

EveryChild Mid-Term Review Report

Ukraine

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1.0 PREAMBLE

Ukraine has experienced increased hope and enthusiasm for reform in recent years due to the 'Orange Revolution'. With rich farmlands, a well-developed industrial base, highly trained labor, and a good education system, Ukraine has the potential to become a major European economy. After a robust expansion beginning in 2000, Ukraine's economy experienced a sharp slowdown in late 2008, continuing into 2009. Real GDP growth dropped from 7.7% in 2007 to 2.1% in 2008, and the economy is expected to contract significantly in 2009. Ukraine's economy remains burdened by excessive government regulation, corruption, and lack of law enforcement.

Culturally, the east is primarily Russian-speaking and Christian Orthodox, while the west is Ukrainian-speaking and Greek Catholic. The east is the country's industrial heart, with coal, steel and chemical production, largely inherited from the former Soviet Union. The west has closer economic ties to the European Union, but the entire country relies on energy from Russia. Throughout the 20th century, Ukraine has been united, divided and reunited, but the historical differences between east and west remain to some degree.

Poverty, unemployment, alcohol and drug abuse are common in Ukraine and the family unit is fragile. Since 1995, the number of children in institutional care has increased by 50%, with over 1,000 children abandoned each year. Alternative forms of childcare are virtually non-existent and traditional family support networks are slowly breaking down. However, despite an economic upturn following these political events, over a quarter of the population continue to live below the poverty line. Faced with increased levels of poverty and hardship, families often feel they have no alternative but to place their child in an institution.

This has inevitably led to increased pressure on state services, which can provide little social welfare support to poor families, leading to greater numbers of children at risk of abandonment. Once children are placed in institutional care, the lack of social support almost invariably means that they will be unable to return home during their childhood.

The strategic plan identifies key issues in Ukraine as Alcoholism, Poverty, Unemployment, Institutionalization of children, and Lack of adequate social services for children and families.

EvC Ukraine 2007-11 strategic plan focuses 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. EVC U had developed interventions at local and national levels leading to the decrease of the number of children living in institutional care. The key areas of EVC Ukraine's work is in the areas of Family support, Development of alternative family-type forms of childcare, such as foster families , Reform of the existing childcare system and De-institutionalization. This has been achieved by supporting government partners at Rayon and Oblast level to develop targeted social services and support to vulnerable families, preventing family breakdown and reducing the use of institutional care. Due to the increasing threat of HIV/AIDS the projects ensure that services are open to children and adults infected or affected by HIV/AIDS. Family support services focus on children living in families at risk of breaking up while the EU-funded project for 'Developing Integrated Social Services for Vulnerable Children and Families ' supports the government to reduce the number of children in

institutions, developing new services for children and families, reforming legislation and budgets ,raising public awareness and developing social work training.

As part of EvC organizational strategy localization of the Ukraine programme has been initiated. The time line and the nature of support for the localization process is being negotiated at the organization level.

The MTR of Ukraine aims to

- To understand EveryChild Ukraine programme strategy and how it links to the organizational strategy of EveryChild. What is the identity of EveryChild Ukraine, and how EvC Vision, Directions and organizational values are translated at the country level.
- To assess the progress against the country strategic objectives; To understand areas the programme has made significant impact relating to Child Separation and identify learning opportunities for other parts of the organization. Aspects where we have not been very successful and there is scope/ need for improvement; opportunities for learning from other countries. the challenges faced by EvC Ukraine in operationalising the country strategy.
- To understand approach of EveryChild Ukraine in areas of child participation, empowerment, rights based approach, accountability and how it translates at the project and programme level.
- To appreciate the approach to localization process, progress and challenges; EvC Ukraine team's vision the future of the organization in the next five years.

Ukraine has gone through 3 administrative reforms, now midway between presidential and parliamentary democracy and neither is fully operational. This has led to mistrust in the parliament. Taxes are collected centrally and then redistributed which is a positive redistribution but it means they are tightly controlled and changes at rayon level are difficult – although at a village level they can increase their revenues through land tax and private enterprise.

Administration and governance at Oblast level include the Governor who is appointed by the national govt, Elected Council, Oblast administration consisting of departments who also report to respective ministries at the national level, At Rayon level the head of rayon administration disappointed by the Oblast administration and other team members are locally appointed. Local village council has elected members and president and secretary of the elected council are compensated by the state for their services.

Prior to formation of EveryChild ECT was working in different part of Ukraine. in a scattered manner. During early years it had one project in west Ukraine and one project in Crimea region in southern part in addition to initiatives around Kiev. It used to work with children in institutions. During last five years EveryChild Ukraine has made a conscious choice to focus all its work in and around the Kiev Oblast. It is the largest Oblast (approx. the size of Moldova) and is also the capital national govt and other policy making structures are based in Kiev. It does not focus on Kyiv city itself as this has a separate governing structure. EvC's choice of location is based on creating a critical mass of projects and activities in one oblast to exemplify the difference that can be made and that can be replicated throughout the Ukraine. It is also chosen because of its close proximity to central government so that they can lobby for national policy change. This seems to make sense even though it may not be representative of some of the remote Oblasts in interior rural parts of the country.

Kyiv oblast has 25 Rayons and 10 municipalities. Kyiv oblast has: 312,000 children of whom 3,760 vulnerable children are deprived of parental care, 2,340 are cared for by guardians, 344 in foster families, 900 children in Internats. Kyiv oblast has quite a few services available for vulnerable children including, 8 centres and shelters run by NGOs for the homeless, one emergency shelter for 50 children and centres for rehabilitation.

Range of programme interventions for prevention and reintegration in Ukraine by Govt/ EvC

1. Prevention- through integrated services

- 1.1. Mother and baby unit for prevention of abandonment*
- 1.2. Coordination mechanism City council level, rayon level and Oblast level*
- 1.3. Assessment of children*
- 1.4. Social worker – rayon level- Centre for Social services, Centre Child services, centre for psychosocial care, education department,*
- 1.5. Social worker in Schools and kinder garden (Brovary city council- need to ascertain about other schools and village schools and kinder garden*
- 1.6. Social worker in villages councils (Khorzy)*
- 1.7. Assessment and gate keeping*
- 1.8. Social rehabilitation centre (Institutions)*

2. Reintegration of children in to family type environment.

- 2.1 Reintegration with biological families*
- 2.2 National Adoption*
- 2.3 International adoption*
- 2.4 Kinship care (guardian ship)*
- 2.5 Foster care (upto 4 children*
- 2.6 Family type home*
- 2.7 Small group home*

3. Improving quality of care in institutions

- 3.1 Mentoring*
- 3.2 Life skill Education in Institutions*

4. Leaving care services

- 4.1 Mother and baby unit*
- 4.2. Support for shelter by using abandoned house in village, or paid hostel till longer term options are finalised.*
- 4.3. Employment options*
- 4.4. Mentoring*
- 4.5. Reforming Institutions- transforming baby homes*

2.0 Summary: Conclusions and Recommendations

Successes

1. The main strategy is prevention – nearly all the work in the Ukraine is aimed at preventing separation so that in turn the children are not placed into an institution and the number enrolled gradually reduces forcing the managers of the internats to reform. It is a ‘top down’ approach where we work predominantly with governing bodies to change policy and legislation. The Oblast representative said EvC is one of the few NGOs in the Ukraine that works on all levels of the government from State, Oblast, Rayon, City and village.
A key issue is that the support services for children and vulnerable families is managed by three separate ministries at a state level and seven departments at an Oblast level. The 20 villages that are part of the gatekeeping project funded by GHR. There is a need for creating a critical mass of work in these areas by scaling up. The Village councils are very positive about EvC support and it seems is the most effective level for direct service delivery with limited resources.
2. Integration of the different departments and services is the most significant contribution of EveryChild as part of its strategy. This has been very successful at Rayon and Oblast levels.In Kiev Oblast the attitude of the govt functionaries is Very supportive. All departments are integrated and work together. It appears that the speed of the reform is picking up pace and the majority of changes at this level are now irreversible. They have strong leadership on child protection at this level. EvC has an excellent working relationship with this level of the structure. **Oblast representative claimed the rayon / village level are happy with the changes as they now have more responsibility and their role is acknowledged. Their responsibility has progressed from simply tracking to prevention. The integration process in the initial stages was actively facilitated by EvC and currently being led by the Oblast administration.**
3. Development of an Assessment tool and methodology and gate keeping is perhaps one of the most significant achievement of EvC In Ukraine. The excellent research and methodology for assessment is acknowledged as the best practice and well respected in the Ukraine and globally by many experts in the field
4. Capacity building of social workers and other government staff on integrated services is a great success as it ensured that different stakeholders especially the Rayon and oblast level govt functionaries own the process.
5. The prevention services have been designed and introduced at Rayon and village level in a manner that is sustainable in the long run.

6. Resource mobilization: Fundraising –Ukraine team has achieved a very high success in terms of institutional fundraising and is very knowledgeable about institutional grant opportunities and has received very good feedback from donors like e.g. GHR Foundation
7. Stature and influence of EvC Ukraine is powerful and well respected at all levels, possibly far greater than the actual resource involved. Excellent communications campaign – particularly the ‘pregnant man’ campaign has really made very well known in Ukraine.
8. Ukraine office also has brought out several publications on the issues they are working on some of which are used as text book in the universities, manuals related to training and assessment are also printed.
9. Very strong and cohesive country team with a wealth of experience; the strategy of recruiting critical staff who have knowledge and experience of the government structures has worked very well as the office works in partnership with the government structures at different levels; the energetic and enthusiastic team is led by a strong leader;

Lessons

1. Alcoholism and unemployment, Significant divorce rate (about 50%) are critical factors leading to child separation. Our preventive strategy could be further strengthened to address these problems; High cost of living and rental in urban areas like Kiev prohibits poorer families to take advantages of employment opportunities. In rural areas and remote oblasts / rayons employment options are minimal. Opportunities in agricultural sector and allied small business linked to the credit and enterprise development need to be strengthened as long term strategy. Consolidating of holdings by renting the land out to the private entrepreneurs is reducing scope of employment in agriculture due to mechanization.
2. **Prevention, prevention, prevention – everything else will follow** e.g. even UNICEF are now realizing this now. The intensive interaction with different stakeholders led us to think if we are giving too much stress on limited number of reintegration services at higher cost that benefit fewer people. The resources are more effectively utilized when we invest in social worker at the village council level could be effective way of prevention.
3. Assessment tools and methodology developed by EveryChild is easily accepted by all stakeholders at Oblast, Rayon, Village level who view it as a helpful tool rather than a hindrance. The Ministries at the national level however feel that even though it is good, it is complex and need to be simplified as it takes a lot of time for the staff at the rayon level.
4. Social worker is the most critical aspect of EvC input; High turnover of social worker a serious problem; because they are paid very low. No revision of salaries since 1997; hardly of 700 HRN per month; There is a need to rationalize the placement of social workers – assess what the most appropriate location is to have maximum impact –

school, village, rayon /city council. The visit to Khorzy village and interaction with the council members and leadership was very powerful experience; the impact of the local social worker and the role played by the council members can be very effective if it can be replicated in other village councils.

5. Documentation for the families and children who are at risk is a huge barrier in ensuring access to the state welfare benefits; Quite a bit of social workers time is spent in sorting out document related problems and it is very time consuming; this has come up as a problem everywhere and expressed by all the persons we met. There is a need to take a proactive and preventative approach to resolve document related problem and need to be addressed at the village council and community level.
6. The incentives for foster care and kinship care and the lack of them for the biological parents is not conducive to keeping families together – what is our order of priority in alternative forms of family care? Our support services to biological families who are in difficult situation arising out of causes like poverty, alcoholism, lack of skills need to be prioritized. As the state and NGOs focus on getting children out of institutions they seem to have an excessive bias towards foster care rather than supporting biological families. EvC India team recognizes this factor and our advocacy efforts should also focus on state support for strengthening families by addressing root causes.
7. **Shelter** seems a critical problem for children leaving care services as they drop out school. Need to explore state support mechanisms for children after leaving care services. One way is also making institution being flexible and continues to accommodate and support them until they are able to find alternatives. State support for providing accommodation at affordable cost. eg: Like paid youth hostels.
8. Mentoring – it appears that the peer to peer mentoring is the most successful when compared to an elderly person advising the care leavers from internat who prefers to be independent. The peers would act as role model and hence more acceptable.
9. **Transforming baby home in to what?:** these seem to provide specialized services for some children with very difficult physical and mental challenges which cannot be provided at a normal home level. They have significant capacity and technical expertise which is not accessible because of bureaucratic procedure and inflexibility in admitting needy children. If these institutions can be opened up so that their skills and capacities could be better utilized. EveryChild Ukraine is trying to add value to these services and ensuring that the children who can be placed at home are utilizing the services and stay only for shorter period. Thus transforming them in to community based social and technical service organizations for the children and families in distress would be the way forward.
10. Wealth of the rayon and village is key factor that determines the ability of them to provide the services that EvC recommends. This is one of the key factors contributing to sustainability of our interventions.

Recommendations

1. Our advocacy at a national level to be strengthened leading to the reformation of structures and departments. Toward this there is a need to strengthen the network of local NGO's / international agencies working in Ukraine; more structured and formal rather than current level of informal one-to-one approach could create a collective interface for key advocacy work in areas of our interest.
2. There is a need for closer communication between State and local structures to share understanding and the experiences at local level are appreciated by the policy makers.
3. Our experience in collaboration with the govt in Kiev oblast in reforming child care system has been successful and the models that have been developed during last four years. We need to lobby with the State to conduct an independent evaluation of Kyiv oblast experiences with EveryChild on integrated child care services: the state need to own this process, lessons from the experience can be used in other oblasts.
4. De-centralize the social worker to the village / school level as much as possible and only structures relating to capacity building of the village councils and the staff and referral services whenever necessary to address severe problems should be retained at the to rayon level and above. This would perhaps be the most cost effective approach to provide social and family support services.
5. Can we move towards a proactive approach for organizing families documents so that problems are minimized – e.g. birth certificate and identification code immediately after child birth/ passport at the age of 16? This could be the initiative of the village council with support of some volunteers at the village level.
6. Leaving care services: Can we initiate some life skill education and other related support like mentoring earlier at the age of 13-14 years while they are still in the *internat* so that they are really prepared by the time they leave the institutional care. Even while we are working towards closure and transforming of institutions can we have some support, services for the children in internat. Child wellbeing foundation (former CCF Ukraine) seems to have done some work in this direction. EvC India experience on the work on life skill education and family enrichment in collaboration with National Institute for Mental health and Neurosciences (NIMHANS) could be of use in this respect.
7. Lobbying for financial support to vulnerable families to prevent abandonment in addition to one off support immediately after birth to the child. This could prevent retention of children with biological families as the first option. Support for foster care could be only when our efforts to retain children with biological family do not succeed. At the govt seems to be looking at Foster care as an alternative to the institutionalization of children.

8. From coordination of integration services to Restructuring multitude of centers led by different departments and simplify the structure for child care and family support services. This is possible only by influencing at national level.
9. Need to explore possibility of enhancing participation of children, families and communities in the change process which is currently led by EveryChild and government department. Explore creating spaces for children. Children rights club at schools, child rights education and campaign by children to influence policy change. The currently programme approach has very limited or no spaces to facilitate active participation of children, families and communities.
10. EvC Ukraine needs to explore possibilities for empowerment of target groups of children, families and communities through promoting their organizations and structures. All our interventions are exclusively targeted to specific sections only vulnerable children. Can we mobilize all children in support of vulnerable children through developing child led organizations at school/ village council level? This could also give opportunity for children to play active role in advocating policies relating to child care.
11. Fundraising – it seems the potential for building other sources of income is here, but a strategy needs to be developed, a dedicated member of staff is needed and support and skills sharing from the UK and possibly Russia / Moldova.
12. Training centre – a key part of the sustainability for the localized entity is the training centre, the creation of this centre is very logical in the sense of cost effectiveness, long term opportunities to provide capacity building support to the govt departments etc. EvC Ukraine has already got the land and the construction is in progress with support from one of the institutional donors.

3.0 COUNTRY SPECIFIC REVIEW FINDINGS against STRATEGIC DIRECTIONS

SD1: Target our programmes for increased effectiveness and impact Please see the above synopsis of their programmatic work.

Below is an outline of each of the interventions implemented by EvC Ukraine including key findings, progress, learning, effectiveness and future developments. It was clear from the review that the majority of our interventions in the Ukraine are aimed at prevention of separation/institutionalisation of vulnerable children.

A. Prevention

These interventions include:

- **Mother and Baby unit for prevention of abandonment:**

EvC Ukraine has created an excellent model in Chernihiv funded by World Childhood Foundation and EvC and is now supported by the state. Interaction with the staff revealed that this was a successful model and very well supported by the local government (we no longer fund it). They can accept vulnerable mothers and pregnant women from their own oblast and outside. They have had no cases of abandonment from past service users – clear impact. Clients are usually institution leavers so this attempts to break the cycle. During the winter there is a queue to get into the centre. Staff noted that the numbers of mothers needing their support remains the same, so the intervention is effective but the root cause remains. They have helped 33 mothers and 32 babies in 3 years. Key issues are when the women leave the home are **housing and employment**; credit unions do not exist because of the strong social welfare structure and the market is yet to penetrate the family and communities. They always expect the state to support all their needs. This is good at the same time it should not create over dependence on the state. It was noted that they have the capacity to accept women with disabilities and HIV.

This facility is available only at Oblast level. The average capacity of such a home is about 8 families at a time. This facility is difficult to get in during the winter season and the distances to access these facilities are long and make it difficult for these vulnerable children/ young families to benefit from.

The model has been replicated by the state in 14 other areas (and sometimes funded by other NGO's). It is a very effective preventative measure for vulnerable mothers and there have been no cases of abandonment by mothers who have lived in the unit. A key issue is how to support the mothers after they leave, each rayon suffers from different difficulties. In Chernihiv they lack employment opportunities for young families but in other rayons the key problem is housing. To ensure they have shelter in the winter is a challenge. The model has clearly been accepted by governing bodies as a recommended intervention – future developments may need to be focused on employment and housing for young mothers.

- **Integrated social services: city council level**

At Oblast level bringing together the different departments linked to children to work together with an integrated approach was for the – **first ever in Ukraine because of EvC Ukraine initiative.**

The coordination at Kiev oblast level was successful because all rayons were consulted and brought on board to lobby the ministry who were opposed to the idea. EvC Ukraine was instrumental in this action and after a year of work a Coordination Committee for Child Protection was agreed and formed that now is able to work semi-independently of EvC.

- **Gate keeping model:**

This is piloted in 10 areas and includes an integrated approach to social service provision. It is highly praised by the donor GHR Foundation & UNICEF representative Andy Bilson as best practice. The sites have been chosen because they have services in place including many more social workers than is allowed in legislation. It is a great achievement to run 10 pilot schemes but a major challenge for rolling this out will be funding as the pilot schemes are ending. In these rayons many more social workers and services are in place than other rayons / cities. It would be challenge to find resources from govt to sustain this work.

The Ministry views EvC has an influential and substantial NGO which is positive but also a challenge as they expect EvC to be able to leverage greater resources for the whole of the Ukraine. In this way the Ministry did not totally accept responsibility for making legislative changes and instead expected EvC to make an impact – this will be another challenge for rolling the gate keeping system out.

- **Family services**

Across all 35 administrative regions, there is a clear understanding that for gatekeeping to work the social services need to be available. So the ground work EvC has done to create basic services in all regions is a big success towards the goal of gate keeping in each region. This has only happened since 2006; they used to look at concerts and sports, now child welfare is paramount.

EXAMPLE of integrated social services at Brovary city council

They have had an integrated service for 5 years, it is quite a liberal city with many social workers. They now have a Centre for Child Rights that looks at children's legal, family and their rights. They have fully adopted EvC assessment model and gave very good feedback. They did some of it already but now it is more structured and they are trained.

They also have good example of using the current educational pedagogues in schools to refer cases to them of vulnerable children. They are also piloting emergency foster care:

*At the moment there is a rehabilitation centre for 16 emergency cases that costs 1.3million HRN per year but it is judged that **emergency foster care is 10 x cheaper.***

They are very innovative, flexible in their approach, new techniques of social work facilitate and search out partnerships with NGO's and respond to need.

They now have a 'one stop shop' for all services – this seems to be the ideal goal.

- **Assessment model / methodology:**

A central part of our work has been to create a robust assessment methodology for the assessment of all vulnerable children at risk. Once it was created (the 2nd draft is currently being written) the team work to implement this locally, regionally and nationally. The key finding is that this piece of work is very well researched and developed. It is also hugely respected in the social work sphere with support from key NGO's and international specialists. It is also well known at all levels of the governing structure although the attitude towards it varies. At the State level they argue it is useful but too complex for social workers to implement. At the Oblast, Rayon and village levels all stakeholders found it very useful, informative and effective to use. This results in a challenge to implement it into legislation as the Ministry is resistant and seems out of touch with the field workers. A recommendation would be to encourage greater exchange of views from the field worker level to the state level.

- **Social workers:**

EvC funds social workers in various different roles in different rayons. Sometimes at the rayon level, city council or at the village level. We fund about 20 village social workers who appear to be the most effective as they are close to the community and can enact the greatest direct change to children's lives. There were concerns from village council, rayon and ministry about sustainability as some did not feel they could afford to fund the social workers past their funding by EvC. EvC Ukraine has rightly set the wage level at same level as govt social worker at oblast, so that the govt could take over at the same wage level. The recession was cited on numerous occasions as a reason for difficulties in keeping social workers on by village councils and rayons.

EXAMPLE: our visit to Korzhi village to meet the council leader and village social worker

The population of the village is 1,500. We supported the village with a social services centre at this village, an agreement of actions with the village and EvC Ukraine paid the salary of a part time village social worker. The social worker gets paid approximately £40 per month p/t. We also equipped the social workers room. However despite the minimal resources, in Khorzhi village we met an extremely effective social worker and it was felt that she had excellent support from the village council and village council leader who prioritized children's rights and welfare.

Key challenges this community faces are land, alcoholism, documentation problems. They had a strong local council who met very regularly and would be ideal for a credit union. They felt EvC offered invaluable training and motivation and they

Prevention strategy working

The Director of the largest internat (capacity for 400 children) has seen the numbers referred dropping so much that they now only have 90 children.

He is now forced to consider redefining the institution and has now opened the doors to offer local children an education and wants to apply for special status to provide foreign languages.

gave excellent feedback. The visit did however highlight the difficulty in rolling out this scheme as each village attitude will differ.

- **Social workers in schools**

Each school has a social pedagogue who is responsible for behaviour and truancy etc. In Brovary city they have shifted some of the social work responsibility to the social pedagogues in schools who then implemented an initial assessment of a child at risk and then referred them to social services. This seemed hugely effective and helped add resource to the city social workers – a recommendation may be to lobby to increase the responsibilities of social pedagogues who are already paid for by the state. The similar process could be explored at Rayon level to use the services of Social pedagogue at the school level to strengthen prevention work.

To sum up from our interaction with range of stakeholders it was felt that almost all stakeholders agreed that prevention was far more effective, efficient, cheaper and more important than withdrawing the children currently in the institutions. If we are effective in preventing children being abandoned/ separated it is only a matter of time before the institutions die. This is because the govt as stated by the minister we met the govt follows “money follow the child policy”.

B. Reintegration

1. Transformation of the baby home:

There are 2 homes in the oblast where we work. EvC focuses on the baby homes for three key reasons

1. It is important to stop the source of children graduating to the larger institutions
2. It is cheaper and easier to reintegrate babies back with family type care
3. Child development is vital at an early age
- 4.

The baby homes are extremely well resourced and cost a lot of money, for instance the Kyiv Oblast Baby Home we visited had just 54 babies but had staff of 156, including speech therapists, neurologists, nurses, teachers, doctors etc. It Costs approx. 90,000 HRN per baby per year (approx. £7.2k per year).

Our key interventions include refurbishment of certain areas in the home to encourage parents to spend time with their baby so they can potentially reintegrate them.

We also do training for the staff to help them understand the importance of attachment and encourage and support reintegration and the potential redefinition of the home. We also directly fund a social worker at the home.

The staff are realizing that the change is now positive (after a few years of work). They are now open to the idea of using the home as a kindergarten for the whole community and as more of a

Documentation for vulnerable children the real demon

The documentation seems to be the most common problem across the Ukraine for vulnerable children and families. Coupled with the complex and corrupt bureaucracy makes the life of vulnerable families and children extremely difficult.

Significant part of time and energy of social worker is spent in dealing with problems relating to lack of document for vulnerable families as part of prevention of abandonment / separation as well as reintegration of children in to families.

Documentation is perhaps the legacy of the strong welfare state the Soviet Union. We were really surprised to learn that every citizen above 16 years receives a passport. If the passport is not there they are denied all benefits from the state; the benefits in a strong welfare state like Ukraine are phenomenal and poor and vulnerable families cannot afford to lose them and becoming poorer.

The EvC team felt that the rich do not face the document problem and hence they are the first to claim the benefits and entitlements from the state.

The key documents that are essential are; the child birth registration at the appropriate registration authority. If this is facilitated the child should get the birth certificate along with a Unique identification code. For the child and the parents need to have the passport along with necessary stamps at different ages to receive the benefit when the child is minor (less than 16 years). Quite often the problem is also due to misplacement and losing of the documents by the poor and vulnerable families. Quite often our social worker reacts to the individual problems relating to the documents.

It might be simpler to support a proactive campaign for birth registration at the community and village council level and the clear information about how one could obtain a birth certificate or a passport. Perhaps village council could help vulnerable families in their respective areas in this process.

day centre so children can return home. A key learning is the amount the state spends on these homes and how much more effective the money could be spent on other services.

A challenge will be the provision of care for severely disabled children who even if they had willing parents may not be able to be cared for at home because they need 24 hour medical care. For this reason the home will always have a place in the oblast but that its role will change. A key learning is that there is a wealth of medical expertise at the home and this resource needs to be preserved somehow during the process of change.

2. Care leavers services

This is a very small pilot in a couple of rayons and it is too early to test the effectiveness. The intervention includes a space for the children to attend classes and training, a club to teach them the opportunities for the future, help getting benefits etc.

In rayons where there is a large internat the problem of care leavers is problematic as they struggle to find housing / employment for them. However the care leavers' attitude to life was cited as a key challenge as they have grown up expecting everything to be provided and once this is not they do not want to work or organize their life. Shelter here is a very serious problem. This city being close to the Kyiv city there are no abandoned houses that are vacant. However there are employment opportunities for the care leavers if accommodation at reasonable cost is provided. Renting is not a feasible proposition it almost costs 200 USD per month.

They strongly recommend that state should provide paid hostel for care leavers for the period of three years until they are settled at nominal rental charges. The importance of shelter need to be assessed in the context of hostile climatic condi-

tions in winter when the temperature reaches as low as -20 degree Celsius. Survival in such circumstances assured supply of gas for heating, electricity as most essential needs. There are cases our team has negotiated with the gas company to reschedule the payment to the gas company to help the vulnerable family. In rural areas however abandoned houses are available which could be purchased by them but the employment options are very limited. It often means working on the land the care leavers say they are not interested to work on.

Thus part of the problem is also the attitude to be independent and work hard and lack of ambition. This has been the result of excessive dependence on the state benefits and they expect the state to continue to provide the benefits and meet all their needs as they grow up. This is a deep rooted attitudinal problem need to be addressed as part of or long term strategy. The rayon worker in charge do care lever services said “ the care leavers expect the state to provide everything at their door step. Adjusting them to the real world is difficult”

Case of two orphan children from inernat got married immediately after leaving the Internat but they do not have a place to go. Girl child has become pregnant. Reintegration is a challenge for such children. There are 2+ 2 care leavers in last two years. Allowing care leavers to continue till suitable accommodation is found is one option which the Internat director Fr. Macola said is not legal but he has managed to do it.

3. Mentoring

This is piloted in two rayons. One in a rural area and one in a more urban area near a university. We were told the university pilot was very effective, clearly because it was peer to peer. The rural pilot was more challenging as it was hard to find mentors and often they are not hugely responsive. We briefly enquired what they thought of mentoring services. They said the concept of mentoring is not new as it was present till the end of the Soviet era. The care leavers do not welcome the mentor idea. EvC team felt that they had not done enough ground work on mentoring in this rayon and hence their impressions may not be correct. EveryChild has started this only as a pilot in one or two rayons in Tarashcha and Pereyaslav-Khmel'nitsky rayons. The resources did not permit them to take it up in other rayons.

- A key recommendation would be to work with the children in the internats at a much younger age before they shape their ideas. Life skill education is one area that need to be explored building on the experiences of child well being foundation Ukraine (former CCF Ukraine now localized).India programme experience on life skill education in collaboration with NIMHANS could also be studied.

Meeting with a mentor Ms. Oksana: in Tarashchansky rayon

We met Oksana, a mentor for a 19 year old care leaver. The girl was an orphan; she was mentored for about a year before she left the institution.

She is now pregnant (social workers noted a lack of sexual education in institutions), very soon after leaving care. Oksana is committed and meets the care leaver once a week; however the care leaver is also influenced by her older siblings all of whom were from institutions. It is hard for her to find work, support herself and her soon to be baby.

All the social workers agreed the mentoring was positive but also said it was very challenging, time consuming and they worried a lot about the care leavers. The difficulties also arose from a limit of funds to support the leavers.

- One Hope, a new international agency supported by a rich couple from UK(Known to laura) seems to focus on mentoring as their primary strategy. One Hope that plans to find a mentor for all 30,000 institutionalised children by 2014 (hugely ambitious) so it will be interesting to track their progress with this intervention. They however do not seem to have a grasp of the realities yet. EveryChild Ukraine could perhaps share their experiences and work with them if feasible.
- **Family type home** gives an option to combine younger and older children and accommodate the siblings to live together.
- We discussed if compulsory military service is an option for the care leavers from the internat. Immediate reply from all the team members was that this is not an option. Most care leavers do not want to go for military services. Further the rules exempt the orphan children from compulsory provision (to serve for three and half years) of joining the military services. Further they are not very healthy. If this was feasible it could have been a good transitional period where the discipline and the training at the military services could have helped them to cope with life better subsequently in their life.

The Rayon team said the govt has made significant plans towards children which were affected by the economic crisis and the plans relating to the children are not pursued.

4. Alternative forms of family care include foster care, family type homes, adoption both national and international.

Both versions of alternative family care have incentives attached, for foster care they receive a sum per month as support and for family type home they receive land and shelter plus support. These alternatives are quite well developed in the Ukraine, especially adoption. Notably, adoption relinquishes all parental rights but foster care does not – however vulnerable families rarely have the capacity to assert their rights as parents to get their children back.

The importance of the assessment prior to placement in an alternative form of care is vital to ensure biological families can stay together as much as possible.

There is also a future challenge to ensure that the child's best interests are being met through monitoring of these alternative forms of care as the financial incentive may not always mean the parents have the right motivations.

The state seems very keen on foster care and is funding this type of work substantially, this is positive but the money could be put to better use in supporting the vul-

EXAMPLE: our meeting with a foster care family in Brovary

They have been foster parents for 4 years. They get social support, training and material support.

Very positive experience.

Challenges they face:

- 1. Different ministries deal with different aspects of foster care so it is difficult to understand*
- 2. They didn't always get good advice about their rights.*
- 3. There are many myths about fostering in the community that need to be broken which led to stigmatization*

nerable families in the first place.

5. Partnership with other NGOs

EvC Ukraine has a very good relationship with UNICEF Ukraine, they were at the time just signed an agreement to implement some of the services in a larger project. EvC Ukraine was instrumental in writing the proposal and it is obvious from meeting the UNICEF representative that they often follow our lead as to what policies and projects they should implement – for instance they are now actively following a ‘prevention’ route.

EvC credibility with the donor EC was evident in the process of developing this project. UNICEF is an important partner to help us scale up our work to other oblasts, although currently their work is a little ad hoc. It could contribute to the efforts of influencing legislations relating to this.

Hope for Homes and Child Well Being also works throughout the Ukraine and have a specific focus on family type Homes; we also have a good a productive working relationship with them.

The local NGO sector is not hugely developed and there are not many organisations. It is generally agreed that all NGO’s need to work with government to enact change.

5. Challenges

Scaling up our work to other oblasts, the TACIS project served as a good injection of funding to help kick start the process in Kyiv, this will be difficult to replicate elsewhere without a similar grant. The need may also be greater but resources smaller in other oblasts, especially the furthest from Kyiv capital. The Oblast representative was aware that their oblast was unlike any other ‘almost a separate country’ as it is so advanced in social services for children. They are also ‘lucky’ he said because the majority of NGO’s are in Kyiv. However, some dissemination does happen at Oblast level – such as meetings, study tours arranged by EvC, sharing of documentation.

Changing political parties: they change a lot and another election is due next year which makes it very difficult to lobby for support of our work at a state level.

Meeting with UNICEF representative Andriy Haidamashko

Currently Unicef Ukraine are in a programme cycle until 2011, they look at early child development, HIV / AIDS and Child protection.

More recently their priorities have included:

- Prevention and gatekeeping (following our lead)*
- Pornography / violence*
- Children in conflict with the law*

Unicef also lobby repetitively but notably they have not history of working with the PM or cabinet at a national level – something that is definitely needed. They seem to fund set services in a ad hoc manner rather than strategically as a critical mass.

They have changes to staff which makes collaborative working harder, but EvC Ukraine tries hard to leverage their support for projects – this has led to a joint proposal and now working in partnership.

Support for vulnerable parents for issues such as unemployment, alcohol, drugs etc. Once the child is removed from their care the support they received was not completely obvious. This leads to further problems for reintegration as their problems prevent them from fighting to get back their child.

SD2: Advocate for positive legislative and policy change

Feedback – EvC Ukraine has not reported on SD2 previously as it was seen as a UK led strategy. However they feel it is important to recognise the contribution they are making to raising the profile of EvC both in the Ukraine and globally.

They have an excellent communication strategy; awards are very well executed and recognised.

SD4: Fundraising

Programme design: Historically the programme funding was from earst while ECT funds. As the programme has evolved the team has been successful in mobilizing institutional funds especially for the EU and DFID sources as well as some of the foundations. Their overall programme funding level has been maintained at about GBP 346k despite the pressure on the general funds available from EvCUK. Specific project to strengthen different components have been developed with funding from specific donors to deepen the programmes. The programmatic design is sound however it has been challenging in recent years to implement this objective effectively.

Implementation: On average they have successfully secured 50% of funding from other sources and 50% from EvC general funds. Expenditure remains consistent at approx. £346k.

They have succeeded in diversifying their income stream and have grown their local income slightly from 1-5%. EvC Ukraine has also researched the potential for raising income through training and consultancy and have found this can work very well so again they need funding to create the capacity building to do this work.

They received a large TACIS grant of £2m that helped to kick start their programmes, bring communities and stakeholders on board and provide funding for essential elements such as social worker salaries. Now that the grant has finished EvC Ukraine is unable to offer this level of support so the challenge is now to develop further programmes and services without the initial provision of funds. EvC Ukraine now has to build capacity and lobby to redirect statutory budgets instead of providing funds for salaries and capital costs.

During the 2009-10 budget process, the key cut for EvC Ukraine was their newly recruited Fundraiser and so they do not have anyone directly focusing on this currently which limits their ability to develop new forms of funding from within Ukraine. That said, their knowledge and expertise with regards to institutional funding is excellent and they have had excellent feedback from the donors they deal with e.g. GHR Foundation so this is clearly strength.

The investigation of child sponsorship has been put on hold and so has not been implemented.

Factors affecting strategic objective: The cut in budget meant losing the fundraiser which is essential to really achieving this SD. The team also noted that EU priorities have recently changed and so the likelihood of receiving another TACIS type grant is unlikely and DfiD no longer funds the Ukraine as they consider it no longer a developing country so it is predicted that institutional funding will become more challenging. Furthermore, individual giving, corporate and trusts are not developed in the Ukraine and would potentially take 3-5 years to come to fruition.

Conclusions & recommendations: to reinstate the fundraiser as soon as possible to help lay the ground work for funding sources for the localization process. When the team changed from ECT to EvC there was a clear dip in income from donors in 02-04 when the merger happened and this may happen again during the localization period so they need to be prepared for this. They are also developing a training centre which could also potentially generate income in addition to providing the office to operate from and would greatly enhance their sustainability once localized.

Lessons learnt

1. That the team don't need capacity building for institutional fundraising but instead need better training and skills shares with London to enable them to start looking into alternative income streams such as DM / corporate / major donors. Key feedback is that they see potential in individual fundraising, but they need support both in skills and funding to help them start this system of fundraising from individuals. If they began this now it is possible it will have developed substantially in the next 3 years.
2. Their efforts at institutional fund raising would now be directed to US based sources and other foundations as the potential to raise resources from European sources are becoming limited.

SD5: Build our capacity to deliver by 2011

Programme design: the strategy for improving capacity is sensible and effective combining both training and team building along with processes and procedures such as the introduction of a performance management system. They had consciously decided to recruit some of the key positions from the staff of government department which was critical as all our work is in collaboration with govt partners.

Implementation: It is clear that EveryChild Ukraine are a very strong and cohesive team, they are all extremely committed and passionate about what they do and their role and responsibilities within EveryChild. Nearly all staff have worked in the team for 3 years +. They clearly benefit from great leadership from Volodymyr and Vasylyna. The team also has a wealth of experience and a good strategy of taking on staff that has experience of the government structures.

Factors affecting strategic objective: key factors include the location of the office as it is difficult to travel to for some staff and the cuts in the budget preventing the team recruiting new members to the team such as a fundraiser.

Conclusions & recommendations: the team will have no problems achieving this objective. However, during the localization process this may impact on recruitment and retention of staff during a time of change. The experience from Bulgaria which has successfully localized during last three years is that most of the staff who were part of EveryChild UK had left and new team had to be developed by the localized entity.

Lessons learnt: that it is very beneficial to recruit from sectors that EvC is trying to influence such as the state administration and other key bodies.

SD6: Good governance & accountability by 2011

Programme design: The EvC Ukraine office currently functions as representative office and if the localisation process has to move on they need to register themselves as local organisation. They currently use the Ukrainian name "Kozhniy Dytyni" meaning everychild as this may not get into conflict with the copyright. They could continue to use the same name post localization process. The design of programmes for this SD underpins all the general strategic direction of

the team and includes the communications and PR work, the ongoing search to establish an advisory board for the future localization and work towards ensuring that the country strategy adheres to good governance.

Implementation: Accountability and governance has been achieved with communities, donors and stakeholders. EvC has an excellent communication and PR strategy and has achieved a great deal of success in this area for a team of their size. All stakeholders we met were well informed and contributed to the implementation of all programmes – notably they took a great deal of ownership of the process.

The accountability towards children, including child participation has stalled. The team fed back that this is due to lack of funds to implement the planned 'child participation' project and so at the moment the majority of their work centres around working with governing structures as opposed to directly with children. The creation of the advisory board as also slowed, again due to lack of funds to help progress the localization process.

Factors affecting strategic objective: the key factor is funding which has meant they have to focus on core work that they are committed and are unable to start new projects or progress with the localization strategy. One recommendation would be to include aspects of child participation and consultation in the programmes where we already work, or build the capacity of other stakeholders to do this as part of their role.

Lessons learnt: that the localization process will need injection of funds to ensure they can go through the process of change effectively. The support for completion of the training centre which also would function as their office would be critical. Some support towards this from EveryChild would greatly enhance the sustainability of the localized entity.

4.0 CROSS CUTTING ISSUES

Where factors effecting the overall success of the programme do not fit precisely into the strategic directions but which either have a significant beneficial contribution to the success of the programme or need to be highlighting as an over-riding limitation that impacts on its sustainable positive impact.

1. Choice of Kiev oblast as priority area for our work :

The strategy to focus all the interventions in one oblast that large in size and located close to the national govt structures is appropriate. However the Kiev Oblast is not representative of some of the remote rural oblasts. We need to take in to consideration the variations in those oblasts while developing replication of these interventions. The assumption that by locating our interventions and pilots in Kiev oblast we are able to influence the govt is not happening automatically. As our interactions with the different stake holders revealed the perspectives of the Rayon and oblast level functionaries and national govt functionaries and policy makers are quite different. Eg: Varying perspectives on assessment tools and technologies.

2. Participation of children and empowerment:

The strategy in its current form has little or no engagement with children or groups of children. Most of EvC work is on capacity building of govt staff members who in turn provide services to children and families. This does not give scope for the vulnerable children or for that matter any children to participate in the processes. There is a need to develop mechanisms / structures of children and communities or engage with existing structures of children or communities. Even though the programme design involves improving the service provision of govt structures at rayon and Oblast level, with strong advocacy dimension the space for involvement and empowerment of target group in the development processes is very limiting. This need to be addressed in the longer term by developing initiatives to strengthen community structures that collaborate and work with govt structures to ensure that rights and entitlements of the vulnerable children are protected.

3. Balance between the role of state vis a vis the community, family and individuals:

Top down approach to influence the way govt work and improving quality through capacity building. The capacity building support and services for the rayon level administration and coordination process at Oblast level have been significant dimensions of EvC work in Ukraine. All most all our work is focussed with govt structures. This is understandable in the back drop of high level of social welfare from the former communist regime. With the fall of Soviet Union and rise of Ukraine in the independent global market economy the situation will gradually change. At the present the vulnerable families and communities are totally dependent of state support and for simplest reason the vulnerable families are ready to abandon the child. This is primarily due to decline of institutions like family resulting out of major changes in the marriage as an institution and increased divorce rate. This is compounded by the poverty and the related pressures on the vulnerable families.

4. Over emphasis on foster care as dominant option as an alternative care system as opposed to other forms like reintegration with biological families, support to biological families to prevent separation of the children and their abandonment by poor and vulnerable families. State seems to be pursuing foster care because it is convenient and cost effective model when compared to institutions, and there are policies that are driving at regional level on deinstitutionalisation of children.

The state ministry expects support from EVC to match children to foster families, train and prepare foster families and support to prepare the child to leave the foster family – from these suggestions it is clear what the state priorities are. They also judge each rayon on their success by the number of foster families – EvC plan to commission research to enable the rayons to find a more effective way to monitor and evaluate their work. There is a fear at Oblast level that the foster care is often used as a PR mechanism rather than addressing the need.

Our approach need to consider prioritising initiatives for strengthening family as an Institution in the long run. One of the aspects of foster care model being tried in Ukraine expects significant support from government to the vulnerable children and foster families. Similar support given to biological parents/ families who are vulnerable it might prevent the child moving away from Biological family or Kinship care. If this needs to be replicated in other poorer countries in Asia or Africa the support from govt may not be forth coming and hence could be a non starter.

5. Localisation vs natural evolution of the programme strategy:

Ukraine team faces the dilemma of spending time energy and resources to establish itself as a local organisation and programme development as the logical conclusion of the work during the last four years. Having successfully demonstrated reforming child care services and integrated services for children and families, it is only natural that the strategy should now focus on scaling up or replicating the good work in to other oblast with active support of the govt. With the time bound phase out process of EveryChild UK support almost defined the local entity will be faced with the double challenge of setting itself up as local organisation and raise resources for sustaining the good team it has developed over the years and raising funds for replicating the good practices developed in Kiev at the national level

5.0 DESIGN OF NEXT STRATEGIC PLAN

Given below are some considerations that could be pursued during the next strategic planning period to consolidate the Programme work so far in Kiev oblast and lobby with govt replicate the same in other Oblasts.

1. Monitoring and enhancing effectiveness of Foster care:

The state ministry expects EvC support to match children to foster families, train and prepare foster families and support to prepare the child to leave the foster family – from these suggestions it is clear what the state priorities are. They also judge each rayon on their success by the number of foster families – EvC plan to commission research to enable the rayons to find a

more effective way to monitor and evaluate their work. There is a fear at Oblast level that the foster care is often used as a PR mechanism rather than addressing the need. Monitoring and evaluation of alternative forms of family care including foster care and family type homes to exemplify the true impact of preventing institutionalisation.

2. **Strategic capacity building of Rayons:** EveryChild's Support in terms of technical support and capacity building is most valued by the rayon level staff. The oblast representative explained that many of the rayons in charge of the new family services struggle to develop rayon level strategies for implementation including realistic KPI's and objectives that relate to their budgets – possibly a service EvC could provide in the next strategic period as the localization process takes shape.
3. **Reform of the institutions:** overall it appeared that the majority of stakeholders are prepared for this and numbers of children are dropping. Therefore the next step (as EvC do already) will be to influence their reformation as they are currently doing in the baby home. From the govt point of view one of the challenge how they could creatively use the resources people and infrastructure of the institutions to strengthen community based social services for supporting families and children. In this respect EvC Moldova's experience on the pilot project for reforming one Institution could be handy and we could learn from those experiences.

4. Strengthening Lobbying and advocacy work

EvC team noted that more resources are needed so that they can lobby all the ministries that are involved in the process – for instance at the moment they do not have the resource to lobby the Finance Ministry to make changes to the budget

5. **Branding:** EvC is a strong brand in the Ukraine and this need to be considered during any localization process. EveryChild in Ukraine is known by the Ukrainian name Kozhniy Dytyni. Thanks to the innovative communications campaign Kozhniy Dytyni has a very good profile. It might be use full if the new entity could retain that name and continue the work. This brand would greatly help them in local resource mobilization as well as advocacy work.
6. **Partnership working:** the Oblast representative explained that each NGO in the Kyiv oblast has a specific focus and he works with each one separately. Some support housing issues, some street children etc. Possibly there might be more potential for collaborative working with these other NGO's to see how their interventions may cross cut key issues on child welfare.

6.0 FUTURE IDEAS FOR PROGRAMME DEVELOPMENT

1. There is no special family court for decisions on child welfare, so the knowledge and capacity of the judicial system towards child protection issues is minimal – is this an area

for focus? Can we replicate any learning from our child protection work / juvenile justice work in Cambodia / Africa.

2. Credit unions – a key problem is resource, employment and credit. Credit for vulnerable people in Ukraine is impossible to get because it is very bureaucratic and has high interest rates. A possible future development is to create local, village credit unions to enable flexible spending at a village level and allow those in needs (parent, care leavers) to access resources. The history of over dependence on the state benefits for every need is an attitudinal problem that need to be addressed in the longer term. As the integration of Ukraine in to the market economy progresses and market will penetrate to the villages and communities. State benefits could be used to build a long term sustainable credit systems that is locally managed so that critical needs are met. Our interaction with the village councils revealed that the need for credit source independent of govt is not yet realized. EveryChild Ukraine could consider exploring this further.
3. Welfare benefits are not needs assessed in the Ukraine, family welfare, child support etc is generic. This created a key problem for bodies trying to enact change as they cannot redistribute resources and budgets to where it is needed the most. – EveryChild could consider this for the next stage of lobbying.

Anexture 1

Terms of reference for Midterm review of EveryChild Ukraine Country Programme

1.0 Back ground

Ukraine has experienced increased hope and enthusiasm for reform in recent years due to the 'Orange Revolution'. However, despite an economic upturn following these political events, over a quarter of the population continue to live below the poverty line. Faced with increased levels of poverty and hardship, families often feel they have no alternative but to place their child in an institution.

Poverty, unemployment, alcohol and drug abuse are common in Ukraine and the family unit is fragile. Since 1995, the number of children in institutional care has increased by 50%, with over 1,000 children abandoned each year. Alternative forms of childcare are virtually non-existent and traditional family support networks are slowly breaking down. The state offers little support and, as a result, placing a child in an institution is often a family's first and only option.

This has inevitably led to increased pressure on state services, which can provide little social welfare support to poor families, leading to greater numbers of children at risk of abandonment. Once children are placed in institutional care, the lack of social support almost invariably means that they will be unable to return home during their childhood.

The key issues in Ukraine are Poverty, Unemployment, Institutionalization of children, Lack of adequate social services for children and families.

EveryChild work in Ukraine

The primary focus is in the following areas.

- Family support
- Development of alternative family-type forms of childcare, such as foster families
- Reform of the existing childcare system
- Deinstitutionalization of children

Since 1998, EveryChild has been supporting government partners to develop targeted social services and support to vulnerable families, preventing family breakdown and reducing the use of institutional care. In all our projects, we work to reform the existing childcare system, create models of good practice and promote the development of relevant governmental infrastructure.

Due to the increasing threat of HIV/AIDS in Ukraine, our projects take positive action in making sure services are open to children and adults infected or affected by HIV/AIDS. We raise public awareness regarding HIV/AIDS by organizing a media campaign and blocked the adoption of legislation that would have discriminated against the fostering of HIV-infected children.

EvC U family support services focus on children living in families at risk of breaking up. Short-term accommodation and practical help supports parents who would otherwise be forced to

place their children in institutions. Foster care services provide a model of good practice in foster care, from recruitment through to support. Our long-term aim is that foster care will be a viable alternative for children who would otherwise be placed in large institutions.

EVU is managing an EU-funded project 'Developing Integrated Social Services for Vulnerable Children and Families' which supports the new government of Ukraine to reduce the number of children in institutional care, helping govt developing new services for children and families, reforming legislation and budgets, raising public awareness and developing social work training.

As identified in the 2007-11 strategic plan EveryChild Ukraine 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.

As part of EvC organizational strategy localisation of the Ukraine programme has been initiated. The MTR process which has been initiated organization wide to facilitate cross programme learning as well as taking the lesson to inform the next Strategic plan for 2012-16 in addition to review the progress made against the 2007-11 strategic plan and identify opportunities for future. The review should contribute to strengthening the localization process already in progress and enhance sustainability of the work EvC Ukraine has been doing during since 1998.

2. Purpose

Evaluation of performance against the current strategy; how a global organizational identity and strategy is translated at the country programme level; identify opportunities for organisational learning and lessons for the next strategic plan;
Review the status of localization process in Ukraine and lessons for EveryChild as on organization for the next strategic plan.

3.0 Objectives

To understand EveryChild Ukraine programme strategy and how it links to the organizational strategy of EveryChild. What is the identity of EveryChild Ukraine, and how EvC Vision, Directions and organizational values are translated at the country level.

To assess the progress against the country strategic objectives; To understand areas the programme has made significant impact relating to Child Separation and identify learning opportunities for other parts of the organization. Aspects where we have not been very successful and there is scope/ need for improvement; opportunities for learning from other countries. the challenges faced by EvC Ukraine in operationalising the country strategy.

To understand approach of EveryChild Ukraine in areas of child participation, empowerment, rights based approach, accountability and how it translates at the project and programme level.

To appreciate the approach to localization process, progress and challenges; EvC Ukraine team's vision the future of the organization in the next five years. Understand organizational strategy for the proposed local entity and including plan for resource mobilization.

4.0 Methodology and Tentative schedule for the field visit

20th July 09 Arrival
1st week 21th – 24th July

21st July Morning

Presentation by the Ukraine team on the over view of the country situation and history ad evolution of the programme and the strategies, understanding localization process and its the progress and challenges till date.

21st July afternoon till 24th evening.

(visit to partner organisations and projects- visit to some of the institutions and communities to understand gate keeping and integrated social services as well as child care system would be helpful)

Focus group discussion with the children in institutions/ interaction with families and beneficiaries.

Visit the main projects
Meet key stakeholders
Meet the beneficiaries

Weekend 25th – 26th July

Ramappa and Laura spend time assessing what we have learnt
Highlighting questions we have / clarifications we need

2nd week 27th – 30th July

Spend time with the Ukrainian team-
Initiate discussions on the strategy, learnings, suggestions, the future
28 Get clarification on our questions

Meet any key people we were unable to meet in the first week

30th July – After noon

Debrief on recommendations and finding and feedback from the Ukraine team on the draft recommendations/ suggestions.

5.1 Report format

The final report should be submitted in the following format to aid consolidation of organisation-wide report:

1. Preamble (Maximum 2 pages)
Briefly describe the objectives, approach, principle features of the programme, and country specific issues.
2. Summary
Highlight the most significant findings, problems, recommendations and overall conclusion.
3. Reviews by Strategic Directions
For each of the SDs:
 - a) Programme design – assessing the logic of the strategy to achieve the stated objectives.
 - b) Implementation – assessment of the results of programme activities against objectives and the effectiveness and suitability of monitoring arrangements.
 - c) Factors affecting achievement of strategic objectives – identifying any limiting environmental, capacity or resource issues that may prevent achievement of the strategy.
 - d) Conclusions and recommendations – summarising the overall outcome and proposals for future actions. Reviewers should take into account:
 - a. The overall progress to date;
 - b. Likelihood of achieving the strategy
 - Alternative approaches particularly those to achieve higher impact with lower resource.
 - e) Lessons learned – highlighting both suggestions for the programme itself and those that can be shared with the wider organisation.
4. Cross Cutting Issues
Where factors effecting the overall success of the programme do not fit precisely into the strategic directions but which either have a significant beneficial contribution to the success of the programme or need to be highlighting as an over-riding limitation that impacts on its sustainable positive impact.
5. Next Strategic Plan
Providing suggestions for how the programme can be incorporated into an organisation-wide framework for impact or outcome reporting.
 - a) Thematic organisation of the programme's activities
 - b) Means of identifying baselines, benchmarks and indicators.
 - c) Capacity or other requirements to enable monitoring of impact.

Wherever possible in the report feedback from stakeholders should be included. Additional documents may be appended if they provide clarification of the report's content.

Kozhniy Dytyni (EveryChild Ukraine) Annexure 2: Methodology

Persons team interacted with :

Presentations by the EveryChild India team at Podil training centre

Ministry of Ukraine for Family, Youth and Sport-

Meeting with Ms. Tetiana Kondratyuk, Deputy minister and Ms. Natalya Director

Meeting with SergiyAndriyash, Head service for children of Kyiv Oblast state administration.

Visit to Baby home at Kiev oblast and interaction with director Mr. Tetyana Hryban and social worker Oksana Voronina. Also interacted with a family who adopted a child Shasha from the baby home.

Bila Tserkva (White Church) Rayon Administration

Meeting with Valentyna bachynska, Deputy head of Rayon administration and Oksana Mykhaylyuk head of service for children along with head of centre for social services for family centre for service for children in the rayon and the team of social workers.

Presentations by the administrations on the achievement and discussion.

This was followed by the visit to village council; visit to the centre hosted in the village council.

Chairperson of the council was out of town but hosted by the Secretary of the village council

;meet the social worker and director of the centre at the village council level, visit a kinder garden;

Visit to Taraschansky Rayon administration

Interaction with director Tetyana Yakubovska, director for centre for social services, Director for centre for services for children

Leaving care services: interaction with the mentor and her experiences and challenges in providing leaving care services. Could not meet the children participating in 'How to be successful club'

Visit to Vyshgorod Rayon administration

Meetings with Natalya Rudko director centre for social services for Family children and Youth and Valentyna Tymoshenko, head of Services for children along with the team of social worker and other staff. Local journalist visited and took a photograph of us. Lots of photograph were taken. Ms. Natalya who took care of us organised lunch and took us for a brief sightseeing to the beach near Kyiv sea along with her boyfriend who work as lawyer in govt department.

Met the head of the social rehabilitation centre.

24th July

Chernigiv Oblast ,

Mother and baby unit to prevent child abandonment: meeting with Svitlana Vasylyeva, Director Chernihiv oblast centre for social services for family, children and youth and Tamara Plotnikova, director of parents and baby unit.

Khorzy Village council, Baryshivskyy Rayon , Kiev Oblast; Three lakes in the village
Lunch at village restaurant , Meeting with Head of village council , Ms. Iryna Stomachenko and part time social worker Son of the head also present who as speaking good English. Visit to a family meet the grand mother and two children who are taken care of by grandmother . girl and boy who are doing well in the school. Girl is an active member of ecology and science club.

Brovary City council:

Meeting with Ms. Lyubov Kvasha, Director of Brovary city centre for Social services, Vira Vlasenko Head of service for children of city council, head of education of the city council
Interaction with foster family who adopted two children and pros and cons of foster care how it is perceived. The family came to the city council rather than visiting the family.

Meeting with UNICEF Child protection officer Andriy Gaidamashko on the priorities of UNICEF and work of EvC as well as recent project from EU on gate keeping through for scaling up.

Meeting with other international agencies.

Hope and home, Ms. Halyna Postolyuk, Director. Presented programme on family type home in different Oblasts as direct operational initiative. Small group home – where professions replace the parents and would function as smaller institution with professional support and care services are provided.

Irena Zvereva, Director of Ukrainian child well being Foundation (who were formerly CCF Ukraine office) that was localized recently.

Final meeting with the team for debrief; presentation of India programme

Presentation of lessons and recommendation and feedback from the team and discussion a the department of postal services training centre on the out skirts of Kyiv.

Brief visit to internat nearby: huge boarding school with capacity of 300 children. Currently about 80 children are present. Other children from the village council also come to school as day scholar. Most children were on holiday. Lady in the front office has been working there for last 17 years. The same Internat referred by Sergiy as the one planned for transformation.

Olga Pleasak, Former EveryChild project manager was interpreter which was helpful.

Sergie Driver who took us to different places Olena the Tourist guide.