

**Final Evaluation of the
United Nations Volunteers Programme
Contribution to the
Chornobyl Recovery and Development Programme
UNDP-UKRAINE**

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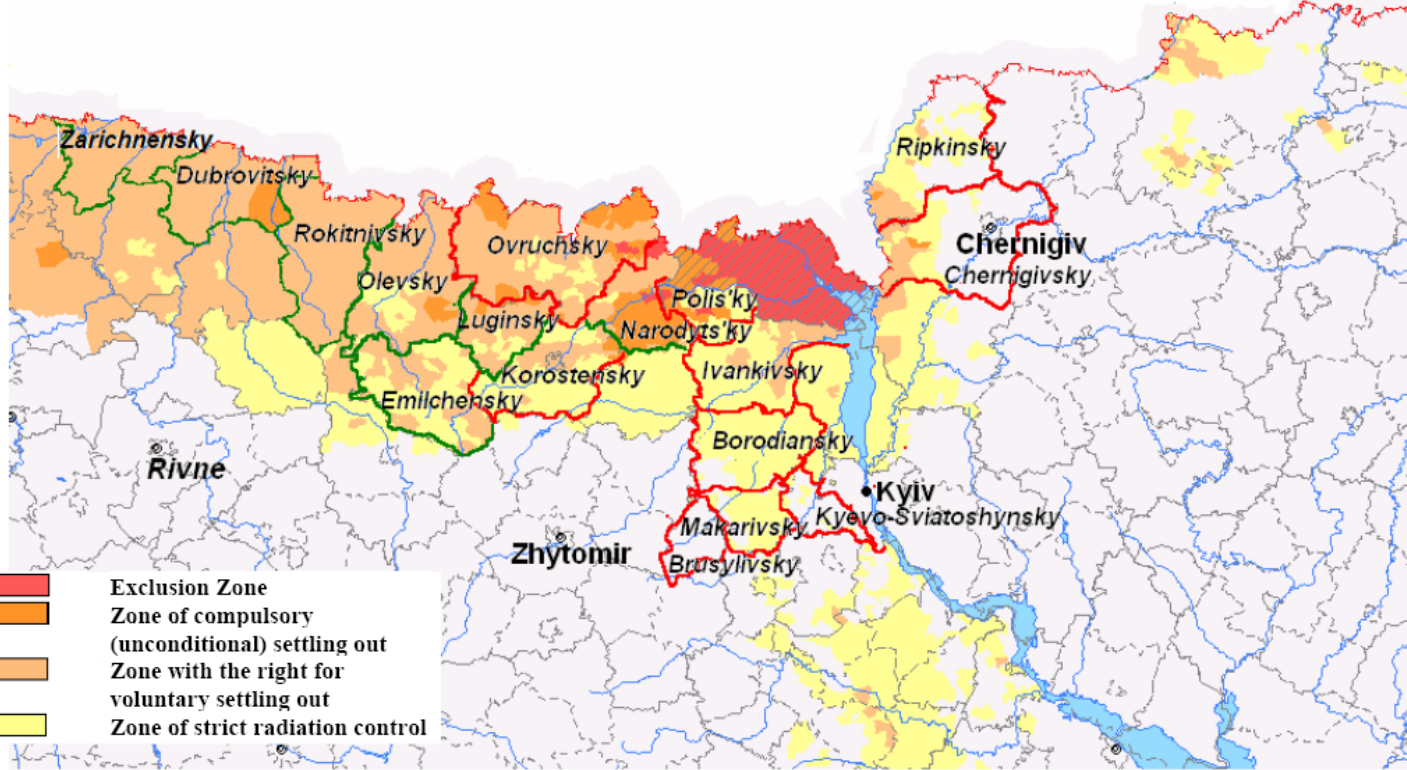
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1. LIST OF ABBREVIATIONS AND ACRONYMS

CO	Community Organisation
CRDP	Chornobyl Recovery and Development Programme
CSI	Civil Society Index
CSO	Civil Society Organisation
IUNV	International United Nations Volunteer
NGO	Non-Governmental Organisation
NUNV	National United Nations Volunteer
UNDP	United Nations Development Programme
UNV	United Nations Volunteers

2. MAP OF CRDP OPERATIONS



3. EXECUTIVE SUMMARY

The Chernobyl catastrophe occurred in 1986, followed a few years later by the dissolution of the Soviet Union and Ukraine independence. The areas affected by the Chernobyl meltdown have now been socially and economically compromised for more than 20 years. Through the Chernobyl Recovery and Development Programme (CRDP) created by the United Nations Development Programme (UNDP) in 2002, possibilities and hope are being breathed back into these communities.

With the United Nations Volunteers Programme's (UNV) support over the last 3 years through the "Volunteers for Participatory Community-Based Development in Chernobyl" project, UNV volunteers have worked with CRDP staff to empower local communities. They have worked on projects to improve local health centres, youth centres, schools, water supplies, gasification systems, among others. More importantly, through the process of organising and implementing these projects, communities are becoming empowered to take charge of their lives by applying the same skills to other issues as they arise, breaking the cycle of dependency that has existed for many years. These participatory processes are part of the foundation for a stable democracy in Ukraine.

UNV volunteers have been leading the Social Mobilisation and Governance Component of CRDP. This is an evaluation of the UNV project, which is now coming to a close at the end of 2007.

Methodology

The evaluation was conducted November - December 2007. The findings are based on a desk review and interviews with UN officials, project staff, national and local authorities, and villagers. The vast majority of interviews were conducted with consecutive translation. (See Annexes 1 and 2)

Principal Findings

Although 3 years is an insufficient amount of time to measure, there are some indications that the UNV project has begun to meet its primary objective: "to improve living conditions in Chernobyl-affected areas of Ukraine by strengthening the participatory community development component of CRDP through the volunteer medium." In addition, CRDP chose to completely integrate UNV volunteers with its permanent staff, encouraging a unified team and strong use of UNV volunteers. This approach, however, makes it difficult to distinguish the unique impact of this UNV project from the larger programme in many instances.

UNV volunteers are effectively inspiring and training community members to mobilise local volunteers and to organise and manage community improvements. At the same time, they are addressing other related factors, such as capacity building of local authorities. Some communities report the impact of the interventions have included renovated community buildings, youth involvement leading to decreased drinking and misbehaviour, access to previously non-existent services, positive

outlook for the future, and decreased dependency on government, among others. Further, COs have begun to apply these skills to implement additional projects with little or no support from CRDP.

Although this is a very successful programme, it is important to note the fragility of this work with communities. Of the 279 COs created with CRDP, most were established 1-2 years ago and require continued support. Leaders have learned basic skills, but more advanced training is needed. With some initial leaders having experience in project implementation and community organising, more community members should be trained to deepen the communities' capacities. In more and more communities, multi-stakeholder dialogue is beginning which require external facilitation and coordination to allow all voices to be heard.

This need for continued support should not come directly from an international organisation for an extended period of time. After having established an excellent programme to develop and support communities, now is an optimal moment to begin planning and implementing an exit strategy where autonomous Ukrainian organisations, existing or newly created, can take over these responsibilities for the long-term.

The approach used for the Social Mobilisation and Governance component, touches on many aspects of the UNV mission and results framework. Social mobilisation depends on volunteers to engage in activities to better their communities and to work in partnership with local stakeholders, particularly local authorities. Much more could be done for similar projects in the future to develop the role of UNV to provide expertise in promotion and management of volunteers, as well as international linkages among UNVs.

Recommendations

In the table below, you will find recommendations as they relate to broader, actionable findings and to the parties responsible for their implementation.

TABLE 1: RECOMMENDATIONS

FINDING	RECOMMENDATION	RESPONSIBLE PARTY
<i>Sustainability and Exit Strategy</i>		
Lack of umbrella organisations, networks, service providers for continued professional development and information sharing.	1. Support and/or establish independent, local organisations, networks or associations for transfer of responsibilities from CRDP to autonomous Ukrainian institutions which will support the facilitation of forums, roundtables and other forms of communication with authorities, provide technical assistance and advanced capacity building, and enhance information sharing.	UNDP, CRDP
Unstable political environment means constantly changing local authorities and CO relationships with them.	2. Study tours, site visits, and regional workshops to encourage the creation of networks. 3. Require local authorities who participate in trainings, roundtables and forums to be varied in their positions, deepening the level of capacity built within local governance.	
Recently formed COs have only received basic trainings.	4. Continued training and monitoring to strengthen autonomy of COs and NGOs through newly created institutions and/or networks.	UNDP, CRDP
	5. Conduct advanced training with mature CO members on topics such as advocacy, networking, transparency, accountability, corporate social responsibility, among others.	UNDP, CRDP
Participants in trainings are generally the same 1-2 leaders from a particular CO. COs awarded CRDP project funding received more training than others.	6. Create a system where participants share knowledge with other CO members.	CRDP
	7. Broaden scope of training to deepen the capacities throughout COs, including participation of CO members from communities not receiving CRDP project funding, and varying participants from within a CO.	CRDP
Transfer of knowledge and responsibilities is not systematised within CRDP.	8. Create a system where CRDP staff share information after attending learning activities.	CRDP
	9. Create system for clear transfer of knowledge and responsibilities from UNV volunteers to permanent staff when appropriate.	CRDP

UNV Communication		
Lack of clarity about the UNV programme and its implications for CRDP and the UNV volunteers.	10. Communicate clearly with CRDP management the role of UNV within the project and how it differs from other donors.	UNV
	11. Communicate clearly the type of contract and post-contract expectations for UNV volunteers in a timely manner.	CRDP
Uncertainty of contract renewal leads to lower productivity and possible departure of UNV volunteer.	12. Earlier contract renewal.	UNV
Issues particular to NUNVs		
Lack of clarity of NUNV role.	13. Better communicate the role of the NUNV to CRDP management and NUNVs.	UNV
NUNVs hindered when working within own raiyon when pressured by local authorities.	14. Placement of NUNVs could be more effective in neighbouring raiyon and not within own.	UNV
NUNVs feel lack of connection to larger UNV system.	15. Communications from UNV that are directed towards NUNVs should be given in Russian.	UNV
	16. Since English is main language of communication from UNV HQ, facilitate availability of English language courses.	UNV
Field workers report insufficient compensation.	17. Review need for Field Worker position and level of compensation.	UNV, CRDP
Further Promote Volunteerism		
Beyond creation and encouragement of COs, volunteer promotion is implemented according to personal motivation, with CRDP support once initiated by UNV volunteer.	18. Explicitly include in UNV volunteer contracts the responsibility to promote volunteerism.	UNV, CRDP
	19. Partner organisation's contract should include responsibility to promote volunteerism with beneficiaries.	UNV
	20. Create linkages with other UNVs both nationally and internationally, including regional training and site visits.	UNV
	21. Facilitate linkages with international volunteer movement for UNV volunteers and beneficiaries.	UNV
	22. Provide expert support in volunteerism throughout the life of the project.	UNV
Gender Sensitivity		
Gender has only been addressed in few aspects by encouraging a balance in the numbers of males and females.	23. Conduct workshops or training on gender issues, including gender mainstreaming and the empowerment of women and what actions might be taken to enhance their work.	UNDP
	24. Incorporate gender issues within the training of community members and local authorities.	UNDP, CRDP
	25. Make a conscious effort to support a minimum number of women's groups and/or organizations.	CRDP

	26. Make a conscious effort to explicitly include gender objectives and indicators as part of future planning exercises of the project, and of COs supported by the project.	CRDP
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4. INTRODUCTION TO THE EVALUATION REPORT

In 2002, the Chernobyl Recovery and Development Programme (CRDP) was created by the United Nations Development Programme (UNDP) to boost the social and economic recovery and development in the Chernobyl-affected areas of Ukraine. The United Nation Volunteers Programme (UNV) supported this effort through the 3-year project, "Volunteers for Participatory Community-based Development in Chernobyl". As this project comes to a close at the end of 2007, the purpose of this evaluation is to assess the quality and impact of this project, with a keen awareness of this approach serving as a model for future projects.

The research was conducted over a period of approximately one month. The initial desk review was conducted prior to visiting Ukraine. Over 60 interviews were conducted in person throughout a 15 day period with representatives from UNV, UNDP, Ministry of Emergency, and local authorities and businesspeople working with the UNV volunteers of CRDP. The vast majority of interviews were conducted with consecutive translation. A debriefing was held with representatives of UNV, CRDP and UNDP. Analysis, report writing, stakeholders' feedback, and finalization of the report were conducted the first two weeks of December 2007. (See Annexes 1 & 2)

5. PROJECT DESCRIPTION AND EVALUATION PROFILE

Since the 1986 Chernobyl catastrophe and the dissolution of the Soviet Union that followed a few years later, the Chernobyl-affected areas in Ukraine have undergone a social and economic decline. Many victims became reliant on governmental support. The communities experienced increases in alcoholism, drug abuse and other negative social behaviours. Many villagers with economic potential left to seek employment elsewhere. Communities were limited in their abilities to address their own issues. The Chernobyl Recovery and Development Programme (CRDP) was launched in 2002 by the United Nations Development Programme (UNDP) and the Ukrainian Ministry of Emergency and Affairs of Population Protection from Consequences of Chernobyl to "advocate a transition from humanitarian assistance toward a long-term development approach for Chernobyl-affected areas."¹

With its independence in 1991, Ukraine has been working towards building a democratic country. One lynchpin for a stable and viable democracy is a strong civil

¹ Chernobyl Recovery and Development Programme Annual Report 2004.

society, which functions independent of the state and market.² CRDP is promoting development of democratic systems and free-market economies within these affected-areas through its Social Mobilisation and Governance Component, in which UNV volunteers play a vital role.

The United Nations Volunteers Programme (UNV) began supporting CRDP through the project "Volunteers for Participatory Community-Based Development in Chernobyl" during 2004-2007. Using a holistic approach, CRDP helps to build local capacity to create Community Organisations (COs) which can democratically identify and implement social, economic and infrastructure projects to improve their communities. In addition, CRDP strengthens community actions by facilitating collaboration among local authorities, businesspeople, and COs.

As of November 2007, CRDP has helped to create 279 COs in 192 affected villages. Over 200,000 people have benefited directly from community projects implemented in collaboration with multiple stakeholders. In fact, locally mobilised resources covered over 70% of total project costs and many more projects have been completed independent of CRDP funding. Some are even implemented solely with volunteers from the community and no additional resources.

According to UNDP and UNV, there are three key principles to volunteerism:

- Actions are carried out freely and without coercion
- Financial gain is not the main motivating principle
- There is a beneficiary other than the volunteer³

In Ukraine, this definition of volunteerism is a new concept. Historically, citizens were mobilised by authorities or political parties to implement a mandated goal without pay. Citizens were accustomed to caring for their own communities only when it was dictated to them by others. According to the CIVICUS Civil Society Index (CSI) conducted in 2006, 57% of citizens report contributing some kind of work free of charge; however, only 8% do this work for a civil society organisation (CSO). In addition, they found that there is only 1 non-governmental organisation (NGO) per 1000 people.⁴

CRDP encourages citizens to willingly volunteer their time according to the needs democratically identified by CO members. This dramatic shift in mentality does not come easily in many cases. However, once the concept is internalized and projects are successfully completed, other communities are inspired to follow suit. These

² Definitions of civil society according to:

a) UNDP: "Civil Society [is] a third sector existing alongside and interacting with the state and private industry." A Guide to Civil Society Organizations working on Democratic Governance, 2005, p.1

b) CIVICUS: "Civil Society is the arena, outside of the family, the state and the market where people associate to advance common interests." Civil Society Index – Methodology, <http://www.civicus.org/new/default.asp>

³ UNDP Practice Area: Cross-cutting Synthesis of Lessons Learned, Essentials, No. 12, October 2003, p.2

⁴ Civil Society in Ukraine: "Driving Engine or Spare Wheel for Change?", CIVICUS Civil Society Index Report for Ukraine, 2006, p. 27

components of capacity building, dialogue, transparency and accountability at the local level are the building blocks for a sustainable democracy.

CRDP made the conscious effort to integrate UNVs into their staff, making no distinction between them and other staff. Although this helped to create a strong team, it creates difficulty in distinguishing the particular contributions attributable to UNV. Nonetheless, clearly UNV volunteers have played a leading role in the Social Mobilisation and Governance component of CRDP. The coordinator of this component is an International United Nations Volunteer (IUNV). The driving forces behind local governance and youth issues are IUNVs. Six of the 20 field coordinators are National United Nations Volunteers (NUNV). (See Annex 3 for list of UNV volunteers.)

6. EVALUATION FINDINGS

The original project document states the objectives and outputs expected for this project, with specific reference to the expectations of UNV involvement. Below is a summary of the findings as they relate to the objectives and outputs. However, the subsequent section elaborates on the findings and includes some that went beyond the initial project design.

Objectives and Outputs

The UNV project had one overall project objective and four immediate objectives. The table below addresses the key findings as they respond to each of the four immediate objectives and related outputs.

Overall Project Objective: to improve living conditions in Chernobyl-affected areas of Ukraine by strengthening the participatory community development component of the CRDP through the volunteer medium.

Although difficult to measure after only three years, there are indications reported which point to improved living conditions due directly to CRDP promotion of participatory community development and volunteerism. Volunteerism is a key component to the CRDP approach to social mobilisation. Through mobilising volunteers within communities, many activities and projects have been had a direct impact on a better quality of life for them. Community buildings have been improved upon. Activities for youth have reportedly lessened drinking and misbehaviour. Service Centres have been created to provide services that had not existed in the community prior to this project. An increasingly positive outlook for the future was commented on by respondents as very significant, coming out of years of dependency and despair.

Summary of Findings as relates to Original Objectives and Outputs

Given the flexible nature of this programme, the need to respond to situations as they arose, and the emergence of new demands on the programme during

implementation, some findings fall beyond those directly related to the initial objectives and outputs. Those findings are discussed in the subsequent sections.

The following are the original objectives and outputs as written in the project document for UNV involvement in the CRDP programme.

TABLE 2: OBJECTIVES, OUTPUTS AND RELATED FINDINGS

IMMEDIATE OBJECTIVE	INTENDED OUTPUT	OUTPUT TARGET	RELATED FINDING
1. To increase support for the establishment and advancement of local volunteer involved in COs.	1.1 Establishment of a project implementation unit at the oblasts level, in which UNVs will have routine, direct contact with communities and local government.		NUNVs were based in regional offices, teamed with CRDP staff within each of the 3 oblasts.
			IUNVs were based in Kiev with frequent field visits, working throughout the entire project on thematic issues.
	1.2 New COs established and involved in participatory village development planning through volunteerism.	1.2.1 Comprehensive development plans established by each CO.	100% ⁵ of COs interviewed reported the creation of a village development plan.
		1.2.2 COs registered as recognised civil society organisations.	73% of COs are registered as such with the village council.
			Some are officially registered with rayon administration as NGO, giving access to own bank account and official registered stamp.
		1.2.3 The majority of inhabitants of target villages involved in CO decision-making.	40% of COs have 35-70 members; 40% have 70+ members.
			Some communities have more than 1 CO.
		All COs have democratically elected leaders.	
	1.2.4 The majority of inhabitants of target villages involved in CO village development planning.	Village development plan is determined democratically by at least 90% of CO member participation.	
	1.3 Existing COs sensitised about volunteerism in their activities.	1.3.1 The majority of inhabitants of target villages involved in CO sensitised about	Vast majority of respondents understand and use term volunteer, meaning work without pay; there is lack of clarity of some concepts, e.g. free actions and benefit to others.

⁵ The sample surveyed is statistically irrelevant. These numbers will only provide a broad understanding of the situation.

		volunteerism as a development resource.	UNV volunteers work continuously with communities to re-enforce the notion of mobilisation as volunteers.
2. To support the implementation of sustainable CO local improvement projects that raise living conditions.	2.1 Local social, economic and ecological projects undertaken by community volunteers in partnership with local authorities.	2.1.1 CO members volunteering for the conceptualisation, design and budgeting of local improvement projects.	All CO members are volunteers CO leaders are trained by CRDP staff in basic skills regarding the project cycle.
		2.1.2 Community members providing their own funds and necessary volunteer labour needed to realise improvement projects.	All community improvement projects are implemented with volunteer labourers; some implemented 100% by volunteers. Resources, such as materials and equipment, are often donated.
		2.1.3 Local project implementation teams mobilising community volunteers and developing sustainable strategies for local project management and operation.	CRDP coordinators promote creation of COs.
			CRDP coordinators train CO leaders in basic project implementation skills; now needing more advanced training.
			CO leaders effectively mobilised community volunteers using a variety of techniques, which they have continued to apply in subsequent projects.
			A number of respondents reported design and implementation of projects independent of CRDP.
			Given unstable government, CRDP coordinators continue to support linkages between COs and authorities.
		CRDP coordinators continue to provide technical assistance in fundraising and proposal applications to external donors.	

3. To have COs lead local economic recovery and development in target villages.	3.1 Local economic development strategies established by COs.	3.1.1 A local economic development strategy established in each target village.	COs determined their own needs; in some instances economic development was key, in others infrastructure projects were a priority.
			CRDP coordinators have supported the creation of Regional Development Agencies, which are NGOs providing services to promote social, economic and environmental development.
4. To strengthen the role of COs and local civil society.	4.1 Local and regional government development plans in which the self-expressed needs and priorities of affected communities are prioritised.	4.1.1 CO village development planning visibility integrated into local and regional development plans. 4.1.2 Recognition and inclusion of local volunteer organisation by local and regional authorities in their development plans.	86% report that their CO development plan has been incorporated into the village council development plan.
			Over half report having conducted a rayon forum, where the development plan is discussed with rayon officials.
			A few rayon councils have added particular budget lines for future community projects due to CO actions.
			83% have report having conducted roundtable discussions with stakeholders, including local authorities, regarding CO village development plan.
			IUNVs are leading training program of local authorities; study tour, strategic planning training, among other activities.

TABLE 3: EXPECTED OUTPUTS AND OUTCOMES OF UNV INVOLVEMENT AND RELATED FINDINGS

The following are the original outputs and outcomes specifically for UNV involvement as described in the project document.

OUTPUTS/OUTCOMES OF UNV INVOLVEMENT	RELATED FINDING
Formation and development of more than 100 COs in smaller towns, villages and settlements.	As of November 2007, CRDP has helped to form 279 COs throughout the affected areas.
Direct involvement of thousands of community members in	CRDP works with over 12,000 CO volunteers who are involved at different levels of leadership and project implementation.

<p>participatory development planning and collective efforts to improve local living conditions through volunteerism and collective resource mobilisation.</p>	<p>IUNVs work with CO members throughout the entire area of operations on youth and local authority capacity building, as well as overall project creation, implementation and management.</p>
	<p>NUNVs work on a daily basis with communities forming new COs or implementing first-time projects.</p>
	<p>IUNVs are enhancing the programme monitoring system to ensure quality control and accountability.</p>
<p>Establishment of lasting partnerships between COs and municipal and regional governments to support the long-term promotion of community self-governance and grassroots-oriented development strategies.</p>	<p>UNV volunteers support in capacity building of local authorities, including sensitisation of advantages in collaboration with local communities and their COs.</p>
	<p>UNV volunteers support in CRDP team's creation of forums and roundtables encouraging dialogue among local authorities, CO members, and other stakeholders.</p>
	<p>IUNV and NUNV trainings for CO members, conducted with other CRDP staff, in basic skills of community organising and development.</p>
<p>COs established as recognised civil society organisations capable of developing local economic development strategies.</p>	<p>100% of COs reported creating a village development plan.</p>
	<p>73% of COs are registered with village council; a few are mature enough to be officially registered with raion administration.</p>
<p>Volunteers in Chernobyl-affected communities carrying forward collective decision-making and participatory development planning.</p>	<p>NUNVs work on a daily basis with CO members to create a democratic, transparent and accountable organisation; including freely held elections and public audits among others.</p>
<p>Volunteerism rekindled and nurtured as well as recognised in the Chernobyl region as an effective means to empower local communities, breaking traditional dependency on the state and building greater individual self-reliance.</p>	<p>UNV volunteers work directly with leaders in 192 villages to mobilise local volunteers for the implementation of self-defined community activities and projects.</p>
	<p>With the encouragement and support of NUNVs and IUNVs, among others, CO members are now working with local authorities and holding them accountable for their actions, a shift in mentality since Ukrainian independence.</p>

6. A. Relevance of the project

This section discusses how well the project is suited to the needs of the stakeholders, government policies, and UNV goals and priorities.

Community Need

There is a clear level of readiness to organise and address local issues within many communities in the area of CRDP operation. During the start-up stage of CRDP's Community Self-Governance and Development component, respondents at all levels discussed the many difficulties of mobilising the communities. There was a large degree of mistrust and dependency on the government to resolve community issues, as it had been in past years. After many visits and discussions, UNV coordinators found a few leaders within a community who were willing to take a chance to create a CO and implement a project. Some leaders reported initially needing to convince community members one by one, knocking on doors, talking with friends. However, once some results were visible, recruitment of volunteers became much easier.

Once others began to learn of the success of the initial projects, demand for CRDP to work with other communities began to grow. In some cases, COs explained that they had already been initiating a level of organisation in their community, when they were referred to CRDP. It was also reported that many more communities, both inside and outside of the CRDP mandated areas, are now asking for support. In other cases, village councils and rayon administration officials mentioned encouraging communities to follow the CRDP model, even if CRDP was unable to support them due to their location, outside of the area of CRDP operation.

Transition to Democracy

As Ukraine continues to build a viable democracy, the community-based approach instils democratic principles at the most basic level. The following provides a non-exhaustive list of some of the ways that this is seen in the case of CRDP.

TABLE 4: INFLUENCE IN DEMOCRACY BUILDING

<i>Democratic Principles</i>	<i>Example of Activities as Related to CRDP Support</i>
Trust in democratic system	Free and fair elections for CO leadership.
	Change of leadership after elections.
Capacity to hold authorities accountable	Hold CO leaders accountable – higher level of comfort and trust.
	Some COs and local authorities participate in regular forums and roundtables discussing local development plans and actions.
	COs working with local authorities carefully monitor the implementation of projects.

Local authorities influencing higher levels of government	A few active local authorities encourage officials at the oblast and national levels to visit and support their work with the COs.
	As local authorities are trained and move up through the system, it will transform government activities at higher levels.
	Of the 15 COs that responded, 54 CO members have become elected local officials after joining the CO.
Local leadership capacity	Study tours and trainings with local authorities about creating and implementing strategic and development plans.
	CO members and authorities participate in forums, roundtables and informal dialogues about village issues.
Citizen involvement in decision making	100% of the COs interviewed have created a written development plan, 86% of those plans are part of their village development plan.
Legally recognized civil participation	Of the 15 COs interviewed, 11 are registered as a CO; 3 are officially registered as an NGO.

United Nations Volunteers Programme

This project is supportive of the UNV mission statement.⁶

- It “benefits both individual volunteers and the society” through its work to support COs while they address a wide-range of community issues.
- It “contributes to a more cohesive society by building trust and reciprocity among citizens” throughout their activities. This community-based approach takes it a step further by building trust and reciprocity among citizens with local authorities and citizens with international agencies.
- It supports “sustainable human development” by creating structures within communities to continue with their activities and dialogues after the closing of the UNV project.
- It “mobilises volunteers” through all CO activities.
- It “values free will, commitment, engagement and solidarity” by encouraging communities to take charge of themselves and their future; encouraging active engagement of citizens with local authorities; and the creation of associations of COs.

This project is also compatible with the UNV Results Framework.⁷ In this Framework, UNV has created a business model which mandates the following objectives:

- To broaden, at the international and national levels, the recognition of volunteerism as a valuable resource for development and peace;
- To mainstream volunteerism in development planning and peace-building; and

⁶ www.unv.org

⁷ UNV: The Results Framework of the United Nations Volunteers Programme, November 2006.

- To maximize the global citizen's involvement in, and contribution to, the international peace and development agenda within and across national borders.

This project supports the areas of intervention from the business model in the following ways.

Global advocacy for volunteerism and development

Although some aspects of the project have addressed this issue, there is an opportunity for much more to be done. UNV volunteers worked with communities to develop a way to individually mark International Volunteer Day in a meaningful way for them. UNV volunteers have also encouraged institutional change, including rayon council budgets to include a line specifically to allocate funds for volunteer projects within communities. However, now that much has been built at the local level, a natural extension of this work would be to bring it to the national level; such as collaborating with universities and national networks, facilitating linkages between UNV volunteers in other countries, encouraging CRDP communications to include more language about volunteerism, or increasing the activities and media coverage of International Volunteer Day, among others.

Integrating volunteerism in development programming

This project uses a holistic approach to directly support local development planning. UNV volunteers work at the local level, building capacity of local authorities and community members, as well as promoting dialogue between stakeholders within a community.

Mobilising volunteers for peace and development

UNV volunteers work to mobilise local volunteers every day. They stimulate volunteer leadership within communities, and those leaders in turn stimulate community volunteers to implement projects and participate in activities. Over 12,000 volunteers are members of COs, let alone the additional volunteers who are not members, but may participate in a particular activity. These volunteers all work towards developing their communities through democratic practices.

6. B. Performance

Effectiveness of the project

Within more than 192 villages affected by the Chernobyl catastrophe in Ukraine, CRDP has supported the creation of 279 COs. These COs have successfully implemented projects which brought heating to their communities, access to computers and internet, improved youth centres, health centres, and schools, among others.

Visiting the COs today, they are actively pursuing further activities and proudly present their accomplishments, of which there are many. However, it was not an easy beginning. Recruitment of appropriate personnel, office space, equipment,

transportation, trust within the communities and dependence on the government were the most frequently mentioned obstacles that needed to be overcome during the first year of the programme. According to one NUNV it was "pure enthusiasm" that initially kept them going. The coordinator of this component, an IUNV, conducted many trainings and site visits. He built a strong working relationship among the staff. He is the driving force behind the development of the community mobilisation methodology, drawing from extensive collaboration with other UNV volunteers and CRDP staff as well as his personal experiences in other countries.

Other IUNVs led in the development of the capacity building of local authorities and youth, as well as monitoring the entire component. One IUNV, linking his experiences from Poland with those in Ukraine, initiated a study tour of Ukrainian raion administration officials to Poland. Those officials interviewed who participated in this study tour say that it dramatically changed their outlook, from not seeing any need to a strategic plan to creating a several year plan in collaboration with communities. This study tour, among other aspects of the IUNVs work with raion

administrations, will be included in a guidebook he is writing which will serve as a training tool for CRDP staff working with local authorities in the future.

Initially, NUNVs spent most of their time going to communities to discuss their needs and how the CRDP approach might be useful for them. They inspired, trained, facilitated, and supported as needed within each initial community. They continue to do so, but on a less intensive level. They currently spend more time problem solving with CO members and facilitating communications between CO members and local authorities. However, very significantly, they remain separate and removed from the decision-making within the CO, allowing the community members to determine their own actions.

In the implementation of projects, there have been or still are a variety of obstacles, such as the raion administration finding continuous reasons for fining or blocking CO activities or the raion council not allocating funding, among others. In one example of an NUNV's contribution to effectively overcoming obstacles, the local authorities initially tried to control CRDP support by dictating where CRDP would work within their raion. When some of those communities did not take advantage of the programme, the NUNV was able to use the opportunity to gain approval of local authorities to work in other communities. Once these were successful and after months of working together, local authorities recognised the benefits to this approach and were more open to future projects.

Efficiency of the project

For the purposes of this evaluation, efficiency will be measured according to the quality and quantity of outputs. Financial aspects of the project budget were addressed in an earlier audit.

CRDP has been very efficient in a short period of time. As of November 2007, 279 COs have been created in 192 villages with over 183 community projects

implemented, with many more independently implemented without CRDP support. 10 COs have submitted directly to international donors, 2 have been approved and 3 are in the process of being approved at the time of writing this report. In addition, where CRDP has been working, the raiyons have allocated over 2.5 million UAH in support of community development projects by COs in 2007.

CO members are becoming more pro-active with authorities, including local elected officials as well as raiyon and oblast administrations. Through the trainings, forums, roundtable and informal meetings, the increased dialogue and participation of CO members in decision making has increased. CO members monitor the implementation of certain projects. In one instance, a youth CO has organised itself to formally monitor all the different activities of the Mayor's office. In another community, the Governor of the oblast was on an official visit with local authorities. The CO members waited for the Governor to complete his meeting, invited him to visit their project and asked for gasification into the building. The Governor was so impressed that their needs were addressed within 3 weeks.

Building the capacities of CO members has translated into 54 people who became elected officials after having joined the CO.

The holistic approach has also included economic development. As the Project Manager suggests, at this stage poverty is a more urgent issue than radioactivity. The impact has been smaller and larger, depending on the participants, their interests, capabilities and needs. The creation of a kindergarten in one village created 6 new jobs. CRDP has supported the creation of Regional Development Agencies which are independent of the state and supporting the new concept and growth of local entrepreneurs in their communities.

6. C. Project Successes

The success of initial COs and their first projects served to stimulate other communities to seek out CRDP and try the approach. By November 2007, communities outside of the scope of CRDP were creating COs and implementing projects based on the CRDP model, without any formal CRDP support. In a few cases, local authorities are encouraging other communities in their district to follow the CRDP model.

Of the participating communities, the work of the UNVs within CRDP seems very effective. UNVs are leading CRDP's support to build the necessary capacities, structures and systems to tackle community issues themselves. The UNVs and CRDP staff in general, are caring, committed, and hard working. There are continuous obstacles that need to be overcome by all those involved. The CRDP staff act as technical support, problem solver, and motivator. As one NUNV mentioned, "We live according to the principle: if there is a problem, there is a solution to it." And this attitude is expressed on a daily basis to all involved.

Effects and impact of the project

The UNV project has had a very noticeable impact on the communities. In an area which was extremely depressed, the population moving away, and buildings deteriorating, CRDP has begun to breathe life back into the villages.

- Initial mistrust and resistance was overcome in most cases by the tireless enthusiasm and creativity of UNVs. As initial CO activities were implemented and became a more productive force, hesitant community members began to understand the value of volunteerism and to volunteer themselves.
- For communities with youth centres, youth now have a place to socialize, support each other, and enrich their lives. Respondents reported a reduction in drinking and general misbehaviour by youth within the community.
- Volunteers have increased pride and care of their communities due to participation in CO activities and projects. The youth who helped build the youth centres now care for it as their own home. In a kindergarten, the children are told to take good care of it because their siblings, parents and grandparents all helped to create it.
- All COs report having a development plan, many have worked with village councils or raion administrations to have aspects of the CO development plan incorporated into the authority's development plan. In some instances, a specific budget line has been designated by the raion council for CO projects in the upcoming year, an unusual and very helpful action by the raion council.
- A majority of respondents say CO members participate in forums or roundtables with local authorities and CRDP to discuss development plans. However, it is not clear if this is true throughout communities where CRDP project funding was not awarded.
- Transparency and accountability is encouraged and re-enforced through public audits of CRDP funded projects.
- Employment opportunities have increased on small scale through projects. Village council and raion Council provide funding for 1 paid staff within the Health Centres or Youth Centres. In one case, the opening of a kindergarten created 6 new jobs in a community.
- Service Centres provide services which did not exist to surrounding communities. This expands both local employment possibilities and easy access to needed services.
- Regional Development Agencies, directly supported by NUNVs, help build capacities of local entrepreneurs.

Sustainability of the Project Interventions

After only 3 years of intervention, this project is still too new to be able to measure sustainability. In addition, funding from the Special Volunteer Fund is strictly for a limited time and will not be extended. Therefore, the follow-up for sustainability will be completely reliant on CRDP and UNDP, with the possibility of UNV support in a different capacity.

To encourage sustainability, CRDP has been putting in place mechanisms and structures which should support participating communities in years to come.

Mechanisms and structures being put in place

- Systematize methodology: CRDP staff is in the process of systematizing their methodology through toolkits, guidebooks and reports.
- Focus on Process: Focusing on the process and not the outcome instils the necessary skills to address future issues independently. As the Project Manager said, "We are not building FAPs [health centres]; the FAP is a tool for building a community." However, CO members only talked about the projects and not about the community coming together through the process of implementing the project.
- Clear and careful exit strategy: As communities are taking on more responsibilities, the role of CRDP has slowly decreased and adjusted support to COs to assist as needed. Although fragility of these COs is due to their newness, a constantly changing government requires them to continuously build new relationships and learn new procedures. When one group of CO leaders was asked what they needed to become fully independent, they agreed "Stability in the country!"
- Diversified funding: The required diversified funding by CRDP has inspired multiple stakeholders to become more invested in CO activities and their community. According to the questionnaires, most projects had at least 3 funding sources, sometimes up to 5 sources. When there was a single source of funding, it was either the CO or an authority.
- Encourage youth activism: Initial work with youth, including visits by international youth and trainings, is encouraging the youth to actively participate in their communities. In one community, the youth organisation has been created to parallel the mayor's office and holds each section accountable. In another community, the youth have a tremendous drive to support each other, enrich themselves culturally, and connect themselves to the outside world. These linkages and capacities have only just begun to be created and will need more support for this energy to be sustained and expanded.

Need for equitable and layered support

- Among Communities with and without CRDP project funding: Although attempts were made, it was not possible to interview communities which were not awarded CRDP project funding. According to CRDP staff, the COs from these communities are all at the beginning stage of maturity, while those COs which were awarded CRDP project funding are at medium and mature levels. The basic training package was implemented for all COs. However, only those COs awarded CRDP funding received further CRDP training.
- Among Communities with and without external stimulation: Although there are many factors involved in the success of a CO, the level of exposure to and participation in activities with outside groups and communities seem to

dramatically effect its quality and broader vision. "Star" COs tend to bloom, receiving more and more stimulation, while others remain limited.

- *Within Communities:* CRDP has attained a significant achievement, bringing people together to improve their communities in an economically and socially depressed environment. At this stage the COs are newly created and still finding their voice.
- *Depth of Leadership:* When conducting trainings, the CO members decide who attends. Often the heads of the CO are extremely strong leaders and are selected to attend the trainings, strengthening them even further. This is useful for the initial stage. However, as the CO matures there is a concern that the members become dependent on the one leader and his/her capacities, creating a vacuum when they leave that position. For a strong democratic process and sustainability of the CO, a multi-layered membership capability should exist.

6. D. Partnership and Coordination

The CRDP methodology requires sustainable partnerships with local stakeholders. An initial agreement is signed with the rayon administration before beginning any work. CRDP will only provide a portion of funding for any one project, requiring COs to access other sources of funding. A main goal for COs is to incorporate their development plan with the village council's and the rayon administration's development plans.

- When asked the key to the success of these projects, CO members, village council members, rayon administration officials all agreed that it was the close collaboration between local authorities and COs.
- The requirement for projects to have multiple funding sources to qualify for CRDP project funding encourages partnerships with a variety of stakeholders. This shared responsibility translates into a shared investment in the community.
- Forums and roundtables promote dialogue among stakeholders; however, it is too soon to measure whether this is a system which will be maintained without CRDP involvement.
- In some cases, working with the local authorities has been challenging. CO activities can be seen as a threat. One leader reported authorities agreeing to fund part of a project and then waited until after donor's deadline, never approving the funding and therefore losing that donor's contribution. Another leader said that continuous violations by various local officials were imposed, in which case she advocated their position with rayon council members and is waiting for resolution.
- CRDP has played a critical role continuing to build and re-build relationships between COs and local authorities, particularly in such an unstable political environment where local authorities are frequently changing.
- At this stage, the balance between village council, rayon administration and COs is appropriate. However, without CRDP involvement and its promotion of all voices being heard, it is likely this particular balance will not continue.

- Linkages with colleagues, both local and international, were extremely important to beneficiaries. Study tours, representatives in forums and roundtables within other communities, visits from international volunteers were critical to the expansion of their visions and development of their plans.
- The UNV volunteers with CRDP appreciated the connections with other UNVs throughout the country, enriching each other's work.
- Partnerships with local NGOs and Universities are weak. NGOs working with the Chernobyl-affected areas promote the concept of victimization which is counter to the CRDP approach of self-empowerment. Universities have some possibilities which are being explored, but not yet developed.
- Partnerships among COs was also noted and in some cases COs have jointly registered as an association. This is extremely uncommon according to the CSI Ukraine, where very limited steady partnerships occur among CSOs.⁸

6. E. Volunteerism and Civic Engagement

UNV volunteers have been leading the process of creating and implementing the Social Mobilisation and Governance Component of CRDP. Without their involvement, the high quality expertise would not have been possible within the budget of the project. In addition, the commitment to volunteerism, the international experiences, and the direct connection to a UN agency are significant factors in their effectiveness.

- UNV's Value-Added
 - For management, the repeated value added was cost effectiveness. The project benefited from high quality international expertise that would not have been possible within their budget otherwise.
 - NUNVs and IUNVs benefited from being connected to an international programme. Local officials treated them with more respect. Shared ideas with other UNVs throughout the Ukraine.
 - Surprisingly, only two UNV volunteers mentioned that a value-added of UNV was the connection with volunteerism and the international volunteer movement.
 - UNV Bonn is seen as part of the bureaucratic structure, where reports are sent and benefits are provided. It is not seen as a source of expertise and programming support.
- Initial UNV support limited: According to CRDP management, UNV-Bonn did not initially supply CRDP with adequate candidates from their roster. After advertising through their own channels, CRDP was able to acquire excellent candidates. At the time of contracting, UNV did not include any particular requirements in job descriptions or contracts for promoting volunteerism or recognising UNV's contribution.
- NUNV Field Workers versus Specialists compensation: Given the local economy, many workers are underpaid. Although Field Workers may have

⁸ Civil Society in Ukraine: "Driving Engine or Spare Wheel for Change?", CIVICUS Civil Society Index Report for Ukraine, 2006, p. 34

compensation levels that are inline with these local salaries, in reality it is not sufficient to cover their basic needs.

- Promotion of volunteerism on individual basis: With no formal responsibility within their job description and no clear mandate from UNV, the NUNVs and IUNVs promote volunteerism on an ad hoc basis depending on their own individual motivation. Some particular events which were organised which made an impact:
 - Volunteer Day 2006, UNVs and communities decided individually how they preferred to mark the day. The annual UNV retreat began a discussion with all UNVs in the Ukraine.
 - International volunteers coming to Ukraine for site visits. They discussed what it means to be a volunteer, what more COs might do, and connected the beneficiaries with the international volunteer movement.
- Definition of volunteerism is somewhat understood: Volunteerism has historically meant mandates from authorities to work without pay to better the community. The CRDP approach to volunteering, in line with the definition by UNDP and UNV, also includes “actions are carried out freely” and benefiting others⁹ was not expressed by respondents, although the work of COs is clearly benefiting the community.
- Image of UNV in CRDP has changed over the 3 years: Throughout the evolution of CRDP’s programming, the image and activities related to UNV and volunteerism has increased.
- Volunteer mobilisation: Initially, community leaders had a very difficult time recruiting local volunteers to support an activity or project. After seeing the success of the COs work, however, volunteer recruitment became easier. 24% of CO members who responded said that they volunteer outside of CO activities; 45% said they had never volunteered before joining the CO. In addition, 100% of COs said that they get support from volunteers who are not members for specific tasks, implying that the volunteer concept is reaching beyond CO members.
- Volunteer management is a skill still being acquired: CRDP provides a basic amount of training in volunteer management. These skills are apparent in the implementation or coordination of projects with a group of CO partners. However, it is hard to distinguish between what COs have managed independently and what level of support CRDP provided.
- No compensation for local volunteers: When asked, one CO Head suggested that it would be helpful to receive compensation for the head and the bookkeeper, but the CO members did not feel it was appropriate. For volunteers working on projects, compensation becomes socially divisive in the context of a depressed economy.

6. F. Gender

The CRDP approach does not include a specific component focusing on gender issues. In fact, there is a conscious decision by CRDP management to not overtly

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UNDP Practice Area: Cross-cutting Synthesis of Lessons Learned, Essentials, No. 12, October 2003.

address the issue and to allow “things to occur naturally”. Attention is paid to ensuring equal numbers of men and women within the coordinator teams and the CO management. This balance in numbers is considered to be sufficient to allow balance in issues and actions. A deeper understanding and incorporation of gender issues into the programme is lacking.

With regard to participation, respondents report that the number of men and women as members and as leaders is fairly equal. Although regarding the survey itself, 76% of respondents were women and 24% were men.

Similarly, the CSI Ukraine found that although there is equitable representation in membership of CSOs, almost 70% felt that there is not equitable representation of women in leadership positions of CSOs.¹⁰

6. G. Human Rights

This project directly addresses two human rights as described in the Universal Declaration of Human Rights. Developing communities and improving standards of living speaks to “...the right to a standard of living adequate for the health and well-being...”¹¹ In addition, the process of organising communities and creating systems for democratic participation is a significant aspect of the right that “The will of the people shall be the basis of the authority of government...”¹²

7. CONCLUSIONS

In the socio-political environment of the Chernobyl-affected areas, and Ukraine in general, it is impressive the level of high quality impact that CRDP has been able to achieve. Initial resistances and complications required a tremendous amount of perseverance and creativity. CRDP staff, community leaders, local authorities all needed different levels of support; each often gaining motivation from the other. Although obstacles remain to this day for many COs, the news of the successes is spreading and the demand from new communities for support is rapidly increasing.

The UNV contribution to these achievements has been a critical component expressed by all those interviewed. It is clear that the UNV volunteers have brought many creative and effective ideas to the design and implementation of the program. This was an excellent use of UNV volunteers to considerably enhance a newly created programme.

Through the process of creating COs and implementing projects, the program is instilling the basic principles of democracy at the grassroots level. These principles are already beginning to transfer into local politics. With time, they have the

¹⁰ Civil Society in Ukraine: “Driving Engine or Spare Wheel for Change?”, CIVICUS Civil Society Index Report for Ukraine, 2006, p.30

¹¹ Universal Declaration of Human Rights, United Nations General Assembly resolution 217A(III) of 10 December 1948, Article 25.

¹² Universal Declaration of Human Rights, United Nations General Assembly resolution 217A(III) of 10 December 1948, Article 21.

potential to affect the democratic system at higher and higher levels. In a culture where authorities traditionally have mandated to citizens, it is remarkable the level of activism, collaboration and communication that has been achieved.

CRDP staff is currently designing an exit strategy, including on-going structures such as forums and roundtables for continued dialogue among stakeholders. Diversified project funding, partnership building, and multi-layered capacity building are excellent foundations for long-term sustainability. With COs beginning to reach full maturity, it is perfect timing to begin implementing an exit strategy, with local institutions taking on the responsibility of any on-going support.

For the UNV volunteers, there also lacks a system for the transfer of knowledge to permanent staff. Although current IUNVs are now working on guidebooks or toolkits for future use, much of the work of IUNVs who left earlier simply was not continued. NUNVs, treated as equal staff members, have not systematically transferred their knowledge nor has their future with CRDP been clarified.

Some areas of potential growth for UNV are in promoting volunteerism and the sensitisation of gender issues. Although there is some on-going work on these issues, there is much more room for staff and programme development.

8. RECOMMENDATIONS

The following are recommendations related to the broader, actionable findings of this project and to the parties responsible for their implementation.

TABLE 5: RECOMMENDATIONS

FINDING	RECOMMENDATION	RESPONSIBLE PARTY
<i>Sustainability and Exit Strategy</i>		
Lack of umbrella organisations, networks, service providers for continued professional development and information sharing.	1. Support and/or establish independent, local organisations, networks or associations for transfer of responsibilities from CRDP to autonomous Ukrainian institutions which will support the facilitation of forums, roundtables and other forms of communication with authorities, provide technical assistance and advanced capacity building, and enhance information sharing.	UNDP, CRDP
Unstable political environment means constantly changing local authorities and CO relationships with them.	2. Study tours, site visits, and regional workshops to encourage the creation of networks. 3. Require local authorities who participate in trainings, roundtables and forums to be varied in their positions, deepening the level of capacity built within local governance.	

Recently formed COs have only received basic trainings.	4. Continued training and monitoring to strengthen autonomy of COs and NGOs through newly created institutions and/or networks.	UNDP, CRDP
	5. Conduct advanced training with mature CO members on topics such as advocacy, networking, transparency, accountability, corporate social responsibility, among others.	UNDP, CRDP
Participants in trainings are generally the same 1-2 leaders from a particular CO. COs awarded CRDP project funding received more training than others.	6. Create a system where participants share knowledge with other CO members.	CRDP
	7. Broaden scope of training to deepen the capacities throughout COs, including participation of CO members from communities not receiving CRDP project funding, and varying participants from within a CO.	CRDP
Transfer of knowledge and responsibilities is not systematised within CRDP.	8. Create a system where CRDP staff share information after attending learning activities.	CRDP
	9. Create system for clear transfer of knowledge and responsibilities from UNV volunteers to permanent staff when appropriate.	CRDP
UNV Communication		
Lack of clarity about the UNV programme and its implications for CRDP and the UNV volunteers.	10. Communicate clearly with CRDP management the role of UNV within the project and how it differs from other donors.	UNV
	11. Communicate clearly the type of contract and post-contract expectations for UNV volunteers in a timely manner.	CRDP
Uncertainty of contract renewal leads to lower productivity and possible departure of UNV volunteer.	12. Earlier contract renewal.	UNV
Issues particular to NUNVs		
Lack of clarity of NUNV role.	13. Better communicate the role of the NUNV to CRDP management and NUNVs.	UNV
NUNVs hindered when working within own raiyon when pressured by local authorities.	14. Placement of NUNVs could be more effective in neighbouring raiyon and not within own.	UNV
NUNVs feel lack of connection to larger UNV system.	15. Communications from UNV that are directed towards NUNVs should be given in Russian.	UNV
	16. Since English is main language of communication from UNV HQ, facilitate availability of English language courses.	UNV
Field workers report insufficient compensation.	17. Review need for Field Worker position and level of compensation.	UNV, CRDP

Further Promote Volunteerism		
Beyond creation and encouragement of COs, volunteer promotion is implemented according to personal motivation, with CRDP support once initiated by UNV volunteer.	18. Explicitly include in UNV volunteer contracts the responsibility to promote volunteerism.	UNV, CRDP
	19. Partner organisation's contract should include responsibility to promote volunteerism with beneficiaries.	UNV
	20. Create linkages with other UNVs both nationally and internationally, including regional training and site visits.	UNV
	21. Facilitate linkages with international volunteer movement for UNV volunteers and beneficiaries.	UNV
	22. Provide expert support in volunteerism throughout the life of the project.	UNV
Gender Sensitivity		
Gender has only been addressed in few aspects by encouraging a balance in the numbers of males and females.	23. Conduct workshops or training on gender issues, including gender mainstreaming and the empowerment of women and what actions might be taken to enhance their work.	UNDP
	24. Incorporate gender issues within the training of community members and local authorities.	UNDP, CRDP
	25. Make a conscious effort to support a minimum number of women's groups and/or organizations.	CRDP
	26. Make a conscious effort to explicitly include gender objectives and indicators as part of future planning exercises of the project, and of COs supported by the project.	CRDP

9. LESSONS LEARNED

Flexibility

- 9.1 Clearly defined role, with flexibility in implementation: The CRDP management carefully defined the role of the UNV and selected them according to their particular skills. During implementation, there was significant support and flexibility for those UNVs who take initiative to expand or shift their responsibilities according to their interests, capabilities, and the needs of the project.
- 9.2 Expand possibilities, while allowing beneficiaries to determine their own direction: The role of the UNV volunteer as a catalyst encourages beneficiaries to think beyond the ways that they have in the past. However, the UNV volunteers remained separate from the decision-making process and allowed beneficiaries to determine their futures, giving ownership to the beneficiaries.
- 9.3 Keep approach fresh for each new situation, remain open to change: Just as each person is unique, so is each community. The implementation of this methodology has been approached with a fresh perspective for its

continued success in varied communities. When something unexpected arose, UNV volunteers addressed it creatively.

- 9.4 Continued support and training: UNV volunteers were able to be creative, caring and forward-thinking in their approach because of the continued training and motivation they received from CRDP management.

Holistic Approach

- 9.5 Focus on process: The process of how COs function and how projects are implemented is significant. Through a participatory, communicative process, stakeholders learn the necessary skills to negotiate, problem-solve, manage and lead to improve their community.
- 9.6 Effective community development with multi-stakeholder partnerships: COs working with local authorities and private sector enable effective, sustainable development within communities through shared commitment and resources.
- 9.7 Cooperation at national and international levels: Although the daily work is directly connected with local organisations, institutions and authorities, connecting at the national and international levels strengthen democracy and development by integrating the communities into the larger context in which they live. As the Ukrainian government works toward building a long-lasting democracy, connection with these projects at the national level enhances their abilities to strengthen their work. For the communities, connecting with like-minded regional, national, and international networks, associations and organisations helps to motivate and strengthen their work at the local level.
- 9.8 Capacity building for all stakeholders: The trainings and study tours for CO members and local authorities encouraged a deeper understanding and connection with the overall goals of the Social Mobilisation and Governance component.

Components of a Successful Project

- 9.9 Learning from your neighbours: Many respondents mentioned visits to successful projects in neighbouring communities or hearing about their experiences in meetings as being the most convincing information for their decision to become involved with CRDP.
- 9.10 Create friendly competition: Participants felt that community members responded very positively to seeing others doing good work. They felt that when members of their community saw people in other communities or other countries doing something well, their competitive nature motivated them to do as well or better for themselves.
- 9.11 Start with one obtainable project: Within communities, respondents mentioned the need for the first project as something that was fairly easy to be completed. Once the first project was complete, the next one was easier to implement, both in recruitment of volunteers, involvement of stakeholders, and resource mobilisation.

9. 12 Trainings as motivation: Respondents mentioned the trainings as energising. They felt that beyond building their capacities, they felt more connected to others working on these same issues and excited about bringing new concepts back to their communities.
9. 13 Keep CO size at a reasonable level: Some respondents mentioned COs larger than about 70 people became too large to manage. It was more effective to have a number of COs in one community rather than 1 very large CO. In some cases, the various COs within a community are forming associations.

ANNEX 1

METHODOLOGY

METHODOLOGY

This evaluation was conducted during November and December 2007. The methodology was discussed and agreed upon between the evaluator, UNV and UNDP staff. Meetings and transportation were arranged by CRDP. Translation throughout the entire visit was conducted by Viktoria Barchenko. Each interview was confidential.

The communities were selected according to size of community, level of CO maturity, number of CO activities and location. A questionnaire was distributed to representative CO members and village council members during visits to gather information beyond the open-ended interviews. These results are not statistically significant.

Time Table

Activity	Location	Date
Desk Review	Home-based	Nov. 7-8
Background Research	Kyiv	Nov.12-14
Field Research	Chernihiv oblast	Nov. 15-17
HQ Interviews	Kyiv	Nov. 18-19
Field Research	Kyiv oblast	Nov. 20
Field Research	Zhytomyr oblast	Nov. 21-24
Analysis and Debriefing	Kyiv	Nov. 25-26
Draft Report	Home-based	Dec. 3-6
Final Report incorporating feedback	Home-based	Dec. 19-21

Interview List

NAME	TITLE	DATE
CRDP Management and Oversight		
Joanna Kazana-Wisniowiecka	Deputy Resident Representative, UNDP-Ukraine	11/12/07
Pavlo Zamostyan	Project Manager, CRDP	11/13/07
Oksana Remiga	Senior Programme Manager, UNDP-Ukraine	11/13/07
Khromulyak, Iryna	Director, Department of the Chernobyl Accident Consequences Mitigations, Ministry of Emergencies, Ukraine	11/14/07
UNV		
Mieczyslaw Lapanowski	IUNV, Community Specialist with CRDP 10/05 – 10/07	11/13/07
Oleg Akushevich	Community Development Officer, Repki raion	11/17/07

Yugesh Pradhanang	IUNV, Community Development Specialist and Head of Community Self-Governance and Development Component of CRDP	11/19/07
Ann Merrill	IUNV, Community Development Specialist with CRDP 10/05-5/07	11/19/07
Sergiy Chutky	Community Development Officer, Kyiv	11/19/07
Andriy Duka	Community Development Officer, Borodyanka raion	11/20/07
Vyacheslav Bortnik	Community Development Officer, Ovruch raion	11/21/07
Galina Abdulaeva	Community Development Officer, Brusilov raion	11/24/07
Ihor Pashinskiy	Community Development Officer, Korosten raion 10/05-10/07	11/24/07
Raiyon Administration		
Ripkinsky, Chernigiv oblast	Deputy	11/15/07
Ovruch, Zhytomyr oblast	Head	11/22/07
Village		
1. Chernigiv oblast		
Natalia Kraskivska	CRDP Coordinator	11/15/07
Mankiv	Group: Head of Village Council, Head of CO, members of CO, youth	11/15/07
Slavutich	Head of Psychological Rehabilitation Centre (CRDP partner)	11/16/07
Lubych	Members from 3 COs and Village Council Secretary (met with each CO separately)	11/16/07
Zamglay	Group: Members from 3 COs	11/16/07
Zamglay	Head of Village Council	11/16/07
2. Kyiv oblast		
Borodyanka	CRDP Coordinators	11/20/07
Nova Grieblya	Head of CO and Director of the school	11/20/07
3. Zhytomyr oblast		
Listvin	Group: Head of CO and Association, members, Head of Village Council	11/21/07
Cherepyn	Head of CO and Association	11/22/07
Korosten	Group: Local Development Agency, including Head, businessman, and Deputy Mayor	11/23/07
Korosten	Group: Head and members of Youth Council	11/23/07
Vaskovichi	Group: Heads and members of 2 COs	11/23/07
Brusilov	Group: CRDP Coordinators and Head of Village Council	11/24/07
Pryvorottia	Group: Head of CO and member/Head of School	11/24/07

As with any research methodology, there are some limitations. For this study, the following are issues that might have influenced the outcome of this research.

- *UNV as integral part of CRDP* – although not significant according to implementation of the project, the lack of distinction between the responsibilities of UNVs and other staff, limited the ability to identify impact specific to UNV.
- *Only communities awarded CRDP funding* – although CRDP staff tried to arrange for a meeting with COs not receiving funding by CRDP for a project, it was not possible to visit a community where CRDP was supporting COs without also providing project funding.
- *Length of project* – when measuring this type of attitudinal change and sustainability, 3 years is not a significant amount of time.
- *Survey responses not statistically significant* – the questionnaire was designed to gather further information from respondents beyond the open-ended discussions. These surveys were not distributed to a random sample or to a large enough population to render them statistically significant.
- *Trust* – although all were very welcoming and helpful, there was a limited amount of trust between the interviewees and the interviewer.
- *Language* – working through a translator restricted the ability for the interviewees and interviewer to directly communicate, hindering full communication.

ANNEX 2

QUESTIONNAIRES

COMMUNITY ORGANISATIONS QUESTIONNAIRE
UNV-CRDP EVALUATION
November 2007

Dear Sirs! In order for us to find out more about the activities of CRDP and UNV in the region, we ask you to share some information about your CO and answer few questions. Thank you for your time and cooperation.

C.1. What is the name of your CO? _____

C.2. When was the first election for your community organisation?

- 2003 or before
- 2004
- 2005
- 2006
- 2007
- We have not yet had elections

C.3. How many members does your CO have?

- 1-34
- 35-70
- 71 +

C.4. How many members are men and how many are women?

- | | | | |
|-----|---------------------------------|-------|---------------------------------|
| Men | <input type="checkbox"/> 1-15 | Women | <input type="checkbox"/> 1-15 |
| | <input type="checkbox"/> 16-25 | | <input type="checkbox"/> 16-25 |
| | <input type="checkbox"/> 25 -40 | | <input type="checkbox"/> 25 -40 |
| | <input type="checkbox"/> 41 + | | <input type="checkbox"/> 41 + |

C.5. Of the elected administration in the CO, how many are men and how many are women?

- | | | | |
|-----|------------------------------|-------|------------------------------|
| Men | <input type="checkbox"/> 0-2 | Women | <input type="checkbox"/> 0-2 |
| | <input type="checkbox"/> 3-5 | | <input type="checkbox"/> 3-5 |
| | <input type="checkbox"/> 5+ | | <input type="checkbox"/> 5+ |

C.6. Do you know any members of your CO that were elected to the local council or rayon council after CO commenced its work?

- Yes No Not sure

a. If yes, how many of such people do you know? _____

C.7. Were there cases of cooperation which involved volunteers that were not members of your CO?

- a. When we need volunteers for a particular task Yes No Not sure
- b. When we need volunteers for a particular need in the organisation Yes No Not sure
- c. Every once in a while, without a particular request on our part Yes No Not sure
- d. We never have volunteers outside of our members Yes No Not sure

**COMMUNITY ORGANISATIONS QUESTIONNAIRE
UNV-CRDP EVALUATION
November 2007**

- C.8. Does your organisation have a written bylaw?
 Yes No Not sure
- C.9. Has your community organisation been officially registered as...
 CO (registered with the village council)
 NGO (registered with rayon administration)
 Non-registered
- C.10. Has your community organisation created a development plan for community?
 Yes No Not sure
- C.11. Has that plan been introduced to the village council?
 Yes No Not sure
- C.12. Please, list all the projects, you CO has already implemented and those that are still in process of implementation

Name of the project	With CRDP's assistance		Total budget of the project	Share of the budget, provided by those organisations on the list that supported the project							
	yes	no		State	Rayon administration	Village council	Business	CRDP	Other international organisations	CO	Other

- C.13. Is your CO planning to implement any projects in the future?
Yes No Not sure
- C.14. Is so, at which development stage are those projects?
 Beginning of planning
 Project is developed but not funded yet
 Project is developed and funded but not all interested parties support it
 Project is funded, but not enough
 Implementation of the project
 Other _____

Thank you.

STAKEHOLDERS QUESTIONNAIRE
UNV-CRDP EVALUATION
November 2007

We are conducting an evaluation of a part of the CRDP focusing on volunteering. We need to understand the work the CRDP has been doing in your region. This programme is considered a real success and will be expanded to support communities throughout the entire Ukraine. To better serve your compatriots, we would like to learn from what you have experienced. Please answer the following questions as honestly as possible.

S.1. What is your role related to this community organisation?

- Volunteer
- Worker paid by CO
- Village Council deputy
- Business person (sponsor)
- Other, please specify _____

S.2. If you have volunteered, what exactly have you volunteered for?

- Only participated in activities that the CO has organised
- Leadership within the CO
- Participated in the activities not related with this CO
- Other (such as bringing food to an old neighbour or helping with fixing their fence.)
Specify what _____

S.3. How often do you volunteer?

- Every day
- Once a week
- Only on special occasions
- Only when asked to

S.4. Did you ever volunteer before this CO was established?

- No
- Yes
- If yes, in what way? _____

S.5. How often do you volunteer for CO?

- Every day
- Once a week
- Only on special occasions
- Only when asked to

S.6. If you volunteered for this CO, how would you describe your experience?

- Great, loved it
- Pretty good
- So-so, could be better
- Not good at all

STAKEHOLDERS QUESTIONNAIRE
UNV-CRDP EVALUATION
November 2007

S.7. In your volunteer activities, have you worked with any other organisations?

Yes No

S.8. If you have, what was the relationship of the other organisation to the CO's project?

	Partnered in implementation	Provided Funding	Provided expert assistance	Other: please specify
a. Village Council				
b. Community Organisation				
c. Local Business				
d. Other local COs (in your village)				
e. Other regional/national COs				
f. International Organisations				
g. Other:				

S.9. Has your community developed or conducted ...

	Yes, and works well	Yes, but only on paper	Yes, but newly created	Yes, but doesn't work	No, we do not have that	Never heard of it
a. CO's Development Plan						
b. CO's Development Plan as a part of development plan for the village						
c. Rayon Forum						
d. Round Table						
e. Trainings (incl. learning trips, seminars etc.), which CO's had initiated and conducted						
Other (specify)						

S.10. Did you personally participate in the activities or creation of the following?

	Yes	No
a. Development Plan for CO		
b. CO's Development Plan as a part of development plan for the village		
c. Forum		
d. Round table		
e. Trainings (incl. learning trips, seminars etc.), which CO's had initiated and conducted		
Other (pls. specify)		

STAKEHOLDERS QUESTIONNAIRE
UNV-CRDP EVALUATION
November 2007

Your answers will be completely confidential and we do not want you to put your name on this. However, we would like to know a few things about you.

S.11. What is your age?

- < 20
- 21-35
- 36-50
- 51 +

S.12. Are you : Male Female

S.13. The name of your village: _____

S.14. Is there anything else you would like to share with us about CRDP?

Thank you for your time.

ANNEX 3

LIST OF UNV VOLUNTEERS FOR CRDP

List of UNV Volunteers for CRDP

The following is a list of the UNVs working in Ukraine with the Chernobyl Recovery and Development Programme 2004-2007.

NAME	GENDER	AREA OF EXPERTISE	LOCATION
<i>INUV</i>			
Lapanowski, Mieczyzslaw	Male	Governance	Kyiv
Merrill, Ann	Female	Monitoring and Youth	Kyiv
Pellizzeri, Alessandra	Female	Youth	Kyiv
Pradhanang, Yugesh	Male	Overall Coordination and Programme Design	Kyiv
<i>NUNV</i>			
Abdulaeva, Galina	Female	Field Coordinator, economics	Brusilov
Akushevich, Oleg	Male	Field Coordinator, psychology	Repki
Bortnik, Vyacheslav	Male	Field Coordinator, education	Ovruch
Chutky, Sergiy	Male	Field Coordinator, psychology	Kyiv
Duka, Andriy	Male	Field Coordinator, economics	Borodyanka
Pashinskiy, Ihor	Male	Field Coordinator, psychology	Korosten

ANNEX 4

LIST OF DOCUMENTS REVIEWED

LIST OF DOCUMENTS REVIEWED

The following is a list of the main documents reviewed for this evaluation.

WWW.CIVICUS.ORG

Civil Society in Ukraine: "Driving Engine or Spare Wheel for Change?" CIVICUS Civil Society Index Report for Ukraine, 2006

Chornobyl Recovery and Development Programme Annual Report 2004

Chornobyl Recovery and Development Programme Annual Report 2005

Chornobyl Recovery and Development Programme Annual Report 2006

Helping Individuals Address their Fears, Problems and Risks in Chornobyl-Affected Communities, Final Report 2004-2007, United Nations Trust for Human Security

The Human Consequences of the Chernobyl Nuclear Accident: A Strategy for Recovery, 2002

Mission Report: Community Mobilization and Development within the Chernobyl Recovery and Development Programme, June 2003

Mission Report: IPC CIDP, April 2003

An Outcome-based Evaluation of UNDP Assistance to Local Development in Ukraine, Report of the Secretary General, 2007.

UNDP: A guide to Civil Society Organizations working on Democratic Governance, 2005.

UNDP Practice Area: Cross-cutting Synthesis of Lessons Learned, Essentials, No. 12, October 2003.

Universal Declaration of Human Rights, United Nations General Assembly resolution 217A(III), 10 December 1948.

WWW.UNV.ORG

UNV Project Document: Volunteers for Participatory Community-Based Development in Chernobyl, June 2004

UNV: The Results Framework of the United Nations Volunteers Programme, November 2006.

ANNEX 5

TERMS OF REFERENCE FOR THE EVALUATION

“Volunteers for Participatory Community-Based Development in Chornobyl”

UNV Final Evaluation Mission

Terms of Reference

Number of experts: Two (one international consultant and one national consultant)

Duty Station: Kyiv, Ukraine

Duration of contract: 20 working days

Starting date: October 2007 – to be confirmed

1. Background

1.1. About the UNV Programme

The United Nations Volunteer (UNV) programme is the United Nations focal point for promoting and harnessing volunteerism for effective development. UNV is a strategic source of knowledge and advice about the role and contribution of volunteerism and the benefits of civic engagement in development programmes. UNV is dedicated to using Volunteerism for Development (V4D) to make distinctive contributions to the effectiveness of development.

Guided by the principle of Volunteerism for Development (V4D), the UNV programme advocates the benefits of civic engagement, integrates volunteerism into development programmes, and mobilises thousands of volunteers every year.

1.2. Background of the project to be evaluated

The project “Volunteers for Participatory Community-Based Development in Chornobyl”, implemented with support from UNV, aims to improve living conditions in Chornobyl-affected areas of Ukraine by strengthening the participatory community development component of the UNDP Chornobyl Recovery and Development Programme (CRDP) through the volunteer medium. In particular, the project was intended to address several main challenges: the weak nature of volunteerism, including civic engagement and participation in the affected areas; the poor network among existing community organizations (COs) and broader civil society organizations (CSOs), as well as the lack of capacity of COs in community-based income generation activities and development strategies.

The project works in three oblasts, building on the existing CRDP structures, such as the central project implementation unit as well as the raion (district) authorities and community development centres. The project strategy is to use a mixed team of international and national UNV Volunteers operating at the regional and district levels in facilitating roles to help communities to form COs, as well as strengthen existing ones through participatory training, sensitizing them about the benefits of volunteering and supporting well-functioning COs to have access to micro-credit under the overall CRDP framework.

Intended outcome

To sensitize communities in the affected areas about the importance of helping each other and coming together to support themselves and their communities to determine their needs, and to understand and recognize the contribution of volunteerism as a development resource.

Specific Project Outputs

1. Increased support for the establishment and advancement of local volunteer-involved community organizations in Chornobyl-affected areas of Kyiv, Chernihiv and Zhytomyr oblasts.

2. New COs established and involved in participatory village development planning through volunteerism, as well as the sensitization of existing COs about volunteerism in their activities.
3. Local social, economic and ecological projects undertaken by community volunteers in partnership with local authorities.
4. Local economic development strategies established by COs.
5. Local and regional government development plans in the Chernobyl region in which the self-expressed needs and priorities of affected communities are prioritized.

Expected Outputs and Outcomes of UNV Involvement

1. The formation and development of more than 100 COs in smaller towns, villages and settlements.
2. The direct involvement of thousands of community members in participatory development planning and collective efforts to improve local living conditions through volunteerism and collective resource mobilization.
3. The establishment of lasting partnerships between COs and municipal and regional governments to support the long-term promotion of community self-governance and grassroots-oriented development strategies.
4. COs established as recognized civil society organizations capable of developing local economic development strategies and accessing available resources for Ukrainian NGOs.
5. Volunteers in Chernobyl-affected communities carrying forward collective decision-making and participatory development planning.
6. Volunteerism rekindled and nurtured as well as recognized in the Chernobyl region as an effective means to empower local communities, breaking traditional dependency on the state and building greater individual self-reliance.

2. Justification

The final evaluation of projects is a requirement of the UNV Special Voluntary Fund, which is aimed at piloting innovative approaches demonstrating the added value of volunteerism for development. It will also provide lessons learnt and vital information on project progress and results for UNV, UNDP and the main national counterpart, the Ministry of Emergencies. The timing of the evaluation, at the end of the three year cycle of implementation, will provide much needed qualitative and quantitative data on achievements, strengths, and weaknesses of the existing project, as well as lessons learned and best practices which can be useful for future similar initiatives.

3. Objectives of the Evaluation

Primary objective:

To evaluate the project's relevance, effectiveness, efficiency, impact and sustainability.

Secondary objectives:

- To generate knowledge about good practices and lessons learned in key aspects of volunteerism, civic engagement and self-help, local development.

- To make recommendations for future similar projects.

international consultant and one national consultant⁴. Key Areas / Issues to be addressed

4.1. Relevance

External coherence: the extent to which the objectives and design of the project are suited to locally defined stakeholders' needs and priorities, to government policies, to other development agencies' efforts.

- What has changed in the way governments see and employ volunteerism?
- Are volunteer organisations recognised and included by local and regional authorities in their development plans?

Internal coherence: the extent to which the objective and design of the project are suited to UNV's strategic goals and priorities, to the country programme, to regional strategy.

- Has volunteerism contributed to the COs' development plans and they way the function? What are the most significant changes?

4.2. Performance

Effectiveness: a measure of the extent to which the project has attained, or is expected to attain, its major relevant objectives.

- How many COs have been established and/or improved? How many are registered as recognised civil society organisations?
- What is the role of volunteer work in the overall context of these organizations?

Efficiency: a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. Efficiency measures the outputs – qualitative and quantitative – in relation to the inputs and usually requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.

· How many local volunteers have been mobilised as part of the project's efforts?

· Is there significant evidence of change in the economic and social situation of the villages involved in the project? What are the most visible signs?

4.3. Success

Effects and Impact: the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in terms of trade and financial conditions.

· Have COs produced local development plans and projects as originally intended? How widely have they been accepted/integrated within the community and by local governments? How is implementation and follow-up conducted? What visible changes, if any, have been produced by these plans and projects? Are they locally sustainable and will they have continuity in the future?

· What have been the effects of the presence of UNV and local volunteers in the COs? Have they supported participatory planning of local development as originally intended?

Sustainability: measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable. Factors (political, institutional, economic, technological, socio-cultural and environmental) affecting sustainability should also be considered.

· Has the participatory work promoted by COs/volunteers had positive effects in the communities? What is the opinion of key stakeholders?

· Was the project strategy the most adequate one? What could have been better and what else could have been done? Are there any lessons for future programming of similar initiatives?

4.4. Partnerships and coordination

An analysis of the institutional relationships developed throughout the project/programme and the extent to which they have contributed to the achievement of results.

· Did the project make the right choice of partners to maximize its results? Was there a good balance between community organizations, government, international agencies that helped to leverage and changes and contributed to practices that generated sustainable results?

Other issues that should be looked into by the evaluation:

- Volunteerism and civic engagement

UNV recognizes that volunteering means different things to different people and that there is a wide range of motivations for becoming a volunteer. Within this context, the evaluation should cover the following aspects of volunteering:

- What is the distinctive contribution or added value of UNV volunteers/volunteerism to the outcomes of the project?
- Without the involvement of UNV Volunteers/volunteerism, what would have been different? Would the outcome have been the same, slower, negative, not happened at all?
- How did UNV and UNV volunteers in the project contribute to stimulating local volunteerism?
- How and to what extent has the UNV support contributed to enhanced civic engagement in local governance and development processes?
- What were the helping and hindering factors to the stimulation of volunteerism in the project?

It is recommended to consult the manual "A participatory methodology for assessing the contribution of volunteerism to development" for further details (see Annex).

Gender

Whether and to what extent the project took the gender dimension into account and whether it promoted a gender sensitive approach to formulation and implementation. It also involves practical measures to guarantee an adequate treatment of gender issues in the project.

· How many women have been mobilised as part of the project's efforts?

· Are women proportionally represented in CO membership? CO leadership? CO project beneficiaries?

Human Rights

Whether and to what extent the human rights dimension was taken into account, and if the project promoted a rights-based approach to formulation and implementation.

5. Process of the Evaluation

Timetable of steps (more detailed programme will be provided later):

- Desk review: *2 days*
- Planning and initial evaluation, meetings with stakeholders: *2 days*
- Field evaluation: *10 days (including travel to 3 oblasts where project was implemented).*
- De-briefing and initial feedback (in UNV office): *2 days*
- Finalising report: *2 days*
- Presentation of evaluation to UNV and stakeholders: *2 days*

TOTAL: 20 days

Methodology:

- Desk review, including project document and progress reports, existing project research on the views and situation in Chernobyl-affected areas (including results before and after project implementation) and other relevant literature, sent in advance to the evaluator;
- Planning meeting to discuss and agree the process and focus of the evaluation at the outset, on arrival in Kyiv, together with UNV CO, project manager and staff (including IUNVs and NUNVs);
- Interviews with all key stakeholders, and representatives of all major groups of stakeholders;
- Participatory focus group discussions with groups of stakeholders and beneficiaries in the field;
- Questionnaires distributed to participants of focus groups and other key stakeholders, to ensure better triangulation of results and a set of written responses yielding both quantitative and qualitative data;
- Final meetings with staff and stakeholders to present the preliminary findings/recommendations to UNDP Ukraine and UNV staff at the end of the mission's work.

The evaluation should be consistent with the UNEG (United Nations Evaluation Group) norms and standards (see Annex).

6. Evaluation team roles and responsibilities

The international consultant will:

- lead the evaluation team;
- arrive adequately prepared, following thorough desk review and background research;
- be responsible for successful conduct of the evaluation;
- compile and submit the evaluation report, by 30 November 2007 (to be confirmed).

The national consultant will:

- meet with project management staff to carry out initial preparation before arrival of consultant;
- brief the consultant on local conditions, challenges and cultural issues;

- accompany and support consultant in all aspects of the evaluation in-country;
- explain to stakeholders the aims and methods of the evaluation;
- carry out initial data processing and grouping of responses before translation, if required;
- translate and carry out initial analysis of questionnaire results;
- assist in the compilation of the final evaluation report; edit and translate the summary report for beneficiaries (into Ukrainian)

7. Outputs

The project expects a report to fit the following requirements:

- Length: absolute maximum 30 pages.
- Executive Summary: 3 – 4 pages, of sufficient quality to stand on its own in capturing all the major findings and recommendations of the evaluation.
- Language – English
- Report headings to include (see annex Standard UNV Report Format):
 1. Background and methodology, including an evaluation matrix
 2. Assessment of performance
 3. Description of best practices
 4. Conclusions
 5. Recommendations

It is expected that electronic and hard copies of the final report in English will be submitted to the UNV CO within a week of completion of the assignment but not later than 30 November 2007.

8. Management of the Evaluation

The overall responsibility for managing the evaluation will be with the geographical section concerned, in close collaboration with the Evaluation Unit and other key stakeholders at HQ and the UNV country team. The continuous involvement of major stakeholders at the country level (including UNDP Resident Representative, Government, and others) should be ensured and maintained throughout the entire review or evaluation process.

9. Requirements

The assignment will be contracted to an international expert with experience and knowledge in the substantive areas: volunteerism and community mobilisation. The expert should have:

- University degrees at the post-graduate level in the social sciences, management or other relevant field of study

- 8-10 years work experience of which at least five are in a developing country, and at least five in the substantive areas.
- Proven track record and experience in evaluation in the substantive area
- Knowledge and experience of volunteerism with its diverse manifestations and cultural settings.
- Competence in sample survey techniques and computerised data processing
- Excellent analytical and report writing skills
- Good people and communication skills
- Fluency in English and Russian.

10. Annexes to the TOR

· Standard UNV Report Format

· UNEG norms and standards for evaluation

(<http://www.uneval.org/index.cfm?module=UNEG&Page=UNEGDocuments&LibraryID=96>)

· Handbook "A participatory methodology for assessing the contribution of volunteerism to development" (available separately by email request to ann.merrill@undp.org)

Standard UNV Evaluation Report Format

Length of the Report

The maximum acceptable length of the report would normally be 30 pages for project evaluations and 50 pages for country and thematic reviews (annexes excluded).

1. Coverpage

This should indicate: the title of the project, its code (e.g. UNV10/00015108), the name(s) of the evaluator(s) (or the company), and the date the report was submitted.

2. Table of Contents

It should include page numbers and list of tables, graphics, boxes, annexes and photos

3. Abbreviations/Acronyms

E.g. UNDP = United Nations Development Programme.

4. Map of the region:

This is not always necessary, yet in some cases it might be useful to help the reader familiarize himself with the country/region; especially if the report contains a lot of geographical names.

5. Executive Summary

It should be a summary that contains the context of the evaluation, purpose, scope, methodology, main findings, conclusions, recommendations and lessons learned.

The executive summary should be a "stand-alone" document of a maximum of 5 pages.

6. Introduction

The Introduction should not be more than one page. It should contain the:

- Purpose of the evaluation/review
- Scope of the programme/project
- Scope and methodology of the evaluation
- Structure of the report.

7. Project description and evaluation profile

This section should contain:

- Brief background to region/country (Political, social, economic, and historical)
- Economic, social and cultural dimensions of the object to be evaluated
- Linkages to other objects
- Stakeholders
- Issues to be addressed
- References to relevant documents and mandates
- Other information (phases, timeline, budgets etc.)
- Magnitude of UNV intervention (e.g. A table containing statistics on the UN Volunteers broken down by gender, national/international and their location) and financial magnitude of UNV presence should be indicated.
- Purpose and scope of the evaluation; what results were expected to be achieved –Evaluation process and methodology – Any Obstacles.

8. Evaluation findings

This section should be a clear statement of what the evaluation found out in response to the questions it was set up to answer. There will be different categories suitable to the project being evaluated and based on the TOR. This should include findings (the list below is not exhaustive):

- Regarding resources used and outputs produced
- Indicating contribution to outcomes and intended and unintended effect
- Indicating progress compared with initial plans (achievements/challenges)
- Indicating status of implementation of recommendations from previous evaluations (if any)
- Giving information on sound quantitative and qualitative data about progress made for women and men over the period evaluated (no general remarks unsupported by evidence)
- Giving information on Volunteers mobilised and volunteerism:

- Role, achievement and impact of Volunteers

- Contribution to development
 - Management issues
 - Value added of volunteerism to the project/programme.
 - Visibility of the UNV programmes and the sense of identification of the volunteers with the programme itself
 - Contribution of the project to local volunteerism;
-
- Giving information on the gender dimension
 - Giving information on the human rights dimension
 - Giving information on capacity building and exit strategy: whether capacity has been developed; whether mechanisms have been put in place to ensure that local groups can sustain the positive effects of the projects once the UNVs leave.
 - Giving results of a brief analysis of the cost effectiveness of the project and a breakdown of expenses. Annexes can be used for a lengthier presentation of the budget and expenditures
 - Concerning project management

9. Conclusions

Conclusions should be based on the analysis of the findings and supported by evidence. They should:

- Add value to the findings
- Answer to evaluation issues
- Focus on issues of significance related to key areas mentioned in the TOR.

10. Recommendations

The Recommendations should be numbered and divided according to whom they are directed to, e.g. HQ, UNV PO, UNDP or partner institution/agency, etc. The use of a table can be a way to organise them. They should:

- Contain suggestions to improve future performance
- Be supported by evidence and findings
- Be adequate in terms of the TOR
- Facilitate implementation (Realistic and objective).

11. Lessons learned

Lessons learned should help to:

- Replicate similar type of interventions elsewhere or upscale the project;
- Prevent mistakes for future similar interventions;
- Contribute to general knowledge in the area of the intervention of the project being evaluated.

Annexes:

The expected annexes are:

- List of people interviewed/met
- Timetable of field work
- List of important documentation consulted
- Data collection instruments;
- Programme of Evaluation/Review
- Terms of Reference of the Evaluation/Review
- Desk Study (if any)

Applications (most recent CVs) in English language with the reference "International/National Consultants on Chernobyl " are to be submitted to e-mail address: vacancies@undp.org.ua

Please mention the minimal salary level expected in your application/CV.

DEADLINE FOR APPLICATIONS IS 09 OCTOBER 2007

UNDP will use a transparent and competitive screening process, though will only contact those applicants in whom there is further interest. Applications may only be submitted for specific vacancy. We regret that we will not be able to acknowledge all unsolicited general applications for employment.