Manual on community-level implementation of the Child and Youth Friendly Municipality Initiative in Ukraine

Kyiv — 2018

This Manual is unofficial translation of the Ukrainian Manual.
In case of discrepancies the Ukrainian version shall prevail

This updated version of the Manual contains recommendations for implementation of the Child and Youth Friendly Municipality Initiative (subsequently referred to as the Initiative). It is based on a wide range of information, analytical, and methodological materials. The Manual provides practical guidelines on implementation of the Initiative in the context of the "Memorandum on Implementation of the Child and Youth Friendly Municipality Programme" that was signed on 28 March 2018 by the Initiative partners, namely: the United Nations Children's Fund (UNICEF) in Ukraine, the United Nations Population Fund (UNFPA), the Ministry of Regional Development, Building and Housing and Communal Services of Ukraine, the Ministry of Social Policy of Ukraine, the Ministry of Youth and Sports of Ukraine, the Commissioner of the President of Ukraine for the Rights of the Child, the All-Ukrainian Association of Local Governments "Association of Ukrainian Cities"; the Association of Local Governments "Association of Amalgamated Territorial Communities"; and the "National Youth Council of Ukraine" NGO. Implementation of the Initiative rests on investments in human capital, first of all on children and youth, in addition to reaffirmed commitment to protection of the child and develop youth in the context of decentralization. Cities and amalgamated territorial communities can engage in the Programme and commence work to obtain official Child and Youth Friendly Municipality status from UNICEF by following the guidelines presented in this Manual.

For more details about the Initiative please see:

childfriendlycities.org

The publication may be of use to government officials, local government staff, heads and experts of central and local executive authorities, employees of international organizations, academics, non-governmental organization personnel, and all those concerned with national development and focusing on improving the quality of life of children and youth.

The Manual was prepared with support from UNICEF in Ukraine. The opinions, conclusions and recommendations are those of the authors and compilers of the publication and do not necessarily reflect the views of the United Nations agencies.

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1 The concept for the implementation of the Child and Youth Friendly Municipality Initiative

1.1 Launching work in the Initiative areas

Children make up 20 per cent of Ukrainian society, and 27 per cent are youth. All of them have the rights enshrined in the United Nations Convention on the Rights of the Child and the Revised European Charter on the Participation of Young People in Local and Regional Life, but not all of them have equal opportunities. It is often stated by politicians at various levels that children are our future. However, which actual actions should stand behind these words? How should we work more efficiently for the sake not only of the future but also of the present? All children and young people live in cities, villages, settlements or newly-created amalgamated communities. How much do decisions by authorities and the public in the communities protect the interests of children and youth, meet their needs, and take their voices into account?

We offer communities at all levels an effective tool that supports the implementation of a mechanism to protect the interests of children and youth, enhance their well-being, ensure their safety, and enable their opinions and views to be respected.

1.2 How and when did the Child and Youth Friendly Municipality Initiative emerge?

The Child and Youth Friendly Municipality Initiative is a programme initiated by UNICEF that supports cities and communities in their efforts to provide a favourable environment for children and youth. It is also a network that brings together executive authorities, local governments and other stakeholders, such as civil society organizations, the private sector, academic communities, media and most importantly, organizations for children and youth willing to make their cities and communities more friendly to their youngest residents.

The Child and Youth Friendly Municipality is a global movement launched in 1996 as practical implementation of the resolution adopted and the Second United Nations Conference on Human Settlements (Habitat II).

Currently, the Initiative spans the entire world and has been already supported by more than 3,000 municipalities in 38 countries on five continents. The Child and Youth Friendly Municipality Initiative today covers more than 30 million children. The smallest of the participating municipality has 337 residents (Bene Lario, Italy) whereas the population of the largest one is 12 million people (São Paulo, Brazil) (Annex 1).

1.3 The Child and Youth Frienly Municipality Initiative in Ukraine

On 29 March 2018, a memorandum was signed on implementing the Child and Youth Friendly Municipality Initiative in Ukraine. The Initiative's partners in Ukraine include UNICEF, the United Nations Population Fund (UNFPA); the Ministry of Regional Development, Building and Housing and Communal Services of Ukraine; the Ministry of Social Policy of Ukraine; the Ministry of Youth and Sports of Ukraine; the All-Ukrainian Association of Local Government Association of Ukrainian Cities; the Association of Local Governments Association of Amalgamated Territorial Communities; and the National Youth Council of Ukraine NGO.

Upon signing of the memorandum, the rolling out of practical work to implement the Initiative was announced. During April and May 2018, more than 160 cities and amalgamated territorial communities expressed their desire to join the Initiative. Those communities have already started activities in accordance with the UNICEF guidelines to obtain Child and Youth Friendly Municipality status.

Cities and amalgamated territorial communities wishing to join the Initiative may do so at any time.

The communities include both cities will over a million residents and newly established amalgamated territorial communities (ATCs) from all oblasts of the country.

UNICEF, the Government of Ukraine and their partners support the ambitious goal of having the maximum number of child and youth friendly communities, thereby enhancing the image of the country as one that not only respects the rights of children and young people but also considers investing in them to be a key priority.

Importantly, there is no place for a formal approach in this process: Child and Youth Friendly Municipality status and the corresponding logo will only be granted to those municipalities that truly deserve this honorary rank and confirm it through concrete action.

1.4 General information about the Child and Youth Friendly Communictyy Initiative

A global movement that brings together local authorities, civil society, and business to reach consensus in key areas of developing well-being for all children and youth.

A safeguard to ensure that there are no “invisible” children and youth in the community. Focusing on innovative solutions, the Initiative stimulates social elevators and provides new opportunities to children and youth from vulnerable populations.

A friendly environment where favourable conditions are created for development and where all children and young people can fully realize their potential.

An opportunity for positioning the municipality as a place where the rights of children and youth are respected and – through the UNICEF accreditation procedure – a real prospect of attracting investment to the municipality.

Child and youth participation in community life. The Initiative promotes engagement with children and youth at all stages of local development. Hence, children and youth can constantly keep changing their communities for the better.

Change of priorities in all decision-making: by joining the Initiative, local authorities recognize that the well-being of children and youth, and respect for their interests, are the key objectives of their activities.

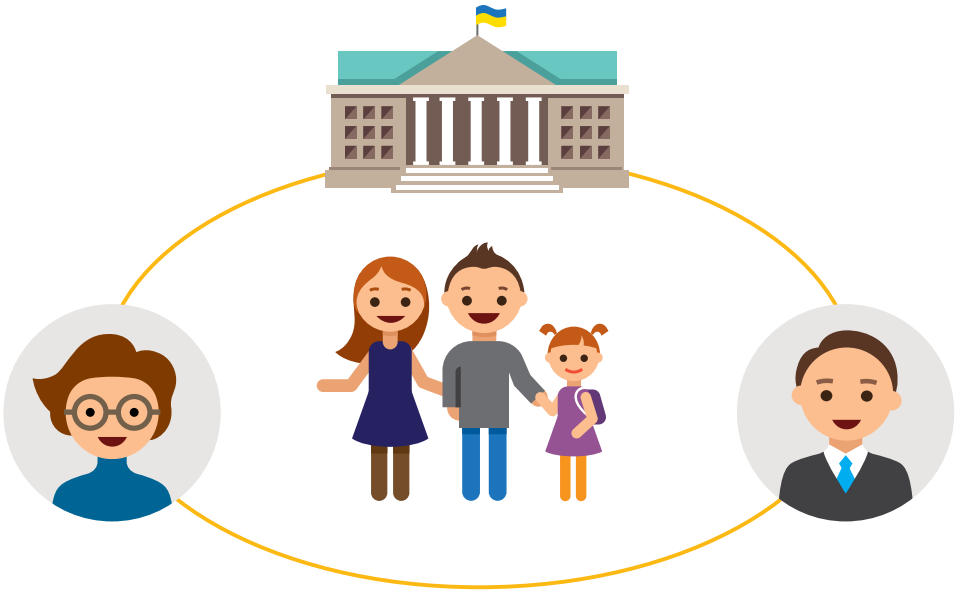
A practical tool that accelerates implementation of the United Nations Convention on the Rights of the Child and the Revised European Charter on the Participation of Young People in Local and Regional Life, and that helps with attainment of the Sustainable Development Goals at local level. The Initiative contributes to comprehensive protection of the interests of children and youth people by coordinating the efforts of all agencies, structures and participants.

A child and youth friendly municipality is a city or community aiming to become a place where young people and children:

- are safe and protected from exploitation, violence and abuse;
- have a good start in life and grow up healthy and cared for;
- have access to essential services;
- experience quality, inclusive and participatory education and skills development;
- express their opinions and influence decisions that affect them;
- participate in family, cultural, city/community and social life;
- live in a clean, unpolluted and safe environment with access to green spaces;
- meet friends and have places to play and enjoy themselves;
- have equal opportunities regardless of ethnic origin, religion, income, gender or ability.

1.5 Why is this Initiative needed for the community?

The municipality receives strong public and investment support, which contributes to the building of local democracy and achievement of consensus at municipal level. In addition, the community joins a large world-wide peer support network that includes municipalities in other countries.



Civil society organizations working on respect for the rights of children and youth in their communities are more empowered to constructively cooperate with local authorities.

Local business, investing into social welfare and respect for the rights of children and youth, helps to stabilize the local situation, promotes predictability in local development and governance processes, and gains community recognition.

1.6 Assistance by the United Nations Children's Fund (UNICEF)

UNICEF undertakes to provide support to the Ukrainian municipalities that have expressed their desire in principle to join the Child and Youth Friendly Municipality Initiative in the following areas:

- Assessing the child and youth rights situation in the areas defined in the Convention on the Rights of the Child.
- Providing expert consultations on drafting and budgeting the Action Plan.
- Facilitating cooperation with municipalities in other countries taking part in the Initiative.
- Supporting the design of mechanisms for effective involvement of children and youth in the development of their local communities.
- Fundraising.

1.7 Conceptual framework: key activity areas

The work in the framework of the Child and Youth Friendly Municipality Initiative encompasses five key areas, focusing on the achievement of the following main goals concerning respect for the rights of children and youth:

Each of the areas directly relates to compliance with the Convention on the Rights of the Child, and is relevant to the Sustainable Development Goals, as enshrined in the 2030 Agenda for Sustainable Development (United Nations General Assembly resolution A/RES/70/1, 2015).

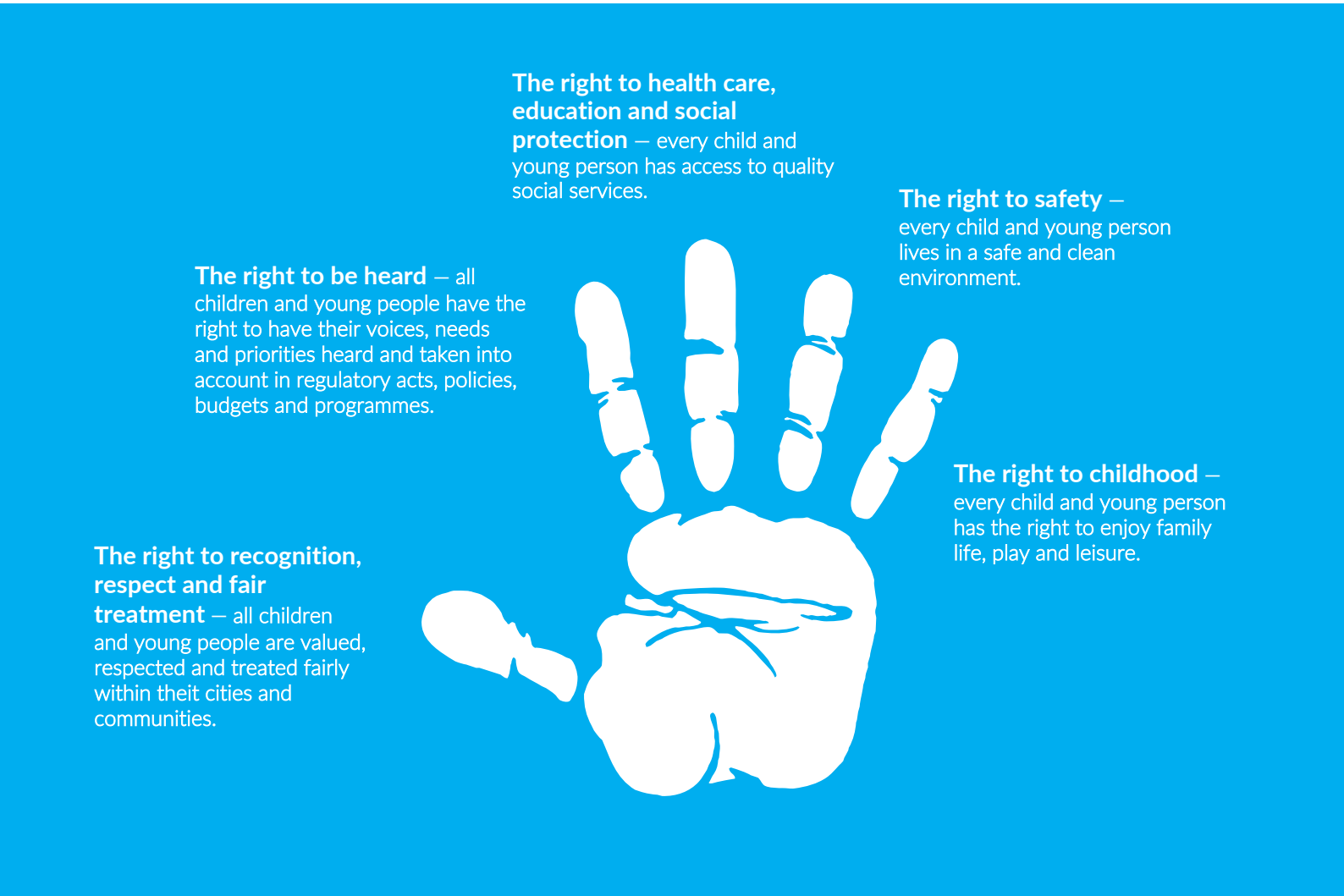


Table 1. Conceptual framework of the Child and Youth Friendly Municipality Initiative

Goal	Description	Convention on the Rights of the Child	UNICEF's Strategic Plan 2018-2021	Sustainable Development Goals
Goal 1 The right to recognition, respect and fair treatment	All child and young people are valued, respected and treated fairly within their cities and communities.	**Art. 2:** The right to non-discrimination **Art. 23:** The rights of children with disabilities **Art. 30:** The right to belong to ethnic, religious or linguistic minority groups	**Goal 5:** Every child has an equitable chance in life	**Goal 5:** Gender equality **Goal 10:** Reduce inequality **Goal 11:** Sustainable cities and communities
Goal 2 The right to be heard	All children and young people have the right to have their voices, needs and priorities heard and taken into account in regulatory acts, policies, budgets and programmes.	**Art. 6:** The right to be heard **Art. 13, 18, 42:** The right to information **Art. 12-14:** The right to be heard, freedom of expression and association	**Goal 5:** Every child has an equitable chance in life	**Goal 16:** Peace, justice and strong institutions
Goal 3 The right to health care, education and social protection	Every child and young person has access to quality social services.	**Art. 24-25:** The right to health care services **Art. 27:** The right to a standard of living adequate for the child's development **Art. 28:** The right to education	**Goal 1:** Every child survives and strives **Goal 2:** Every child learns	**Goal 1:** End poverty in all its forms **Goal 2:** End hunger **Goal 3:** Good health and well-being **Goal 4:** Ensure quality and inclusive education for all
Goal 4 The right to safety	Every child and young person lives in a safe and clean environment.	**Art. 19, 34, 35:** Protection against maltreatment, abuse and sexual violation	**Goal 3:** Every child is protected from violence and exploitation **Goal 4:** Every child lives in a safe and clean environment	**Goal 6:** Clean water and sanitation **Goal 11:** Sustainable cities and communities **Goal 16:** Peace, justice and strong institutions
Goal 5 Right to childhood	Every child and young person has opportunities to enjoy family life, play and leisure.	**Art. 31:** The right to rest and leisure and to engage in play and recreational activities **Art. 8-9:** The right to family life		

1.8 Key inequality challenges likely to be found in communities, in the context of the general situation of child and youth rights in Ukraine[1]

1. Inequality between urban and rural areas

Barriers to the exercise of the rights of children and youth are in many respects more acute in rural areas than in urban areas. In particular, rates of neonatal, infant and under-five mortality are 50-100 per cent higher in rural areas than in urban areas.
Child marriage is more common in rural areas and small towns at 14.5 per cent and 12.2 per cent respectively (in large cities the figure is 8.3 per cent). The percentage of rural children employed in family undertakings is considerably higher. Rural areas and small towns have a shortage of social workers, and vulnerable adolescents living in rural areas have particularly low access to the services and information they need. Children and young people in rural areas are much more deprived of communal and housing conditions than those in cities. At the same time, the rate of exclusive breastfeeding of babies up to six months of age is almost twice as high in rural areas (29 per cent) as in cities (16 per cent).

2. Poverty

Only 22 per cent of rural communities have access to central water supply facilities, and many of these are in poor conditions, used by only a quarter of the rural population compared to 79 per cent of urban residents. Active migration of the rural population is driven by factors such as a higher poverty rate, lower quality of services, and higher costs of service delivery in rural areas. Unlike children or young people living in the country's rural areas, urban children and young people are more likely to live in contaminated (20 per cent) and dangerous (9 per cent) areas.
Most children and young people in Ukraine are deprived of leisure (59 per cent), every third is deprived of access to utility services (30 per cent), and every seventh is deprived of a clean environment.

3. Regional inequality

As a result of military activities in the east of Ukraine and temporary occupation of the Autonomous Republic of Crimea, more than 166,000 children have become internally displaced. Along with everyday problems such as searching for accommodation, and obtaining decent monetary allowance, education and health care, internally displaced families also face psychological problems related to moving to a new place of residence. According to UNICEF data, 580,000 children have been affected by military activities in the east of Ukraine, including 159 children wounded and 65 killed. Often children become orphans or disabled, lose documents, are shell-shocked or traumatized, live with no water, heat and lighting, and go to school to the sound of explosions.

4. Gender inequality

Indicators of gender inequality among children and youth are most widespread among ethnic Roma. This primarily relates to failure to observe the right of children, particularly girls, to education. In addition, girls in Ukraine are more deprived of leisure than boys, and a higher proportion of girls do not celebrate family holidays outside their families.

5. Ethnic inequality

Roma children and their families are marginalized and do not enjoy their full rights in Ukraine. Living conditions in Roma settlements are fraught with poverty, and child marriage is common. There are many barriers to acquiring education for Roma children and young persons.

6. Inequality on access to essential services

More than 151,000 children with disabilities in Ukraine require regular assistance. The plurality of these children are aged 7-14 years (49 per cent), followed by children aged between 15 and 17 (23.7 per cent), and children aged 3-6 (20 per cent). Problems such as local infrastructure that is inadequate to meet the needs of persons with disabilities as well as the low employment rate among the latter currently remain unaddressed.
Due to the HIV epidemic, an increasing number of children are living with HIV. In the first six months of 2016, 7,612 new HIV cases were registered in Ukraine (including 1,365 children under 14 years of age). Not enough attention is still paid to providing them with access to medical and social services.

7. Inequality in the right to a family

Over 100,000 orphaned children and children abandoned by their parents live in special state institutions.

1 This section uses information from State Statistics Service of Ukraine and United Nations Chjldren's Fund, Child Poverty and Deprivation in Ukraine, UNICEF Office of Research, 2017; as well as the World Bank, the World Health Organization and other official sources.

Only 10 per cent of these children are orphaned, while the other 90 per cent are children from troubled families and children abandoned by their parents. Despite a reduction in the child population, from 13.6 million in 1991 to 7.6 million in 2015, the number of boarding facilities and children living there is not falling at the same rate. This can be explained by the difficult socio-economic situation in the country, which sees boarding facilities continuously admitting more and more children who were abandoned by children or whose parents have been deprived of their parental rights.

8. Inequality in the right to a standard of living adequate for the child's physical, mental, spiritual, moral and social development

Children and young people from troubled and low-income families experience difficulties meeting their basic living needs, such as quality nutrition, education, housing and a family sound in all respects. Many children become social orphans despite their parents still being alive and reside in children's homes. About 100,000 children in Ukraine are homeless. These are mainly children given up by their parents or children who themselves left their families or the childcare facilities where they were brought up and have no fixed abode. They may also be neglected children from troubled families fraught with alcoholism, drug addiction, and other harmful activities. As a result, the children are left to their own devices, living on the street or in basements, warming themselves in sewer hatches and heating mains and may be engaging in activities such as begging or stealing.

9. Inequality in the right to be protected from illicit use of narcotic drugs

Ukraine still has distressing statistics on child alcoholism and drug addition: 40 per cent of children drink alcohol, and many of them know already at the age of 11 or 12 what alcohol intoxication is. One per cent of children aged 11 or 12 drink alcohol every day. According to statistics, 20 per cent of all drug addicts are children and adolescents, and whereas the child drug addiction problem previously meant only huffing, today children increasingly are trying "adult" drugs. A chaotic environment in the family is most often cited by children as the reason that pushed them to use drugs.

10. Inequality in the right to live in a safe environment

According to UNICEF data, 70 per cent of children under 14 years of age in Ukraine receive corporal or psychological punishment.

Every year, more and more children all over the world are taken to other countries or regions for use in hard and illegal labour, for work in sex services, making of child pornography, or begging. Physical violence is the most common manifestation of ill treatment of children. In some cases, physical violence is accompanied by sexual violence. One in every four girls and one in every ten boys become victims of sexual offences before they reach the age of 18; every six minutes a rape is registered in the country, and in half of registered rapes the victim, rapist or both are under 20 years of age.

Every day, crimes of different gravity are committed throughout Ukraine, and some of them are committed against children. Children are often victims of crimes such as bodily injuries of varying severity (including those caused by traffic accidents), thefts, burglaries, robberies and sexual offences.

11. Inequality in the right to be protected from economic exploitation and from performing any work that is likely to be harmful to the life and development of children and youth

Low family income that often does not exceed even the minimum subsistence amount per person forces children to start working. In such cases, the working day for 6 per cent of minors aged 13-14 is longer than for adults, and 2 per cent of girls and boys aged 15-17 work more than 56 hours per week. The average age at which children start working is 12. According to research findings, there are 465,000 working children in Ukraine. A large share of them are engaged in agriculture (46 per cent), trade (26 per cent), and services (19 per cent).

2 The process for obtaining Child and Youth Friendly Municipality status

2.1 Steps to obtain status

To obtain the status, candidates should complete a process that is cyclical and which is governed by UNICEF's worldwide methodology.

To join the Child and Youth Friendly Municipality Initiative, cities and territorial communities need to:

1. Make the decision to join the Initiative, and write an initiative letter to UNICEF about the community's willingness and ability to participate in the programme.
2. Sign a Memorandum of Understanding with UNICEF.
3. Establish the Initiative implementation managing body.
4. Establish partner relations and ensure coordination of all the participants' activities within the Initiative.
5. Analyse the child and youth rights situation in the city/community.
6. Select at least three out of the five Initiative areas that the community will work on.
7. Draft an Action Plan for implementation of the Child and Youth Friendly Municipality Initiative (Action Plan) and a budget to be implemented in the coming years.
8. Draft a Plan for Monitoring and Evaluation of implementation of the Initiative (Monitoring and Evaluation Plan).
9. Endorse the Action Plan and the Monitoring and Evaluation Plan for two to three years.
10. Obtain Child and Youth Friendly Municipality Initiative candidate status.
11. Work to implement the Action Plan for the next two to three years.
12. Monitor and evaluate the Action Plan.
13. Undergo the external assessment procedure and obtain Child and Youth Friendly Municipality status.
14. The next step is a new cycle of work in the chosen areas because the creation of a child-friendly community is not so much a result as a process of practical changes.

2.2 How to join the Initiative? What should be done at this stage?

2.2.1 Make the decision to join the Initiative and write an initiative letter to UNICEF about the community's willingness and ability to participate in the programme

An official letter, expressing the desire to join the programme, should be sent to the UNICEF Representative in Ukraine at the address 28 Instytutska St, 01021, Kyiv (please also an electronic copy of the letter to: mkhromykh@unicef.org and vstarikov@unicef.org). The official letter should be prepared in arbitrary form. It is advisable to include the following in the letter: a brief description of the activities aimed to improve the situation of children and youth, including the most vulnerable populations, recently implemented in the community (additional information may be presented in annexes); a brief review of problems and areas of the current activities; a description of the community's vision of its further development in relevant areas, etc. The letter should also contain the full name, position, phone number and email address of the contact person to whom the UNICEF guidelines explaining next steps and samples of relevant documents will be sent.

28, Instytutska St, 01021, Kyiv

mkhromykh@unicef.org
vstarikov@unicef.org

2.2.2 Sign the Memorandum with UNICEF

If a local government wants to become recognized as a child and youth friendly municipality by UNICEF, it should undertake a formal commitment to partner with UNICEF. To this end, a formal memorandum of understanding, which outlines the terms and criteria for the cooperation, has been developed. The model Memorandum of Understanding between the UNICEF country office and a relevant local government (of a city or amalgamated territorial community) is provided in Annex 2.

2.3 How to obtain the Child and Youth Friendly Municipality Initiative candidare status? What should be done in this stage?

2.3.1 Establish the Initiative implementation managing body

Since the Initiative is cross-sectoral, multi-party partnership is a prerequisite, of great importance, and ideally includes: local government at different levels, civil society, mass media, academia and the business sector.

Partnership is essential because the indirect objective of the Initiative is to build local capacity and institutions to ensure sustainable outcomes for the benefit of children and youth. Implementation of the Initiative requires departure from a purely sectoral management approach towards a comprehensive approach to the problems of children and youth. This dictates the need for continuous communication and coordination between structural units of the local council or executive committee and other stakeholders (territorial bodies of central executive authorities, civil society, scientific institutions, business, media, etc.) in order to ensure efficient and effective implementation of the Child and Youth Friendly Initiative.

The city or community should thus establish a local steering body (steering committee, inter-agency council, etc.) that will ensure general coordination and organization of work on implementation of the Initiative.

The steering body is responsible for:

- drafting the local Initiative Action Plan and budget;
- establishing partnerships, creating a system for online information exchange and response to the needs of children and youth in the community;
- coordinating the activities of all stakeholders concerning the Initiative implementation in all stages of realization; identifying, as required, a coordinating structural unit within the local government or its executive committee;
- providing direction and guidance to the coordinating structural unit (if identified or established).

The steering body can include representatives from: (i) relevant units of the local government; (ii) the coordinating unit of the local government (or of its executive committee); (iii) civil society institutions; (iv) professional groups; (v) child/youth councils; (vi) the private sector; (vii) media (optional); (viii) other stakeholders.

When establishing the steering body, a balance must be struck between the broadest possible representation and a manageable size (number of members).

In order to ensure coherence and daily coordination among all the stakeholders involved, including structural units of the executive committee and territorial bodies of central executive authorities, the Initiative implementation process in the city/community can identify or establish a coordinating body as necessary (coordinating committee, working group, responsible structural unit, etc.) to draft and implement the Action Plan. If established, the coordinating body is subordinated to the steering body. The list of the coordinating body's key tasks is provided in Annex 3.

2.3.2 Analyse the child and youth rights situation in the city/community

The next step after signing of the memorandum on cooperation with UNICEF and establishment of the steering body is to prepare the analysis of the situation of children and youth in the community.

The child and youth rights situation analysis (the situation analysis) is an examination of statistical data, local government policies, departmental administrative statistics, results of academic research, opinions of children and youth, experts and the public, which are relevant to the child and youth rights situation and well-being of children and youth in the community.

The situation analysis highlights the most important areas of concern for children and youth and the aspects that they would like to change. Importantly, the analysis informs the next stage of the Action Plan development process, establishes the baseline against which progress and impact will be monitored and evaluated, provides evidence for policymaking and for identification of the need for local capacity development.

The situation analysis involves five key areas (with analysis of respective indicators):

- the right to recognition, respect and fair treatment;
- the right to be heard;
- the right to health care, education and social protection;
- the right to safety;
- the right to a childhood.

Detailed information on the procedure of, and guidelines on, preparing the situation analysis is provided in Section 4.

2.3.3 Select at least three out of five Initiative areas that the community will work on

Priority work areas for local authorities within the Child and Youth Friendly Municipality Initiative are defined on the basis of the situation analysis and the problems, found during the analysis, which need to be addressed within the next two or three years.

Possible criteria to identify key problems may include the following:

- recognition of the importance of the problem by many experts and focus group participants;
- share of children and youth who pointed out importance of the problem during surveys;
- scale of the problem for children and youth (the number of children and youth whose lives are affected by the problem);
- urgency of the problem for the most vulnerable groups of children;
- extent to which the problem is associated with objectives of national and regional programmes and priorities in the protection of child and youth rights;
- comprehensive nature of the problem (possibility of addressing a few interrelated problems at the same time);
- capacity (financial, resource, institutional) to solve the problem within the prescribed time limit.

This work can be performed by working groups involving experts (specialists from relevant sectors, scientists, representatives of relevant non-governmental organizations) and by focus groups. The list of problems elaborated by them can be tested during public activities (round tables, hearings, surveys, etc.) involving children and youth.

2.3.4 Draft the Action Plan and the budget to be implemented in the coming years

Development of the Action Plan is the next stage following the situation analysis. The results of the situation analysis are necessary to formulate the goals, objectives and actions in the Action Plan for implementation of the Child and Youth Friendly Municipality Initiative.

It is advisable to establish at least three of the five key work areas, as identified by the situation analysis, as the Action Plan goals, and to link the Action Plan to the socio-economic and budget planning cycle in the community.

Integrating the results of the child and youth rights situation analysis into the Action Plan involves several steps, inter alia formulating a theory of change, developing a logic framework with indicators to monitor progress and impact, identifying roles, responsibilities and deadlines as well as activities to provide resources for the Plan implementation.

Detailed information concerning the development of the Action Plan for implementation of the Child and Youth Friendly Municipality Initiative in the community is provided in Section 5.

2.3.5 Draft the Plan for Monitoring and Evaluation of the Action Plan implementation

Planning for monitoring and evaluation should begin at the stage of drafting the Action Plan for implementation of the Child and Youth Friendly Municipality Initiative. Both these processes should take place together. Monitoring should be planned taking into account the need for subsequent evaluation. Clearly defined activity results and monitoring data help, inter alia, to determine how quantifiable the issue is and what exactly is subject to evaluation.

When preparing the Monitoring and Evaluation Plan, the following questions need to be answered:

- What needs to be controlled and evaluated?
- Who is responsible for carrying out monitoring and evaluation?
- When will monitoring and evaluation take place (periodicity, time)?
- In what way are monitoring and evaluation carried out (methods)?
- What resources will be required?

The answers to the above-listed questions shape respective monitoring and evaluation plans (framework).

2.3.6 Approve the Action Plan and the Monitoring and Evaluation Plan for its implementation as a prerequisite for obtaining the status and logo of the Child and Youth Friendly Municipality Initiative candidate

The drafted Action Plan should become a binding document for all the parties involved, which will ensure its effective implementation in the future. To this end, it is necessary to make the document official by approving the Action Plan and the Monitoring and Evaluation Plan for its implementation through a resolution adopted by local government, with its subsequent incorporation in the community's system of policy documents and the budget.

Once the Action Plan is approved, the city or community obtains from UNICEF the status of the Child and Youth Friendly Municipality candidate that can be used both in internal communication and for communication with municipalities of other countries, partners, and the business sector.

2.4 How to obtain Child and Youth Friendly Municipality status?

2.4.1 Implementation of the Action Plan

Once the Action Plan is developed and approved, the next main stage is for the Child and Youth Friendly Municipality implementing partners to accomplish the objectives identified within their area of responsibility, with a focus on meeting agreed deadlines and respecting available budgets. Importantly, there is no place for a formal approach in this process: the Child and Youth Friendly Municipality status and logo will only be granted to the municipalities which really deserve this badge of honour and which will confirm it through their concrete actions.

2.4.2 Monitoring and evaluation of the Action Plan implementation

Monitoring and evaluation are essential steps in implementation of the Child and Youth Friendly Municipality Initiative.

Effective monitoring and evaluation enable the implementing partners to track and assess efficiency in achievement of the identified goals and their consequences for the child and youth situation, highlight positive and negative outcomes, their conformity with planned ones, and design and take corrective measures as appropriate.

Since the Initiative rests on broad partnerships with all key stakeholders, it is very important for them to take part in the monitoring and evaluation process as well.

Monitoring and evaluation of the Child and Youth Friendly Municipality Initiative are important to the city/community also because they are directly linked to the process of recognizing the community by UNICEF as meeting necessary standardized criteria.

Detailed information on planning and carrying out the Action Plan monitoring and evaluation is provided in Sections 5 and 9.

2.4.3 Decision-making and recognition of the community as a Child and Youth Friendly Municipality

UNICEF has defined three global criteria that should be respected by the community before a UNICEF recognition can be granted.

These criteria serve to ensure that the community recognized as child and youth friendly stays faithful to the Initiative's core objectives:

1. **Demonstrated results** for children and youth within the scope of several goal areas to ensure a comprehensive child and youth rights approach through successful implementation of the Action Plan;
2. **Meaningful and inclusive child and youth participation** (e.g. through child and youth councils in all phases of the Initiative cycle);
3. **Dedication to eliminating descrimination against children and young people** in policies and actions by local government, including in the Initiative.

UNICEF recognizes the community as child and youth friendly upon evaluation of the Action Plan implementation progress, child and youth participation, and absence of discriminatory practices.

As part of this recognition, the city/community obtains the right to use the Initiative logo and receives a certificate acknowledging its commitment to and active engagement in advancing child and youth rights (Annex 4).

2.5 A new cycle of work in the selected areas to confirm the status as the next stage of the Initiative implementation

To ensure cyclicity and sustainability of the Child and Youth Friendly Municipality Initiative after completion of the first cycle, a new Action Plan is developed on the basis of the evaluation report and the annual situation analysis for subsequent Initiative implementation stages. Once the new Action Plan is developed and approved, its implementation, monitoring and evaluation, confirmation (or withdrawal, in case of UNICEF's negative evaluation) of the Child and Youth Friendly Municipality status takes place followed by commencement of a new cycle.

To improve life quality of children and young people, the community should embed the Action Plans in the system of strategic planning of socio-economic development with appropriate budget allocations. The global Initiative implementation experience shows that the community's future depends on investments in development of children and youth.

3 Participation of children and young people in implementation of the Child and Youth Friendly Municipality Initiative

Participation of children and young people should be ensured at all implementation stages of the Child and Youth Friendly Municipality Initiative. Each stage has its specifics; therefore the extent and forms of the participation of young people and children vary. Importantly, young people and children should be involved in all the processes – planning, implementation and monitoring of the Initiative – as equal partners, not only service consumers.

The participation of children and young people means that the human right of the individual to influence decisions that affect the individual's life at every level – private, local, regional, national, and international – is being respected. By guaranteeing this right to children and youth, cities and communities can formulate their policies in ways that are best-suited to the target populations. Moreover, the solutions suggested or improved by young people can often be more innovative, more up-to-date, and take the needs of all community residents into consideration.

All child and youth groups should be involved in the process directly. They may, for example, be using online tools for opinion monitoring (online vote, U-Report), or engaging through their associations (officially registered and informal organizations) as well as via their delegated representatives (child/youth councils or other consultative and advisory mechanisms). It is important to pay attention to involvement by the most vulnerable child and youth groups.

The following are forms suggested to be used in working with children and young persons. This is not an exhaustive list but it can help generate engagement. We in turn will be glad to hear about experiences and best practices to involve children and young people in implementing the Initiative.

Forms suggested for use in working with children and young people

#	City/community actions	Possible forms of participation by children and young people
1	Official address to the UNICEF Office for joining the Initiative	An information campaign about the Initiative (substance, goal, world experience, benefits and opportunities for improving the situation of children and young people in the community): public hearings; open meetings with children, young people and parents; press conferences; open meetings of the local council's relevant commission; meetings with civil society. Drawing up letters of support from child and youth group representatives.
2	Official signing of the Memorandum	Holding a public event in which children and young people take part (civil society, members of child/youth councils or other consultative and advisory bodies, representatives of child/youth clubs or centres,) Placing information in media and social networks popular among children and young people.
3	Establishment of a local body for managing implementation of the Initiative	Including representatives of child and youth associations. Holding elections or organizing delegations of representatives where relevant. Children and young people must constitute a majority in the body when compared to numbers of representatives of local authorities and other stakeholders.
4	Situation analysis of child and youth rights in the city/community	Involving representatives of child and youth associations in a survey. Participation of children and young people in focus groups. Participation of children and young people in trainings and other activities conducted by UNICEF to provide a substantial analysis. Using U-Report: a tool for real-time monitoring of young people's opinions.
5	Identification of key Initiative areas	Bringing up matters for discussion with child and youth consultative and advisory bodies and associations. Preliminary consultations with children, young people and parents regarding selection of key Initiative areas. A news conference (or a public meeting) involving representatives of child and youth associations as well as parents, to publicize analysis and identify key Initiative areas. Publicizing information about the resources available to children and young people.

#	City/community actions	Possible forms of participation by children and young people
6	Development of the Initiative Action Plan	Participation of children and youth in the working group's work. Public discussion. Meeting with representatives of civil society associations. Including the projects and activities to be carried out directly by children and young people in the Action Plan.
7	Development of the Action Plan implementation budget	An open meeting of the local council's relevant commission.
8	Development of the plan for monitoring and evaluation of Initiative implementation	Participation of children and young people in training events and other activities conducted by UNICEF to provide a substantial analysis.
9	Approval of the Action Plan and the Monitoring and Evaluation Plan for two to three years by the local council	Participation of children and youth in a relevant meeting of the local council. Discussions with child and youth consultative and advisory bodies and associations. Providing as extensive information as possible to the public about relevant decisions. Publicizing information about the resources available to children and young people.
10	Direct implementation of the Action Plan	Implementation of the projects provided for in the Action Plan by children and young people. Public monitoring of the Action Plan implementation progress by children and young people.
11	Monitoring and evaluation of the Action Plan	A survey of children and young people concerning the Action Plan implementation outcomes. Participation of children and young people in focus groups. Public discussion of the Action Plan implementation outcomes. Participation of children and young people in the monitoring committee's work. Using U-Report, a tool for real-time monitoring of young people's opinions.
12	Granting of the Child and Youth Friendly Municipality Status	Participation of children and young people in the activities related to granting of the status.
13	A new cycle of development and adoption of the Action Plan and the Monitoring and Evaluation Plan	All of the above

The Child and Youth Friendly Municipality Initiative was launched to improve the situation for children and youth all over the world. Effective implementation is impossible without direct participation by children and young people. Therefore, the local management and other stakeholders should pay proper attention to participation of children and young people in the Initiative's implementation.

4 Guidelines on preparation of the situation analysis and writing of the analytical report on the situation of children and young people in the community

4.1 General recommendations

The analytical report on the situation of children and young people in the community (the Analytical Report) is prepared on the basis of the situation analysis findings. It is an official document prepared in order to provide unbiased systematized analytical information about the situation of children and young people in the community to local and regional government and the public. A high-quality situation analysis provides insights into: (i) the real state of affairs concerning child and youth rights in the community; (ii) the pattern of changes occurring in the recent three to five years in this field; (iii) problems of concern for children and young people, their causes and consequences; (iv) possible ways of addressing the problems. The Analytical Report contains, inter alia, information about the economic, legal, social and other measures taken in the community to ensure the rights of children according to the United Nations Convention on the Rights of the Child.

The report is intended to help clarify priorities in addressing childhood and youth problems, assess impact of local government and public authority activities on child and young people, and formulate or adjust action plans for ensuring observance of child and youth rights as well as providing conditions for all-round child development and happiness.

The situation analysis is a mandatory condition for the community to obtain the Child and Youth Friendly Municipality candidate status. The situation analysis is prepared at the beginning and upon completion of the the Child and Youth Friendly Municipality Initiative cycle.

The following information sources are used for analysis in the report:

- official statistics;
- administrative data and departmental statistics (information collected by local government, communal institutions, office for children's affairs, police and other authorities and institutions);
- reports and papers by public authorities concerning the child and youth situation and related issues;
- research papers, other studies;
- media;
- state and local programmes describing problems for children and youth.

To understand the real problems faced by children and young people living in the community, and find out which of these problems are urgent, it is also necessary to reference studies carried out by local government itself. This information is essential to obtain quality data and prepare a substantive analysis of the child and youth rights situation. It is advisable to use a variety of methods for public opinion research, such as surveys, especially questionnaires, focus groups, consultations with children and youth, and round-tables.

Every problem should be analysed. Particular attention needs to be paid to problems that do not concern the wider public but that are of primary importance to children from vulnerable groups. Their problems are not perceived by ordinary citizens as their own, and are therefore not regarded as paramount ones, for example, lack of ramp-equipped sidewalks and buildings, or common premises (e.g. toilets) not adapted for wheelchair users. Such groups are thus at risk of discrimination unless their problems are sufficiently addressed.

To find and analyse such latent problems, special focus should be placed on the following aspects:

- child homelessness and neglect;
- family violence;
- drug and alcohol addiction;
- prevalence of HIV and AIDS;
- violations of the rights of children in conflict with law;
- discrimination against children on the grounds of health, nationality, parents' income, etc.;
- violations of children's rights to education, rest and leisure;
- orphanhood, particularly social orphanhood;
- the effects of the armed conflict in the east of Ukraine on children and youth.

4.2 Stages of Analytical Report preparation

4.2.1 Mapping and participation of relevant local stakeholders to ensure consensus on situation analysis findings

Stakeholders are persons who benefit from implementation of a certain activity or whose interests can be affected by that activity.

Analysis and identification of stakeholders can help define:

- potential risks, conflict and difficulties able to affect the goals, objectives and actions;
- partnership opportunities and options that can be examined and realized;
- the most vulnerable or marginalized groups, particularly among children and youth, that are usually excluded from the planning process.

For the purposes of the situation analysis and the Action Plan for implementation of the Child and Youth Friendly Municipality Initiative, stakeholders include:

- children and young people;
- child and youth organizations;
- parents;
- local government, relevant authorities and their territorial bodies (e.g. the state statistics service, police);
- educational institutions and utility services;
- civil society organizations operating in the field of child and youth rights;
- business;
- media.

Representatives of these stakeholders should be included in the working bodies (coordinating committee, working group, etc.) for undertaking analysis and developing the Action Plan and the Monitoring and Evaluation Plan. The composition of this working body, regulations on its activities and its work plan are approved by the respective local authority according to the established procedure.

4.2.2 Collection and analysis of available data on children and youth

These data include:

- statistical and administrative data, local policy documents, research and other resources related to the rights of children and young persons and their well-being;
- information from consultations with local stakeholders (as identified according to the previous recommendations);
- interviews, surveys and focus-group discussions to assess the situation and identify problems, needs and expectations in the following areas: (i) right to recognition, respect and fair treatment; (ii) right to be heard; (iii) right to health care, education and social protection; (iv) right to safety; (v) right to childhood.

The information collection process should involve all the stakeholders which can provide information as per recommended indicators and other data about the situation of children and young people in the community. Children and young people should be active participants in this process, first of all through involvement in surveys, focus groups, roundtables, public discussions, etc.

The situation analysis is performed using the list of indicators, mandatory for all communities, which will be used by UNICEF to monitor and evaluate the progress in the situation of children and young people in the community (Annex 5). Data on the mandatory indicators should be provided to UNICEF specialists in Ukraine in electronic format according to the form prescribed by UNICEF.

In addition to the mandatory indicators, other indicators can be used for the situation analysis; these shoulf be indicators which the community believes will demonstrate the child and youth rights situation in a particular field in the best way. Samples of model questionnaire forms will be provided by UNICEF to communities in electronic format. Once necessary information is collected, the working body should analyse the existing situation concerning observance of the child and youth rights, and prepare, on the basis of the findings, an analytical report on the situation of children and young people in the community. The Analytical Report structure and recommendations on preparing its individual sectors are presented in Annex 7.

Analysis of the situation of children and young people should provide information about:

1. Progress in implementation of requirements of the UN Convention on the Rights of the Child concerning the following rights of children and young people:

- the right to recognition, respect and fair treatment;
- the right to be heard;
- the right to health care, education and social protection;
- the right to safety;
- the right to childhood.

2. The existing problems in ensuring the rights of children and young people in the community.

3. The activities of public authorities and local government regarding the interests of children and young people, including the assessment of impact of state and local programmes on their situation.

4. The activities of non-governmental organizations and citizens' initiatives in children's interests.

5. The priority areas of work to address the existing problems with observance of the rights of children and youth.

Each of the Analytical Report sections should reflect the mandatory indicators provided in Annex 5, i.e. contain statistical information for the recent three to five years, reporting year data, and planned indicators, if any, for the next year. Each indicator is analysed, with explanation of causes that led to positive or negative changes. The situation analysis must take into consideration the findings of the survey conducted among children and young people, and other studies concerning children's situation in the community. The description is presented according to the recommended structure. Quantitative indicators should be compared with similar data over the past periods.

4.2.3 Identification of existing problems, problem prioritization

Identification of existing problems is an integral part of the situation analysis. Building a problem tree is a problem identification method. A sample problem tree design for the formulation of the Action Plan for implementation of the Child and Youth Friendly Municipality Initiative is presented in Annex 8.

Identification of problems is based on the analysis concerning the situation of children and young people and observance of their rights in the territorial community.

Problem analysis structure

I. **Detailed description of the problem:**

1. **Core of the problem:** how do we know that the problem exists? What is the problem? Whom does the problem concern (groups, individuals, institutions)? What should be done to eliminate the problem? What will happen if nothing is done?
2. **Magnitude and scale of the problem:** where (in what field or group of children specifically) does the problem exist? How many people does it affect?
3. **Cause of the problem:** what causes the problem?

II. **What has been done by now to solve the problem. Who has taken part in solving the problem? What results have been achieved? What obstacles have emerged? What has been already achieved?**

III. **Opportunities and limitations in solving the problem. Which of the problem causes are we able and willing to get rid of? Who and what can help solve the problem? What might prevent us from solving the problem?**

Several tips for proper formulation of the problem:

- briefly depict the situation that needs to be changed;
- clearly define the target group;
- provide quantitative information;
- consider possible organizational needs;
- find out what caused the problem and whether several causes exist;
- consider existing (and potential) consequences of the problem and what number of children and young people it will affect;
- determine capabilities of your institution (organization).

Problems should not be many: between three and five, defined according to the five established overall goals covering the rights enshrined in the UN Convention on the Rights of Child (see Section 1.7). Problem prioritization is required to find the most urgent ones among the set of the identified problems, which should inform the Action Plan to improve the situation of children and young people in the community,. Problem prioritization criteria are provided in Section 2.3.3. Priorities are set from the perspective of their relevance for children and young people. However, the views of young people and of the adults and representatives of local authorities about the same problem may differ considerably.

4.2.4 Dissemination of the situation analysis

Presentation and dissemination of situation analysis results is important to reach a consensus among the stakeholders on the identified issues of concern for children and young people, and build a collective response, including the Child and Youth Friendly Municipality Initiative Action Plan.

The situation analysis and the Analytical Report should be discussed at a meeting of the working body, involving children and young people, and disseminated for public examination by all available means: via media, websites of the local council, youth associations, non-governmental youth organizations, public discussions, etc.

It is recommended to prepare a version of the situation analysis in a special child-friendly format that would be easy to understand by young people. The situation analysis results can be disseminated among this target group through child and youth media and social network pages. It can also be useful to present the Analytical Report and discuss it among educational institution, pupils and students, and to organize and hold youth hearings.

5 Guidelines on preparation of the Action Plan

The results of the situation analysis inform the development of the goals, objectives and actions in the Action Plan for implementation of the Child and Youth Friendly Municipality Initiative. It is advisable to link the Initiative planning with the existing planning cycle for local government. Integrating the Initiative into the existing planning structure helps to ensure its sustainability.

Translating the results of the child and youth rights situation analysis into the Action Plan should be based on a theory of change. This involves several steps, in particular:

1. The Action Plan is formulated on the basis of the situation analysis and the identified priority problems (section 4.2.3)
2. Building a theory of change:
   - Identifying expected results and goals of the Action Plan
   - Identifying actions, assumptions and risks
3. Developing indicators
4. Formulating the Action Plan:
   - Preparing the Action Plan (Table 3) with identified indicators and necessary resources (human, financial, etc.) for its implementation
   - Preparing the explanatory note
5. Developing the Plan for Monitoring and Evaluation of the Action Plan implementation (Table 4)
6. Discussing and disseminating the Action Plan

5.1 Theory of Change

The situation analysis supports local government in identifying local child and youth rights issues, their consequences for children, and expected changes and results.

A theory of change refers to the identification of change pathways, i.e. the conditions that must be in place to make the desired changes happen.

The Theory of Change explains the reasons why some or other approaches are used, and how these approaches lead to desired changes in the situation of children and young people in a community.

See a more detailed description of the Theory of Change stages in Annex 9.

Useful references

1. ActKnowledge, & The Aspen Institute Roundtable on Community Change. (2003). Guided Example: Project Superwomen.
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9. Pellowe, J. (2012). Theory of change — «Take 2!». Retrieved from http://www.cccc.org/blogs/john/2012/05/29/theory-of-change-take-2/
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5.1.1 Identifying expected results and goals of the Action Plan

The next step following preparation of the situation analysis and identification of key problems is to define expected results or goals of the Action Plan. In the theory of change literature, this process is called outcome mapping and its result is called the Goal Tree.

Correct formulation of results as soon as in the Action Plan formulation stage provides a foundation for quality monitoring and evaluation of its implementation in order to make relevant managerial decisions.

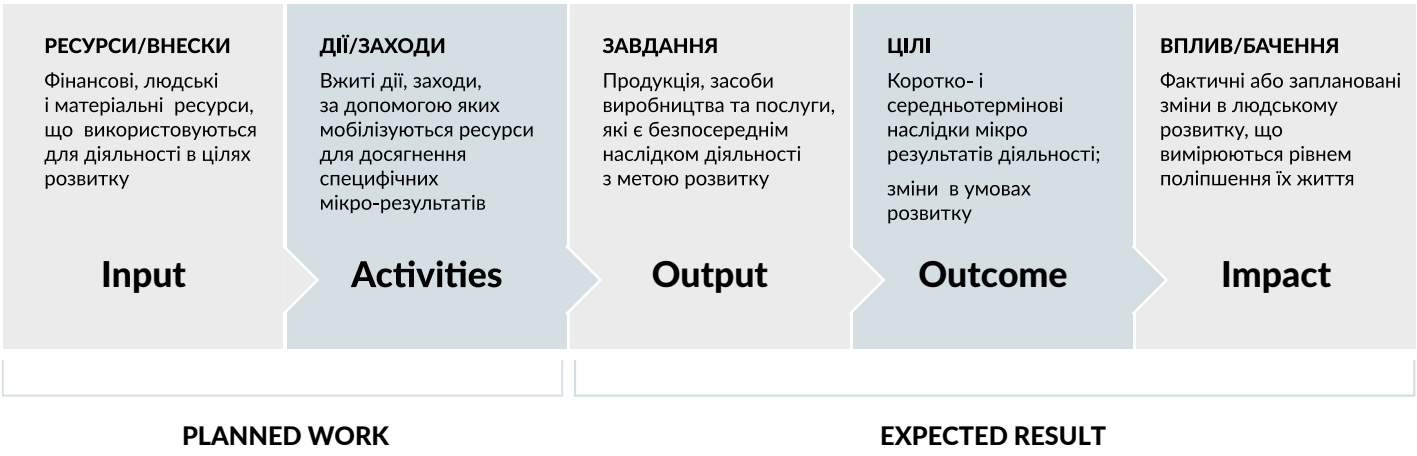
Outcome means the changes in the process of implementation of the Child and Youth Friendly Municipality Initiative that occur due to a causal relationship and can be described or determined.

An expected outcome needs to be formulated from the standpoint of use to the beneficiaries, i.e. children and young people, rather than from the perspective of the actions (activity processes) planned by local authorities responsible for them.

Figure 1 shows a classic chart of community-owned resources conversion into outcomes in the course of the Action Plan implementation.

The main question is: how can the transition be technically effected from the Problem Tree to the Goal Tree, or how can an objective (expected outcome) be formulated from the problem basis?

Figure 1. Chart of community-owned resources conversion into outcomes in the course of Action Plan implementation

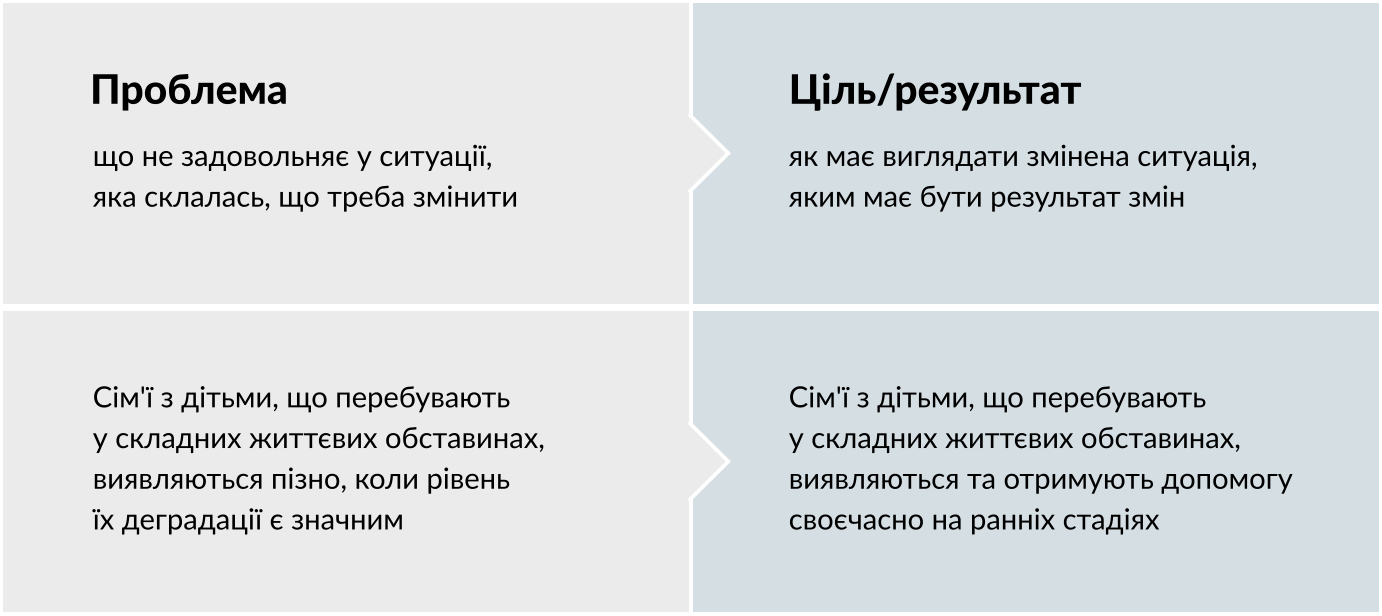


Note that the transition from the problem to the goal at this stage does not require any description of how exactly the goal will be achieved. It only provides for description of the situation in which the problem will be solved: the vision of an expected outcome. Goals are formulated as outcomes already achieved. It is better to start from transforming each of the key problems into the program goal. Transition from the Problem Tree to the Goal Tree takes place as follows: one proceeds from a description of each problem (the situation to be changed) to a description of the desired future image (the situation already changed, no problem). The transition from the Problem Tree to the Goal Tree is implemented by reformulating each of the problems into a goal or outcome at the appropriate level (Figure 2).

Goals must be realistic and attainable within the planning period.

The charts presented above show the causal relationships that emerge during conversion of resources via activities into different outcomes.

Figure 2. An example of transformation of the Problem Tree into the Goal Tree



Based on the designed Goal Tree and identified outcomes, an outcome map is built. An example of the theory of change for the Action Plan for implementation of the Child and Youth Friendly Municipality Initiative is presented in Annex 10.

5.1.2 Identifying actions, assumptions and risks

A) Identifying actions

The next step after building an outcome map is to formulate the actions necessary to be taken within the Plan framework.

As a rule, description of an activity begins with a verb and includes relevant measures or actions. For example, an activity can include the following measures:

- ***Provide*** *technical support with the help of experts in the health care system reform.*
- ***Develop*** *programmes and deliver training on the issues.*
- ***Organize*** *seminars for improvement of knowledge.*
- ***Publish*** *newsletters and brochures concerning the rights of children and young people.*
- ***Provide*** *equipment and materials to the Rehabilitation Centre.*
- ***Engage*** *consultants to develop a project.*

Activities within each of the Action Plan areas should be formulated by a working group in a brainstorming session.

When designing the outcome map, stakeholders should remember that sometimes correctly planned activities can lead to adverse results. There is also a risk of situations arising which might hinder the planned results. It is therefore necessary to perform certain tasks to define various assumptions, risks and possible unforeseen circumstances.

Б) Identifying assumptions

Assumptions are defined as necessary and enabling conditions allowing to successfully establish causal links between different result levels. It means that when stakeholders think of the positive changes they would like to see and consider the conditions required for such changes, they assume that the desired results will be achieved given these conditions.

For each goal or outcome in a goal or outcome tree, it is necessary to determine how and under which conditions the goal will be achieved. The assumptions concern factors both external and internal to the Action Plan. The assumptions concerning internal Action Plan determine scope and quality of works and resources, staff skill levels, and the organizational and management structure of the Plan implementation which are necessary to obtain a result.

When defining assumptions concerning the conditions external to the Action Plan, it is advisable to consider whether and how the following factors can influence achievement:

- general economic and political situation;
- state policy, standards and priorities in the field that belongs to the Action Plan subject;
- policies and priorities of the organizations participating in the Action Plan implementation;
- actions by partners and other key actors who work in the Action Plan subject area; availability of similar programmes;
- public opinion on the whole and stands taken by the groups trying to influence shaping of public opinion in the Action Plan subject area;
- demographic profiles of the Action Plan beneficiaries (gender identity, age, social status, income, education, state of health, etc.);
- previous experience among Action Plan beneficiaries;
- needs, expectations and demands of the Action Plan beneficiaries.

For example, early detection of and early assistance to crisis-affected families will lead to a reduced number of social orphans assuming that there will be future upheavals in the city and that the socio-economic situation will remain more or less stable.

A risk is a possible event beyond the authorities' control that can adversely affect achievement of the Action Plan. Although a risk cannot be directly controlled by local authorities, steps can be taken to mitigate its consequences. A risk should be assessed from the standpoint of likelihood of its materialization and its possible consequences. If likelihood of the risk materialization is high then such an objective should not be included in the Action Plan.

5.2 Developing indicators

An important stage in the formulation of the Action Plan consists of development of the indicators against which progress in implementation of the Action Plan and its impact upon the situation of children and young people in the community will be monitored and evaluated. Once developed, result indicators should be included in Table 3 and Table 4.

Indicators are divided into the following groups:

1) Input indicators

These determine the type, amounts and shares of the resources allocated as per the planned estimate (financial, material and technical, informational, human) which are used by the local authority to achieve the strategy and programme objectives *(e.g.: amount of funds spent to implement an Action Plan activity; number of regulatory acts to achieve the Action Plan results).*

2) Output indicators

These indicators allow measurable activities undertaken to enable the creation of a child and youth friendly environment in the community.

Example A: Establishment of local child and youth councils.

Example B: Development of a road safety strategy.

Example C: Consultations to parents on the rights of children and young people.

3) Result indicators

These indicators allow measuring actual results of the Action Plan implementation. They are divided into:

outcome indicators — indicators that enable to determine actual achievements and how far they have reached across the city/community.

Example A: Number of recommendations from the youth council that have been endorsed and implemented in the decisions adopted by the local council.

Example B: Number of children using pedestrian crossings near schools, homes, hospitals, etc.

Example C: Number of parents who received consultations on the rights of children and young people.

impact indicators — indicators that measure the medium-term actual changes that have taken place in the lives of children and young people, particularly in asserting their rights.

Example A: Increased well-being of children and young people through participation in managerial decision-making and change in local policy regarding the rights of children and young people.

Example B: Better safety through fewer road traffic accidents involving children near schools, homes and hospitals.

Example C: Higher respect for children and young people, safe conditions created for children living in families.

When formulating the indicators, we should bear in mind that they should:

- be measurable (that is, measured in common and widely used units, for example kg, ha, million UAH, tonnes, days, etc.);
- meet the requirements of regular monitoring and consider periodicity or cyclic nature of the phenomenon under study;
- be verifiable and, if necessary, re-verifiable by means of independent evaluation using other methods;
- be accessible and practical for data collection (having reasonable cost for data collection);
- be relevant and adequate to the context, that is, conform to the subject under study and be closely connected with the goals monitored, and have a logical relationship with the goals and objectives of the process or phenomenon under study;
- be reliable and objective: reliable information sources should be used, if possible, efforts should be made to triangulate the data;
- be subject to disaggregation, as appropriate, during analysis of received results: allowing grouping of the indicators by various study characteristics, such as sex, and social groups, such as families of internally displaced persons with children, children with special needs, etc.);

- indicate progress in achievement of a desired result. Result indicators should be concrete metrics to measure a phenomenon or process which indicates actual progress in achievement of a desired result;
- be clear and comprehensible.

To monitor progress and impact, it is essential to establish a baseline and target value for each indicator.

The baseline value is the most recent, reported value of a starting point indicator as of the Action Plan implementation start date. Baseline indicators are reference points for subsequent comparisons and measurements of achieved results.

The target value is an indicator of the result of the actions, objectives and goals to be achieved by the end of the Action Plan implementation.

Indicator values can be obtained from survey data collected to analyse the situation of children and young people in the city/community or from secondary sources (e.g. official statistics, administrative data, etc.).

Classification of indicators:

a) Quantitative and qualitative indicators

Quantitative indicators describe the concrete scope of social phenomena that can be counted and measured in quantitative indicators. They are provided in units of measure of some or other phenomenon *(for example, kilograms, kilometres, tonnes, hours, etc.)* and define the number of units in a set and its structure *(for example, total number of schools or hospitals, number of unemployed people, number of trained parents, proportion of all parents who are trained, sum of budget funds spent on training) as well as the size of the attribute describing a certain phenomenon (for example, a worker's wage, etc.)*.

Qualitative indicators are indicators that are difficult or impossible to measure simply with available quantitative parameters. As a rule, qualitative indicators show people's attitude to some or other phenomena, their benefits and assessment. For example, qualitative indicators can include indicators obtained from a survey, interview or focus groups. *In particular, indicators describing the attitude of children and young people to local authorities from the standpoint of respect for their rights, assessment by children and parents of safety in a city as well as quality of services can be included in the group of qualitative indicators.*

An advantage of qualitative indicators is that they, unlike quantitative data which are often gathered by stakeholders themselves (about their own work), enable observers to see the process through the eyes of other actors who do not directly depend on the body being assessed but who are consumers of its services.

6) Indicators with special values

Existence of indicators with **special values** is related to there being a list of objectives and activities that cannot be exactly measured by quantitative or qualitative indicators. Accordingly, the monitoring indicator will take the form of the Yes/No indicator, or Done/Not done, Approved/Not approved. The latter indicator records not only the fact that proposals have been submitted but also the result, namely confirmation in the form of a specific document that later can be controlled.

There are indicators with preset values. *For example, the objective "Build two youth centres in community X by 2020"* has a preset target as a basis for the indicator: "Two centres built" or "Two centres not built".

It is advisable to describe the results, their measurement indicators, source data and targets, risks and assumptions in a tabular form (Table 3).

Once the goals, objectives and activities are identified and backed up with metrics/indicators allowing for monitoring and evaluation of the results, it is necessary to define a clear time frame for implementation and specify the persons responsible for implementation of each activity or objective (structural units of the local government, municipal institutions, non-governmental organizations, etc.). This will create conditions to ensure transparency, accountability and coordination of activities during the Action Plan implementation period.

The Child and Youth Friendly Municipality Initiative is not a one-off campaign but has a cyclical and long-term nature. It is realized through assuming long-term commitments by local authorities and capacity building to ensure continuous respect for the rights of children and young people in the community.

Since the first Action Plan cycle is implemented over two or three years, it is impossible to solve all the problems related to the rights of children and young people within such a short period of time. It is thus recommended to include in the first Action Plan only those goals, objectives and activities that can realistically be achieved within that time.

5.3 Formulating the Action Plan

Development of the Action Plan includes two steps:

1. Preparing the Action Plan (Table 3) with identified indicators and necessary resources (human, financial, etc.) for implementation
2. Preparing the explanatory note

5.3.1 Preparing the Action Plan with identified indicators and necessary resources (human, financial, etc.) for its implementation

The Action Plan for implementation of the Child and Youth Friendly Municipality Initiative requires clear and adequate budget allocation for each of the envisioned activities. Therefore, before commencing the implementation and deciding on the scope of the Action Plan, it is important to consider the financial and human resources available in the community.

Realization of each of the activities and objectives requires clarity as to the necessary volume of financing.

Sources of financing for implementation of the Action Plan can include:

- local budget (relevant budget programmes of key spending units directly related to ensuring the rights of children and young people in the community);
- oblast budget;
- state budget: allocations from the state budget to local budget, e.g. for education, health care, etc.; resources from the state fund for regional development; funds of central executive authorities transferred to cities under relevant state target and budget programmes;
- funds of public utility companies;
- funds from international technical assistance, funds from international financial institutions, charitable contributions, and other suitable sources.

The Action Plan activities can also be undertaken as part of social partnerships between local authorities and private business.

Financing the Action Plan can be provided in due course through:

- development and approval of the respective Child and Youth Friendly Municipality target programme;
- relevant development budget programmes implemented pursuant to the socio-economic development programme and other target programmes related to ensuring the rights of children and young people.

The total volume of financing for the Action Plan implementation is determined annually by a respective local council when approving the city/community local budget each year.

UNICEF's framework for public finance for children and young people sets out five key principles that should guide budgeting for children and young people:

1. Adequacy
2. Transparency and accountability
3. Equity
4. Efficiency
5. Effectiveness

The Child and Youth Friendly Municipality Initiative need not be a costly undertaking. Many great results have been achieved across the world with limited budgets. The underlying objective of the Initiative is to change ways of perceiving and working with and for children and young people.

Amid limited budget resources, it is necessary to strengthen cross-departmental coordination and cooperation that can be more efficient and effective for children and young people.

Once indicators are designed and necessary resources are determined, one can proceed to the stage of direct formalization of the Action Plan for implementation of the Child and Youth Friendly Municipality Initiative as per the recommended form. A sample filled-in form of the Action Plan is provided in Annex 11.

Table 3. Form of the Action Plan for implementation of the Child and Youth Friendly Municipality Initiative

Goals / objectives / activities	Result indicator, unit of measurement	Time frame	Source of financing	Volume of financing, thousand UAH				Responsible implementer	Risks and assumptions
				Total	Incl. by years				
					2019	2020	2021		
Goal 1.									
Objective 1.1.									
Activities:									
1.1.1.									
1.1.2.									
1.1.3.									
Goal 5.									
Objective 5.1.									
Activities:									
5.1.1.									
5.1.2.									
5.1.3.									

In order to ensure transparency and accountability, the Action Plan should be formulated in clear and simple language and be accessible to all stakeholders and beneficiaries, particularly children and young people..

5.3.2 Preparing the explanatory note

It is advisable to prepare a substantial explanatory note to the draft Action Plan. The explanatory note is a brief narrative description of the Action Plan based on the theory of change. It is drafted on the basis of the problem tree and goal/outcome tree, considering assumptions and resources. An indicative form of the explanatory note is presented in Annex 12.

5.4 Developing the Plan for Monitoring and Evaluation of the Action Plan Implementation

The Plan for Monitoring and Evaluation of the Action Plan, should be prepared in tandem with and based on the Action Plan. Table 4 contains a form of a working table of indicators for result monitoring.

Table 4. Form of the Plan for Monitoring and Evaluation of the Action Plan Implementation

Indicators	Disaggregation	Source data		Target and actual values						Information source	Responsible for data collection	Comments and explanations
		Year	Value	2019		2020		2021				
				Plan	Actual	Plan	Actual	Plan	Actual			
Goal 1.												
Indicators												
Objective 1.1.												
Indicators												
Indicators												
Activities 1.1.1.												
Indicators												
Indicators												
Activities 1.1.2.												
Indicators												
Indicators												
Goal 2.												
Indicators												
Objective 2.1.												
Indicators												
Indicators												
Activities 2.1.1.												
Indicators												
Indicators												
Activities 1.1.2.												
Indicators												
Indicators												

6 The Action Plan endorsement process

The developed draft Action Plan and Monitoring and Evaluation Plan must be made available for broad public discussion with all stakeholders according to the procedure established by law. The open public discussion provides for organization and holding of seminars, forums, public hearings, round tables, assemblies, public meetings, public reception offices, etc.

Once the remarks and proposals voiced by citizens are examined and summarized, the draft Action Plan and Monitoring and Evaluation Plan can be considered and endorsed in due course at the local council.

After the endorsement, the Action Plan for implementation of the Child and Youth Friendly Municipality Initiative in the city/community should be made public according to the established procedure through the official website of the local council.

7 The process for obtaining Child and Youth Friendly Municipality candidate status

Official endorsement of the Action Plan by the local council allows the city or community to become a candidate for Children and Youth Friendly Municipality status. A candidate receives an official logo of the Child and Youth Friendly Municipality Initiative candidate status from UNICEF. This logo can be used both in internal communication and for communication with municipalities in other countries, as well as partners and the business sector.

8 Implementation of the Action Plan

Once the Action Plan is endorsed, the next stage is for its implementers to organize the achievement of the objectives identified within each area of responsibility, with a focus on meeting agreed deadlines within available budgets.

UNICEF's main principles for the implementation of the Child and Youth Friendly Municipality Initiative Action Plan:

1. Local regulatory legal framework and policies should be child and youth friendly

Article 12 of the UN Convention on the Rights of the Child lays out the obligation of authorities to respect children's views on all matters affecting them and to ensure they are heard in all administrative and judicial procedures, policies and programmes affecting them. Local authorities should ensure that all aspects of the legal framework under their control promote and protect the rights of children and young people.

It is crucial that children and young people are aware of their rights through awareness-raising and involvement in the managerial decision-making process.

2. Raising general awareness about the rights of children and young people

All citizens should be informed about the rights of children and young people. Local governments, civil servants, experts, civil society, parents, caregivers and children should understand the underlying principles of the Child and Youth Friendly Municipality Initiative and be able to put them into practice continually. This can be done through arranging a continuous educational campaign on child rights and a communication campaign as well as through monitoring of the extent to which the rights of children and young people are upheld. Partnership with non-governmental organizations, youth groups and the media will contribute to making child rights widely known and understood.

3. Capacity building and training

To ensure lasting and sustainable progress in the lives of children and young people, it is important to foster genuine understanding of children's rights and the objectives existing within the Child and Youth Friendly Municipality Initiative framework. Local governments and executive authorities, professionals, civil society organizations, parents/caregivers and children should be aware of child rights and use the child rights approach in practice on an everyday basis. This requires significant and sustained capacity building among all stakeholders by means of developing and delivering training for adults and children on securing and accessing the rights of children and young people.

9 Monitoring and evaluation

9.1 Monitoring and evaluation objectives

The effectiveness and efficiency of the Child and Youth Friendly Municipality Initiative can be measured if adequate systems are in place to evaluate the real impact of actions and their results on the lives of children and young people during the Initiative implementation, at both the individual and local (community) levels.

The monitoring and evaluation system should ensure openness and transparency of the local authorities' actions aimed at improving the lives of children and young people.

Monitoring is an integral system of observation, collection, processing, systematization and analysis of information about progress towards planned objectives. Monitoring informs recommendations for subsequent decision-making.

A well-established monitoring process, ensures that stakeholders obtain information, on a continual basis, about the Action Plan implementation progress and results.

Evaluation is thorough and independent measurement of a completed or continuing activity in order to determine the extent to which the goals are achieved.

Within the Initiative, monitoring and evaluation should help determine:

- whether the results of actions to improve the situation of children and young people, as outlined in the Action Plan, are achieved in practice;
- whether the Action Plan implementation contributes positively to improvement in the situation concerning respect for the rights of children and young people in the community;
- what corrective measures are required to ensure achievement of the expected results.

Differences between monitoring and evaluation

MONITORING	EVALUATION
Monitoring provides real time information necessary for management.	Evaluation is an independent process that provides managers and staff with unbiased information on how much they are progressing in the correct direction.
A monitoring process can identify questions to which evaluation will later provide answers.	Evaluation is based on rigorous procedures, plans and methods and provides for in-depth all-round analysis.
Monitoring is a continuous process of information collection and processing.	Evaluation relies on information obtained through monitoring during the programme or project cycle, in particular on source data, information about the programme or project implementation progress, and result indicators.
Monitoring is carried out during the programme and plan implementation stage after its adoption.	Evaluation can be carried out at any stage of the programme or plan implementation. It can be done at the stage of the draft programme or plan development or even several years in retrospect after completion.

Principles of monitoring and evaluation

Involvement of stakeholders. In all phases of planning, monitoring, evaluation, review and improvement, it is essential to involve stakeholders (children, young people, youth and child organizations), encourage joint participation and mutual commitments, and motivate action.

Focus on results. Planning, monitoring and evaluation processes should aim at ensuring results, not simply performing planned activities or processes.

Emphasis on development effectiveness, which means focus on achieving the maximum results with available resources.

9.2 Monitoring: collection of information, analysis, preparation of reports

Putting effective monitoring in place will require quality planning and organization of the process. Table 6 presents a summary view of the monitoring process stages and steps.

Table 6. Monitoring system organization stages

STAGE	STEPS
Planning	Defining information needs (indicators of activity completion, achievement of goals, etc.) and the list of users of this information. Defining how frequently information should be collected. Defining the sources and ways of obtaining information. Designating a person responsible for collection of information. Determining the costs related to implementation of monitoring and collection of information.
Preparation	Developing and piloting documents for data collection and recording. Preparing job descriptions outlining the powers of the monitoring process actors. Training the staff responsible for monitoring operations. Introducing programme staff to the monitoring system.
Data collection	Collecting specified data on a continual basis. Supervising operation of the monitoring system operation.
Data analysis and comparison	Comparing the collected data with preset planned indicator values and identifying differences. Finding other problems. Searching for causes of deviations, and selecting problem-solving options.
Reporting	Documenting the collected data and analysis results. Providing information on monitoring results to management, Initiative implementers, beneficiaries and other stakeholders.
Use of results	Using monitoring results to improve the Initiative management and implementation.

Data sources for monitoring can include government statistics; management reporting of local authorities, territorial bodies of central authorities, local government and public utility companies; and opinion polls, in particular among the Action Plan beneficiaries.

The question about frequency of measurements is important for monitoring. For the purposes of supervising implementation of the Child and Youth Friendly Municipality Initiative Action Plan, semiannual and annual monitoring is recommended.

Local government, in particular the structural unit assigned lead implementer functions, is responsible for carrying out monitoring of the Action Plan. It is useful to confirm the monitoring procedure through a decision by the relevant local council. Monitoring is carried out according to the Monitoring and Evaluation Plan endorsed by the city/village council.

To ensure a transparent and inclusive monitoring process, it may be expedient to include representatives of stakeholders, such as co-implementers involved in the Action Plan implementation – structural units of executive

authorities and local governments, state statistics bodies, partner and donor organizations, research institutions, and non-governmental organizations able to collect and analyse data during the Action Plan implementation process.

To ensure effectiveness of joint monitoring, it is reasonable to clearly define the role of each of the organizations involved, as well as the scope and frequency of monitoring of the situation in any given field.

Data obtained from monitoring are subject to analysis. The following analysis methods are used: (i) comparison of target and actual indicators; (ii) statistical analysis; (iii) economic analysis; (iv) sociological analysis.

Based on the Action Plan monitoring results, the unit responsible for the Action Plan implementation prepares a monitoring report where monitoring indicators are analysed, especially with a percentage ratio between target and actual indicator values. Possible causes of differences should be listed, and recommendations provided. A component of the monitoring report consists of data as a list of mandatory indicators for assessing the situation of children and young people in the community (Annex 5).

Recommended structure of a monitoring report

1. Introduction

Goal of monitoring; reasons for monitoring; information base for monitoring; key findings; who carried out monitoring; who was involved in monitoring (particularly children and young people).

2. Summary

The section should be concise and substantive. Problems found in the situation of children and young people in the community are highlighted as priority areas over one or two pages.

3. Main part

Structured according to the Plan for Monitoring of implementation of the the Child and Youth Friendly Municipality Initiative Action Plan. The monitoring report of this level contains information about changes in indicators (provided in the Action Plan) which will show that the Action Plan has been fulfilled according to planned indicators or that some deviation from the planned indicators has been observed. Comparisons of preliminary and monitoring surveys are required.

4. Conclusions and proposals

Brief proposals should be presented to address any deviation of the actual situation from the planned state of affairs. Conclusions should be substantiated and based on actual data.

5. Annexes

Tabular materials are attached as per the Monitoring Plan.

The report should be concise, with the main focus being on qualitative conclusions from observations rather than on quantitative metrics. Relying on analysis of data and causes of deviations from planned indicators, the monitoring report should offer ways of tackling problems and remedying the situation.

The city/community leaders should examine the report and substantively discuss it in detail with the

involving children, young people, non-governmental organizations and other stakeholders to clarify possible approaches to remedying the situation.

The monitoring reports and data obtained due to monitoring are retained for further analysis and refinement of the Initiative implementation process.

The monitoring results are promulgated for the public, first of all for stakeholders, in the form of:

- printed or electronic publication of the report, particularly in official printed records of local authorities and/or their webpages;
- emailing to non-governmental organizations and dissemination in social media;
- disclosure at meetings of relevant local authorities;
- radio and TV broadcasts with the public or special TV programme segments;
- discussion of the monitoring results at meetings with representatives of child and youth organizations, public hearings, meetings with schoolchildren and students, etc.

Monitoring provides a reliable database to evaluate the Action Plan implementation results. The monitoring results, along with the monitoring report, are sent to UNICEF for information. The data, report, analysis results and decisions based on monitoring facts should be kept for their further use during evaluation.

9.3 Evaluation of the Action Plan

Evaluation is an integral part of the management process for implementation of the Child and Youth Friendly Municipality Initiative and its Action Plan. Evaluation supplements monitoring, providing independent and detailed information about what has and has not worked in the course of the Action Plan implementation and why.

Qualitative evaluation provides information that can be used to improve the Initiative realization process as well as revealing unforeseen results and consequences of the Initiative implementation that can go unnoticed in regular monitoring because such monitoring focuses, first and foremost, on implementation of the Action Plan.

The progress in implementation of the Child and Youth Friendly Municipality Initiative in the city/community is evaluated after each Initiative cycle and fulfilment of the Action Plan for a respective period.

Evaluation of the Child and Youth Friendly Municipality Initiative implementation comprises two components:

1. EVALUATION OF PROCESS (i.e. evaluating how the Initiative and Action Plan were technically implemented, how were coordinating mechanisms designed and how they are operating, how was the situation analysis conducted, how were children and young people involved in the process of the Action Plan development and implementation, to what extent are implementers' actions agreed with each other in the Action Plan implementation process, etc.)

2. EVALUATON OF IMPACT (the results achieved in comparison to the baseline indicators defined in the logic framework).

9.3.1 Evaluation types

Two main evaluation types are used to assess the progress in the Child and Yoth Friendly Municipality Initiative implementation: internal (self-evaluation) and external (independent).

Internal evaluation is conducted upon the expiry of the Action Plan implementation period. The self-evaluation is performed by the relevant local council's structural unit responsible for implementation of the Action Plan involving co-implementers and other stakeholders.

Conducting internal evaluation can involve representatives from other authorities, academia, child and youth organization and the public in order to: (i) collect and analyse data; (ii) publish results of the evaluation; (iii) develop recommendations concerning improvement to Action Plan content and implementation mechanisms based on the above-mentioned results.

Evaluation methods in this stage include:

- analysis of data from monitoring of the implementation of the Action Plan and relevant target programmes concerning protection of the rights of children and young people in the city/community;

- analysis of data from routine management reporting of the Action Plan implementers;
- analysis of other statistical data related to the Action Plan scope;
- observation of implementation of the Action Plan activities;
- focus groups with the Action Plan implementers and beneficiaries;
- iinterviews with representatives of implementers and stakeholders;
- case study;
- independent expert analysis of the situation in a particular field connected to the rights of children and young people and their development environment.

Based on the results of the final internal evaluation of the Action Plan implementation, the respective local government prepares:

1. a report analysing the child and youth rights situation in the community (situation analysis) in five priority areas;
2. an evaluation report of the Action Plan implementation.

These reports are submitted to UNICEF for examination and analysis during the external final evaluation.

External final evaluation is carried out by UNICEF upon the expiry of the Action Plan implementation period, possibly with involvement of experts from independent organizations who will be responsible, pursuant to the terms of reference prepared by the UNICEF in Ukraine specialists, for conducting the procedure of evaluation of the child and youth rights situation and the Action Plan implementation, focus groups, opinion polls, and independent expert analysis. The procedure and methodology for the external final evaluation of the Child and Youth Friendly Municipality Action Plan in the city/community for granting relevant status to the city/community should be approved by UNICEF.

9.3.2 Methodology of internal evaluation of the Child and Youth Friendly Municipality Initiative implementation in the community

Involvement of children and young people in this process is required. It will ensure legitimacy of the process and facilitate increased effectiveness. Children can be involved in the monitoring and evaluation process in several ways:

1. **Consultative approaches.** Children and young people assess, through surveys and focus group activities, what has changed and how they now feel about the recognition of their rights within the community.
2. **Collaborative approaches.** Children and young people can play an active role in designing and carrying out the evaluation by identifying evaluation questions and contributing to the analysis and formulation of findings as well as helping prepare the recommendations to improve the situation regarding the rights of children and young people in the community.
3. **Child- and youth-led approaches.** Children and young people can take a leadership role in the evaluation process as researchers. This role extends not only to the research design but also to the collection and analysis of data. Adults will need to facilitate children's engagement by providing support, training and capacity building. Children can offer very different insights than those provided by adults, and such insights can promote stronger accountability for Action Plan implementers in terms of fulfilment.

It is crucial to ensure that participation of children and young people is voluntary, transparent, informative, safe, inclusive, accountable and supported by training.

It is advisable to carry out the evaluation process in as open and public way as possible. The child and youth rights situation analysis, the Action Plan and evaluations should be uploaded to the city or community's website to ensure transparency and accountability.

It is recommended that evaluations of the Child and Youth Friendly Municipality Initiative implementation should follow the five evaluation criteria.

Table 7. Evaluation system

#	Criteria	Parameters for evaluation	Indicators (success criteria)	Data collection method	Imple-menters	Time frame
1	Relevance	How does the Action Plan implementation contribute to addressing the problems of children and young people? To what extent does the Action Plan respond to the community's needs?	Conditions where the project can be regarded as contributing to addressing problems and meeting the needs of children and young people			
2	Effectiveness	To which extent does the Action Plan ensure achievement of established effectiveness indicators?	Conditions where the objectives and activities can be regarded as completed			
3	Efficiency	To which extent were the Action Plan goals achieved during its implementation within the fixed time frame and the planned budget?	Conditions where the cost-benefit ratio can be regarded as justified			
4	Impact	What impact has the Action Plan had on the community?	Conditions where the Action Plan can be regarded as having had a positive impact the community			
5	Sustainability	Will the Action Plan implementation have a positive impact on the situation of children and young people in the community after its completion?	Conditions where it seems that changes in the situation of children and young people in the community will continue in the desired direction			

9.3.3 Methodology of external evaluation of the Child and Youth Friendly Municipality Initiative implementation in the community

In the final evaluation stage, data on effectiveness, efficiency, sustainability and impact of the Action Plan implementation are collected and analysed. The following methods are used for evaluation in this stage:

- analysis of a respective local government's regulatory legal acts in the relevant field (e.g. local council's decisions, policy and strategic documents, local budget, etc.);
- analysis of data from monitoring of the implementation of the Action Plan for the reporting period and relevant local programmes provided they exist in the community;
- analysis of data from prior evaluation (including data from the previous period's analytical report);
- analysis of data from management reporting of the Action Plan implementers;
- analysis of other statistical data related to the Action Plan scope;
- focus groups with the Action Plan implementers and beneficiaries, including children;
- interviews with representatives of implementers and stakeholders, including child- and youth-led audits conducted in specific institutions and places visited by children: schools, child and youth councils, hospitals, youth clubs and play facilities, etc.;
- opinion polls, for example among stakeholders and beneficiaries, in various forms;
- case study;
- research by non-governmental organizations, educational and scientific institutions regarding respect for the rights of children and young people;
- independent expert analysis in a relevant field (multi-criteria analysis methods, etc.).

Particular attention during the evaluation should be paid to the issues of discrimination against children and young persons on such grounds as age, sex, sexual orientation, gender identity, ethnicity, religion, disability, legal and socio-economic status, and language.

9.3.4 Analysis of findings

At the end of the Child and Youth Friendly Municipality Initiative and its Action Plan implementation (that is within two to three years), all the data collected should be analysed to evaluate the progress made towards the Action Plan goals and indicators as well as to determine compliance with the global minimum criteria for recognition of the community as child and youth friendly.

It is important that the analysis process is as transparent as possible and that all the stakeholders, including children and young people, are involved in the collection of necessary information.

Involvement of a wide range of stakeholders in the evaluation process helps interpret the findings. They can often highlight the gap between the formal measures specified by local authorities and their actual implementation and impact on the situation of children and young people. During the evaluation, it is important to analyse the output, outcome and impact indicators defined in the logic framework.

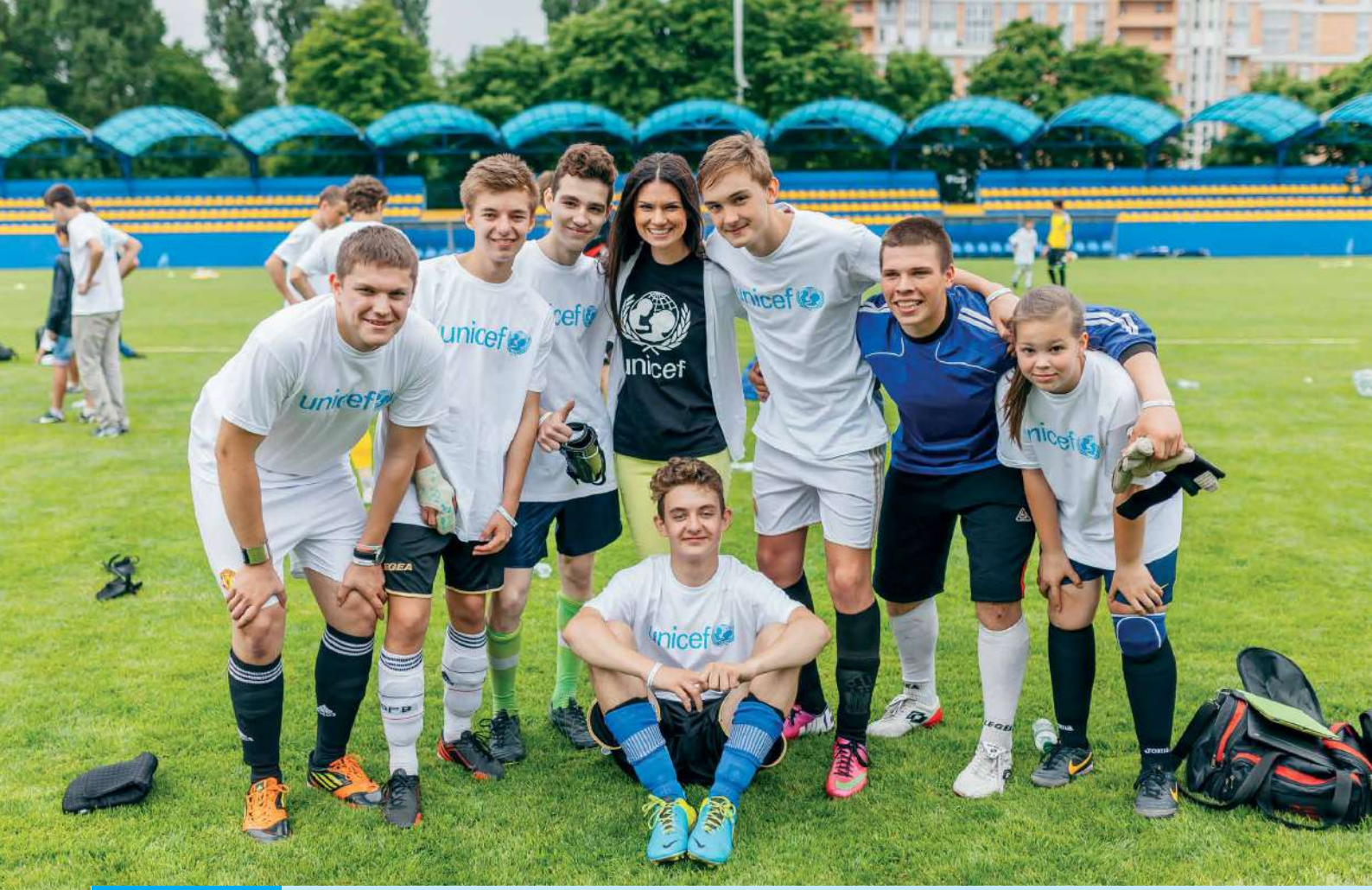
9.3.5 Reporting on evaluation, formulation of conclusions and recommendations

Once the final evaluation is concluded, the evaluation committee established by UNICEF prepares a report on evaluation of the Action Plan implementation, highlighting what has been accomplished and providing recommendations for further action. The report is officially submitted to local authorities and can be presented to a wide range of stakeholders.

The report should be widely distributed and made available to children and young people. For children, a child-friendly version for different age groups should be prepared.

The city/community might decide to hold public meetings to share the findings and gain public support to continue the Initiative.

At this stage, the city or community can also review the indicators for monitoring and evaluation. It may find that some are no longer relevant, or that they do not provide useful evidence and results. A need may arise to include some additional indicators that were not envisaged at the Action Plan endorsement date. For example, there may be new legislation that directly affects the lives of children and young people at the local level, and the effects of its implementation need to be monitored.



10 Granting of official UNICEF recognition as a Child and Youth Friendly Municipality

A city or community is recognized as a child and youth friendly municipality by UNICEF upon an evaluation of the Initiative Action Plan implementation. As part of this recognition, the city or community obtains the right to use the official Child and Youth Friendly Municipality logo and receives a certificate that acknowledges this status, commitment and active engagement in advancing child rights.

10.1 General minimum criteria

General minimum criteria (mandatory) for obtaining recognition by UNICEF are as follows:

- demonstrated positive results of achievement of the objectives on ensuring the rights of children and young people and attainment of the goals of the Action Plan designed to implement the Child and Youth Friendly Municipality Initiative;
- meaningful and inclusive child and youth participation in making and implementing managerial decisions that directly concern their interests;
- no discriminatory actions on the part of authorities and society against children and young people, including within the Action Plan implementation framework.

10.2 Duration of recognition of the city/community as the Child and Youth Friendly Municipality

UNICEF grants the the Child and Youth Friendly Municipality status for up to three years, corresponding to the commencement of the subsequent Initiative cycle. In the case of UNICEF's positive evaluation of the second cycle of the Child and Youth Friendly Municipality Initiative implementation in the city/community, the status will again be extended for the following cycle.

Regardless of the length of the Child and Youth Friendly Municipality Initiative cycle, the national steering body reviews on an annual basis the progress in upholding the obligations set in the Action Plan by local authorities. If the community fails to comply with the Initiative principles, violates the rights of children and young people, or in case of other events or actions that compromise UNICEF's reputation, the latter retains the right to terminate the status and exit from the Memorandum on Cooperation with the local government in question.

11 Frequently asked questions

#	Question	Answer
1.	Who can participate in the Initiative?	Any community can participate in the Initiative if it shares the principles of the Child and Youth Friendly Municipality Initiative and seeks to improve the situation of children and young people, ensure respect for child rights, and provide conditions for happy childhoods and the development of children and young people. To obtain the relevant status, candidates should complete a certain process that is cyclic and governed by the UNICEF's worldwide methodology. To join the Child and Youth Friendly Municipality Initiative, cities and territorial communities need to: 1. Approve the city/village council's decision to join the Initiative. 2. Write an initiative letter to UNICEF about the community's willingness and ability to participate in the programme. 3. Sign a Memorandum with UNICEF.
2.	What are the criteria for obtaining the status? Who conducts the assessment?	The procedure of obtaining the Child and Youth Friendly Municipality status provides for several stages: 1. Prepare an analytical report on the rights situation under five key areas (with analysis of respective indicators): • the right to recognition, respect and fair treatment; • the right to be heard; • the right to health care, education and social protection; • the right to safety; • the right to a childhood. 2. Prepare the Action Plan as per the analytical report findings and have it approved at a session of the city, village or settlement council. It is necessary to select at least three of five areas for which the Action Plan with necessary financing should be drafted. 3. Once the Action Plan is approved, the community obtains the status of the Child and Youth Friendly Municipality Initiative candidate. 4. Implement the Action Plan and prepare a report highlighting progress in the selected areas of child and youth rights. 5. UNICEF carries out independent assessment of the child and youth rights situation in the city/community based on results of the Action Plan implementation and makes its decision on the regarding granting of the the Child and Youth Friendly Municipality honorary status. There is no place for a formal approach in this process: the Child and Youth Friendly Municipality status and a corresponding logo will be granted only to those municipalities that truly deserve this badge of the honour and confirm it through concrete action.
3.	If the community that joined the Initiative has some places where there is debris such as cigarette stubs, bottles, etc., does such a community have the right to the status?	Cigarette stubs and bottles in children's playgrounds are a blight, and require effective action from utility services and from local authorities. Clean city streets are also an element of the culture and standing of the community. Contamination of the living environment is one of the criteria for assessing the child and youth situation in the community. Therefore, if a community is planning to join the Initiative and has drafted an Action Plan but does not demonstrate any progress in this direction during the Action Plan implementation period, UNICEF may not grant, based on the external independent evaluation, the Child and Youth Friendly Municipality status to such a city.
4.	How can I participate in the Initiative in my city?	The Child and Youth Friendly Municipality initiative is an initiative for and with children and young people. The Initiative ideology and main principles are based on large-scale participation of children and young people at all its implementation stages. Participation of children and young people is a mandatory criterion for assessing the community and granting it the Child and Youth Friendly Municipality status. Therefore, if one's own city/community has joined the Initiative, you one may take part in all the activities held as part of its implementation: local council and youth council meetings, focus groups, round tables, surveys, public discussions, etc.

#	Question	Answer
5.	How will community funds be used for these purposes?	The Initiative will be implemented through development and fulfilment of the Action Plan for up to three years. The Action Plan is aimed at solving priority problems; provides for goals, objectives, activities and results as well as financing. Financing for achievement of the objectives set out in the Action Plan is mainly provided by the local budget. The Action Plan objectives will be achieved under relevant local budget programmes. Formation and utilization of the local budget funds for the Initiative purposes will take place in an open and transparent way.
6	When can the first results be seen?	The first results of the Initiative implementation are evaluated upon completion of the first cycle. As a rule, it takes two or three years of the Action Plan implementation. Therefore, the first results can be expected after analysis of the Action Plan implementation performance according to the planned procedure.
7	Can the community not granted the status re-apply for it?	The community that, based on UNICEF evaluation findings, failed to obtain the Child and Youth Friendly Municipality status or was deprived of it, can try to re-initiate the question about joining the Initiative in due course, and, therefore, complete all the intended steps to obtain the status.
8	How can the community be deprived of the status?	The community can be deprived of the status in case of negative UNICEF opinion based on all-round evaluation of any of the Initiative implementation stages. The evaluation procedure is set out by UNICEF. UNICEF retains the right to postpone granting or withdraw the status in case any negative developments or actions are found which do not meet the Initiative principles and which infringe the rights of children and young people.
9	Role of children and young people in the Initiative realization process	Children and young people should play a key role in the Initiative implementation process because the Initiative is intended for them and it is they who are its final beneficiaries. Participation of children and young people is necessary and advisable at all stages, namely: *Situation analysis* 1) Children and young people should be a key target group for a survey. In such a way, authorities will be able to obtain an unbiased assessment of the city situation from the child and youth perspective. 2) Youth organizations can engage in conducting a survey. 3) Children and young people should participate in focus group discussions concerning the child and youth issues. 4) Public discussion of the situation analysis results should take place with participation of children and young people or their representatives. *Development of the Action Plan and the Monitoring and Evaluation Plan* 1) The Action Plan is a product of responsibility of local authorities. Children and young people should be involved in working groups for its preparation, particularly in terms of definition of objectives and activities. It is also necessary to involve children and young people in the process of the Action Plan monitoring and evaluation. *Formal adoption of the Action Plan* The plan is approved by the local council . Children and young people can be invited to the meeting. *Implementation of the Action Plan* 1) Children and young people should be involved in monitoring of the Action Plan, directly or through their representatives, by means of participating in the monitoring committee, focus groups, and public discussions concerning practical implementation of the Action Plan objectives, activities and projects. 2) Children and young people can conduct public monitoring of the Action Plan implementation progress. *Monitoring and evaluation of the Action Plan* 1) Children and young people can be directly involved in the evaluation through taking part in design of survey questionnaires, survey as such, focus groups, consultations, analysis of indicators based on survey findings and statistical data, and preparation of conclusions and proposals.

Annexes

Annex 1

DOMESTIC AND INTERNATIONAL EXPERIENCE OF THE CHILD AND YOUTH FRIENDLY MUNICIPALITY INITIATIVE IMPLEMENTATION

Ukrainian experience

Romny

The Dutch city of Vlaardingen is a partner of the Ukrainian town of Romny. Dutch volunteers carried out an action in their city to raise funds for Romny centre for social rehabilitation of children with special needs, due to which about EUR15,000 was obtained. Using that money, the city purchased rehabilitation equipment for the centre.

Vinnytsia

Back in 2010, even before Vinnytsia became the Initiative candidate, the Child and Youth Friendly Municipality area had been one of the priorities in the Vinnytsia 2020 city strategic development plan. Using international experience, the community is working with a cardinally new format of the city-children relationships. This is more than additional financing for schools, hobby clubs and pre-school facilities. Importantly, the new approach encourages community-based initiatives, but the main point is that it has created effective mechanisms for involving children themselves in city development planning.

Rivne

The activists of the Rivne Child-Friendly City group created a page in a social network where they post links to news and report about their activities. At present, the activists come out for construction of the Prestige classical gymnasium that has been delayed since 2007 because of underfinancing. Besides, as part of the Initiative, they work on the matters of financing for kindergartens by the city council and via parents' contributions as well as ensuring a sufficient number of places for children.

International experience

Slovenia: "safe spaces"

Various facilities can become "safe spaces": libraries, health care facilities, police stations, banks, insurance agencies, small shops and supermarkets – in a word, almost every place where there are goodwill people seeking to help children. The entrance to each safe space has a blue sticker with a smiling house. The city map where all the safe spaces are shown is printed on the back of the lesson schedule given to schoolchildren, therefore they have it with them all the time. Asking for help, children themselves choose a place where they can feel safe and confident and remain anonymous as appropriate. UNICEF prepares information leaflets and posters annually, informing pupils and their parents about the safe spaces.

Ho Chi Minh City, Vietnam: cooperation with local start-ups

UNICEF launches a project in Ho Chi Minh City, in a national hub for economic growth and innovations. UNICEF's priorities in Vietnam include close cooperation with the private sector and the innovations sector, particularly those designed to develop smart cities. The project is intended to make cities healthier and safer for children. The Initiative has already established relations with representatives of local start-ups, and we will be able to see final results of this cooperation in the future.

Weil am Rhein, Germany: "child rights handbags"

In Regensburg and Weil am Rhein, a new tool for children's legal education has been introduced. Municipal divisions working with children offer a "child rights handbag", a package of materials where teachers can find ideas and methods designed to discuss the child's rights with pupils. The materials are intended for different age groups: junior schoolchildren, those of 9-12 and 12-15 years.

Annex 2

MODEL MEMORANDUM ON COOPERATION BETWEEN UNICEF COUNTRY OFFICE AND A RESPECTIVE LOCAL GOVERNMENT (CITY, AMALGAMATED TERRITORIAL COMMUNITY)

Draft

MEMORANDUM

OF UNDERSTANDING BETWEEN _____ AND THE UNITED NATIONS
name of local government

CHILDREN'S FUND (UNICEF) IN UKRAINE

regarding participation of city/community _____ in the Child and Youth Friendly Municipality programme
name

I. Introduction

1. This Memorandum of Understanding ("the MOU") Is between [insert name of local government] ("the City/Community") and the United Nations Children's Fund (UNICEF) in Ukraine ("UNICEF"), hereinafter collectively referred to as "the Parties". The Memorandum sets out the procedure for participation of the City/Community of _____ in implementation of UNICEF's Child and Youth Friendly Municipality programme.

2. The Child and Youth Friendly Municipality programme is part of UNICEF's programme of cooperation with the Government of Ukraine and is implemented according to the Basic Cooperation Agreement between the United Nations Children's Fund and the Government of Ukraine.

3. Since 1996, the Child and Youth Friendly Municipality programme has helped communities in many countries of the world promote the fulfilment by children and young people of their rights enshrined in the UN Convention on the Rights of the Child. The network of cities and communities around the world connects stakeholders who are committed to making their cities and communities child and youth friendly. It enables these stakeholders to build safer, cleaner, more resilient cities and communities.

4. The City/Community of _____ wishes to participate in implementation of the Child and Youth Friendly Municipality programme.

5. Therefore, [name of local government] and UNICEF are signing this Memorandum on Cooperation to set out the ways in which the City/Community of _____ will participate in the Child and Youth Friendly Municipality programme and the ways in which UNICEF will support the aspiration of the City/Community of ___ to become child and youth friendly.

II. Cooperation

1. The City/Community undertakes to:

- work with UNICEF and stakeholders to assess the child and youth rights situation in [insert name of the City/Community];
- work with UNICEF and other local stakeholders to develop and agree on an Action Plan of the Child and Youth Friendly Municipality programme. The Action Plan will include clear objectives, impact indicators, benchmarks, a supporting budget, a clear timeline, and criteria for recognition of the City as a child and youth friendly municipality by UNICEF;
- adopt executive documents of the [insert name] council (executive committee) necessary for implementation, beginning from 2018, of the Actio Plan of the Child and Youth Friendly Municipality programme;
- annually approve, in a decision of the [insert name] council about the City/Community budget, expenses for implementation of the Action Plan according to the budget legislation;

- implement the Action Plan within the agreed timeline in close cooperation with stakeholders and partners;
- monitor progress against the objectives and indicators in the Action Plan and ensure collection of necessary data, with the objective of identifying and addressing potential obstacles in the implementation of the Action Plan;
- at least every six months, inform the public (including UNICEF, stakeholders and partners) about the progress, opportunities and challenges in the implementation of the Action Plan;
- prepare and widely distribute the final report evaluating the progress made towards the agreed objectives and indicators in the Action Plan as well as the criteria for the recognition process;
- ensure cyclic and continuous implementation of the Action Plan regardless of the election process and possible changes in the composition of the [insert name] council.

2. UNICEF undertakes to:

- share useful research, guidance and tools relating to the Child and Youth Friendly Municipality programme that may benefit the collaboration and implementation of the Action Plan;
- provide training and technical support to stakeholders and partners of the Child and Youth Friendly Municipality programme;
- help put in place an effective monitoring and evaluation process;
- promote the collaboration via online resources of the Child and Youth Friendly Municipality programme and support media coverage of the collaboration when appropriate;
- help evaluate the achievements and results of the Child and Youth Friendly Municipality programme implementation;
- support relationships through local and international networks where possible;
- provide recognition as the Child and Youth Friendly Municipality if the City meets the agreed criteria and objectives in the Action Plan.

3. In addition to the above-mentioned Action Plan, each of the Parties may agree to do additional things as part of this collaboration. In that case, additional actions will be approved in writing.

4. [Insert name, position and contact details] will be the coordinator from the City/Community [insert name], and [insert name, position and contact details] will be the coordinator from UNICEF. They will be regarded as the principal focal points for this collaboration. Of one of the Parties decides to change the coordinator, it must notify the other Party to that effect in writing as soon as possible.

III. Information materials; use of names and logos

1. Any communication and advocacy materials as part of this collaboration should comply with UNICEF's policies and standards. Subject to internal procedural requirements, these materials should include the names, logos, emblems and trademarks of the Parties.

2. During this collaboration, the Parties may need to use the other Party's names, logos, emblems or trademarks. In that case, the Parties agree to seek permission from the other Party through their collaboration coordinators before using the other Party's name, logo, emblem of trademark, and the request will include its specific goal. Neither of the Parties is obliged to give its permission for such use. In any event, such use must comply with the terms set out in the permission notification and relevant instructions or rules (which the Parties undertake to share each other).

3. The City/Community [insert name] acknowledges that the UNICEF name, logo and emblem, and the Child and Youth Friendly Municipality programme emblem, other UNICEF brands or other intellectual property owned by UNICEF

City/Community [insert name] may use subject to UNICEF permission in writing (together the "UNICEF Properties") are the exclusive property owned by UNICEF and are subject to protection under international law and other legislative provisions in force. The City/Community [insert name] will not abuse, infringe, or otherwise violate UNICEF's rights in the UNICEF Properties. The City/Community [insert name] acknowledges that it is familiar with UNICEF's ideals and objectives and recognizes that the UNICEF Properties may not be associated with any political or sectarian cause or otherwise used in a manner inconsistent with the status, reputation or neutrality of UNICEF. We are clear that a breach of this Article is a breach of an essential term of this Memorandum. This Article III will survive the expiry or termination of this Memorandum.

IV. Information sharing; no confidential information

1. During this collaboration, the Parties may share confidential information and data concerning research or other proprietary information. The Party disclosing such information may impose additional reasonable conditions on its use, including conditions on further disclosure. The Party receiving such information must comply with such conditions.
2. Except as set out in the preceding paragraph or agreed otherwise in writing, none of the documents or data (in any format) shared between the Parties, and no information or material developed by the Parties as a result of this collaboration will be deemed confidential.

V. Costs and responsibilities as part of this collaboration

Each of the Parties will meet the costs related to its activities within this collaboration unless the Parties agree otherwise in a particular case in a written agreement.

Each Party is fully responsible for its actions as part of this collaboration; this includes also being responsible for the actions of its staff, contractors, suppliers and consultants.

VI. Commitment to ethical conduct

1. We agree that each Party should take measures to avoid fraud, corruption (both in public and non-public sectors) and conflicts of interests. To this end, we will maintain in this collaboration the highest standards of conduct of our staff, contractors, consultants and suppliers according to relevant regulations, rules, policies and procedures.
2. The City/Community [insert name] confirms that none of the official UNICEF staff and none of the United Nations system organizations has received or will receive from the City/Community [insert name] any proposals or direct or indirect benefits due to this collaboration (for example, gifts, services or unpaid hospitality).
3. The Parties will inform each other as soon as one of them becomes aware of any incident or report that is inconsistent with the undertakings and guarantees provided in the preceding paragraph and will cooperate with each other on appropriate actions in such cases.

VII. Resolving disagreements

The Parties will solve any disagreements about this collaboration through amicable discussions.

VIII. Privileges and immunities

No provision in this Memorandum will be regarded as explicit or implicit waiver of the privileges or immunities of the United Nations and its specialized agencies, including UNICEF, according to the Convention on the Privileges and Immunities of the United Nations or other documents, and no provision in this Memorandum will be interpreted or used in a way or scope inconsistent with the above-mentioned privileges or immunities.

IX. Collaboration period; bringing this collaboration to an end

1. This collaboration will last for [insert number of years] years ending on [insert date]. Before this collaboration ends, the Parties will meet to review and discuss renewing their collaboration. If the Parties agree to renew this collaboration, they will set the terms of the renewal out either in an Annex to this Memorandum or a in a new agreement duly signed by both Parties.
2. Each of the Parties can terminate this collaboration before it ends, should it so wish, by giving the other Party thirty (30) days' prior notice in writing.
3. As soon as one of the Parties receives such a notice, the Parties will work together to complete, in an orderly manner, any joint activities as part of this collaboration. The collaboration will end after that 30-day period expires. At the time of expiry or termination of this collaboration all the rights and permissions the Parties have given to each other as part of this collaboration, will become invalid, including rights and permissions relating to intellectual property.
4. If the City/Community [insert name] informs UNICEF of any incident or report that is inconsistent with the ethical principles set out above, or if either of the Parties concludes in good faith that the continued collaboration between the Parties has compromised or will compromise the mission or values or will damage the reputation or the goodwill associated with the name, logo, emblem or intellectual property (as the case may be), the Parties will together discuss actions that may be taken in the existing situation. In extreme cases, UNICEF may, if it decides it is necessary, terminate this collaboration immediately. In case of the termination, the City/Community [insert name] will have no further right to use the UNICEF Properties and will discontinue all promotional and public relations activities as part of this collaboration.

XIX. General

1. The Parties do not intend to create a joint venture or any other joint enterprise, and this collaboration is not to be understood as such. The Parties are completely independent and are collaborating in limited defined ways to help create urban environments that promote the achievement the rights of the child and young person.
2. If either of the Parties wishes to modify the terms of this collaboration, the Parties will consult with each other and, if they agree on the modification, it will be put in writing and signed. The modification signed by both Parties will be regarded as effective on the date of signing.

On behalf of_____ council

Full name: _____

Title: _____

Date:

L.S.

On behalf of the United Nations

Children's Fund (UNICEF) in Ukraine:

_____

Giovanna Barberis, Representative of UNICEF

in Ukraine

Date:

Annex 3

KEY TASKS OF THE COORDINATING BODY FOR IMPLEMENTATION OF THE CHILD AND YOUTH FRIENDLY MUNICIPALITY INITIATIVE IN THE COMMUNITY

The coordinating body is responsible for:

- handling the day-to-day management of the practical Initiative implementation;
- coordinating the Initiative implementing partners;
- informing all local implementing partners about meetings, decisions by the steering committee, agreed follow-up action and relevant events;
- leading the work on awareness raising and advocacy;
- identifying needs for training and capacity building, which can be met by UNICEF or other child and youth friendly communities, or by the Initiative's academic partner;
- identifying sustainable funding sources;
- potentially establishing a team of volunteers to ensure broader outreach, and, if so, ensuring they are provided with proper knowledge on the child rights realization;
- monitoring progress against the Action Plan objectives and indicators, collecting data to identify and address potential obstacles, and preparing for the final evaluation, which ideally will be undertaken through an independent mechanism;
- organizing meetings of the steering committee, including setting the agenda and informing the steering committee of progress, opportunities and challenges.
- Staff appointed to coordinate the Initiative activities within local government should have clear knowledge of child rights, and a strategic position in relation to the local administration.

Annex 4

CHILD AND YOUTH FRIENDLY MUNICIPALITY INITIATIVE MEMBER CERTIFICATE TEMPLATE

Child Friendly Cities Initiative

(UNICEF country office or National Committee) welcomes

Name of the city

as a member to the UNICEF Child Friendly Cities Initiative and thanks it for its commitment to and active engagement in advancing child rights.

In (name of the city), (date)

.....

(Name)
(Title)
(UNICEF country office or National Committee)

unicef
for every child

Annex 5

THE LIST OF INDICATORS, MANDATORY FOR ALL COMMUNITIES, TO BE USED BY UNICEF FOR MONITORING AND EVALUATION OF PROGRESS IN THE SITUATION OF CHILDREN AND YOUTH IN A COMMUNITY

No.	Indicator	Indicator disaggregation	Baseline value[1]	Actual value[2]	Information source[3]
Higher-level indicators					
1.	Share of budget expenditures intended for children and youth, percentage				Administrative data
2.	An active body for initiative implementation management (involving children and youth) established in the community, yes/no				Administrative data
GOAL 1 — Every child and young person is valued, respected and treated fairly within their community					
1.1	Share of children with special educational needs (according to an IRC opinion) covered by inclusive education (overall and separately for secondary education and pre-school education), percentage	• by sex • by age			Administrative data
1.2	The community has a programme for providing children with free hot meals at schools, yes/no (if 'yes', specify for which child categories and what share of children in those categories is covered)				Administrative data
1.3	Share of pre-school, general secondary and vocational educational institutions where unhindered access for persons with limited mobility is provided (at least there are ramps, and sanitary and hygienic facilities are equipped according to ДБН В.2.2-17:2006 standards), percentage	• by educational institution type			Administrative data
1.4	Share of parents of children under-three years of age believing that: (i) the community ensures unhindered access to public buildings to persons with perambulators,; (ii) the transport system is friendly to parents with prams or buggies, percentage	• by sex	(i) (ii)	(i) (ii)	Survey
1.5	Share of children with disabilities covered by social services (including by social service institutions and establishments of social protection authorities, and by non-governmental and charitable organizations), percentage	• by sex • by age			Administrative data and survey
1.6	Share of children with disabilities covered by hobby group and club activities, percentage	• by sex • by age			Administrative data
1.7	Share of orphan children and children deprived of parental care brought up in family upbringing forms (in the families of adoptive parents, guardians, or caregivers, foster families, family-type children's homes), percentage	• by sex • by age • by family upbringing form			Administrative data
1.8	Share of orphan children, children deprived of parental care, and parents from among such children provided with housing, in the total number of such persons registered on the housing waiting list, percentage	• by sex • by age			Administrative data
1.9	Share of children having a mentor among the children living in institutions for orphan children and children deprived of parental care, percentage	• by sex • by age			Administrative data
1.10	The community has a mechanism for involving children and youth from vulnerable groups (orphan children and children deprived of parental care, children with disabilities and children from low-income families, children in difficult life circumstances, HIV positive children, children from national minorities, etc.) in making decisions that affect them (or during examination and consideration of their life situation), yes/no				Administrative data
GOAL 2 — Every child and young person has the right to have their voice, needs and priorities heard and taken into account in regulatory acts, policies and programmes of their community					
2.1	Proportion of children (aged 13-17) and parents reporting that they received information on the type of decisions concerning children which were made in the community during last 12 months, percentage	• by sex • by age			Survey
2.2	Proportion of children and young persons knowing about the possibility of participation in the community's social life, percentage	• by sex • by age			Survey
2.3	The community has a mechanism to inform children and parents about the community's decisions that affect them, yes/no				Administrative data

1. **Baseline value** – the following is provided: 1) for administrative data – latest reporting (administrative, statistical) data for 2018; 2) for survey – data of the survey 2019.
2. **Actual value** – the following is provided: 1) for administrative data – latest reporting (administrative, statistical) data for 2021/2022 (the last year of stage I of the initiative implementation); 2) for survey – data of the survey 2021/2022.
3. **Information source** – the following is provided: 1) for administrative data – an approved document and/or name of the administrative/statistical reporting form, specifying the authority that approved it; 2) for survey – questionnaire materials.

No.	Indicator	Indicator disaggregation	Baseline value[1]	Actual value[2]	Information source[3]
2.4	A child and/or youth advisory and consultative body has been established in the community, having its own statute that provides for a possibility of influencing youth policy decisions concerning infrastructure for youth and budget allocations for activities related to children and youth, yes/no *The advisory and consultative body may be created both by the community's decision and in the form of an NGO or a public association.				Administrative data
2.5	Share of members of the child and/or youth advisory and consultative body who believe that their opinion is taken into account in community decision-making, percentage	• by sex • by age			Survey
2.6	Number of the community's decisions initiated or influenced by child or youth advisory and consultative bodies.				Administrative data
2.7	The community has a mechanism of financial support for youth projects and/or activities of youth organizations (e.g. budgets of participation, calls for proposals, small grants, etc.); young persons (aged 10-24) take part in planning and implementation of those initiatives, yes/no				Administrative data
2.8	The community has a programme of local-level youth policy implementation, based on results of youth problems analysis, yes/no				Administrative data
2.9	Number of child and youth projects/initiatives that received funding from the community.				Administrative data
2.10	Level of satisfaction of children aged 13-17 participating in social life and decision-making, and degree of parents' satisfaction with their involvement in discussion of issues related to children's interests	• by sex • by age			Survey
GOAL 3 — Every child and young person has the right to access quality services (educational, medical, social)					
3.1	Infant mortality rate (number of children under one year of age who died from all causes, per 1,000 children)	• by sex			Administrative data
3.2	Proportion of children under 16 not vaccinated against polio, percentage	• by sex • by age			Administrative data
3.3	Number of clinics providing services to children on the friendly approach principles.				Administrative data
3.4	Incidence rate of alcoholism and alcoholic psychoses, drug addiction and substance abuse among children (aged 0-17), per 100 thousand persons of the respective age	• by sex • by age			Administrative data
3.5	Share of children reporting being able to obtain a health care worker's advice on HIV/AIDS, unwanted pregnancy and sexually transmitted infections, percentage	• by sex • by age			Survey
3.6	Share of children reporting having never used narcotic substances, percentage	• by sex • by age			Survey
3.7	Share of children who have not smoked tobacco products during the last six months, percentage	• by sex • by age			Survey
3.8	Share of children aged three to six covered by pre-school education (total and urban/rural separately), percentage	• by sex			Administrative data
3.9	Number of pre-school children not covered by pre-school education and being on the waiting list for a pre-school educational institution, persons	• by sex			Administrative data
3.10	Share of graduates of general educational institutions who received 160 and more points at external independent testing, in the total number of pupils who underwent testing on (i) the Ukrainian language; (ii) a foreign language; (iii) mathematics	• by sex			Administrative data
3.11	Share of school-age children not attending school, percentage	• by sex • by age			Administrative data
3.12	The community has a mechanism for recording of school-age children using educational statistics, data from the National Police bodies and services for children's affairs, yes/no				Survey
3.13	Level of satisfaction of children aged 8-12, children aged 13-17, and parents of school-age children (8-12) with: (i) quality of secondary education; (ii) supply of textbooks; (iii) quality of meals in canteens; (iv) quality of sports activities at physical training lessons in schools, percentage	• by sex • by age			Survey
3.14	Share of parents having access to kindergartens convenient to reach from home or work, percentage	• by sex			Survey
3.15	Share of parents satisfied with: (i) content of after-school care curriculum; (ii) number and content of hobby groups and other extracurricular education activities, percentage	• by sex			Survey
3.16	Share of families provided with social follow-up in the total number of family recorded in the General Data Bank of families in difficult life circumstances, percentage	• by number of children in the family			Administrative data

No.	Indicator	Indicator disaggregation	Baseline value[1]	Actual value[2]	Information source[3]
3.17	Share of families removed from social follow-up with a positive result – difficult life circumstances overcome, percentage	• by number of children in the family			Administrative data
3.18	Share of prevented newborn abandonment cases, percentage	• by mother's age			Administrative data
3.19	Share of children who received temporary care and upbringing services in family conditions (provisional custody by relatives, placement in a family of foster carers), in the total number of children withdrawn from their parents by the decision of a custody and guardianship authority, percentage	• by sex • by age			Administrative data
3.20	Share of children and young persons reporting being able to visit a specialist (health care, education, or social institution), without their parents' knowledge, or to call a hotline to discuss their problems, percentage	• by sex • by age			Survey
GOAL 4 — Every child and young person lives in a safe and clean environment					
4.1	Number of children who died due to traffic accidents, persons per 1,000 children	• by sex • by age			Administrative data
4.2	Share of children (aged 13-17) and parents thinking that travel to/ from school is safe, percentage	• by sex • by age			Survey
4.3	Number of children who fell victims of offences, persons per 1,000 children	• by sex • by age			Administrative data
4.4	Number of children arrested, persons per 1,000 children	• by sex • by age			Administrative data
4.5	Number of recorded cases of domestic violence against children, cases per 1,000 children	• by sex • by age			Administrative data
4.6	Share of parents who agree that corporal punishment of children is necessary to bring up children, percentage	• by sex • by age			Survey
4.7	Share of children who suffered from peer violence in schools, percentage	• by sex • by age			Survey
4.8	Share of children reporting that they experienced physical and/or mental violence at home during last 12 months, percentage	• by sex • by age			Survey
4.9	The community has a mechanism to prevent violence against children and bullying as well as to respond to related complaints, yes/no				Administrative data
4.10	Share of children and parents reporting that the area around their houses is clean and without garbage, percentage	• by sex • by age			Survey
4.11	Share of children and parents reporting that they live in an area with a high level of: (i) air pollution, %; (ii) noise, percentage	• by sex • by age	(i) (ii)	(i) (ii)	Survey
GOAL 5 — Every child and young person has the right to enjoy family life, play and leisure					
5.1	Number of children from the community being brought up in institutional care facilities, including outside the community (boarding institutions of various types and ownership forms, orphanages, psychosocial rehabilitation centres), persons	• by sex • by age • by facility type			Administrative data
5.2	Number of children abandoned by parents, persons	• by sex • by age			Administrative data
5.3	Proportion of children born to minors ((i)10-14, (ii)15- 19 years), percentage	• by sex • by age			Administrative data
5.4	The community has a training programme on responsible parenthood, family values in adolescents, and preparation of young persons for family life, yes/no				Administrative data
5.5	Share of children and parents reporting that there is a site near their house with an equipped ground where children can play, do physical exercises, and practice sports, percentage	• by sex • by age			Survey
5.6	Share of child and parents reporting that there are places near their house (within 15 minutes walking distance) where children can be in contact with nature (public gardens, parks), percentage	• by sex • by age			Survey
5.7	Share of children (aged 6-17) who had more than one week of rest outside their city during a year (attended a children's camp, took rest with their parents, etc.), percentage	• by sex • by age			Survey
5.8	Share of children and young people practicing sports at least once a week (not counting school physical training lessons), percentage	• by sex • by age			Survey
5.9	Share of children who attended a cultural event (performance, circus, concert, exhibition, etc.) during last 12 months, percentage	• by sex • by age			Survey
5.10	Level of satisfaction of children (aged 6-17) and parents with the quality of organization of rest and leisure for children and youth in the community, percentage	• by sex • by age			Survey

Annex 6

RECOMMENDATIONS FOR A QUESTIONNAIRE-BASED SURVEY OF THE CITY/ COMMUNITY POPULATION

Target groups:

- children aged 8-12;
- children aged 13-18;
- youth – young persons aged 15-24;
- parents of children aged 0-12.

Requirements to the number of respondents in target groups:

- large cities and oblast centres – at least 200 persons in each target group;
- medium cities – at least 150 persons in each target group;
- small cities – at least 100 persons in each target group;
- ATCs — depending on the number of children.

Cities/communities may decide to survey a larger number of respondents to increase reliability of survey results.

Every interviewer should survey approximately an equal number of boys and girls when surveying pupils and also approximately an equal number of men and women when surveying parents.

Вимоги до проведення опитування:

1. Respondents for surveys to be selected at random.

2. A survey of children is conducted on the grounds of educational institutions as agreed with educational institution managers.

3. For every pupil at each educational institution to have the same likelihood as others to become a respondent, interviewers should conduct a survey in different shifts and in places where pupils from different classes can be found. The best option is to conduct a survey near the educational institution entrance. If the school management suggests that interviewers should survey children in classrooms, it is necessary to survey not more than four respondents from one class which are selected at random (e.g. by lot, or all pupils sitting, for instance, at the third desk to the right are surveyed). It is strongly discouraged to survey only the pupils from among school activists.

4. For each of the parents of children aged 0-12 to have the same likelihood as others to become a participant of a survey that should reach persons living in different city areas, such a survey is better organized by questioning random passers-by in various parts of the city at busy crossings and squares. If a survey of parents is organized at the entrance to/exit from educational and pre-school institutions, it is necessary to ensure a balance (50/50) of the respondents surveyed in educational institutions and in pre-school institutions.

5. Interviewer are prohibited from surveying their own relatives or acquaintances as well as teachers from the schools where a survey takes place.

In order to ensure a random sample of children aged 8-12 and 13-18, when a survey is conducted in an educational institution, the following methods of respondent selection can be used:

- An interviewer selects respondents at the entrance to/exit from the educational institution.
- Determined by lot are five or six classes from which two respondents of each sex are invited; in each class selected, boys and girls for participation in the survey are also determined by lot.
- Determined by lot are five or six classes from which the respondents sitting in a certain place at any lesson are invited. For example, respondent one sits in the middle row at mathematics lessons, at the second desk from the teacher's table to the left whereas respondent two sits in the left row at the first desk to the right.

When designing a sample of parents of children aged 0-12, it should be remembered that participation of parents of pre-school children in a survey should be ensured.

In order to ensure a random sample of parents of children aged 0-12, the following methods of respondent selection can be used:

• An interviewer selects respondents on the street, children's playgrounds, or in rest areas.

• Respondents are selected at random prior to or after a general parents' meeting at the entrance to/exit from an educational institution/pre-school facility.

A description of sample design for each of the respondent categories should be included in the Introduction section of the Situation of Children and Young People in the Community Analytical Report where the report preparation process is highlighted.

It should be noted that research of this kind usually does not reveal any new problems but only helps find those being the most important to the entire community.

The respondent survey findings are presented in a tabular form (see an indicative form attached) as total numbers of positive and negative answers to survey questions for each respondent group. The survey findings are used by the community members to assess the real situation of children and young people in the city/community/ATC.

Annex 7

7.1 TENTATIVE STRUCTURE OF THE ANALYTICAL REPORT ON ENSURING THE RIGHTS OF CHILDREN AND YOUTH IN THE CITY/COMMUNITY

- **Introduction.**
- **Description of key problems concerning inequality in the community, using the child rights approach.**
- **Information about the city (provide brief background and statistical information about the city/community's current development situation):** (i) geographical location; demographic situation; (ii) labour market; (iii) specifics of socio-economic development over recent three to five years; (iv) financial and budget situation over recent three to five years; (v) available infrastructure.
- **Situation of children and young people in the city:**
  1. The right to recognition, respect and fair treatment.
  2. The right to be heard.
  3. The right to health care, education and social protection.
  4. The right to safety.
  5. The right to childhood.
- **The activities of local governments, executive authorities, business and civil society institutions in the interests of children and young people.**
- **Conclusions and proposals regarding improvement of the situation of children and young people.**

7.2 GENERAL RECOMMENDATIONS ON PREPARATION OF THE ANALYTICAL REPORT

1) The report should be structured. It is advised to follow the provided recommendations in the document structure.

2) Analysis should be presented as a description of trends in a relevant area *(1) the right to recognition, respect and fair treatment; 2) the right to be heard; 3) the right to health care, education and social protection; 4) the right to safety; 5) the right to childhood)* over the last three to five years. It means that the existing situation should be compared to that of three to five years ago, mentioning if the situation has become better (worse), drivers (what has caused the changes) and consequences (positive or negative), based on the data presented in indicator tables (Annexes 6 and 7). Acknowledgment of the situation as of a certain date is not analysis and indicates nothing.

3) Recommendations to the Analytical Report sections:

- **Introduction.** A brief description of the purpose of joining the UNICEF Child and Youth Friendly Municipality Initiative, the specifics of the situation of children and youth and development of the city/community that have decided to join the Initiative, linkage to the Sustainable Development Goals (two pages at most).
  In addition to the general points as regards joining the Initiative, the introduction can contain information on organizing and carrying out the situation analysis preparation work, including about the analytical report writers, approaches to a survey (sampling, number of respondents, institutions where the survey was conducted, etc.), and processing of the survey findings.

- **Description of main inequality problems in the community using the child rights approach.** *A brief description of the city/community problems in terms of protection of children and young people in light of the general Ukrainian problems as regards achievement of equality. A sort of summary of the problems that should be elaborated further during the situation analysis. This part is written with account of the problems provided in Section 1.8 above).*
  The main goal is to consider the problems existing in society but are not necessarily in plain sight: i.e. implicit and inconvenient problems are meant. Each community can have its own problems but they should be a basis

in reason (confirmation by facts): as well as discussion of why precisely these problems exist, as well as their causes and specific features.
Researchers should not be afraid of highlighting the existing problems. On the contrary, analysis and detection of certain existing problems indicates local government's ability to assess the situation realistically and their willingness to improve it. The status is granted for progress towards problem solving and improvement of the children and young people's situation compared to baseline (starting) conditions.

- **Information about the city.** This section should be maximum three pages long. All the information is presented with a focus on children and young people. That is, if the population structure is analysed, the following questions should be answered: how many children and young people are there? What is their share of the total population? What trends exist in recent years as to population change in general and for children and young people in particular? Causes of reduction in the number of children and young people should be listed (birth rate decline, migration, etc.). The economic situation description should not be limited to the list of active enterprises. The economic situation is useful for our analysis in the context of providing conditions for people's employment, decent work, improved well-being of families having children, and poverty reduction. Analysis of the community's financial capacity should also focus on financing of the expenditures related first of all to children and young people. The main point is efficiency of the above-mentioned local budget expenditures for the purposes of the improvement of the situation of children and young people. **The situation concerning local government and budget-funded institutions is not a priority for the purposes of this analysis.**
- **Situation of children and young people in the city.** Analysis is undertaken according to the indicators provided in Annex 6 and grouped in five priority areas:

1. **The right to recognition, respect and fair treatment:** right to non-discrimination, rights of children with disabilities, right to belong to ethnic, religious, linguistic groups and minorities.

2. **The right to be heard:** every child and young person has the right to have their voice, needs and priorities heard and taken into account in legislations, policies, budgets, programmes and other decisions affecting them.

3. **The right to health care, education and social protection.**

4. **The right to safety:** every child and young person has the right to feel safe and to live in a safe and clean environment.

5. **The right to childhood:** every child and young person has the right to enjoy family life, play and leisure.

Each of the paragraphs is prepared according to the following structure:

- **Situation analysis.** It is undertaken on the basis of official statistical data, data from local government and their committees, data from public utility companies, organizations, and data obtained by means of surveys or focus groups, round tables, thematic meetings, etc. Analysis should focus on finding problems which might not be typical priorities to the city/community authorities but which can be extremely important from the standpoint of ensuring the rights of children and young people.
- **Problems.** A problem can be defined as a mismatch between a desired situation and reality. Hence, the task is to identify non-conformity of the actual child rights situation in the city with the rights outlined in the UN Convention. The problems should be identified through analysis and compared with survey findings to find out any hidden problems. The problem analysis should be accompanied with identification of their causes and design of a problem tree. This will allow the correct formulation of priority objectives and activity planning so as to solve the problem further on.
- **Problem-solving actions by authorities.** Examples are provided of authorities' response to child and youth rights challenges in the community in each field, broken down by area, and the response is assessed for how well it addressed the existing problems.
- **Actions by other institutions, enterprises, organizations (charitable, religious, non-governmental, etc.).**

Examples are provided of activities by non-governmental organizations and enterprises in response to the community's existing challenges in child and youth rights in relevant fields, broken down by area, and they are assessed for how well they addressed the problems.

- **Conclusions and proposals on further action.** Positive/negative developments and the most urgent problems are presented, and goals and objectives for the next period are formulated.
- Analysis within these areas should be performed for the most recent three to five years, reflecting not only the infrastructure condition and the number of activities conducted within each of the priority areas (number of activities, number of institutions, number of sites, etc.) but also the need for them or a any applicable standard requirement. This will help compare and evaluate how well a need or a standard has been met.

– **Conclusions and proposals on improving the situation of children and young persons.** Based on the analysis, the community selects at least three of the five key rights of the child (at most all five) which are the most important to ensure the rights of children and young people in the community pursuant to the UN Convention on the Rights of the Child. It is these priorities that must be a foundation of the Action Plan.

– **When mentioning the city authorities' planned or implemented actions, it is necessary to describe specific outcomes of the actions** for the improvement in the situation of children and young people.

4) During the analysis, it is necessary to provide concrete examples of participation of children and young people in addressing city development issues.

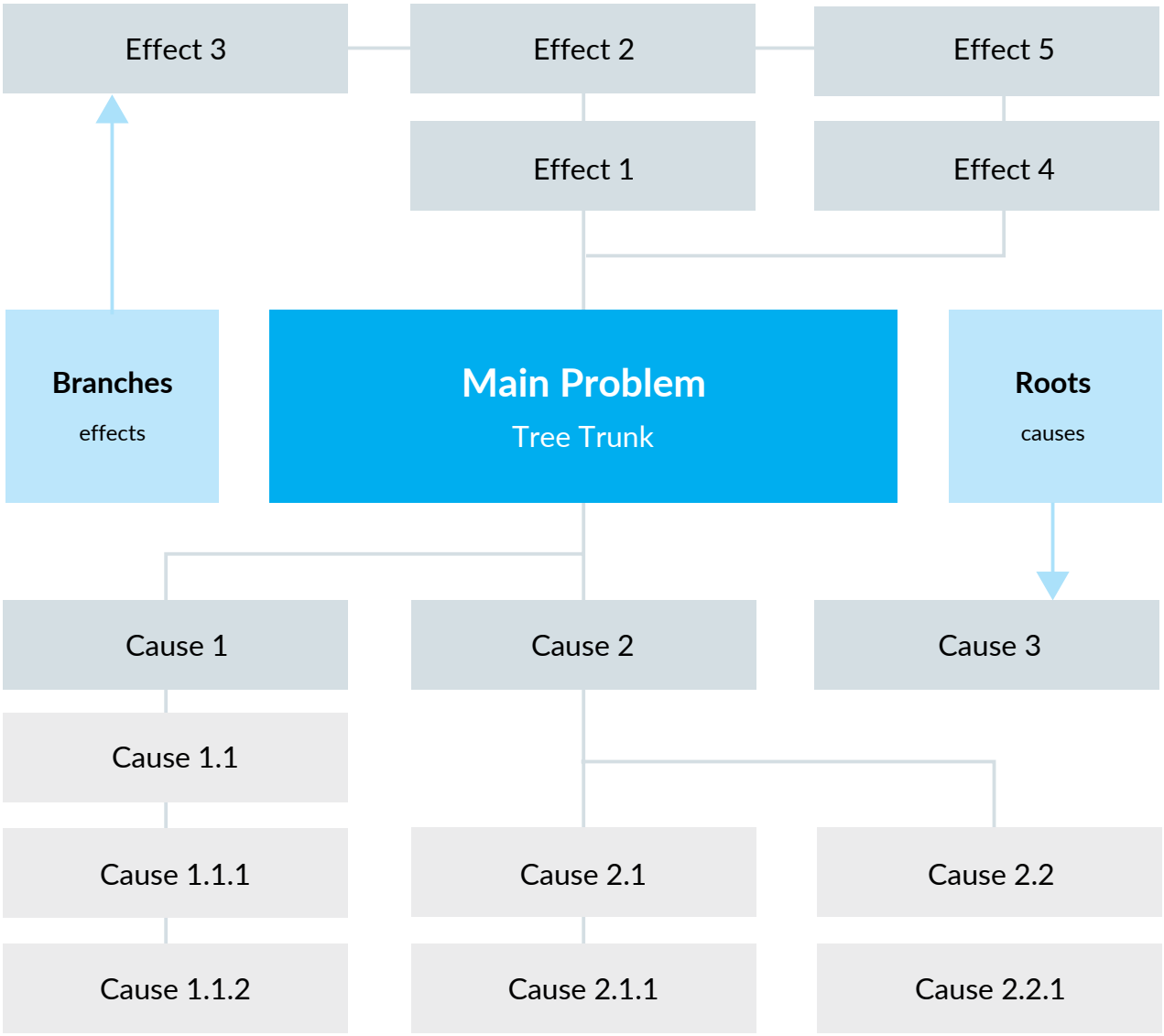
5) The table of indicators for analysis (Annex 5) is intended to facilitate guidance for communities concerning the list of indicators based on which analysis should be undertaken. The indicators should be traced over time (three to five years) in the report text, and conclusions and proposals should be prepared. The general table of the indicators used by some or other community is provided as an annex to the situation analysis to illustrate the general information base used.

6) It is advisable to supplement the analysis with visualization elements (diagrams, charts, photos, etc.).

7) Finding of the survey are attached to the report as a separate annex.

Annex 8

PROBLEM TREE DESIGN FOR THE FORMULATION OF THE CHILD AND YOUTH FRIENDLY MUNICIPALITY INITIATIVE ACTION PLAN



Annex 9

THEORY OF CHANGE DEVELOPMENT STAGES

When designing a theory of change, it is useful to answer the following questions:

1. What problem will the Action Plan aim to solve?
2. What are causes of the problem?
3. Which problem causes will you work on?
4. What changes do you want to achieve by implementation of the Action Plan, and what will the situation be in different spheres if the problem is solved?
5. Which child and youth groups in the community or institution should be influenced by the Action Plan to achieve necessary changes?
6. In what way can the Action Plan influence these child groups or institutions?
7. What tools and technologies can be used?
8. What resources (finance, time, skills and knowledge) will be required to use the tools and technologies effectively?
9. Which of these resources are already available to the community?
10. How can resources which are deficient be obtained?
11. Are you willing and able to work in partnership with other individuals and organizations, and what skills and resources of potential partners would you like to use?
12. How will you measure Action Plan progress, and what indicators will you use?

Annex 10

EXAMPLE. THEORY OF CHANGE FOR CHILD AND YOUTH FRIENDLY MUNICIPALITY INITIATIVE ACTION PLAN

GOALS (outcomes)	Every child and young person is valued, respected and treated fairly within their city and community	Every child and young person has the right to have their voices, needs and priorities heard and taken into account in regulatory acts, policies, budgets and programmes	Each child and young person has access to quality social services	Each child and young person lives in a safe and clean environment	Each child and young person has opportunities to enjoy family life, play and leisure
OBJECTIVES (outputs)	Local government commitments to children and young people	Improved systems for meaningful participation of children and young people in community life	Reduced inequalities in access to services	Improved independent mobility of children and young people	Access to leisure facilities
	Improved accountabilities for children and young people	A cultural change in the perception of children and young people in the community	Child and youth responsive service delivery infrastructure	Urban planning and housing which is responsive to children and young people	Improved work-life balance for parents
	Non-discriminatory policies and planning	Awareness of child and youth needs and capacity to act as full-fledged citizens	Improved systems for policy, budgets and monitoring of service delivery	Reduced crime, and safer, cohesive communities	Accessible and child and youth friendly cultural activities
	Inclusive and resilient communities	Governance structures that support participation of children and young people	Better cross-sectoral coordination across services	Action to provide a child and youth friendly environment at the local level	Improved access to hobbies and leisure
LOCAL STRATEGIES	• Child-friendly legal frameworks and policies • Communication, awareness-raising and advocacy • City-wide strategic planning and budget	• Cross-sectoral coordination and partnerships • Inclusive, child and youth participatory mechanisms and processes for managerial decision-making	• Training and capacity building • Collection of data and evidence		
MINIMUM CRITERIA	Equity and non-discrimination	Comprehensive approach	Child participation		
INSTITUTIONS	National coordinating body (including UNICEF)	Local steering body	Coordinating unit	Partners	

If every child is valued, respected and treated fairly within a community, if children and young people's voices, needs and priorities are heard and taken into account, if every child has access to quality essential services, if every child lives in a safe, secure and clean environment, and if every child has opportunities to enjoy family life, play and leisure, then all children will enjoy their childhood and reach their full potential through equal realization of their rights within their cities and communities.

Annex 11

EXAMPLE OF THE ACTION PLAN

Goals / objectives / activities	Result indicator, unit of measurement	Time frame	Source oF financing	Volume of financing, thousand UAH				Responsible implementer	Risks and assumptions
				Total	Incl. by years				
					2019	2020	2021		
Goal 1. Every child and young person is valued, respected and treated fairly within their city and community	Percentage of children with disabilities reporting an increased feeling of wellbeing Number of reported cases of bullying of disabled children in schools								
Objective 1.1. Children and young people have equal access to public services regardless of ethnic origin, religion, income, sex or ability	Percentage of laws and policies identified in the analysis that are being revised Percentage of public spaces renovated to ensure accessibility of services								
Activities:									
1.1.1. Assessment of barriers to equal access to services for children with special needs									
1.1.2. Analysis of potential indirect discrimination in policies and laws									
1.1.3. Awareness-raising campaign for children and young people to reduce bullying in schools									
Goal 2. Each child and young person has the right to have their voices, needs and priorities heard and taken into account in regulatory acts, policies, budgets and programmes	Percentage of children and young people participating in the youth council and satisfied with their participation in managerial decision-making Percentage of budget allocations for sports and recreation according to recommendations from the child or youth council								
Objective 2.1. Children have an opportunity to influence the city/village council's decisions	Number of children/young people who have participated in the children's council Number of proposals from the child/youth council that have been endorsed and implemented by the city/ village council								
Activities:									
2.1.1. Making decisions to establish child/youth councils									
2.1.2. Establishing child/youth councils									
2.1.3. The child/youth council has developed its own work programme									
Goal 3. Each child and young person has access to quality social services									

Annex 12

FORM OF AN EXPLANATORY NOTE TO THE THEORY OF CHANGE FOR THE ACTION PLAN

The Action Plan for implementation of the Child and Youth Friendly Municipality Initiative is aimed at solving problems as regards ensuring the rights of children and young people in _____ territorial community.

The main problems solving which the Action Plan is aimed at are as follows:

_____

_____

(briefly list the main problems solving which the Action Plan is aimed at)

The problem is caused by:

1) _____ *(formulate the problem cause)*

2) _____ *(formulate the problem cause)*

3) _____ *(formulate the problem cause)*

The Action Plan is aimed at _____ *(formulate the Action Plan goal)*

Achievement of these goals will allow contributing to improvement of the situation of children and young people in the community

_____ *(provide the Action Plan mission)*

The Programme goal will be achieved if the following main objectives are attained:

1) _____ *(formulate the objective)*

2) _____ *(formulate the objective)*

3) _____ *(formulate the objective)*

The expected Action Plan results can be achieved given the following conditions:

1) _____ *(formulate the assumption)*

2) _____ *(formulate the assumption)*

3) _____ *(formulate the assumption)*

Action Plan implementation period _____

Financing of the Action Plan _____

(Indicate the total volume of financing, including by year and by main objective and goal)

GLOSSARY

Child

A person below the age of 18 years.

Young/young person

A person aged 15-24.

City

An urban settlement regardless of the population size. They include cities of republican, oblast and raion subordination, and urban-type localities.

Community

(or a territorial community) - a population of Ukrainian citizens living together in a city or rural settlement, having collective interests, a legal status defined by law, and the right to self-governance.

Amalgamated territorial community

(ATC, amalgamated community) – an administrative-territorial unit in Ukraine established pursuant to the Law of Ukraine “On voluntary amalgamation of territorial communities”.

Local authority

A local government of a city, amalgamated territorial community, or territorial community.

SDGs

Sustainable Development Goals

unicef
for every child

UNFPA

Ministry of Social Policy of Ukraine

Ministry of Regional Development, Building and Housing and Communal Services of Ukraine

Ministry of Youth and Sports of Ukraine

Presidential Administration of Ukraine

Асоціація міст України

ОТГ Асоціація

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