

Strategy > FY24 - FY26



World Vision

PHASE 2
Ukraine Crisis
Response

Ukraine, Moldova, Georgia, and Romania

Our Vision for
 every child, **life in**
all its fullness.
 Our prayer for
 every heart, **the**
will to make it so.

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1 GLOSSARY OF TERMS

ADH –	Aktion Deutschland Hilft
CP –	Child Protection (CP)
CP&A –	Child Protection & Advocacy
CRM –	Community Response Mechanism
CVA –	Cash and Voucher Assistance
CVP –	Cash and Voucher Programming
CWB –	Child Well-being
ESCA –	Environmental Stewardship and Climate Action
EU –	European Union
FCDO –	Foreign, Commonwealth and Development Office
F&D –	Faith and Development
FO –	Field Operations
FSP –	Financial Service Provider
FSL –	Food Security and Livelihood
GAM –	Grant Acquisition and Management
GESI –	Gender Equality and Social Inclusion
GoU –	Government of Ukraine
GDP –	Gross Domestic Product
HH –	Household
HRP –	Humanitarian Response Plan
HRO –	Humanitarian Response Overview
IDPs –	Internally displaced person/people
ILO –	International Labour Organization
IMF –	The International Monetary Fund
IOM –	International Organization for Migration
JMMI –	Joint Market Monitoring Initiative
LED –	Local Economic Development
MEAL –	Monitoring, Evaluation, Accountability, and Learning

MFI –	Micro-finance Institution
MHPSS –	Mental health and psychosocial support
MSNA –	Multisectoral Needs Assessment
MOES –	Ministry of Education and Science
MPCA –	Multi-purpose cash assistance
MSME –	Micro, Small and Medium Enterprises
MVC –	Most Vulnerable Children
NFI –	Non Food Items
NGO –	Non-governmental Organisation
OCHA –	Office for the Coordination of Humanitarian Affairs
OIOS –	Our Impact, Our Story
OHCHR –	Office of the United Nations High Commissioner for Human Rights
PM+ –	Problem Management Plus
PNS –	Private Non-Sponsorship
RAC –	Refugee Accommodation Center
SME –	Small and Medium Enterprise
SOP –	Standard Operating Procedures
TVET –	Technical Vocational Education and Training
UAH –	Ukrainian Hryvnia
UNHCR –	United Nations High Commission for Refugees
UCR –	Ukraine Crisis Response
UN –	United Nations
UNDP –	United Nations Development Programme
UNICEF –	United Nations International Children's Emergency Fund
USAID –	United States Agency for International Development
UXO –	Unexploded ordnance
WV –	World Vision

2 EXECUTIVE SUMMARY

World Vision's (WV) Ukraine Crisis Response (UCR) Phase 2 Strategy has been deliberately developed based on a thorough analysis of the security situation, the organisation's mandate, and areas of expertise, along with possible development scenarios. In designing the Phase 2 Strategy, WV UCR reflected on the mandate of our operation, our current partnership practices, and our goal of championing the localization agenda. We are also committed to build on two years of on-the-ground experience in operating in this dynamic context, as well as our understanding of the donor landscape. Through this strategy, WV UCR intends to develop future projects and activities that meet our imperatives for quality and excellent humanitarian work.

Based on this comprehensive analysis, WV UCR embarked on a significant strategic focus leaving behind the interventions that are less impactful in benefitting children in both Ukraine and host countries. The WV UCR intends to grow its impact for each child through integrated programming addressing children's multi-faceted needs.

Working in the Ukrainian context is different than many others emergency and humanitarian assistance responses. The developed economy and infrastructure, and the high education level of the population led the UCR to prioritise the following sectors and Strategic Objectives for the period of FY24 to FY26:

Strategic Goal:

550,000

Ukrainian children, refugees and internally displaced people (IDPs), as well as the host communities in Ukraine, Moldova, Romania, and Georgia have support to overcome the humanitarian consequences of the war



Strategic Objective

1. >>

Basic needs of vulnerable children, families and communities affected by the war are met in Ukraine and host countries

2. >>

Children, their families, and communities benefit from enhanced social protection mechanisms and education opportunities in Ukraine and host countries

3. >>

Early recovery and economic development opportunities are created for IDP and refugee households, as well as host communities, for improved and self-reliant livelihoods

4. >>

Equitable and complementary partnerships with national and local actors are encultured and promoted to enable strong leadership in delivering the humanitarian response and managing the transition to rehabilitation and development



With these objectives set, WV UCR continues the main directions outlined in the Phase 1 Strategy, along with introducing nexus programming, by integrating humanitarian responses with early recovery and economic development interventions, including through engaging in joint programming with VisionFund, WV's microfinance subsidiary. The sectors of protection, livelihoods, and local empowerment highlight the importance of creating tailored approaches that respond to real needs of the Ukrainian children, their families, and communities both from humanitarian perspective, as well as in the light of recovery and reconstruction. Through an integrated response, social cohesion can be better achieved for both the host countries for better refugee integration and, in Ukraine, for returnees re-integration into society. Designed in the logic of nexus, the range of interventions varies from assistance at an individual level to building local capacity to strengthen the systems and structures enabling for a better quality of life for all. The strategy also addresses WV's institutional growth and development by setting objectives and targets for funding, operational excellence, and staff and partner growth.

The process of developing the WV UCR Phase 2 Strategy is in alignment with the WV Our Impact, Our Story, child well-being themes, and ministry imperatives, as well as plans to utilise the organisation's best evidence-based programmatic approaches.

The strategy contributes to the following child well-being objectives:

- **Children have hope and vision for their future**
- **Children age 12 to 18 report an increased level of well-being**
- **Parents and caregivers provide well for their children**

The strategic objectives are also aligned to and mapped against Sustainable Development Goals to illustrate WV's contribution towards the global agenda. Such intentional linkage to the SDGs once again demonstrates WV's nexus commitment to deliver longer term impact.

N.B. The Phase 2 UCR Strategy primarily covers Ukraine and Moldova country operations. It will remain applicable to Romania and Georgia, however decision making in these country offices is autonomous in coordination with UCR. In Romania and Georgia country offices, UCR is integrated into programming, implying independent fundraising, design, and implementation.

3 LANDSCAPE



3.1 External Landscape

3.1.1 Humanitarian Context

In Ukraine, the conflict that started in the east of the country in 2014 reaches now its 10-year mark, inflicting immeasurable suffering, causing numerous deaths and massive destruction, putting millions at risk of serious rights violations, and generating grave humanitarian needs. The dramatic escalation of the war since the Russian Federation's 24 February 2022 invasion continued to steadily intensify in 2023, ravaging front-line communities, causing forced displacement and family separation, and destroying vital infrastructure, leading to essential services across the country being decimated. As a result:

- **Over 14.6 million people** – about 40 per cent of the Ukrainian population – will need humanitarian assistance in 2024
- **Over 3.3 million people are in need of assistance** in front-line communities in the east and the south of the country. In these communities, millions struggle to exercise their human rights and freedoms, and fail to access clean water, food, shelter, health, protection, and other essential services and supplies.
- **Nearly 4 million people are internally displaced across Ukraine**, particularly some 111,500 people currently living in collective sites. Prolonged displacement has depleted people's resources. The loss of a job or income has increased people's risk of exploitation, abuse, and possibility of resorting to negative coping strategies.

For many, returning home will not be an option until their houses are rebuilt and basic services restored. At the same time, violence has pushed thousands to flee again, mainly in the areas around Sumska and Kharkivska oblasts.

From the gender perspective, this crisis forces women to lead their household and tasks them with caregiving for both children and the elderly, as thousands of men are conscripted to military service. The household leadership role forces women to make lifesaving decisions that affect all household members.

The humanitarian crisis in Ukraine remains a protection crisis. Gross violations against civilians, including grave violations against children, exposed millions to increased trauma and mental health issues, and impacted children's well-being and education. In 2023, thousands were killed or injured, including hundreds of children, compounding the reports of violations that shook Ukraine and the world in 2022. The war has also deepened pre-existing inequalities and challenges faced by women, girls, people with disabilities, and marginalised groups, and increased risks of gender-based violence.¹

3.1.2 Socio-economic Context

Ukraine: According to a June 2023 United Nations Development Programme (UNDP)² report almost 60 per cent all households and 73 per cent of IDPs' livelihoods have been impacted by the safety and security concerns. Job losses, lack of income-earning activities, salary cuts, and/or reduced working hours have affected millions, particularly in the southeastern macro-region where nearly half of the households have family members with disabilities. The impact of the war on livelihoods was most pronounced in the southeast, where households reported higher instances of decreased income and access to paid work, increased reliance on humanitarian assistance, greater engagement in livelihood coping strategies, and higher rates of negative effects on livelihoods. The UNDP report revealed that two-thirds of households (65 per cent) reported decreased income, with the highest percentages observed among IDP households (74 per cent) and returnee households (73 per cent). Simultaneously, respondents noted a decline in access to paid work as a primary income source.

Humanitarian assistance became a primary income source for one per cent of households before February 2022, but increased to 21 per cent afterward. Similarly, the proportion of households depending on financial support from friends or relatives increased from five to 13 per cent.

The Government of Ukraine (GoU), UN multi-agency teams, and humanitarian stakeholders have underscored that 2024 is the time for early recovery actions to align and intertwine with lifesaving humanitarian aid. It is crucial to operate within the humanitarian-development nexus, emphasising targeted interventions in crucial areas such as basic needs like food and nutrition security, agricultural production, price, markets, energy, and micro, small and medium enterprises (MSME)s.

Moldova: Throughout 2023, an estimated 200,000 Ukrainian refugees in Moldova required livelihood opportunities and socio-economic support (UNDP, 2023).³ Moldova currently holds the distinction of hosting a higher number of Ukrainian refugees per capita than any other nation. Women make up 65 per cent of the refugee population, children account for 33 per cent, and older individuals represent 22 per cent (UNDP, 2023).

1 HNRP 2024, Ukraine

2 <https://www.undp.org/sites/g/files/zskgke326/files/2023-09/undp-ua-hia-3.pdf>

3 <https://data.unhcr.org/en/situations/ukraine/location/10784>



Key Livelihood Issues:



Ukraine:

- **Basic Needs:** The Food Security and Livelihood (FSL) cluster has estimated 7.3 million people in need (PiN) of food and livelihood assistance in 2024, a 34 per cent decrease from 2023. Yet, the number of targeted households exclusively for early livelihood recovery in 2024 is 1.8 million people (three times the size of the cumulatively assisted 625,000 people in 2023).⁴ The focus of local economic development (LED) will support targeted 'vulnerable' non-displaced, returnee, and localised displaced populations along the front line covering the nine Oblasts in the 'crescent' of Eastern Ukraine, where there is the greatest need including the highest levels of food insecurity (i.e. Chernivetska, Sumaska, Kharkivska, Donetska, Dnipropetrovska, Khersonka, Mykolaivska, Zaporizka, and Odesa).
- **Income and employment:** Ukraine's Gross domestic product (GDP) experienced a steep decline of 29.1 per cent. The International Monetary Fund (IMF) and World Bank (2023) indicate a modest growth of only two or three per cent between 2024 and 2025, accompanied by an inflation rate of 26.6 per cent as of March 2023 (World Bank). The war has exacerbated vulnerabilities in terms of income disparities.⁵ The International Labour Organization (ILO, 2022) also estimated a 15.5 per cent drop in employment compared to pre-war levels, with 33 per cent of those employed before 2022 reporting job losses.⁶ The average monthly income for female-headed households (9,872 Ukrainian Hryvnia (UAH)) were notably lower than that of male headed households (12,819 UAH).⁷
- **Gender focus:** 57 per cent of households reported themselves as female-headed while 43 per cent reported themselves as male-headed households, which may influence gaps in income and income-related needs. Female-headed households reported using cheaper food more frequently than male-headed households (59 per cent vs. 50 per cent).⁸
- **Shelter and Winterization:** The ongoing war in Ukraine has damaged livestock barns/shelters and restricted livestock access to grazing fields, resulting in animal and feedstock losses. Access to grazing areas has been reduced, primarily owing to land contamination by unexploded ordnances (UXOs). Animal feed, mineral supplements, barn/shelter renovation, and veterinary medicines are all required to protect livestock and farmers, especially in rural areas along the front lines, during winter.⁹
- **Services/support:** Widespread damage to public infrastructure in Ukraine has negatively affected economic productivity, resulting in enterprises facing \$9.7 billion in physical asset losses, and \$4.3 billion in agricultural sector losses (ILO, 2022).¹⁰ Households have implemented coping strategies to mitigate the potential effects of the war, but these measures are often temporary and finite, unable to sustain meeting long term household needs.

4 <https://fscluster.org/ukraine/document/fsl-cluster-october-bulletin>

5 <https://www.worldbank.org/en/country/ukraine/overview>

6 https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/briefingnote/wcms_859255.pdf.

7 REACH Multi-Sectoral Needs Assessment, March 2023

8 Ibid

9 https://fscluster.org/sites/default/files/documents/fslc_winterization_guidance_note_2023_eng.pdf

10 <https://reliefweb.int/report/ukraine/ukraine-rapid-damage-and-needs-assessment-february-2022-2023-enuk>



Moldova:

- **Income:** Ukrainian refugees in Moldova survive with a notable reliance on humanitarian assistance (80.5 per cent). Limited savings capacity is evident, with 73.9 per cent of refugees lacking means to save. Monthly average income varies, with refugees in Refugee Accommodation Center (RACs) earning \$365, slightly higher than those in hosted/rented apartments (\$271 and \$337). Host families reported an average income of \$407, with 71.9 per cent experiencing increased expenditures in the last six months.¹¹
- **Employment:** Refugees faced challenges like limited temporary employment (37.1 per cent), insufficient opportunities (21.1 per cent), and language barriers (18.7 per cent). Female Ukrainians encountered obstacles such as scarce temporary employment (34 per cent) and discrimination (21.8 per cent). A considerable 79.6 per cent reported no paid work for more than three months. While the Moldovan Government eased employment restrictions for Ukrainians, barriers persisted, including uncertainty, lack of trust from employers, and dependence on assistance.
- **Decision making:** Regarding family resource control, wives dominated decision-making (46 per cent) and resource control (50.7 per cent) compared to husbands. Gender differences emerged, with men leaning towards perceiving husbands as decision-makers, while women favoured wives.
- **Basic Needs:** A majority (94 to 96 per cent) of refugees with children struggled to meet basic needs, irrespective of external support. Top needs included education (38.5 per cent), heating (37.3 per cent), basic food (35.9 per cent), and health care (31.6 per cent). Compared with a previous assessment, priorities shifted towards education and health care. Coping strategies included relying on cheaper food (47.5 per cent) and using household savings (32.4 per cent).
- **Services/support:** Support was more prevalent among RAC residents (70 per cent) than those in apartments or with host families. Needed support types included cash vouchers (75 per cent), heating assistance (54 per cent), and food kits (51 per cent). Challenges included the need for better coordination and potential tension between host communities and refugees.
- **Shelter and Winterization:** Refugees expressed satisfaction with shelter conditions (92 per cent) but faced issues like heating (23.7 per cent) and lack of space. Winter priorities included heating (44.8 per cent), winter clothing (39.3 per cent), and fuel (25.4 per cent). Support for shelter was received by 32.8 per cent of respondents.

11 Multispectral Needs Assessment, PRISMA and World Vision, 2023



3.1.3 Security Context

While people already faced acute needs as result of the conflict's escalation, throughout 2023 the humanitarian situation further deteriorated. People living in various regions were impacted by hostilities and fighting, strikes hit civilian infrastructure, and major incidents created devastation, including the destruction of the Kakhovka Dam in southern Ukraine in June.

Conflict broke records in March 2024. Massive countrywide air attacks eclipsed frontline and border developments both in terms of impact and risk perception from NGOs. Attacks on energy infrastructure, international gas transit infrastructure, and dams represented a concerted effort to destroy Ukraine's economy.¹²

The conflict in Ukraine is expected to persist in 2024 and 2025. The intensity of the conflict will vary depending on the sides' available capabilities. Conflict spill-over to neighbouring countries is unlikely. Frontlines are likely to remain fluid, but unlikely to see major shifts for most of 2024 (barring sudden collapse of either side's lines). However, a stable stalemate is presently unlikely to emerge even as an attrition phase is likely to persist for most of 2024 as neither side is likely to regain significant offensive capacity in the next six to nine months. Russia maintains escalation dominance, thus the use of unconventional weapons will remain plausible.

Conflict-related incidents are likely to remain concentrated within 20 km from the frontlines and the international border with the Russian Federation, with the use of indiscriminate weapons systems (artillery and multiple launch rocket systems) likely to continue. Russia's use of long-range projectiles (missiles and loitering munitions) for countrywide strikes will depend on their tactical/operational objectives and will remain a risk.

The operational and security environment away from the frontlines is expected to remain permissive for humanitarian workers. The conditions on the ground and the evolving Ukrainian legal framework may require operational adjustments. Genuine negotiations leading to sustainable peace are expected to remain out of reach, but opportunities for humanitarians to refocus programming from emergency response to development support will continue to expand in areas away from the frontlines. As Ukrainians readjust their expectations and adapt their life strategies to the prospects of protracted conflict, the effect of extended psychological and emotional stress will likely become more perceptible.

As a result, the need for emergency-type humanitarian response in Ukraine has diminished compared with the earlier stages of Russia's full-scale invasion. The situation of refugees varies widely, but their temporary protection status has been extended to March 2025, so there is no overall administrative pressure on those communities to return. Unlike in 2022 and 2023, major frontline shifts are unlikely to be the main potential driver for humanitarian needs in Ukraine, or civilian displacement within (and beyond) Ukraine (including the prospects for return by both refugees and Internally Displaced Persons (IDPs)). The following factors may be more prominent in the next 12 to 24 months:

- **Critical infrastructure vulnerability**
- **Situation in Donetsk and Luhansk regions of Ukraine**
- **Conflict intensity decrease, complacency, and internal instability**



Large-scale conventional conflict between near-peer forces is contingent, its trajectory is inherently uncertain and depends on variables that change over time, while the sides work to maintain operational security. The conflict in Ukraine differs from previous conventional wars in that the sides employ a combination of 20th-century and 21st-century technologies. This assessment is based on the sides' assessed intentions, adopted policies, and current/potential capabilities. Processes outside Ukraine (e.g. geopolitical dynamics, domestic politics within Russia, and countries supporting Ukraine) will likely have limited direct impact on the operational environment for humanitarians inside Ukraine but may influence the overall context and the situation of refugees.¹³

3.1.4 Economic Context

Ukraine's GDP may reach its pre-war level only in 2030. Potential output is considered to have dropped by more than USD 150 billion (or about 20 per cent) in 2022, and a large share of Ukraine's productive capacity and infrastructure has been devastated by Russian aggression.¹⁴ The Third Rapid Damage and Needs Assessment, issued by the World Bank, the Government of Ukraine, the European Union (EU), and the United Nations, estimates the total cost of reconstruction and recovery over the next decade at USD 486 billion. As of end-2023, the direct damage is measured at USD 152 billion, with housing, transport, commerce and industry, agriculture, and energy being the sectors most affected.

Human life and human capital are also severely affected. In addition to the large number of people mobilised for the war, injured, or killed. More than 6.4 million Ukrainian refugees were registered worldwide and nearly 3.7 million were counted as IDPs (the two groups together representing 23 per cent of Ukraine's pre-war population). Significant deterioration in educational outcomes and workers' skills and abilities are directly caused by the war and will take decades to recover. Findings suggest that these impacts on human capital will lead to a fall in productivity by about 7 per cent by 2035.¹⁵

¹² INSO, <https://ngosafety.org>

¹³ For full analysis report, please see Annex 1 to this document.

¹⁴ Two years of war: The state of the Ukrainian economy in ten charts (europa.eu)

¹⁵ ibid

3.1.5 Child Vulnerability Mapping: Factors and Geography

World Vision's Global Guidance on Most Vulnerable Children (MVC) estimation and the fact that UCR operates solely on grants, without sponsorship-funded programmes, were considered as the basis of the below estimation. Secondary data, primarily external sources, and open data policies to estimate the MVC in the country were utilised to perform this analysis.

WV UCR defines MVC as the: "Most Vulnerable Children are children whose quality of life and ability to fulfil their potential is most impacted by **extreme deprivation, are vulnerable to catastrophes, are facing serious discrimination, are in an abusive relationship, or have limited access to shelter and education facilities.**"

Ukraine¹⁶:

The following vulnerability factors were selected as relevant to the context in Ukraine:

Extreme deprivation, specifically for

- Household (HH) average income per person per month
- Children accessing protection and MHPSS services
- Children with access to shelter
- Children attending school in person and remotely
- Children living outside of their home

Abusive and exploitative relationships

- Sexual abuse
- Physical abuse
- Children who use drugs and other harmful substances

Vulnerability to catastrophe or disaster

- Children living in the areas with conflict

Discrimination

- Children with disabilities
- Children displaced
- Children returnees

16 For the full MVC Mapping Report, Ukraine, please refer to Annex 2 to this document.

UCR in Ukraine currently provides support to both eastern and western oblasts in Ukraine in an equitable manner. However, following the MVC analysis, it is recommended that forthcoming projects should target: **Kyivska, Kharkivska, Dnipropetrovska, Donetsk, Odeska, and Zaporiska** to optimise the impact of our interventions. Specifically:

- Based on the vulnerability score of **86.15**, Kyiv Oblast requires an estimated **18 per cent** of the total support. At the moment, this figure falls below the UCR focus level of **12 per cent**, indicating that areas with greater vulnerability should be prioritised in FY24.
- The analysis identifies two oblasts that require urgent attention due to their high vulnerability and low level of assistance from UCR. These oblasts are **Kharkivska and Donetsk**.
- The principal discoveries of this mapping reinforce the notion that the **East of Ukraine** warrants the bulk of the UCR funding, given that three of the **four** (Dnipropetrovska, Kharkivska, and Donetsk) most vulnerable oblasts are situated in that region.

Moldova¹⁷:

Since the programming in Moldova targets both vulnerable host communities and refugee groups, child vulnerability here has been observed among these groups. The below analysis represents the average results of the two groups of the population. The following vulnerability factors were selected as relevant to the context in Moldova:

- Abusive and exploitative relationships, specifically for:
 - Sexual abuse
 - Physical abuse
 - Child trafficking
 - Extreme deprivation
 - Child in household below extreme poverty threshold
 - No access to basic services and facilities
 - Serious discrimination
 - Child refugees

Currently, UCR in Moldova evenly targets the MVCs across the country (funding distribution: 24 per cent in Chisinau, 26 per cent in the North, 28 per cent in the central Moldova, and 22 per cent in the South) mostly through cash and education programming.

According to the MVC analysis, it is recommended to:

- Increase the programming in Chisinau to reach 31 per cent of the country portfolio.
- Increase the programming in the Central region to reach the recommended 34 per cent, addressing its higher level of vulnerability. On the other hand, decreasing the portfolio in the South down to 10 per cent, due to a priority score of 20.3 per cent.

17 For the full MVC Mapping Report, Moldova, please refer to Annex 3 to this document.

3.1.6 Key Child Well-being Issues

In times of war all children become vulnerable regardless of the social, cultural, and economic standing of the family. A thorough analysis of primary and secondary sources helps outline the child well-being issues that are common to larger groups of children in Ukraine, as well as host communities of Moldova. These issues are presented below classified under thematic groups.¹⁸

Child Protection

Ukraine: According to the 2024 Humanitarian Response Overview (HRO), it is estimated that there are 14.6 million people in need of assistance in Ukraine, of whom 4.1 million (23 per cent) are children. It has been observed via Protection Monitoring that children in Ukraine face psychological trauma, stress and anxiety, and challenges safely accessing education, among other risks. These protection risks are higher for children in frontline regions, including Kharkivska, Luhanska, Donetska, Zaporika, Khersonska, and Mykolaivska, where severity of needs was assessed to be highest in 2023. Further, the International Organization for Migration (IOM) estimates that up to 728,000 children under the age of 17 years are members of households displaced within Ukraine. Between February 24, 2022 and October 8, 2023, the Office of the United Nations High Commissioner for Human Rights (OHCHR) recorded 27,768 civilian casualties as a result of the large-scale armed attack by the Russian Federation, including 9,806 killed and 17,962 injured. Of these casualties, 1,756 were children (560 killed and 1,196 injured).¹⁹

Moldova: Millions of refugees from Ukraine have crossed borders into neighbouring countries, including in Moldova, and many more are internally displaced. Since 24 February 2022, Moldova has received about 697,966 (as of 21 Nov – UNHCR) distressed and heavily affected Ukrainian refugees. At least 96,646 Ukrainian refugees have remained in the country. A total of 62 per cent of Ukrainian families include at least one child. Children comprise almost 40 per cent of the overall population of Ukrainian refugees and 15 per cent are elderly. Ukrainian refugees stay in rented housing, Refugee Accommodation Centres (RACs), with relatives, or Moldavian families.

Key Child Protection Issues:

- **Physical and Sexual Violence:** In 2022, the UN Secretary General confirmed 2,334 violations against 1,482 children in Ukraine (629 boys, 474 girls, and 379 sex-unknown). Such violations include the killing and maiming of children, rape, and other forms of sexual violence perpetrated against children, use of children by armed forces, attacks on schools, hospitals, and protected persons in relation to schools and/or hospitals, and the abduction of children.
- **Family Separation:** WV's child protection (CP) need assessment conducted in December 2023 revealed that the child protection concerns amongst children were primarily identified around family separation, safety, and security issues. According to the surveys, family separation was the most critical child protection risks by 85 per cent of girls and 79 per cent of boys ages between 14 and 17. Meanwhile, the impact of family separation was also recognised by girls (78 per cent) and boys (82 per cent) ages between 9 and 13. Safety and security concerns were the second most significant child protection risk, as reflected by approximately 83 per cent of girls and boys ages 9 and 13 and 14 and 17.

- **Trafficking in Persons:** The International Organization for Migration's (IOM) 'Trafficking in Persons' programme reported that between January and September 2023, 296 victims of trafficking were identified and assisted, with two per cent of these victims under the age of 18.
- **Birth Registration and Access to Documentation:** Access to birth registration and personal identity documentation is the pre-condition for enjoyment of many rights linked to citizenship. Many persons residing in occupied territory have not had access to Ukrainian documentation. IDP children and families have lost their documents and struggle to get registered to access support such as Cash for Protection. The legal support to verify the identification and also to guide them to prepare a new document has been a challenge to many families. In the case of children, surveyed refugees felt that the risks for children are highest in the streets (34.3 per cent), followed by on their way to school (14.8 per cent), and at school (13.6 per cent). Overall, almost all groups of children are considered vulnerable to mentioned risks, with 38.9 per cent of cases mentioning children without legal documents, 23.9 per cent of cases children who are seriously distressed, and 21.9 per cent of cases children under the care of vulnerable adults (sick, elderly, disabled, female headed HH).
- **Gap in System and Services:** Overall, 44 per cent of girls and 41 per cent of boys ages between 14 to 17 stated that the unavailability of services was the main reason for limited access. Both girls (97 per cent) and boys (92 per cent) ages 14 to 17 reported that no facilities provided these services, even if financial means were in place. In Moldova, a multisectoral needs assessment (MSNA) February 2023 report highlighted that 64.6 per cent of refugees were unaware of protection services available for children. Additionally, 67.3 per cent of refugees did not receive protection or child protection related services from any organisations. More so, 12.6 per cent of refugees did not feel confident that their family could access child protection services without external support. The most required assistance for children are reunification with families (44.8 per cent) and psycho-social counselling/activities (19.7 per cent).

In addition, based on the Ukraine Humanitarian Response Plan (HRP) released in February 2023, the full-scale Russian Federation invasion caused widespread death, destruction, displacement, and suffering, leaving at least 17.6 million people in humanitarian need and an estimated 4.4 million people in need of humanitarian assistance in the form of multi-purpose cash assistance (MPCA).

The situation is aggravated during winter, which increases the needs of households beyond meeting the basic needs such as the need to maintain broken windows and doors, insulate walls, and purchase winter clothes, shoes, heating materials, and appliances. According to the REACH market and price assessment report released in September 2023, the price of foods and non-food items significantly increased in the local markets. Border hostilities and fighting affected the supply chain functionality and movement of food, non-food items, and services in the market. These two factors greatly affected the availability and sufficiency of goods and services in the markets.

Affordability remained a key issue. Price increases was the main barrier to accessing goods and services. While the cost of the Joint Market Monitoring Initiative (JMMI) basket is 1,186 UAH nationally, there was a notable increase (16 per cent) in prices in the eastern part of the country. The overall national level inflation rate stood at 26.6 per cent in March 2023 (World Bank). The price increase directly affected the purchasing power of individuals, especially in winter, as resources utilised to meet winter needs is impacted, with the purchase of winter clothes, heating materials such as firewood, insulating damaged houses, and the purchase of heating appliances limited. It is important to consider the need to link people with the existing country-level social protection programming and livelihood initiatives where they have more financial access and asset-building opportunities.

¹⁸ For full sector analysis report, please refer to Annex 4 to this document.

¹⁹ <https://reliefweb.int/report/ukraine/ukraine-civilian-casualties-8-october-2023-enruuk>



Moldova: As the war in Ukraine unfolded, international organisations including World Vision stepped in to support refugees and the local community. WV initiated Cash and Voucher Assistance (CVA) programmes to meet basic needs. A thorough situation analysis by stakeholders found CVA implementation to be viable, with various approaches possible. The market assessment confirmed that CVA aligns with community preferences, ensuring effective support for refugees and the host community. Political acceptance played a crucial role, with strong collaboration established between UNHCR and the Ministry of Labour and Social Protection. UNHCR led cash working groups, enhancing coordination. Financial Service Providers (FSPs) were evaluated, and options for cash delivery included banks, Paynet, Red Rose, and Posta Moldovei. This diverse range of FSPs ensured flexibility and reliability for implementing the CVA programme.

In delving into the needs of refugees and the host community in Moldova, the analysis brought to light crucial challenges tied to the effective use of cash assistance. Beneficiaries exhibited diverse spending patterns, allocating funds for necessities like accommodation, utilities, food, hygiene products, healthcare, clothing, fuel, and appliances. A study identified significant hurdles in meeting refugee and host community needs, including economic crises, inflation, delays in cash disbursement, and a concentration on specific vulnerable groups, leaving others with unmet needs.

Education

Ukraine: The ongoing conflict has made it challenging to ensure uninterrupted access to education. According to the Ministry of Education and Science of Ukraine (MOES), as of 31 January 2023, 2,605 educational institutions have been damaged amid ongoing hostilities and 407 have been destroyed. An estimated 5.7 million pre-school and school-aged children in Ukraine (ages 3 to 18) have been negatively impacted by the conflict, including 3.6 million children affected by the closure of educational institutions.

According to the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) Humanitarian Needs Overview for 2023, approximately 71 per cent of Ukrainian children ages 3 to 17 have challenges accessing quality education, due to the negative impact by the escalation of the war. Approximately half of school-aged children are relying on online learning or a blend of online and in person classes.

Many children lack personal laptops or tablets and have to share smartphones with their siblings or parents to join classes or do homework assignments. At least 74 per cent of children who study online use smartphones.

Online learning remains a significant learning modality for IDP children instead of enrolment in local community schools. In east and south of Ukraine, particularly, Donetsk, Luhansk, Zaporizhzhya, Kherson, and Kharkiv regions, schools have almost entirely switched to online learning.

Furthermore, the lack of face-to-face classes, interaction, and communication with peers and teachers intensifies mental health issues among children, including anxiety, depression, and post-traumatic stress disorder. This can result in emotional and physical symptoms and pose risks to children's development and socialisation.

According to MOES, as of September 2023, more than 900,000 school-age girls and boys (24 per cent of all students) are exclusively accessing education online, 1 million (26 per cent) are studying in a mixed modality and 1.9 million are accessing full-time face-to-face education (50 per cent).



Moldova: More than 49,000 Ukrainian refugee children are living in Moldova. According to UN Human Rights Moldova, 2,420 refugee children from Ukraine were enrolled in the 2022-2023 academic year in schools and kindergartens, including those in the Transnistrian region which is less than 5 per cent of the total number of children. Most children reportedly are reliant on online classes offered by the Ukraine government. Different assessments and consultation were conducted by education implementing partners. Education and language courses are more often mentioned as priorities needed by refugees. Although the government is keen to support refugees enrolling in local formal education, education is delivered in the Romanian language, which becomes a barrier to refugees' access to learning. As such, there is a high reluctance for children to study in local schools, instead opting to not attend school or connect to Ukrainian online learning. The WV/Prisma assessment (MSNA, Feb. 2023) found that for school-aged children, most refugees (64.9 per cent) reported that their children go to school, however 21.2 per cent reported that none of their children attend school. The reasons for not attending school include lack of schools in the area (15.3 per cent), lack of financial resources for clothes and stationery (13.6 per cent), and lack of financial resources to pay fees (10.2 per cent), while 30.5 per cent did not name a reason.

Both refugees and host families identified cash for education fees (22.5 per cent and 16.3 per cent), support with documentation to enrol in schools (21 per cent and 19.4 per cent), language courses (18.5 per cent and 25.6 per cent), and bags/textbooks/stationery (15.1 per cent and 16.3 per cent) as the most needed types of support to improve access to quality education for refugee children.

MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT (MHPSS)

The ongoing war in Ukraine, which erupted in February 2022, has inflicted violence and potential trauma on millions of children and caregivers, and uprooted them from their homes.

The delivery of MHPSS services in Ukraine faces several obstacles, such as:

- The prolonged nature of the conflict, which exposes children and caregivers to chronic stress, psychosocial distress and potential trauma.
- The humanitarian crisis, which impairs access to essential services, such as healthcare, education, and livelihood and forces people to live in precarious conditions.
- The stigma associated with mental health problems, which can deter people from seeking help

According to the CP needs assessment of WV, children reported having stress and fears regarding potential safety, security, and family separation risks, which impacted their mental well-being significantly. Adapting negative coping mechanisms such as smoking/other drug addictions, running away from home, or school dropouts is expected to affect children's healthy physical, emotional, and mental development at different levels based on the personal experiences of children in the short and long-term. Movement restrictions and online/distance learning modalities also impact children's peer-to-peer communication opportunities and overall social life, which is considered one of the most important positive coping mechanisms.

According to the same source, an extremely low level of cooperation between authorities in protecting children at the local level is reported, which is critical to ensuring their best interests in the context of the conflict. Each body, institution, or establishment conducts assessments of the population's needs independently, without taking into account the results of assessments conducted by other bodies, institutions, and establishments. This leads to duplication of efforts and inefficient use of resources.



3.1.7 Localization and Partnership²⁰

Localization encourages putting local actors in the lead of development and humanitarian programming, recognising that local actors were already working before external interventions were introduced and will remain long after they end.

WV UCR has pursued an approach to be ‘as local as possible and as international as necessary’.²¹ In Ukraine and Moldova, WV partnered with national and local NGOs in line with WV’s commitment to the Grand Bargain Intermediary Caucus regarding localisation, and as a newly established response without prior presence in these countries. To measure how WV UCR’s partnering approach enables its local partners to take up a stronger leadership role in delivering the humanitarian response, WV UCR conducted an assessment with the support of the Aktion Deutschland Hilft (ADH). Using NEAR Networks’ localisation performance measurement framework, quantitative and qualitative data was collected through the review of the key WV UCR documents and self-assessment survey facilitated with 38 WV International and local staff in Ukraine and Moldova, 10 partners in Ukraine, and five partners in Moldova.

The assessment revealed that WV UCR progressed towards localisation outcomes under the core six localisation pillars, with more advanced progress achieved under the pillar of Voice and Participation (2.8 out of 4), followed by modest progress observed under Partnership, Funding, Capacity, and Policy Influence/ Advocacy/ Visibility (2 out of 4). The least progress has been made under the pillar of Coordination and Leadership (1.9 out of 4) (See Annex 4 for the full Report).

The above findings have led to the development of a set of recommendations. WV UCR is strongly encouraged to action these recommendations to strengthen its approach to partnering so that it enables local and national organisations to take a stronger leadership role in delivering the humanitarian response and managing the transition to rehabilitation and long-term programming.

3.1.8 Donor Landscape

Ukraine: According to the Coordinated Ukraine Humanitarian Response Plan (HRP) 2024,²² out of the total of USD 3,107.7 million that is required to implement the regional HRP, only USD 423.9 million is reported by OCHA as secured. This leaves a funding gap of 86 per cent for the remainder in 2024.

The biggest sources of all reported humanitarian funding in Ukraine are European Commission (30.2 per cent), Government of Japan (19.6 per cent), and Government of Germany (14.1 per cent). The sectors that received the largest portions of funding are protection (24 per cent), multi-sector (15.9 per cent), health (8.7 per cent), and demining and mine awareness (8.1 per cent), while the most underserved sectors are early recovery, child protection, and human trafficking.

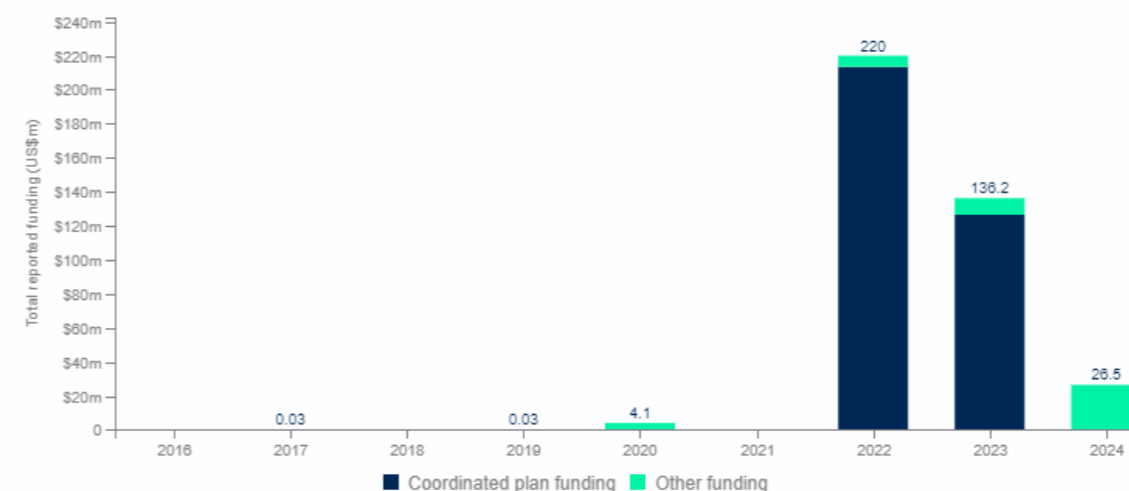
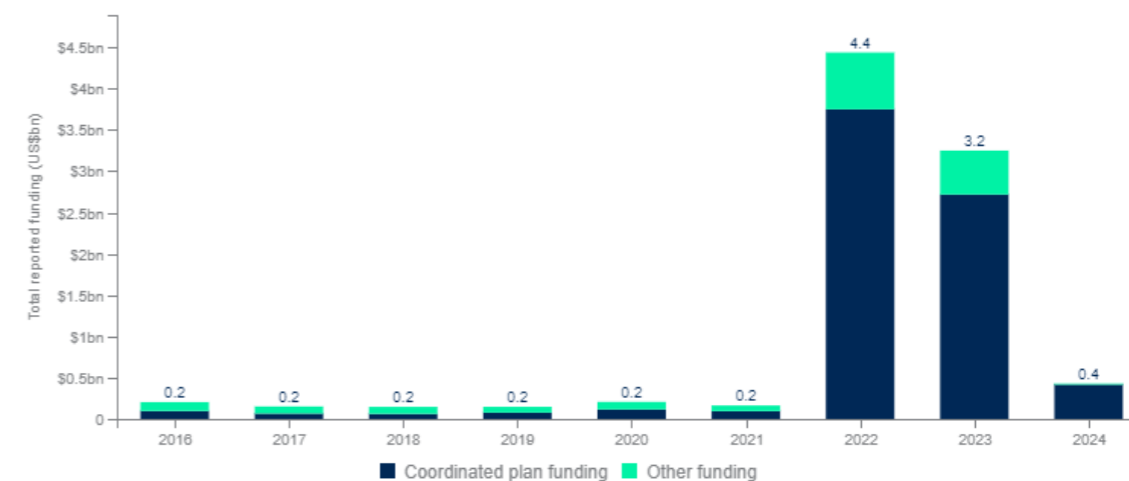
Moldova:

OCHA reports that as of March 2024, the Coordinated plan (covered partly under the Ukraine Situation Regional Refugee Response Plan 2024) required a total of USD 1.038.0 million. So far, no funds have been directed to the coordinated plan. However, USD 26.6 million has been received specifically for aid activities in Moldova from the European Commission (46.2 per cent), Government of Switzerland (27.7 per cent), and UK Government (7.2 per cent). The sectors that received the largest portion of investment are protection (16.6 per cent), shelter and NFI (12.9 per cent), food security, and health (11.8 per cent each).

20 For more details, please refer to Partnerships and Localization Roadmap in Annex 5 to this Document.
 21 As highlighted by the Secretary-General at the World Humanitarian Summit in 2016 <https://interagencystandingcommittee.org/localisation#:~:text=Recognizing%20the%20critical%20role%20local,and%20as%20international%20as%20necessary>
 22 <https://fts.unocha.org/countries/234/summary/2024>



Trends in reported funding



Note: “Trends from 2008 to 2018” data are currently under review. Reliable annual data can be found in the Country Page by year.

3.2 Internal Landscape

World Vision started working in Ukraine in March 2022 through 4 offices in Chernivtsi, Kyiv, Dnipro, and Lviv, which currently support aid efforts reaching conflict-affected people in 24 oblasts across Ukraine. Currently, in collaboration with 23 national and international partners, WV delivers life-saving assistance to people living near the frontlines while programmes in safer areas support longer term needs of displaced children and families as well as local humanitarian actors.

Since the launch of the Ukraine Crisis Response, WV has reached to 1,642,214 people, of which 781,014 are children. The response focused on supporting children and families impacted by the crisis, refugees, displaced people, and vulnerable host communities. The response, per its mandate, centered on Ukraine and the neighboring countries of Romania, Moldova, and Georgia.

WV UCR's goal for the Phase 1 was to deliver an inclusive, need driven humanitarian assistance to refugees, IDPs, and the most vulnerable children and their families in Ukraine, Romania, Moldova, and Georgia. Under this goal, programmatic interventions were implemented in four main areas: meeting basic needs, child protection and education, livelihoods, and partnerships.

3.2.1 SWOT

In December 2023 to January 2024, a survey was launched to gather strategic insights over the past two years in the eyes of the staff. The respondents were all staff members, heads of departments, and Senior Leadership Team members. The findings of this analysis²³ provided a comprehensive overview of key themes, challenges, and recommendations derived from responses collected. As revealed through the analysis, the main achievements of UCR during the first two years included: visibility of WV UCR external profile, successful collaborative fundraising strategies, adept social media engagement, support provided to local partnerships, alignment to sectoral strategies with organisational goals, operational efficiency, establishment of transparent accountability systems, developing data quality assurance standard operating procedures (SOPs), implementing community response mechanism (CRM) systems, consolidating safety knowledge among personnel, and establishing response-level information management systems.

Apart from the key achievements highlighted by the UCR staff, the survey results suggested nine key areas critical to the UCR, each shedding light on vital aspects such as alignment with organisational goals, capacity building, collaboration, operational efficiency, financial sustainability and resource allocation, partnership effectiveness, monitoring, evaluation, accountability, and learning (MEAL), and people and culture. Summarising the suggested areas of improvement, it is recommended to focus on the quality of processes, capacity building, establishing clear protocols for inter-departmental collaboration, communication, knowledge exchange, and increased cost-efficiency of operations.

²³ For the full report on Strategic Insights, please see Annex 6 to this Strategy.

The risks and opportunities analysis conducted through a focus group discussion revealed the following major areas:

- **Risks:** Trend of decreasing funding and funding opportunities. As a result, there is a possible inability of reaching the children in need of WV UCR interventions and concern of maintaining the current cost-efficiency ratio. Another risk identified included possible further escalation of the security situation, leading to a growing need but less mobility of the team and partners in Ukraine. Additionally, risks associated with implementation through partners such as data protection, quality, etc. were identified.
- **Opportunities:** Untapped resources such as foundations, which will be explored closely by the New Business Development Coordinator can be introduced in FY25. A new structured approach to partners and partnerships can a) strengthen capacity, b) eliminate risks associated with implementation through partners.

These recommendations are taken forward in formulating the ministry funding, operational excellence, and people learning and growth objectives of this strategy.

3.3 Ministry Impact

World Vision started working in Ukraine in March 2022 through four offices in Chernivtsi, Kyiv, Dnipro and Lviv which currently support aid efforts reaching conflict-affected people in 24 oblasts across Ukraine. In collaboration with 23 national and international partners, WV delivers life-saving assistance to people living near the frontlines while programmes in safer areas support longer term needs of displaced children and families as well as local humanitarian actors. World Vision started working in Moldova in March 2022 and currently works with nine local partners throughout the country. In Romania, World Vision has been active in the country for more than 30 years and currently supports refugees from Ukraine host communities and institutions with five partners. World Vision has been one of Georgia's leading non-governmental children's rights organisations for the last 20 years. From March 2022 till October 2023, WV has reached more than 1.5 million people. WV assistance has covered 84 per cent of the most vulnerable group of people (49 per cent children; 35 per cent women).

With the goal to deliver inclusive, need-driven humanitarian assistance to refugees, IDPs, and the most vulnerable children and their families in Ukraine, Romania, Moldova, and Georgia, WV UCR has made considerable achievements presented in the chart below by sector and by country of operations.



SO1:

Deliver life-saving in-kind and cash assistance to meet basic needs:

32% of people reached in Food Security sector, 33% of which are children:

(74% in Ukraine, 24% in Romania, 2% in Moldova).

22% of people reached in Multipurpose Cash Assistance sector, 39% of which are children:

(54% in Moldova, 38% in Ukraine, 5% in Romania, 4% in Georgia).

19% people reached in WASH and Shelter sector, 39% of which are children:

(54% in Ukraine, 44% in Romania, 6% in Moldova).

SO2:

Nurture a protective environment for Children and their families to promote good psychosocial well-being and learning:

9% of people reached in Protection sector, 55% of which are children:

(69% in Ukraine, 19% in Romania, 9% in Moldova, 3% in Georgia)

16% of people reached in Education sector, 100% of which are children:

(92% in Ukraine, 5% in Moldova, 2% in Romania, 1% in Georgia)

SO3:

Improve access to livelihood opportunities through skills development and provision of targeted support:

1% of people reached in Livelihoods sector, 100% of which are adults:

(61% in Ukraine, 25% in Romania, 14% in Georgia)

SO4:

Improve partners capacity to prepare and respond to the humanitarian context:

Number of WV UCR Partners Engaged (for October 2023): 28 NGO/ 5 INGO

Share of WVUCR Field Budget Allocated to Partners:

UCR: 35.3%

Number of partner staff reached with humanitarian context awareness and training activities:

UCR: 234

The overall achievement of the WV WCR as of February 2024 is 172 per cent, which translates into 687,836 beneficiaries more than the initial target. The specific achievements per individual sector is presented below.²⁴

Country	Male	Female	Children	Girls	Boys	Total # Strategy target	Overall #s reached
Georgia	2,445	7,493	14,227	7,221	7,006	14,486	24,165
Moldova	45,077	117,371	128,016	71,172	56,844	80,734	290,464
Romania	44,880	120,418	140,599	71,347	69,252	136,770	305,897
Ukraine	179,799	342,015	497,654	250,811	246,843	720,168	1,019,468
Grand Total	272,201	587,297	780,496	400,551	379,945	952,158	1,639,994



24 WV UCR Phase 1 Strategy Evaluation Report, see Annex 7 for the full report.a



The humanitarian assistance in **Ukraine** has reached to 9 million people of which 2.5 million were children. Since the start of the response in March 2022 through February 2024, across the UCR countries World Vision was able to reach over 1.5 million people (11 per cent of the affected population) of which 50 per cent are children (20 per cent of total affected population). Inside Ukraine alone, we reached over 0.98 million Ukrainians, 65 per cent of which are children (0.48 million). In Ukraine, 87 Child Friendly Spaces have been established and supported which helped reach 64,517 people through MHPSS activities and 53,925 children by child protection programming.



Romania, to date, has recorded 84,415 refugees which are 1.4 per cent of the total number of Ukrainian refugee. WV, through its programming for a two-year response, has reached 294,884 people, both Romanians and Ukrainians in Romanian, of which 46 per cent are children. WV has supported establishing and supporting 30 Child Friendly Spaces which helped to support 19,780 (20 per cent in UCR) people with MHPSS activities and 19,649 (24 per cent in UCR) children by child protection programming. A total of 4,434 education kits have been distributed which helped 9,741 (4 per cent in UCR) children enrolled in education programming. Under cash for protection, USD 98,380 was distributed to support 1,591 (22 per cent in UCR) people. A total of 1,039 (18 per cent in UCR) people have been trained in protection issues.



In **Moldova**, to date, there are 111,835 refugees registered, which are 1.9 per cent of total Ukrainian refugee population worldwide. WV, with its two-year response programme, reached 231,385 people, both Moldovans and Ukrainians in Moldova, of which 47 per cent are children. WV supported and established 18 Child Friendly Spaces which helped to directly support 11,993 (12 per cent in UCR) people with MHPSS activities and 5,095 (6 per cent in UCR) children by Child Protection programming (see Annex C: Protection and Education Sector Analysis as of October 2023). Under its Education programming, WV distributed 2,130 education kits which helped 10,242 (4 per cent in UCR) children. Under Cash for Protection, WV distributed USD 129,057 to support 4,458 (62 per cent in UCR) people. A total of 1,370 (24 per cent in UCR) people have been trained in protection issues.



In **Georgia**, to date, the recorded number of refugees stands at 27,400, which is 0.5 per cent of total Ukrainian refugee population. WV has reached to 21,066 people, both Georgians and Ukrainians in Georgia, of which 58 per cent are children. WV helped establish and support four Child Friendly Spaces, which helped to support 2,386 (2 per cent in UCR) people with MHPSS activities and 1,867 (2 per cent in UCR) children by child protection programming. Through its education programme, WV distributed a total of 1,753 education kits which helped 2,590 (1 per cent in UCR) children. WV also delivered USD 36,911 through its cash for protection programme, which helped to support 90 (1 per cent in UCR) people. A total of 116 (2 per cent in UCR) people have been trained on protection issues.

3.4 Ministry Funding

During the first two years of the crisis, WV UCR was in a privileged position when it came to the funding portfolio. However, funding was a one-off allocation from appeals, thus requiring diversification of future funding. The rapid onset of the situation meant that donors traditionally active in humanitarian contexts was different, with increased dominance from bilateral donors.

Since the start of the response, WV's funding portfolio for the four UCR countries constitutes USD 172,531,160 from the start in February 2022 till February 2024.



The annual distribution of funding and funding sources show a critical decline. Particularly:

By Funding Type

Funding Type	FY22	%	FY23	%	FY24 (actual+Estimated)	%
Grants	52.283.120	61%	36.684.207	48%	27.180.000	42%
PNS	33.942.215	39%	39.725.279	52%	37.480.000	58%
Total	86,225,335	100%	76,409,486	100%	64,660,000	100%

The below table illustrates the funding distribution of the country of operations:

By Location

Location	FY22	%	FY23	%	FY24 (actual+Estimated)	%
Ukraine	55.351.839	64%	60.368.817	79%	51.683.445	80%
Moldova	11.398.284	13%	8.493.819	11%	11.436.555	18%
Romania	18.510.875	21%	4.000.000	5%	-	0%
Georgia	964.338	1%	3,897.560	5%	1.540,000	2%
Total	86.225.335	100%	76,760,196	100%	64.660.000	100%

The distribution of the funding across the sectors of operations is as follows:

By Sector

Sector	FY22	%	FY23	%	FY24 (actual+Estimated)	%
Livelihoods/Early Recovery (FY24-FY26)	28,503,544	33%	62,889,837	82%	45,730,000	71%
Emergency Response/ Multisectors (FY22-FY24) / Cash and NFI Programming (FY24-FY26)	37.167.882	43%	4.447.205	6%	15,250,000	24%
Child Protection and Education	10.187.784	12%	9.042.444	12%	3,380,000	5%
Education and Life Skills	10.366.126	12%	-	0%	-	0%
Partnerships and Local Empowerment	-	0%	30.000	0%	300.000	0%
Total	86,225,335	100%	76,409,486	100%	64,660,000	100%

Through FY22 to February FY24, total of 34 per cent of the funding portfolio has been implemented through partners.



4 MINISTRY PRIORITIES



The WV UCR Phase 2 Strategy for FY24 to 26 is informed by thorough external context analysis, as well as in-depth reflections over the internal context at all levels. Based on such analysis the strategy builds upon the concept of nexus programming that entails programming across humanitarian-development pillars, creating synergies and common goals across short-term emergency response, and longer-term social change processes in the spectrum of human rights where WV in general and UCR in particular are best positioned with their expertise. This approach will enable better inclusiveness mainstreamed into UCR programs ensuring equal and tailored reach to different groups of affected population for integration and reintegration into the society directly and through strengthened national systems and structures. Increased emphasis on capacity strengthening of the local civil society organizations is regarded as another cornerstone to sustainable impact.

4.1 Strategic Goal

The goal set forth in the Phase 2 Strategy is: 550,000 Ukrainian children, refugees and IDPs, as well as the host communities in Ukraine, Moldova, Romania, and Georgia have the support to overcome the humanitarian consequences of the war.

The strategic goal and the interventions designed to contribute thereto are well aligned to Our Promise Strategic Imperatives:

Our Promise Strategic Imperatives

Strategic Alignment

Live out our Christian faith and calling with boldness and humility

Mainstream faith and development across sectoral programming. Live our values, vision, and mission through the service to those we are called for, reaching as many of the most vulnerable children and their families as possible.

Deepen our commitment to the most vulnerable children

The UCR programming reaches the most vulnerable who continuously suffer the dire implications of the war, who are displaced, who are deprived, and who may feel hopeless. Intentional effort will be made to deliver on the growing impact through integrated programming.

Focus our ministry

Basic needs, protection, and livelihoods remain in focus for the strategy that introduces programming aimed at a meaningful level of nexus between the humanitarian response and longer-term impact. Serving the existing needs at individual and systemic levels, as well as investing in the capacities of local civil society for continuous effort are the key components of this nexus strategy.

Collaborate and advocate for broader impact

Advocacy is made integral to the programming, particularly focusing on protection/child protection sector. Such a focus will enable intentional and consistent advocacy effort to serve the best interest of the children we serve and complement field activity.

Deliver high-quality, sustainable funding

In the times of decreasing funding for humanitarian action and highly competitive funding opportunities, WV UCR will strive to diversify its funding base to enable quality programming and attain the strategic objectives.

4.2 Child Well-being Objectives

CWBO	OIOS themes	Contribution to SDGs	The rationale for choosing the CWBO
Parents and caregivers provide well for their children	2.1 Physical and mental services	SDG 8 – Decent work and economic growth	The context of Ukraine and Ukrainian IDPs and refugees significantly differs from other humanitarian crisis contexts. The war destroyed an established and growing economy, leaving people deprived from their income, earning potential, and a dignified life. Reliance on humanitarian assistance, though significantly needed, yet further deteriorates the longer-term vision for economic security at the community, household, and individual levels. The latter creates additional emotional burdens for parents and caregivers, which gets reflected over the well-being of children and family relations. Support for early recovery is an imperative need reported by all stakeholders, from individual beneficiaries to government officials. This support will be provided as a tailored realisation of the WV project models for livelihood development, as well as by programmed linkages with Vision Fund to ensure availability of microfinance and loans to the emerging or existing business infrastructure.

CWBO	OIOS themes	Contribution to SDGs	The rationale for choosing the CWBO
Children ages 12 to 18 report an increased level of well-being	1.1 Relationship with God 1.2 Relationship with others 4.3 Physical and psychological violence 5.7 Mental health 6.3 Access to education 6.2 Childrens proficiency in literacy and numeracy 3.2 Children's voice	SDG 3 – Good health and well-being SDG 4 – Quality education SDG 16 – Peace, justice and strong institutions SDG 17 – Partnerships for the goals	This objective envisages a wide range of interventions to support the systems and structures for sustainable protection of children and their rights. It targets various stakeholders including duty bearers, service providers, parents, and children. It is designed to support children in coping with various challenges derived from the war, including disempowering environments, access to education, bullying, and discrimination. This objective also contributes to building social cohesion and mitigating tensions between refugees and host communities.
Children have hope and vision for their future	.1 Physical and mental services	SDG 1 – No poverty SDG 2 – Zero hunger	This objective is selected given the continued deterioration in support systems, social changes, despair, and distress. Supported in meeting their basic needs, children will experience emotional and social support to navigate adversity, adapt to changing circumstances, and develop a sense of belonging and security knowing that they are not left behind and that the world cares for them.

4.3 Geographic Focus and Reach

The WV UCR will continue operating in four countries: Ukraine, Moldova, Georgia, and Romania. However, the biggest programme and funding portfolio of 70 per cent will be implemented in Ukraine, with 20 per cent in Moldova, 10 per cent in Georgia and Romania. This distribution is conditioned by the magnitude of need. WV Romania Foundation will continue implementation of the response on behalf of WV.

The child vulnerability mapping conducted to inform the UCR Phase 2 Strategy reinforces that in Ukraine's eastern regions, including Dnipropetrovska, Kharkivska, and Donetsk oblasts, require the biggest investment. Currently, the last two oblasts receive low level of assistance from UCR.

Also, based on the vulnerability score of 86.15, Kyiv oblast requires an estimated 18 per cent of the total support.

In Moldova, according to the mapping results, the programming should be strengthened in Chisinau and the central region of the country, with a suggested decrease in the south. The target beneficiaries of UCR programming in Moldova include Ukrainian refugees (60%) and host communities (40%). This approach is geared to ensuring better preconditions for integration of refugees in host communities by providing equal support and preventing from any possible tensions between these two groups of population.

As a conclusion, UCR in Ukraine and Moldova will maintain the geographic reach with a slight refocus of resources as suggested by the vulnerability mapping exercise. However, the proportion of geographic distribution of resources may alter over the strategy implementation period dependent on war developments.

5 IMPLEMENTATION AND SUSTAINABILITY CONSIDERATIONS



5.1 Living out our Christian Faith and Calling with Boldness and Humility

WV established its presence in Ukraine and Moldova since the start of the crisis in February 2022. Given this short period of two years, UCR remains in the establishment phase of constructive relations with the Orthodox Church in these countries. So far, the collaboration with the Church has been limited to spontaneous activities around Christian holiday celebrations, as well as initial contact with Diakonia in Moldova where an agreement was reached to deepen the collaboration by delivering joint programmes of social protection and spiritual nurture of children.

UCR plans to actively engage with all Christians from various denominations and bridge social protection mechanisms by building churches' capacity to do so. UCR intends to reach new faith-based organisations to partner and strengthen their capacity.

During the Phase 2 Strategy implementation, it is envisaged UCR staff capacity will be built on delivering Faith and Development (F&D) programming. Protection sector activities aimed to be introduced to various project models such as Channels of Hope and Celebrating Families. With the support of the Regional Office, these models will be adapted to the UCR context and operationalised.

Thus, the main directions that WV UCR will be focusing on during the strategy implementation period are:

- External engagement for development of partnerships with churches, faith-based organisations, and faith actors for CWB
- Build organisational capacity for F&D integration and impact in field offices (FO)
- Lead in the discernment and development of Biblical narrative, insights, and guidance on fragile context
- Develop strategic guidance for further F&D programming

Mainstreaming gender equality and social inclusion, as well as environmental stewardship are embedded into the detailed technical programmes and guidelines ensuring that all new projects are informed of these considerations. Special markers are being developed to screen the level of Gender Equality and Social Inclusion (GESI), Environmental Stewardship and Climate Action (ESCA), and Do No Harm integration into the project designs in categories as "aware", "sensitive", or "programming". This will ensure harmonised implementation throughout the interventions under this strategy.

All the listed sustainability factors are reflected in the Operational Excellence and People Learning and Growth objectives to enable strategic will and can be measured against the set targets at the end of the strategy lifespan.

5.2 Collaborate and Advocate for Broader Impact

This strategy defines national-level advocacy as one of the instruments for achieving its objectives in child protection sector. Specifically, WV will join efforts with other key actors for enhanced social protection mechanisms and enhanced education opportunities in Ukraine and host countries. This approach will ensure that our advocacy efforts are focused on preventing competing priorities to weaken the potential impacts of war. It will also align with the global profile of WV as of a child-focused organisation.

At the same time, higher level advocacy and external engagement with UN, institutional, bilateral, and multilateral donors will be focused on promoting need-based funding allocations and agenda that best serves the children affected by the war.





6 STRATEGIC OBJECTIVES



In this section the strategy is presented by its ministry objectives, interventions designed, and evidence-based project models proposed to contribute to achieving those objectives. Also, the section outlines the non-ministry objectives set forth by UCR based on an internal context review and consultations with the senior leadership and partners aiming at improved organisational performance and institutional growth.

As mentioned in the above sections, the UCR Phase 2 Strategy is a result of an intentional effort to remain very focused on the main types and scope of change that it seeks to achieve. Similarly, the indicators framework is designed with consideration of meaningfulness, effectiveness of reporting, and cost-efficiency of measurement.

There are 58 indicators defined to measure the type and scale of the change resulted through the strategic interventions, of which:

5 at the Strategy Goal level, including 3 Total Reach and 1 L1 indicators

13 at the Strategic Objective/ Outcome level, including 8 L1 indicators

40 at the Strategic Output level, including 7 L1 indicators

Goal

550,000 Ukrainian children, refugees and IDPs, as well as the host communities in Ukraine, Moldova, Romania, and Georgia have the support to overcome the humanitarian consequences of the war crisis

OIOS Reach Indicators

Total # of children reached by WV programming	Overall Reach	Child
Total # of families reached by WV supported HH programming	Overall Reach	Family
Total # of people reached by WV supported community programming	Overall Reach	Individual
# of policy changes to which World Vision has made a significant contribution	Overall Reach	Community
Total # of people reached by WV supported community programming	Overall Reach	Child Individual
Percentage of children and adults who express hope for the future	Overall Family Resilience	Child Individual

WV UCR aims to target at least 550,000 Ukrainian refugees and IDPs, including at least 300,000 children.



6.1 Ministry Impact Objectives

N.B.: The detailed Technical Programmes to support programming under each of the ministry objectives will be finalized by April 30, 2024.

MI1: Early recovery and economic development opportunities are created for IDP and refugee households, as well as host communities for improved and self-reliant livelihood

Strategic Outcome 1 ↑ Early recovery and economic development opportunities are created for IDP and refugee households, as well as host communities for improved and self-reliant livelihood

Outputs ↑ IDP and refugee households, as well as host communities have access to professional training/TVET
 IDP and refugee households, as well as host communities have access to financial literacy/business development/employability skills training opportunities
 IDP and refugee households, as well as host communities have access to funds and productive assets to start up or build up income sources

Core Project Models	TVET approach	Microfinance Core	Graduation Core
	Youth Livelihoods core	PM	PM
	PM	Entrepreneurship and Business	Building Secure Livelihoods 2.0 Core
	GESI	Facilitation approach	PM
	ESCA	GESI	GESI
	ESCA	ESCA	

Vocational education and training aims to enhance employability and skills. It make trainees ready for the wage market and conditional cash provision.

Small and Medium Enterprises (SME) Market-Based Support and Self-Employment Generation involves provision of tailored training and conditional grants (i.e. stipend /scholarship/productive assets and matching fund) to candidate entrepreneurs and to those SME that are damaged-based on market dynamics, along with the creation and revitalization of self-employment (i.e. entrepreneurship) opportunities within these businesses in both urban and rural settings. There will be five sets of Start-Up channels: a) Agriculture-Based, b) Retail and Trade, c) Crafts and Manufacturing, d) Tech-Based, and e) Service-Based Start-ups.

Strategic partnership with Vision Fund in Ukraine will serve as a significant factor to creating a supportive environment for small and medium businesses, both emerging and existing. According to official data, the existing small and medium businesses have suffered the impacts of war to the highest extent, while the large businesses still survive though undergo downscaling or reprofiling. Market studies show MSMEs are a significant contributor to the economy, with 94% of small business' having suffered losses in the war, however very few access bank finance for recovery, due to lack of trust, awareness or not meeting requirements. Banks and government schemes are typically giving loans around \$100,000 meaning that smaller individual and family business' have a challenge to recover from the effects of the war.



VisionFund Ukraine will provide access to finance for farmers and small business owners to recover their livelihoods or re-start their business. VisionFund will focus on entrepreneurs and small business that are not able to access finance from banks and government schemes. Vision Fund will ensure access to loans and microfinance for SME development with tailored support to women entrepreneurs.

Coupled with the technical assistance to be provided by WV, these efforts will benefit smooth repatriation and reintegration for Ukrainians who have been impacted by the conflict. These programmes will facilitate the return of displaced individuals to their communities ensuring their reintegration into society. Consistent effort will be delivered to implementing the activities in a way to contribute to creating/ recreating social safety nets.

WV UCR and its local partners will link beneficiaries from humanitarian, livelihood interventions and trainings to VisionFund to access the credit they need to re-start, re-position or recover their business. VisionFund will particularly prioritize the needs of women, IDPs, returnees, veterans and other vulnerable groups. VisionFund will deliver financial services country wide with offices to support this in Kyiv and Dnipro initially. This increased access to financial services will be delivered alongside financial education and will contribute to World Vision's longer-term recovery efforts in Ukraine.

Significant advocacy and engagement with national and local authorities will be required for successful implementation of this objective. WV UCR has already taken pro-active steps to position and engage with the Ministry of Social Policy and Ministry of Education, as well as some academic circles in both countries.

Intentional effort will be made to link the beneficiaries to Micro-finance Institution (MFI) opportunities, including Vision Fund, through providing financial management/business management capacity building.

Gender and Environmental Stewardship are mainstreamed throughout the programme.

MI2: Children, their families and communities benefit from enhanced social protection mechanisms and education opportunities in Ukraine and host countries

Strategic Outcome 2 ↑ Children, their families and communities benefit from enhanced social protection mechanisms and education on opportunities in Ukraine and host countries

Outputs ↑ National child protection systems and structures are strengthened to ensure country-Children receive age-appropriate developmental and protection services
 Children enjoy positive relations at their families and schools
 Ukrainian children have improved access to education

Core Project Models	CFS (Activity Catalogue)	Positive parenting GESI and violence	Catch UP, Teachers in Crisis context, IMPACT+ and EIE AND PROTRACTED CRISIS APPROACH
	MHPSS (PFA, PM+, SEL, TIC, MMT)		
	CoH		
	Celebrating families		
	Cash for protection		

**This objective focuses on:**

- I. **Strengthening services and support mechanisms, including Child Protection in Humanitarian Action interventions**
- II. **Empowering children with resilience, life skills, and meaningful participation**
- III. **Launching and intensifying awareness raising campaigns among the concerned stakeholders to increase knowledge on child rights and child protection prevention and response.**

The CP&A project model in the Ukraine Crisis Response is combined with Child Protection in Humanitarian interventions to best address the child protection risks and root causes in this emergency context. It involves structured psychological support activities at Child Friendly Spaces engaging children, their families, and community groups in tailored programmes for child well-being and smooth reintegration into their societies. Besides, it focuses on enhancing the collaboration and interconnection between the formal and informal actors, while building the capacity of implementing partners, duty bearers, and other key stakeholders. Together, the stakeholders can address the root causes of violence against children and increase knowledge, capacity, and skills to access and deliver services while adhering to the laws relating to children rights, protection, and participation.

In UCR Moldova, psychologists and mental health professionals are trained on the Problem Management Plus (PM+) approach to provide psychological counselling to adults enrolled in targeted formal and non-formal learning. The PM+ is a psychological intervention for adults which can help people with depression, anxiety and stress. The approach is implemented to help Ukrainian refugees and Moldovan vulnerable community members improve their management of mental health problems including depression, anxiety, stress, or grief.

Conflict, loss, displacement, and trauma have severe consequences for human well-being, especially for parents and caregivers who not only have to support and provide for themselves, but also for their families and children. In UCR the positive parenting approach supports conflict-affected parents and caregivers in regaining their parental confidence, learning new positive parenting skills, strengthening their parent-child relationships, building a support network among parents, and processing their own needs and emotions.

With the guidance of a World Vision Global Center adolescent lead and an external IMPACT+ consultant, World Vision Moldova adapted the curriculum for the Moldovan context. The adapted curriculum is currently under translation into Ukrainian and Romanian languages. WV UCR implements IMPACT+ in Moldova and supports refugee and vulnerable community adolescent boys and girls in transitioning well into adulthood as active citizens empowered with competencies, values, confidence, and social connectedness.

Education in emergencies and conflicts is a protection tool to ensure the protection and well-being of displaced people. It can be both lifesaving and life-sustaining.

WVI focuses its MHPSS interventions predominantly at Levels 1 and 2 of the intervention pyramid for MHPSS. The pyramid model represents the framework of mental health and psychosocial support services that are required to address the needs of individuals, families, and communities in all contexts. Level 1 basic psychosocial support entails advocacy for basic services that are safe, socially appropriate, and protect the dignity of the affected population. Level 2 focuses on psychosocial support and entails activating social networks and community traditional supports.

As WV UCR is child focused, the response moves towards greater programme integration for child well-being, child protection, education, and MHPSS for a more integrated programming approach. This integrated approach includes live-saving information and protection knowledge into school curriculums and sessions in the temporary learning spaces.



MI3: Basic needs of vulnerable children, families, and communities affected by the war are met in Ukraine and host countries

Strategic Outcome 3

Basic needs of vulnerable children, families and communities affected by the war are met in Ukraine and host countries



Outputs

Households are supported with cash assistance (incl. support for winterization) to meet their immediate needs
Households are supported with NFIs, food and water



Core Project Models

*MPCA
*Sectoral Cash (Cash for Winterization, NFIs, Livelihoods, Protection, Education, Health, etc)
*GESI
Food and NFI distribution

Cash and Voucher Programming (CVP) is a tool that can align with any sectoral responses and intervention to save lives and livelihoods of conflict affected people. In Ukraine and host countries, the approach is well recognised by the humanitarian country team and the Government of Ukraine to support war affected families, children, and broken livelihood systems by bridging the basic needs and supporting households to retain assets from depletion. More than 70 per cent of the CVP implementation is in the eastern and southern parts of Ukraine where millions of internally displaced people are living. This programming is implemented both directly and through partners.

Multi-purpose cash assistance (MPCA) is a predominant cash modality and supporting 9.69 million people in Ukraine by all cash actors. In WV's response, MPCA is also a major response strategy to provide immediate assistance to the people in need. Currently, 165,498 people are receiving MPCA assistance for their basic needs and winterization support.

The key to the success of cash programming relies on the use of reliable, fast, and easy transfer mechanisms that satisfy the interest of the people. The current cash programming uses different FSPs and delivery mechanisms. Various factors determine the feasibility of CVP such as proximity to the people we are serving, capacity in terms of staffing, geographic coverage, liquidity, available delivery mechanisms, and timelines for providing the cash to the people, availability of WV and partners engaged PRIVATE BANK, Western Union, and Posta Offices.

WV representation and presentation in the cash forums such as cash working groups, collaborative cash delivery networks, Perehid initiative, and other clusters are key to align our implementation with others, increase synergy, and ensure effective resource use, positively influencing members and donors, and increasing funding opportunities.

MI4:

Equitable and complementary partnerships with national/local organisations are nurtured to enable them take stronger leadership role in delivering the humanitarian response and managing the transition to rehabilitation and development

Strategic Outcome 4

Equitable and complementary partnerships with national and local actors are encultured and promoted to enable them take stronger leadership role in delivering the humanitarian response and managing the transition to rehabilitation and development



Outputs

Funding provided by WV UCR to local partners is adequate to deliver a response that meets quality standards
Support to partners is tailored based on needs to complement the existing capacity to respond effectively and efficiently to humanitarian needs
Strategic partnerships nurtured with local and national actors resulting in them taking a stronger leadership role in coordination and delivery of outcome



Core Project Models

Partner of Choice approach

In pursuit of its objective to support equitable local partnerships, WV UCR has conducted an assessment from November 2023 to February 2024 to measure the progress of its contribution to and the progress of “localisation” efforts under the Grand Bargain commitment. The results have helped refine the action plan to ensure the response is delivered in line with the Strategic Objective 4 and WV’s global commitments in terms of localisation and partnering.

WV UCR will formalise long-term strategic and equitable partnerships with national and local organisations in Ukraine and Moldova. The partnerships will ensure these organisations are equally involved in decision-making, participate in every aspect of the Project Cycle Management, and contribute to WV UCR strategic direction, including by engaging in advocacy efforts. The partnerships will be complementary, reflective of the value, ambition, and goals of national and local organisations, and frequently monitored.

WV UCR will ensure that funding channelled to national and local organisations is provided in a timely manner and is adequate to deliver a high-quality response, covering relevant operating costs and flexible overheads, which are intrinsic parts of programme delivery. Established partnerships will also seek to strengthen the financial sustainability of national and local organisations which is essential to addressing humanitarian and long-term recovery needs. The partnerships will empower national and local organisations to take a seat at the decision-making table, including with donors.

Capacity strengthening undertaken by WV UCR will be tailored to specific needs identified jointly with local partners, aiming to intentionally support organisational development of national and local organisations where relevant. In the recognition of the critical local capacity that already exists, capacity sharing will be done both ways, where WV equally learns from local partners, maximizing mutual support. Where gaps still exist, WV UCR will contribute to building robust financial capacity (including grant acquisition), people management, and risk management systems of local partners.

WV UCR will contribute to the ability of national and local organisations to participate in international coordination mechanisms and in national humanitarian advocacy as equal partners promote collaboration and local ownership as much as possible. WV UCR will also ensure its work is aligned with the local government efforts to foster cohesion. The work will continue to ensure affected people fully shape and participate in humanitarian response and recovery interventions through assessment of needs and robust systems of feedback provision.

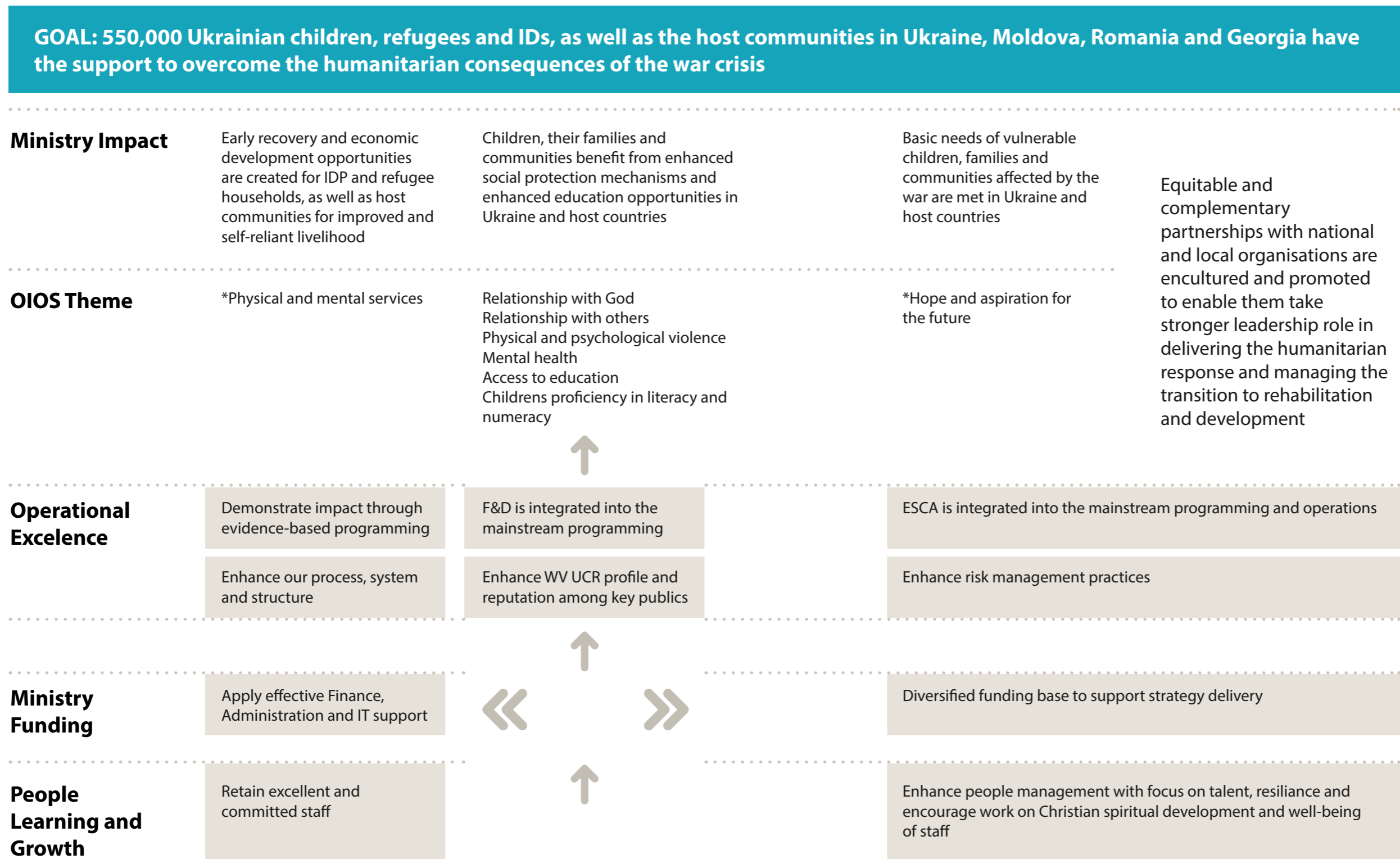




6.2 Our Impact, Our Story Themes and Operational Excellence, Ministry Funding and People Learning and Growth

Our Impact, Our Story (OIOS), is a World Vision initiative that will allow it to tell a partnership-wide story of impact across all funding streams and programme contexts, enhancing effective impact reporting at all levels to increase our influence and growing our income.

Ministry Impact Objectives - Mapped to OIOS Themes





6.3 Ministry Funding Perspective

WV UCR has estimated the funding availability based on the donor landscape versus funding requirements to enable successful delivery of the Phase 2 Strategy.

The budget structure is inclusive of three major funding types:

- Traditional grants – the most restrictive and highly competitive
- Appeal alliances – less restrictive and somewhat flexible
- Private non-sponsorship funds in FY22 to 24 amount to USD 29 million with a significant decline trend observed for FY25. These funds were primarily utilised to establish response operations, strategic prepositioning for new sectors and geographies, and bridging in transitioning to more sustainable donor funding.

According to the estimates, the following is a realistic funding target for the strategy period:

By Funding Type

Funding Type	FY24 (Actual+Estimated)	%	FY25 Projection	%	FY26 Projection	%
Grants	27,180,000	42%	26,465,299	66%	24,465,299	70%
PNS	37,480,000	58%	13,534,701	34%	10,534,701	30%
Total	64,660,000	100%	40,000,000	100%	35,000,000	100%

Provided that UCR will not be systematically fundraise for Romania and Georgia, the estimated disbursement by country of operations is as follows:

By Location

Location	FY24 (Actual+Estimated)	%	FY25 Projection	%	FY26 Projection	%
Ukraine	51,683,445	80%	32,051,679	80%	30,181,679	86%
Moldova	11,436,555	18%	7,818,321	20%	4,818,321	14%
Romania	-	0%	-	0%	-	0%
Georgia	1,540,000	2%	130,000	0%	-	0%
Total	64,660,000	100%	40,000,000	100%	35,000,000	100%



The below distribution of funding per sector is indicative and heavily dependent on donor agendas:

By Sector

Sector	FY24 (Actual+Estimated)	%	FY25 Projection	%	FY26 Projection	%
Livelihoods/Early Recovery (FY24-FY26)	45,730,000	71%	15,866,667	40%	13,366,667	38%
Emergency Response/ Multisectors (FY22-FY24) / Cash and NFI Programming (FY24-FY26)	15,250,000	24%	3,733,333	9%	3,733,333	11%
Child Protection and Education	3,380,000	5%	16,133,333	40%	16,133,333	39%
Education and Life Skills	300,000	0%	-	0%	-	0%
Partnerships and Local Empowerment	-	0%	4,266,667	11%	4,266,667	12%
Total	64,660,000	100%	40,000,000	100%	35,000,000	100%

The WV UCR Grant Acquisition and Management (GAM) teams, supported by the senior leadership, is in the process of exploring new donors to ensure diversified funding base. Particularly, institutional donors like USAID, the United Kingdom's Foreign, Commonwealth and Development Office (FCDO), as well as foreign government funds like Germany, Netherlands, Japan are being explored for positioning jointly with the respective Support Offices. Another opportunity that is under consideration currently is potential funding from various UN agencies, such as UNICEF and UNWomen. WV Brussels Office started exploring the possibility of tapping into the EU development resources.

Led by the Support Offices, relations are nurtured with the current donors. Parallel to positioning prospective projects are being designed building upon the existing relationships based on the matching of known donor priorities with strategic objectives.

However, the donor landscape remains largely unpredictable much reliant on geopolitical developments and humanitarian crises across the globe.



	Objectives	Key Performance Indicators	Strategic Initiatives	Goal Owner
Ministry Funding Objective 1	Apply effective Finance, Administration and IT support	*Ensure the Field Offices have improved and moved to Green in MEER SCM Maturity Framework KPIs by the end of the Fiscal Year. Average admin cost ratio is at or below 11% 90% of UR Audit and investigation management responses under Support Services department, including our partner's comprehensive review of compliance to donors, WV and UCR policies, and local laws & regulations, are completed on time. *90% response success rate for cyber security incidents that were successfully handled and mitigated and minimize the average time taken to respond to and resolve cybersecurity incidents after detection in order to minimize the impact of cyber incidents.	*Capacity strengthening on "Enhanced Policy and Tools for Working with Partners" Leadership influence by informed decision making Risk identification and mitigation plans and annual BPS Consistent monitoring of KPI to be in alignment with the organization's specific goals, risk profile, and industry best practices Talent management in favor of increased effectiveness-efficiency rates	Finance, Support Service
MF Objective 2	Diversified funding base to support strategy delivery	At least 3 new funding sources successfully explored Win rate at 50% At least 70% of the target funding portfolio achieved	Participation in G2G Reflection and learning after each submission Functional donor engagement plan Enhanced use of GHT	PDO

6.4 Operational Excellence

Objectives	Key Performance Indicators	Strategic Initiatives	Goal Owner	
Operational Excellence Objective 1	Demonstrate impact through evidence-based programming	At least 80% of project designs meet the quality standards for DME Increase in programming demonstrating growing impact All project designs undergo "Do No Harm" and "Safeguarding" screening before submission	Enhancement of capacity in GAM, TA, MEAL teams Enhancement of partner/beneficiary (incl. children and youth) participation throughout the project cycle Integrated programming Functional and utilized learning Framework High quality of research and evidence building Introduce Do No Harm screening	PDQ - GAM, MEAL, TA
Operational Excellence Objective 2	F&D is integrated into the mainstream programming	*At least 10% of PNS funded projects have F&D component *# of faith-based partners of UCR	*Introduce CoH/Spiritual Nurture for Children *Introduce Celebrating Families	TA, Ops
Operational Excellence Objective 3	ESCA is integrated into the mainstream programming and operations	At least 20% of PNS & grant funded projects have ESCA component	ESCA capacity strengthening Carbon footprint reporting	TA, Ops, Support Service
Operational Excellence Objective 4	Enhance our process, system and structure	*The staff reports indicate at least 80% of adherence to the agreed RASCI matrix of role and responsibility distribution *The 5 business processes prioritized for simplification using KAIZEN methodology are approved and operational	RASCI Improvement of the internal communication	SLT, SMT, Comms&Advocacy and P&C

Objectives	Key Performance Indicators	Strategic Initiatives	Goal Owner	
Operational Excellence Objective 5	Enhance risk management practices	*Risk registers available (at partner, project and departmental levels), are complete and updated at least every 3 months *At least 95% of reported cases are investigated and closed within 90 days	*Enterprise Risk Management framework and standards implementation *Riskconnect roll-out	Risk&Compliance, SLT
Operational Excellence Objective 6	Enhance WV UCR profile and reputation among key publics	*# of engagements for global moments through media and social media channels *# of partner and stakeholders dialogues/ events conducted showing UR expertise and brand	*Social media and media strategy; high quality resources available in StoryHub *Calendar of key events and global moments and available campaign resources	Comms & Advocacy, SLT



6.5 People, Learning & Growth

	Objectives	Key Performance Indicators	Strategic Initiatives	Goal Owner
People Learning and Growth Objective 1	Retain excellent and committed staff	*Retention rate in nominated talents at Grade 14 and above remains at 80% (linked to Maturity Framework) *% of nominated talents at Grade 14 and above are selected in core positions	Effective talent pool management Optimized structure with focus on localization of some core positions	P&C, SLT
People Learning and Growth Objective 2	Enhance people management with focus on talent, resilience and encourage work on Christian spiritual development and well-being of staff	Managers are aware and have access to use manager and leader development toolkits (Management & Leadership Capabilities) At least 90% of new hires complete online MIP during the first 6 months of their recruitment	* Management & Leadership Capacities: https://www.wvecampus.com/course/index.php?categoryid=269 Formal and non-formal capacity building initiatives MIP	P&C, line managers

7 ANNEXES

Annex 1. Security Scenarios

Annex 2. MVC Mapping Report Ukraine

Annex 3. MVC Mapping Report Moldova

Annex 4. Sector Analysis report

Annex 5. Partnerships and Localization Roadmap

Annex 6. Internal Landscape Analysis Report

Annex 7. WV UCR Phase 1 Strategy Evaluation Report










World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families and communities to overcome poverty and injustice. Inspired by our Christian values, we are dedicated to working with the world's most vulnerable people. We serve all people regardless of religion, race, ethnicity or gender.

We believe a world without violence against children is possible, and World Vision's global campaign It takes a world to end violence against children is igniting movements of people committed to making this happen. No one person, group or organisation can solve this problem alone, it will take the world to end violence against children.

For more information regarding World Vision's Ukraine Crisis Response, please go to:
<https://www.wvi.org/emergencies/ukraine>

-  [@WVUCR](#)
-  [@WVUkraineResponse](#)
-  [@WVUkraineCrisisReponse](#)

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-  [Emergencies/Ukraine](#)



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