UKRAINE CRISIS RESPONSE
GOING FURTHER:
18-MONTH RESPONSE PLAN
September 2022- January 2024

Third Edition
(August 2022)
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Acronyms

ADH  Aktion Deutschland Hilft
DEC  Disaster Emergency Committee
EMS  Emergency Management Standards
GDPR General Data Protection Regulation
GIRO555 The Netherlands – Emergency Appeals Alliance
JMMI Joint Marker Monitoring Initiative
HA  Humanitarian Accountability
IDP  Internally-displaced persons
IM  Information Management
MEAL Monitoring, Evaluation and Accountability Learning
MPCA  Multi-purpose cash assistance
MHPPS Mental Health and Psychosocial Support Services
MVC Most vulnerable children
NGCA Non-government-controlled area
NGO Non-governmental organization
P&C People and Culture
PSEA Protection against sexual exploitation and abuse
PTSD Post-traumatic stress disorder
RTE Real-time evaluation
SitRep Situation Report
SPS Social Protection System
TWG Technical Working Group
UCR Ukraine Crisis Response
UN United Nations
UNOCHA The United Nations Coordination Office of the Humanitarian Affairs
WASH Water, sanitation and hygiene
WV World Vision
Executive Summary

Since its inception in February 2022, the war in Ukraine has resulted in loss of life, injuries, and the mass movement and displacement of civilian population throughout the country and to neighbouring countries, putting the lives of thousands of children in jeopardy.

As the war continues, it has created, and still creates significant ripple effects of impact across the globe. World Vision started responding to the crisis in Ukraine at the borders of Romania and then expanding its assistance to refugees in Georgia, Moldova and the displaced populations inside Ukraine.

We are called to continue our work in this very fluid and sensitive humanitarian environment through this multi country response to meet the most urgent needs of vulnerable children and their families.

In the first 180 days, we have made great strides to set up systems and functionalities of this response. From the onset of this response World Vision saw an immense flood of support from the Partnership, not just in deploying personnel, providing funding, advocacy for the children and communities affected in this crisis but also with prayers.

All the support enabled us to reach more than 277,000 people in need with relief essentials and psycho-social activities for children.

World Vision will aim to work through four overarching programming objectives aiming to reach more than 900,000 people with a $136 million resource portfolio. This will be done through provision of life saving relief assistance, protection, mental health and psychosocial and educational services with greater funding and design to expand integrated, holistic programs creating greater impact.

Most of World Vision’s work will be undertaken through partners. We will continue our commitment to localisation efforts by increasing these, particularly inside Ukraine where we will focus more on building partner capacity and empowering them to become actors of their community development. We will invest in empowering civil actors including the local social protection structures of the countries we are responding in.

World Vision will continue to remain agile and adapt to the evolving changes in the response by creating a more flexible and adaptive management structure. Steadfast efforts will be made to mitigate risks that remain pertinent in this environment creating a culture of accountability and trust among those who serve and those who we serve.
Introduction

World Vision Response as of September 2022

World Vision Presence

On March 1st, 2022, WV declared a Cat III Emergency Response to the crisis in Ukraine. During the first 180 days, two strategic documents guided World Vision’s Ukraine Crisis Response (UCR): the initial 90 Day Response Plan (March – May 2022) and Response Plan Update: “Next 90 Days” (June – August 2022). Since the beginning of the response, World Vision has worked with more than a dozen institutional and private donors to secure USD 109 million dollars of funding. Thus far, UCR has reached more than 277,000 people in four countries both through direct programming and with 38 partners. Scores of staff from World Vision’s regional offices and support offices have supported and even deployed to UCR countries. The response became truly Partnership-wide effort to support the well-being of children affected by crisis.

Key Response Drivers

From its earliest days, UCR has been driven by the humanitarian imperative and by World Vision’s Core Value of responsiveness. The work in Georgia, Moldova, Romania and Ukraine aligns with the World Vision OurPromise Strategic Imperatives. The imperatives are to:

- Deepen our Commitment to the most vulnerable girls and boys
  - This response is child-focused, and targeting is sensitive to vulnerability criteria inclusive of and beyond displacement.
- Focus our Ministry for Greater Results
  - Activities are focused on areas (sectoral and geographic) where World Vision is most likely to make an impact based on humanitarian need, our capacity to meet those needs and our identity as a child-focused, Christian humanitarian organization.
- Collaborate and Advocate for Broader Impact
  - UCR’s primary operational modality is partnering. 70% of programming is implemented through partners. Additionally, all programming is designed to work in concert with existing social protection mechanisms, reinforcing them increasing the likelihood of impact.
- Deliver high quality, sustainable funding
  - UCR’s funding strategy centres on building and maintaining strong relationships with strategic donors, leveraging private money and ensuring that any acquisition is contextually driven.
- Live out our Christian faith and calling with boldness and humility
  - Churches and other faith-based organizations (FBOs) have been amongst the strongest and most consistent first responders. World Vision continues to partner with them to promote their work in this crisis.
What’s new in this plan?

**Updated Results Framework**

The strategic objectives are now underpinned by an updated results framework which guides and reflects UCR interventions. The revision was guided by:

- Changes in the context and humanitarian needs which led to some new interventions in the livelihood and water, sanitation and hygiene (WASH) sectors
- Initial community and partner feedback trends which point to increased requests for protection and information services
- The need for deliberate Partnership Strengthening and Humanitarian Accountability indicators to prioritise capacity building and learning, especially because of the emphasis on working with partners

**Robust yet agile management structure**

While the first 180 days of the response have been characterized by a continually evolving management structure, focused on ramping up programming in the face of a rapid onset crisis, and relying mainly on surge capacity from across the Partnership, the UCR is now moving toward a more stable centralized, hub-style operational structure with permanent staff.

The staffing structure will reflect the planned short-to-medium-term footprint of World Vision in Ukraine, Romania and Moldova. Hiring local staff will be prioritized. In cases where international assignees are warranted, an important focus will be to mentor national staff to become humanitarian leaders in their own countries. The structure is also sufficiently adaptable in case of any contextual changes.

**Updated financial forecasts, programmatic reach and sector strategies**

In the light of current funding and donor promises, likely future funding, the evolving context and partner/beneficiary feedback, financial forecasts and programmatic reach have been updated. Sub-strategies for technical sectors, external engagement functions and partnering have been developed and included in Response planning.
Context Analysis

Situational Update

The conflict in Ukraine has caused the world’s fastest growing displacement crisis since World War II, leaving at least 24 million people (55% of Ukraine’s population) in urgent need of humanitarian assistance and protection. 17 million people in need are inside Ukraine; 7.7 million are internally displaced. Approximately 8 million people have fled into neighboring countries. Two thirds of Ukraine’s children have been displaced since the beginning of the conflict, over three million refugees are children and 2.2 million are displaced. Additionally, pendula movements have become a trend as more than 2.5 million people have crossed back into Ukraine and many more move within the country. The consequent population movement entails almost 15 million individuals. Needs for all those affected are fluid and vary geographically.

Humanitarian Need

With more than 5,500 documented attacks on vital civilian infrastructure across Ukraine, the conflict has damaged crucial supply chains and restricted access to services and goods. Within Ukraine, critical infrastructure has been affected, damaged, or destroyed, including approximately 1,900 educational facilities and nearly 300 health facilities. Many pharmacies are closed, and stocks of medicines are low, leaving people without access to health care and life-saving medicines. Hundreds of thousands of people are living without access to basic services, such as water, food, and electricity. Total physical losses for Ukraine’s economy as a result of civilian infrastructure damage may reach 104 billion USD. Access to medical supplies, food, water, utilities, and other vital goods and services continues to deteriorate. For those who have left Ukraine, people without social and family networks are increasingly struggling to find or cover the cost of accommodation and other living expenses. Host families and governments in surrounding countries face increased pressure to offer support in the immediate and longer term. Within UCR countries, there are an estimated 83,832 refugees in Moldova and 83,704 in Romania.
Impact on Children

Since the onset of the conflict, more than two-thirds of children in Ukraine have been displaced from their homes leading to significant interruptions to children’s safety, education and development. Among refugees fleeing Ukraine, around 2.5 million are childrenxi and 52% of households among the internally displaced reported at least one child between five and 17 years in May 2022.xii

The impact of war on children cannot be overstated. Reduced access to basic services, forced separation from parents, and fear for personal and family’s safety have a pernicious and persistent influence on children’s physical and mental health and well-being, with long-term consequences for their development. Studies show that in conflict-affected areas, one person in five (22%) are estimated to develop depression, anxiety, post-traumatic stress disorder (PTSD), bipolar disorder or schizophrenia. In the context of Ukraine, that would mean 4,595,591 people, 1,531,864 of them children. One in 11 people (9%) will experience moderate to severe mental disorders.xiii

There are also significant protection concerns for children in this crisis. According to UNICEF, thousands of children living in institutions were returned to their families at the beginning of the war. Many more were left in hospitals. This was done without providing them with necessary care and protection, especially in the case of children with disabilities. Related to this, ‘children on the move’ are at high risk of being separated from their families and of human trafficking, sexual abuse and exploitation with unaccompanied children being the most vulnerable.

Lastly, children’s education has been disrupted. According to UNOCHA, over 3.6 million children have been affected by school closures and attacks. The escalation of hostilities impacts the entire school-aged population - 5.7 million girls and boys between the ages of 3-17 - due to the nation-wide closure of schools and education facilities.xiv including the closure of formal schools and educational provision supported by non-governmental organizations. So far, 1,777 educational facilities have been damaged, 194 destroyed and 4,000 education institutions are in use for purposes other than education.

Humanitarian Access

Currently, humanitarian access is not restricted in Romania. But there are some areas in Georgia (South Ossetia, Abkhazia), in Moldova (Transnistria) and in Ukraine (non-government-controlled areas (NGCAs) where humanitarian access is restricted. The feasibility of programming in the NGCAs in Ukraine is being explored but, currently World Vision is not working in these areas. The security context in Georgia, Moldova and Romania is rated as low or medium. Security ratings in Ukraine vary and World Vision staff are not able to travel within the whole country as per the security advisories.

Funding landscape

Since February 24, 2022, there has been a significant amount of funding pledged to support the Ukraine Crisis Response. Globally, donors have reallocated funding pledged from existing crises and new funding being made available by donors. Unlike most humanitarian crisis, the majority of funding to NGOs has been from bilateral donors, rather than through the UN system as it was not fully operational in Ukraine prior to the crisis as the country context did not require it. Due to the geopolitical significance of the crisis, we anticipate this response will remain a global priority.xv
Response Goal, Strategic Objectives and Programmatic Reach

The Ukraine Crisis Response Goal and Strategic Objectives have been chosen on the basis of country-level needs analysis, existing plans and appeals launched by Humanitarian Coordination bodies and country governments, the feedback of communities, and the strategic priorities of our partners. The objectives and programs under them will aim to uphold OurPromise and fulfill our promise to the most vulnerable children we serve. As in any response, objectives may be changed depending on humanitarian need, access and available funding.¹⁰¹

Goal: Deliver inclusive, need driven humanitarian assistance to refugees, IDPs and the most vulnerable children and their families in Ukraine, Romania, Moldova and Georgia

World Vision’s response will continue to build toward this goal by implementing programming aligned with four strategic objectives. These objectives have been determined on the basis of constantly evolving country-level needs analysis.

Winterisation: To ensure people have “warm, safe and dignified living conditions” WV in coordination with the shelter and NFI & protection clusters and civil actors will program interventions that support affected people weather the winter season. This will include: cash for shelter & food assistance and provision of in-kind equipment such as thermal clothing, blankets, heating devises, thermal appliances and stoves

Strategic Objective 1: Deliver life-saving in-kind and cash assistance to meet basic food, shelter and WASH needs

Access to basic needs such as food, water, sanitation and hygiene continue to be critical for refugees, IDPs, and those people who remain in areas where direct conflict is taking place. World Vision has already been serving populations, albeit affected, displaced, refugee or host community, who need basic services in all four countries through the provision of both in-kind and cash support. However, in the next 18 months of the response a more deliberate effort will be made to coordinate with the existing government’s Social Protection System database to identify the most vulnerable beneficiaries in need of support. The response will continue to use cash as the preferred modality to deliver assistance. Multi-Purpose Cash Assistance (MPCA) remains the preferred type of cash assistance for the affected Ukrainian people as it will help people meet their numerous urgent needs while also contributing to the local economies. Where markets are disturbed and partners are unable to procure commodities and supplies, in-kind support will be facilitated. Discussions are on-going with VisionFund to determine the options for evolving cash assistance into loans to enable families to rebuild/restart their economic independence.

See Annex for additional details and sector strategies.

Strategic Objective 2: Support affected women and children, with child protection, mental health and psychosocial support services (MHPSS) and prevent and protect against sexual exploitation and abuse (SEA)

The ongoing hostilities and constant movement results not only in the loss of lives and injuries to civilians, but in increased child protection risks, mental health and sexual exploitation and abuse. In every rapid assessment, mental health and protection issues are at the top of the list as self-identified “needs” by people affected by the crisis. World Vision will use an integrated and multi-layered approach to supporting protection services and MHPSS to those in need (e.g., caregivers). Supporting existing government and social structures in sustainable ways is key to this approach.

See Annex for additional details and sector strategies.
Strategic Objective 3: Contribute to the provision of inclusive, equitable and quality education for children

Up to two thirds of children in Ukraine have been displaced and thousands of educational facilities have been damaged. Teachers and other education professionals have themselves been displaced and affected by the conflict. This upheaval, on top of the disruptions in education due to COVID-19, has led to significant needs in this sector. World Vision will invest in early childhood education, catch-up programming, in-kind support to students for school supplies and cash programming. When necessary, we will also support quality virtual education. In addition, all education programming will be highly integrated with MHPSS and PSEA work. In areas hosting displaced or refugee children we will also ensure that school attendance is not to the detriment of children from the host community to prevent the development of tensions. In fact, we will explore avenues to use inclusive and equitable education to build mutual understanding and solidarity between children from refugee, displaced and host communities.

See Annex for additional details and sector strategies.

Strategic Objective 4: Support equitable, dignified and empowering local partnerships to respond effectively and efficiently to needs

World Vision has pursued a partnering approach in the Ukraine Crisis Response. This is in recognition of the critical local knowledge and ownership that local partners have across UCR countries. It is also due to the strong local capacities for humanitarian support and committed civil society. There are response-wide indications that the humanitarian sector is not living up to its Grand Bargain commitments in terms of localization and partnering. Thus, World Vision through its 18th-month UCR Response Plan will strive to continue its implementation through partners in contribution to "localisation" efforts under the Grand Bargain commitment. Understanding the risks tied to implementing through small scale local NGOs, World Vision will carry out its due diligence processes at the same time doing so by building trust with the same partners we work with. World Vision will implement a lean approach to building capacity and empowering civil actors without burdening them. In addition, World Vision will look at complementing and filling gaps in government support to minimize parallel disbursement mechanisms or duplication of interventions. Finally, World Vision will make intentional efforts at listening, working beside partners to meet the needs of the most vulnerable, and supporting partners and their staff with their own MHPSS needs given that our partners and staff are also impacted by this crisis. Keeping in mind that in the long term as larger and recovery support comes online plans will need to be made to hand over humanitarian mechanisms to government before parallel systems become entrenched.

Programmatic Reach

Beneficiary Reach

At the beginning of this Response Plan, the Response will have reached close to 280,000 people. Based on currently awarded projects, an additional 300,000 people are targeted. 69% of these are in Ukraine, 20% in Romania, 8% in Moldova and 3% in Georgia. Based in the funding forecast, likely crisis scenarios and WV strategic intent, UCR is setting a target of 952,000 people reached with programming in the next 18 months. Of these, 64% are women and children. See Annex 8 for additional targeting details.
Vulnerability Criteria for Targeting

Vulnerability criteria for targeting include: displacement, belonging to a group with pre-existing vulnerabilities (i.e. the Roma community), unaccompanied minors and disability status. Additional vulnerability criteria may be identified in coordination with the relevant Technical Working Groups (TWGs) and coordination clusters. As per the WV’s global commitment we seek to reach 20% of the MVC in our responses.

Geographic Reach

The Response is currently in four countries: Georgia, Moldova, Romania and Ukraine. Currently, programming is spread throughout these countries. In every context, continuation or expansion into any region is determined by humanitarian need, accessibility, strategic alignment and funding. At this time, there is no plan to substantially expand beyond the regions where we are currently working.
Operationalizing the Plan

Operational modality

The main operational modality in UCR is to partner with other organizations. This promotes localisation, leverages the community ties of existing partners and helps to mitigate some types of risk. Most importantly, working with partners allows everyone to bring their skills and resources together to achieve the best outcome for those we serve. To date, about 70% of programming has been through partners. Partners are chosen based on past performance, strategic geographic or technical focus, and/or access to a particular vulnerable population.

Adaptive Management

Due to the nature of the crisis, context changes which affect operations are frequent and sometimes dramatic. For example, the unpredictable nature of this war has triggered a pendulum movement of refugees across neighbouring countries. This requires us to be agile and proactive. In order to be adaptive, UCR will:

- Have effective monitoring systems in place to track context changes, listen to community (including children) and partner feedback and adapt our programmes quickly based on changing needs.
- Actively capture learning on adaptations and share best practise across the response, with our peers, and our partner organisations. This is done through initiatives like the RTE, but also through the Ground Truth Solutions perception monitoring as part of DEC fund, and the ADH-CHS grant.
- Advocate to our donors and supporters that funding agreements and plans are open for change and flexible to respond to the changing context.
- Empower and support our operation teams via technical support and tools to pivot their implementation plans based on the changing context and needs.
- Invest in the ability to generate evidence/positions and needs assessments that support our advocacy positions/calls and recommendations in a rapidly changing context.

This is further outlined in the Scenario Planning Strategic Guidance document, linked in the Annex.

Quality Assurance

Monitoring, Evaluation, Accountability and Learning (MEAL) and Humanitarian Accountability (HA)

World Vision’s UCR MEAL strategy will focus on three priorities. Firstly, it will aim to create and maintain well-staffed, long-term structures across the response and develop the capacity of its staff as well as that of World Vision partners to meet professional MEAL standards and donor requirements.

Secondly, it will build effective and sufficiently resourced MEAL and HA systems that can inform decision-making and programming with timely and relevant real-time data collection, interpretation and analysis in strongly partner-centric operational contexts.

The Response’s strategic results framework will be adapted to the crisis’ changing context in Ukraine and the neighbouring countries.

Thirdly, the response will foment a culture of critical, evidence-based and evaluative learning and reflection that pro-actively and collaboratively engages with other organisation in system-wide forms of data-collection and analysis (e.g., Joint Marker Monitoring Initiative (JMMI) and multi-agency needs assessments and the DEC Accountability initiative). WV will also work with global and regional teams to formally capture learning through a real-time evaluation process at the end of its 180 days.

Information Management

Information management (IM) in this response has been a key support function from the beginning and will continue to play an important role by collecting, organizing and presenting timely, digestible and useful information.
for decision makers and key stakeholders. IM facilitates linkages to cluster working groups and the humanitarian coordination accountability systems to support effective and compliant data sharing and management.

Internally, IM keeps the Teams channel up-to-date and ensures that key products are maintained and updated. These include: monthly SitReps, Funding Matrix, Grant Health Tracker, Response Impact Dashboard. All finalized documents will be made available on appropriate platforms like the WV response portal & WVI.org.

At the project level, IM advises on standardized data collection and reporting templates with clear data validation triggers to help improve the overall data and information quality and to be in compliance with the GDPR and/or other data protection laws.

External Engagement

The Communications and Advocacy strategies have been developed and are in alignment with broader World Vision child well-being strategies, the UCR goals and outcomes and the WVI Global Communications and Engagement objectives that aim to build trust and influence. The effectiveness and efficiency of the strategies will help support fundraising, brand-building, local and international partnerships, staff engagement and proactive participation and contribution during global moments and relevant campaigns that communicate the impact of UCR work delivering World Vision’s Promise for the children of Ukraine.

People and Culture

The staffing plan is informed by the Emergency Management Standards (EMS) as well as by past experiences with multi-country, conflict-based disaster response. UCR staff will be based across the four response countries, roughly in proportion to the relative portfolio size. Response Senior Leadership is based in Moldova, Romania and Ukraine to ensure leadership representation in each location. In cases where local technical capacity is not available, World Vision adds international assignees to the staffing plan. Given that a significant proportion of implementation will take place through partners, WV staffing will be oriented toward the capacity building of our implementing partners. Given the finite timeframe that World Vision plans to be in Moldova and Ukraine, the focus will be on hiring National staff and building a cohort of humanitarian professionals within the region, through mentoring and coaching by a small group of experienced, international humanitarian professionals.

In addition to this, World Vision’s People and Culture (P&C) team will ensure that the World Vision organizational culture and identity is spread throughout the response, especially in those countries in which we have not previously had a presence. This includes socializing and embedding the importance of safeguarding, anti-fraud and corruption, humanitarian principles and our Christian identity.

Funding Strategy and Financial Management

To date, the UCR Response has been successful in securing USD 111 million, mainly from private and appeal funds (i.e. ADH, DEC, GIROSSS). The current high likely pipeline is estimated at USD 27M which raises the funding portfolio to around 136 million. In terms of financial performance, the UCR Response will target spending 75% of the total funding portfolio (102M) during the course of realizing this operational plan. Core funding will be a maximum of 10%.

Funding Acquisition Strategy

The funding acquisition strategy has been developed in light of currently forecasted humanitarian needs, gaps in the humanitarian response, World Vision’s regional and global strategy and likely fundraising horizons. Given this, and the current portfolio, UCR will not pursue an aggressive funding strategy. Rather, three principles will be considered before any new funding is pursued or accepted:

1. New partnerships or funding enhances relationships with globally strategic donors.
2. Continue working with current donors and partners on new phases of current funding to build upon successes and increase impact.
3. Respond to changes in the context, especially increasing or shifting needs.

The target for new funding, not already in the pipeline is an additional USD 25-50 million in new grant funding.
Annexes

A: Links to Key Documents

Strategic Intent
Donor Mapping
Safeguarding Policy
External Engagement Plan
Advocacy Strategy
Communications Strategy
Response Organisational Structure

Risk Registry
WV UCR goal is to manage risk within established risk appetite limits in accordance with our core values and ministry policies. WV UCR acknowledges that circumstances will sometimes dictate increased ERM and Security risks within certain areas of the ministry and we will invest the necessary resources to manage those risks within acceptable boundaries and in line with WVI Partnership Risk Appetite Statement (2017), WVI Partnership Risk Profile (2021), WV Core Security Requirements Framework (CSR/2022).

Security Risk Register- Ukraine
Security Risk Register- Moldova
Security Risk Register- Romania
Response Budget
Results Framework
Scenario Planning Guidance
Partnersing Strategy
Child protection strategy
MHPSS Strategy
Food & NFI Strategy
Education in Emergencies strategy
Strategy on Faith Based Organization (FBO) Engagement in the Ukraine Crisis
Annex B: Targeting

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<th>UKRAINE</th>
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<th>ROMANIA</th>
<th>% in country</th>
<th>MOLDOVA</th>
<th>% in country</th>
<th>GEORGIA</th>
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<td>36,378</td>
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<td>Men</td>
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<td>14,896</td>
<td>11%</td>
<td>16,796</td>
<td>21%</td>
<td>3,502</td>
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<td>158,376</td>
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<td>13,792</td>
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<td>% of the total MVC reached</td>
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<td></td>
<td>24%</td>
<td></td>
<td>13%</td>
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</tr>
</tbody>
</table>

1 Partners include local, international and faith-based
2 Early Warning/ Exec Alert went on 24/2/22
5 Based on current funding and strategy, the “short-to-medium term” in UCR can be defined as the next 12-24 months.
6 Ukraine Regional Refugee Response Flash Appeal (April 2022)
9 Kyiv School of Economics (kse.ua), 9 June 2022.
10 As of 4th July 2022
11 UNICEF, Ukraine Humanitarian Situation Report No. 12, 10 May 2022
12 Ukraine | UNOCHA Situation Reports. 8 July, 2022
15 See scenieron planning guidance document in Annex for additional details
17 As per the [Donor Promise Tracker](https://fts.unocha.org/appeals/1102/summary)
18Explanation for calculation of beneficiary targets
19 As of mid-August 2022, WV has 28 (sub) grant agreements with 28 organisations (Ukraine: 7 NNGOs and 8 INGOs; Moldova: 3 NNGOs and 1 INGO; Romania: 7 NNGOs and 2 government universities). In addition, there are 11 MOUs with 8 government institutions and 3 NNGOs/foundation/churches (all in Romania). There are no fund transfers in these MOUs.
Kamila and her mother Anastasia, rest at WV’s child play area at RomExpo in Bucharest.