

Strategic Plan
Dorcas
Ukraine

Immediate response and lasting transformation **2026-2030**

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This public version of the Dorcas Ukraine
Strategic Plan 2026-2030 is a concise version
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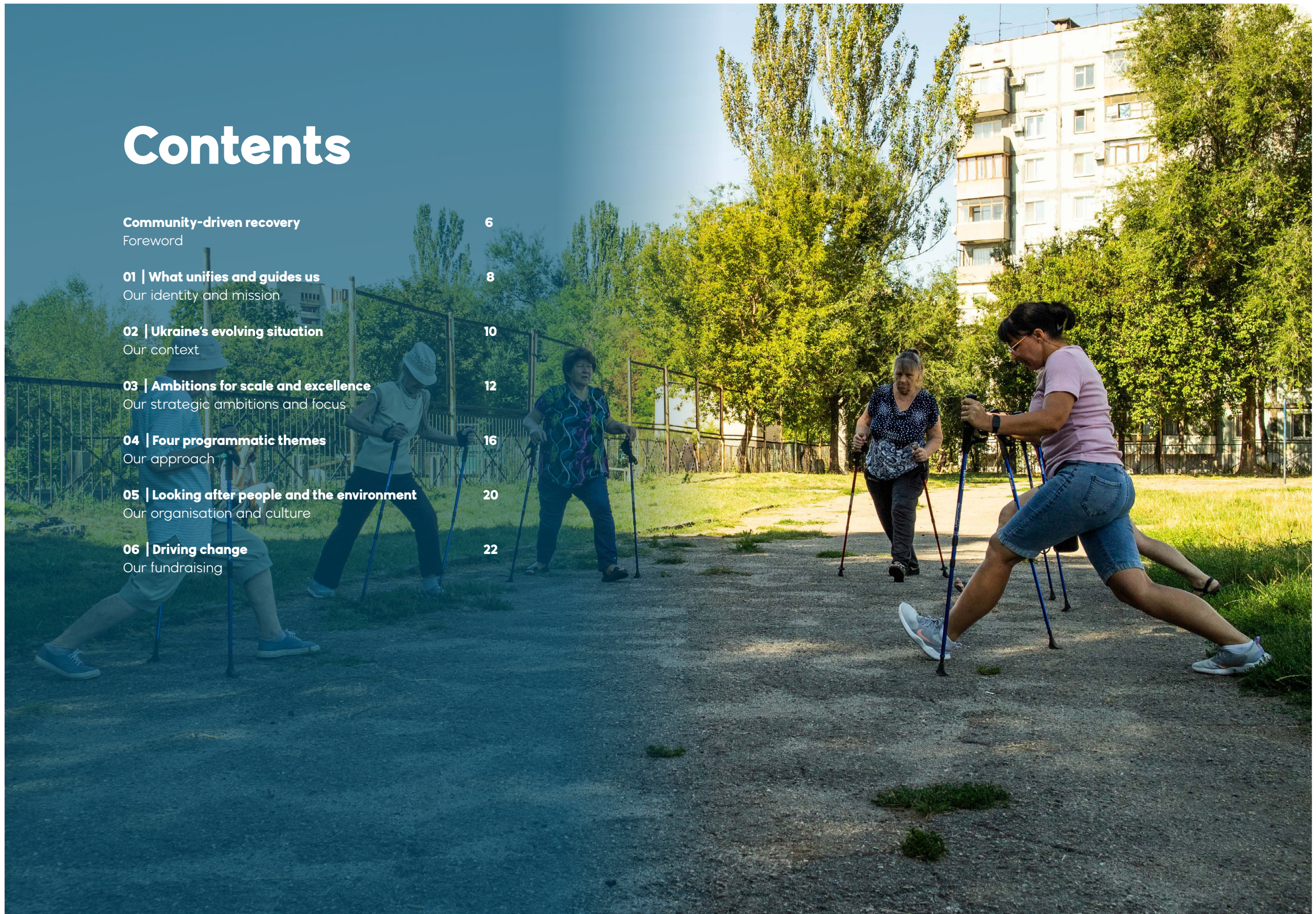
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Community-driven recovery



Dorcas Ukraine in 2030

By 2030, Dorcas Ukraine will be recognised as a leading community-based recovery and resilience actor across eastern and western Ukraine. We will seamlessly integrate humanitarian assistance with long-term development through multi-sectoral programming that spans protection, economic development, and community development.

Our community-led approach will empower populations in vulnerable situations to thrive with dignity and strengthen inclusive local systems. Through diversified partnerships and proven impact, we will demonstrate that sustainable recovery emerges when communities lead their own transformation, supported by trusted partners committed to remaining beyond the humanitarian phase.

Foreword

Ukraine faces profound challenges. Beyond the immediate humanitarian crisis, communities across the country face damaged infrastructure, economic strain, and the psychological toll of prolonged conflict. As international attention shifts elsewhere, funding is decreasing precisely when recovery efforts require sustained commitment. Rising costs and budget constraints undermine basic services, threatening the foundations of long-term stability.

Dorcas Ukraine responds to this complex reality by bridging humanitarian assistance with community-driven recovery. We operate in both eastern and western Ukraine, adapting our presence to changing circumstances and volatile contexts. Our approach centres on strengthening communities. We support community safety nets, provide psychosocial care, and facilitate locally led recovery initiatives that build genuine resilience.

Between 2026 and 2030, we will expand our operations beyond humanitarian assistance to integrated recovery programming. Our work will combine shelter support, livelihoods development, mental health services, and social cohesion initiatives.

We prioritise groups in vulnerable situations, including isolated older persons, internally displaced persons, marginalised children, and families facing chronic poverty. However, our focus is on building inclusive communities where all people can thrive with dignity.

This transition towards integrated recovery programming requires strong partnerships. We will therefore collaborate with grassroots organisations, local government, international donors and community networks. Through capacity building, we will strengthen local partners to deliver sustainable programmes that outlast any single intervention.

Dorcas Ukraine will support communities through recovery towards long-term development, positioning ourselves as a trusted partner for both immediate response and lasting transformation.

Ferenc Katko
Country Director
Dorcas Ukraine



What unifies and guides us

Our identity

Dorcas is a growing, dynamic and responsive organisation. Much has changed over the years, but our calling to support, our shared values, and our inspiration from Jesus have remained constant. This strong identity defines who we are and guides how we work, shaping an organisational culture rooted in compassion, collaboration, and commitment. As we enter the new strategic period leading up to 2030, consistently living out this identity across all levels and facets of our work is essential to deepen our impact and foster coherence between our offices and shops, enabling us to work together effectively as a united movement.

Our vision

We believe that every person is equal before God and has been given unique potential by Him. Yet we live in a broken world where people suffer due to poverty, exclusion, climate change and other crises. Still, we see the extraordinary resilience of people. We envision a world in which people unlock their potential and restore their dignity so that people and communities can flourish!

Our mission

We are called to stand up for people in need. We take action in the face of poverty, exclusion and crisis. We come alongside marginalised people and communities and together create opportunities for them to flourish. This is how we follow Jesus' example.

Our values

We are determined, ...

We act with conviction and do not give up. Where there is need, we take action and get things done. We go the extra mile to make a lasting impact.

...we act together, ...

We are a movement that pursues sustainable change. We work alongside people in need and join hands with everyone who shares our mission. Only together can we make a real difference.

...out of love.

We are driven by compassion. We follow Jesus' example - out of love for our neighbour. We stand beside you - whoever you are.

Where we work

Dorcas Ukraine operates in the east and west of Ukraine.

In both areas, we have built long-term relationships with community actors, churches, local partners and governmental departments. We focus on Transcarpathia

in the west and Zaporizhzhia in the east, with potential expansion into

surrounding areas east of Zaporizhzhia within a 250-kilometre radius of the Zaporizhzhia office. We maintain offices in the west, east and Kyiv as operational and strategic hubs.





Ukraine's evolving situation

Economic challenges and poverty

Inflation, rising utility costs and a severely constrained national budget undermine basic service delivery and long-term recovery planning. Economic strain intensifies vulnerabilities,

particularly in frontline regions. Marginalised families experience chronic poverty and unstable livelihoods, requiring targeted support for economic recovery and social inclusion.

Climate change

Climate change is impacting Ukraine through rising temperatures, unpredictable rainfall, and more frequent droughts. These changes threaten agriculture, reduce water resources, and increase the risk of wildfires. Flooding and soil degradation also harm rural communities, weakening food security and stressing the national economy.

Social barriers and people in vulnerable situations

Older people in vulnerable situations face neglect, loneliness and financial hardship. Internally displaced persons lack community ties and need reintegration support. Socially abandoned children, including Roma children, require family and community engagement. Multiple-disadvantaged families experience social exclusion alongside economic instability, preventing access to services and dignified living conditions.

Donor and funding landscape

International attention is shifting elsewhere, resulting in a visible decrease in funding for Ukraine's protracted crisis. Donor fatigue threatens sustained support precisely when recovery efforts require long-term commitment. Major donor losses present significant programmatic and financial risk and emphasise the urgent need for funding diversification.

Technology

Ukraine's dynamic technology landscape strengthens national resilience and development. Its robust IT sector and advanced digital governance systems enable efficient data management, transparency, and citizen engagement. The expanding fintech ecosystem supports innovative fundraising and financial inclusion. Meanwhile, a vibrant startup environment fosters climate-smart and resilience-focused solutions, driving sustainable economic growth.

Infrastructure destruction and ongoing conflict

The destruction of energy infrastructure, recurring attacks on civilian facilities, and disruption of local governance intensify vulnerabilities. Shifting frontlines create ongoing insecurity. Mass displacement continues, and recovery efforts must adapt to volatile conditions, which requires continuous risk analysis and flexible programming.

Governance and service delivery

The conflict disrupts local governance and harms service continuity. National budget constraints limit the government's capacity to provide basic services. However, opportunities exist for civil society partnerships with authorities, including potential contracts with local government for service delivery that strengthen community-based support systems.

03 | Our strategic ambitions and focus

Ambitions for scale and excellence

Strategic ambition

Dorcas Ukraine's strategic ambitions focus on three interconnected priorities: sustainable **growth** in scale and reach, enhanced **quality** across all programming, and strengthened **positioning** as a leading community-

based recovery and resilience actor. These ambitions guide our transition from humanitarian response towards integrated, multi-sectoral recovery programming that builds lasting impact.



Grow

Our **portfolio will expand significantly by 2030**. We will achieve this by diversifying our funding base from two sources to four distinct streams, including institutional donors, private foundations and innovative local partnerships. **Staff capacity will increase** with all positions filled locally. We will strengthen our partner network, increase the capabilities of grassroots organisations, and actively participate in strategic consortia for humanitarian assistance and community development.

Quality

We will adopt standardised monitoring and evaluation frameworks aligned with Dorcas quality standards. All programmes will report on outputs, outcomes and impact contributions using harmonised indicators. Regular evaluations will generate **actionable recommendations that drive continuous programme adaptation**. By integrating quality improvement plans into annual cycles, we will **strengthen accountability mechanisms and beneficiary feedback systems**, ensuring that interventions genuinely serve community needs.

Position

Dorcas Ukraine will be recognised as a **leading community-based recovery and resilience actor**, combining deep local presence with proven expertise in strengthening community safety nets and delivering effective humanitarian assistance. We will amplify our impact and credibility by cultivating an **active and authentic communication presence** across multiple channels. This will enable us to engage more purposefully in national and international platforms, where we will position Dorcas Ukraine as a **credible voice on community-led development and recovery in protracted crises**.

Strategic focus

1

Evidence and impact to have a compelling, evidence-based story

We will gain a better understanding of our impact by continuing to develop evidence-based programmes and building strong track records. We will adopt standardised monitoring and evaluation frameworks aligned with Dorcas quality standards. All programmes will report on outputs, outcomes and impact contributions using harmonised indicators. Regular evaluations will generate actionable lessons that drive programme adaptations and strengthen our evidence base for donor engagement.

2

Expertise and innovation to be relevant and strongly present

We will improve programme quality and impact by investing in the development of specialised technical expertise across programmatic themes. We will integrate climate

Dorcas Ukraine can only achieve these ambitions if it excels in five interlinked key areas that form our strategic focus.

considerations into project design and risk assessments. An internal Innovation Fund will pilot and scale promising local ideas, ensuring that climate and innovation are mainstreamed across all programmes by 2030.

3

Fund diversification to increase our donor base

We will increase the use of impact stories and evidence-based track records to become more attractive to funding agencies. We will expand from two to four distinct funding sources by 2030. We will engage with institutional donors, private foundations, and innovative approaches, such as local government contracts, social franchise activities, and new income streams, including research and consultancy services.

4

Positioning to be well-known and attractive to supporters and networks

We will strengthen our partnerships and diversify our funding by clearly positioning Dorcas Ukraine as a leading partner in humanitarian and development cooperation. We will establish an active presence across multiple communication channels and become a credible voice in community-led development. Strategic communication will drive resource mobilisation by 2030.

5

Local power to increase local capacity

Dorcas Ukraine will increase staff capacity by filling all vacancies locally. We will invest in staff development in areas such as programme quality, monitoring and evaluation, community facilitation, donor engagement, and leadership capabilities. By 2030, highly skilled national staff will lead operational decision-making and leverage international office expertise for strategic direction.



04 | Our approach

Four programmatic themes



Crisis
Response



Economic
Development



Protection



Community
Development

How we do things

As a faith-based organisation, Dorcas Ukraine follows eight principles that enable us to help people and communities flourish:

- We focus on people who are most **marginalised** and believe in their potential.
- We facilitate the **flourishing and well-being** of individuals and communities.
- We implement community-based and **locally led** projects.
- We cooperate with local **community-based** organisations and strengthen their capacities.
- We realise sustained change through **long-term** commitments.
- We connect people and organisations around shared values for **partnerships** with impact.
- We seek to be **impartial** in who we hire, support, or partner with.
- We uphold a high level of **integrity** in all aspects of our work.

These principles guide all our programmes. Dorcas Ukraine will focus on four key programmatic themes as we work toward 2030.

Our four themes

Dorcas Ukraine will apply four programmatic themes to sharpen expertise, strengthen our track record, and define clear organisational positioning. By 2030, we aim to harmonise and standardise these programmes through a lens of inclusion and vulnerability, with community-based programming as our core approach.





Crisis Response

We respond to acute and protracted crises through anticipatory action, lifesaving assistance and comprehensive recovery support.

Houses in the Zaporizhzhia region are regularly damaged by missile and drone attacks. Dorcas Ukraine helps residents by repairing doors, windows, and roofs, ensuring their homes remain safe, warm, and habitable.



Protection

We protect people vulnerable to poverty, exclusion, crisis and violence through integrated measures, targeted prevention and advocacy for systemic change.

Older persons in Ukraine are disproportionately affected by the conflict. Dorcas Ukraine supports those most at risk by providing weekly home visits, offering pastoral assistance and meeting physical needs.



Economic Development

We empower people to improve their job skills, start small businesses, and connect to inclusive markets to secure income and reduce poverty.

The conflict in Ukraine has caused a massive loss of livelihoods due to business closures and the disruption of agriculture and industry. Dorcas Ukraine provides grants for people to learn new skills that match existing job vacancies.



Community Development

We partner with communities in vulnerable situations through collaborative, asset-based and conflict-sensitive approaches that enhance their capacity, resilience and quality of life.

Dorcas Ukraine partners with local church organisations to provide community safety nets that support those in the most vulnerable situations. We also enable these groups to develop their own income streams so that these initiatives can become fully sustainable.



Looking after people and the environment

Our people

By 2030, Dorcas Ukraine will increase office capacity with all vacancies filled locally. This expansion will ensure reasonable workload distribution while promoting good staff care and wellbeing. We will recruit a diverse staff based on qualifications and competence. Staff development priorities include advanced project management and

implementation skills, community facilitation expertise connecting local actors, strengthened monitoring and evaluation processes, donor engagement and proposal writing capabilities, and enhanced leadership skills. We operate within a robust risk and security management framework, ensuring staff safety and programme continuity even in volatile contexts. Our

governance structure strikes a balance between local ownership through a registered local entity and a board with international representation, supporting sustainable decision-making aligned with global best practices.

Our capacity

Dorcas Ukraine will develop a strong internal capacity with highly skilled national staff. By 2030, national staff will lead day-to-day operations independently.

We will strengthen fundraising capacity through in-house donor expertise, aligning with donor priorities and thematic funding trends. This includes developing structured donor engagement frameworks, enhancing communication and reporting mechanisms, and building competitive proposal writing skills through training, mentorship and shared resources with the international office. Our sectoral expertise will expand across crisis response, protection, economic development, and community development. We will develop specialised knowledge in community facilitation, mental health and psychosocial support, social cohesion models and graduation-style programming for families in vulnerable situations. Technical capacity building will encompass programme quality, monitoring and evaluation systems, security risk management, and digital transformation to enhance delivery and data collection.

Strategic partnerships will strengthen our position. We will actively engage in consortia, accessing larger funding opportunities while building local partner capabilities through capacity development, making Dorcas Ukraine a preferred institutional donor partner.

Our environment

Dorcas Ukraine will integrate climate considerations into project design tools and risk assessments by 2026. An innovation fund will pilot internally to test and scale promising local ideas by 2028. Climate and innovation will be mainstreamed across all programmes by 2030. We aim to procure goods and services locally whenever possible to minimise transport-related carbon emissions. Our packaging for non-food items must be biodegradable and/or be made from recyclable materials. Our greenhouse gardening projects include climate-related awareness training.





Driving change

Dorcas Ukraine will transform its financial structure from dependence on limited donors to a resilient, diversified model. By 2030, we will secure our income through four distinct funding sources compared to two in 2026. This growth will necessitate a systematic expansion of our donor base and the development of strategic partnerships.

Our fundraising strategy will encompass multiple approaches. We will strengthen in-house expertise to align with donor priorities and thematic funding trends, leveraging programmatic strengths to position ourselves as competitive funding recipients. Our enhanced communication and reporting mechanisms will build donor confidence, and structured engagement frameworks will nurture long-term relationships.

Consortium participation offers access to large-scale funding opportunities. We will actively engage in multi-partner initiatives, establishing leadership roles in strategic programme design and implementation. Strategic collaboration with the international office will ensure alignment in proposal development, donor engagement and capacity strengthening. These joint efforts will maximise efficiency and build

country office expertise in competitive fundraising.

Innovation drives sustainability. We will explore private sector engagement and corporate social responsibility partnerships, alongside contracts with local governments for service provision, such as home visitor programmes. Social franchise activities and new income streams, including research and consultancy services, will supplement traditional donor funding. Digital fundraising avenues will offer us additional potential for resource mobilisation.

Partnerships amplify impact beyond financial gains. We will maintain and deepen relationships with key partners across eastern and western Ukraine, while identifying new partners in expansion areas. Capacity building will be a key driver in our approach. This will enhance local partner implementation capabilities and make Dorcas Ukraine a preferred institutional donor partner. By 2030, sustainable local partnerships and income-generating activities will cover half our country programme costs, demonstrating genuine financial resilience and reduced dependency on external funding streams.

We take action in the face of poverty,
exclusion and crises. We come alongside
marginalised people and communities and
jointly create opportunities for them to flourish.
This is how we follow Jesus' example.