

# UKRAINE CRISIS RESPONSE

Response Plan September 2022 - January 2024  
Update April 2023

## Rationale for Strategy Update

Since the initial 18-month Ukraine Crisis Response (UCR) Strategy was finalised in September 2022 the Ukraine Crisis context and World Vision's response have both evolved, testing assumptions that the strategy was based on. This document provides a brief update to ensure the strategy remains fully aligned and relevant. As new entrants to both Ukraine and Moldova, and with a purely humanitarian mandate we were initially hesitant to expand our response into livelihoods as the additional sector increased complexity in an already challenging situation. However, as our operations scale up and the war continues, livelihoods has been identified as a critical need for communities and our ability to respond in this sector is evident. The next strategy will commence in February 2024 and cover at least 24 months. Until then this brief update will add livelihoods and a few updates to the current strategy. Budget and beneficiary target numbers for the strategic period will not be impacted by this update.

## Priority Technical Sectors and Implementation Modalities

The current strategy did not specifically define priority technical sectors, implementation modalities or cross cutting themes, but these have been assumed based on UCR's hiring of technical advisors and approved programming.

Current Sectors and Modalities	Revised Sectors and Modalities	Change Rational
Child Protection	Child Protection and Education	>< Merged for increased child focus
Education		
MHPSS	Mental Health and Psychosocial Support (MHPSS)	O No change
	Livelihoods - including Technical and Vocational Education and Training (TVET)	+ New sector
Cash and Voucher Programming (CVP)	Cash and Voucher Programming	↑ Increase in CVP. Primary modality, support local markets
Food and Non-Food Items (NFIs)	Food and NFIs	↓ Targeted use in areas of new displacement or non-functional markets
Cross Cutting Themes		
Not defined	Mine Risk Awareness (includes unexploded ordinance)	In collaboration with specialist NGOs ensure that community members, staff and partners remain safe as the response supports areas of highest need that have been more recently impacted by on the ground fighting
	Gender Equity and Social Inclusion	In line with the Middle East and Eastern Europe Regional Office (MEERO) Strategy
	Faith in Humanitarian Action	In line with MEERO strategy

## Change Rationale

### 1. Technical Sectors

#### Livelihoods

Across Ukraine extreme livelihoods needs were reported by 19% of households overall, with the highest proportions in the East with 23%. These needs are more pronounced in vulnerable groups including: the elderly; female headed households (23%) and households where a family member has a disability (22%) (REACH Resource Center 2023). In Moldova 79.6% of refugees are not involved in any paid work for more than 3 months per year. The main challenges reported are, lack of temporary employment opportunities (37.1%); discriminatory attitudes, specifically for women (21.8%); lack of employment opportunities for Ukrainians (21.1%) and language barriers (18.7%) (World Vision Multi-Sectoral Needs Assessment Feb 2023). By comparison, the unemployment rate in Moldova in December 2022 was 4.56%. With this significant need across the response, World Vision will expand its programming to include livelihoods and wherever possible we will integrate this with our other key sectors to address the multidimensional nature of need. This will be relevant in both Ukraine and Moldova and incorporate host community as well as Ukrainian refugees in the latter.

Vision Fund International (VFI) is in the process of scoping operational presence in Ukraine and we expect this to be incorporated into the next strategic period. This will likely impact priority geographic areas as UCR and VFI serve different populations, with UCR primarily prioritising areas of severe humanitarian need in the East and South, whilst VFI will likely target people in protracted displacement in the West of Ukraine. Private funding raised for the response will help to start initial programming while Vision fund will use this as seed funding for a longer-term program benefiting Ukraine.

#### Child Protection and Education

In recognition of our child focus and move towards greater program integration for Child Wellbeing, Child Protection and Education will come together in one sector to allow for a more integrated programming approach. The role of education in our



programming is also quite varied between Ukraine and refugee hosting countries and this child focused sector enables these differences to be better expressed in programming and technical support.

## 2. Implementation Modalities

Moving forward CVP will be the primary modality to better align to the context where markets are functioning and people can have the dignity to choose what support they need, whilst also supporting local economic recovery. Food and non-negotiable will only be prioritised in areas where this is appropriate for recipients, e.g. in newly accessible areas where the markets are not functioning and basic services like electricity and gas are limited.

## 3. Cross Cutting Themes

### Mine Risk Awareness (MRA)

The extent of the contamination in Ukraine is now massive, with a range of military grade unexploded mines and munitions littered across cities, farms and in seaways with the highest levels of contamination in the Eastern and Southern parts of the country. In addition to the immediate threat to lives they pose, they are also causing disruption to food production, people movement and access to humanitarian assistance, predominantly in the areas that are most in need. Mainstreaming MRA across our programming will ensure children and their families know how to identify potential threats and how to respond to them appropriately. This is a key requirement for working with children in conflict zones and can be integrated into child protection and education programming for greatest impact for children, and in livelihoods for adults. This work also needs to be integrated into refugee hosting countries when families are planning to return to Ukraine. It is also a nonnegotiable duty of care towards our staff, and anyone associated with World Vision that visits these areas.

### Faith in Humanitarian Action (FHA)

Faith in Humanitarian Action is key to World Vision programming in the UCR and also sensitive. The UCR is currently working with MEER to develop a UCR cross cutting work plan for our new FHA Advisor who is based in Romania. Actualization of the plan will start in the third quarter of 2023.



## Gender Equity and Social Inclusion (GESI)

GESI is integral to the success of any programming, however in this instance where the crisis is particularly gendered and institutionalisation of people with disabilities is quite common this is of increased importance. Whilst women account for a majority of the displaced, as men return from active service their needs in terms of MHPSS and reintegration into family life and the workforce will be significant. UCR is commencing a GESI self-assessment in the first half of 2023 to help identify the areas of focus for GESI integration into our internal culture and practices, as well as our programming.

## Other

We also recognise the increasing importance of Social Cohesion as a cross cutting theme to programming as the crisis extends into a second year, however as this is yet to be properly assessed and integrated into the Humanitarian Response Plan (HRP), we will consider this in terms of secondary outcomes in new design where possible for the balance of this strategic period and more thoroughly assess its role in the following period. This may include work with host communities in refugee or internally displaced persons (IDP) hosting situations as necessary.

With the release of the World Vision Environmental Stewardship and Climate Action handbook and the piloting of an environmental framework in UCR under the Core Humanitarian Standards project funded by Aktion Deutschland Hilft (ADH), we recognise that this will be an increasing area of focus in the next strategic period, during which the response will gradually increase our understanding of the issues involved and cover this more effectively in the February 2024 strategy.

## Response Goal and Strategic Objectives

### Response Goal – Unchanged

Deliver inclusive, need driven humanitarian assistance to refugees, internally-displaced and the most vulnerable children and their families in Ukraine, Romania, Moldova, and Georgia.

Objective	Existing	Revised
<b>1</b>	Deliver life-saving in-kind and cash assistance to meet basic food, shelter, and water, sanitation and hygiene (WASH) needs	Deliver life-saving in-kind and cash assistance to meet basic needs.
<i>Change: Removed sector examples so we are not highlighting WASH and shelter</i>		
<b>2</b>	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)	Nurture a protective environment for Children and their families to promote good psychosocial well-being and learning.
<i>Change : Refined to be more CP focused and Education</i>		
<b>3</b>	Contribute to the provision of inclusive, equitable and quality education for children	Improve access to livelihood and education opportunities through skills development and provision of targeted support.
<i>Change: Adapted to include livelihoods in the objective text (it was in the results framework already)</i>		
<b>4</b>	Support equitable, dignified, and empowering local partnerships to respond effectively and efficiently to needs	Support equitable, dignified, and empowering local partnerships to respond effectively and efficiently to needs.
<i>Unchanged</i>		



### Strategic Objective

## Programmatic Approach

Whilst our key drivers remain unchanged, we will have an increased focus on two of these drivers in this phase of our response:

### 1. Deepen our Commitment to the most Vulnerable Girls and Boys

Whilst our response started in Romania due to our existing operational presence and has progressively moved across Ukraine from the west as our access increases. We are now called to deepen our impact in the East and South of Ukraine where the severity of humanitarian need is greatest. As such we are working towards having 70% of our programming inside Ukraine where there are 17.6 million people in need of humanitarian assistance, of which 43% are women and 23% are children. We will also aim to have 70% of Ukrainian programming in the East and South of the country.

### 2. Focus our Ministry for Greater Results

At the beginning of the crisis the focus was broad and constantly evolving as we commenced operations in two new countries whilst responding in a dynamic crisis with myriad humanitarian needs. Now a year into the crisis, our operations are more established and the patterns of humanitarian need are clearer, we need to ensure we focus on integrated programming to ensure child wellbeing. When we target key geographical areas, we can build strong connections with communities and work with them to identify additional needs they have and design programs to assist and have a meaningful impact on their lives. As such, we will look to integrate our various programs in each country and in Ukraine, due to the size of the country and extent of humanitarian need we will identify priority oblasts based on severity of need and access to humanitarian assistance, noting that we need to ensure as a humanitarian community we are not leaving gaps by all focusing on high profile areas.

## Geographic Focus

The Ukraine Crisis Response will continue to operate across four countries, namely Ukraine, Moldova, Romania, and Georgia. As previously referenced, the response is aiming for 70% of programming to be inside Ukraine to better align to the humanitarian need. UCR will continue to be the primary implementing office in Ukraine and Moldova and secondary implementor in Georgia. From FY24, Romania will become a secondary implementation office, where WV Romania Foundation will implement on behalf of UCR.



### Ukraine

The main priority in Ukraine is to continue to scale up our work to meet the needs of the most vulnerable children and their families.

In line with the 70/70 goal, we will work towards having 70% of our programming in the east and south of Ukraine, with a particular focus on the following Oblasts: Kharkiv, Dnipro, Zaporizhzhia, Donetsk in the East; Kherson, Mykolaiv in the and South. We will continue programming to support those in protracted displacement in the West, with a particular focus on Chernivtsi. Programming can extend beyond these Oblasts where it has a particular strategic or operational benefit. Continued monitoring and assessment of non-government controlled areas (NGCAs) remains a priority to meet our mandate to reach the most vulnerable as these areas account for 23% of those in greatest need.



### Moldova

Along with Ukraine, Moldova will form the nucleus of UCR operations after September 2023 as the only offices where UCR is

the implementing office for WV (as opposed to implementing through National Offices). As the UCR country hosting the most Ukrainian refugees, operations in Moldova will target growth in the programming portfolio for the balance of this strategic period. Moldova is the only country in the Refugee Response Plan that targets vulnerable host community in addition to refugees, and World Vision will continue to target both populations. Moldova will continue to host UCR international staff and offers efficient travel to and from both Ukraine and Romania.



As of the 16 April, there were 107,480 Ukrainian refugees in Moldova. This number has increased each month since June 2022, but saw its first decline in March 2023. Over 713,000 people have entered since 24 February 2022, with 427,000 returning to Ukraine. World Vision Moldova will remain prepared to respond to any further displacements from Ukraine should the crisis escalate. Before the escalation of conflict in Ukraine in February 2022, Moldova was one of the poorest countries in Europe and undergoing a severe cost of living crisis. The conflict has made this much worse by dislocating the strong economic links that Moldova had for both imports and exports with Ukraine, Russia, and Belarus. The impact of this on the Moldovan government and broader society has meant that refugees and vulnerable host communities require more NGO support than other countries impacted by the crisis.



### Romania

World Vision Romania (WVR) has a well-established presence in Romania, having commenced operations over 30 years ago. As the Ukraine Crisis commenced extremely rapidly at a time when WVR was scaling back operations and purely focused on development programming, UCR were directly implementing humanitarian programming to meet the needs of Ukrainian refugees in Romania. From FY24 WVR will implement humanitarian programming on behalf of UCR rather than running parallel operations in Romania. WVR will continue to host a number of UCR staff in their Bucharest office after this change is implemented. UCR programming in Romania will focus on two models, Happy Bubbles that integrate child protection, education and MHPSS, as well as Social Stores. This will be funded by Disasters Emergency Committee (DEC) and constitute around \$3 million in programming.

As of 16 April 2023, there were 104,823 Ukrainian refugees recorded in Romania. Whilst over three million Ukrainian refugees have entered Romania since 24 February 2022, over 1.7 million have since returned to Ukraine. There has been a small increase in refugees residing in Romania since the escalation of attacks on critical infrastructure in October 2022, however numbers remain quite stable overall. As such, programming from FY25 is dependent on the evolution of the crisis and resulting population movement between Romania and Ukraine. WVR will maintain critical contingency presence to enable rapid response to any escalation.



### Georgia

World Vision Georgia (WVG) remains as a secondary implementation office for UCR, with WVG implementing programs for Ukrainian refugees on UCR's behalf. We aim to maintain current budget levels through to the end of the strategy period, with most of the funding already secured. Georgia is in a unique position of not bordering Ukraine, and delivering integrated programming for all refugees, not just those from Ukraine.

## Localisation

Ukraine is among the most educated countries in the world, with tertiary enrolment at 83% (United Nations Educational, Scientific and Cultural Organization) and 99.4% of people over 15 years old able to read and write. Alongside traditional sectors like resource extraction and agriculture, Ukraine also has a highly developed and fast-growing technology sector. Coupled with a thriving civil society, it makes Ukraine a prime location to advance our localisation agenda. Most of our programming will continue to be through local partners, and we seek to foster strong mutually beneficial relationships which leverage the local experience and knowledge and the large-scale humanitarian expertise of World Vision. We partner for impact and as such will consider direct implementation where this increases our impact and does not diminish local partnerships.

Over this period, we will seek to phase out working with international non-governmental organizations (INGOs) as implementing partners but continue to partner with them in consortiums. We will also



increase our focus on capacity building for national non-governmental organizations (NNGOs) in key areas such as responding at scale, finance and budgeting, humanitarian standards, and coordination. It is also important to acknowledge the specialist knowledge of our local partners in terms of the local context and people's needs and operation in high-risk situations and ensure that we learn from this and support them to enhance this unique offering that they bring to our partnership.

Ukraine ranks 116<sup>th</sup> out of 180 countries on the Transparency International Corruption Perception Index so all partnerships need to be critically assessed, including those with NNGOs, businesses and local government, particularly when we are implementing projects of such a large scale. There is a critical role for WV to play in building local capacity of organisations around due diligence and anti-corruption, as well as ensuring that we strongly model this behaviour in all our interactions and collaborations.

## Funding Strategy

The response is in the privileged position of having sufficient funding for the first 2 years. This is however largely one-off allocations from appeals and needs to gradually be supplemented with more sustainable sources from FY24. The donor landscape in Ukraine is atypical for a humanitarian response, being dominated by bilateral rather than multilateral donors. This is the result of a rapid onset emergency occurring in a context where the United Nations (UN) cluster system was not operational, so it remains to be seen how this adapts as the humanitarian ecosystem expands and adapts in each country. The Grants Acquisition and Management (GAM) Business Plan will set out key donor priorities for the coming 2 years, focusing on more sustainable funding, building medium term donor relationships, and utilising PNS as prepositioning for new donors, sectors or geographies as required.

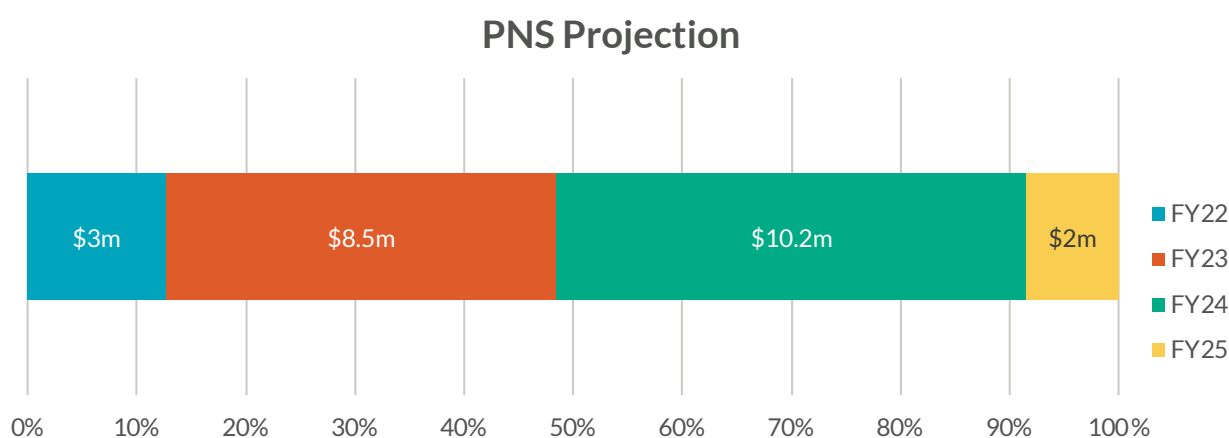
## Funding Utilisation

World Vision Partnership has raised some US\$140 million since UCR commenced operations in March 2022 which is a remarkable effort. It has however been a challenge to scale up operations to implement this program portfolio when we did not have a presence in Ukraine and Moldova at the start of the crisis. We seek to balance the need to program this funding quickly with that to serve the most vulnerable and as such we have prioritised programming in the East and South of Ukraine. Whilst burn rates to date may not be in line with some expectations, it is imperative that we align to good stewardship principals

and our promise to target the most vulnerable children. World Vision has a plan to increase burn rates and meet the donor promise in each of the different types of funding that the response has received.

UCR has three major funding types:

1. **Traditional Grants.** These are the most restrictive and as such are our first priority to implement, which needs to be done in line with the donor agreed design and timeline.
2. **Appeal Alliances.** Somewhat less restrictive and therefore our second priority. These have a set timeline for implementation, however more flexibility in terms of design.
3. **Private Non-Sponsorship (PNS).** This is our most flexible funding source and thus plays a critical role in the response. The key priorities for PNS are:
  - a. Establish response operations. This has been critical in a context where we are commencing operations in two brand new countries and opening new offices in new areas of one of Europe's largest countries.
  - b. Strategic prepositioning for new sectors and geographies. This is critical where we need to demonstrate our expertise in order to attract donor funding. It also enables us to focus on needs that donors have not yet prioritised to influence their future funding allocations.
  - c. Transitioning to more sustainable donor funding. As appeal and other early funding types reduce there is a need to build relationships with donors who offer more sustainable funding and, in many instances, influence them to enter the context. As such PNS provides an essential bridging fund to ensure programming continuity through this phase.



UCR projects the spend of existing PNS over the next 2-3 years as represented above. We also recognise that some SOs hold additional appeal funds and we will work with individual support offices (SOs) to plan the implementation of PNS based on their donor promise and requirements as well as UCR priorities. In addition to the PNS projections, the UCR will make an allocation of up to \$5 million of PNS for Vision Fund over FY 23-24 from select SOs.



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FOR FURTHER INFORMATION, PLEASE CONTACT:

**Eleanor Monbiot**  
Middle East and Eastern Europe Regional  
Leader  
E: [eleanor\\_monbiot@wvi.org](mailto:eleanor_monbiot@wvi.org)

**Chris Palusky**  
UCR Multi-Country Response Director  
E: [chris\\_palusky@wvi.org](mailto:chris_palusky@wvi.org)

**Cecil Laguardia**  
Communications Director  
E: [cecil\\_laguardia@wvi.org](mailto:cecil_laguardia@wvi.org)