



# EveryChild Ukraine STRATEGIC PLAN

2007-2011

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## **1. FOREWORD**

As an international development organisation EveryChild is aware of the devastation caused by poverty and its aggravating effect on separated children and those at risk of being separated. EveryChild implements child rights programmes which include the implementation of practical actions (model pilot projects) that provide evidence on how to prevent children being separated and supporting those children already separated to find alternative forms of care. This in turn informs our lobbying for changing policies and practices, and our work with other agencies and CBOs through constituency building to support those changes. Underpinning all our programme strategies and interventions are the principles of child participation, accountability and inclusion.

To support our work, EveryChild adopts the concepts and positions outlined in documents such as “A World Fit for Children” adopted by the UN Special Session on Children in 2002, the Millennium Development Goals that bring together development and human rights and the main conventions and treaties that make up the human rights framework, most particularly the UN CRC and its optional protocols (especially the protocol on the sale of children, child prostitution and child pornography).

Although child rights are indivisible, EveryChild particularly concentrates on the violation of rights that have a direct bearing on preventing separation and supporting separated children, i.e. rights on protection and family environment and alternative care.

EveryChild works ‘with’ and not ‘for’ children and wherever possible, we work with the most vulnerable children. We recognise that children are different from adults and that it is important to understand child development and other issues that apply to children and their ‘evolving capacities’. EveryChild also works with parents and communities and is aware that as an International NGO, we are also accountable to children, their families and communities.

## 2.ABBREVIATION AND ACRONYMS

AOPs Annual Operational Plans

CBOs Community Based Organisations

CBSS Community Based Social Services

ISS Intergrated Social Services

CSP Country Strategic Plan

CSO Country Strategic Objective

EESCCA Eastern Europe, South Caucasus and Central Asia

EvCU EveryChild Ukraine

FSU Former Soviet Union

HIV/AIDS Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome

KPIs Key Performance Indicators

M&E Monitoring and Evaluation

MOVs Means of Verification

NGOs Non-Governmental Organisation

OSD Organisational Strategic Direction

RBA Rights Based Approaches

RSO Regional Strategic Objective

RSP Regional Strategic Plan

SMART Specific, Measurable, Achievable, Relevant, and Time-bound

SMT Senior Management Team

SWOT Strengthens, Weakness, Opportunities and Threats

UN CRC United Nations Convention on the Rights of the Child

### 3.EXECUTIVE SUMMARY

This paper defines strategic activities for EveryChild Ukraine for 2007-2011. The organisation's strategic goals and objectives were developed on the basis of the child rights based analysis involving different stakeholders e.g. national and local government bodies, NGOs, local communities and children. When drawing the strategy paper, the 9 years' experience of work in Ukraine and lessons learned were considered.

The paper's objective is to present new frameworks for EveryChild Ukraine activity for 2007-2011. The new strategy was developed with the aims of replacing the EveryChild Ukraine strategy for 2003-2007 and reflects our strengths as an organization and our expertise in the field of child's separation.

In Ukraine the main groups of children who are affected by separation are: children with the status "orphans and children deprived of parental care". They can be placed in institutional care, live in Guardianship or with extended family member, foster families or family type homes, street children. Children who live in vulnerable families are under risk of separation. The most vulnerable group of children who are affected by separation are trafficked children and children living with HIV/Aids.

The number of orphans and children deprived of parental care is growing in Ukraine. According to State Statistics Committee there were almost 103 000 orphans and children deprived of parental care in 2006 compared to 52 400 in 1995. If to compare the number in 2006 with the overall children population 103 000 will count more than 1% which in medical terms could be considered as "epidemia" of orphanhood amongst Ukrainian children.

The main reasons causing separation as identified in the sociological research carried out by EvC are: family poverty, lack of family support, mentality (state should care for children and institutions are a good environment for the children to grow up) lack of preventative measures to preserve the family and maintain the child within his/her biological family.

Children in institutional care are identified as the largest single group of separated children in the country. The system of institutional care is quite developed and diverse in Ukraine and includes such types as: baby homes, children houses, secondary boarding schools, specialised boarding schools and boarding schools for children with special needs. All these institutions are under supervision of 3 different Ministries – Ministry of Health, Ministry of Education and Science, and Ministry of Labour and Social Policy.

In 2005 there were 54 boarding schools for orphans and children deprived of parental care where 11654 orphans and children deprived of parental care have been placed, 109 children houses where 5090 children deprived of parental care lived, and 48 baby homes for 3606 children deprived of parental care<sup>1</sup>.

The situation during last 10 years is very deteriorating as the number of children in residential care double – from 35200 children in 1995 to 65 000 in 2005. According to information of Ministry of Ukraine for Family, Youth and Sport this number was over 66 000 in 2006.

Children in vulnerable families are identified as the largest single group at risk of separation, according to the official statistic in 2005 there were 93 548 дітейн at risk of separation who lived in 44919 vulnerable families. Unofficial information showed that this figure might reach 200 thousand children.

The child care system in Ukraine does not meet the demands of the current socio-economic environment and it needs substantial improvement in terms of assessing children living in families at risk of breakdown and preventing children going into institutional care as well as more effective approaches in protecting children's property rights and welfare in general. The current system of social guarantees and social protection of families and children was developed and legislatively

regulated in the late 1960s and does not take into account the social effects resulting from recent political and economic transformation.

In particular the current system does not support an individual approach to children and vulnerable families but tends towards broad brushstroke definitions of what children and families need. Despite a significant increase in the amount of legislation regarding vulnerable children and developing alternative care over the past few years, there is lack of appropriate by-laws and regulations for practical implementation of the law.

Thus, EvCU will work at the local and regional level of Kyiv oblast to support local public authorities to develop Gatekeeping mechanism and as a part of it ISS and CBSS for children and families to prevent separation of children, blocking entries in institutional care and facilitating de-institutionalisation of children. At the same time, EvCU will work at the national level supporting key ministries and agencies to develop policies to protect children deprived of parental care or at risk to be separated from their biological family.

### **EvCU CSP adopted the following strategic objectives under OSD:**

#### **OSD 1: Focus and target our programmes for increased effectiveness and impact by 2011**

1. To develop and implement gatekeeping in Ukraine by 2011
2. To test functioning of gatekeeping and ensure development of integrated social service in Kyiv oblast by 2011
3. To decrease at 60% the number of placements in baby homes in Kyiv oblast
4. To reach that 30% of children currently in institutional care are reintegrated into family environments in Kyiv oblast
5. To achieve full participation of all stakeholders including children in the process of project/program development and implementation
6. To achieve full participation of all stakeholders including children in the process of project/program development and implementation
7. To promote good governance principles among EvC partners (especially central and local government agencies)
8. To develop and start to implement localisation strategy for EvC Ukraine

#### **SD 3: Advocate for positive legislative and policy change by 2011**

1. EveryChild Ukraine is recognised as key expert in childcare issues and effectively advocate for deinstitutionalisation by 2011
2. To increase influence of EvC Ukraine in the process of priorities defining and strategy development of key institutional donors (EC, USAID, World Bank, CIDA, SIDA, UN agencies)
3. EveryChild Ukraine to take a leading role in monitoring of National Plan of Action implementation and preparation of Alternative Report on UNCRC.

#### **SD 4: Consolidate our fundraising and increase our income by 2011**

1. To increase & diversify annual budget of EvC Ukraine with fixed funding from central office
2. To study and analyse possibilities for child sponsorships to be used in Ukraine
3. Institutional funding has been raised to £100k for Year2, to £150k for Year 3, to 250k for Year4

#### **SD 5: Build our capacity to deliver by 2011**

1. To improve HR Policy which corresponds to Ukrainian legislation and best international practices
2. EvC Ukraine is considered as an attractive employer for highly qualified specialists and experts
3. To establish PM&E system and ensure its accessibility & usability for staff by 2011
4. To introduce effective Information Management system
5. To improve internal and external communication procedures

**SD 6: Promote good governance and accountability by 2011**

1. To achieve public accountability system in place
2. To achieve understanding of budget and finance system by all staff members
3. Implementation of Country Strategy adheres to good governance principles

**Target groups**

The final target groups are:

- vulnerable families with children;
- children in institutions including children with special needs and HIV positive children, whose rights are fulfilled least
- others service users who should directly benefit from new ISS CBSS

Kyiv oblast state administration, civil society (NGOs and community based organisations) providing social services as well as social workers, care institutions and centres, their members and staff who will also profit from the strategy implementation concerning staff training in management, assessment and processing and easily available training and information materials.

The Ministry for Family, Youth and Sport and State Social Services for Family, Children and Youth and its regional departments in Kyiv oblast are the main beneficiaries. They shall benefit from assistance in legal support, trained staff members on technical issues relevant to their specific policy decisions, list of services and developed gate keeping mechanism. Other government departments i.e. Health and Education, Labour and Social Policy and Academic and Research Institutes are also will benefit of the delivering of these strategic objectives.

EveryChild Ukraine has developed monitoring plan for all SDs described in annex 3. The most important baseline data were gathered within EU project during 2006/2007 operational year.

## 4. INTRODUCTION

The Country Strategic Plan summarises what EveryChild plans to do within a given country over a four year period to empower families, communities, civil society and governments to provide the best environment for children without parental care and those at risk of becoming separated from their families.

The CSP sets out and define the long-term strategic directions of EvCU, including the broader means for achieving these strategic directions in line with EveryChild's regional focus and strategic objectives. It also serves as a framework through which strategic thinking can be directly linked with operational planning and budgeting. It does so by giving a structured format, which answers the following questions:

- In what context will EvCU be carrying out its work?
- What is the in-country situation on the chosen regional focus of children without parental care and those at significant risk of becoming separated from their families?
- What interventions will EvCU undertake in-country to empower families, communities, civil society and their governments to provide the best environment on the chosen regional focus for children without parental care and those at significant risk of becoming separated from their families to thrive and develop?
- How will the country apply EveryChild's RBA to development on the chosen regional focus?
- What resources are required for the country strategic plan to succeed?

CSP also:

- Sets out and justifies the strategic objectives of EvCU, and outlines the broad means for achieving them;
- Provides a strategic framework on which the operational plan is based and justifies the allocation of financial and other resources to a country
- Will be a valuable document to share with others (partners, Governments, donors etc.) as a clear and concise guide to EveryChild's work in that country

The strategic planning process served as a means to bring together EvCU staff, partners, and representatives of communities and children to develop a shared vision, understanding, and ownership of the country's strategy.

CSP has been developed during September 2006 – March 2007 through following the series of activities, methods and techniques: situation analysis, background studies, stakeholder analysis, internal and external analysis. For the setting up CSOs we used such tool as problem tree and then goals setting exercise.

Based on the situation analysis and the ordering sequence of the problem tree, objectives tree and the existing gaps identified from the stakeholder analysis, at the strategy planning workshop, we defined the country focus that fits with the chosen regional focus.

Thus, for the period 2007-2011 ***EvCU will be focused on blocking admission of children into institutions and contribute to their onward progression-back to their families, into a form of substitute family care, or moving to some form of independent living. We will develop interventions at local and national levels which will lead to the decrease of the number of children living in institutional care.***

## **5.BACKGROUND TO THE COUNTRY STRATEGY PLAN**

EveryChild developed a five year organisational strategy to build on our strengths as an organisation and recognise that we need to focus our work and invest in key strategic directions in order to secure a healthy future.

Our focus is work with ‘separated children’ - those children without parental care, or at risk of losing the care of parents, carers or families and communities over a period of time. We recognise those periods of separation from parents/carers that have negative impacts on children vary enormously, depending on the age and maturity of the child at the time of separation; the child’s previous experiences; the circumstances of the separation; and the quality of the care provided as an alternative. We have agreed to target children who are at risk of being separated or have been separated as a result of family violence and family breakdown, because of commercial or sexual exploitation, as a result of child labour and where children are living, or at risk of being placed in residential care.

In the Eastern Europe, South Caucasus and Central Asia (EESCCA) the external analysis found that further change in the systems of child-care and child welfare in the EESCCA was needed. Children living in institutions were found to be the largest single group of separated children in the EESCCA with children with disabilities the most vulnerable within this overall category. Street children (mainly street-working rather than street-living) and children who are trafficked also represent significant numbers of separated children. And, although their overall numbers are so far relatively small, there is a steady increase in children infected or affected by HIV/AIDS. Potentially this will have a huge impact on numbers of children separated from their parents – not only in terms of increased numbers of AIDS orphans but in terms of greater strains on family life due to the impact on income (both costs of medication and loss of breadwinners) as well as separation because of stigma.

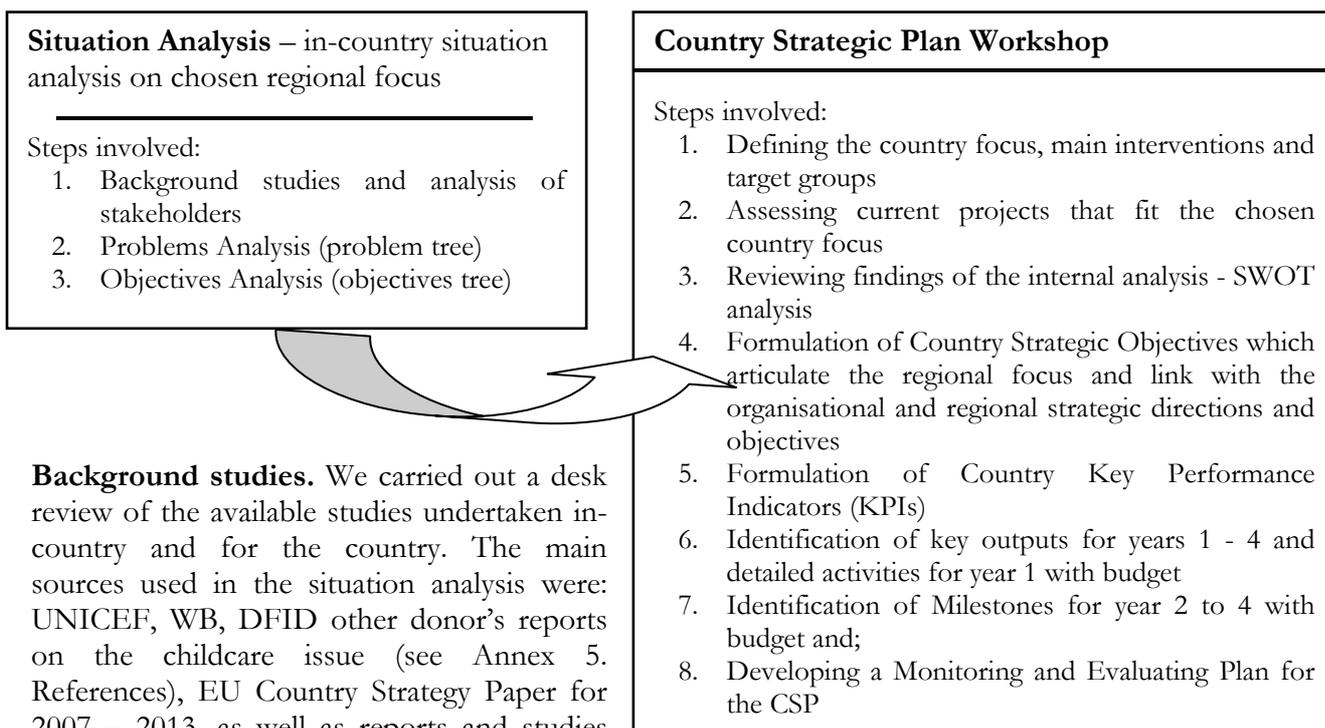
To respond to these issues, EveryChild’s regional strategy for the EESCCA over the next five years will be to ensure all programmes are focused on blocking entry of children to and ensuring exit from institutions with the longer term aim of reducing numbers in institutional care. Interventions to support this focus will revolve around a gate keeping system in each country which will aim to ensure that children are kept with families where possible (with support provided to families by social workers) and, where this is not possible, that alternative forms of child care are in place which makes placing children in an institution the last resort. Similarly, for those children already in institutions, interventions will aim at reintegrating children with families or providing alternative family type care options.

As we have committed to localising our Western Former Soviet Union (FSU) programmes, our strategy over the next 5 years will also include preparing those programmes to become sustainable over the coming 10 year period.

## 6.METHODOLOGY IN COUNTRY STRATEGIC PLANNING

CSP has been developed by applying a complex methods and techniques: situation analysis, background studies, stakeholder analysis, internal and external analysis, which encouraged the participation of all staff, partners, children and families. The steps taken to develop country strategy were divided into two categories: the external analysis which includes Situation Analysis and the Country Strategic Planning Workshop. The Situation Analysis provided the information necessary for the Country Strategic Planning Workshop. The steps involved in both the Situation Analysis and the Country Strategic Planning Workshop are illustrated in Figure 1 below.

**Fig 1: Country Strategic Plan Process**



**Background studies.** We carried out a desk review of the available studies undertaken in-country and for the country. The main sources used in the situation analysis were: UNICEF, WB, DFID other donor's reports on the childcare issue (see Annex 5. References), EU Country Strategy Paper for 2007 – 2013, as well as reports and studies produced by EU Project “Development of Integrated Social Services for Exposed Families and Children” such as Report on the movement of children in and out of institutional residential care in Kyiv oblast (October 2005), Analysis of expenditures for social protection and social security of children in Ukraine (October 2006).

**Problem analysis.** In order to analyse the problems related to the identified regional focus we have created problem tree during Country Strategic Planning Workshop in September 2006 and organised a series of focus groups with children aged 7-15 from different type of state care ( mixed type institutions, foster care) and specialist working in local authority. Using the problem statement “Number of children in residential care institutions of Ukraine increases” we have analysed the causes and effects of child separation. Then at the next stage we have changed causes into objectives and particular interventions. As a result of this exercise we have identified the causes and consequences of child separation on the basis of which we have developed the objective tree and interventions to achieve the objectives, which later have been incorporated into the CSP objectives and activities and milestones. EveryChild considered paramount to involve children, parents and partners in the strategic planning process, initially in the formulation of problems and objectives tree (focus groups, interviews). Later, at meeting of Coordination Committee on Child Protection of Kyiv Oblast and during different meeting with all partners withing EU Project , all stakeholders have produced their vision on the interventions needed to support children left without parental care or being at risk of losing parental care, which have been incorporated into the final version of the CSP.

## 7. COUNTRY OVERVIEW

### 7.1. Situation analysis

#### 7.1.1. Socio-economic situation

Since the beginning of this century Ukraine has experienced considerable economic growth. The poverty rate, measured against an absolute poverty line and according to World Bank methodology, fell a high of 32% in 2001 to 14% in 2004 and then again to 8% in 2005 (see table 1)<sup>2</sup>.

*Table 1. Macro-economic indicators and corresponding poverty rates*

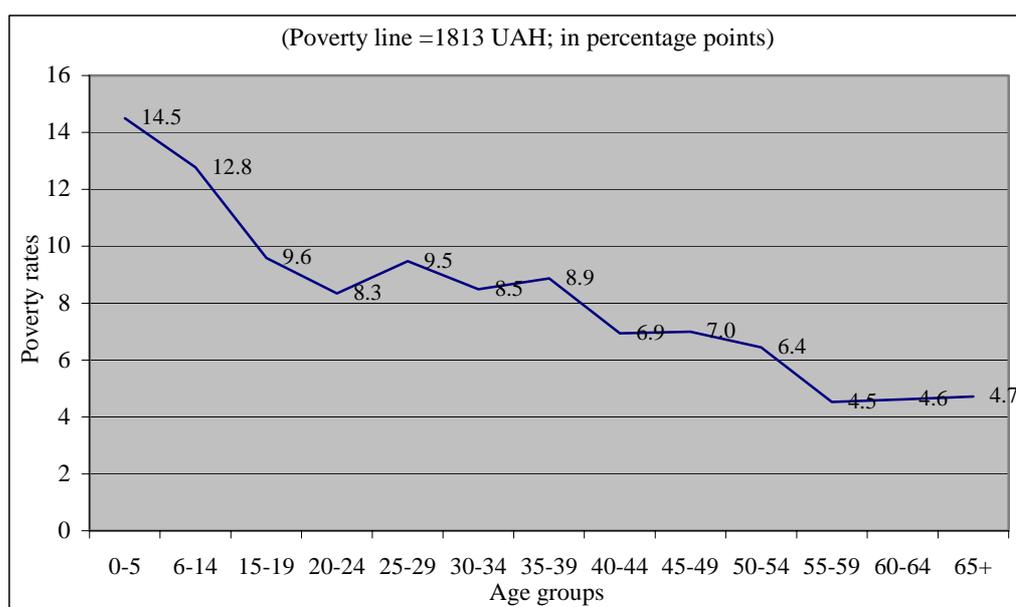
	2001	2002	2003	2004	2005	2006 Est
Real GDP (% changes)	9.2	5.2	9.6	12.1	2.7	7.1
<i>of which</i> , Household consumption	9.6	9.5	11.5	13.1	20.6	14.4
Unemployment rate (ILO, % point rate)	10.9	9.6	9.1	8.6	7.2	6.7
Real wages (% changes)	19.3	18.2	15.2	23.8	20.3	18.3
Poverty rate (% point rate)	31.7	25.5	19.5	14.0	7.9	NA

*Sources: State Statistics Committee, ILO, World Bank Development Data base.*

Extreme poverty is lower now but the share of the population living below a poverty line of approximately US\$ 455 per annum (2 423 Ukrainian hryvnia at the 2002 exchange rate) concentrated amongst small towns, rural areas and families with young children.

**The poverty rate falls with age and is highest among infants and children.** Infants aged from birth to five suffer from a poverty rate of about 15 percent while children aged 6 to 14 experience nearly 13 percent poverty rate (See Figure 2). Families with several children aged 0-6 have some of the highest poverty rates in Ukraine; however only 0.8 percent of the poor have three or more children. The poverty rate among adolescents and young adults fluctuated around 8 to 9 percent, well above the population average.

*Fig 2. Poverty rate by age group in 2005*

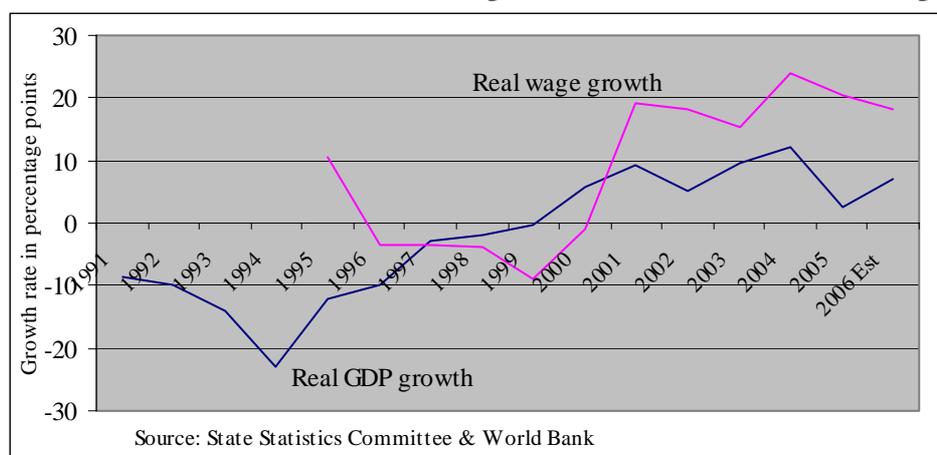


Thanks to rapid economic growth and increased government spendings on minimum wages and pensions, poverty levels have fallen over the last few years. However, this positive development has not been matched by a substantial increase in official employment and the informal economy continues to play a major role as a social buffer. The level of income inequality is low by

international standards (Gini coefficient 0.3). Due to the difficult economic situation the incentive to seek employment abroad remains strong. Sex trafficking particular towards Western Europe continues to involve a significant number of women and children as victims<sup>3</sup>.

Lower costs, in tandem with rising commodity prices, drove a fast-paced, export-led recovery during 2000-2004. Since then, growth in GDP has been led by domestic demand while external demand and low unit labor costs have remained supportive. GDP continued to expand rapidly, only a brief slowdown in 2005 (Fig 3). *Rising labor productivity allowed real wages to move upwards.* As labor productivity rose, real wages rose without raising the unit costs of production and without harming the competitiveness of Ukrainian goods and services in world trade. Moreover, continued high demand for Ukrainian goods and services increased demand for labor and tightened the labor market, so that increasing scarcity of labor underlies the rise in real wages. This increase of employment is a source of increased incomes and reduced poverty, separate from the rise in wages per worker.

Fig. 3. Growth in real GDP and real wages



Growth of real GDP during January-November 2006 was 6,7% compared to the same period of last year. Estimated nominal GDP was expected at 452 939 million UAH. Amount of agricultural production for Jan-Nov 2006 decreased at 0,9% compared to the same period of last year which includes 2,2% decrease in private households

**Consumer Price Index (CPI)** for Jan-Nov 2006 was 110,6% (in the same period in 2005 – 109,4%). In Jan-Nov 2006 the increase of prices for services (tariffs) was much higher - 46,2% than increase of prices for foodstuffs (2,7%) and nonfoods (2,4%).

**Nominal household income** for Jan-Oct 2006 compared to the same period of 2005 has increased at 28,4%. Available income which could be used for buying goods and services has increased at 27% and real available income including inflation rate at 17%. In October 2006 compared to October 2005 nominal household incomes increased at 25,4%, thus available and real available at 23% and 10,8% accordingly.

**Household expenditures** during Jan-Oct 2006 has also increased at 33,1% compared to the same period of last year and savings amounted at 35954 million UAH. It is typical feature for Ukraine that the most part of household income is spent on consumer goods: foodstuffs – 58,9%, nonfoods – 20,3%, and services – 10,6%. Despite of the size of the household and type of territory the most part of income is spend on foodstuffs.

Demographic situation in Ukraine is deteriorating during last five years. On Nov 11, 2006 the overall population of Ukraine was 46,7 million people<sup>4</sup>. Over the past 13 years, the population of Ukraine has decreased by more than 5.1 million people, the birth rate has decreased by 38.5% and the death rate increased by 26.5%. Concluding all above mentioned information the situation is really critical. Reproduction coefficient is twice less than needed for generation change. Crisis in

health care and social service provision for many years are considered to be the main cause for such critical demographic situation in the country.

### **7.1.2. Political situation**

According to the changes to Constitution since January 1, 2006 Ukraine has shifted from president-parliamentary to parliamentary-president republic. But as the changes were adopted under pressure and was not very appropriate it forced new wave of power conflict in Ukraine.

At 2006 Parliament Elections the following parties has passed 3% limit: Party of Regions (PoR), Peoples' Union "Nasha Ukraina" (NU), Block of Yulia Tymoshenko (BYuT), Socialist Party of Ukraine (SPU) and Communist Party of Ukraine (CPU). After the long period of negotiations "orange" parties failed to create Parliament coalition and as the result SPU joint PoR and CPU in creation of *Unticrisis Coalition*. As the result V. Yanukovich became Prime Minister of Ukraine for the second time and many "pre-revolutionary" ministers returned on their positions.

The process of decentralisation of power – delegation of more authorities – to local governments has intensively started which also had very negative consequences. First of all the problem was that the majority in Parliament was of Party of Region while most local governments were headed by representative of Our Ukraine Block. The second problem was that the authorities have been delegated, but not the budgets and local governments continued to be financed by dotation and subventions from state budget.

At the beginning of 2007 political tension between President and Prime Minister increased based on the conflict around suggested draft Law on Cabinet of Ministers of Ukraine. As the result of this political crisis the President issued the Order and dissolved the Parliament and extra Parliament Elections was called for September 30, 2007.

In general political situation in Ukraine could be characterised as very unstable and rapidly changing. Specific of Ukrainian party system is the fact that they do not tend to distinguish themselves based on ideology and policies approached, but promote the leader of the party. Changes in election legislation and shift to propotional system on both national and local level created illusion of democracy when in reality such approach lead that local population and community members have very little influence on political and economic development. The other stable feature of Ukrainian political system is lack of accountability and still high level of corruption. Political parties and actors are more engaged in political "games" in stead of working on development of new programmes and system changes in the sphere of social-economic development of the country.

Such political inconsistency and instability results in often changes of high government officials which lead to a lot of difficulties and uncoordinated actions as for defining government priorities and implementation of already approved programmes. The other types of difficulties occurs when different managers and government official cannot reach the agreement or common ground because of ideological or political differences and as the result in some spheres where reforms are urgently neede we see small progress or no activities at all. Taking into consideration all above mention in order to provide stable and sustainable reform it is preferable to work on the rayon or oblast (regional) level, which proves to be more politically stable. At the same time it is necessary to lobby for change on the central level.

In the sphere on external policy the orange revolution has paved the way for significantly stronger relations between the EU and Ukraine and has put Ukrainian foreign policy on track towards "Euro-integration". The new government, under Prime Minister Yanukovich, takes a "euro-pragmatic" approach, with EU integration not as an immediate but a long-term goal.

### **7.1.3. Education system**

The system of education in Ukraine in general keeps the main parameters while at the same time differents actions are taken in the direction of introducing new approaches and adhering Euopean

principles and standards. While Ukraine scores well on literacy and enrolment indicators with an adult literacy rate of 99.6% (2004) and a gross primary education enrolment rate of 91,8% (2004), the country's education system suffers from increasingly unequal access, eroding quality and low efficiency in use of resources. Besides, the outcomes of bad demographic situation as well as some economic issues was significant decrease of number of children of school age which resulted in closing down a lot of secondary educational establishments especially in rural areas.

At the beginning of 2005/2006 school year there were 5,4 million pupils in 21 600 secondary schools which is at 322200,00 children less than in 2004. In rural areas of Ukraine there are 14300 schools functioning where 1,8 million children are educated. Though, it should be mentioned that the number of pre-school (kindergartens) establishments has increased at 144 units in comparison to 2004. Besides state schools in Ukraine there is well-developed system of private schools. There are 272 such schools where 26 000 children are educated.

The rules of market economy are well applied in the system of higher education in Ukraine as the number of students on contract basis increase every year. During 2005 Ukrainian academies and universities has issued Certificates on Master Degree to 45300 graduates, on Specialist Degree to 249200 graduates, and on Bachelor Degree to 32900 graduates.

One of the problems in Ukraine is that the access to quality high education depends a lot on economic well-being of the families. But at the same time the level of credits for educational needs increase as well as students become more motivated to start work according to their field of education.

The process of reform is slowed down by lack of funding of higher education establishments and very low level of modernisation of technical and methodological bases. Because more and more services are provided by universities at payment basis, these services are not available for children from low income families. The other important problem is in low respect to teachers' job and reward for their work what resulted that most experienced and committed teachers left schools and universities. And this had a negative impact on the quality of education in a lot of cases.

#### **7.1.4. Health**

Analysis of state and sectoral statistics as well as results of different sociological researches shows that the situation in the sphere of children health is not very good in Ukraine. The sickness rate of children between 0 and 14 is growing every year comparing to the data of 2000 according to official information of Ministry of Health of Ukraine.

The worst situation as the temps of state of health deterioration is amongst teenagers: spreading of blood diseases increased at 3,4 times since 2000, increase of neoplasms at 4,5 times, increase of diseases of urinary-genital system – doubled. Speaking about the death causes amongst teenages 66% happened due to accidents, injuries and poisoning, including suicides. At the second stage is malignant neoplasms (10,3%) and diseases of nervous system (6,8%). All these numbers clearly demonstrate low level of awareness and education of general public as for main factors which influence the state of health of a child, that mostly people do not follow rules and principles of healthy way of life including meals diet and breast feeding for children. From the government side there is a lack of prevention measures and actions and low effectiveness of treatment of chronic diseases which leads to disability in a lot of cases.

Low level of accessibility to quality medical services especially in remote rural areas together with insufficient level of funding of medical establishments creates solid ground for current structure of death rate among children. Nevertheless the death rate decrease every year, but it is too high.

#### **7.1.5. Social protection**

While access to education and health enables individuals to participate in the society and make their own living, social protection policies provide a safety net for those individuals that do not manage to generate sufficient income and make ends meet.

The system of social protection for children in Ukraine according to current legislation is more focused on social payments and benefits to families with children, low income families, and provision of housing subsidies.

➤ *State social allowance for children with disabilities.* The Law of Ukraine on State Social Support to Disabled People and Children of War” adopted in 2000 foreseen reinforcement of state support of families which educate disabled children. Children who are disabled since early childhood as well as disabled children until 18 has the right for this types of allowances. The amount of state social allowance for children with disability equals to 70% of living minimum for persons who cannot work. Since January 1, 2006 such allowances will be also paid to disabled children whose disability was caused by Chernobyl catastrophe.

➤ *One-time child birth allowance* is provided according to the Law of Ukraine on Obligatory Social Insurance for unpredicted cases of loose the ability to work, birth cases and burying and according to the Law of Ukraine on State Social Assistnae for families with children. On April 1, 2005 the one-time payment was significantly increased up to around 1000

➤ *State allowance for pregnancy and child delivery* are for all women (including under 18); those who have been paying social ensurance payments and not.

➤ *Allowance for care of child under 3.* Persons who are members of obligatory social ensurance state system are eligible for such allowances at their recent place of work.

➤ *Allowance for children cared by single mother.* This allowance could be paid to single mothers, single parent who adopted a child (and she/he is not married) in case in the birth certificate of a child there is no name of father mentioned or such information was written from mother’s words.

➤ *State allowance for children under guardianship* is paid to the persons who are legally assigned as guardians due to the death of parents or deprivation of parental rights and in other cases when children occurred to be without parental care.

➤ Accordig to Law of Ukraine on State Social Support to Low Income Families state social allowance could be also granted to families taking into consideration families’ gross income and property ownership. The size of this allowance is calculated as the difference between living minimum and average month income of the family, but cannot exceed 75% of living minimum.

➤ *Pension system.* There are two main types of payments to children which are not tend to be called pensions, but still it is understandable for most people. Except of allowance there is also pension due to the loss of bread-winner and the size depends whether a child lost one or both parents as well as on seniority and salary level.

The system of social protection in Ukraine is characterised by wide diversity of social benefits and payments and the most essential issue is that it is separated from the system of social services provision. Social services are provided by one agency and the for social allowances person could refer to the other and get them. Moreover, some of the social allowances are paid every citizen (like one-time birth allowance) without any consideration of income of the family.

Households who are not poor receive a substantial proportion of the social transfers; this means that the transfers are not an efficient means to reduce poverty. Or alternatively, much less could be spent on poverty-reducing social transfers if they were better targeted to the poor. Table 2 presents the percentage of social transfers received by each quintile (20 percent group) of household consumption expenditure, ranked from the poorest quintile on the left to the richest quintile on the right. The poorest quintile receives 45 percent of the transfers and the next poorest receives 21 percent; about a third of the transfers accrue to the top three quintiles.

**Table 2. Distribution of social transfers across quintiles of net consumption expenditure in 2005**

(Percentage point distribution over consumption expenditures net of social transfers)

	Poorest → Richest				5th
	1st	2nd	3d	4th	
Pension	45.7	20.2	13.3	10.6	10.3
Social allowances to families with children	22.7	26.6	23.7	15.8	11.8
Social allowances to poor families	37.9	32.6	22.3	4.2	3.0
Housing subsidy	32.3	18.6	19.9	16.0	13.2
Liquefied natural gas	40.9	21.9	11.0	12.3	13.9
<b>Total social transfers</b>	<b>44.7</b>	<b>20.6</b>	<b>13.7</b>	<b>10.7</b>	<b>10.3</b>

Note: Ukraine household budget survey &amp; World Bank

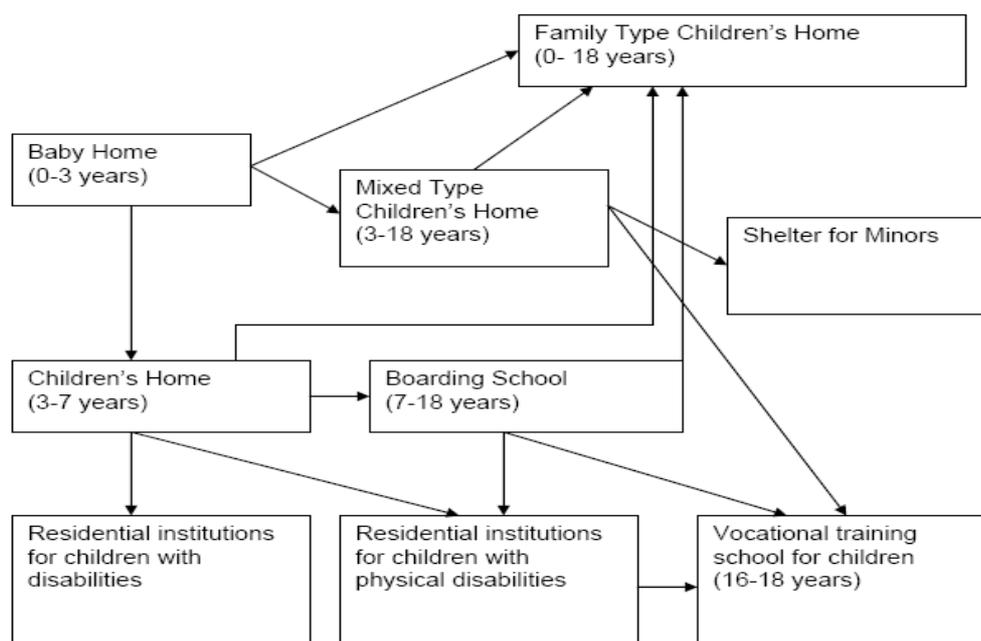
Pensions form 89 percent of all transfers and about a third are received by the top three quintiles (Table 2). Social assistance to families with children forms almost 8 percent of transfers and more than half is sent to the upper three quintiles. The remaining three transfer programs are small. Social assistance to the poor families sends more than a quarter of its funds to the upper three quintiles.

### 7.1.6. Child care system

In spite of significant economical and political changes during last 7 years Ukraine still preserves a traditional Soviet system of keeping children in institutions. Government is focused more on economic growth, political stability, regional instabilities and conflict rather than on social reform. As a result according to State Statistics Committee there were almost 103 000 orphans and children deprived of parental care in 2006 compared to 52 400 in 1995. If to compare the number in 2006 with the overall children population 103 000 will count more than 1% which in medical terms could be considered as “epidemia” of orphanhood amongst Ukrainian children. The number of children in institutions also increase – the number shows that in fact it double during last 10 years (from 35200 in 1995 to 65000 in 2005).

The situation is that children are placed in institution at very early age and then they move from one institution to another according to their age. And more likely is that the child once placed in institution will continue there till 18. (See Chart 1).

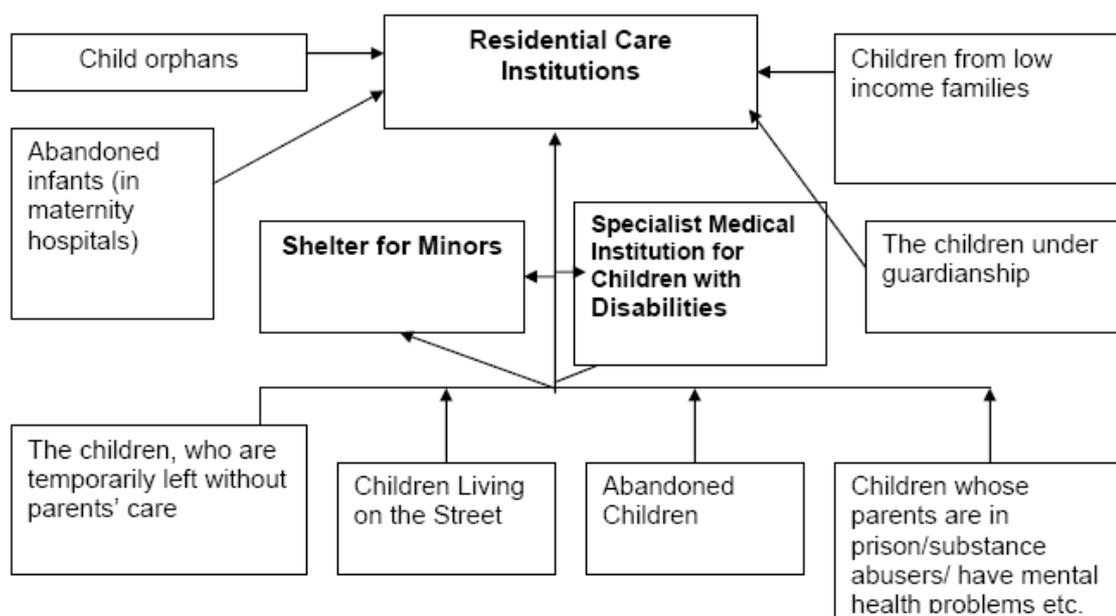
Chart 1. The Structure of Institutions in the Child Care System



It is well known fact that institutional care is against the best interest of child and significantly slow down personal development. The situation is worsen also by the fact that nowadays there are a lot negative phenomena in these institutions like physical abuse, larceny, and even child prostitution.

It is sad to mention, but the state approach of intervention in family life is not support, but punishment. And when such punishment as separation of child from family is executed and because there is still lack of alternative forms of care childs should suffer through placement in institution. Main sources of placements of children are shown in the Chart 2 below.

*Chart 2. Routes of Admission to Residential Institutional Care*



- ✓ The child is removed from the family due to unacceptable conditions in the family (Removal is based on assessments by Service for Minors or the police.)
- ✓ Mother signs formal declaration rescinding her parental rights
- ✓ Mother signs formal application to place the child into temporary residential institutional care (although it is unfortunately rare for the child to return home)
- ✓ Children's hospitals/departments. Infants abandoned in maternity hospitals sometimes remain there for up to two years (although not an 'official' placement) until a more permanent home is found.
- ✓ Oblast Medical-Pedagogical Commission, who provide a medical diagnosis. Decisions regarding diagnosis may be arbitrary and based on nothing more than a behavioural difficulty or so called 'pedagogical neglect'.
- ✓ Children living on the street are detained in a Shelter for Minors. After 3-6 months children should be moved to a permanent placement (back home or to residential institutional care).
- ✓ Very often, children run away and after some time return to the shelter.

Residential care is still the automatic response to children deprived of parental care, and the invariable answer to "saturation" is therefore to build more facilities. Less obviously, however, it also means that administratively it is quite simply a far easier and more familiar procedure to arrange an institutional placement than to secure family-based alternative care for a child. Several other factors have played their part in hindering de-institutionalisation, over and above the natural resistance to change displayed by staff in residential facilities. One is the fact that foster care and FTCH have been conceived as long-term solutions – tantamount to saying that for every three or four children newly in need of out-of-home care, an additional foster family has to be found or FTCH created, a virtually impossible challenge.

The essential element that is needed to replace the institutions is a prevention service: a means of supporting vulnerable families so that they do not need to place their children in an institution in the first place. This need not mean continuous support over a long period, thus inducing dependency. That might be the case if poverty was the only reason why children were placed in institutional care but, as we have argued elsewhere in this *ιεκφευπη*, poverty is a very significant factor but not the main cause, particular taking into consideration decreasing poverty during last 7 years.

One absolutely vital component of any reform of children's institutions must be a focus on restricting the flow of children into institutions, usually known as 'gate-keeping'. Residential care should be reserved only for those children whose care needs cannot be met in their family or in a family-type setting. Restricting the flow of children into institutions means that their needs and the needs of their family must be assessed to identify the help and support that would prevent their admission to an institution. This does happen now in institutional placements, but it is carried out in a manner that is inappropriate and ineffective.

**A gatekeeping system can help to overcome this by closing roads to make sure that there is only one route into state care.**

Since 2005 the Government of Ukraine has taken significant steps towards recognising the inadequacy of residential care of vulnerable children, beginning with the Presidential Decree of 'On Primary Measures for Children's Protection' of 11 July 2005.

Other significant developments have followed the Presidential Decree, such as the 'Money Follows Child' policy. In addition, Ministries with responsibilities for residential care institutions are working on proposals for their transformation. Acknowledgement has been made in government circles that the current system of financing residential care institutions does not easily contribute to the reform of government policies towards vulnerable children and families.

The Ministry of Family, Youth & Sport has begun to develop a programme to reform policies towards children at risk of admission to institutions. In parallel to these developments the Ministry of Family, Youth & Sport, Kyiv Oblast Centre for Social Services for Family, Children & Youth and thirty five rayon and City administrations have created a network of social workers based in Centres for Social Services for Family, Children & Youth to advise, assist and support families whose children are at risk of admission to institutions.

In the sphere of child care system significant progress have been achieved in 2005 when there the Law of Ukraine on Ensuring Organisational-Legal Conditions for Social Protection of Orphans and Children Deprived of Parental Care was adopted. This law has set up the priorities of family-type care placements in Ukraine which are as following: adoption, guardianship of extended family, foster care and Family type children houses (FTCH).

**Adoption** is considered to be the best type of family care after biological family and kinship care. Though, the number of adopted children by Ukrainian citizens is decreasing comparing to adoption by foreign citizens. According to official state statistics in 2005 Ukrainian citizens adopted 3085 children which is only 3% of orphans and children deprived of parental care. But if to be persistent it should be mentioned that these numbers do not reflect real situation as they incorporate also the number of children adopted while marriages which is only legalisation of family status. And such cases consist 54% of adopted in 2005 (1666 children in absolute numbers). Nevertheless that some government officials are speaking about increase in national adoption the situation is not so good if to take into consideration the proportion of national adoption to overall number of children deprived of parental care which is increasing every year.

On the other side the tendency of inter-country adoption is better – number of children adopted abroad is increasing. The numbers are as following: in 2005 – 2156 children were adopted by

foreign citizens which is 41,2% from overall number of adopted children (in 2000 – 2200 children, in 2001 – 2672 children, in 2002 – 2341 children, in 2004 – 2081 children).

In case child deprived of parental care has extended family member who are ready to take care of him/her and taking into consideration desire of a child Care and Guardianship Body could make decision to place this child under **guardianship**. In Ukraine currently it is the only possible form of care when child is moved from one family to another and doesn't need to stay in state institution. За даними Державного комітету статистики України, впродовж 2005 р. опіку й піклування було оформлено над 14230 дітьми і на 1 січня 2006 р. кількість дітей під опікою (піклуванням) становила 64353 особи, це 65,8% від загальної кількості дітей-сиріт та дітей, позбавлених батьківського піклування.

**Foster Family** is defined as family which voluntarily take care of 1 to 4 children – orphans or deprived of parental care in their family and in their house. From February 2006 this form of family type care is regulated by Family Code of Ukraine. At the end of 2005 in Ukraine there were 180 foster families where 288 children deprived of parental care were placed.

**Family type children house (FTCH)** as placement type for children deprived of parental care is not considered to be institution, but a family with many children which ensure family education and environment. First FTCH was set up in Ukraine in 1988, but as form of family-type care in legislation it was introduced only in 2001. FTCH started to be more popular in 2005 and at the end of the year according to official information of Ministry of Ukraine for Family, Youth and Sports there were 149 FTCH from which 23 have been financed by charitable organisations. The overall number of children placed in FTCH was 1025 children at the end of 2005.

Ukraine, having acceded to the UN Convention of the Rights of the Child (UNCRC), is committed to acknowledging the right of every child to grow up in a family. Furthermore, there are sound economic and financial reasons why children should grow up in a family. Any plan for change must have a vision, a distillation of the justification for change – a vision that could be understood by all stakeholders in the change process. In this case the stakeholders are many and include national and local government, staff of institutions, social workers, children and their parents and the communities where institutions are located. All stakeholders need to know why change is necessary. The following statement is proposed as the vision for the reform of policies towards vulnerable children and families:

***Government is committed to ensuring the need of the child to live and grow up in their family or family-type environment is met by providing a comprehensive range of social services.***

In brief, achieving the vision requires the implementation of several components:

- Preventing children being separated from their families and being admitted to institutions.
- Reintegrating children already living in institutions with their birth families where it is safe and appropriate so to do.
- Arranging care in alternative families for children unable to return to their birth families.
- Transforming residential care for the remaining few children who cannot live in families so that it mirrors domestic family life as closely as possible.
- A number of conditions need to be satisfied in order that the four components above can be implemented:
  - An enabling legal framework.
  - An enabling financial framework.
  - A plan to create and support the necessary workforce.
  - An organisational structure within which reforms are implemented.
  - Operational procedures to regulate and manage reforms.
  - A change in attitudes towards the care of children away from their families.

None of the above conditions should be seen in isolation as there are links between them at many points. Each condition is discussed below and where there are linkages these are pointed out.

## 7.2. Analysis of causes of unfulfilled rights

The main reasons for the rights of the mentioned groups of children not fulfilled are related to the transition and caused by the gaps in the system of social sector governance and the lack of appropriate staffing, as well as lack of the relevant models of developing alternative care, lack of comprehensive system of family support services, weak position of Ukrainian NGOs.

At the same time the combination of the benefits of the current education, health care and social welfare system plus Ukrainian family traditions will enhance the transformation of child rights protection in Ukraine by applying appropriate for the country models based on the European expertise. The change requiring the century in Europe, can take one decade in Ukraine.

## 7.3. External analysis

### *7.3.1. International and national NGOs operating in the sphere of child care*

**Hope & Homes** was established in Great Britain by former colonel Martin Caroline Kuk in 1994. It's representative office started operating in Ukraine since August 1998 and was officially registered in April 2001.

It's main goal is to activate reforming of the state care and guardianship system in Ukraine by means of introducing family care forms for placing children-orphans and children deprived of parental care. The organization is also working in the area of social orphanhood prevention. *Key sphere of activity* is to search for families, who are willing to create Family Type Children's Homes (FTCH) as well as to aid them with accommodation and necessary domestic electric appliances.

**Strategy/main objectives:** FTCH creation and training regarding such establishments. Close cooperation with state authorities with the aim to work on legislation in the sphere of child rights protection; creation of reintegration establishments for parents and children as well as launching PR campaigns to change public's vision and understanding.

### **Ukrainian Child Well-being Fund**

Ukrainian Child's Welfare fund, formerly known as Christian Children's Fund started its activity in May 1997. Its major goal is to ensure positive changes for the sake of creating favorable environment to uncover full potential of every child in Ukraine. The strategy envisages elaboration and introduction of innovations in the sphere of social work, mobilization of communities and partnership development for the sake of improvement of conditions of life of children and families, what is identified as organization's key spheres of activity as well.

Main projects:

- 1) Improving of public Health through Capacity Building of Local Communities. (ongoing)
- 2) Reform of Child Care system in Ukraine through development of a system of Family Foster Care in Ukraine (ongoing)
- 3) Child's right to a family (ongoing)
- 4) Protection of Mother's and Baby Health (running its final phase)
- 5) Childhood without violence – improving the Child Protection System in Eastern European Countries (ongoing)

### **Holt International**

*Holt International* is an American organization; it began working in adoption in the 1950s as the agency's founders adopted 8 Korean Children. In 2003 the first representative office was opened in Ukraine and at the same time its 2 basic programmes were launched. Holt International's Children's Services is dedicated to carrying out God's plan for every child to have a permanent loving family. Key activity is adoption and creation of foster families. Organization's strategy envisages creation of family care forms for children deprived of parental care and Support of families with AIDS/HIV positive children.

Main projects:

- 1) Family for the Child (ongoing)
- 2) Care of HIV Positive Children (ongoing)

### **International Charity Foundation**

On January 4, 1999 the Ukrainian Justice Department registered "Father's House" International Charity Foundation with the aim of assisting the government in saving a generation of homeless children. Father's House established a center for social care for children on the grounds of an unfinished house in the suburb of Pertrivske. The vision of "Father's House" is to help Ukraine to save a generation of homeless children, proclaiming Gospel in word and deed. Our goal is to give to a child a necessary combined support (social, educational rehabilitation; legal assistance, medical aid etc.) Key activity is rehabilitation of street children. The strategy envisages development of a strong and reliable system of Christian ethics and morality in the life of every child; teaching the children the importance of living up to their God-given potential. Establishing preventive measures of replenishment of the ranks of homeless children through TV and broadcast programs, directed to renewal of spiritual and moral values of family; Creation of consulting and rehabilitation centers for families; Rehabilitation of homeless children; Support of graduating students of boarding schools, etc.

Main projects:

- 1) Alliance for Children of Ukraine (ongoing)
- 2) Bet-Ell Centre (ongoing)
- 3) Adoption (ongoing)

### **Sunshine International Charity Fund**

In March 2002, we opened a private children's centre "SUNSHINE" in the suburbs of Kiev, where we offer a home to twelve former street children. In November 2003 we registered the Ukraine International Charity Fund "SUNSHINE Children's Centre". Verein Kiev Kids, Switzerland is the founder of the organization. When determining the mission of Charity Fund, it has been established to help street children and children in need, by giving them a new home and restoring their physical, mental and spiritual health. The Centre's most important aspiration is for every individual child to achieve fulfillment, independence and a joyful life.

Key activity is to work with street children. Strategy aspects: To continue working with street kids in Kiev, Ukraine, providing basic life essentials such as food, basic medicines, clothing, legal and medical support, in order to motivate them to change their lifestyle; Operating and managing a professional rehabilitation center for former street children "SUNSHINE" in Trebuchiv, Ukraine; Educating people who work with underprivileged children: leaders, care givers, street workers, and teachers in order to increase the quality of their services for children.

Main projects:

- 1) Foster Family (ongoing)
- 2) Life Skills training (ongoing)
- 3) Micro Loan

### ***7.3.2. Analysis of Institutional Donors***

**European Union** is the largest donor to Ukraine and has since 1991 provided assistance worth well over €2 billion, mainly under its Tacis programme. During the last programming period 2004-2006 planned EU assistance amounted to €212 million. The yearly average was €70.7 million per year in 2004-06 and is €123.5 million per year in 2007-10. EU assistance over the last programming period focused on three priority areas: i) Support for institutional, legal and administrative reform, ii) support for private sector and economic development and iii) support in addressing the social consequences of transition. EU assistance is also provided to strengthen nuclear safety and for the destruction of anti-personnel landmines.

***The Delegation's mandate includes the following:***

- to promote the political and economic relations between Ukraine and the European Union by maintaining extensive relations with governmental institutions and by increasing awareness of the EU, its institutions and its programmes;
- to monitor the implementation of the Partnership and Cooperation Agreement between the EU and Ukraine;
- to inform the public of the development of the EU and to explain and defend individual EU policies;
- to participate in the implementation of the European Union's assistance programmes.

*Activities to ensure respect of Children's rights:*

- Implement the recommendations by the UN Committee on the Rights of the Child of 2002;
- Ensure full implementation of juvenile justice standards in line with relevant international standards;
- Exchange of information on the results of the implementation of the UN and Hague Conventions on protecting the rights of the children in the EU and Ukraine.

European Commission will provide a substantial increase in financial assistance to Ukraine over the next four years. An amount of €494 million should be available 2007-2010 to support the reform process and the implementation of the EU-Ukraine Action Plan. This represents a substantial increase compared to funding provided in the past. In addition, Ukraine will benefit from increased lending by the European Investment Bank.

Key EU assistance activities over the period 2007-2010 will include:

- Support for the implementation of the EU-Ukraine Memorandum of Understanding on Energy to promote the progressive integration of the Ukrainian energy market with that of the EU, the development of gas and oil infrastructure and progress on energy efficiency, and the use of renewable energy resources.
- Support to strengthen Ukraine's capacities in the areas of border and migration management against the background of the forthcoming entry into force of a Visa Facilitation and Readmission Agreement between the EU and Ukraine.
- Support to strengthen the independence and effectiveness of the judiciary and to ensure the impartiality and independence of prosecution.
- Support to address environmental challenges, notably in the areas of climate change and improved water quality.

In addition to this assistance, Ukraine will be eligible to draw on the proposed Neighbourhood Investment Fund. This Fund will be used to leverage additional lending from financial institutions including the European Investment Bank (EIB) and the European Bank for Reconstruction and Development (EBRD). A Governance Facility is being created to provide additional support on top of normal country allocations to acknowledge and support the work of ENP partner countries that have made most progress in implementing their Action Plans.

In spite of the increase in amount of EU assistance the negative factor is that the social sector and especially child care issues are not under key priorities any more which will lead to significant decrease of funding for child care reform project.

**Department for International Development**, UK provides technical support in the following areas: governance reform, macro-economic management, private sector development, securing environment, ensuring social protection and the rule of law.

The overall projects are focused on:

- Agriculture/Rural Livelihoods (poverty alleviation)
- Environment (National Park Management Project (Donetsk Oblast), Donetsk Environment Awareness Project, Environmental Small Grants Scheme)
- Governance (Public Administration Reform, Local and Regional Institutional Strengthening, Support to Legislative Drafting)
- Macro-Economic Management (Support to the State Statistics Committee of Ukraine, Trade Policy Capacity Building)
- Media
- Private Sector Development (Enterprise Education for Secondary and Vocational Schools, Cross-Border Co-operation)
- Social Welfare (supporting statutory bodies in maintaining institutions of social welfare).

DFID aims to leave Ukraine in April 2008. In the period leading up to this, DFID's overall strategy is to support Ukraine towards broad and sustained growth. Their view, shared with the FCO, is that the way to do this is to promote Ukraine's integration into Europe. Integration goes beyond Ukraine's relationship with the European Union (EU) institutions to encompass European standards of social and institutional development. Our overall strategy is to support the government's reform priorities, including the National Action Plan for EU integration, and co-ordinate our assistance with other donors. DFID will focus on helping address two specific challenges: improving governance & making the international development system more effective.

**USAID's principal mission in Ukraine** is to assist the country in making the transition to a pluralistic democracy and market-oriented economy. USAID provides technical support in economic restructuring, democracy and governance. (transparent elections, independent Media, rule of law, civil society and NGO development, municipal development/local government), health and social transition (family medicine clinics and women's wellness centers, Observed Treatment Strategy (DOTS) for the control of tuberculosis and HIV/AIDS, pension reform, anti-trafficking programme, relevant training.)

USAID's support for social sector restructuring in Ukraine is designed to protect the most vulnerable members of society: the elderly, children, the disabled, the homeless, and alcohol and drug abusers. Activities range from building viable frameworks for pension and employment insurance and consolidating revenue collection for more sustainable social services to assisting the management capacity of local organizations to deliver social assistance. USAID has designed several programs to improve the availability of social services through work with local administrations and a growing network of indigenous NGOs.

**World Bank.** Ukraine is one of the few countries in Europe and Central Asia in which the World Bank has already systematically supported a wide spectrum of civil society activities. Ranging from advocacy to public education and oversight of local and regional governments, the Bank has also supported civil society organizations' (CSO) involvement in social service delivery projects, NGO coalition-building initiatives and public consultations.

It began with the drafting of the 2000 Country Assistance Strategy (CAS) for Ukraine, which was continued under the new CAS for 2004-2007. Now an important focus of the Ukraine Country Team is its effort to enhance the participation and capacity of non-governmental actors in the reform process, empowering the voice of the civil society in its appeal to improve the governance

and social services provision, or to ensure tangible positive achievements in the spheres that are of paramount importance to the life on the planet”.

The **Small Grants Program of the World Bank** aims to make development more inclusive and equitable by empowering citizens to have greater ownership of development processes. The program provides grants to civil society organizations to promote dialogue and disseminate information about development. The Program was created in 1983 and is funded by the Development Grant Facility of the World Bank. Any institution involved in development broadly defined may apply for a grant in response to the announcement of an annual round. However, the SmGP prefers to support nonprofit, nongovernmental, nonacademic organizations. Activities supported by the SmGP promote dialogue and dissemination of information about international development, e.g. conferences and seminars, special editions or start up costs of publications, audio-visual materials, or other innovative networking efforts that small organizations generally find difficult to fund through their regular program budgets. SmGP grant activities focus on socioeconomic development problems such as poverty reduction, environmental protection, human resource development, and private sector development.

World Bank presented the draft of the new Country Partnership Strategy for Ukraine for 2008-2011, which is under discussion.

**Canadian International Development Agency.** Canada has been involved in technical cooperation with Ukraine since 1991. CIDA provides aid to support the transition to market economy; promote good governance, democracy, political pluralism, the rule of law, and adherence to international norms and standards; to facilitate Canadian trade and investment links with the region; to enhance nuclear safety; and to promote the global interest and security of Canada. The Agency provides support exclusively to local NGOs based on small grants scheme.

**Swedish International Development Agency** provides technical support with the aims of poverty reduction through health care and education development, etc. Support for social security is targeted at the development of social welfare systems. As regards the combating of HIV/AIDS, which are extremely widespread, Sida has financed a public information campaign and worked with vulnerable groups in the city of Kherson.

Another focus of Swedish aid is support for disadvantaged children. Swedish methods of child rehabilitation can help to bring about a reform of the system, as can support for the development of a new standard for foster care.

**UNICEF's** Programme of Cooperation with the Government of Ukraine provides:

- Developing legislative framework and relevant social environment which would provide for the interests of children and young people according to the UNCRC
- Health protection and support to the development of babies and young children in their first years by disseminating information on the importance of breastfeeding, iodination of salt; development of medical aid models
- Protection of young people from the factors threatening their health and life, namely HIV, taking drugs and alcohol, domestic violence, teenage pregnancies, suicide;
- Social adjustment and protection of the interests of children out of parental care, orphans, disabled children, street children and young offenders.

UNICEF works in Ukraine to ensure that all children and young people, especially the most vulnerable and marginalized, can grow up in a caring family or family-like environment, and that their fundamental rights are met. UNICEF Office in Ukraine also directly works with the NGOs by providing them financial support in the achievement of priority objectives jointly defined with the Ukrainian government.

**UNAIDS** has four goals in Ukraine: to prevent the spread of HIV; to provide care and support for those infected and affected by the disease; to reduce the vulnerability of individuals and communities to HIV/AIDS; to alleviate the socioeconomic and human impact of the epidemic.

The objectives for UNAIDS in 2007 include the development, adoption and presentation to all the stakeholders of a joint programme of support that summarizes the priorities, plans and activities of UN agencies on HIV/AIDS in Ukraine from 2007 – 2010. UNAIDS will also focus on providing support to the Government of Ukraine in making measurable progress in implementing the “Three Ones”. This will include support for the establishment of the national committee on AIDS, evaluation of the national AIDS programme, and development of the new national AIDS strategy and programme for 2009 – 2013. Other plans include support for the smooth implementation of the new Global Fund Round 6 grant, development of detailed estimates of costs for reaching universal access targets, and support the implementation of the national AIDS spending assessment within the government of Ukraine.

In Ukraine, **UNDP** supports such spheres as democratic governance, poverty alleviation, preventing crisis in economics, energy and environment, informational and communication technologies, HIV/AIDS prevention. Joint efforts of UNDP and the Ukrainian government and people were directed to introduce and promote the main principles of democratic governance at all levels, through support of administrative reform and encouraging civil society to participate in the decision making process. Programs on small and medium enterprises and development of social assistance programs assisted economic development in the country. UNDP also advocated the concept of sustainable development as an essential policy, and emphasized the importance of developing a network of NGOs in environmental areas.

In June 2005 the United Nations system in Ukraine and the government of Ukraine signed the United Nations Development Assistance Framework (UNDAF) elaborated on the basis of a recent Common Country Assessment. Following this common strategic framework, UN agencies operating will coordinate programmes and elaborate joint initiatives and plans with the Government of Ukraine for the period of 2006-2010.

**United Nations Population Fund (UNPF)** is one of the major UN agencies extending assistance to developing countries and countries with economies in transition and to help them address reproductive health and population issues. UNFPA's main areas of work are: to help ensure universal access to reproductive health, including family planning and sexual health, to all couples and individuals; to support population and development strategies that enable capacity-building in population programming; to promote awareness of population and development issues and to advocate for the mobilization of the resources and political will necessary to accomplish its areas of work.

Since 1997 UNFPA launched its activities in Ukraine providing support to the Ukrainian National Family Planning Programme. UNFPA's activities are aimed at assistance to the Government of Ukraine in establishment of postgraduate training system for reproductive health specialists and in improving quality of reproductive health services for young people (aged 15-28) and women of reproductive age as well, primarily - to reduce STD and abortion rates, increase modern contraceptive usage, and decrease maternal and infant mortality.

### ***7.3.2. Possibilities for Local Fundraising***

Charity is not a completely new issue in Ukraine, though it is not as well developed as in Europe and USA. Ukrainian medium and large business started to donate to charity and they try to do it structured and targeted. Results of the research made in Ukraine prove that most of Ukrainian business companies already donate to charity and half of the rest are ready to donate. As opposed to the common thought, the main motivation for charity is not taxation privileges, but willingness to help vulnerable groups and raise company's positive image.

Analysis of series of researches undertaken during last 3 years showed that:

- ¾ of the companies, participants of the research donated to individuals and organisations; *The main reason for this is development of social responsibility, raise of company's profile and compliance with their corporate policy. Recently in Ukraine big companies like Avon, Roshen and mobile providers arranged some charity events to raise money for serious campaigns (Avon against breast cancer, Roshen – "Ukrainians. From Heart to Heart").*
- 46 % of individuals and companies are ready to donate for children, in particular children-orphan. *They consider social projects to be the most justified donations and help to improve the life of the most vulnerable groups.*
- 75 % of businesses donated to organisations asking for help, confirming that people trust professionals with fixed procedures, strategy and good ways of cooperation with business.
- 90 % of decisions on donations are made by directors and senior managers;
- 78 % of companies consider their own charity projects;
- In 80% it is important that an organization, asking for charity donations is trustworthy.

Since 2000 business companies are in favor of one-time donation to a long-term social projects and donations to individuals on regional and local level.

- The research shows that 80% of the donations come in money, 47 % of people provide in-kind aid, 30% give services.
- 70-85% of information about charity comes from mass media, which helps to create positive impression about the organization.

#### **Possibilities of local fundraising for EveryChild Ukraine:**

- **Payroll Giving** (or Give As You Earn) is a simple way for your company to make a commitment to a charity. The scheme enables staff to make a donation directly from their salary before tax is calculated every Pay Day;
- donations from individuals (36% of people are ready to donate to organisations);
- **Projects**, supported by huge national companies (e.g. one NGO has received 2 mln. UAH from UMC). Recently in Ukraine big companies like Avon, Roshen and mobile providers arranged some charity events to raise money for serious campaigns (Avon against breast cancer, Roshen – "Ukrainians. From Heart to Heart").
- **various events** (like Back-to-school barbecue, hosted by the British Ambassador to raise the profile of EveryChild and widen the network of potential donors);
- **state tenders and purchase of social services**, EveryChild can participate in different tenders as a well-known charity organisation with high profile and professional experience in social sector on child protection projects.

## 7.4. Internal analysis

**EveryChild Ukraine** started working in Ukraine in 1998 as The Office of the European Children's Trust and is registered in Ukraine as a representative office of a foreign non-governmental organization. The initial projects run by EveryChild in Lviv oblast were focused on social and material support to vulnerable children and families. In fact the organization started its activity in Ukraine in response to the crisis of the childcare system inherited by Ukraine from the Soviet Union, and total decrease of living standards related to the transformation.

At present EveryChild exercises a high profile among Ukrainian organisations. It is considered to be one of the leading professional organisations, working in the area of social services and family-type care development, and interdepartmental cooperation encouragement. Its comprehensive approach to work and high quality of project implementation are acknowledged at all levels of state authority. Over 2000-2003, due to the implementation of its strategic plan, EveryChild Ukraine moved to the completely new stage of development – from NGO providing targeted aid to the consultant agency working in the field of capacity building for local communities, NGOs and statutory bodies. At the moment EveryChild Ukraine has as its partners: State Committee of Ukraine for Family and Youth Affairs, State Centre of Social Services for Youth, Kyiv Oblast State Administration, Lviv Oblast State Administration.

*Table 3*

### SWOT ANALYSIS EVERYCHILD UKRAINE

Strengthens	Weaknesses
<ul style="list-style-type: none"> <li>➤ clearly defined organization's mission and goals</li> <li>➤ known brand in the world; possibility to use experience of organization from other countries</li> <li>➤ long-term operation/work in Ukraine, participation in implementation of state programmes, possibility to share experience in all other regions in Ukraine</li> <li>➤ reputation of qualified and professional organization in this sphere</li> <li>➤ image that allows efficiently cooperate with important governmental and international organizations</li> <li>➤ developed methods (international), staff skills and capability of using them</li> <li>➤ high-professional staff (high education, some specialist gained Candidate of Science and Doctor of Science Degree)</li> <li>➤ financial resources, strong material basis</li> <li>➤ cooperation with the Ministry, social services (premises), stable partner (Media-M)</li> <li>➤ open, opinion-appreciated and participative management system</li> <li>➤ employees share values, devoted &amp; passionate</li> <li>➤ "Children's right" magazine</li> <li>➤ transparent system of financial reporting</li> <li>➤ organization that constantly improves it's own level, staff training</li> <li>➤ cooperation experience with mass-media, press-services, high-quality info products, web-site</li> <li>➤ monitoring and evaluation of services and products</li> </ul>	<ul style="list-style-type: none"> <li>➤ lack of own premises</li> <li>➤ lack of funding diversity</li> <li>➤ no local fundraising</li> <li>➤ we cannot spread out our activities geographically</li> <li>➤ high level of staff turnover</li> <li>➤ not all staff speaks English</li> <li>➤ lack of team feeling, not enough staff trainings and events for developing of corporate culture</li> <li>➤ not all staff can use PC on sufficient level</li> <li>➤ we know not enough about our partners' activities</li> <li>➤ lack of different policies and procedures (OD strategy, Staff manual)</li> <li>➤ lack of time to learn organizational experience and history</li> <li>➤ not good planning/management skills</li> <li>➤ bad internal communication partly because of being placed in 2 offices</li> <li>➤ lack of on-going exchange of experience</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>➤ children issues become popular, favorable political situation for children's rights actualization</li> <li>➤ development and implementation of gatekeeping mechanism</li> <li>➤ social work theory and practice is being developed</li> <li>➤ high educational institutions use our methods in teaching of social work</li> <li>➤ national adoption development</li> <li>➤ good relations with state authorities – state procurement contract</li> <li>➤ involvement of children in decision making concerning their own lives</li> <li>➤ change of governmental priorities oriented on children's rights</li> <li>➤ civil society development: creation of coalitions, policy development networks, advocating for children's right</li> <li>➤ cooperation with qualified lawyers – influence on legislation</li> <li>➤ Ukraine has become more known, higher interest to Ukraine that promotes investments</li> <li>➤ new donors interested in our organization's activity (Childhood, STAKES)</li> <li>➤ development of philanthropy, private sector, business, NGOs</li> <li>➤ increases welfare of Ukrainians which promotes charity &amp; giving</li> <li>➤ connections / contacts with famous people (for instance, Mrs. Podkopaeva, Mrs. Volkova, Mr. Vakarchuk, Mr. Shpig, Ms. Mogilevska)</li> <li>➤ increases public awareness</li> <li>➤ higher interest among mass-media – we can be major experts in child's right for upbringing in a family, we can occupy certain mass media space to form and influence public opinion</li> <li>➤ information and data, IT development</li> <li>➤ representative offices in the rayons</li> </ul>	<ul style="list-style-type: none"> <li>➤ quality decline because of quick increase in quantity</li> <li>➤ decrease of funding from London</li> <li>➤ activity planning based on resources available, not the needs</li> <li>➤ lack of information about competitors, lack of on-going exchange of experience and information</li> <li>➤ fast change of legislation, we lag behind in getting adopted to it</li> <li>➤ negative public opinion on program goals (for instance, negative attitude to the motivation of foster parents)</li> <li>➤ not clear position of EvC in state programmes</li> <li>➤ bureaucracy of the procedures, low motivation of civil servants</li> <li>➤ still not fully operational all 5 components of integrated social services</li> <li>➤ lack of and unwillingness to coordinate / cooperate activities of different Ministries</li> <li>➤ shortcoming of state financial mechanisms (support of families with children)</li> <li>➤ unfavorable culture for children's participation</li> <li>➤ lack of responsibility for the institutions and the process of its reforming</li> <li>➤ decreasing in donor programmes and funding available</li> <li>➤ low level of education in schools, low level of children awareness of social sector</li> </ul>

Based on the analysis, one may see that EveryChild Ukraine possesses the biggest expertise in relation to Family and Poverty Reduction goals. From Table 6, it is obvious that the external environment may offer range of opportunities that could essentially reinforce the weaknesses and reduce the threats. Among the most perspective opportunities there are low competition for donors' funding among NGOs in relation to the Family goal and change of state policy regarding the children and family issues. The prospects for increased focus on poverty reduction and child rights protection are quite optimistic for the nearest 5 years. This can be testified by the enlargement of the EU to the borders of Ukraine and the European choice announced by Ukraine. The desire of Ukraine to join the European Union will compel the government to follow the European norms and standards in its approach to childcare.

The above analysis was carried out based on the official data sources from state authorities and international organizations, as well as on the views of experts and EveryChild Ukraine staff. The analysis methods were guided by the assumption that the statistics and information sources are trustworthy and showed the real picture of social life in Ukraine. Besides we believed that the experts' evaluation was relevant, when the EveryChild Ukraine staff in their turn tried to produce impartial overview.

The implementation of strategic goals below can be completed in the conditions of political stability, understanding and close partnership with the state authorities and local government, and mobilizing the capacity of other NGOs.

As the poverty reduction and child rights protection issues are very often abused during the election campaigns, there are risks of nominal activity in that area held by the public officials and heads of NGOs.

For the organogram of EveryChild Ukraine see Annex 3.

## **8. COUNTRY STRATEGIC PRIORITIES AND INTERVENTION FOR 2007-2011**

### **8.1. EveryChild Vision and Mission**

#### **Vision**

A world where every child has the right to grow up and to develop to their full potential in a secure, safe, family environment, free from poverty and exploitation.

#### **Mission**

EveryChild works to empower families, communities and their governments to provide the best environment for children to thrive and develop. Together, we advocate for children's rights in line with the United Nations Convention of the Rights of the Child, particularly in health, education and social welfare.

#### **Country Focus**

To reduce the number of children living in institution care in Ukraine with particular emphasis on Kyiv oblast by March 2011.

#### **Child rights**

In line with the United Nations Convention on the Rights of the Child, we work to ensure that all children, but particularly those who are most marginalised and vulnerable, are empowered to realise their rights through all our work. Empowerment is essential for sustainable change. This means strengthening the capacity and confidence of children and communities to take control of their futures, and addressing structural inequalities and barriers that prevent children from claiming their rights and holding adults and the international community responsible for their obligations towards children. EveryChild believes in the individual child's right to protection from being maltreated or abused in specific incidents that may be physical, sexual, emotional or caused by neglect.

#### **Without Discrimination**

We work with children, families and communities irrespective of their ethnicity, religion, gender, disability and social status

#### **In Partnership**

We believe that in order to bring about sustainable changes we need to have effective, honest and active partnerships with the communities with whom we work, our overseas partners, local and national governments and our supporters.

#### **Transparent and Accountable**

We will strive to be a cost-effective, well-managed and professional organisation. We will ensure that our resources are used to maximise our impact, using local resources and skills wherever possible. We will be open and transparent in all our work and accountable to both our supporters and the communities with whom we work.

#### **A Learning Organisation**

EveryChild values a diverse staff team that is open to and enthusiastic about learning. EveryChild encourages innovation and will continue to improve its ability to learn so that we can increase our effectiveness and impact.

## 8.2. Country Objectives

EvCU CSP adopted the following strategic objectives under OSD:

### OSD 1: Focus and target our programmes for increased effectiveness and impact by 2011

1. To develop and implement gatekeeping in Ukraine by 2011
2. To test functioning of gatekeeping and ensure development of integrated social service in Kyiv oblast by 2011
3. To decrease at 60% the number of placements in baby homes in Kyiv oblast
4. To reach that 30% of children currently in institutional care are reintegrated into family environments in Kyiv oblast
5. To achieve full participation of all stakeholders including children in the process of project/program development and implementation
6. To achieve full participation of all stakeholders including children in the process of project/program development and implementation
7. To promote good governance principles among EvC partners (especially central and local government agencies)
8. To develop and start to implement localisation strategy for EvC Ukraine

### SD 3: Advocate for positive legislative and policy change by 2011

1. EveryChild Ukraine is recognised as key expert in childcare issues and effectively advocate for deinstitutionalisation by 2011
2. To increase influence of EvC Ukraine in the process of priorities defining and strategy development of key institutional donors (EC, USAID, World Bank, CIDA, SIDA, UN agencies)
3. EveryChild Ukraine to take a leading role in monitoring of National Plan of Action implementation and preparation of Alternative Report on UNCRC.

### SD 4: Consolidate our fundraising and increase our income by 2011

1. To increase & diversify annual budget of EvC Ukraine with fixed funding from central office
2. To study and analyse possibilities for child sponsorships to be used in Ukraine
3. Institutional funding has been raised to £100k for Year2, to £150k for Year 3, to 250k for Year4

### SD 5: Build our capacity to deliver by 2011

1. To improve HR Policy which corresponds to Ukrainian legislation and best international practices
2. EvC Ukraine is considered as an attractive employer for highly qualified specialists and experts
3. To establish PM&E system and ensure its accessibility & useability for staff by 2011
4. To introduce effective Information Management system
5. To improve internal and external communication procedures

### SD 6: Promote good governance and accountability by 2011

1. To achieve public accountability system in place
2. To achieve understanding of budget and finance system by all staff members
3. Implementation of Country Strategy adheres to good governance principles

## 9. RISKS AND ASSUMPTIONS

There are number of risks which may influence on achievements the objective stated in this strategy. The biggest risk is the lack of a unified thinking amongst all stakeholders how to respond to the challenge of separation. There is no unified civil society, government or donor agenda over the issue of separation. The risk is that future institutional projects from UE will be implemented by UN agency and will diminish the achievements of EvCU by providing a different model of reform

This strategic document build on such assumption that:

- The Ukrainian Government will continue to be committed to the reform of the social sector and allocate resources needed to support the functioning of state guarantee social services for those most needy and particularly to families and children at risk.
- The Ukrainian Government will promote the development of locally based integrated social services that support children and families and reduce family breakdown.
- The State will promote opportunities for the development of a market for the provision of social services.
- Local authorities will give full commitment to the introduction of newly developed integrated social services.
- Institutional donors thinking in this area and build alliances over the issue of separation

We will try to mitigate these potential problems by delivering high quality pilot project and assistance to all key stakeholders, encouraging their ownership over the projects and supporting the establishment of good relationships between the main stakeholders. We will involve all stakeholders as much as possible, in all stages of implementation our projects so that they understand and support the development of new approaches in childcare. We continue to build the capacity of the local authorities to identify the needs of local communities for the development of gatekeepitg mechanism and actively disseminate best practice and lessons learnt all over Kyiv oblast, as well as promote incorporation of good practice into national child protection policy. Particular attention is paid in the project to ensuring financial sustainability of services and this is an area where the EveryChild Ukraine has particularly strong experience.

## 10. MONITORING AND EVALUATING CSP

EvC Ukraine will monitor and evaluate the implementation of the CSP regularly using internal and external resources. We will make sure that there are robust key performance indicators set up so that the progress could be measured and communicated effectively. We will need the support of the RMT in developing and using the framework for monitoring and evaluation of specific projects, programme and country strategy. For more details please see annex 3.

## 11. APPENDICES

### 11.1. Annex 1. Country Strategic Objectives for April 2007 – March 2011

Regional objectives	Country Objectives	KPIs	Key Outputs	Detailed Activities, Year 1	Milestones, Year 2	Milestones, Year 3	Milestones, Year 4	Total Budget, all years
1.1. By 2011, all our programmes are focused on blocking entry of children to, and ensuring exit from, institutions	1.1.1 To develop and implement gatekeeping in Ukraine by 2011	No child separated from family and legally placed in state care unless they have been through complete assessment and full range of available services provided.	<ul style="list-style-type: none"> <li>legislation analysis completed;</li> <li>necessary changes and amendments adopted;</li> <li>Gatekeeping is a key mechanism in the strategy of reform of children care and guardianship system in Ukraine</li> </ul>	<ul style="list-style-type: none"> <li>To create working groups</li> <li>To prepare and write detail methodology of gatekeeping</li> <li>To develop draft legislation</li> <li>To organise a series of round tables to present results of legislation analysis and discuss importance of gatekeeping</li> </ul>	<ul style="list-style-type: none"> <li>Conferences with all possible takeholders organised.</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate legislation adopted.</li> </ul>	<ul style="list-style-type: none"> <li>Deinstitutionalisation strategy developed and adopted on the base of gatekeeping.</li> </ul>	
	1.1.2 To test functioning of gatekeeping and ensure development of integrated social service in Kyiv oblast by 2011	<ul style="list-style-type: none"> <li>No. of new entries into institutional care decreases by 50% of the child population in Kyiv oblast.</li> <li>Integrated social services are accessible for 65% of exposed families and children</li> </ul>	<ul style="list-style-type: none"> <li>necessary draft documents as for implementation of gatekeeping developed and discussed with stakeholders;</li> <li>gatekeeping approved by powerful local legislation;</li> <li>methodology of gatekeeping developed and adopted for application;</li> <li>gatekeeping successfully operates in pilot rayons of Kyiv oblast</li> </ul>	<ul style="list-style-type: none"> <li>Integrated social services fully operates in at least 20 administrative units of Kyiv oblast</li> </ul>	<ul style="list-style-type: none"> <li>To learn the experience and practice of gatekeeping in other countries</li> <li>To define pilot rayons and sign the agreements</li> <li>To develop draft legislation and methodology background for implementation of gatekeeping</li> <li>To organise round tables, public hearings and Coordination Councils</li> <li>To hold seminars and trainings for representatives of social services and other appropriate local government bodies</li> <li>To decide on administrative units in which Integrated social services will be established</li> <li>To lobby for Kyiv oblast Governor's decision on application of Integrated social services in all rayons of Kyiv oblast</li> <li>To negotiate funding from local budgets for Integrated social services with heads of rayons' administrations</li> <li>To organise seminars and trainings for social workers and managers of Integrated social services</li> <li>To ensure functioning of Integrated social services in at least 10 administrative units of Kyiv oblast</li> </ul>	<ul style="list-style-type: none"> <li>gatekeeping mechanism is applied in pilot rayons;</li> <li>Integrated social services established in 10 administrative units of Kyiv oblast;</li> <li>Oblast Resource Centre created</li> </ul>	<ul style="list-style-type: none"> <li>gatekeeping is effectively functioning in pilot rayons of Kyiv oblast;</li> <li>completed preparation of detail methodology of gatekeeping and its implication;</li> <li>Integrated social services established in 15 administrative units of Kyiv oblast</li> </ul>	<ul style="list-style-type: none"> <li>gatekeeping adopted by appropriate legislation in Kyiv oblast and in practice in all administrative units of Kyiv oblast;</li> <li>Integrated social services established in 20 administrative units of Kyiv oblast</li> </ul>
1.2. By 2011 our work will have ensured that at least x children who are, or risk being separated, the opportunity grow up in safe and secure families.	1.2.1 To decrease at 60% the number of placements in baby homes in Kyiv oblast	<ul style="list-style-type: none"> <li>The number of entries in baby homes is less then the number of exits;</li> <li>The occupancy rate of baby homes in Kyiv oblast is less then 50%</li> </ul>	<ul style="list-style-type: none"> <li>Strong prevention and early intervention services operates in the premises of baby homes;</li> <li>Medical staff of maternity hospitals, clinics and baby homes are trained and effectively cooperate with Integrated social services;</li> <li>Mother and Baby Centres are integrated part of ISS and gatekeeping;</li> <li>There is effective state policy and support to young families with children;</li> </ul>	<ul style="list-style-type: none"> <li>To conduct assessment of 237 children who are in their first year of life and grown up in exposed families and for which the risk of institutionalisation exist</li> <li>To organise round tables, seminars and trainings for medical staff of maternity hospitals and clinics, baby homes</li> <li>To develop and implement targeted PR campaign</li> <li>To develop the Concept of the State Programme on Support for Young Families with Children</li> </ul>	<ul style="list-style-type: none"> <li>Prevention social services operate in the premises of all baby homes;</li> <li>Medical staff of maternity clinics &amp; hospitals and baby homes are convinced in importance for a child to stay in biological family and effectively cooperate with Integrated social services</li> </ul>	<ul style="list-style-type: none"> <li>Forms and methods of work of Psychologic-medical-pedagogical consultations are reviewed and changed</li> </ul>	<ul style="list-style-type: none"> <li>Effective and sufficient state support in place for young families with children which are in vulnerable situations;</li> <li>Sociological survey proves change of public opinion as for importance of family care for children</li> </ul>	

			<ul style="list-style-type: none"> <li>Public opinion in favour and stands for importance for a child not to be separated in first years of life</li> </ul>	<p>To involve social workers and managers of Mother and Baby Centres to trainings which will be organised for representatives of Integrated social services</p> <p>To establish contacts and study the practice of Psycholodic-medical-pedagogical consultations</p>				
	<p><b>1.2.2 To reach that 30% of children currently in institutional care are reintegrated into family environments in Kyiv oblast</b></p>	<ul style="list-style-type: none"> <li>Number of children accepted in internats is less than number of children leaving internats;</li> <li>At least 1 boarding school (internat) is closed in Kyiv oblast</li> </ul>	<ul style="list-style-type: none"> <li>Foster Care Services created and functioning in all 35 administrative units of Kyiv oblast;</li> <li>Reintegration Services are part of Integrated social services and operate in the premises of all internats in Kyiv oblast which are of oblast property;</li> <li>Staff of Kyiv oblast internats is trained and effectively cooperate with social workers of Integrated social services;</li> <li>Restructuring plans for internats developed;</li> <li>Developed and introduced individual care plans for all children in internats in Kyiv oblast;</li> <li>The mechanism of short-term fostering developed and piloted in Kyiv oblast;</li> <li>Public opinion formed as for harmness of internats for children</li> </ul>	<p>To set up Foster Care Services at least at 3 rayons in Kyiv oblast</p> <p>To organise trainings for social workers and managers of Foster Care Services</p> <p>To create working groups which will work on development of restructuring plans for internats in Kyiv oblast</p> <p>To develop and pilot the mechanism of short-term fostering in Kyiv oblast</p> <p>To organise trainings for staff of internats on cooperation with social workers of Integrated social services</p> <p>To develop and implement targeted PR campaign on reintegration issues</p>	<ul style="list-style-type: none"> <li>Reintegration Services created and operate in the premises of 3 internats of Kyiv oblast property</li> </ul>	<ul style="list-style-type: none"> <li>Foster Care Services are functional in all 35 administrative units of Kyiv oblast;</li> <li>Training programme for internat staff developed;</li> <li>1 internat is closed down in Kyiv oblast</li> </ul>	<ul style="list-style-type: none"> <li>Effective system of reintegration of children from internats is in place;</li> <li>Sociological survey proves that general public recognise harmness of institutions for children and is strongly in favour of family type care</li> </ul>	
<p><b>1.3. By 2011 all our programme are delivered through strong local partners or branch office and implemented by local governments or NGOs partners using an inclusive approach ensuring full participation of all stakeholders (particular children) in the in the design and delivery of programmes.</b></p>	<p><b>1.3.1 To achieve full participation of all stakeholders including children in the process of project/program development and implementation</b></p>	<ul style="list-style-type: none"> <li>Our decision making is informed by full and complete understanding of situation taking into account opinions of partners and children;</li> <li>Steering Committees are created for each project;</li> <li>Number of programmes on childcare issues adopted by government on different levels;</li> <li>State programmes and policies ensure interests of the children</li> </ul>	<ul style="list-style-type: none"> <li>Programmes of state and local governments incorporates principles and main points of EvC Ukraine Strategy;</li> <li>EvC Ukraine Strategy discussed and supported by all stakeholders including children;</li> <li>EvC staff trained in child participation;</li> <li>Developed and implemented child participation methodology in the process of social services planning and development in 3 pilot rayons in Kyiv oblast;</li> <li>At least 1 of the pilot cities gained the status of Children Friendly City</li> </ul>	<p>To organise round table for all stakeholders to discuss EvC Ukraine Strategy</p> <p>To initiate incorporation of the main points of EvC Ukraine Strategy into national and local policies and programmes</p> <p>To participate in development of legislation and other policy documents in the childcare issues</p> <p>To organise training on child participation for EvC Ukraine staff</p> <p>To develop child participation methodology</p>	<ul style="list-style-type: none"> <li>Standards of cooperation of non-governmental and governmental organisations developed and applied in practice</li> </ul>	<ul style="list-style-type: none"> <li>One of the pilot cities gained the status of Children Friendly City</li> </ul>	<ul style="list-style-type: none"> <li>All programmes aimed at children welfare are developed and implemented with participation of all stakeholders including children</li> </ul>	
	<p><b>1.3.2 To increase capacities of local governments and communities in child participation in decision making in 3 rayons of Kyiv oblast</b></p>	<ul style="list-style-type: none"> <li>Children are involved in the decision-making process at all levels;</li> <li>Effective mechanism of cooperation of local government and communities is in place.</li> </ul>	<ul style="list-style-type: none"> <li>Children Public Councils are created and operate at local councils in 3 pilot rayons;</li> <li>Integrated social services take into account opinion and position of a child while providing services to the family;</li> <li>Practice of child participation in court cases introduced in 3 pilot rayons;</li> </ul>	<p>To organise trainings on child participation for local communities</p> <p>To organise round tables for courts representatives and judges</p> <p>To organise trainings for children on children rights</p> <p>To organise group of interested journalists on promotion of child participation</p>	<ul style="list-style-type: none"> <li>Methodology of child participation agreed with all stakeholders (incl. children)</li> </ul>	<ul style="list-style-type: none"> <li>Children Public Council created at 1 rayon/city council of pilot sites</li> </ul>	<ul style="list-style-type: none"> <li>Conference organised on sharing experience on child participation</li> </ul>	

			<ul style="list-style-type: none"> <li>Public opinion stands for child participation in decision making;</li> <li>Children Editorial Board created and function at the Children's Rights Magazine</li> </ul>	To involve children in the discussion of the concept of Children's Rights Magazine (see activities for country objective 5.3.1.)				
	<b>1.3.3 To promote good governance principles among EvC partners (especially central and local government agencies)</b>	<ul style="list-style-type: none"> <li>EvC partners apply participation approach while developing strategies and programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Partners are informed and apply good governance principles.</li> </ul>	<ul style="list-style-type: none"> <li>To organise training on good governance for representatives of partner organisations</li> <li>To organise round tables on presentation of results of different projects and programmes involving representatives of partners</li> </ul>	<ul style="list-style-type: none"> <li>To organise training for staff and partners on participatory approach.</li> </ul>	<ul style="list-style-type: none"> <li>To prepare handbook on good governance practices.</li> </ul>	<ul style="list-style-type: none"> <li>To organise conference on good governance practices in social sector involving partner representatives.</li> </ul>	
<b>1.4. Current country programmes are prepared by 2011 to become independent and sustainable</b>	<b>1.4.1 To develop and start to implement localisation strategy for EvC Ukraine</b>	<ul style="list-style-type: none"> <li>Clearly documented process of localisation, analysed and defined position in the "market"</li> </ul>	<ul style="list-style-type: none"> <li>Ukrainian organisation registered;</li> <li>At least 1 project financed from state or local budget implemented by newly registered Ukrainian organisation;</li> <li>At least one program is financed by social responsible business from Ukraine</li> </ul>	<ul style="list-style-type: none"> <li>To conduct survey as for possibilities of local fundraising in Ukraine</li> <li>To study advantages and pitfalls of different forms of registration of Ukrainian organisation</li> </ul>	<ul style="list-style-type: none"> <li>The issue of name, brand and logo discussed and agreed with London office</li> </ul>	Local Ukrainian organisation registered	The mechanism of co-functioning and cooperation of EvC representative office and registered Ukrainian organisation agreed.	

<b>Regional objectives</b>	<b>Country Objectives</b>	<b>KPIs</b>	<b>Key Outputs</b>	<b>Detailed Activities, Year 1</b>	<b>Milestones, Year 2</b>	<b>Milestones, Year 3</b>	<b>Milestones, Year 4</b>
<b>3.1. By 2011 EvC Programme in the EESCCA region has advocated for and influenced local, national, regional and international policy and practice which ensures greater numbers of children placed in institutional care, or at risk of being placed in institutional care have the opportunity to grow up in safe and secure families or communities.</b>	<b>3.1.1 EveryChild Ukraine is recognised as key expert in childcare issues and effectively advocate for deinstitutionalisation by 2011</b>	<ul style="list-style-type: none"> <li>Legislation and practice in the sphere of childcare reform reflects EvC Ukraine approach to deinstitutionalisation;</li> <li>Drafts laws and by-laws pass through public expertise by NGOs;</li> <li>EvC Ukraine referred as key expert by media and donors.</li> </ul>	<ul style="list-style-type: none"> <li>State Programmes on support to vulnerable families with children developed;</li> <li>Recommendations of Parliamentary Hearings on childcare issues represent the view of EvC Ukraine</li> </ul>	<ul style="list-style-type: none"> <li>To establish contacts with members of Ukrainian Parliament</li> <li>To participate in activities of working groups set up on different legislation issues in the sphere of childcare</li> <li>To organise All-Ukrainian conference on Integrated Social Services and gatekeeping</li> </ul>	<ul style="list-style-type: none"> <li>Parliamentary hearings on childcare issues initiated by EvC Ukraine</li> </ul>	<ul style="list-style-type: none"> <li>Expertise of legislation acts provided to government</li> </ul>	<ul style="list-style-type: none"> <li>Expertise of legislation acts provided to government</li> </ul>
	<b>3.1.2 To increase influence of EvC Ukraine in the process of priorities defining and strategy development of key institutional donors (EC, USAID, World Bank, CIDA, SIDA, UN agencies)</b>	<ul style="list-style-type: none"> <li>Strategies and programmes of key institutional donors in Ukraine reflects the aspects of children rights.</li> </ul>	<ul style="list-style-type: none"> <li>Contacts and good working relations established with key institutional donors</li> </ul>	<ul style="list-style-type: none"> <li>To gather and review strategies for activities in Ukraine of all key institutional donors</li> <li>To participate actively in working groups, round tables, meetings</li> <li>To prepare donor contact list and regularly inform them about EvC Ukraine activities (to send out printed information materials, magazine etc)</li> </ul>	<ul style="list-style-type: none"> <li>Good working relations established with social programmes of USAID &amp; CIDA;</li> <li>Participation in Donor's Forum and Ukrainian Grantmaking Forum</li> </ul>	<ul style="list-style-type: none"> <li>Participation in the evaluation process of social component of TACIS programme of EU</li> </ul>	<ul style="list-style-type: none"> <li>Participation in Donor's Forum and consultation meetings of different UN agencies (UNDP, UNICEF)</li> </ul>
<b>3.2. By 2011 local, national and international governments have been supported and encouraged to fulfil their commitments to uphold child rights</b>	<b>3.2.1 EveryChild Ukraine to take a leading role in monitoring of National Plan of Action implementation and preparation of Alternative Report</b>	<ul style="list-style-type: none"> <li>EvC Ukraine is co-author of Alternative Report on UNCRC;</li> <li>EvC Ukraine is proactive in promoting public discussion and collecting constructive feedback in the Alternative Report on</li> </ul>	<ul style="list-style-type: none"> <li>Formal and informal groups on preparation of the documents created;</li> <li>EvC Ukraine prepared chapter of the right of child to grow up in a family for Alternative Report;</li> <li>EvC Ukraine is Board member of the All-Ukrainian Network in the Interest of the Children</li> </ul>	<ul style="list-style-type: none"> <li>To prepare suggestions and parts for Alternative Report</li> </ul>	<ul style="list-style-type: none"> <li>EvC Ukraine is Board member of the All-Ukrainian Network in the Interest of the Children</li> </ul>	<ul style="list-style-type: none"> <li>Proposals are prepared for next Alternative Report</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of implementation of National Plan of Action on UNCRC is carried out</li> </ul>
				<ul style="list-style-type: none"> <li>To organise round table to discuss draft of Alternative Report in cooperation with other NGOs</li> </ul>			
				<ul style="list-style-type: none"> <li>To organise Network conference</li> </ul>			

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<b>Regional objectives</b>	<b>Country Objectives</b>	<b>KPIs</b>	<b>Key Outputs</b>	<b>Detailed Activities, Year 1</b>	<b>Milestones, Year 2</b>	<b>Milestones, Year 3</b>	<b>Milestones, Year 4</b>
<b>4.1. By 2011 funding of all existing and new programmes in EESCCA has been diversified and optimised using additional channels and methods to deliver a balanced portfolio of funding and to release x% general funds.</b>	<b>4.1.1 To increase &amp; diversify annual budget of EvC Ukraine with fixed funding from central office</b>	<ul style="list-style-type: none"> <li>20% increase on core budget of funds raised from local revenue streams from 2008</li> </ul>	<ul style="list-style-type: none"> <li>Fundraising department created;</li> <li>At least 10 corporate donors which provide annual donations for EvC Ukraine activities;</li> <li>Money raised from providing services to government institutions</li> </ul>	<ul style="list-style-type: none"> <li>To develop and approve Fundraising Strategy</li> <li>To organise study visit to learn best practices of local fundraising in Ukraine and abroad</li> <li>To organise training for staff on fundraising</li> <li>To study Ukrainian legislation for possibilities and ways of fundraising</li> <li>To prepare Plan of Actions for next years for fundraising activities</li> </ul>	<ul style="list-style-type: none"> <li>Fundraising Strategy developed;</li> <li>Fundraising Kit prepared;</li> <li>Charitable event to 10th anniversary of EvC Ukraine organised</li> </ul>	<ul style="list-style-type: none"> <li>Agreements reached with several companies on fixed discount on services or goods;</li> <li>Annual charitable event organised</li> </ul>	<ul style="list-style-type: none"> <li>Network of potential business donors created;</li> <li>At least 10 corporate donors involved</li> </ul>
		<ul style="list-style-type: none"> <li>Funds raised from businesses in the form of services or goods provided</li> </ul>	<ul style="list-style-type: none"> <li>20% of publications are produced as in-kind donations by donors;</li> <li>Network of business companies which can be potential donors created</li> </ul>	<ul style="list-style-type: none"> <li>To conduct survey on potential of Ukrainian businesses and existing practices of fundraising;</li> <li>To make a list of potential donors and organise introduction meetings with the senior management</li> <li>To test full cycle of receiving printing services as donation</li> </ul>			
		<ul style="list-style-type: none"> <li>\$10000 raised from annual charitable events</li> </ul>	<ul style="list-style-type: none"> <li>At least 2 annual charitable events organised till 2011</li> </ul>	<ul style="list-style-type: none"> <li>To study different forms of organisation of charitable event</li> <li>To organise meetings and negotiations with partners and sponsors</li> <li>To prepare plan and start preparation of charitable event with PR agency</li> </ul>			
<b>4.2. Child sponsorship as a sustainable funding source is being used more widely and effectively in EESCCA region.</b>	<b>4.2.1 To study and analyse possibilities for child sponsorships to be used in Ukraine</b>	<ul style="list-style-type: none"> <li>Feasibility study results</li> </ul>	<ul style="list-style-type: none"> <li>Research on applicability of child sponsorship conducted;</li> <li>Draft database of children and projects developed</li> </ul>	<ul style="list-style-type: none"> <li>To study all details of child sponsorship functioning in other countries</li> <li>To develop TORs for research</li> <li>No activities</li> </ul>	<ul style="list-style-type: none"> <li>Possibilities of introduction of child sponsorship studied in detail for Kyiv oblast</li> </ul>	<ul style="list-style-type: none"> <li>Project prepared to receive funds for 10-20 children</li> </ul>	<ul style="list-style-type: none"> <li>Project with child sponsorship funding piloted in Kyiv oblast.</li> </ul>
		<ul style="list-style-type: none"> <li>Child sponsorship tested as fundraising tool during 2010-2011</li> </ul>	<ul style="list-style-type: none"> <li>Project prepared and funds received for at least 10-20 children</li> </ul>				
<b>4.3. Institutional funding in the EESCCA region has been raised to the tune of £500k in Yr2, £750k in Yr3 increasing to £1m by Yr5</b>	<b>4.3.1. Institutional funding has been raised to £100k for Year2, to £150k for Year 3, to 250k for Year 4</b>	<ul style="list-style-type: none"> <li>Grants agreements signed for £100k for 2008/2009, for £150k for 2009/2010, and for £250k for 2010/2011.</li> </ul>	<ul style="list-style-type: none"> <li>Project proposals for the amount of £300-750k submitted every year;</li> <li>Contacts established with key institutional donors and their requirements learned;</li> <li>Database of key institutional donors and their calls created and is being regularly updated;</li> <li>Grants received</li> </ul>	<ul style="list-style-type: none"> <li>To make the list of key institutional donors</li> <li>To participate in the seminars and presentations organised by donors institutions</li> <li>To collect and regularly update information on deadlines for submission of proposals</li> <li>To prepare project proposals for EC, Matra KAP, Matra, Japanese Embassy, Norwegian Embassy</li> </ul>	<ul style="list-style-type: none"> <li>Institutional funding has been raised to £100k for Year2</li> </ul>	<ul style="list-style-type: none"> <li>Institutional funding has been raised to £150k for Year3</li> </ul>	<ul style="list-style-type: none"> <li>Institutional funding has been raised to £250k for Year4</li> </ul>

Regional objectives

Country Objectives

KPIs

Key Outputs

Detailed Activities, Year 1

Milestones, Year 2

Milestones, Year 3

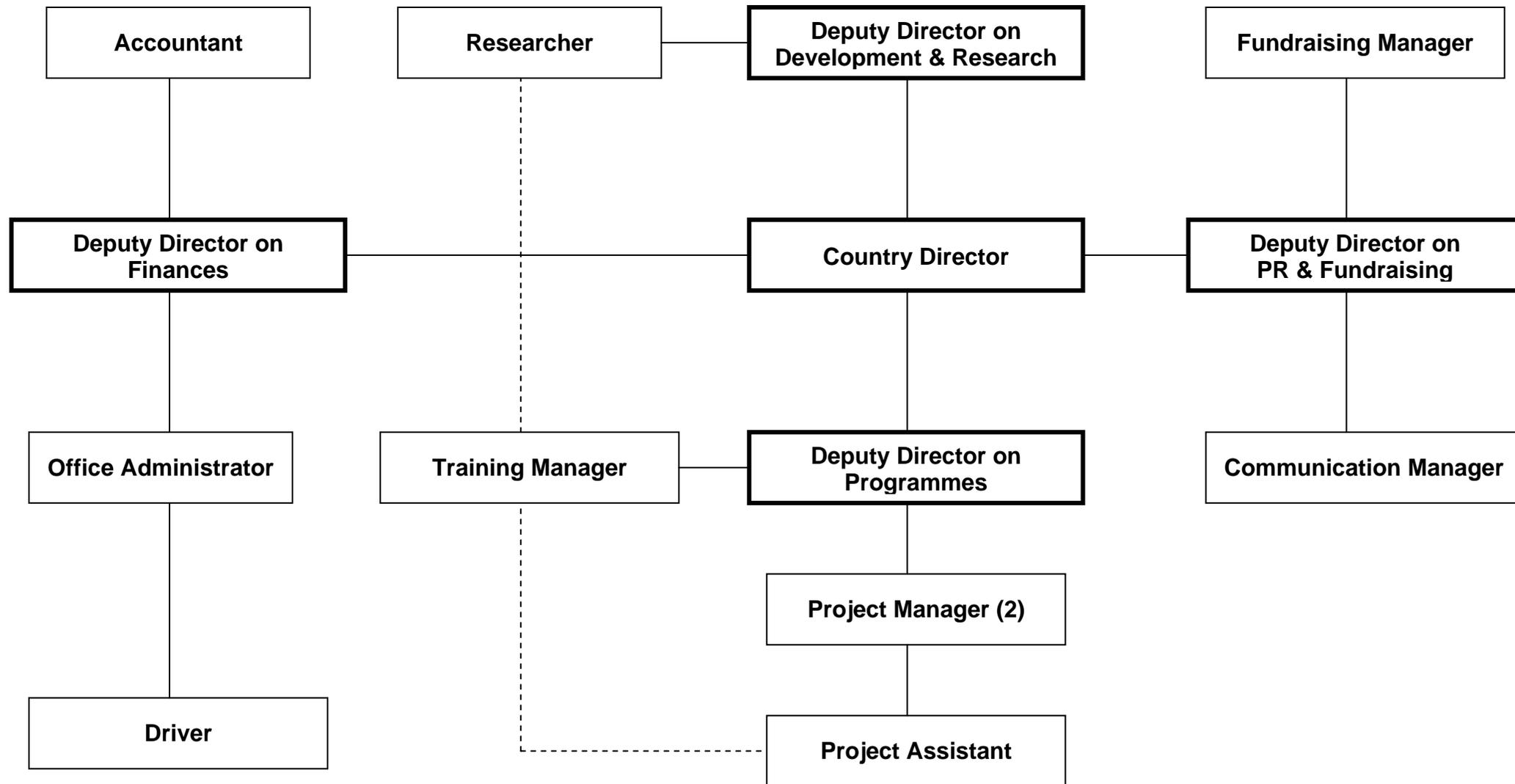
Milestones, Year 4

5.1. By promoting diversity, capitalising on expertise and increasing learning, a competent and diverse workforce has been developed which works in an integrated way – across all programmes and offices – and takes full advantage of every opportunity to learn from each other	5.1.1 To improve HR Policy which corresponds to Ukrainian legislation and best international practices	<ul style="list-style-type: none"> <li>• System of Performance Evaluation developed and functional by the end of 2008;</li> <li>• Developed and functional system of training and career development for staff</li> </ul>	<ul style="list-style-type: none"> <li>• HR Policy developed and approved, and incorporates Performance Evaluation system by 2009;</li> <li>• Staff Manual (Handbook) compiled by the end of 2008;</li> <li>• Developed system of internships for students and volunteers</li> </ul>	<ul style="list-style-type: none"> <li>To define staff needs in training and ensure that at least 3 staff members take English courses of different proficiency level</li> <li>To prepare Staff Manual</li> <li>To organise annual meeting to discuss EvC strategy for 2007-2011</li> <li>To organise quarterly meetings to regular review annual operational plans</li> <li>To review Organisational Structure in the context of new strategy and adjust job descriptions accordingly</li> </ul>	<ul style="list-style-type: none"> <li>• HR Policy developed and approved</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational Development Strategy developed</li> </ul>	<ul style="list-style-type: none"> <li>• European standards in HR management in practice</li> </ul>
	5.1.2 EvC Ukraine is considered as an attractive employer for highly qualified specialists and experts	<ul style="list-style-type: none"> <li>• High competition at recruitment stage;</li> </ul>	<ul style="list-style-type: none"> <li>• An average employment is 3 years</li> </ul>	<ul style="list-style-type: none"> <li>To review the Salary Policy</li> <li>To undertake a confidential staff satisfaction survey and improve working conditions</li> <li>To ensure long-term rent of office premises</li> </ul>	<ul style="list-style-type: none"> <li>• Good working conditions created</li> </ul>	<ul style="list-style-type: none"> <li>• Staff Reserve for EvC Ukraine created</li> </ul>	<ul style="list-style-type: none"> <li>• An average employment is 3 years</li> </ul>
5.2. Adequate and fully functional systems and processes have been developed – across all programmes and offices - that deliver the most impact using the least resources and gather, analyse and cascade relevant information	5.2.1 To establish PM&E system and ensure its accessibility & useability for staff by 2011	<ul style="list-style-type: none"> <li>• Regular reporting according to Operational Plan;</li> <li>• EvC staff is trained and able to apply PM&amp;E tools in project management</li> </ul>	<ul style="list-style-type: none"> <li>• M&amp;E system introduced;</li> <li>• Information storage system developed and in place;</li> <li>• Our governmental and non-governmental partners know and apply elements of M&amp;E system;</li> <li>• EvC staff trained and apply M&amp;E in project management</li> </ul>	<ul style="list-style-type: none"> <li>To organise training for EvC staff</li> <li>To define IT needs and develop draft database for data collection for M&amp;E system</li> <li>To develop and agree with partners the system of data collection</li> <li>To prepare Annual Report for 2007/2008</li> </ul>	<ul style="list-style-type: none"> <li>• Data collection system developed;</li> <li>• EvC staff apply M&amp;E system in project management;</li> <li>• Prepared and published Presentation Book on EvC to 10th anniversary</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Report for 2009/2010 prepared and published</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Report for 2010/2011 prepared and published</li> </ul>
	5.2.2 To introduce effective Information Management system	<ul style="list-style-type: none"> <li>• IT infrastructure supports effective Info Management System;</li> <li>• Organisation history is well-kept and EvC staff build on previous experience while implementing projects</li> </ul>	<ul style="list-style-type: none"> <li>• Information Management Policy developed and in place;</li> <li>• Standards for collection, processing and storage of information developed and applied in practice;</li> <li>• Developed effective mechanism of data collection, classification and use of information</li> </ul>	<ul style="list-style-type: none"> <li>To analyse problematic areas in current Info Management System</li> <li>To prepare Instructions on office work and documents keeping and regularly check application</li> <li>To find new possibility and make agreement on IT support</li> <li>To prepare, discuss and adopt Instruction of E-documents storage</li> </ul>	<ul style="list-style-type: none"> <li>• Information Management System developed and in practice</li> </ul>	<ul style="list-style-type: none"> <li>• To review and improve Instructions on documents and E-documents keeping and office work</li> </ul>	<ul style="list-style-type: none"> <li>• Information Management System is efficient and effective</li> </ul>
5.3. We will have communicated clearly and succinctly about EveryChild and our work both internally and externally	5.3.1 To improve internal and external communication procedures	<ul style="list-style-type: none"> <li>• Information about EvC Ukraine is accessible and widely disseminated;</li> <li>• EvC staff knows and applies procedures and rules of communication;</li> <li>• EvC staff nationally &amp; globally is aware of the work of EvC Ukraine</li> </ul>	<ul style="list-style-type: none"> <li>• All necessary tools for external communication developed and used (e.g. banners, leaflets etc);</li> <li>• PR campaign on EvC Ukraine promotion held;</li> <li>• Mailing list created and information about EvC Ukraine activities is regularly sent to partners and donors</li> </ul>	<ul style="list-style-type: none"> <li>To create database of mailing lists</li> <li>To study possibilities of cooperation with UkrPoshta and other postal services</li> <li>To renew and disseminate information materials</li> <li>To review and discuss the concept of Children's Rights magazine</li> <li>To improve system of web-site update</li> <li>To develop draft Communication Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Concept of <i>Children Rights</i> magazine defined</li> </ul>	<ul style="list-style-type: none"> <li>• Mechanism for regular mailings of information and presentation materials in cooperation with UkrPoshta developed</li> </ul>	<ul style="list-style-type: none"> <li>• EvC Ukraine web-site is the #1 in the sphere of information available on children rights</li> </ul>

Regional objectives	Country Objectives	KPIs	Key Outputs	Detailed Activities, Year 1	Milestones, Year 2	Milestones, Year 3	Milestones, Year 4
6.1. Good governance and accountability have	6.1.1 To achieve public accountability	<ul style="list-style-type: none"> <li>• Annual Reports are prepared and published;</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Reports published and disseminated;</li> <li>• Presentation publication to</li> </ul>	<ul style="list-style-type: none"> <li>To publish newsletter, magazine and renew information and presentation materials</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation publication to 10th anniversary produced</li> </ul>	<ul style="list-style-type: none"> <li>• Independent Financial and Project Audit conducted</li> </ul>	<ul style="list-style-type: none"> <li>• EvC accountability system is recognised by governmental</li> </ul>

<p><i>been achieved towards children, communities, donors and all other stakeholders by: 1) having ensured our decision making has been informed by a full and complete understanding of our successes and impacts, including the views of children; 2) having measured and communicated outputs clearly across the whole organisation.</i></p>	<p><b>system in place</b></p>	<ul style="list-style-type: none"> <li>Brief and concise project reports are placed on web-site</li> </ul>	<p>10th anniversary of EvC Ukraine prepared and published;</p> <ul style="list-style-type: none"> <li>Partners and communities we work with are well informed about EvC Ukraine activities and promote its positive image</li> </ul>	<p>To collect information and start preparation of presentation publication to 10th anniversary of EvC Ukraine</p> <p>To prepare and place on web-site reports on implemented projects</p> <p>To regular update information on current projects on web-site</p> <p>To develop and implement Internet advertisement campaign of EvC web-site</p>			<p>institutions, business companies and international organisations</p>
	<p><b>6.1.2 To achieve understanding of budget and finance system by all staff members</b></p>	<ul style="list-style-type: none"> <li>Realistic budget complying with all financial procedures</li> </ul>	<ul style="list-style-type: none"> <li>Financial procedures developed and approved;</li> <li>EvC staff is involved in budgets preparation</li> </ul>	<p>To develop and discuss Financial procedures</p> <p>To hold independent financial audit</p> <p>To increase professional level of finance staff</p> <p>To update software used for financial management</p>	<ul style="list-style-type: none"> <li>Ukrainian accounting fully operates on 1C software</li> </ul>	<ul style="list-style-type: none"> <li>To review financial procedures</li> </ul>	<ul style="list-style-type: none"> <li>To update financial management software</li> </ul>
<p><b>6.2. Networking and diversity has been increased in all our governance and leadership by ensuring our Board of Trustees and partners: 1) are able to provide strong strategic leadership in line with the organisational strategy; 2) has a mix of experience and skills that is representative of the areas where we work and fully understands best practice relating to governance</b></p>	<p><b>6.2.1 Implementation of Country Strategy adheres to good governance principles</b></p>	<ul style="list-style-type: none"> <li>Advisory Board members involved in strategy development and programmes planning;</li> <li>Diversity and balanced composition of the Advisory Board - representatives from NGOs, government agencies, business companies and international organisations</li> </ul>	<ul style="list-style-type: none"> <li>Advisory Board established, trained and meets regularly;</li> <li>Country Strategy is being regularly reviewed with Advisory Board involvement</li> </ul>	<p>To develop and approve the bylaw for Advisory Board in line with good governance principles</p> <p>To identify potential Board members and start negotiations</p> <p>To develop appropriate system of information flow for Board members to be well informed about activities of EvC Ukraine</p>	<ul style="list-style-type: none"> <li>Advisory Board founded and at least one meeting held</li> </ul>	<ul style="list-style-type: none"> <li>Advisory Board involved in strategy review and programmes development</li> </ul>	<ul style="list-style-type: none"> <li>Advisory Board members actively support fundraising activities</li> </ul>

11.2. Annex 4. Organisational structure for country strategy 2007-2011



### 11.3. Annex 5. References

1. Assessment of the Adoption System in Ukraine. Report by Nigel Cantwell, Isabelle Lammerant, Laura Martinez-Mora. Project commissioned by the Organisation for Security and Cooperation in Europe (OSCE), October 2005
2. Development of Integrated Social Services for Exposed Children and Families. Assessment Report by Ian Sparks, August 2007
3. A Strategy for the Reform of Policies for Vulnerable Children & Families and Children in State Care in Kyiv Oblast by Peter Evans. EveryChild, July 2006
4. Kvitko, N.O, Analysis of expenditures for social protection and social security of children in Ukraine, EU TACIS Project □
5. De-institutionalisation of Children's Services in Romania: a Good Practice Guide by Georgette Mulheir and others, August 2004

## 11.4. Annex 6. Ukraine at a glance



Ukraine – is a country of Central-East Europe. It occupies the territory of Southern West part of East-European Plain, part of the Carpathians and the Crimea Mountains. The territory from North to South is 893 km, from West to East - 1316 km. Ukraine lies within moderate latitudes and has ports on the Black sea and the Azov sea.

*The territory of Ukraine* is equal 603,7 thousand square kilometers, population of Ukraine 47,5 million people (68% of which lives in urban areas – cities and towns, and 32% in rural areas). An average density of population is 85 people per square meter. The most habitable is Donetsk region, the less one – Chernihiv. Ethnic groups of populations are as following: Ukrainians - 77,8%, Russians – 17,3%, Belarusians – 0,6%, Moldavians – 0,5%, Crimea Tatars – 0,5%, Bulgarians - 0,4%, Hungarians - 0,3%, Romanians – 0,3%, Polish – 0,3%, Jewish – 0,2%, and other nationalities - 1,8%.

As for *administrative system* Ukraine consists of Crimea Autonomous Republic and 24 oblasts, Kyiv and Sevastopol are cities of special status which is regulated by special laws of Ukraine.

<sup>1</sup> Data source: State Statistics Committee of Ukraine, 2006

<sup>2</sup> Ukraine: Poverty Update by World Bank, June 2007

<sup>3</sup> European neighbourhood and partnership instrument. Ukraine country strategy paper 2007-2013

<sup>4</sup> State Statistics Committee of Ukraine