

ACT Alliance

**UKR251 - Emergency and Resilience
Response to war-affected
communities in Ukraine**

Appeal

actalliance

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Appeal Summary Sheet															
Appeal Code and Title	UKR251 – Emergency and Resilience Response to war-affected communities in Ukraine														
Budget (USD)	<p>Total Requesting Members’ Budget: 10,639,001 USD</p> <p>SMC: 319,170 USD</p> <p>External evaluation: 50,000 USD</p> <p>Total Budget: 11,008,171 USD</p>														
Revision Schedule	<p>October 1st, 2025</p> <p>March 1st, 2026</p>														
Location	Ukraine (with the exception of sanctioned areas)														
Response Period	<p>Start Date 1 March 2025</p> <p>End Date 28 February 2027</p> <p>No. of months 24</p>														
Requesting Forum	<p>Ukraine Forum</p> <p><input checked="" type="checkbox"/> The ACT Forum officially endorses the submission of this Appeal (tick box to confirm)</p>														
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Appeal Coordinator	<p>Name: Vita Nesterenko</p> <p>Email: vita.nesterenko@hia.hu</p>														
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	<p>Diaconia CRD</p> <p>Eleos-Ukraine</p>	<p>"Etalon" (Ivano-Frankivsk). HIA is also working with multiple faith-based organisations, CSOs, NGOs at the local level through community-based approaches like FSG/MSG.</p> <p>Peaceful Heaven of Kharkiv (Myrne Nebo), Diaconia ECCB Ukraine</p> <p>NGO "STEM MAKER" (Konotop, Sumy oblast) NGO "IDPs of Zviahel" (Zviahel, Zhytomyr oblast)</p> <p>Medical Partners:</p> <ol style="list-style-type: none"> 1. Sumy Regional Center for Emergency Medical Care and Disaster Medicine. 2. Regional Clinical Medical Center for Socially Dangerous Diseases. 3. Sumy Regional Clinical Cardiology Center.
<p>Response Strategy Summary <i>(add rows if needed)</i></p>	<p>Requesting Member</p> <p>LWF</p> <p>HEKS/EPER</p> <p>CWS</p>	<p>Number of Target Participants per sector</p> <p>Advocacy: 5 coordination and engagement initiatives organized</p> <p>Education: 13 schools renovated / rehabilitated/refurbished, 4,500 students</p> <p>Protection and MHPSS: 4,500 people</p> <p>Shelters and settlement: 1 hospital and 900 HHS benefiting from shelter repair</p> <p>Winterization and NFI support: 300 households</p> <p>MPCA /cash vouchers: 590 people</p> <p>WASH: 1,000 people</p> <p>MPCA: 1000 households</p> <p>ScI: 200 community grants to benefit more than 20000 affected people</p> <p>Shelter: 450 households</p> <p>WASH system rehabilitation: 3 settlements to benefit more than 12000 affected persons</p> <p>WASH NFI distribution: more than 300 affected persons in remote villages</p> <p>Protection: 4435 people</p> <p>MPCA: 350 households</p> <p>Food and NFI: 5000 households</p> <p>Protection and MHPSS: 600 people</p> <p>Health: 500 people</p> <p>Livelihoods: 400 people</p> <p>Winter support: 300 households</p>

	<p>Hungarian Interchurch Aid (HIA)</p> <p>Livelihoods: 25 people Shelter & NFI: 2000 people WASH: 2000 people Protection: 2500 people MPCA: 431 people Community engagement: 225 people Institutional capacity building: 200 people</p> <p>Diaconia CRD</p> <p>FSL: 1000 MHPSS: 4478</p> <p>Eleos-Ukraine</p> <p>MPCA: 350 Health: 3 hospitals/500 people Protection: 448</p>																
Strategic Objective	To provide crisis-affected communities in Ukraine with life-saving multi-sectoral emergency support, while enabling the sustainable restoration and strengthening of basic services and resilience-building																
Outcomes	<ol style="list-style-type: none"> 1. Crisis-affected communities in Ukraine have access to principled, multi-sectoral life-saving assistance to the most vulnerable internally displaced and non-displaced people affected by the war, ensuring their safety and dignity, especially in areas experiencing high severity levels of need 2. Crisis-affected communities in Ukraine have access to essential services for the most vulnerable internally displaced and non-displaced people affected by the war, in areas experiencing high severity levels of need, ensuring protection, safety and dignity 3. Crisis-affected communities in Ukraine actively lead and participate in their own recovery, ensuring humanitarian assistance is relevant, inclusive, and accountable to their needs, priorities, and capacities 																
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Reporting Schedule

This section is filled out by ACT Alliance Regional Secretariat

Type of Report	Due date
Situation report	20 June 2025
	22 September 2025
	19 December 2025
	22 June 2026
	21 September 2026

	21 December 2026
Interim Report (narrative and financial)	31 March 2026
Final narrative and financial report (60 days after the ending date)	30 April 2027
Audit report (90 days after the ending date)	30 May 2027

Please kindly send your contributions to this ACT bank account:

US dollar

Account Number - 240-432629.60A
IBAN No: CH46 0024 0240 4326 2960A

Account Name: ACT Alliance

UBS AG
8, rue du Rhône
P.O. Box 2600
1211 Geneva 4, SWITZERLAND
Swift address: UBSWCHZH80A

Please note that as part of the revised ACT Humanitarian Mechanism, pledges/contributions are **encouraged** to be made through the consolidated budget of the requesting members, and allocations will be made based on agreed criteria of the forum or task group. For any possible earmarking, budget targets per member can be found in the [Appeal Summary Sheet](#), and detailed budgets per member are available upon request from the ACT Secretariat. Updates on funding levels are available through this link [00 Appeals reports](#), which provides a monthly update for an overview of existing pledges/contributions and associated earmarking for the appeal.

Please send an email to Humanitarian Finance (humanitarianfinance@actalliance.org) of pledges and contributions, **including funds sent directly to the requesting members**. Please also inform us of any pledges or contributions if there are any contract agreements and requirements, especially from back donors. In line with Grand Bargain commitments to reduce the earmarking of humanitarian funding, if you have an earmarking request in relation to your pledge, a member of the Secretariat's Humanitarian team will contact you to discuss this request. We thank you in advance for your kind cooperation.

For further information, please contact:

Europe

Humanitarian Programme and Global MEAL coordinator, Ioakeim Vravas
(ioakeim.vravas@actalliance.org)

Visit the ACT website: <https://actalliance.org/>

Niall O'Rourke

Head of Humanitarian Affairs
ACT Alliance Secretariat, Geneva

Context Analysis

Ukraine entered its fourth year of full-scale war and the eleventh year of conflict, the humanitarian crisis remains severe and prolonged. 12.7 million people, 36% of the population, require humanitarian assistance. The first half of 2025 saw intensified hostilities, mass displacement, and worsening access constraints. Nearly one-third of households in front-line oblasts, including Kharkivska, reported food insecurity as a major concern. Access to healthcare was severely limited due to repeated attacks and rising costs. Between March and August 2025, Kharkiv experienced a significant deterioration in its security and humanitarian situation due to intensified Russian military operations and repeated attacks on civilian infrastructure. UNICEF reported 240 attacks on educational facilities by June 2025, with many children unable to attend school due to safety concerns.

Aid organizations reached 3.6 million people across Ukraine by June 2025, focusing on front-line oblasts like Kharkivska. However, humanitarian access was increasingly restricted due to hostilities and staff conscription. The UN launched a Winter Response Plan for 2025–2026, seeking \$277.7 million to assist 1.7 million vulnerable people, including those in Kharkiv (Source: OCHA).

Veterans now constitute a rapidly growing vulnerable group, with approximately 850,000 ex-combatants struggling with severe physical and psychological injuries, affecting their families and communities. Between 4 and 8 million people may be indirectly impacted by the challenges veterans face, creating significant social and economic pressures, including heightened risks of domestic violence and protection concerns for women and children.

The demographic breakdown of affected populations highlights distinct vulnerabilities, with women, children, older persons, and persons with disabilities disproportionately impacted. Women-headed households face heightened economic insecurity, while 1.5 million children are at risk of PTSD and other mental health conditions. Older persons, particularly those in high-risk areas, struggle with isolation and limited medical care, while persons with disabilities face severe access barriers to basic services. Gender-based violence remains a serious concern, as women and girls are at heightened risk of exploitation and abuse, exacerbated by their increased caregiving responsibilities.

The ongoing displacement crisis is further aggravated by declining international aid, forcing many Ukrainians returning from neighboring countries into unsafe conditions. Short-term consequences include rising humanitarian needs, inadequate shelter, and worsening mental health crises, particularly in the face of harsh winter conditions. Long-term impacts are expected to be severe, with nearly 10 million people projected to develop mental health conditions, chronic poverty affecting 9 million individuals, and war-related destruction costs estimated at \$152 billion. The conflict has also disrupted education and employment, delaying Ukraine's economic recovery and deepening long-term socio-economic challenges. In this evolving and uncertain context, a sustained and adaptive humanitarian response is critical, balancing immediate relief with localized resilience-building and community-led recovery efforts.

The humanitarian crisis in Kharkiv and Sumy Oblasts continues to deteriorate due to escalating hostilities, mass displacement, and worsening socio-economic conditions. Heavy attacks on civilian areas triggered widespread evacuations, leaving vulnerable groups—children, single female caregivers, older people, and persons with disabilities—struggling to access essential services amid active conflict. The ongoing Government-led evacuation mandates and continued

hostilities in 2025 are expected to exacerbate displacement, infrastructure damage, and humanitarian needs.

Prolonged displacement has severely limited access to basic services such as healthcare, shelter, and food, particularly in rural areas that receive less assistance. Families face rising living costs, income loss, and depleted savings, while smallholder farmers struggle with disrupted agricultural production and soaring input costs. Lessons from the UKR221 Appeal highlight the need for targeted support for rural and marginalized communities, as they often lack adequate aid.

Shelter conditions remain dire, with war-damaged apartments and overcrowded collective centers in urgent need of repairs and WASH rehabilitation to ensure access to safe water, sanitation, and hygiene services. The psychological toll of war is significant, with widespread trauma affecting IDPs, children, and veterans. Families grieving losses and struggling to secure their children's education face long-term instability.

As 2025 unfolds, the crisis is deepening, necessitating an adaptive, long-term response that prioritizes protection, essential services, and resilience-building, ensuring that both displaced and war-affected populations receive sustained support.

Response Strategy

Forum response strategy over the Appeal period

The overall response strategy is built upon the strategic objective of providing crisis-affected communities in Ukraine with life-saving multi-sectoral emergency support, while enabling the sustainable restoration and strengthening of basic services and resilience-building. The intervention is designed to ensure a coordinated, inclusive, and localized response that prioritizes the most vulnerable internally displaced and non-displaced populations, particularly in areas of high-severity needs. It balances immediate humanitarian relief with recovery efforts, ensuring that affected communities have access to essential services while also fostering their ability to lead and participate in their own recovery.

The response will deliver on ***three core outcomes***.

First, it will ensure that crisis-affected communities receive principled, multi-sectoral, life-saving assistance, prioritizing the safety and dignity of those in acute need. This will be achieved through targeted interventions in food security, cash assistance, shelter rehabilitation, protection, and essential non-food items.

Second, the response will restore and strengthen access to essential services, including protection mechanisms, mental health and psychosocial support (MHPSS), legal assistance, and education, ensuring that vulnerable populations—especially women, children, older persons, and persons with disabilities—are safeguarded and supported in rebuilding their lives.

Third, the response will actively engage and empower crisis-affected communities in leading their own recovery, embedding localization, accountability, and community-led approaches in the design and implementation of interventions. This commitment ensures that humanitarian assistance is relevant, inclusive, and responsive to the evolving needs of affected populations.

The strategy is informed by lessons learned from ACT Alliance UKR221 Appeal, which highlighted the importance of locally driven responses, stronger community participation, and the need to integrate humanitarian aid with recovery efforts. The findings emphasized that cash assistance should be complemented by livelihood restoration, that MHPSS must be prioritized alongside material assistance, and that humanitarian programming must proactively mitigate protection risks, particularly for marginalized and vulnerable groups. This appeal builds on these insights by

strengthening local partnerships, enhancing coordination with local authorities and civil society organizations (CSOs), and ensuring a stronger nexus between humanitarian, development, and peacebuilding interventions.

With multi-sectoral interventions implemented by multiple ACT Alliance members, the response plan reflects a coordinated effort that maximizes complementarity among partners. It ensures adherence to Core Humanitarian Standards (CHS) and Sphere guidelines, integrating a gender-sensitive, protection-oriented, and conflict-sensitive approach. Localization remains at the heart of the intervention, with a commitment to amplifying local leadership, supporting community-driven initiatives, and ensuring that humanitarian assistance reinforces long-term resilience. Through this strategic approach, the appeal seeks not only to address immediate needs but also to lay the groundwork for sustainable recovery, self-reliance, and social cohesion within affected communities.

Member's approach and deliverables

LWF

LWF Ukraine's response strategy prioritizes immediate relief, recovery, and rehabilitation for internally displaced persons (IDPs), returnees, and other war-affected populations in Kharkiv, with a focus on shelter, education, and mental health and psychosocial support (MHPSS). Targeting 8,348 individuals the intervention will emphasize the most vulnerable groups, including women-headed households, persons with disabilities, children, and veterans, ensuring safety, dignity, and resilience.

Drawing on lessons from the UKR221 Appeal, the response strengthens localized outreach, community participation, and partnerships with LWF's member church, faith-based organisations, and grassroots CSOs.

LWF will work closely with local authorities, relevant ministries, local organization, faith actors, and LWF's community mobilizers to promote inclusive, culturally sensitive, and community-driven responses.

Building on experience from previous school rehabilitation projects, LWF will continue to restore, equip and upgrade school infrastructure, including air raid shelters, in accordance with Ukrainian construction standards. This will enable the safe resumption of face-to-face education by ensuring students and staff have access to protective spaces during potential shelling. All rehabilitation/refurbish works will prioritize accessibility for children with disabilities, and classrooms will be adapted to support inclusive, in-person learning environments.

Where needed, LWF will also provide school furniture and teaching equipment, and distribute learning kits to students from vulnerable families. These activities will be implemented in close coordination with the Ministry of Education and Science (MoES), the Kharkiv Department of Education, and individual school administrators and staff. The ultimate goal is to restore safe, interactive learning environments where children and teachers can reconnect and benefit from social interaction and structured education.

This education response will be reinforced by LWF's Mental Health and Psychosocial Support (MHPSS) strategy. Acknowledging the significant psychosocial impact of the conflict on children—as well as on teachers, many of whom are women juggling caregiving and financial responsibilities—LWF will deploy specialized MHPSS staff and community mobilizers through local implementing

partners. These staff will deliver Social Emotional Learning (SEL) sessions, Psychological First Aid (PFA), and recreational PSS activities for children, teachers, and parents.

Through this approach, LWF aims to cultivate a culture of mental health awareness and care within the education system, while also building the capacity of school staff to respond to psychological needs. Strengthening MHPSS services in educational settings is central to addressing the emotional and developmental needs of school-aged girls and boys affected by the war.

LWF's shelter interventions will include light repairs to war-damaged apartments and individuals houses, prioritized in coordination with local authorities and the Shelter Cluster. Vulnerable families will be the main beneficiaries. MHPSS will be integrated with Shelter based on the findings of need assessment that we will carry-out while assessing damaged apartments/shelters. Community mobilizers will guide families through each step of the repair process—from document review and repair planning to implementation oversight and quality assurance. Feedback from beneficiaries will be actively collected, addressed, and communicated to construction companies and relevant stakeholders to improve accountability and responsiveness.

In addition, LWF rehabilitated the ventilation system of the cardiological hospital. This structural upgrade, requested by local authorities, will enable the hospital to operate at full capacity, enhancing access to specialized healthcare in the region.

Keeping localization as a strategic priority, LWF seeks to deepen long-term partnerships with local civil society organizations, including the Diaconia of the German Evangelical Lutheran Church of Ukraine (GELCU), Eleos Ukraine, and Caritas Sumy, to jointly reach vulnerable populations in hard-to-reach and conflict-affected areas. These partnerships are built on shared values, complementary capacities, and a common commitment to principled humanitarian action.

Through this strategic collaboration, partners will jointly deliver integrated assistance across key sectors, including education, mental health and psychosocial support (MHPSS), hygiene and winterization assistance, and cash/voucher support, ensuring responsiveness to local needs and context-specific challenges.

Beyond service delivery, LWF will invest in systematic capacity strengthening of partner organizations, focusing on quality assurance, accountability, safeguarding, and compliance with humanitarian standards and donor requirements. This strategic partnership approach aims to reinforce locally led responses, enhance institutional sustainability, and enable partners to increasingly manage and scale humanitarian interventions independently over time.

HEKS/EPER

HEKS/EPER's response strategy is centered on community-led recovery, multi-purpose cash assistance, shelter rehabilitation, wash system rehabilitation, wash NFI kits distribution in remote villages and protection activities (MHPSS and GBV), ensuring that crisis-affected populations regain stability, resilience, and dignity. The approach prioritizes local leadership, inclusivity, enabling communities to shape their own recovery while addressing urgent humanitarian needs.

Building on previous successful implementation of the survivor and community-led response (sclr) in Western Ukraine and Eastern part of Ukraine, HEKS/EPER will scale up this approach by empowering local communities with decision-making authority. Through 200 sclr grants, communities will independently identify and address their most pressing needs, fostering self-

reliance and social cohesion. Community facilitators will provide technical support, ensuring inclusive participation, particularly for women, persons with disabilities, and marginalized groups.

MPCA will target 1,000 households with six months of financial assistance, aligned with CWG guidelines and the Ministry of Social Policy criteria. Previous learning underscores the importance of diverse financial service providers, ensuring accessibility for beneficiaries. Post-distribution monitoring (PDM) will be conducted to assess impact, efficiency, and participant satisfaction.

Shelter rehabilitation will support 450 households with light or medium repairs, prioritizing elderly individuals, persons with disabilities, and hard-to-reach areas. The response will coordinate with local authorities to complement government and private sector initiatives. A technical assessment by civil engineers will ensure high-quality, safe, and dignified repairs, adapting structures as needed for vulnerable groups.

Water system rehabilitation in Kharkiv Oblast will support several hromadas in Kharkivska Oblast in restoring essential WASH services in underserved, conflict-affected communities. This will include: rehabilitation of the damaged water towers and installation of a water distribution points equipped with a reverse osmosis (RO) treatment units, rehabilitation of boreholes and installation of water treatment units.

WASH NFI kits distribution: HEKS/EPER will provide People with Special sanitary Needs (PSN) kits to the most vulnerable conflict-affected populations in Kharkivska and Mykolaivska oblasts. These kits are tailored to address the specific hygiene and dignity requirements of individuals with reduced mobility, disabilities, chronic illnesses, or age-related incontinence.

Protection and case management services will be expanded, focusing on GBV survivors and individuals at risk of violence, following Inter-agency GBV Guidelines. Recognizing safety risks in high-risk areas, HEKS/EPER will ensure that case management is provided in safer locations, while essential protection services such as MHPSS support, dignity kits, and awareness-raising will be available in frontline areas. Strengthened MOUs with key stakeholders (police, health centers, and social services) will enhance coordination pathways for GBV response.

Cash for GBV will support 100 women and girls facing severe mental health challenges and emergency protection risks, ensuring dignity, autonomy, and access to specialized services. 1,000 dignity kits, aligned with GBV Cluster and UNFPA guidelines, will be distributed, incorporating feedback from women and girls by including power banks for safety and communication.

Given severe MHPSS needs, psychosocial support services will reach 4,000 individuals, covering women, men, boys, and girls. These will include structured and non-structured activities, case management, emotional well-being programs, and referrals to specialized services. Digital and innovative approaches will complement traditional MHPSS interventions, ensuring accessible and effective mental health support.

By leveraging community leadership, cash assistance, infrastructure rehabilitation, and tailored protection services, HEKS/EPER's strategy fosters self-reliance, inclusivity, and long-term resilience in Ukraine's crisis-affected regions.

CWS

CWS works with local partners to provide critical support to IDPs, returnees, and local communities in the City of Odesa and surrounding Odeska Oblast. This support spans basic needs, MPCA, winter preparedness, livelihoods, protection, and MHPSS for vulnerable and marginalized families and

individuals, namely women, children, and older persons. CWS employs a partnership-based approach, including collaborating with two women-led protection-focused organizations, through which both local women leaders and the women program participants they serve are at the center of program design and implementation. CWS and local partners prioritize involvement in the local and regional coordination mechanisms and the local referral pathways. CWS works with partners to strengthen capacity in protection mainstreaming, GBV response, collection of sex, age, and disability disaggregated data (SADDD), and inclusive and participatory monitoring and evaluation through technical assistance, trainings, and communities of practice.

Basic needs, MPCA and Winter support. With millions of people displaced, jobs lost, and severe damage to the Ukrainian economy, compounded by pre-existing poverty, many people are unable to meet basic needs. CWS will work with local implementing partners and government authorities to identify those most in need and provide them with a combination of cash and in-kind support, with the modality determined by the context and specific need. Firewood, for example, is provided in-kind because both cost and procurement difficulties are obstacles for families. CWS focus on MPCA aligns with programmatic recommendations from the 2024 ACT Evaluation, which highlighted a need to increase the quantity and frequency of cash and voucher assistance in Ukraine.

Livelihoods. As we move towards longer-term solutions, CWS' local partner will provide Cash for Work, entrepreneurship training, small business grants, and business incubation and acceleration services. As suggested by the 2024 ACT evaluation findings, livelihoods activities incorporate gender, age, and diversity (GAD) by including men, women, persons with disabilities, IDPs, locals, and returnees. Options for retraining, business incubation, and social and business trainings will consider employment interests and possibilities for women and mothers who face additional obstacles in the workforce and who require comprehensive support.

Protection and MHPSS. MHPSS, medical, and legal support will be provided to older persons living in rural areas of the Odeska Oblast. This support is customized to meet the needs of older persons with chronic and complex health conditions and those struggling with loneliness and isolation. These services are also provided by two local women-led partners in the City of Odesa who mitigate negative coping mechanisms and protection risks through health education and services, children's groups, and self-help groups for LGBTQ+ individuals, women engaged in sex work, and women living with HIV.

HIA

In order to provide coordinated multi-sectoral life-saving assistance (Outcome 1) and essential services (Outcome 2) to the most vulnerable internally displaced and non-displaced people affected by the war, ensuring their protection, safety and dignity, HIA relies on local communities and primarily women-led NGOs, CSOs to have insight into the basic needs on the field and to be able to form an effective humanitarian response. Intervention areas were selected based on local needs and priorities, and the conclusions of already running activities addressing them in the framework of the previous ACT Appeal. The response aims to support approximately 7400 IDPs, returnees and non-displaced people focusing on the most vulnerable groups, namely PwDs, women-led households, single women HHs, elderly people, children and veterans in the following sectors: Protection, WASH, Shelter and NFI, Livelihood, and MCPA.

Advocacy: HIA continues to focus on local communities and their needs, ensuring that aid efforts are guided by the voices, priorities, and concerns of the affected populations. This involves actively engaging with local communities, CSOs, local authorities with which HIA already has MoUs in place.

Ongoing cooperations enable HIA to understand specific and emerging local challenges, ensuring interventions are tailored to real needs.

FSG/MSG: Flexible small/medium sized grants are a core component of HIA's intervention and play a crucial role in supporting a community-led response by empowering local actors to address urgent needs quickly and effectively, while strengthening localization efforts. By providing direct financial support to community-based organizations, local NGOs and grassroots groups, HIA enables them to swiftly implement locally driven solutions. This approach has facilitated the delivery of vital assistance to 48 895 individuals through 100 grants, addressing critical needs in child protection/protection, winterization, shelter and NFI, food and multisectoral assistance under the previous Appeal UKR 221. HIA plans to continue to use this effective tool to provide much-needed assistance, particularly in the areas of protection and MHPSS, emergency shelter and NFIs and WASH. Via this tool, the protection initiatives (MHPSS, child protection, GBV, CFSS) from local communities receive special attention to help rebuild the mental health among the war-affected population. FSG and MSG tools can be easily and quickly adapted to a changing environment due to their flexibility, thus they can effectively meet new needs of local communities related to recovery and rebuilding in the case of a potential ceasefire.

MPCA: Through MPCA, HIA provides unrestricted cash transfers to affected individuals and families, allowing them to meet their most urgent needs with dignity and flexibility. Building on the knowledge and experience gained in the past 3 years and with a reached beneficiary number 44 266, HIA continues to assist people in need with the provision of UAH 3,600 monthly MPCA allocated to selected beneficiaries for 3 months. Similarly to FSG/MSG modality, as a highly flexible aid instrument MPCA is also capable of meeting recovery and development needs of affected populations if a potential ceasefire occurs.

Livelihood: Building on the experiences of the pilot project implemented under Appeal UKR 221, HIA will support veterans with the aim of further addressing their needs, understanding their challenges and assisting them in developing their mental health and societal connections, as well as strengthening their livelihood opportunities. Based on the evaluation of the pilot project and the results of the satisfaction survey implemented with its beneficiaries, HIA launches a 2nd phase to help former combatants reintegrate into the job market (according to their initial responses) and restore or further develop their economic capacities.

HIA has already been collaborating with three large veteran hubs in Transcarpathia to learn their methods, programmes and establish a joint initiative for veteran reintegration, social adaptation and livelihood support. The program remains a relevant component and may play a crucial role in reducing the aid-dependency of the target group and in preparing for the rebuilding of societal networks and economic systems when a ceasefire occurs.

Protection: Through various actions, including case management in HIA-operated social institutions (Mother Homes, Sure Start Centers), FSG/MSG supported MHPSS and protection grants, and community-based activities, HIA will remain engaged in building resilience among affected people and supporting their mental health and well-being with special focus on women and children, elderly people and victims of GBV and domestic violence.

Winterization: In response to seasonal needs, HIA will include a winterization component, focusing on supporting vulnerable households with winter heating assistance to ensure safe and adequate living conditions during the cold months, based on experiences from previous years, including the disruptions and destruction of the energy infrastructure due to the war in Ukraine.

Institutional capacity building: HIA will provide targeted support to strengthen essential service infrastructure, including assistance to a damaged medical college in Kyiv, contributing to the restoration of educational and health care service capacities.

Community engagement: HIA continues to prioritize strong engagement with local communities by supporting community-driven initiatives that respond to locally identified needs and build on existing capacities. In this context, HIA will support an initiative focused on adaptive sports and rehabilitation, aiming to enhance physical recovery, social inclusion and community cohesion among war-affected populations, particularly veterans with disabilities and their families in Zakarpattia.

WASH: In addition to the WASH support provided under the FSG/MSG schemes, and based on experiences from previous years, including anticipated destruction and disruptions to the water infrastructure during the summer months, HIA will continue to address urgent WASH needs. HIA will support vulnerable local populations, IDPs and other populations in need with essential WASH NFIs to ensure access to basic hygiene and sanitation.

Diaconia CRD

Since 2022, Diaconia has been committed to addressing urgent humanitarian needs in frontline areas of Eastern Ukraine, operating through a strong localization approach in partnership with local NGOs. This project continues that commitment by working closely with Myrne Nebo, a long-standing partner since the beginning of the full-scale invasion, ensuring continuous adaptation of interventions based on real-time needs assessments and community feedback. This localized approach enhances relevance, responsiveness, and sustainability, allowing for precise targeting of vulnerable groups and adjustments to activities as conditions evolve.

Recognizing the long-term psychological impact of the war, particularly on those near the frontlines, Diaconia has made MHPSS a central pillar of its response in the Kharkiv region. Partnering with Myrne Nebo, Diaconia has been supporting existing psychosocial support (PSS) centers while working to establish a new PSS center in Poltava with Diaconia ECCB Ukraine, a local charity founded by Diaconia CRD. This project will strengthen and expand these services by supporting Myrne Nebo's center for children in Pischyn, Kharkiv region, a frontline area experiencing sustained pressure. Additionally, a new PSS center will be established in Poltava region, where over 50,000 IDPs, 35% of whom are children, have sought refuge. This center will focus on family-oriented psychosocial support, providing specialized sessions and training for parents to help them support their children's mental health. Meanwhile, in Poltava city, the project will enhance the capacity of an existing PSS center, being established with Czech government support, ensuring broader access to mental health services for displaced populations.

These centers will provide both individual and group PSS sessions, ensuring that children, adolescents, and adults receive the emotional and psychological support they need. Given the ongoing disruptions to education caused by displacement, instability, and trauma, the centers will also offer informal education programs, including subjects such as math, Ukrainian language, and computer science, alongside recreational activities, creative workshops, and art therapy. Through this holistic approach, the project will support approximately 4,500 children and adults over the course of 12 months, fostering resilience, stability, and a sense of normalcy amid crisis.

Food insecurity remains one of the most pressing challenges among displaced populations in Poltava and its surrounding areas, as evidenced by both secondary data reviews and direct feedback from local partners. Many IDPs struggle with economic hardship, emotional distress, and material deprivation, with food frequently cited as a critical unmet need. To address this, Diaconia's Poltava team will conduct further needs assessments through its PSS centers, identifying the most vulnerable households and priority locations for assistance. Based on these assessments, 2,400 food packages will be distributed to 400 families, reaching approximately 1,000 beneficiaries. The packages will provide basic food supplies sufficient for one month, with distributions carried out on a weekly basis to ensure that assistance is consistently available.

By integrating psychosocial support with food security interventions, Diaconia aims to provide a comprehensive and sustainable response to both the psychological and material challenges faced by displaced families. This dual approach ensures that humanitarian aid does not only address immediate survival needs but also contributes to long-term recovery and stability. Through strong partnerships, community engagement, and continuous adaptation, Diaconia remains committed to

supporting Ukraine's most vulnerable populations while strengthening local capacities for resilience and recovery.

Eleos-Ukraine

Eleos's protection and MHPSS component, reaching 448 beneficiaries, strictly adheres to SPHERE, IASC guidelines (Levels 2 and 3), and Child Protection Minimum Standards (CPMS). To foster comprehensive resilience, Eleos will provide 840 specialized mental health consultations. Individual adult support (up to 5 sessions) targets crisis stabilization, grief processing, and stress-induced conflict resolution. Individual child support focuses on stabilization and parental psychoeducation, with secure referral pathways for specialized psychiatric care. Group interventions are age-tailored: 80 children will attend 28 specialized sessions utilizing emotional regulation exercises in a safe space to mitigate trauma, complemented by unstructured activities in Eleos's Family Hubs. Adult group sessions focus on psychoeducation and parenting competencies to build peer networks and prevent emotional burnout. Eleos utilizes the WEMWBS for adults and the SDQ for children to objectively measure psychosocial impact and ensure outcome accountability.

Integrating legal protection into Eleos's Theory of Change, 210 individuals will receive critical legal aid. This includes targeted counseling for beneficiaries on restoring civil documents, Housing, Land, and Property (HLP) rights, and accessing state benefits. Concurrently, to generate systemic health infrastructure impact, Eleos is strengthening the capacity of three key medical facilities in the Sumy oblast: the cardiology center, the emergency care center, and the center for socially dangerous diseases. Supplying vital medical equipment will benefit 500 patients, mitigating the risk of healthcare system collapse under excessive strain.

Finally, Eleos's Multi-Purpose Cash Assistance (MPCA) component aims to stimulate the local economy and meet the basic needs of 350 individuals in the Konotop and Zviahel communities. Implemented through trusted local partners, this activity incorporates mandatory Post-Distribution Monitoring (PDM) 4-6 weeks after disbursement. This ensures proactive operational risk management, verifies targeted fund utilization, and guarantees the highest level of donor accountability.

Capacity to respond

LWF has been actively supporting affected Ukrainian populations since the onset of the war, initially through cross-border assistance from Poland before becoming fully operational in Ukraine in September 2022. With offices in Kyiv and Kharkiv, LWF collaborates closely with local authorities, municipalities, local NGOs/CSOs, and the Lutheran Church to implement programs in shelter, NFIs, protection, education, livelihoods, WASH, and MHPSS. It maintains a strong focus on gender and disability inclusion, engaging local partners and community mobilizers to ensure culturally and socially informed interventions. As a member of the Humanitarian Country Team (HCT) and the INGO Forum, LWF actively contributes to national coordination efforts, enhancing its capacity to deliver principled humanitarian assistance. Through formal agreements with municipal and regional authorities, LWF has built trusted partnerships that reinforce its standing and effectiveness at the local level. Additionally, LWF is coordinating meeting among the ACT Appeal requesting members those who are operational in the Kharkiv oblasts.

HEKS/EPER has been present in eastern Ukraine since February 2022, focusing on hard-to-reach conflict-affected areas such as Kharkiv, Mykolaiv, and Odesa oblasts. Now operating in five oblasts with a coordination office in Kyiv, its team of over 100 staff delivers expertise in WASH, shelter, NFIs, MPCA, and protection, including GBV and MHPSS. HEKS/EPER has built strong coordination mechanisms with the Ministry of Social Policy and local government actors, ensuring streamlined referrals, operational access, and alignment with national policies. These relationships have enabled the organization to provide targeted, needs-based assistance while avoiding duplication with other actors in the humanitarian and governmental sectors.

CWS, a faith-based humanitarian organization, has supported Ukrainian refugees in Moldova since the war began and expanded into Ukraine in 2024, focusing on the Odeska Oblast. With a team fluent in Romanian, Russian, Ukrainian, and English, CWS collaborates with national NGOs to support IDPs, returnees, and vulnerable local populations through needs assessments, MPCA, protection, legal aid, MHPSS, and host community integration initiatives. Its localized response prioritizes particularly vulnerable groups, including IDPs, sex workers, individuals with HIV, GBV survivors, and LGBTQ+ individuals, providing cash assistance, legal and medical consultations, and psychosocial support. CWS also delivers critical aid to older persons in rural areas, including food, NFIs, and winter heating fuel. The organization remains committed to working alongside host communities and local actors to ensure an inclusive and effective humanitarian response.

HIA is a faith-based charity organization and has been present in Ukraine for over 20 years with a nationwide partner network in the Western, Central, Eastern and Southern regions of the country. Since the full-scale invasion, HIA, via ACT Appeal UKR221 as well as the current Appeal, has assisted more than 210 000 people and many more through other programs across 20 oblasts. The organization has provided multisectoral support, including WASH, protection, GBV prevention, food security, MPCA, and FSGs, using needs assessments, focus group interviews, and mapping exercises to guide its response. HIA prioritizes women-led local partners and maintains close collaboration with local authorities and community leaders to identify and support the most vulnerable households. Active participation in UN coordination meetings, NGO platforms, and technical working groups ensures that HIA's interventions remain responsive and aligned with evolving humanitarian needs.

Diaconia CRD, a Czech faith-based nonprofit, has long prioritized localization in its international engagement, working closely with small, community-rooted organizations. Since 2014, Diaconia has supported vulnerable groups in Ukraine, initially focusing on children and later expanding its reach to IDPs, single parents, veterans, and individuals affected by frontline fighting. Operating in Kyiv, Uzhhorod, Poltava, Kharkiv, and Kherson, it provides assistance in food security, NFIs, shelter, MHPSS, protection, health, and informal education. Since 2022, Diaconia has partnered with Myrne Nebo, a leading Ukrainian NGO, to deliver critical humanitarian aid in frontline regions. Together, they have supported thousands through evacuations, emergency kitchens, home rehabilitation, and psychosocial centers. In 2024, Diaconia further cemented its presence in Ukraine by establishing a locally registered NGO to sustain long-term humanitarian efforts.

Eleos-Ukraine:

1. Unique Humanitarian Access and "Frontline Trust". Eleos-Ukraine holds a strategic position within Ukraine's humanitarian architecture as the official representative of the Social Service Department of the Orthodox Church of Ukraine. Possessing a unique "social capital of trust," the organization specializes in "last-mile delivery" to the most remote "gray zones" in the Sumy, Kharkiv, Donetsk, and Dnipropetrovsk regions. In 2025, Eleos-Ukraine formally joined the ACT Alliance, confirming its adherence to the highest international standards of accountability and quality. A network of 15 regional offices enables the identification of "invisible" vulnerable groups often overlooked by general aid systems. During 2024–2025, the organization assisted 35,000 beneficiaries, including 6,161 individuals in the Sumy region and over 4,356 in the Zhytomyr oblast.

2. Comprehensive Protection and MHPSS Infrastructure (Family Hubs Network). Eleos is successfully developing a network of multifunctional "Family Hub" support centers, currently operational in Chernihiv and Zviahel, with planned expansion to Dnipro and Sumy. The Zviahel Hub, established in 2025 in partnership with Peace Winds Japan, serves as the benchmark for this model. Operating within a modernized, inclusive 147.7 sq. m facility, a multidisciplinary team (psychologists, lawyers, social workers, and rehabilitation specialists) provided support to 4,356 beneficiaries, including veteran families, IDPs, and GBV survivors. Furthermore, mobile hub teams conduct outreach to remote rural communities, overcoming geographical isolation barriers.

3. Rapid Emergency Response and Evacuation Capabilities (Sumy & Eastern Regions). In frontline regions, Eleos-Ukraine demonstrates high-impact rapid response capabilities, notably through the "Road of Hope 2" project. The organization ensures the safe evacuation of vulnerable individuals from high-risk zones to secure locations. For newly displaced persons, Eleos implements case management, provide food vouchers with a digital tracking system, and assist in restoring lost documentation to access state benefits. In the Sumy region, operations are deeply integrated through a strategic partnership with the Regional Humanitarian Headquarters and local territorial communities. This work is anchored in close coordination with the Sumy Regional Council and local partners such as NGO "STEM MAKER". Direct partnerships with key medical institutions—including the Sumy Regional Center for Emergency Medical Care and Disaster Medicine and the Regional Clinical Cardiology Center—allow us to effectively bolster the healthcare system under wartime conditions.

Response plan after first three months

Due to funding limitations during the first three months of the appeal, the full response strategy was not able to unfold. Activities focused on continuation of protection activities (case managements in social institutions) addressing the needs of women, children and persons with disabilities, the preparation of MPCA program leg with starting beneficiary registration, and needs

assessments especially for light and medium repairs projects. After the initial period, the response gradually shifts from immediate relief to long-term recovery, focusing on economic stability, durable shelter solutions, and strengthened local services. MPCA recipients will transition to livelihoods support, including vocational training and microenterprise grants. Community-led recovery through sclr will be reinforced, ensuring sustainability and local leadership.

Shelter efforts will expand from emergency repairs to durable housing, while WASH interventions will focus on infrastructure rehabilitation. Protection services will prioritize strengthening local case management, legal aid, and specialized support for GBV survivors. MHPSS will continue with structured programs, particularly for veterans and vulnerable groups, ensuring long-term psychological recovery and reintegration.

Winterization support will be maintained, and advocacy efforts will align with national recovery strategies. This phase ensures affected communities not only receive critical assistance but are empowered to rebuild with resilience and self-sufficiency.

LWF

In light of the limited funding secured, LWF strategically prioritized its core areas of expertise—education, MHPSS, and shelter rehabilitation—while also maximizing synergies with ongoing projects in these sectors and ongoing activities implemented by other act members. As a result, the initially planned livelihoods activities and distributions didn't occur during the first three months of implementation.

Instead, LWF conducted a comprehensive Mental Health and Psychosocial Support (MHPSS) needs assessment across schools, collective shelters, and at the household level. This was carried out in parallel with technical assessments to evaluate the damages by drone and missile attacks, with the aim of integrating psychosocial support into shelter rehabilitation efforts. The findings confirmed a strong need for psychosocial support in both educational and residential settings to enhance the overall well-being of affected populations.

In response, LWF mobilized its trained network of community mobilizers and experienced local partners like Eleos - Ukraine and Caritas Sumy to deliver Social Emotional Learning (SEL) and immediate psychosocial support. These mobilizers, already embedded in the communities, are instrumental in fostering emotional resilience, supporting mental health, and providing timely assistance to those in distress.

Looking ahead, while prioritizing its areas of expertise, LWF is committed to strengthening equitable partnerships with local NGOs/civil society organizations (CSOs) and its member church. These actors are deeply rooted in the communities they serve, possess contextual knowledge, and demonstrate long-term commitment. By investing in their institutional capacity, LWF aims to support a sustainable, high-quality response that will continue to bear fruit beyond the project lifespan, even amid evolving needs and funding scenarios. Multi-purpose cash assistance will be provided to the most vulnerable people through local NGOs/CSOs and diaconal activities of Lutheran Church.

HEKS/EPER

The activities will unfold upon reception of funding with the distribution of SCLR grants and shifting the focus of sclr team toward strengthening community capacities as well as learning together with communities. This includes mentoring community facilitators, supporting locally driven solutions through grants, and encouraging peer learning among hromadas. HEKS/EPER's previous experience with sclr shows that one of the outcomes of sclr is strengthened ties between community members. Building on this knowledge, the programme will prioritize activities that encourage community-led decision-making and peer support. For example, community facilitators will emphasize strategies to

sustain engagement beyond initial grant implementation, reinforcing long-term networks of support and collaboration.

While initial MPCA (Multi-Purpose Cash Assistance) covers six months of basic needs, a transition plan will be developed to integrate beneficiaries into longer-term economic recovery activities. This could include linking them with livelihood programs, vocational training, or financial inclusion initiatives.

Shelter activities will begin with targeted interventions in identified locations, ensuring alignment with local government plans. Depending on the security situation, shelter activities may expand to new areas, prioritizing the most vulnerable households. The programme will gradually shift from emergency repairs to durable solutions.

Following the Rapid Gender & Protection Assessment, protection activities will transition toward long-term support and strengthening local service providers. This includes training social workers, improving referral pathways, and establishing case management systems to ensure sustained support for at-risk populations.

CWS

After this initial period and contingent upon receipt of funds, CWS, with a local partner, will begin implementing livelihoods programming with an eye towards longer-term, more sustainable results for program participants. In the short and medium term, individuals will participate in a Cash for Work program, allowing them to earn a living while performing useful tasks for their communities. In the medium term, program participants will have access to services that will help them provide for themselves more sustainably through:

- Reskilling/retraining
- Business microgrants
- Business and entrepreneurship trainings

CWS will also continue basic needs, MPCA, legal, medical, and MHPSS activities.

During one winter during the Appeal, CWS will also deliver solid heating fuel to rural IDP households. The Odeska Oblast is home to more than 200,000 IDPs. Many lack the financial resources to rent or buy lodging in the city. Some move in with relatives in rural areas. Others work with local authorities to move into abandoned homes in the villages. These abandoned homes are often in poor repair and either do not have intact gas or electric heating, or the gas or electric heating is too expensive. In these cases, provision of solid fuel can be essential to the wellbeing of the household.

HIA

In medium term, HIA can focus on conducting further assessments in different sectors in order to effectively align its programme to the local needs. In parallel with that, the organization is going to focus particularly on the following activities in the next period of the Appeal implementation:

- Finalization of the ongoing WASH repair project in the local school of Kozolets, Kyiv oblast.
- Continuation of the ongoing protection activities including the provision of MHPSS support to the victims of the war and gender-based or domestic violence living in Mother Homes, child protection support to IDP and non-IDP children in Sure Start Centres in Zakarpattia oblast; as well as provision of community-based, locally led protection services through FSG initiatives countrywide.
- Continuation of the preparation and implementation of the 2nd phase of the veteran project targeting the labour market reintegration of ex-combatants under the livelihood component of the appeal.
- Preparation for winterization interventions under the S/NFI component of the appeal and implementation of winterization projects through own implementation and FSG initiatives.

Besides the above activities, further interventions including shelter and WASH infrastructure rehabilitation projects, direct and FSG-based distribution of in-kind food, WASH and S/NFI supplies and the distribution of further MPCA are also on the agenda in the light of the incoming funding. The provision of training and capacity building for local partners will also be an integrated part of the next phase, to strengthen their resilience, self-governance capacities and compliance with humanitarian standards and donor requirements.

Diaconia CRD

After the initial three months, the program will gradually transition to a phase focused on long-term community resilience and self-sufficiency. The transition strategy aligns with the Ukrainian national emergency response plan by reinforcing local capacities and community resilience. Psychosocial and educational programs support the government's efforts to integrate IDPs into host communities. Regular coordination with local government bodies, humanitarian actors, and community organizations will ensure that the response remains aligned with evolving national priorities and effectively addresses the most urgent needs.

Eleos-Ukraine

NGO "Eleos-Ukraine" joined the ACT Alliance in December 2025. The organization currently possesses all necessary capacities for an immediate start of project implementation, particularly in the Multi-Purpose Cash Assistance (MPCA) component. In April 2026, a Memorandum of Understanding regarding readiness to participate in joint projects was signed with the Zviahel City Council and local NGO partners: NGO "STEM MAKER" (Konotop, Sumy region) and NGO "IDPs of Zviahel" (Zviahel, Zhytomyr region).

To implement the Health component, a comprehensive assessment of medical equipment needs for facilities in the city of Sumy was conducted in April 2026. These requests have been verified, and readiness for cooperation has been officially confirmed by the Health Department of the Sumy Regional State Administration. Additionally, local Eleos team in Sumy is fully formed and prepared to deploy project activities in the protection sector and to further develop the "Family Hub" facility.

Primary participants

The selection of primary participants is informed by needs assessments, service mapping, and consultations with local authorities and communities to ensure assistance reaches the most vulnerable. This appeal prioritizes IDPs, returnees, and war-affected individuals, particularly women, children, persons with disabilities (PwDs), elderly individuals, veterans/ex-combatants and survivors of gender-based violence (GBV). Lessons from previous appeals emphasized the importance of refining vulnerability scoring systems, enhancing community participation in targeting, and strengthening accountability measures. The response applies context-specific selection criteria tailored to each sector, ensuring aid is delivered transparently and effectively.

LWF focuses on front-line areas of Kharkiv and Sumy Oblasts, where humanitarian needs remain acute. A rapid needs assessment identified IDPs, returnees, and war-affected families as priority groups, with targeted assistance for women, children, and PwDs through MPCA, MHPSS, and rehabilitation of inclusive infrastructure. Lessons from past interventions underscored the need for community-based targeting to prevent exclusion and improve service access.

HEKS/EPER applies a service mapping and vulnerability scoring system to prioritize those most at risk while coordinating referrals for additional support. MPCA eligibility aligns with CWG and Ministry of Social Policy criteria, ensuring assistance reaches households earning below subsistence levels, female-headed families, PwDs, and the elderly. SCLR selection criteria are defined through co-design workshops, ensuring interventions are community-led and contextually relevant. Shelter support follows SNFI Cluster Guidelines, and Cash for GBV prioritizes those facing immediate safety

risks and urgent health needs. Evaluations from prior programs highlighted the importance of clear selection criteria to minimize social tensions and ensure fair distribution.

CWS coordinates with local implementing partners and social services to identify program participants. Winter support targets rural IDP families in Odeska Oblast, where infrastructure damage limits access to aid. In Odesa city, highly vulnerable women, including GBV survivors, LGBTQ+ individuals, sex workers, and individuals with HIV, receive supermarket and pharmacy vouchers, medical and legal support, and psychosocial services. Older individuals in rural areas receive food and NFI assistance, with social workers linking them to additional services. Past evaluations demonstrated the effectiveness of localized targeting and community outreach in reaching marginalized populations.

HIA ensures localization and community-led response principles by working closely with NGOs, CSOs, and authorities. The response prioritizes women, children, PwDs, and vulnerable IDPs, using MPCA to meet basic needs and SNFI assistance for host communities and displaced populations. Veterans are supported through a livelihood initiative focused on reintegration into the labor market, as well as community-based rehabilitation programs. The needs of GBV survivors and domestic violence victims are addressed through community-based protection activities. Previous programs highlighted the need for direct engagement with affected populations to tailor assistance effectively.

Diaconia CRD applies localized needs assessments and direct engagement with affected communities to determine participant selection, particularly in Kharkiv and Poltava regions, where IDP needs are substantial. Focus groups, community feedback mechanisms, and direct consultations with local partners guide targeting to ensure aid reaches the most vulnerable while minimizing duplication. MHPSS activities are prioritized for IDPs in Poltava, where 56,650 displaced individuals reside, 35% of whom are children. A new psychosocial support center will provide family-oriented services, educational support, and recreational activities to help children and adolescents cope with trauma. Food security assessments in Poltava revealed limited NGO presence addressing food shortage among IDPs. As a result, food assistance will be delivered to pre-identified vulnerable households in collaboration with local authorities to ensure effective distribution. Prior evaluations emphasized the need for stronger coordination between psychosocial and food assistance programs to support holistic recovery.

Eleos-Ukraine. The selection of participants is based on the principles of inclusivity and impartiality, focusing on the most vulnerable population groups whose access to basic services has been restricted due to the armed conflict. To ensure transparency and effectiveness of aid, Eleos-Ukraine applies a differentiated approach to participant selection across three key sectors:

- **Health:** This component primarily focuses on restoring institutional capacity and developing the potential of three specialized medical institutions in Sumy. The target participants are patients (at least 500 individuals) and medical personnel working under conditions of critical staff shortages. The project aims to expand the range of medical services through technical re-equipment, allowing these facilities to maintain high-quality care despite excessive workloads on existing staff and the risks of operational system collapse.
- **Multi-Purpose Cash Assistance (MPCA):** The program covers two strategic groups. The first consists of residents of frontline Konotop (Sumy region) who live under constant threat of shelling. The second group includes internally displaced persons (IDPs) in the Zviahel community (Zhytomyr region), where over 3,000 IDPs currently reside with virtually no systemic donor support. Selection is based on multi-vulnerability criteria verified through individual surveys. To ensure accountability and prevent aid duplication, we utilize the "Building Blocks" platform, which enables effective real-time data deduplication.

- **Protection:** Activities in this sector cover adults and children among IDPs and residents of frontline territories. According to needs assessment results, there is an acute deficit of specialized protection and psychosocial support (MHPSS) services in the city of Sumy, significantly increasing the risks of long-term population traumatization. Priority is given to individuals who have survived shelling or evacuation, as well as families requiring comprehensive support within the "Family Hubs" network.

All selection processes adhere to Sphere Standards and are integrated into the overall project Theory of Change, ensuring a transition from emergency relief to sustainable community recovery.

Across all organizations, participant selection is evidence-based and community-driven, ensuring the response remains inclusive, transparent, and adaptive to evolving needs. Lessons from previous appeals have strengthened targeting methodologies, accountability measures, and community engagement practices, reinforcing local ownership and aid effectiveness.

Monitoring and evaluation

The comprehensive M&E plan ensures a unified approach across all requesting members, integrating remote and field monitoring practices that build on members' existing M&E systems and the ACT Secretariat's overall quality framework. For the first time, accountability indicators have been introduced as a specific output in the Results Framework, strengthening community participation, transparency, and feedback mechanisms. M&E activities will include regular monitoring visits, participatory data collection, post-distribution monitoring (PDM), and after-action reviews (AARs). Members will ensure that Sex, Age, and Disability Disaggregated (SADD) data is collected and analyzed to enhance inclusivity and impact assessment. Digitalization will be prioritized to improve data accuracy and reduce manual errors, following lessons from previous humanitarian responses.

LWF will track SMART and SADD indicators monthly and quarterly, integrating AAP, CRFM, and PDM mechanisms. Following donor recommendations, new accountability indicators will monitor complaints received and resolution rates. Evaluations have highlighted the need for stronger gender-sensitive monitoring, ensuring that women, PwDs, and marginalized groups actively shape program decisions.

HEKS/EPER will apply its MEAL framework, using CommCare digital tools for data collection and analysis. Project monitoring will be conducted monthly with an Indicator Performance Tracker. PDM surveys, calculated at a 95% confidence level, will assess MPCA and shelter interventions. Annual internal evaluations in the form of After-Action Reviews (AARs) will generate and capitalize on learning across all sectors and cross-cutting issues.

CWS ensures CHS and Sphere compliance through monitoring visits, program participant surveys, and complaint mechanisms. Partner capacity-building strengthens SADD data collection and analysis, with findings used to adapt selection criteria, distribution frequency, and response priorities. Following previous evaluations, feedback analysis by gender, age, and ethnicity will improve program responsiveness, with changes communicated via meetings, social media, and on-site materials.

HIA's MEAL framework ensures project goals are met through monitoring, evaluation, and continuous improvement. It defines roles, reporting procedures, and data collection methods aligned with CHS and SPHERE standards. Digitalization enhances data accuracy and efficiency. MEAL uses qualitative and quantitative data for evaluation, with reports integrated into Power BI for cross-sectoral analysis. Regular monitoring visits verify implementation, while partners follow standardized reporting for sustained quality and compliance.

Diaconia CRD develops an M&E plan aligned with the Results Framework, ensuring regular monitoring visits, PDM surveys, and qualitative assessments. Drawing from past program evaluations, the focus will be on streamlined data collection, SADD disaggregation, and accountability tracking. Capacity-building will strengthen partners' ability to collect and analyze data effectively, ensuring high-quality and transparent humanitarian response. An external evaluation will be conducted at the end of the appeal assessing compliance with OECD/DAC criteria, CHS standards and the appeal's objective and outcome indicators.

Eleos-Ukraine. To ensure high-quality humanitarian response and Accountability to Affected Populations (AAP), the Eleos implements a comprehensive MEAL system based on the Core Humanitarian Standard (CHS) and Sphere standards.

- **Mental Health and Psychosocial Support (MHPSS).** Monitoring is based on the IASC hierarchical intervention pyramid. Mental health impact assessment is conducted through a pre- and post-testing model using validated instruments: the WEMWBS (for adults) and the SDQ (for children). We track not only the volume of services provided (individual and group sessions) but also the level of resilience restoration: the target indicator is 80% of beneficiaries reporting improved psychosocial well-being.
- **Procurement and Transfer of Equipment to Medical Facilities.** Procurement control is exercised through transparent tender procedures (via the Zakupivli.pro platform) to minimize corruption risks. Monitoring includes: Technical Supervision: verifying compliance with technical specifications and quality standards before signing acceptance-handover acts. Effectiveness Evaluation: analyzing the impact of the installed equipment on the facility's capacity and the community's access to specialized care.
- **UCT (Unconditional Cash Transfer).** Management of the cash component is grounded in the principles of data security and operational efficiency. To prevent aid duplication (double-dipping) and ensure the equitable distribution of resources, the project utilizes the blockchain-based Building Blocks platform.

Deduplication and Verification: Beneficiary registration is integrated into the Building Blocks ecosystem, enabling real-time data reconciliation with other humanitarian actors operating in target regions. This ensures that each household receives assistance only once within a specific payment cycle, minimizing the risk of financial misappropriation and technical errors.

Vulnerability Control: Preliminary verification is conducted via Key CRM, cross-referencing beneficiaries against established ACT Alliance vulnerability criteria.

Post-Distribution Monitoring (PDM): Mandatory monitoring is performed 30 days post-disbursement. The primary focus is evaluating the reduction of the reduced Coping Strategy Index (rCSI) and the beneficiaries' ability to meet critical needs (food, rent, medication). The target indicator is at least 80% of recipients confirming improved access to basic goods and services as a direct result of the grant.

Risk Management

All implementing partners conduct comprehensive risk assessments and apply mitigation strategies to ensure the continuity, safety, and effectiveness of humanitarian responses in Ukraine. Security risks, operational challenges, financial instability, and beneficiary protection risks are continuously monitored, with lessons from past operations shaping adaptive approaches.

LWF and its local implementing partners operates in front-line areas of Kharkiv and Sumy, where continuous shelling and military activity pose significant access risks. Security monitoring procedures allow staff and community members to receive real-time safety updates. Risk mitigation includes an adaptive approach using local staff and community networks, along with strengthened security coordination mechanisms between LWF and HIA.

HEKS/EPER faces severe access constraints in high-risk zones, where aerial attacks and unexploded ordnance (UXOs) threaten humanitarian operations. The organization participates in the INGO Security Forum and coordinates with UN OCHA and CIMIC for security updates. A Go-No-Go system restricts movement within 15 km of frontlines, requiring prior risk assessment and humanitarian notification clearance. To address market and supply chain disruptions, HEKS/EPER maintains multiple suppliers, contingency stock reserves, and close coordination with the Logistics Cluster. Community engagement remains central to prevent misinformation and ensure that distribution processes do not increase protection risks for beneficiaries.

CWS mitigates risks through local partnerships, information-sharing, and careful security planning. The organization actively monitors news reports, regional Telegram channels, and humanitarian security networks to assess evolving risks. Feedback mechanisms ensure that community concerns and programmatic risks are promptly identified and addressed. Lessons from previous responses emphasize the importance of coordinated risk-sharing strategies across partners, improving resilience and response adaptability.

HIA applies complex risk analysis and mitigation measures to manage potential risks of implementing the Appeal in a volatile environment. To this end, HIA actively participates in the work of national and international humanitarian coordination networks and platforms (Humanitarian NGO Platform for Ukraine, INSO, ACT Ukraine Forum etc.), follows the available regional and national communicational channels of the NGO community (Telegram, WhatsApp etc.) and cooperates with local, regional and national authorities to identify potential economic, political or programmatic risks, and elaborate effective mitigation measures based on sharing knowledge, experiences and capacities as well as cooperation. HIA involves security specialist in the analysis of potential security risks and the elaboration of effective mitigation measures and actions based on international standards to ensure the safety of its staff, partners and beneficiaries. In the case of community-based interventions and the involvement of sub-implementing partners, HIA applies additional risk management measures requiring partners to identify economic, political, security, environmental, financial, sectoral and programmatic risks and elaborate adequate mitigation measures for them.

Diaconia CRD operates in areas facing significant security and operational risks, including staff safety concerns, disrupted supply chains, and fluctuating costs. A flexible response strategy ensures that activities can be relocated or adjusted based on security conditions. Financial risks, such as fraud or price volatility, are mitigated through careful procurement planning, supplier diversification, and strong financial oversight. Coordination with local partners and security networks enhances real-time decision-making. The organization also sees opportunities in leveraging local knowledge, expanding partnerships, and adapting innovative approaches to meet emerging needs more effectively.

Eleos-Ukraine. Risk assessment is Eleos's strong suit; every identified factor features a clear impact description and a tailored mitigation strategy. The primary risk involves the escalation of hostilities

in the Sumy oblast, potentially restricting access to beneficiaries. To counter this, Eleos has developed Plans that pivot to remote service delivery (legal aid, MHPSS) via hotlines and messaging apps. Financial risks, including inflation and fraud, are neutralized through strict internal controls, framework agreements with vetted vendors, and the segmentation of cash assistance.

All partners prioritize proactive risk assessment, contingency planning, and adaptive security measures to navigate the complexities of conflict. By integrating lessons learned from past responses, strengthening local partnerships, and maintaining flexibility in operations, humanitarian assistance remains safe, effective, and accountable despite ongoing challenges.

Safety and Security plans

All members follow the ACT Alliance Safety and Security Guidelines, conducting continuous risk assessments and adapting protocols based on lessons from past operations. Coordination with OCHA, INSO, and local authorities ensures informed decision-making and preparedness.

LWF and its local partners maintains a comprehensive security risk assessment, reviewed monthly, with a dedicated safety officer providing real-time updates. Following the UKR221 Appeal Evaluation, security measures have been strengthened to address gender-specific risks and ensure inclusive interventions. **LWF** and **HIA** are now sharing security resources, enhancing coordination and generating cost savings.

HEKS/EPER operates with strict access protocols due to aerial attacks, UXOs, and poor road conditions. A Go-No-Go system restricts movement within 15 km of frontlines, with marked vehicles, PPE, and first aid kits enhancing staff safety. Security coordination with INGO forums and local authorities supports operational decisions.

CWS applies an acceptance-based security approach, ensuring community engagement to mitigate risks. Operating in Odeska Oblast, teams monitor air raid alerts, access shelters, and use satellite communications for emergency response. Staff are trained in trauma first aid.

Christian Aid regularly updates its security plans, with external consultants providing 24/7 guidance. Field staff carry trauma kits, follow air raid protocols, and undergo HEAT training. Emergency evacuation and communication procedures are in place, with partners receiving security support as needed.

HIA continuously assesses risks through local security officers and coordination with INSO and OCHA. Staff in high-risk areas receive PPE, nuclear emergency kits, and defensive driving training. Vehicle tracking and satellite communication enhance security. Local partners are supported with training and protective equipment. HIA and LWF also share security-related knowledge and capacities to increase the efficiency and coherence of their security risk management and operational response.

Diaconia CRD ensures security plans remain adaptable, using a Go-No-Go approach for restricted areas. Staff and partners receive briefings, trauma first aid training, and access to emergency communication systems. Coordination with INSO and security bodies strengthens operational safety, while partners receive support in risk preparedness.

All partners prioritize staff safety through training, protective measures, and clear risk mitigation strategies, continuously refining protocols based on operational lessons learned.

Eleos-Ukraine. The safety of staff and beneficiaries is Eleos's top priority, regulated by internal SOPs and ACT Alliance protocols. Employees are equipped with personal protective equipment (body armor, helmets) and IFAK-standard first aid kits, alongside mandatory regular training. A 'Go/No-Go' system is in place to automatically suspend activities during periods of intensified shelling. For

infrastructure facilities such as hospitals and offices, Eleos ensures the availability of equipped shelters and power stations to mitigate the impact of prolonged energy blackouts.

Exit strategy

In close cooperation with ACT Ukraine Forum, appeal members work toward capacity sharing and empowering of local organisations and community members.

LWF will continue to collaborate with NGOs and CSOs to build their capacity in responding local needs and advocating with the authorities on the issues faced by the IDPs and other most vulnerable people. While shifting the majority of implementation through the local partners, **LWF** is prioritizing capacity building to ensure quality, accountability, and full compliance with humanitarian standards, enabling partners to independently manage small-scale humanitarian responses in a responsible and effective manner. Establishing non-financial Memoranda of Understanding (MoUs) with local authorities, collective site management, and schools is a strategic approach to institutionalizing local ownership, strengthening accountability, and ensuring the sustainable use, maintenance, and long-term viability of project-supported resources and infrastructure beyond the project lifecycle.

HIA. If necessary, HIA will implement a complex exit strategy which facilitates the gradual transition of its response to local actors while in parallel ensures the feasibility and sustainability of the interventions and results planned under the ACT UKR251 Appeal. The strategy includes the following measures:

- Downscaling of operational capacities in Western, Eastern and Central Ukraine including a mayor decrease of personnel and significant reduction or complete elimination of office capacities in Lviv, Kyiv and Dnipro.
- Stabilizing operability in Zakarpattia region, focusing on the strengthening of existing operations and program capacities and developing new capacities in the Berehove office.
- Sharing capacities with other ACT partners. For example, mutual sharing of security equipment, safety expertise and office equipment with LWF, or sharing of program data and data management capacities with CA.
- Localization of programs through the capacity-building of FSG beneficiaries focusing on the introduction of humanitarian, procurement, accountability and safeguarding, reporting and do-no-harm standards and principles; as well as through the capacity building of local partners including strategy development, elaboration of organizational policies, provision of fundraising and donor engagement support as well as continuous consulting and technical support

Eleos-Ukraine's exit strategy is focused on ensuring the sustainability of results by strengthening local social protection and healthcare systems. Eleos avoids creating parallel structures, choosing instead to integrate Eleos's services, such as MHPSS and case management, directly into the operations of municipal centers. A critical component of this transition is the transfer of equipment to hospitals in the Sumy region onto the community balance sheets, supported by comprehensive technical training for staff to ensure proper long-term operation. Following the conclusion of multi-purpose cash assistance funding, beneficiaries are redirected toward state social support programs or specialized livelihoods restoration projects. Furthermore, its local partners, including NGO "STEM MAKER" and NGO "IDP Zvyahel," undergo institutional capacity building to enable them to secure resources independently in the future. Ultimately, the intervention concludes by fostering community self-reliance and systematically reducing long-term dependence on humanitarian aid.

Budget

Screenshot of the appeal budget summary:

actalliance	Appeal Total	Lutheran World Federation, Ukraine	Hungarian Interchurch Aid	HEKS/EPER	OWS	Diaconia ECCB CRD	ELEOS
		USD	USD	USD	USD	USD	USD
Direct Costs	5,323,037	2,457,832	520,372	4,250,576	501,018	419,555	453,135
1 Project Staff	1,719,391	421,799	193,082	827,095	157,345	32,128	80,442
2 Project Activities	7,238,628	1,837,032	946,576	3,235,552	713,538	353,105	402,893
Advocacy	120,000	120,000	-	-	-	-	-
Education	427,218	427,218	-	-	-	-	-
Food and Nutrition	247,162	-	-	-	188,975	89,187	-
Health	217,349	-	-	-	47,962	-	223,887
Livelihood	167,911	-	34,265	-	141,546	-	-
Multipurpose Cash	2,180,764	184,128	123,364	1,738,416	39,825	-	105,121
Protection and Psychosocial	1,341,597	227,976	233,812	272,180	40,736	252,918	73,985
Shelter and Settlement	2,189,702	848,940	49,944	1,034,916	126,123	-	-
WASH	447,736	72,000	105,703	160,000	89,033	-	-
Capacity Development for Local Partners	31,787	-	31,787	-	-	-	-
Community Engagement	27,930	-	27,930	-	-	-	-
3 Quality and Accountability	188,316	188,316	9,817	87,888	16,000	11,193	-
4 Logistics	135,458	65,250	9,964	40,238	13,814	4,901	-
5 Assets and Equipment	41,276	9,345	3,933	9,771	-	18,227	-
Indirect Costs	1,315,954	251,282	144,371	649,858	160,952	73,757	25,704
Staff Salaries	954,580	128,118	140,174	534,897	110,032	83,076	8,402
Office Operations	331,404	133,164	4,197	115,161	50,889	10,719	17,302
Sub Budget	10,839,891	2,729,184	664,743	4,899,934	1,091,970	493,312	478,839
ACT Secretariat management cost SMC @ 3	319,170	81,875	28,942	147,016	31,859	14,813	14,885
External Evaluation	50,000	-	-	-	-	-	-
Total Budget + SMC	11,608,171	2,811,059	693,685	5,047,550	1,093,829	508,685	493,504

Quality and Accountability

Please be mindful of [ACT Alliance mandatory policies](#) including the [ACT Alliance Code of Good Practice](#), which outlines the commitment of all ACT Alliance members of continuous improvement while striving to achieve best practice principles.

As ACT Alliance secretariat is CHS certified, ACT appeals will be implemented with adherence to CHS commitments.

Code of Conduct

All members integrate the Code of Conduct (CoC) into project activities to ensure ethical behavior, transparency, and accountability. Staff, volunteers, and partners are required to sign and adhere to the CoC, with clear protocols for training, enforcement, and addressing violations. Lessons from past evaluations have led to strengthened reporting mechanisms, improved community awareness, and targeted capacity-building efforts.

LWF ensures all staff sign the CoC in their preferred language, including Ukrainian, and complete mandatory induction training. Findings from the UKR221 Appeal Evaluation highlighted the need for a stronger gender-sensitive approach, leading to increased engagement of women-led organizations, better gender-disaggregated data collection, and vocational training for female-headed households. Adapted reporting and feedback systems enable communities and staff to report misconduct, with serious violations promptly investigated.

HEKS/EPER adheres to the Core Humanitarian Standard (CHS) and requires all staff to comply with its CoC. Regular training reinforces ethical responsibilities, and structured complaint mechanisms ensure accountability. Evaluations have underscored the importance of clear reporting lines, prompting the organization to refine its investigation protocols and compliance procedures.

CWS requires all staff and partners to adhere to the ACT Alliance and CWS CoC, with mandatory training and regular reviews. Following the 2024 ACT Evaluation, which highlighted gaps in awareness, CWS strengthened partner training and expanded community engagement through complaint mechanisms and public information campaigns. The CoC is reinforced throughout project cycles and monitored through bi-monthly visits.

HIA adheres to both ACT Alliance and its own CoC, ensuring compliance through training and oversight. Past program reviews emphasized the need for stronger partner accountability, leading to capacity-building initiatives for local organizations. Community engagement efforts now prioritize clear communication of CoC principles and complaint procedures to affected populations. HIA uses feedback mechanism, leaflets and other means of online platforms to improve accessibility during the response.

Diaconia CRD has recently adopted its first formal CoC, reinforcing ethical principles and behavioral expectations. Drawing from past program experiences, the organization has implemented stricter oversight and mandatory reporting requirements. Partners must adhere to CoC provisions, with strengthened mechanisms for investigation and response to misconduct.

All members ensure ongoing CoC enforcement through training, monitoring, and transparent reporting. Lessons from evaluations continue to shape improvements, reinforcing ethical standards and accountability in all project activities.

Eleos-Ukraine. All its staff members, volunteers, and partners are obligated to sign and strictly adhere to the Code of Conduct, which is anchored in the ethical frameworks of the ACT Alliance. The Code enforces a zero-tolerance policy regarding any forms of discrimination, corruption, and abuse of power, serving as a critical mechanism to mitigate safeguarding and operational risks. Eleos will conduct mandatory induction training for newly onboarded personnel, alongside structured, regular refresher sessions for the existing team. Particular emphasis is placed on mainstreaming a gender-sensitive approach and demonstrating profound respect for the socio-cultural dynamics of the host communities. Any violation of the Code triggers an immediate, impartial investigation and subsequent disciplinary measures, guaranteeing a secure and dignified environment for the affected populations. Furthermore, Eleos mandates that its implementing partners maintain their own or suitably adapted codes of ethics that strictly align with core humanitarian principles.

Safeguarding

All members are committed to ensuring the safety and well-being of all individuals engaged in project activities. This includes preventing sexual exploitation, abuse, and harassment (PSEAH), prioritizing child safeguarding, and integrating safeguarding principles into all aspects of programming. Each partner follows the ACT Safeguarding Policy Framework, implementing preventative measures, clear reporting protocols, and survivor-centered response mechanisms.

LWF applies a zero-tolerance approach to safeguarding violations, particularly regarding sexual exploitation and abuse (SEA), gender-based violence (GBV), and child protection. Safeguarding and PSEA training is provided to all staff, and anonymous reporting channels allow beneficiaries and staff to submit complaints. A dedicated PSEA focal point monitors and responds to all safeguarding issues. Cases are handled using a survivor-centered approach, ensuring coordination with relevant service providers.

HEKS/EPER integrates protection mainstreaming across all operations to ensure a safe and inclusive environment for beneficiaries and staff. Biannual safeguarding training is provided for staff and partners on topics including PSEAH, Psychological First Aid, and gender sensitivity. Sensitive complaints related to fraud, corruption, SEA, and child protection are immediately escalated to HEKS/EPER's Global Compliance Team for investigation. The organization also prioritizes safe identification and referrals to ensure survivors receive appropriate support.

CWS embeds safeguarding within its Code of Conduct, Child Safeguarding Policy, and PSEAH Policy, ensuring compliance across all partner organizations. Safeguarding considerations are integrated into program design, with a focus on accessibility and risk reduction for marginalized populations. Local partners receive training and support to strengthen their safeguarding policies and ensure ethical program delivery. Safeguarding-related incidents can be reported through direct communication with staff, an email to the compliance team, an anonymous online reporting platform, or the OCHA Hotline. The administration of complaints follows a strict timeline, requiring any staff aware of misconduct to report it within 48 hours, after which an investigator is assigned within another 48 hours.

HIA has a comprehensive Safeguarding Policy that ensures all individuals engaged in its programs are protected from harm. The organization enforces a zero-tolerance policy for abuse, exploitation, and harassment. A dedicated Child Safeguarding Policy and Child Protection Code of Conduct provide specific guidance on preventing child abuse. Local implementing partners are trained to uphold safeguarding commitments, and all complaints related to safeguarding concerns are investigated promptly with full confidentiality.

Diaconia CRD recently developed its Code of Conduct, emphasizing the prevention of PSEAH and ensuring strong child safeguarding measures. The organization upholds UN safeguarding principles, including prohibitions on sexual relationships with beneficiaries and abuse of power. Child safeguarding measures prioritize protection from abuse, neglect, and discrimination, following Sphere Minimum Standards for Child Protection. Strict reporting mechanisms ensure that safeguarding concerns are investigated in a timely manner, with protections in place for survivors and whistleblowers.

Eleos-Ukraine implements a comprehensive safeguarding policy dedicated to the Prevention of Sexual Exploitation, Abuse, and Harassment (PSEA). To ensure the highest standards of accountability, Eleos has appointed designated PSEA Coordinators who are responsible for continuous risk monitoring and the management of confidential reports. All project activities, with a particular focus on its work with children in Zvyahel and Konotop, are viewed through the lens of child protection and strict adherence to the principle of the "best interests of the child". Eleos's commitment to safety is supported by secure and anonymous reporting channels, such as hotlines and QR-codes integrated into its informational materials. Any reported violation is addressed through a survivor-centered approach, which guarantees absolute confidentiality and ensures immediate referral to specialized support services. Furthermore, Eleos conducts regular safeguarding audits to identify and eliminate any operational "blind spots," ensuring a consistently safe and protective environment for all beneficiaries and staff.

All partners have mandatory safeguarding training for staff and partners, clear reporting mechanisms for safeguarding violations, and survivor-centered response plans that ensure protection and confidentiality. By integrating preventative safeguards, training, and accountability mechanisms, partners create a safe and protective environment for all beneficiaries, staff, and community stakeholders.

Conflict sensitivity / do no harm

All implementing partners are committed to ensuring that humanitarian assistance does not exacerbate tensions or cause unintended harm. A Do No Harm approach is applied throughout the

project cycle, integrating inclusion, transparency, and risk mitigation to minimize any potential negative impact. Lessons learned from past evaluations inform partners' approaches, ensuring continuous improvement and accountability.

LWF applies an inclusion-sensitive conflict lens to ensure aid does not worsen tensions among IDPs, returnees, and war-affected communities. Its long-term presence and ongoing nexus work in target areas help build resilience and trust within communities. LWF works closely with community-based staff, ensuring humanitarian response is aligned with local dynamics and does not create divisions. Staff receive training on humanitarian principles, emphasizing neutrality, impartiality, and delivering aid based on need alone.

HEKS/EPER continuously analyzes local dividers, tensions, and community capacities, incorporating lessons learned from previous humanitarian responses to refine its approach. Recognizing the impact of aid on communities in hard-to-reach (HTR) areas, HEKS/EPER ensures transparent and timely communication, a neutral beneficiary selection approach, and clear messaging to minimize misunderstandings. Risk mitigation measures are embedded in programming, and accountability mechanisms enable communities to raise concerns and receive appropriate responses.

CWS minimizes harm by working with trusted local civil society organizations that are well-integrated into social protection systems and local government structures. This ensures coordination, prevents duplication, and optimizes resource use. In response to the 2024 ACT Evaluation, which found that only 65% of surveyed program participants were aware of selection criteria, CWS has improved beneficiary communication through social media, program sites, and direct outreach to ensure transparency and minimize conflicts over aid distribution. CWS also maintains a strict confidentiality and ethical storytelling policy, requiring signed consent for data collection and providing partners with training on responsible communication and protection measures.

HIA applies a conflict-sensitive, survivor-centered approach, ensuring aid is inclusive and does not create tensions. Lessons from previous projects have strengthened HIA's beneficiary registration and selection process, ensuring clear communication to prevent misunderstandings within communities. HIA works with local NGOs and service providers to strengthen community-driven solutions, while its MEAL system ensures continuous adaptation based on emerging risks and survivor feedback. The confidential CRM system allows safe reporting of grievances, and environmental risks are also factored into shelter and resource allocation. HIA follows a "shared risk" approach, reinforcing Do No Harm principles in security and operational planning. HIA also supports its local partners in developing their own Do No Harm policies, ensuring that all aspects of beneficiary selection, procurement, and implementation follow conflict-sensitive guidelines.

Diaconia CRD applies a conflict-sensitive, inclusion-based approach, ensuring transparency, neutrality, and equitable resource distribution. By working with community-based staff and local organizations, Diaconia CRD ensures aid does not unintentionally contribute to tensions. Lessons learned from past responses have reinforced the importance of community engagement and transparency in selection criteria. Structured monitoring and feedback mechanisms allow for real-time adjustments, ensuring aid delivery remains responsive to emerging risks and local needs. Diaconia CRD provides capacity-building support to partners to reinforce ethical standards in humanitarian response, preventing unintended harm or inequalities.

Eleos-Ukraine. The project activities will be implemented with a profound understanding of local dynamics and potential tension points between different population groups, specifically between Internally Displaced Persons (IDPs) and host communities in Konotop (Sumy region) and Zvyahel (Zhytomyr region). Eleos applies inclusive beneficiary selection criteria to prevent any perception of injustice or favoritism. Transparent communication regarding the scope and timeline of assistance further helps to minimize unrealistic expectations and mitigate internal community conflicts. To

ensure the legitimacy of Eleos’s actions and foster trust, they actively involve local NGO leaders and community representatives in the needs verification process. This collaborative approach strictly aligns with the criteria and recommendations established by the Cash Working Group (CWG).

All partners remain committed to continuous learning and risk assessment, integrating past evaluations and community feedback to strengthen neutrality, inclusion, and accountability across all humanitarian interventions.

Complaints mechanism and feedback

All implementing partners have established transparent, inclusive, and accountable feedback mechanisms to ensure affected communities and stakeholders can raise concerns, provide input, and report misconduct throughout the project cycle. These mechanisms are designed to be accessible, safe, confidential, and responsive, incorporating lessons learned from past evaluations to improve participation and accountability. Each organization offers multiple feedback channels, ensuring diverse community preferences are met and concerns are addressed in a timely manner.

Partner-Specific Feedback Mechanisms

LWF operates a Complaints and Feedback Mechanism (CFM) that is actively promoted among staff and communities. Multiple reporting channels—hotline, email, and written complaints—allow beneficiaries to share concerns. Frequent monitoring visits help collect real-time feedback, while continuous orientation sessions ensure communities understand how to engage with the mechanism. Lessons from past implementation emphasize timely response and trust-building as key factors in CFM success.

HEKS/EPER’s accountability framework, shaped by Community Accountability Assessments (CAA), emphasizes community-led participation in feedback mechanisms. Established channels include: FCRM email specific to Ukraine, Online feedback form (QR code accessible) and Feedback boxes at distribution points. Dedicated accountability staff review all feedback within 14 days, with safeguarding and fraud complaints referred to HEKS/EPER’s Global Compliance Team for investigation.

CWS provides four reporting options for complaints and feedback: Directly speaking with staff, Emailing the CWS Compliance Team, submitting an anonymous electronic complaint, Calling the OCHA Hotline. Following the 2024 ACT Evaluation, which found low awareness of selection criteria, CWS enhanced community outreach and feedback accessibility via social media, in-person sessions, and local announcements. Partners are also trained to improve the accessibility and child-friendliness of feedback systems. Partners ensure that communities understand staff behavior expectations, the right to free aid, and their ability to provide complaints without fear of retaliation.

HIA ensures safe, non-threatening, and easily accessible feedback options, prioritizing vulnerable groups, including persons with disabilities and older individuals. Reporting channels include feedback boxes, hotline, email, and QR-coded electronic forms, safeguarding leaflets and posters with complaint information. Confidential CRM system ensuring privacy in handling grievances. HIA trains local partners in Do No Harm principles and integrates community feedback into program improvements through MEAL systems.

Diaconia CRD maintains formal and informal complaint mechanisms, ensuring direct community engagement during monitoring visits. Formal complaints can be submitted through (i) Direct reports to Diaconia team members (ii) Email, postal, and WhatsApp submissions and (iii) Ministry of Justice reporting link for high-level concerns. All reports are handled confidentially, with follow-up processes outlined in Diaconia’s Code of Conduct.

Eleos-Ukraine. To ensure the highest standards of Accountability to Affected Populations (AAP) and in full compliance with the Core Humanitarian Standard (CHS), Eleos-Ukraine implements a multi-channel, secure, and accessible feedback and complaints mechanism. This system harmonizes digital and offline instruments, including regular surveys, printed questionnaires with secure suggestion boxes at regional offices, and rapid access to structured electronic forms via QR-codes embedded in project visibility materials. Furthermore, Post-Distribution Monitoring (PDM) is integrated as a core pillar of Eleos’s accountability framework, providing a systematic platform for beneficiaries to share their feedback and verify the quality of assistance following the delivery of aid. This comprehensive approach guarantees confidentiality, facilitates the prompt and safe gathering of feedback from all demographics, and ensures the continuous adaptation of Eleos’s humanitarian response to the evolving needs of the community

Communication and visibility

All requesting members and implementing partners will ensure full compliance with the ACT Alliance Branding Policy and Guidelines to maintain consistent visibility and donor acknowledgment. Each organization will integrate ACT Alliance’s visual identity, messaging, and communication standards across project materials and outreach efforts.

Partner-Specific Branding & Visibility Actions:

LWF will adhere to ACT Alliance’s branding guidelines and standards, ensuring the proper use of logos, visual identity, and messaging in all internal and external communication materials.

HEKS/EPER, CWS, and Diaconia CRD will ensure full compliance with ACT Alliance’s Branding Policy and Guidelines, with Diaconia CRD designating the UA Project Manager to oversee branding adherence.

HIA will implement standard visibility measures, including (i) displaying ACT Alliance’s visual identity on buildings, equipment, shipment materials, distributed goods, operational materials, and project staff clothing, (ii) public outreach through multiple channels, such as press releases, press conferences, videos, photos, human interest stories, social media posts, and printed materials (brochures, factsheets, etc.), (iii) media engagement in Ukraine and Hungary, ensuring visibility in local and national outlets and (iv) coordination with the MEAL team to ensure transparency, accurate information-sharing, and effective donor communication.

All partners will actively communicate donor contributions, ensuring transparency and acknowledgment through: (i) Branded communication materials featuring ACT Alliance and logos and (ii) Regular reporting and updates shared with the Secretariat and funding members. By following these measures, ACT Alliance will be consistently acknowledged, reinforcing credibility and transparency across all communication platforms.