide on the responsible persons and terms of implementation of each preparation stage.

CHAPTER 3. BOARD OF TRUSTEES AS A COMPONENT OF OSI STRATEGIC MANAGEMENT

In the majority of developed countries Board of Trustees is the important and integral component of the state and community management of social infrastructure object (OSI). Based on practice, such committees is a special bridge between community and OSI, as it consists of representatives from different social groups and social layers. It allows OSI to keep tight connection with community, timely learn about needs of its members, about community feedback on OSI events etc. Moreover, the Board members act as certain mediators in the development of partnership relations between OSI and business, mass-media, NGOs, religious communities and other structures if the representatives of such structures are present in the Board. On the other hand, the Board of Trustees is the protector and OSI representative in communication with authorities as usually its board includes people, who are well-known, trusted and can influence the community. It appears quite harder for such people to get refusal from authorities than for OSI head.

The Board of Trustees is also an effective source of additional fundraising for OSI. Firstly, it can consist of people who personally have funds (e.g. local entrepreneurs) and can share them. Secondly, one of the Board's functions is the community control on the usage of funds including extra budgetary ones.

The fact of such control presence brings more trust, which in its turn stimulates community to help OSI in a more active way.

In general, the Board of Trustees have the following functions:

- Participation in the development of mission, strategy goals and tasks of OSI, the control of its implementation;
- Representation and OSI interests promotion in the relations with the local authorities;
- Development of partnership relations with other sectors representatives, promotion of status and image of OSI in the community;
- Additional fund raising, mainly from local sources;
- Monitoring and control on extra budgetary funds usage;
- Provision of information and consultancy support to OSI.

Indeed, the effective Board of Trustees brings good to OSI as well as to the local authorities. The local authorities do not lose control on OSI activities as they approve the Regulations on the Board of Trustees, setting the list of powers and management functions subject to delegating. Apart from this, the local authorities approve the personal composition of the Board of Trustees and its amendments. At the same time, the local authorities relieve themselves from much "headache" connected to the work organization, development and funding of OSI as the bigger part of responsibility falls to the Board of Trustees.

There is no single law to regulate the Board of Trustees activities in Ukraine. (the law draft “On the Board of Trustees” was provided to the Verkhovna Rada in March 2012 through has never passed).

The legal background of the Board of Trustees activities is the regulations, accepted by different bodies of the central executive authorities and local authorities (see Annex_ Ministry of Education of Ukraine bill “On approval of Regulations on the Board of Trustees of an educational establishment”).)

Today the Board of Trustees are being actively formed at the different OSIs – educational establishments, public libraries, medical facilities etc. The activities of Zhytomyr regional children hospital’s Board of Trustees can be set as an example.

The coherent and efficient work of Zhytomyr regional children hospital’s Board of Trustees (ZRCHSC) resulted in fundraising of extra budgetary funds amounting in appr. UAH 1 240 000. These funds were spent on:

- Total repair of newborn facilities 9almost UAH 600 000).
- The activity on preparation of playrooms with the aim to provide appropriate conditions for the recreation of children, who get treatment at the hospital.
- The birch grove creation in the dedication to 20th anniversary of Chornobyl tragedy.
- The Board of Trustees arranges events for children every year on St. Mykola day. Every year the Board of Trustees members visit the regional children orphanage with puppet show and presents.
- Total repair and modern re-equipment for anesthesiology unit with beds for intensive newborns care.
- Art-therapy classes are held on the basis of oncogematology center of ZRCHSC with the Board of Trustees support.
- The repair and equipment of surdology office at the consultation clinic with all modern requirements is being made at the moment. The tender was held on purchasing of audio diagnostic system, audiodiagnostic test system and diagnostic audiometer (amounting to UAH 198 800 in total) for extra budgetary funds of regional organizations and enterprises, raised by events, charity contributions of natural persons, and UAH 45 000 – was taken from the local budget.

Materials taken from the web-site: <http://www.medcenter.org.ua/trustees.html>

There are two possible ways to form the Board of Trustees. In the first way – OSI independently forms the Board taking into account its own Charter or other statutory documents (of course, if such document presupposes the formation of the respective bodies). In this case OSI does not require additional permissions from the local authorities, though the definite minus of this approach is that the respective body of the local authorities represented by, for instance, the head of the respective department, may not recognize the legitimacy of the Board and does not pay attention to it at all.

If OSI decides to form the Board of Trustees independently, there are the following consecutive actions to be taken:

1. To prepare a draft of the Regulations on the Board of Trustees (by using, for example, the specimen set in the annex 1 of this manual).
2. To make an approximate list of members of the Board of Trustees.
3. To determine a list of advantages (motivation) to be provided to Committee members (e.g. publicity - information on work and contributions of the Committee's members in mass-media, additional social benefits or possibilities in OSI usage etc.).
4. To make individual negotiations with Committee's potential members.
5. To prepare and hold the first meeting of the Board of Trustees, and to approve its Regulations, vote for the Head of the Board of Trustees and its deputies during the first meeting.

The second way is a bit more complicated though more perspective. It presupposes obtainment of approval and permission from the local authorities to form the Board of Trustees. In this case the local authorities officially recognize such body, its powers and directly participate in its formation.

In this case a short advocacy campaign should be held (in the meaning of a campaign of influence on the respective local authorities representatives), namely:

1. To make preliminary non-official negotiations with the representatives of an authorized body on the formation of the Board of Trustees; to explain to them the benefits for the community, local authorities and OSI; and to obtain the preliminary approval.
2. It is preferable to form public opinion on this issue and to get a community support. It is possible to make a working or round-table meeting with all stakeholders' representatives (e.g. NGOs, mass media, educational establishments) with the aim to obtain the community support on the Board of Trustees formation, prepare and publish several publications at the local mass media, obtain the commitment letters from the stakeholders.

3. To approve the list of necessary documents together with the authorized body's representatives, its consideration and approval procedure.
4. To prepare the drafts of the required documents (draft order on the Board of Trustees formation, explanatory note, draft Regulations on the Board of Trustees and propositions on the Board composition) and apply it to the relevant body.
5. To track the process of consideration and approval of the documents, to perform all necessary actions, if required, to speed up and provide the needed decision.

The question on the Board of Trustees composition is very important. In any case the following members are obligatory to be included:

- Different sectors representatives (business, community sector, mass media, local authorities, educational establishments, churches etc.), not indifferent to OSI development. OSI will be represented by its head ONLY (by position).
- Known and influential persons in the community with undoubtful reputation.
- Persons, not associated with certain political, ideological, religious doctrines;
- Persons not having personal or commercial conflict of interest (e.g. business competitors);
- Persons having the possibility and wish to provide OSI with aid – either financial, material or intellectual resources.

After official approval of the Board of Trustees it is required to prepare and hold its first meeting. This event can be also used as an information trigger to attract community attention to OSI and make a gala event (see chapter_ Recommendations on preparation and making a presentation). It is also required to prepare an agenda of the first meeting. The following items are to be included:

- Introduction of the Board of Trustees members;
- Information on OSI activities (main results of the activities);
- Introduction (in case of appointment by the local authorities' body) or election of the Board of Trustees Head.
- Presentation (in case of approval by the local authorities' body) or discussion and approval of the Regulations on the Board of Trustees.
- Presentation, discussion and approval of OSI plans for the next year (half a year).

It is also preferable to appoint as the secretary of the Board of Trustees the responsible employee of the OSI to keep contacts, draft minutes and prepare other materials for the committee members.

The concept of social cohesion

Recently, the concept of social cohesion (SC) received considerable attention. The SC is an approach that focuses on social characteristics, such as the degree of inequality or the strengthening of social relations and connections within the society. The social cohesion is seen as a characteristic of a society that has to do with connections and relations between social units, such as individuals, groups, associations and territorial groups. The key aspects of SC include: the strength of social relations, common values, a sense of common identity and belonging to a single community, trust among community members and the degree of inequality and disparity.

There are two main aspects of the concept of SC: (1) reduction of inequality, disparity and social exclusion and (2) strengthening of social relations, interactions and connections.

The first aspect of SC concerns the regional differences, the issue of equal opportunities and inequalities between population groups and other aspects of social exclusion and is determined by a system of indicators. The examples of measurement units in various areas of life are regional differences in the state of environment, equal employment opportunities for women and men, inequality between social strata in healthcare, the level of social exclusion from material benefits, which define poverty in terms of income. The second component of SC includes all aspects that together make up the social capital of the society. It includes social relations existing in the informal communication in private networks and a more formal level of communication in organizations, private networks and in the public areas, the quality of social relations and social institutions. The social relations and activities are mainly focused on the social and political life and integration and to a lesser extent on the labour (social relations in the workplace, participation in the working life), households and family (family relations, household activities). The quality of social institutions is a component of social capital, which is used in various spheres of life. The educational institutions, institutions of health care, working life, social security, social services, political system and the legal system have a direct relation to this.

(According to the Manual by Regina Berger-Schmitt. Social Cohesion as an Aspect of the Quality of Societies: Concept and Measurement. Mannheim, 2000).

Annex 2.

THE MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

ORDER

45 of February 5, 2001

Registered with the Ministry
of Justice of Ukraine
on February 19, 2001
No. 146/5337

On approval of the Regulation on the Board of Trustees of an educational institution

In accordance with paragraph 65 of the Regulation on the general educational institution approved by the Resolution of the Cabinet of Ministers of Ukraine of June 14, 2000 # 964, it is ordered as follows:

1. To approve the Regulation on the Board of Trustees of an educational institution (attached).
2. The Minister of Education of the Autonomous Republic of Crimea, heads of departments of education and science of the regional, Kyiv and Sevastopol city State Administrations are to bring the Regulation on the Board of Trustees of an educational institution to the attention of the local education departments and administrators of educational institutions of the system of general secondary education of all types and forms of ownership.
3. This Order and the Regulation on the Board of Trustees of an educational institution is to be published in the Information Bulletin of the Ministry of Education and Science of Ukraine.
4. The supervision of the execution of the Order is to be implemented by the Deputy Minister Ognevyuk V.O.

Minister V.G. Kremen

APPROVED
Order of the Ministry of Education
and Science of Ukraine
05.02.2001 # 45

Registered with the Ministry
of Justice of Ukraine
on February 19, 2001
No. 146/5337

REGULATION **on the Board of Trustees of an educational institution**

1. General Provisions

1.1. In accordance with paragraph 65 of the Regulation on the general educational institution approved by the Resolution of the Cabinet of Ministers of Ukraine of June 14, 2000 #964, in the educational institutions of all types and forms of ownership the Board of Trustees can be established under the decision of the general meeting (conference).

1.2. The Board of Trustees is a body of self-governance, which is formed of the representatives of executive authorities, enterprises, institutions, educational institutions, organizations and individuals with the aim to involve the public in addressing the issues related to education, providing of favorable conditions for the effective work of an educational institution.

1.3. In its activity the Board of Trustees shall be guided by the Constitution of Ukraine, laws of Ukraine On Education and On General Secondary Education as well as other legal acts regulating the activities of educational institutions of the system of general secondary education, and by this Regulation.

1.4. Based on this Regulation an educational institution shall develop a Regulation on the Board of Trustees of an educational institution according to the type of the institution.

2. The Purpose, Objectives and Principles of the Board of Trustees

2.1. The aim of activity of the Board of Trustees is to ensure the accessibility of secondary education for all citizens, the meeting of educational needs of individuals, the involvement of the general public in addressing the issues related to education and upbringing.

2.2. The main objectives of the Board of Trustees include:

- to cooperate with the executive authorities, organizations, enterprises, institutions, educational institutions, individuals with the aim to improve the conditions of education and upbringing of students (pupils) in secondary educational institutions;
- to facilitate the strengthening of educational and industrial, scientific, logistical, cultural, sports, remedial and restorative bases of an educational institution;
- to promote the arrangement of events aimed at protecting the life and health of participants of the educational process;
- to organize leisure activities (contests, parties, sporting events etc.) and rehabilitation of students (pupils) and teaching staff;
- to promote the establishment and rational use of the fund of compulsory education;
- to promote the implementation of the current legislation on mandatory full secondary education;
- to prevent child neglect, facilitate the employment of graduates of educational institutions;
- to stimulate creative work of teachers and students (pupils);
- to provide for comprehensive strengthening of relations between the families of students (pupils) and educational institutions;
- to promote socio-legal protection of participants of the educational process.

2.3. The Board of Trustees shall act on the basis of:

- the primacy of human rights, combination of the interests of individuals and the society;
- self - governance;
- collective decision making;
- voluntary and equal membership;
- legality, transparency.

3. Establishment of the Board of Trustees and Organization of its Activity

3.1. The Board of Trustees shall be established based on the decision of a general meeting (conference) or the Council of the educational institution.

3.2. The Board of Trustees shall consist of 7-15 representatives of local authorities, enterprises, institutions, organizations, educational institutions and individuals, including foreign citizens.

3.3. The Board of Trustees shall be empowered to establish commissions, initiative groups to involve the representatives of the community, teaching staff, parents or persons substituting them, representatives of the student government.

3.4. The members of the Board of Trustees shall be elected at the general meeting (conference) of an educational institution by a simple majority of votes.

3.5. The members of the Board of Trustees shall work on a voluntary basis.

3.6. In case if any member of the Board of Trustees withdraws, another person shall be elected at the general meeting (conference) to substitute the withdrawn member.

3.7. The Board of Trustees shall be headed by a Chairman to be elected by a vote at the meeting of the Board from among the members of the Board of Trustees.

The Deputy Chairman and Secretary shall also be elected from among the members of the Board of Trustees.

3.8. The Chairman of the Board of Trustees shall:

convene and coordinate the work of the Board of Trustees;

prepare and conduct the meetings, approve the decisions of the Board of Trustees;

define the functions of the Deputy Chairman, Secretary and other members;

represent the Board of Trustees in institutions, enterprises and organizations on matters within its competence.

The Chairman of the Board of Trustees shall have the right to delegate his powers to members of the Board of Trustees.

3.9. The work of the Board of Trustees shall be planned arbitrarily. The number of meetings shall be determined by their expediency, but not less than four times a year. The meeting may also be held at the request of one third or more of its members.

The meetings of the Board of Trustees shall be duly constituted if attended by no less than two thirds of its members.

The decisions of the Board of Trustees shall be adopted by a simple majority of votes.

3.10. The Board of Trustees shall inform on its activities in an accessible form at meetings, in the media, through special stands etc.

3.11. The decisions of the Board of Trustees shall be communicated to the staff of an educational institution, parents and the public within 7 days as of adoption. The implementation of decisions shall be arranged by the members of the Board of Trustees.

3.12. The members of the Board of Trustees shall not be allowed to intervene in the educational process (attend classes etc.) without the consent of the head of an educational institution.

4. The Rights of Board of Trustees

The Board of Trustees shall have the right to:

- submit for the consideration of executive authorities, the head of an educational institution, the general meeting (conference) the proposals to strengthen the material, technical, educational, industrial, scientific, cultural, sports, remedial and rehabilitation bases of an educational institution;
- facilitate the attraction of additional sources of financing of an educational institution;
- take measures aimed to strengthen the material, technical and educational bases of an educational institution;
- contribute to the stimulation of the creative work of the teaching staff, students (pupils);
- participate in the review of appeals on matters relating to the work of an educational institution aiming to facilitate their addressing under the established procedure.

Deputy Head of the Department
for Development of Preschool, General
Secondary and Extra-Curricular Education

P.B. Polyansky

Examples of social cohesion and the provision of services by social infrastructure facilities

Your institution can do a lot for community development and improvement of the lives of its residents. The recipe for success is simple. You already have the main ingredient – the restored and renovated premise. All you have to do is add a bit of willingness and creativity. And you can really do a lot. We suggest you to review the projects that were implemented by the restored public libraries³. We are sure that you will find interesting ideas for your own activity, and most importantly – the creative enthusiasm and willingness to work.

1. New services for community: kindergarten enrollment at the library

Where: (Zirne village, Rivne region)

Quite often young parents have to visit kindergartens and arrange the enrolment of their child almost from the very day of the child's birth. Some people are lucky to arrange enrolment at once, some people have to wait. From now on the parents have the possibility to enroll their children to preschool establishments via internet at the libraries. This service has been already used by young mothers – users of Drogobych central district library (CDL). “When parents have no possibility to enter their child data due to the absence of home internet or the person is insecure that he/she can handle it independently – our internet-center employees are there to help. Olga Protsak and Iryna Kogut became first, who successfully enrolled their children to the kindergarten.” – tells Natalya Nychyk, the librarian.

There were six young parents, who applied to public-school library branch at Zirne village, Rivne region for help with their children enrolment. Valentyna Savanchuk, village librarian, tells: “We help parents to apply via e-registration to preschool establishments. Today we already have two applicants.”

Marya Daviduk is among those, who came to the library to get assistance on registration of her grandchild to the local kindergarten “Barvynok”. “At first I went to kindergarten, but there people told me that they enroll only via internet, so I came here. The enrolment procedure is not so complicated and the librarians are always ready to help” – Marya says.

³ Based on the website www.bibliomist.org

One can also look through the information on the kindergarten, leave or read comments on the establishment or estimate it by 5 degrees rating, as it is displayed below. New service is gaining popularity among Ukrainian libraries that are mobilizing to assist their users, though not all users are aware of this service as it's quite new. In order to get detailed information on how to use the e-portal for preschool enrolment, please visit <http://bit.ly/1heHgCg>.

2. Informational services for business

Where: Chagor village, Chernovtsi region

Vira Bauer (Rusnak) – is a young entrepreneur from Chagor village, Chernovtsi region. She has made up her mind to open her own business in Chernovtsi and opened a small cozy pizzeria. She serves an unusual pizza – in the form of umbrella. The exclusive pizza was made by a unique device brought by Vira from Italy. Convenient, stylish, delicious. There is only one device of this kind in the town (and may be in Ukraine). But one day, from the very morning before the working day, the wonder-device broke. It turned on, but didn't bake the umbrella forms. The nearest service center of the Italian company is at Milan.

What else to do as in an hour the visitors will start coming to pizzeria. Who can advise on absolutely unknown high-tech device which has 100-pager manual in Italian?

Luckily, the library branch 1 was located in the nearby. Vira came there to look for Italian dictionary, but she saw computers and notice on free internet access, so she decided to use library services. She found out the web-site address of the device manufacturer from the manual. She wrote an e-mail in English and while searching for internet advice, she got reply. The manufacturer representative from Milan proposed to talk to their local service engineer online. After 10 minutes of Skype (Vira talked English and the representative of the manufacturer was interpreting to Italian for engineer) the reason of break was found out. Due to the low voltage at the café, the device could not warm up till the needed temperature. Vira thanked and after half an hour, by switching to the voltage stabilizator the device produced first portion of pizzas. From now on the librarians are the most welcome visitors at the "Umbrella" pizzeria.

3. Organization of on-line business

Where: Buchach, Ternopil region

The online shops popularity became an undeniable fact at times of internet- technologies.

Internet selling is developing fast and some entrepreneurs have already become “internet-pioneers” by establishing their own online shops from zero start. The private entrepreneur and user of Buchach central library Nadiia Kuschak has advantaged from such online shopping.

“I own small kids’ clothes shop for several years now– Nadiia says - though lately the selling does not go so well. One day I passed by the library which is located in the nearby and shared my concerns on the future of my business with my friend –librarian. I was advised to use internet services. Together with the librarians we looked through a lot of differnet web-sites and I stopped at one of the biggest Ukrainian internet-auctions. Nadiia has registered there and now is selling kids’ clothes with the help of bidding or by fixed prices. Her business has revived as she got an opportunity to sell her goods not only at the district shop, but also address to the customers from the whole country.

The possibility to use modern technologies gave new push for entrepreneurship development of Nadiia. From now on Nadiia’s shop gives possibility to its potential customers to go shopping at the convenient time and place, everywhere with internet access: at work or at home or check the state of your business at the local library.

“Luckily, that the library is located near my usual shop. Now I can use every free minute to use its free internet access and enter my virtual shop. I also look for other interesting ways to sell my goods. I can definitely say that my business has really revived. I thank to the girls from library for timely advice on the idea with online shopping”.

4. Young journalists school

Where: Svitlovodsk, Kirovograd region

New friends, useful knowledge, creative plans and ideas implementation, video shooting, interviews, reportage and stories preparation. All this and even more one can get by joining “Young journalists’ school” which is working at the central town library of Svitlovodsk.

The school participants learn ABCs of journalism in two main directions: TV-journalism and newspaper. The children create their own TV stories, publish their stories at the newspapers, and make their own newspaper “Youth Herald”. From the very beginning of “Young journalists’ school” work the librarians aimed to get people acquainted with the main principles of journalism, namely to teach how to interact with professional mass-media, give a general impression on profession.

Young journalists combined stationary and distant learning, theoretical and practical lessons: attended lectures and seminars, master-classes, workshops, individual consultations, introductory meetings, worked online.

One of the most active participants was Yana Borovska. Such trainings as “What a modern journalist should be able to do”, “Talk correctly”, “Write correctly” made Yana acquire self-confidence, express her thoughts and feelings easily, talk to audience, defend her opinion, put her thoughts on paper in a correct way. Moreover, Yana realized that nowadays a journalist should have not only editor’s skills but also technical skills. So she learned how to write texts and use digital photo camera, make and cut videos. In 2013 together with others Yana participated at production of contest mini-film on everyday life and work of “Young journalists’ school”. The video was based on the story of a modern service provided by the library – teaching the gifted children of Svitlovodsk the basics of media-knowledge.

5. Fundraising for children with oncology diagnoses

Where: Lutsk, Volyn region

Volyn regional youth library knows that one of the reasons for high death rate among children with oncology in Ukraine is the absence of relevant rehabilitation. 70% of such children have a chance to recover. And there are many of them who do recover due to the support of empathic people organized by a library.

It is not the first time for the employees of Volyn regional youth library to implement the support initiatives for ill children and orphans. “Art for life” – is the title of current charity project, organized by the library in cooperation with charity unit of Volyn episcopate of Ukrainian Orthodox church and with personal directive of Mykhail – Lutsk and Volyn metropolite.

The aim of the project is fundraising for the needs of children who stay at onco-hematology center of Volyn regional children’s hospital and provision of psychological support to patients.

The librarians involved youth to implement the project via social networks. Young artists who want to help those staying at the crossroad between life and death with their arts, responded to announcement.

The exhibition - fair of young photographers’ works, vocal performances of “Creative space” participants and music schools # 1 and # 3, demonstration of videos and stories of children with oncology were shown at the main town square.

The passers-by were stopping, listening and providing their financial contributions for the needs. The students from Lutsk National Technical University also learned about the project from social networks and joined as library volunteers.

By 8 October UAH 1028 was raised. Out of this UAH 820 was spent on purchasing the electrical medical weights for newborns of the onco-hematology center of Volyn regional children’s hospital. It is quite often when medicines dosage depends on the weight of a child, and old equipment works with substantial discrepancies. The remaining amount raised due to the library initiative was given for 9 years old Viktoriya treatment.

6. New informational services for farmers

Where: Vynogradiv, Zakarpattia region

The answer to the question on the meaning of new technologies in the life of farmers was given by Vynogradiv Central district library by establishing the number of programs “Information field by Oleshnyk farmer”. The district school of experience exchange under the common topic “New information technologies – to the agricultural producer” was held at the library branch of Oleshnyk village.

The farmers themselves confirm the need of such events during this transitional period when internet information is far from being in every village house, though there is a necessity to learn about important facts in time.

According to the Head of Zakarpattia farmers’ association and private landowners Yuliia Peleshkey “A farmer is not only a person who grows harvest. A farmer is a participant of the modern agriculture market. And the success of his activities depends on his knowledge of modern technologies, legislation, sales markets etc. Moreover, having the computer at home and internet access, a farmer does not always have time to find the required information. In this case the village librarians can help finding the information, sort it and put on Desktop of the library computer or even send by e-mail to a farmer.”

To sum up, the main aim of the school was to teach the librarians how to help the farmers to be more effective with useful internet information. Firstly, the real “eye-opening” for the participants was the fact that the farmers from Oleshnyk indeed use the library resources in order to find the required information.

The florist with 20 years’ experience Anna Skudar shared her impressions on the benefits of new library services. “I have been using the library services all my life, - Anna Ivanivna tells, - and now when I need to find a proper seeds or preparations – the library internet is an irreplaceable help.” With the help of internet and Skype the florist has a regular connection with known firms, uses their products, and listens for their advice.

7. NGO and the library are searching for fallen soldiers

Where: Chernigivka village, Zaporizhzhya region

Due to internet access the Chernigivka district library has established cooperation with all local NGOs, functioning in the village.

Namely, there is the NGO "Gvardiya" that works in the area of search for fallen local citizens, who died during the Second World War or other armed conflicts. By getting the access to library internet, the NGO got a possibility to clarify the data on two Afghanistan war soldiers Valeriy Vilisov and Sergiy Panchenko. The restored information was used during the lessons of courage for youth "Burnt by Afghanistan sun". The book on local citizens of Chernigivka "They came through Afghan" is under the preparation for publishing, therefore the data on the citizens' involvement in war actions and their honors is being clarified.

The NGO "Gvardiya" plans to go on searching for the fallen during the Second World War by using the free internet access at the library. From now on "Gvardiya" can use online database "Memorial". For instance, the exact place of death of the grandfather was found under the request from Mykhail and Oleksandr Arefiev, the grandchildren of a soldier of brigade 44 Arefiev Grigoriy Oleksiyovych. The names of 9 warriors who died during the aviation attack on aerodrome 611 of educational aviation regiment, the names 10 fallen from guards shooting division # 3 and 9 names of fallen soldiers of separate ways exploitation battalion # 78 who died during that aviation attack at night on October 5, 1994, were clarified. All these names will be added to memorial grave on Mass Grave. The head of NGO "Gvardiya" Oleg Popovetskiy continues the work on checking the names of the fallen warriors with the aim to add them on the memorial grave of Chernigivka village.

8. “Volunteer Area” school at the library

Where: Lutsk, Volyn region

The “Volunteer Area” school on the basis of the central library under the support of “Bibliomist” program was opened in Lutsk. The lessons are being conducted for different categories of young people starting from school pupils to Volyn seminary students. The visitors discovered the new possibilities of volunteering and a library as an information and cultural establishment.

The school graduates held several town charity events and projects at the library, including “The night at the library”, lessons under the project “From Mykolai to Vasyl” organized by the volunteers from “Plast” organization, workshops by Olesya Zadontseva on beading for orphans and children from large families “Christmas shining of beads” etc.

The school visitors – students of the recreation technologies and Law College Tetiana Kukai and Iryna Zakharchuk organized the charity event on St. Mykolai day “Mykolai will not forget about you” and took part at the local volunteer parade.

After learning the information on volunteer school placed at the web site of Lutsk central library, the administration of newly-built clinics addressed the request to help in conducting the event on promotion of a healthy lifestyle. In December 2011 the lessons for children from dysfunctional families, who were creating handmade presents for orphans and disabled children, started at the central library. The activities were headed by the representatives of scout organization “Plast” and involved the graduates from “Volunteer Area” school and former library attendee Olena Semenyk.

9. Library helps to protect the border

Where: Nemiya village, Vynnytsya region

Due to the fact that Nemiya village is located on the border with Moldova, the border control point is situated in the same building as a local library. The soldier Yuriy Mazur tells that he is using the new library possibilities in his work and it helps a lot. For instance, in January 2012 he discovered the violator who stayed in village– the citizen of Moldova without permission to stay there. The border employee came to the library, entered the website of State Border Service and checked this person in the special database. It appeared that this person has been under the international search for two years. At the same time Yuiriy confirms that he regularly uses the library scanner and sends via internet the scans of documents of non-local citizens that need further checks by the database. The border employee claims that internet access is a unique possibility as he doesn't need to drive people to the center town for identification – now it is possible to do it via library internet. Perhaps, it's the first library in Ukraine that helps to protect the border and detain violators.

10. Computer literacy for retired

Where: Shostka, Sumi region

Shostka town library has implemented the new service for elderly – free education on computer literacy and information search in internet. The lessons are conducted by information technologies faculty of Third Generation University that functions on the basis of the central library from 2010. Last year new knowledge was gained by 64 persons aged from 55 to 80 years old. The oldest student of the faculty Mykhail Bochkarov, in spite of the respected age (almost 81 years old) has successfully mastered the computer literacy.

The library service gained a big popularity among the elderly citizens of Shostka, as they have got a possibility to keep in touch with their friends and relatives from other towns and countries, to search for the required information on social services, health, agriculture, their hobbies. This year the library obtained more than 70 applications from elderly people eager to study.

Here are some comments that the librarians got: “it is very good that the library is implementing the educational initiatives that make us learn even in our age, self-improve, get skills on using the modern technologies”. Namely, Valentyna Kostyantynivna Tymofeeva, the student of the information technologies faculty of Third Generation University at the central Shostka library says: “We have a computer at home for more than six years, but my son has been working with it all the time, so I had no access and came to the library. Internet gives me a possibility to talk to my son when he is on a business trip, with my nephew from Germany and friend from Israel. Together with a friend of mine we sing songs on Skype, remembering the youth. It is not so complicated. The library helped me learn, I guess that I managed as I was treated with respect here.”

11. Skype for migrant workers

Where: Dobrogostiv village, Lviv region

During the last decade the economic crisis made thousands of Western Ukraine citizens search for jobs in Europe. Apart from various difficulties with legalization process and everyday life abroad, the migrant workers often feel completely torn away from their relatives who stayed home. The representatives of Dobrogostiv village at Lviv region decided to fight this problem with the help of reunion of migrant workers and their families at the library.

There are not less than 50 Skype calls per month made at the library. It is logical, as approximately 300 citizens of Dobrogostiv and Bystiy villages are working abroad, which is 10% of the population. The son of Lubov Farima went to Portugal together with his wife and child, so she is very grateful for the opportunity to use Skype: “The impressions and emotions after the communication with children are impossible to put into word, it has to be felt by heart and soul”.

Moreover, the library made an agreement on cooperation with Ukrainian charity foundation “Zaporuka” which coordinates the network of information centers for migrant workers in Ukraine and Italy. The foundation organizes a number of events, dedicated to the important questions, such as showing videos on illegal migration risks, seminars on pension system in Ukraine, usage of web-resources for rights protections and European legislation consultations.

According to library director Mariya Stefankiv, a lot of migrant workers are unaware of different problems that may appear at work or everyday life. Now they have someone to rely on: among other, the librarians already helped several Ukrainians to get legalized in Italy.

The librarians of Dobrogostiv also organize events for migrant workers’ family members who stayed in Ukraine. The visitors have opportunity to discuss their concerns at the round table meetings, and children can talk to psychologist and priest and get an advice. Every week the library gathers youth to watch movies. The library welcomes everyone as it is the whole community center.

12. Mobile school of computer and internet literacy for people with special needs

Where: Alchevsk, Lugansk region

The mobile school for computer and internet literacy for people with special needs functions on the basis of the library branch 4 of Alchevsk central town library.

Several times per week, on the convenient days for visiting, both individual and group lessons on computer and internet literacy for people with special needs are conducted here. A lot of local citizens became regular visitors of internet access point and training participants. Kvetkina Iryna, Zagrebelniy Gennadiy, Voronkin Yurii, Demchenko Ivan, Gontarenko Olena who mastered their computer skills, learned to use internet, look for proper information with the help of librarians are among them. For instance, the users learn the visceral therapy methods, which help to recover. This project is implemented by Lugansk regional department of Ukrainian Library Association in partnership with Lugansk regional center of sociocultural adaptation of youth with special needs (LRCSAY), Lugansk regional youth organization "Young handicapped organization" Skhid", Lugansk regional organization "Ukrainian association of blind people", Lugansk regional organization of people with special needs "Iolanta-Lugan" on the basis of Lugansk regional universal scientific library named after O. Gorkiy with participation of informational and resource center for people with special needs "Dzherelo".

Such work is being performed also at the library branch 5 that cooperates with town community organization of people with special needs "Tubrota". The computers and internet broadened the possibilities on provision of this category of users with new information services. By using the online resources, the librarians make events even more entertaining, informative. The project participants create pages in the social networks, talk to their relatives and friends and also get professional consultations online.

13. “You are not alone” club for single mothers

Where: Gorodenka, Ivano-Frankivsk region

Central regional library named after L. Martovych in Horodenka is one of the main cultural, educational and informational institutions in the region. It is an organizational and technical focal point for 46 libraries in the region. The library provides social services for single mothers including those with several children and single pregnant women that happened to be in tough life situations.

Many female inhabitants of Horodenka region received the assistance of librarians in the club “You are not alone” that unites and supports local women. The club has support of sponsors, authorities, local community. The women receive psychological, legal and medical advices. In addition to social support, the librarians coordinate collection of money, clothes, food, toys in order to support socially vulnerable mothers. With the support of community and partners 4,5 thousand Hryvnias were already collected for the medical treatment of the children of those women who are the members of the club.

Oksana Rogozhynska, single mother of two children living in Horodenka is telling her story about the way the club changed her life: “I was on my way home with my disabled daughter Viktoria who was 1.5 years old. It felt hard. I saw the signboard “You are not alone” and decided to come in. Since that time the club established in the library became the second home for me, I felt cared and supported there. I received assistance of psychologist Uliyana Myroniv and emotional support by the priest Ihor Levytskyi. I also received clothes and toys for children, 1260 Hryvnias collected by the community for the surgery for my daughter Viktoria. The seminar “To find strength to start a new life” was very interesting. Now librarians who work in the internet – center teach me and other members of the club how to work with computer.”

In order to extend assistance to more local inhabitants, librarians created the blog “You are not alone” that can be found on <http://hcrbproject.wordpress.com>.

14. Communication without frontiers

Where: Druzhkivka, Donetsk region

Druzhkivka town library has turned into modern information, cultural and educational center for citizens of different ages and nationalities. One of first projects implemented by the librarians was the initiative “Communication without frontiers”. By creating the club “Guten Tag” they help to popularize historical and cultural heritage and traditions of ethnical Germans of Ukraine, learning the German language, making the traditional German holidays, thematic evenings, seminars and trainings.

The project gave push to interest clubs development, and the communication went far beyond its borders.

There are four more clubs on German and English learning «Sternkinder», «Hoffnung», «Start», «Goodway» work successfully nowadays. The lessons are conducted by the librarians with the relevant education, and the highlight is the special atmosphere: language learning is made during singing, tea, theatrical performances.

The substantial contribution is made by the club participants – active, restless people of different ages and social status, who take part in various activities at the library and outside it with a great pleasure. For instance, due to the partnership with Donetsk regional national-cultural community of Germans “Widergeburt” the trip to the brewery, dedicated to “Oktoberfest” was organized. The

The event was attended by special guests - Consul of the German Embassy, Deputy Mayor of Donetsk, the representatives from Greek, Syrian, Roma and Polish communities. The head of “Guten Tag” club Viktoriya Ignatieva received an invitation to a workshop in Feodosiya for German teachers working with ethnical Germans.

Due to the grant from “Goethe institute” in Kyiv the library received 12 handbooks with CDs and 19 manuals for individual study. The librarians keep in touch with the head of Köln city library Gannelora Fogt who provides them with recommendations and consultations on improvements in working with local German community.

15. Cinderella Ball for kids

Where: Nove village Zakarpattya region

The dream of many small readers and their parents of Nove village library is to get into a fairy tale at least for a moment and stay in a favorite hero's shoes – became reality. The library made a grand children performance for their village citizens – Cinderella Ball. According to fairy tale rules, the guests were met by Snow White and seven dwarfs, and the guests were announced by a true ceremony master.

All heroes had to make seven tasks. The library head Melinda Molnar (the Snow White) made an exciting quest – the children were searching for books with their heroes on library shelves. Children were answering the interesting questions with pleasure, girls were helping Cinderella to pick lentils, boys were looking for the missing crystal shoe.

“Children were so much excited as well as their parents, as the biggest pleasure for parents is to see their children glad and happy”, - the ball participant Maryna Vyntse says.

Melinda has created a true cultural and educational village center at the library. The library itself stimulates young readers for self-development, own creativity needs, as the children have possibility to study painting, theatre, see beauty around them for free. These are unusual lessons and an art lab.

“To bring together youth and adults, to foster love for people, nature, Homeland – heer are the main aims of my library”, - the librarian says.

Indeed, children together with adults actively participated at the common workshops – made toys and pencil cases.

“I liked the ball very much! The children were excited and engaged in communication and play with each other and forgot about mindless mobile or computer games. I was visiting the library before for various workshops and know this atmosphere. Therefore, I want my kids to grow in it. Now I am visiting the library together with my children” – the library reader shares her impressions.

16. Dogs help children with special needs

Where: Zhytomyr

Lately there are two unusual guests visiting Zhytomyr regional library named after Olzhich – two golden retriever dogs with their trainer. Starting from October last year at least twice a month the library turns into the free development center for children ill with autism and Cerebral Palsy.

The library wasn't chosen as a place for lessons accidentally; as this is a public space moreover the working schedule allows that. Galyna Kozachenko, the coordinator of the center says: "Our library has already crossed the line, when we were looking for advantages from partner relations. At the moment the library is the place where other community organizations address to in order to obtain any advantages from partnership." That is why the cynologist Maryna Franchuk and an experienced animal therapist Olesya Marchuk who is also a head of a charity foundation "Beregynya Polissya" – library partner-organization work at the inclusive reading room with the children. Nora and cash are their two fluffy doctors. Specially trained dogs help children with special needs to learn and interact with the world.

"Dogs help communication and provide with support by showing love and loyalty to the children. This helps to mitigate the tension and fear" – Olesya says. "Dogs motivate children to act, help them to develop speech, when the command should be given to a dog, or motion, when one has to walk with a dog."

Children fall into contact with retrievers very easily as these breed have no aggression gene. Moreover, they are big, light and fluffy. According to Olesya, the main task of such therapy is children's socialization: "it not our first lesson and therefore we already have certain achievements. One boy made his first step with a help of a dog, other kid managed to pat a dog. Children, ill with autism learned to better understand the surrounding world. At the moment we are leaching them to work with carbines and other small objects of dogs' equipment." Kids' parents tell that Olesya gave them hope to believe in future recovery for their children, and this is the most important.

"We need such lessons, and they have to be conducted more often, – Olesya says - though at the moment this center at the library is fully supported by volunteers only."

The library plans to implement the project activities in partnership with a charity foundation “Beregynya Polissya” to seek funding and continue with such communication, badly needed for kids.

“It is very important for us that there is a positive impression about the library in society. Helping others is not an easy thing. At the same time by helping these people due to this project we are happy to indeed help those who really need it.” – Galyna says. The organizers hope that soon more people ready to support this socially important project will appear in the community. The library proves once again that this is a place open for all and giving vitally important services.

17. Psychological support for youth “Territory of trust”

Where: Lyman village, Odessa region

The social component gets one of the most important positions at the work of the Velykomykhailivskiy and Tatarbunarskiy region libraries. That is the reason why the psychological support groups for children and adults as well as clubs for problem sharing and solving are created at these libraries.

The psychological support point for youth “Territory of trust” was created on the basis of Lyman village library. The idea to create such point was conditioned by the fact that the world of the modern youth narrowed to TV screen and there is a need to support them. The project is organized by a regional youth and family center specialist Yulia Tsizhu and a librarian Svitlana Getmanets. The project founders are sure that this initiative will turn into a place where everyone would feel confident and free, where one can talk and find information on any subject. “Territory of trust” started its activities on internet. The social network “vkontakte” was used to create a group “I see, I feel... I live!” one can find advice, articles on healthy lifestyle and psychology there.

Tsebryk library for adults located in Velykomykhailivskiy region in partnership with a village center for youth and family have started the activities “We are strong together!” for all-round problem solution for large and socially deprived families as well as orphans guardians. The village citizens, the library and the authorities decided to cooperate and start the project. The aim of the project is to prevent negligence against children, social and psychological support

of socially deprived families. The librarian Tetiana Kostyk and the head of the center for youth hand family Natalia Minova are sure that by building trust and understanding one can learn how to stop the tragedy and help families to find a harmony. The participants study tolerance and non-conflict communication skills, learn laws and watch scientific-popular videos.

18. Book crossing in Horlivka

Where: Horlivka, Donetsk region

Book crossing appeared quite recently – at the beginning of 21 century, though became popular in many countries and is gaining popularity in Ukraine. In summer book crossing has reached Horlivka – the city of miners. The initiators of the new service are the readers of the library branch 6 – Volodymyr Sosulin and Danyla Ryzhykh – they have found the information about the project in internet and created the special book shelves themselves.

“Book crossing is a very interesting invention. It gives freedom to a book. Our town has no such shelves. We want our favorite library to be the first in Horlivka to have such shelves with books” – young users comment.

The town citizens liked the service and supported it. The readers started presenting their books to the library to renew the list. For instance, Oleksiy Kiprushev, the doctor of the hospital # 2 gave more than 100 books, and Oleg Lopatynskiy, mine worker after reading the news about the project at a newspaper came to get acquainted with the librarians and brought books and magazines as a gift.

So, the town book shelves gained popularity. “It is very convenient to read a book outside with a fresh air or at a nice store or take it home with you.” – the girls from neighborhood say. “I pass by the library every day and always take a book from a shelf. It is so cool! Thanks to Horlivka librarians for reminding the magic light of a book!” – the employment officer says.

The most important is that the library turns into a communication point for the town community and free internet access with four modern computers provide with additional advantages to satisfy the needs of youth and adults.

19. E-reporting at the library

Where: Rivne

Rivne state region library has obtained a trusted partner – State Tax office of Rivne during the time of implementation of e-reporting initiative.

The mass media unit of the State Tax office was surprised to get a phone call from a town library though assessed the advantages of it – the access for different citizens, modern technical equipment, free internet, location at the center. And the next day the IT specialists from the Tax office have installed the special software for e-reporting at the library computers.

The library consultants started the preparation for training. The big media campaign on e-reporting and trainings for tax payers was also implemented: announcements on TV, radio, business news “hot” line, at newspapers and social networks, library and tax office websites.

The trainings were conducted in workshops format for library specialists, who assist tax payers and separately – for tax payers. The tax specialists told about the agreements conclusion for obtainment of free test key codes for e-signature, demonstrated the ways to form and send tax reports in e-format.

As a result, the training activities were conducted in several region libraries. By the way, the tax officers of Koretskiy unit of Goshansk state tax office after assessing the technical capacities of the library agreed to make a conduct the tax payers’ trainings monthly, involving the volunteers.

The media campaign helped to popularize the e-services and advantages of e-reporting. Apart from social networks and mass-media announcements the special video on advantages of e-reporting was produced. The number of printed materials was made and is being disseminated in region and villages libraries, post offices, social services offices, educational establishments and other public places. 111 materials on e-reporting and new possibilities for citizens were published in mass-media. The trainers of Rivne are sure that the project success was conditioned by the overriding needs of the community. “Moreover, our project got a big say in spreading the information among target groups in mass media, namely via National e-reporting center” – the trainer-librarian Valentyna Maksymchyk says.

20. How to talk to mayor?

Where: Boryspil, Kyiv region

The playground next to the town kindergarten has not being repaired for a long time? The citizens cannot drive on streets covered with pits and are scared to walk at night by badly-lighted streets? Houses and offices are buried in weeds?

The citizens of many Ukrainian towns witness such problems every day.

Though not many citizens have a possibility to talk on Skype with a town mayor, deliver the problems and discuss the ways to solve them, but Boryspil citizens can do that every Wednesday from 10 to 12.

Computers started chain reaction and the librarians implemented the leading international experience in everyday practice. They understood that only computers are not enough in order for the library to become a heart of community life. So after getting the new computers they went to a local market to talk to the citizens and to understand what the acutest problems are. Boryspil citizens shared their concerns and ideas on town development with librarians whom they respect and trust. The brainstorm with the community led to making the Skype-meetings with the mayor Anatoliy Fedorchuk at the library. The idea that was a courageous experiment at the beginning started bringing the positive results.

Wednesday, 10th of July. It is a usual thing for a head of “Sonechko” kindergarten Ludmila Kosynska to visit Boryspil library for Skype conference with the mayor. As a result of her previous Skype meetings the children now can play at the new playground next to the kindergarten. There were only weeds there before. This time she is discussing the better ways to get to the kindergarten. All that she needs is to log in on the computer with web camera and ask the mayor to make a road that lead to the kindergarten entrance as the mayor is always online every week from 10 o'clock. “We all hope that the small pavement will be made here. By the way, the central square reconstruction is ongoing at the moment, so we can use the remnants of building materials” – Ludmila proposes. Due to the fact that e-meetings brought results many times, the head of the kindergarten is sure that soon the local authorities will help.

Anatoliy Fedorchuk is glad about the library initiative: “People trust it as there were many changes recently. They have a chance to tell about their problems, come and talk about everything – from communal problems to family relations.”

It's no wonder that library visitors quickly got used to the new service – but the librarians went even further. From now on it's not obligatory to come to the library if it is not convenient. The librarians told about the e-services to the whole community and taught them to connect to the Skype conference from home.

The reader and poet Galyna Pysanka tells:” Skype is when a person can put a question to the mayor even from home.” For the majority though the library computer is the only way to connect to the municipal authorities, so they use it.

For Fedorchuk the job turned into a pleasure due to the library initiative. The queues at the town council became shorter, there is a less document flow, the effective decisions can be taken faster and all needs of the town are obvious.

The kindergarten territory renovation is one of the examples. The librarians demonstrate the photos of the city streets before and after the start of a Skype meeting initiative with pleasure.

Half a year ago one of the streets was covered with pits. At the moment the pavement is so good that even the builders will not find former problematic places there.

The head of the project – the library head Zhanna Kruchinina thinks strategically: “The mayor office is one of the ways to attract new readers. If a person came to the library, see such a cool environment here and cool books – we will do our best to turn this person into our friend and fan.”

21. The library administers village council web-site.

Where: Bila village, Ternopol region

One of the interesting initiatives here became a connection of the authorities and community with the help of the library. The village mayor Volodymyr Shmatko who regularly supports the activities of an internet-center, hired an IT specialist and pays him salary from a village budget.

Together with the IT specialist Serhiy Kotsan the local authorities started working on the implementation of e-reporting. The first step was the creation of a web site of Bila village council, where one can find all information about the activities and news of the village. For instance, the schedule of the work of village council services, employees and local politicians contacts, announcements on communal services, administrative innovations, community initiatives. Apart from the information one can learn about the present and past of a village, and stay in touch with a village council by sending the e-requests. "Beyond all I want us to become bigger and better family which can fight all problems for the future of the village." – the village mayor says.

22. Legal advice center at the library

Where: Chernigiv

Chernigiv region universal library named after Korolenko has opened its legal advice center dedicated to the Lawyers' Day. The center works in cooperation with the town legal office and local Law Institute.

Due to the center the users are being consulted personally and via internet by state employees. Volunteers help visitors to find information of the state web sites, specialized blogs and forums. The librarians point out that people with lower and medium income rate are the most frequent visitors. Employee's rights, property purchasing and especially the social care are the most frequent questions. The librarians recalls with pleasure one day when the elderly couple visited them with champagne and other treats to celebrate the pension payments recalculation. Such stories are not single and can serve as a proof that such legal advice is extremely important for the citizens.

23. Information and entertainment center of the community

Where: Velyka Berezyanka village, Kyiv region

The library turned from the usual reading place to the center of community cultural development at Velyka Berezyanka.

The specialty of the village is that a lot of ethnical minorities live there – Polish, Belorussians, Russians, and Armenians. The last came here during Nagorniy Karabakh war and found their second home on welcoming Ukrainian land.

The initiative group has created the information and entertainment center with internet access on the basis of a library. The special zone for extra-curricular activities was prepared there. The initiators thought that one should learn and do arts at the favorable and friendly atmosphere with a cup of coffee. Soon this idea was put into reality.

The questionnaire showed that most of all people like beadworks, ribbons and quilling techniques. So these three groups were created at the beginning with ten participants in each. The common exhibition of achievements became a certain result of the group work. The exhibition opening turned into a warm family holiday.

The ice in village cultural development finally broke. The good start inspired for further activities. The participants are proud about their own achievements and these pioneers were followed by others, who showed no interest at the beginning.

The further projects ideas are shaping at the community and a usual village library obtained a higher reputation among locals and became an effective place for interaction.