



ONG EPICENTR for CHILDREN

STRATEGIC PLAN 2022 - 2024

INDEX

1.- PRESENTATION	3
2.- IDENTITY	5
2.1.- MISSION	5
2.2.- VISION	5
2.3.- VALUES	6
3.- CONTEXTS	7
3.1.- EXTERNAL CONTEXT	7
3.2.- INTERNAL CONTEXT	9
4.- STRATEGIC OBJECTIVES	10
4.1.- Minors	10
4.2.- Context of War	10
4.3.- Construction	11
5.- ACTION PLAN	12
5.1.- Minors	12
5.2.- Context of War	14
5.3.- Construction	16
6.- MONITORING and EVALUATION DESIGN	17
7.- CONSLUSIONS	18

1.- PRESENTATION

The NGO Epicentr for Children, was founded in the city of Ternopil, in 2004, with the initial name Street Minors Foundation, with the purpose of working as a priority with minors, girls and boys, girls and children, in marginal, radical life situations, very unstructured families and in many cases non-existent, single-parent families, with addiction problems, mainly alcohol and drugs, all of them without any opportunity for decent development as human beings, in short, a job that was called "street minors".

In that initial period and the following ones, they were very complicated for the organization and its subsistence, with very little economic and organizational support, and with concrete projects of some success, especially at the local level.

Thanks to this stage, the NGO Epicentr for Children gradually positioned itself on the ground, making itself known in the environment of the public administration, Church and society of Ternopil, and receiving important contact information and models of efficient action, facing meet its objectives for the population of minors in states of greatest and extreme vulnerability.

In 2018, and thanks to the work of all the previous years, the organization experienced a significant change from its previous level, due to being chosen as a local partner of the Real Madrid Foundation, after long negotiations, audits, visits and other aspects. of social verification of the Real Madrid Foundation itself, in Ukraine.

Due to this important event, the organization changes its name to the current one, NGO Epicentr for Children, based on the support of a very important Ukrainian company, with a presence in all the cities of the country, called Epicentr K, whose owners decided to support financially and structurally to the entire NGO, so that it could meet the rigorous requirements of work and association with the Real Madrid Foundation, and with the aim of being able to reach as many minors and families as possible in Ukraine.

In this joint work that continues today, the NGO Epicentr for Children, has 7 Social Sports Schools, and a structure of 13 Social Centers in different localities of the country, in addition to enjoying an important national reputation, which makes it a first level recipient of the people and families with the highest vulnerability index, being a very active and reference actor, in these moments, in addition, of armed conflict.

The NGO Epicentr for Children has a very broad level of collaboration and relationships, highlighting its key position in public administrations, local councils, regional governments and central government, to such an extent that it has assigned different public interlocutors with direct access to the councils of the Public Administration in Ukraine of social decision, the NGO Epicentr for Children collaborates with the Ukrainian Red Cross, as well as with other humanitarian aid organizations in the country, has the important support of the Ukrainian Church, a basic institution of social influence importantly, it has a presence in colleges and universities, citizen and neighborhood associations, in short, it currently has a first-rate social presence.

We cannot fail to highlight the logistical and organizational capacity throughout the country, thanks to its main sponsor, Epicentr K, who makes all its staff, structure, logistics and transportation constantly available to the NGO, facilitating in a very solid way, all the social movements and initiatives of the humanitarian activities and actions of the NGO Epicentr for Children.

As a consequence of the above, the NGO Epicentr for Children currently has a framework agreement with the International NGO CESAL, in the leadership of humanitarian actions on the ground, in the country of Ukraine.

With its almost 70 employees, and its team of psychologists and social workers specialized in all actions and activities focused on people in extreme situations, they make the NGO Epicentr for Children one of the leading NGOs in the all Ukraine country.

<https://epicentr-children.org/>

2.- IDENTITY of the NGO EPICENTR for CHILDREN.

2.1.- MISSION.

The PURPOSE of the NGO is to be a solid entity in the care of people in Ukraine in the most marginal and extreme situations of coexistence, placing special focus on minors and women, through psychological help and covering the basic material needs of said target population.

The MISSION of the NGO is to have the adequate structure of action, to cover the purpose and reach the efficient attention of the greatest number of people. For this, the NGO Epicentr for Children, has specialized personnel and a presence in the Ukrainian territory with 13 social offices, as well as the necessary fundraising for the development of the aforementioned work.

2.2.- VISION.

The VISION of the NGO Epicentr for Children is to be the reference NGO in Ukraine on the ground, capable of being the local partner of the large humanitarian aid macro-entities, grounding the great programs and theoretical designs of social and humanitarian aid in Ukraine.

2.3.- For this, the NGO works from the following **VALUES**:

Solidarity as unconditional support to all people whatever their situation of need.

Equality in the treatment of people whatever their age, sex, social class or any other circumstance.

Transparency in all the actions and activities of the NGO, both in its area of development and in its economic area.

Respect for all people in recognition of their dignity and exercising full tolerance.

Passion in all our actions with the utmost love for the human being.

Commitment in the responsibility and importance of all work that affects other people.

Teamwork in the development of our common objectives with all the staff that work in the NGO.

Collaboration of our human team in the humanitarian actions to be developed and with everything that can improve the environment in which we find ourselves.

Creativity in our humanitarian actions generating new ideas and new solutions.

Motivation in the continuity of our actions always at the service of people.

Independence in decision-making, always focusing on the interest of the person.

Leadership in humanitarian actions in Ukraine with the intention of influencing the development and progress of the beneficiaries.

Innovation renewing our work method and mechanics always to seek the common good of the people we intervene.

3.- CONTEXTS.

3.1.- EXTERNAL CONTEXT.

Ukraine is a country with 604 thousand km² and a population of around 44 million inhabitants. It is one of the largest countries in Europe.

In recent years before the armed invasion, Ukraine was in the process of industrial and economic development, walking with the aim of adopting different economic examples from the countries of the European Union, including the tax system, in order to propose a development more equitable national and population global and combat the significant corruption that drags throughout its brief democratic history and especially, since its self-management and independence from the Soviet Union, from August 24, 1991.

In this context of measures and decisions to position itself in variables closer to developed countries, came the dramatic armed invasion of Russia, starting on February 24, 2022, which paralyzed and revolutionized the entire country, forcing it to assume a new reality of armed conflict, and entering another context of social drama.

Regarding the human situation, in addition to the civilians who have been killed or injured, at least 13.4 million Ukrainians had to leave their homes and move towards safe areas. 5.4 million people were displaced within the country and 8 million outside according to the United Nations Office for the Coordination of Humanitarian Affairs (UKRAINE HUMANITARIAN RESPONSE - KEY ACHIEVEMENTS IN 2022 | Situation Reports (unocha.org)). The western region of Ukraine is the one that received the most displaced people. Neighboring countries also received many displaced persons, such as Poland with 960,000 people and Romania with 90,000 people (Refugees from Ukraine in the EU - Consilium (europa.eu)).

During the summer of 2022 there were movements of displaced persons back to Ukraine. However, the conflict situation is constantly evolving. The instability of the conflict suggests possible new movements of displaced persons.

Displaced people are mostly women (60% of displaced adults according to UNWOMEN), girls and boys. Their living conditions were clearly altered by the conflict, particularly those of the girls and boys. The factors of alteration are numerous (separation of families, loss of a relative, destruction of schools and hospitals) and the problematic consequences for the proper psychosocial development of displaced girls and boys, according to UNICEF (War in Ukraine: Supporting children and their families | UNICEF).

The priority actions for the NGO Epicentr for Children seek to mitigate these consequences by launching psychosocial support sessions for girls and boys from 6 to 17 years of age in different cities in the north and west such as Kiev, Irpin, Khmelnytsky, Ruzhychanka, Skarzhyntsi and Ternopil in social work centers managed by the NGO Epicentr for Children.

The living conditions of the displaced women have also deteriorated. UNWOMEN (Rapid Gender Analysis of Ukraine | Publications | UN Women – Headquarters) and the United Nations Population Fund (Ukraine: Conflict exacerbates vulnerability of women and girls (unfpa.org)) explain that lack of access to services social and educational issues contributes to their increased workload and responsibility (“care for children, disabled and elderly relatives”) and disturbs their correct information and care in matters of sexual and reproductive health. The Ministry of Social Policy of Ukraine also pointed out in the report it presented in October 2022 to the Office of the United Nations High Commissioner for Human Rights (Experts of the Committee on the Elimination of Discrimination against Women Commend Ukraine for Achievements in Gender Equality, Raise Questions on Conflict-Based Sexual Violence | OHCHR) that increased cases of trafficking and sexual violence (due to Russian military).

The current context takes into account the violations of women's rights that are taking place and aims at the local level, through various actions, to address the gaps that were opened by the conflict. In a year of conflict, the United Nations Office for the Coordination of Humanitarian Affairs estimates that the number of people who needed humanitarian aid rose from 3 million to 18 million. 15.8 million people received help from humanitarian organizations in terms of food, hygiene, health care, support for education or legal support, among other examples.

On an economic level, the country's GDP fell 30% in 2022 (The economic blow of the war: Ukraine's GDP falls 30.4% in 2022 (elconfidencial.com)). The destruction of infrastructures, the disturbances in the production chains of the agricultural and industrial sectors, the occupations of territories by the Russian army largely explain the drop in GDP. This contraction was accompanied by a very significant rise in unemployment. It went from 8.9% in 2021 to 30% at the end of 2022. This situation reinforces the need for humanitarian aid to provide food to Ukrainians throughout the country and especially in the east and southeast, the main locations of the fighting.

At the environmental level, as the United Nations Environment Program mentions, the conflict is also causing numerous damages. The terrestrial and marine ecosystems are seriously impacted by the bombardments of the Russian army. The Ministry of Environmental Protection indicated in July 2022 that 900 protected natural areas were impacted by Russian military activities. The bombardment of strategic infrastructures such as refineries, pipelines, and energy production facilities caused soil contamination and could have long-term health consequences for the population with a recrudescence of cancers and respiratory diseases. The toxic substances and heavy metals contained in the ammunition are also elements that contribute to soil contamination.

3.2.- INTERNAL CONTEXT.

The NGO Epicentr for Children has a staff of 63 people at the time of writing this Strategic Plan, being mainly made up of psychologists and social workers specializing in minors.

The NGO has a presence through 13 Social Headquarters distributed in the following cities:

Kyiv – 3 Social Work Centers.

Irpın – 3 Social Work Centers – Kyiv Region.

Khmelnyskyi – 1 Social Work Center.

Ruzhychanka – 1 Social Work Center – Khmelnytskyi Region.

Skarzhentski - 1 Social Work Center – Khmelnytskyi Region.

Ternopil – 4 Social Work Centers.

Currently, the NGO Epicentr for Children is the local partner of the Real Madrid Foundation, since 2108, and it is the local partner of the NGO CESAL, developing and leading humanitarian proposals on the ground.

The economic means are covered mostly by the Ukrainian company Epicentr K, as well as by raising specific funds for humanitarian aid.

In addition, the NGO covers the entire national territory with the presence of the sponsor in all relevant cities of Ukraine. This presence and the business potential that Epicentr K means, constitutes a key advantage in terms of transportation, logistics development and service capacity and presence in any location in the country.

4.- STRATEGIC OBJECTIVES.

The **Strategic Objectives** are divided into the following areas of action.

4.1.- Humanitarian and Social Aid to Minors.

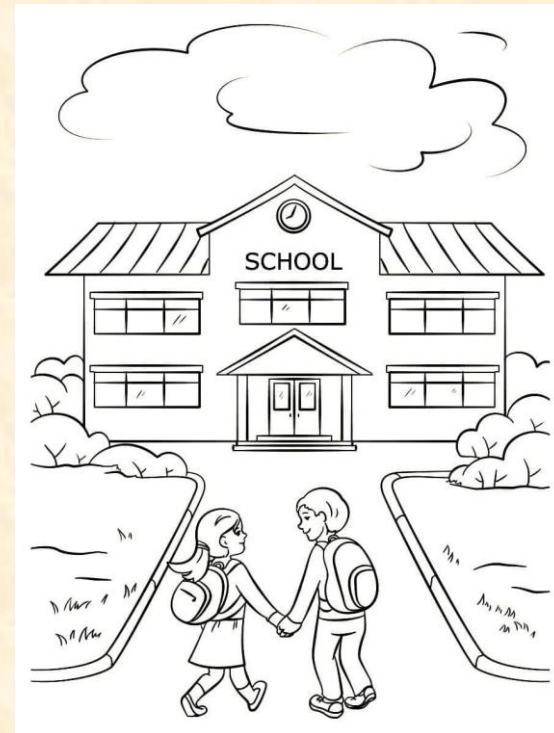
- Psychological care for minors and their families.
- Evolution in the academic studies of minors.
- Daily nutrition.
- Medical attention.
- Leisure management through activities that add value to the person.
- English language.

4.2.- Humanitarian Aid in the Context of War.

- Psychological care for all those who require it, focusing on minors and women.
- Recruitment of refugees and people in situations of maximum vulnerability, through:
Our Social Headquarters.
Local Administrations and Regional Administrations of Ukraine.
Schools and Universities.
Social Centers of other humanitarian aid entities.
Church.
- Contribution of basic necessities in terms of food and basic items.
- Integration of displaced persons in their new environments, especially minors and women.
- Rehabilitation through physical and psychological recovery retreats.

4.3.- Reconstruction / Reforms.

- Capture of reconstruction and reform needs in schools and locations where the affected population is minor.



Recruitment and organization of economic funds to cover the constructions or part of them.

Generally, they collaborate with other actors in charge of the direct organization of the reforms, such as the relevant Public Administration and those actors in whom this responsibility falls.

5.- ACTION PLAN and IMPLEMENTATION.

5.1.- Humanitarian and Social Aid to Minors.

- Support sessions and psychological assessment of minors. We have developed the psychological work plans and programs, all agreed upon and directed by the psychologists of the NGO Epicetr for Children, serving each and every one of the minor beneficiaries.

Beneficiary population of this action: 1.000 minors.

Calendar:

From September 2022 to June 2023.

From September 2023 to June 2024.

- Support for school subjects, through social workers, teachers and volunteers from the NGO Epicentr for Children. Within this school aid, special importance is given to the study of the English language, with all the beneficiaries having 2 classes per week of compulsory attendance.

Beneficiary population of this action: 1.000 minors.

Calendar:

From September 2022 to June 2023.

From September 2023 to June 2024.

- Daily Nutrition. Daily food is provided to all beneficiaries, after attending classes and activities organized by the NGO.

Beneficiary population of this action: 1.000 minors.

Calendar:

From September 2022 to June 2023.

From September 2023 to June 2024.

- Medical attention. The NGO has agreements with hospitals for the physical maintenance of minor beneficiaries. Every year minors have 2 mandatory medical check-ups. In addition, cases of illnesses, accidents and any eventuality that may arise are dealt with.

Beneficiary population of this action: 1.000 minors.

Calendar:

From September 2022 to June 2023.

From September 2023 to June 2024.

- Leisure management for Minors. On many occasions, the treated minors lacked quality leisure, simply being on the street, without adult attention, entering negative environments for the normal development of a person in formation, such as circles of alcohol and drugs. Every year we propose and develop weekly activities of many kinds, to achieve quality leisure, incorporating the aforementioned founding values, and working firmly on equality.

The activities are very diverse, cultural, visits to museums, heritage, etc., live or online interviews with famous and relevant people in Ukrainian society, singers, businessmen, athletes, etc. Organization of intellectual games, organization of garbage collection in green settings, notions of the environment, cooking classes, knowledge of personal hygiene, trips to other territories to establish social ties with other locations, and many other activities that the work team of the NGO creates every week.

Beneficiary population of this action: 1.000 minors.

Calendar:

From September 2022 to June 2023.

From September 2023 to June 2024.

5.2.- Humanitarian Aid in the context of War and after the War.

- Psychological care for all those who require it, focusing on minors and women. We have developed the psychological work plans and programs, all agreed upon and directed by the psychologists of the NGO Epicetr for Children, attending to each and every one of the beneficiaries with whom we work.

In addition, we have developed a follow-up and continuity tool for all cases that require it.

Beneficiary population of this action: 2.000 people.

Calendar:

From September 2022 to August 2023.

From September 2023 to August 2024.

- Contribution of basic necessities in terms of food and basic items.

Agreements have been reached with the most relevant supermarkets in the different towns, to innovatively develop Certificates or Vouchers, with which the beneficiary families can choose a basic purchase of first necessity, among different types of food, equipment, clothing, hygiene, etc.

Beneficiary population of this action: 5.000 people.

Calendar:

From September 2022 to August 2023.

From September 2023 to August 2024.

- Integration of displaced persons in their new environments, especially minors and women.

Events designed to integrate the different population currents are developed in the different locations where the NGO's main headquarters work.

Different people are put in contact, integration workshops are held, with a special focus on women.

Beneficiary population of this action: 500 people.

Calendar:

From September 2022 to August 2023.

From September 2023 to August 2024.

- Rehabilitation through physical and psychological recovery retreats. Camps and retreats are organized in order to contribute to the psychological and/or physical recovery of the beneficiaries, with a special focus on minors.

The activity is to transfer the beneficiaries to other environments, generally in locations in the middle of nature or outside urban environments, to work from another perspective on the psychological and physical damage of the beneficiary population.

These treatments are mostly individual, and planned and directed by the NGO's team of psychologists.

5.3.- Reconstruction.



- Capture of needs for reconstruction and reforms in schools and locations where the assisted population is minor.

Recruitment of those spaces that need reconstruction or rehabilitation in which populations of minors are affected.

This recruitment is coordinated with local authorities, regional governments and the participation of schools and educational centers for minors.

- Recruitment and organization of economic funds to cover the constructions or part of them.

Once a specific construction or reform has been captured, the appropriate documentation is requested, and the options of companies in Ukraine are investigated, as well as different international subsidies with the collaboration of other non-profit entities, and specifically with the NGO CESAL, options to finance the works captured.

6.- MONITORING and EVALUATION DESIGN.

The NGO Epicentr for Children has an internal organization system for reports by headquarters, which is focused on a local coordination, which in turn reports to a general coordination, who is responsible for preparing the different reports.

Thus, all the daily data obtained is transferred to the internal control system so that all the NGO's activity is completely transparent for the NGO's own team of people and for any request for information or external audit. The data to be evaluated are everything that happens daily in the NGO, organized activities, responsible persons, number and characteristics of the beneficiaries, dates and places of development of the specific action, attendance, non-attendance, eventualities that arise, what values are work, what subjects are worked on in case of school support, and all the information of each action carried out on a day-to-day basis.

With the above, the NGO Epicentr for Children develops 2 monitoring and evaluation tools of the proposed activities, as well as the results obtained.

PROGRESS REPORT.

It is a document that is made in the middle of each annual day, in order to measure the progress achieved in the activities put into operation.

Once the data is obtained, it is analyzed to carry out the necessary actions to achieve maximum efficiency in daily work, possible deviations are corrected and new actions are canceled or created in order to achieve the proposed objectives in the most efficient way.

FINAL SEASON REPORT.

It is the document that is made at the end of each session or year of activity.

Likewise, all the activities are collected from the beginning of the season, all the data that have originated, and the evolution and progress of the beneficiaries who have participated.

7.- CONCLUSIONS

The NGO Epicentr for Children aspires to be one of the reference NGOs in Ukraine.

The important structure of the NGO based on its locations, organization and personnel specialized in humanitarian aid, in addition to the important logistical coverage at the national level, facilitates the incorporation of the NGO Epicentr for Children among the field work entities with the highest levels of efficiency to undertake the theoretical objectives devised in the field of humanitarian aid and development cooperation.

The permanent contact with the government authorities in its three aspects, local, regional and national, as well as the development of meetings with the most significant actors of capture of the most pressing needs of the people in Ukraine, configure a level of information about the situation updated and reliable humanitarian aid, motivating interventions with very high efficiency and immediacy ratios.

The development of this Strategic Plan 2022 - 2024, may be corrected, modified or expanded, taking into account the new humanitarian challenges that the NGO Epicentr for Children can undertake taking into account the evolutionary process and change generated by the current circumstances of war conflict.

The NGO Epicentr for Children will carry out the following Strategic Plan once this and its modifications have been completed, starting in September 2024.