War Child Alliance Foundation

ANNUAL PLAN AND
BUDGET 2026

9 December 2025

CONTENTS

1. SUMMARY

We worked hard in 2025 to respond to the changes in the aid sector, to understand how we could grow our impact in a new version of the humanitarian economy, and to redesign ourselves in order to be able to seize the opportunities that our new strategy presents.

2026 is the year where we move forwards - executing on our plans will be the key theme of this year. We will do everything we can to look after our teams as we transition to our new shape. We will build shared ambitions with our existing partners and develop new partnerships that can bring our Evidence-Based Methodologies (EBMs) to a wider number of children.

2026 will be a year of looking outwards rather than inwards. We will invest in finding new partners and new sources of institutional funding. We will raise our profile in our sector, amongst INGOs, national partners, amongst policy makers and within the scientific community, at the UN and other multilateral bodies. For our strategy to work, we must become known to our peers as a source of expertise and evidence. 2026 is a year to reach out and make more connections in more places. We will be learning from our partner led approach to our new presence in Sudan, and will look to establish a presence in one or more new countries, looking first at Chad, Myanmar or Haiti.

We take significant strengths into this phase. Our unique evidence base and our partnership approach are well suited to the new realities in the humanitarian world. We are aligned on a new strategy. We can build on our investment in agile models, and our ambitions to bring high quality care within the reach of millions of children. In 2025 we set our direction and agreed our plans. In 2026 we move to implement.

2. OUR FOCUSED STRATEGY

War Child's mission is to improve the mental health and holistic wellbeing of children and young people living with the impact of war. Over the next three years, we will pursue this by:

a. Focusing on Evidence-Based Methodologies (EBMs): continuing to develop, research, and deliver tested approaches to child protection, education, and mental health through rigorous partnerships and applied research.

b. Accelerating the transition to partner-led programming: moving from direct implementation to supporting local and national partners to adopt, adapt, and deliver EBMs.

c. Enhancing organisational efficiency and agility: ensuring that our systems and ways of working are fit for purpose in a changing funding environment.

3. CONTEXT

3.1. EXTERNAL CONTEXT

The global aid sector is undergoing profound change. Widespread funding reductions are forcing INGOs and UN agencies to redefine their value, improve efficiency, and accelerate localisation. While War Child has not yet been directly affected, we anticipate a significant impact in the coming years. To remain effective and relevant and ensure that our values, value add, and commitment to localisation remain central to our mission, **we are proactively refining our role.**

In 2026, with reduced aid budgets driven by significant cuts from major donors, including the US and Germany, our programmes will face **increased pressure to deliver more with less** while the demand for aid remains high. The global trend towards **localisation** in humanitarian response requires us to strengthen and visibly communicate our partnerships and ensure genuine, effective narratives around shifting power to local entities. The intensification of armed conflicts and the erosion of international humanitarian law, particularly in high-crisis areas such as Gaza, Lebanon, Yemen, Afghanistan, and Sudan, pose **substantial risks to our operations** and the safety of our staff and partners. Amid a competitive funding climate, foundations and donors are focusing on **evidence-based, scalable solutions and locally led delivery models.**

3.2. INTERNAL CONTEXT

War Child enters 2026 in a period of deep organisational transformation, driven by the shift to a partner-led model, and the ongoing organisational redesign. The Focused Strategy and organisational redesign create both opportunity and uncertainty, which requires alignment across teams on EBM development, quality assurance, and partnership management. The transition to a partner-led model and restructured teams demand clarity of roles, strengthened collaboration, and stabilisation of new systems and processes. Advocacy and youth participation are gaining prominence. We are increasingly engaging in global policy spaces and creating structured pathways for child and youth voices to influence key decisions. As our operational model evolves, oversight will shift from direct control to a focus on capacity strengthening and assurance. This change will help ensure safe and compliant implementation through partners.

Institutional fundraising and communications are also adapting to a changing landscape. Both functions are deepening collaboration across regions, refining messaging, and centralising content to strengthen the organisation's global profile and EBM-driven narrative. At the same time, continued investment in people, culture, and HR systems will harmonise practices, strengthen learning and performance frameworks, and support staff through change.

Financial and risk management structures are being realigned to the new accountability framework, prioritising stability, system integration, and risk mitigation amid leadership transitions and resource constraints. Together, these shifts reflect a unified organisational focus on partnership, localisation, and quality. They also emphasise the need to strengthen internal capacity to deliver effectively and sustainably. This will be essential as we operate within an increasingly complex and evolving environment.

4. OBJECTIVES AND IMPACT

4.1. ANNUAL OBJECTIVES

OVERALL AIMS FOR 2026

Given the internal and external context and the need to deliver on our strategy, our organisational objectives for 2026 are as follows:

Objective 1: Implementing our new strategy

Our new focused strategy is based on spreading the use of Evidence-Based Methodologies as widely as we can and, in pursuit of this goal, becoming an excellent partner to global and local actors.

Table 1 Tracking framework for Objective 1

Indicator	Target
1.a. The proportion of children receiving EBMs of our overall portfolio	40% of our portfolio
1.b. % of total participants that have been reached by an EBM (est.)	33%
1.c. Number of total children reached	30% increase over 2025
1.d. Total # of participants	803,978
1.e. The proportion of reach which is achieved with/ through partners	Up to 75% by Dec. 2026 and 90% by Dec. 2027
1.f. Increased agility and reach through increasing the number of acute conflict settings War Child is engaged in	Engagement in at least two new conflict settings
1.g. The proportion of our partners who are adopting EBMs	75% of our partnerships should involve EBM adoption by the end of 2026
1.h. Number of studies to increase our offer of EBMs, as well as conduct research to improve existing EBMs	15 Research studies ongoing

Objective 2: Transitioning to our new organisational design

We will implement the new organisational design that we worked on in 2025, making sure that we collaborate well with teams to enable this change to be as positive and effective as possible

Table 2 Tracking framework for Objective 2

Indicator	Target
2.a. Global and regional teams: all changes completed by the end of June.	Staggered approach from Mar/Apr depending on complexity. Might extend beyond June if there are unplanned hurdles.
2.b. Country offices: all country offices have either transitioned to the new structure or have a timeline and plan to do this.	Latest deadline: Dec. 2027
2.c. Systems: we have a plan to upgrade our systems to streamline our controls and processes.	Contingent on resourcing available. At least one of the identified projects has been completed.
2.d. Culture: we have a new Alliance-wide set of shared values	Comms plan is ongoing

Objective 3: Stabilise income levels & diversify donor base

We will explore new relationships with Institutional donors who have not funded us before as well as deepening our relationships with existing funders

Table 3 Tracking framework for Objective 3

Indicator	Target
3.a. Number of new markets accessed & donors acquired (per year)	Stabilise current income levels in a resource-constrained environment by strengthening existing donor relationships and expanding into new markets to secure future growth.
3.b. Year-on-year income stability (variance within agreed threshold 50 - 60m)	

Objective 4: Making our Alliance stronger

In 2026 we will work with members to review the Alliance agreement, make changes where necessary, and develop a long-term vision and strategy for the Alliance overall.

Table 4 Tracking framework for Objective 4

Indicator	Target
4.a. Alliance Agreement review	We have reviewed, agreed and formalised changes to the way the Alliance works
4.b. Vision	We have agreed with our members a long term vision for how the Alliance will develop in the future

4.2. SUMMARY KEY FIGURES

At the global level, the indicators that we will be tracking to ensure the delivery of the plan are as follows:

4.2.1. Reach Key Indicators

Table 5 Reach Key Indicators

Reach Key Indicator*	Target 2025	Target 2026	Increase
Non-EBM			
Total # participants reached by Country Offices	526,076	693,478	32%
Total # participants from Global Partners reach target 'unique'(TeamUp)	N/A	110,500	
Total # participants reach 'unique'	*620,522*	*803,978*	*30%*
EBM			
Total # participants reached by EBM	N/A	229,269	
% of total participants that have been reached by an EBM (est.)	N/A	33%	

*Notes:

- Target reach by EBMs for 2025 is not available, as the new disaggregation was introduced in 2025 after the APs for 2025 were completed in October 2024.

- The 30% increase is against planned numbers. We are on target to reach more than planned this year, so maybe be less than 30% against actuals.

Overall, the planned target for 2026 shows an increase of 183,456 participants, which is a 30% increase compared to 2025. The total target for 2025 was 620,522 participants across both COs and global partners, while 2026 reflects a 30% increase in planned participant reach. This growth comes from both the COs' planned targets for 2026 and the planned targets of global partners.

4.2.2. Country Office targets

We also have set indicators per country, as they each have articulated their strategy in alignment with the overall strategy. Those targets are as follows:

Table 6 Reach per Country Office

Country Office Targets (2025 Vs. 2026)			
Country	**2025**	**2026**	**Differences**
Afghanistan	30,520	42,850	12,330
CAR	10,000	10,451	451
Colombia	9,000	6,810	-2,190
DRC	109,960	131,550	21,590
Lebanon	49,071	37,534	-11,537
OPT	67,350	189,064	121,714
South Sudan	41,936	61,176	19,240
Syria+Jordan	91,264	80,000	-11,264
Uganda	84,375	72,312	-12,063
Ukraine	18,600	23,155	4,555
Yemen	14,000	38,576	24,576
Grand Total	*526,076*	*693,478*	*167,402*

At the country level, 7 COs show increased target plans for 2026 compared to their 2025 targets, including some with significant increases such as oPt, DRC, Yemen, South Sudan, and Afghanistan. Meanwhile, Lebanon, Colombia, Uganda, and Syria & Jordan anticipate reaching fewer participants in 2026 compared to 2025, mainly due to a lower number of expected active projects in 2026. However, overall, the COs' combined reach plan for 2026 still reflects a 30% increase compared to 2025.

4.2.3. Partners

Table 7 Number of Partners per Country Office

Country	Target # Partners
Central African Republic	5
Democratic Republic of Congo	7
Republic of South Sudan	9
Uganda	15
Colombia	8
Afghanistan	3
Lebanon	12
Occupied Palestinian Territory	35
Syria/Jordan	26
Yemen	10
Ukraine	4
Total	*134*

5. DEPARTMENTS

Each department and country has developed their own detailed annual plan. We share below the highlights of individual plans that provide an overview for the what the organisation will be focusing on in 2026.

5.1. RESEARCH & DEVELOPMENT

The Research and Development Department continuing its focus on EBMs, scaling, and partnerships. Internally, the organisational strategy has been revised, with greater focus on developing EBMs and working through partnerships at both local and global levels, creating a new situation for R&D. The organisation is also undergoing a restructure, and there are challenges and a lack of clarity around internal processes for sharing or handing over responsibilities on EBM/EBIs with PQSA. Aligning with the focused strategy, R&D will put additional emphasis on evidence-base and work on evidence-based response in emergency settings. To strengthen localisation, R&D plans expanding of research techniques and intervention development/ testing. Working through and with implementing and research partners, requires a different way of planning and budgeting (e.g. splitting research budgets with multiple implementing partners, or different costs across partners).

Table 8 Research & Development deliverables

Deliverables for 2026
a. Research on existing care system methodologies is conducted.
b. Research on new care system methodologies and related research topics is conducted.
c. A toolkit is developed to support the scaling of care system methodologies.
d. Collaborative research unit is operationalized further (including structure, academic partnership development, revised local research agenda).
e. Procedures for knowledge mobilisation are developed and publications are produced.

5.2. PROGRAMME IMPLEMENTATION & INSTITUTIONAL FUNDING

5.2.1. Global Teams

The Programme Implementation and Institutional Funding Department is undergoing significant changes in preparation for 2026 as a result of the new focused strategy and the ongoing organisation design process, which will be completed in early 2026. During 2025, all country teams reviewed and updated their country strategies and operating models in-line with the new strategy, with the intention to transition towards fully partner-led programmes during 2026 and 2027. Restructuring of country, regional and global teams within the department will take place during 2026 following completion of the organisation design process. We also expect changes in our country presence in 2026, as our strategy requires a more agile approach to responding where the needs of children affected by conflict are the greatest.

During 2026, the Humanitarian team plans to increase WCA's ability to respond to acute crises in line with the focused strategy for 2026-2028. This includes: launching efforts with R&D to extend the relevance of our care system to acute crises settings; developing our systems, approaches and offer for preparing, positioning and responding with partners in acute crisis settings; and increasing our agility in where and how we work.

The Institutional Funding & Grants Delivery team, is now fully established as a hub for leading and coordinating this function with other teams across the War Child Alliance. During 2025, the IFGD team led the development of a new three-year IF strategy, to stabilise income at current levels, with targeted growth from year three through diversification, in response to major changes in the IF landscape. During 2026, the IFGD team plans to: sustain and expand the funding by stabilising and diversifying institutional income in support of our new focused strategy; strengthen coordination of a coherent and integrated approach to fundraising and grant management across the Alliance; and build and adapt internal fundraising and grants delivery systems, processes, and policies to make them more efficient and partner-friendly.

The volatile geopolitical landscape requires adaptive risk management, intelligence-led decision-making, and strengthened coordination with entities like the UN, INSO, and peer organisations to ensure staff safety and effective humanitarian delivery. During 2026, the Global Security function will update our global security policy and processes, in-line with our new strategy; it will roll-out the Global Interagency Security Forum audit system and embed security within localisation and partner capacity frameworks; and it will advance operational agility and foresight in conflict environments.

Table 9 Programme Implementation & Institutional Funding deliverables

Deliverables for 2026
Humanitarian Aid
a. **Agility**: Organisational culture, systems, models and capabilities are developed to efficiently and effectively enter and exit acute crisis settings.
b. **Evidence:** Adapt our Evidence-Based interventions to be informed by and applicable to the most acutely affected children within our three core thematic areas.
c. **Partnerships:** Local, national, regional and global alliances and partnerships relevant to acute conflict settings are built that enhances and strengthens local leadership and enables timely and impactful responses.
Institutional Funding & Grants Delivery
a. **Fundraising:** Sustain and expand the funding base for the WCAF by stabilising and diversifying institutional income for EBM-focused and partner-led programme delivery.
b. **Coordination:** Lead a coherent and integrated fundraising and grant management approach across the Alliance, promoting iterative learning and adaptation to partner-led, EBM and humanitarian programming.
c. **Enabling:** Build and adapt internal fundraising and grant delivery systems, processes and policies to make them efficient and partner-friendly.
Security
a. 1. Update the global security policy – in-line with the new strategy and organisation design.
b. Roll-out of Global Interagency Security Forum audit system and embed security within localisation and partner capacity frameworks.
c. Advance operational agility and foresight in conflict environments.

5.2.2. Middle East, Afghanistan & Ukraine

Across the Middle East, South Asia, and Eastern Europe, children face 2026 amid worsening insecurity, displacement, and service collapse, from the devastation in Gaza and persistent violence in the West Bank to Lebanon's economic decline, Syria's fragmented recovery, Afghanistan's restrictions on women and girls, Yemen's shrinking aid space, and Ukraine's protracted war. Severe global aid cuts, tighter compliance, and shrinking civic space further constrain humanitarian access and funding for child protection, MHPSS, and education. In response, the regional team is focusing on localized, partner-led delivery in the hardest-hit areas, prioritising multi-year flexible financing, shared services, and safeguarding. Aligned with the organisation's focused strategy, the team will strengthen country capacity to scale EBMs, deepen localisation and youth emergency participation, enhance preparedness, and ensure safe, high-quality MHPSS, Child Protection, and Education programming that empowers local actors and sustains impact for conflict-affected children.

Table 10 Middle East+ regional deliverables

Deliverables for 2026
a. Assistance and guidance provided to countries in restructuring and implementing their strategies, adapting to the evolving global landscape, new organisational structure and moving toward partner-led programming. Developing our geographic presence including new countries and monitoring performance in current countries
b. Technical support provided to country offices and local partners with the roll-out, scale up and institutionalisation of EBMs and other relevant technical initiatives.
c. War Child's regional fundraising and partnership capacity strengthened to secure diversified, multi-year, and sustainable funding. This includes expanded donor engagement, leveraged War Child's Evidence-Based models and System of Care to attract outcome-based financing, and enhanced capacity and agility of country and regional teams through improved systems, partner empowerment, and targeted fundraising skill development.
d. Support provided to strengthening local partners while maintaining accountability and program quality.

COUNTRY HIGHLIGHTS

Afghanistan

Table 11 Key data Afghanistan

Total Number of Active Projects	4
Total Country Budget (RF & URF)	€ 2,684,699
Total target direct reach	42,850
Total target number of partners	3
Total number of staff	130

Since the Islamic Emirate of Afghanistan (IEA) took power in 2021, the country has remained diplomatically isolated, with strained relations with neighbours like Iran and Pakistan, where ongoing deportations worsen the humanitarian crisis. Although recent Doha talks (2024–2025) have sought dialogue between the IEA and international actors, progress remains limited amid concerns over women's rights, economic instability, and reliance on the illicit economy. Domestically, governance is fragile and exclusionary, marked by human rights violations and restrictive decrees that severely limit women's and girls' freedoms. Social challenges are compounded by widespread poverty, deportations, and negative coping mechanisms such as child labour and early marriage. Economically, over 90% of Afghans live below the poverty line, with food insecurity and malnutrition affecting millions, while frozen assets and weak markets hinder recovery. Security remains relatively stable under IEA control, but localized violence, crime, and emerging armed opposition persist. Despite disruptions such as a nationwide telecommunications blackout in September 2025, War Child Afghanistan continued its operations while strengthening contingency planning.

Key Priorities for 2026:

- **Child Protection & Mental Health:** Protecting 30,000 children through quality child protection and mental health services, while training 400 frontline workers and establishing 90 community-led protection structures.

- **Education:** Expanding access to inclusive education for 5,000 children by creating 200 community-based classes and training 400 teachers to deliver quality learning.

- **Livelihoods & Economic Empowerment:** Strengthening livelihoods by helping 5,000 marginalized households increase income by 70%, providing vocational and climate-resilient skills to 1,000 youth, and cash assistance to 2,000 vulnerable families.

- **Disaster Risk Reduction:** Enhancing disaster preparedness by mobilizing 150 community disaster management committees and training 1,500 members for emergency response.

- **Organisational Strengthening & Partnerships:** Building institutional strength through stronger donor relations, improved accountability systems, and partnerships with local organisations and authorities.

- **Organisational Culture & Staff Wellbeing:** Fostering an inclusive, safe, and equitable work culture that supports staff growth, participation, and diversity.

Lebanon

Table 12 Key data Lebanon

Total Number of Active Projects	6
Total Country budget (RF & URF)	€ 7,302,928
Total target direct reach	37,534
Total target number of partners	12
Total number of staff	43

Lebanon's humanitarian situation in 2026 remains shaped by overlapping political, economic, and social crises. Persistent government paralysis, stalled reforms, and limited state capacity have eroded public trust and hindered recovery, while international funding is constrained by political conditions tied to Hezbollah's disarmament. Displacement continues to strain services, with rising Syrian arrivals and deregistrations putting pressure on host communities, education systems, and mental health services. Funding cuts from major donors such as USAID, FCDO, and Dutch MOFA have deepened service gaps in child protection, education, and MHPSS, leaving vulnerable children without critical support. Meanwhile, donor priorities are shifting toward localisation, with the majority of humanitarian funding now directed to local organisations.

Key Priorities for 2026:

- **Partnerships and Coordination:** Formalise collaboration with government (Ex: MEHE, MOSA), local NGOs, and INGOs for scaling EBMs.

- **Strengthen Local Partners:** Support at least two local partners to lead program implementation. Ensure partners actively participate in national and regional working groups and coordination mechanisms.

- **Youth Engagement and Advocacy:** Train young people in basic advocacy and spokesperson skills. Support youth to engage in discussions on rights and social norms. Implement VoiceMore advocacy strategy addressing issues affecting children and young people.

- **Accountability and localisation:** Roll out AAP, CHS, and FCRM sensitization to partners. Ensure meaningful participation of affected populations in shaping partners programs.

- **Organisational Development**: Finalise and roll out revised country structure and job descriptions. Conduct a structural review by end of 2026.

Occupied Palestinian Territory

Table 13 Key data oPt

Total Number of Active Projects	7
Total Country budget (RF & URF)	€ 8,599,773
Total target direct reach	189,064
Total target number of partners	35
Total number of staff	35

In 2025, Israel's intensified attacks on the Gaza Strip led to massive destruction, creating a catastrophic humanitarian situation marked by significant infrastructure damage, severe restrictions on aid, and escalating civilian suffering. Israel's aid delivery mechanism exacerbated civilian distress by prioritising military goals and killing many seeking help. Similar destructive policies were applied in the West Bank, with increased demolitions, forced displacements, and settlement expansions. Despite reaching a fragile ceasefire in October, the humanitarian crisis in Gaza remains dire and the recovery process severely hindered by ongoing Israeli restrictions. Since the ceasefire only applies to the Gaza Strip, Israeli violations continue in the West Bank.

Key Priorities for 2026:

■ **Children and Youth Protection:**

- Comprehensive case management and support for at-risk children, including UASC, GBV survivors, and displaced youth.
- Rapid-response frameworks for child protection and MHPSS services.
- Community-led mechanisms to prevent and respond to child labour, early marriage, and GBV.
- Expanded referral pathways for protection services.

■ **MHPSS:**

- Trauma-informed MHPSS services for affected children, youth, caregivers, and educators.
- Training for local partners and professionals to sustain MHPSS interventions.
- Enhanced referral pathways for specialized mental health support.
- Integration of mental health-sensitive approaches into education and protection systems.
- Community-based MHPSS initiatives using ReachNow methodology.

■ **Education for Out-of-School Children:**

- Access to alternative education models, including blended learning and remedial programs.
- Safe learning environments with integrated child protection measures.
- Training for teachers on MHPSS and protection measures.
- Advocacy for the recognition of non-formal learning pathways.

■ **Advocacy and Policy Engagement:**

- Development of targeted advocacy strategies for child protection, MHPSS, education, and humanitarian access.
- Strengthening the advocacy capacities of local partners and youth-led groups.
- Institutionalization of Palestinian-led advocacy efforts.
- Networking with regional and international stakeholders for accountability and funding.
- Facilitating partner access to international advocacy platforms.

■ **Local Partner Empowerment and Sustainability:**

- Capacity-strengthening initiatives for local actors in financial, technical, and operational areas.
- Transition to a partnership-driven model with local ownership.
- Focus on governance, financial sustainability, and operational effectiveness of local partners.
- Multi-year partnerships with Palestinian NGOs and CBOs for enhanced capacity and emergency response.
- Support for national coordination platforms for advocacy and service delivery.

Syria/Jordan

Table 14 Key data Syria/Jordan

Total Number of Active Projects	13
Total Country budget Syria (RF & URF)	€ 6,313,109
Total Country budget Jordan (RF & URF)	€ 2,145,976
Total target direct reach	80,000
Total target number of partners	26
Total number of staff	40

Jordan is currently hosting around 560,000–590,000 registered refugees and asylum seekers, primarily from Syria. Although some Syrians have returned home due to improved security, many are hesitant to leave Jordan over concerns related to safety and basic services back in Syria. The socio-economic situation in Jordan remains fragile, with high unemployment rates particularly affecting youth and women, which adds to the plight of refugees facing poverty, food insecurity, and limited access to education. Public discontent and possible protests arise from both local economic stagnation and broader regional issues, such as the ongoing conflict in Gaza and the West Bank. With the Jordan Response Plan 2025 underfunded, INGOs and UN agencies find it increasingly difficult to maintain vital services amidst a tightening regulatory environment imposed by the Jordanian government.

Syria continues to grapple with severe humanitarian issues despite political changes post-Bashar al-Assad. The transition has seen some refugees and internally displaced persons (IDPs) return, but the majority remain displaced due to ongoing insecurity and lack of services and livelihoods in their home country. Over 16.5 million people in Syria require humanitarian aid, with significant needs in food, health, and protection services. The education system is in crisis, with millions of children out of school and many schools unusable due to damage or repurposing. Grave protection issues, such as child labour, early marriage, and gender-based violence, are pervasive, particularly among minors. While the recent parliamentary elections mark a step toward legislative renewal, they also underscore the persistent political and security challenges within Syria.

Key Priorities for 2026:

- **Staff Transition:** Complete staff transition to ensure all personnel responsible for Syria programming are based inside Syria.

- **Local Partnerships:**
  - Identify, assess, and start capacity-building support for at least four local partners in Syria and two in Jordan for strategic collaboration.
  - Transfer 100% of program implementation to local partners in Jordan's host communities (outside camps).
  - Ensure at least 50% of strategic partners secure direct funding and independently manage grants, with War Child providing minimal technical support.

- **Government Partnerships:**
  - Establish partnerships with key government agencies and begin capacity building for at least 20 community actors on evidence-based child protection approaches.
  - Collaborate with education ministries to expand teacher training programs and embed these within national education policies in at least 40 schools.
  - Strengthen partnerships with health ministries and pilot the integration of one Evidence-Based MHPSS methodology into selected centres and health system structures.

- **Advocacy:** Develop distinct advocacy strategies for Syria and Jordan, identifying key child protection, education, and MHPSS issues. Launch at least two targeted advocacy campaigns.

- **Funding and Sustainability:** Secure at least 30% of total funding from multi-year grants, formalise partnerships with at least three new donors or funding bodies. Pilot one innovative financing mechanism to enhance program sustainability.

- **Emergency Response:** Strengthen the capacity of War Child and partner staff for emergency response.

Yemen

Table 15 Key data Yemen

Total Number of Active Projects	10
Total Country budget (RF & URF)	€ 2,813,287
Total target direct reach	38,576
Total target number of partners	10
Total number of staff	25

Yemen's context remains highly unstable with ongoing political division, economic contraction, and humanitarian challenges exacerbated by frequent military incidents and climate shocks. The division between the de facto authority and government-controlled areas persists. Both major administrations enforce strict restrictions on data collection, movement, and humanitarian access, complicating aid delivery. Economic difficulties, such as high inflation and unemployment, alongside reduced international funding, have increased food insecurity, child malnutrition, and school dropouts. Climate-related events further strain water access and livelihoods, causing internal displacement. Rising economic hardship heightens the risk of negative coping strategies like child labour and early marriage. Operational risks for aid workers have also increased due to heightened security threats. Despite these challenges, there are emerging opportunities for better localisation and coordination in aid delivery, driven by demands for local ownership and joint programs by UN agencies and NGOs.

However, new regulations and donor requirements could impose additional bureaucratic challenges, impacting organisations like War Child.

Key Priorities for 2026:

- **Expanding Quality Education:** 12,830 children (40% girls) from conflict-affected and marginalised communities have improved access to quality accredited primary and secondary education.

- **Holistic Child Protection:** 9,332 children (40% girls) subjected to or at risk of abuse and neglect have access to protection services, including MHPSS services and prevention of negative coping mechanisms (child labour, early marriages, school dropout/ absenteeism, etc).

- **Localisation and Partnership:**
  - 1,100 young women and men (at least 50% women) from poor and marginalized communities use their vocational, digital-vocational, business and soft skills to safely earn a reliable income.
  - Expand and strengthen our partnership base, with an increasing number of program designs and implementations (including advocacy) led by capacitated local -especially women and youth-led- organisations.

Ukraine

Table 16 Key data Ukraine

Total Number of Active Projects	1
Total Country budget (RF & URF)	€ 2,144,128
Total target direct reach	6,008
Total target number of partners	4
Total number of staff	9

As of 2026, Ukraine remains in a high-intensity war following Russia's invasion, resulting in a severe humanitarian crisis with 17.6 million people needing assistance and profound impacts on education, mental health, and safety. Over 3,800 educational facilities have been damaged, and only one-third of children are learning in-person. Ukraine is heavily mined, posing significant risks, particularly to children. Mental health issues among children are widespread. The ongoing hostilities continue to drive displacements and disrupt essential services. Humanitarian efforts face numerous challenges, including damaged infrastructure, limited access to frontline areas, and severe restrictions in Russian-occupied territories. Economic instability and reduced international support further exacerbate the hardships faced by the Ukrainian population.

Key Priorities for 2026:

- **Formalisation of Country Presence:** War Child Ukraine is in the process of completing official registration and establishing a formal office in Ukraine, with operations commencing January 2026.

- **Geographical Presence Review:** Expand programs to new oblasts to reach children most affected by conflict. Revise current partners list and security policies.

- **Compliance System Enhancement:** Update compliance systems to align with partner-led programming and maintain donor standards. Strengthen due diligence procedures, enhance monitoring and reporting mechanisms, and provide capacity-building support to partners.

- **Team Structure and Capacity:** Maintain core team structure- Head of Programmes, Finance Manager, Finance Officer, Programme Managers, MEAL Officer, MHPSS & CP Advisor, EBM Trainers, Project Assistant. Remain agile and prepared to expand staffing in response to successful fundraising.

- **Staff Development and Wellbeing:** Launch Lunch & Learn sessions for skills development, context understanding, peer learning, and cross-functional knowledge sharing. Ensure comprehensive duty of care including security training, protective equipment, insurance, access to MHPSS services, and manageable workloads.

Strategic Partnership Development: For funding, campaigning and research purposes. Including capacity development in 6 local partner organisations.

Fundraising and Resource Diversification:

Expand and diversify funding base through targeted donor engagement and strengthened proposal development.

Enhance collaboration with institutional donors, foundations, and private sector partners.

Invest in internal fundraising capacities.

Programme Quality and Integration:

Build on achievements in integrated programming and EBMs, particularly in mental health, education, and child protection.

Reach 5,000 children with quality CP (Child Protection) and MHPSS (Mental Health and Psychosocial Support) services through EBM rollout and expansion.

Strengthen capacity of 450 workers, volunteers, and MHPSS professionals in CP and MHPSS service delivery.

Increase community-based approaches and child protection mainstreaming across humanitarian sectors.

Launch and expand youth-led advocacy initiatives prioritising children's voices in decision-making.

5.2.3. Africa & Colombia

Armed conflict and displacement have sharply increased across Africa despite the African Union's "Silencing the Guns" initiative, with Sudan, the DRC, and the Sahel driving record levels of violence and over 40 million people now forcibly displaced across Africa. Uganda hosts over 2 million refugees, the most in Africa, while children remain heavily affected, with 16.2 million internally displaced across the continent. Amid escalating conflicts, the need to strengthen regional advocacy (notably through AU and economic blocs) cannot be overemphasised. In Colombia, grave child rights violations persist amid ongoing armed conflict, recruitment by non-state groups, and urban violence driven by criminal economic activities, leaving 4.2 million children in need of humanitarian aid. Escalating crises coincide with drastic aid cuts, especially from the U.S., forcing organisations like WCAF look for ways to diversify funding to sustain impact. Under the new focused strategy, teams in Africa and Colombia will adopt flexible, Evidence-Based, and locally driven models that enable greater reach with less costly operational set ups.

Table 17 AfriCo regional deliverables

Deliverables for 2026
a. Efficient and appropriate finance and other business systems developed and implemented in support of a partner led model of operation across teams.
b. Effective, efficient and timely implementation of new organisational Design process is ensured across Africo Region.
c. EBMs are effectively adopted.
d. Established growth opportunities and reliable partnerships that generate long term value for children.
e. 5. Regional coordination and influence strengthened to shape policy and mobilize resources for locally led, integrated, child-centered humanitarian programs/responses.

COUNTRY HIGHLIGHTS

Central African Republic

Table 18 Key data CAR

Total Number of Active Projects	2
Total Country budget (RF & URF)	€ 1,216,717
Total target direct reach	10,451
Total target number of partners	5
Total number of staff	14

The Central African Republic (CAR) remains at a critical juncture, facing overlapping humanitarian, security, and development crises. Nearly 2.4 million people (38%) of the population require urgent aid as violence, displacement, and natural disasters persist. Despite the peace agreement of July 2025 and upcoming national elections offering h ope f or s tability, e scalating insecurity linked to the withdrawal of MINUSCA and the uncertain handover from the Wagner Group to Africa Corps threatens fragile progress. Meanwhile, the economic outlook is constrained by a widening budget deficit and heavy debt, even as the government's National Development Plan (NDP) and $9 billion in donor pledges seek to revive growth and attract investment. For humanitarian actors, the operational space is shrinking. NGOs face stricter government controls, funding cuts (down 20% in 2025), and new "performance contracts" that slow aid delivery. Yet, the growing push for localisation offers an opportunity to strengthen national ownership and resilience.

Key Priorities for 2026:

- **localisation & Service Delivery:** Establish and operationalise at least three localised partnership hubs across four prefectures to deliver quality services in Mental Health and Psychosocial Support (MHPSS), Education in Emergencies, and Child Protection.

- **Evidence-Based Programming:** Deploy at least three Evidence-Based programming methodologies in integrated projects/ initiatives and ensure their adoption by a minimum of five partners (local or international) to strengthen programme quality and scalability.

- **Youth Advocacy & Policy Influence:** Successfully establish youth advocacy networks in all targeted prefectures, training and supporting at least 100 young people to directly influence and secure one tangible policy commitment from a national authority on a key child protection issue.

- **Research & Learning:** Identify and document critical knowledge gaps that limit the impact and relevance of WCA programs, using findings to inform future interventions and advocacy efforts.

- **Emergency Preparedness:** Develop and operationalise comprehensive Emergency Preparedness SOPs in collaboration with the regional team, ensuring a standardized and rapid response framework for WCA and its partners.
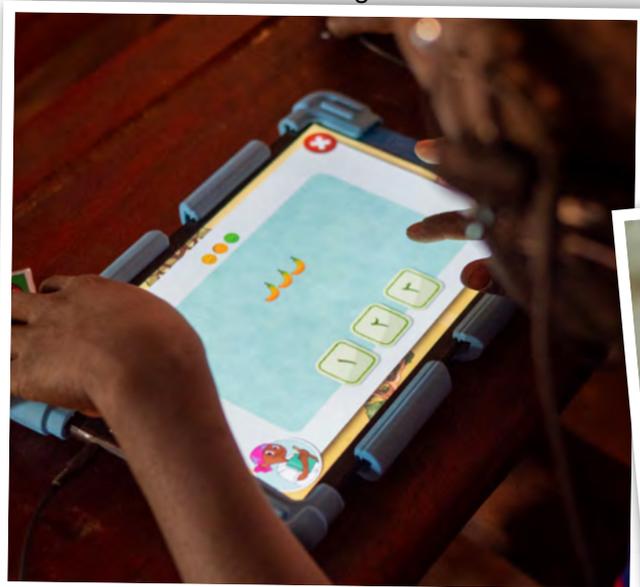
Democratic Republic of Congo

Table 19 Key data DRC

Total Number of Active Projects	12
Total Country budget (RF & URF)	€ 8,628,951
Total target direct reach	131,550
Total target number of partners	7
Total number of staff	45

Fighting between government forces and multiple armed groups continues to devastate eastern provinces, while the ongoing withdrawal of MONUSCO has created dangerous security vacuums and escalating violence against civilians. Education and protection systems have collapsed in many areas, leaving children exposed to recruitment, exploitation, and abuse. Shrinking donor resources and rising competition among NGOs have made the operating environment increasingly difficult, even as localisation and nexus-based approaches gain prominence among institutional donors. In this volatile context, WCA is consolidating its role as a localisation-driven, Evidence-Based actor focused on MHPSS, Child Protection, and Education. Building on its 2025 transition to the Agile Alliance model, WCA DRC is formalising its national registration, phasing out direct operations in inaccessible areas like Fizi, while maintaining support to local actors, and concentrating efforts in the northern parts of South Kivu, and in North Kivu including Ituri.

Key Priorities for 2026:

- **Capacity Strengthening through the War Child Care System Model:** Ensure that at least 60% of local partners strengthen their technical and operational capacities through training in Evidence-Based Methodologies (EBMs) and the Care System Model.

- **Strengthening Local Leadership & Autonomy:** Enable 50% of planning, implementation, and monitoring in Child Protection, Education, and MHPSS to be led and coordinated by local organisations.

- **Increased Reach in Emergency Response:** Expand emergency response reach by 25% (compared to 2025), improving preparedness and rapid response to acute crises.

- **Localisation & Partner-Led Delivery (50% Portfolio Transfer):** Strengthen at least seven local partner organisations and transfer 50% of program implementation to be led directly by these partners, ensuring compliance and quality.

- **Geographical & Programmatic Expansion:** Facilitate partner-led expansion into Ituri and Grand Nord-Kivu, while consolidating operations in current priority zones.

- **Operational Efficiency & Resource Optimisation:** Improve cost-effectiveness and internal control systems, standardise operational procedures, and refine the partnership-based delivery model.

Republic of South Sudan and Sudan

Table 20 Key data South Sudan and Sudan

Total Number of Active Projects	12
Total Country budget (RF & URF)	€ 6,658,769
Total target direct reach	61,176
Total target number of partners	9
Total number of staff (Incl volunteers)	65

South Sudan is once again facing escalating conflictb etween g overnment a nd o pposition forces, displacing over 300,000 people and compounding an already dire humanitarian situation. Nearly 75% of the population (8.8 million people) require urgent assistance, while more than 4 million children are out of school and 2 million face grave protection risks such as violence, exploitation, and recruitment. The arrival of over 1.2 million refugees and returnees from Sudan has further strained limited services, while funding cuts, especially from the U.S., have worsened conditions for children and caregivers. In response, War Child and five local partners are providing child protection, MHPSS, education, and cash assistance to over 58,000 people in Upper Nile, Jonglei, and Unity States, prioritising psychosocial wellbeing and safe learning environments.

In Sudan, renewed fighting i n D arfur, K ordofan, and the Nuba Mountains continues to fragment governance, restrict access, and expose children to exploitation, abuse, and early marriage. War Child is expanding child protection and education-in-emergencies programs to reach 7,000 children and caregivers in partnership with four Sudanese NGOs. The integrated South Sudan–Sudan approach leverages shared technical and operational structures to maximise value-for-money and strengthen local capacity. War Child's phased localisation strategy envisions transferring 60% of resources to local partners by 2026, 80% by 2027, and achieving 100% locally led programming by 2028. This model embeds long-term collaboration, joint governance, and evidence-based programming, while investing in research and innovation on methods like TeamUp, Be There, CWTL, and CORE.

Key Priorities for 2026:

- **Partnerships & Capacity Strengthening:** Develop and formalise partnership framework agreements with five national partners in South Sudan and four in Sudan for long-term collaboration. Strengthen the institutional capacity of nine national/local partners.

- **Research & Evidence Generation:** Conduct effectiveness research on two program methods in collaboration with national partners and research institutions in South Sudan to deepen the evidence base for MHPSS and child protection.

- **Evidence-Based Programming Expansion:** Scale up Evidence-Based interventions in child protection, MHPSS, and education to reach 9,000 children, caregivers, and stakeholders across both countries.

- **Child & Youth Advocacy:** Collaborate with children, youth, and civil society organisations to advocate for the rights and protection of conflict-affected children in South Sudan.

- **Humanitarian Response Delivery:** Facilitate integrated child protection, MHPSS, cash, essential kits, and education-in-emergencies assistance to 45,000 conflict-affected children, caregivers, and community members in South Sudan and Sudan.

- **Operational Efficiency & Cost Optimisation:** Design and implement a cost-efficient staffing and operational structure that enables effective, partner-led program delivery across both countries.

Uganda

Table 21 Key data Uganda

Total Number of Active Projects	7
Total Country budget (RF & URF)	€ 6,634,651
Total target direct reach	72,312
Total target number of partners	15
Total number of staff	100

Uganda hosts 1.95 million refugees and asylum seekers, the largest number in Africa. Most come from South Sudan, DRC, and Sudan, with 82% women and children. Continued conflict i n neighbouring countries and political tensions ahead of Uganda's 2026 elections are expected to drive further displacement and strain on services. A deepening funding crisis is forcing major cuts in food, protection, and education support, with per-refugee assistance projected to fall sharply. Overcrowded classrooms (ratios up to 79:1) and limited teacher capacity continue to hinder learning, while 22% of households report psychosocial distress and youth unemployment exceeds 60%. In 2025, War Child advanced localisation, joint programme design, and EBMs, positioning local partners at the centre of implementation. Collaboration with the Ministry of Education progressed toward institutionalising Can't Wait to Learn. Looking ahead, 2026 will focus on strengthening local leadership, improving programme quality and accountability, and diversifying funding to sustain essential child ongoing protection, MHPSS, and education services amid uncertainty.

Key Priorities for 2026:

- **localisation and Partner Leadership:** Initiate the transition to a partner-led model by strengthening the institutional capacity of local partners and establishing foundational structures for local leadership.

- **Program Quality and Learning:** Strengthen program quality and accountability through the integration of Evidence-Based methodologies and the establishment of robust monitoring and learning systems.

- **Sustainable Financing:** Diversify funding streams through strategic partnerships and joint fundraising efforts.

- **Advocacy and Youth Empowerment:** Establish a framework for partner- and youth-led advocacy and begin to influence national policies.

Colombia

Table 22 Key data Colombia

Total Number of Active Projects	7
Total Country budget (RF & URF)	€ 1,447,451
Total target direct reach	6,810
Total target number of partners	8
Total number of staff	9

Colombia remains one of the region's most complex contexts for child protection and MHPSS, marked by armed group fragmentation, illicit economies, and rising urban violence. Over 2.8 million Venezuelan migrants (28% children) and recurring climate shocks continue to drive displacement, food insecurity, and psychosocial distress. Despite strong laws, protection gaps persist in rural and border areas. With major donors like USAID withdrawing and overall ODA declining, competition for funding is intensifying, though European, multilateral, and philanthropic actors are expanding engagement. As the sole operation of WCA in Latin America in a region that is ravaged by violence and displacement Team Colombia represents a strategic opportunity for the organisation and has the potential to position War Child as a Regional Research and Development Centre to scale EBMs across Latin America.

Key Priorities for 2026:

- **Partnerships and Localisation:** Formalise at least three long-term partnerships with CSOs and local governments, achieve 70%partner-led implementation, and launch a partnership quality framework with joint reflection sessions.

- **Research and Knowledge Hub:** Develop a plan for the establishment of a regional R&D centre that works with local actors to enable locally driven research development, scaling of EBMs, Youth Advocacy, and Policy. Influence: Adapt and implement a VoiceMore or equivalent youth-led advocacy initiative, develop a national advocacy strategy on CAAFAG prevention, and establish a youth-led regional advocacy platform with at least three partner organisations.

- **Regional Scaling and Partnerships:** Onboard two new regional partners (e.g., ChildFund, World Vision) to integrate EBMs, reach 800 children and youth outside Colombia, and secure one regional funding proposal for cross-border programming.

5.3. PROGRAMME QUALITY, SCALING & ADVOCACY

In 2025, the PQSA department noted a growing interest from international NGOs in partnerships around Evidence-Based Models (EBMs), a trend projected to continue in the coming years. Additionally, donors are increasingly keen on funding programs that optimise partnership leverage to enhance efficiency and quality within the sector. At the same time, investment is needed in the internal processes and guidance and tools to implement and operationalise partnerships around EBMs. Working toward these objectives, PQSA will initiate 2026 with a partially restructured team to facilitate the scaling of multiple EBMs in collaboration with numerous global partners. This effort aligns with the WCAF's new global strategy, which emphasizes EBMs and partnerships. The department will focus on aligning internally for the development, implementation, and quality assurance of EBMs across various contexts. The PQS unit will collaborate with Research & Development on new methodologies, lead quality assurance systems, create partnership packages for EBMs, and manage global partnerships for EBM adoption and implementation, in harmony with the revised 10-year strategy.

Advocacy capacity across Funding Members is growing, our global profile is rising, and our commitment to child and youth participation is deepening. A key focus is enabling children, adolescents, youth, and local actors to access global influencing spaces such as the UN, EU institutions, human rights mechanisms, and other global hubs. We are also transitioning to partner-led programming and strengthening local advocacy capacity. VoiceMore is evolving into an evidence-based model, and the Global Youth Activists Network is expanding. Together with War Child's role in linking local advocacy to regional and global fora, these efforts will ensure that partner and youth voices drive our advocacy agendas and shape international decision-making.

Table 23 Programme Quality, Scaling & Advocacy deliverables

Deliverables for 2026

Global partners, EBM technical support and quality assurance

a. New and existing global partnerships are managed in coordination with necessary technical support. Target: 10

b. Technical support across the EBM cycle is provided, ensuring readiness of EBMs for implementation, monitoring and learning. New EBMs: Youth MHPSS and Family Based Play Module. EBM under development: Core, Seeds, StrongerTogether, Stretch, Schools Links. EBMs ready to partner: TeamUp, BeThere, ReachNow, Equip and EASE.

c. Monitoring and learning systems set up and operational to inform implementation quality and support the scaling of EBMs. Target: Complete data strategy, adaptive learning system established.

d. Enhance readiness to support partners through improving accessibility of EBM resources, monitoring and financing processes. Target: Resource Library, training pool system, funding strategy for EBMs.

Partnership, Localisation & PAP

a. Efforts led and coordinated to strengthen Accountability to Affected Populations (AAP) across research and programmes and measure how the Core Humanitarian Standard (CHS) is met across policy and practice.

b. The process of finalising and socialising the Partnership Framework is led and managed through dissemination for all key stakeholders with key information and communication materials.

c. The process of accelerating localisation work within the Alliance including through team dialogues and Partners forum is led and managed, based on the IMT approved set of actions of March 2025.

Advocacy

a. Partners national, regional and global advocacy supported and enabled.

b. Child and youth led advocacy programmes implemented and supported.

c. CAY advocacy and access to global platforms facilitated.

d. Humanitarian and IHL focused advocacy on acute crises.

e. The expansion of child protection, education and MHPSS services for children affected by conflict promoted and War Child positioned as knowledge leader on Evidence-Based practice in these thematic areas.

Can't Wait to Learn

a. By the end of Q1 2026, the IBU model is fully operationalised with tested governance, cost-recovery mechanisms, and defined autonomy

b. 100% partner-led implementation in all active countries (Uganda, Lebanon, Jordan, Ukraine) is achieved. CWTL is delivered to 150+ schools and reach ≥ 500,000 cumulative learners. Cost-per-child ≤ USD 50 is maintained across three contexts.

c. Arabic Maths Grades 1–3 and Arabic literacy game by Q4 2026 are finalised. MENA Generic Game (browser-based) and operational AI-assisted content pipeline are launched.

d. Piloted two new funding models (licensing + outcome-based financing) and one new regional/ language market is secured for expansion (Africa or MENA).

e. 5. Two peer-reviewed studies on cost-effectiveness and implementation science are published; two research sandboxes (Lebanon, Uganda) completed.

5.4. PEOPLE & CULTURE

The People and Culture Department is pivoting its priorities to support War Child's ambitions while ensuring their strategic goals remain adaptable and fit for purpose. The continued challenge is managing change and staff, and fostering cultural transformation amid constant shifts, making the development of an adaptive and resilient workforce crucial. The department is still committed to reconciling HR practices between War Child Holland and UK countries, strengthening HR support through certifications, developing minimum standards in HR practices and global frameworks, and establishing workforce planning to better understand staffing needs. Key initiatives include rolling out new rewards frameworks and policies, launching a new performance management system, and setting up comprehensive learning and development support.

Aligning with the revised 10-year strategy, the P&C team aims to cultivate a safe, inclusive, and innovative culture within War Child Alliance. Emphasising transparency, consistency, and creativity, they seek to deliver expert advice while embedding JEDI into their work. The HR mission is envisioned through four pathways: ensuring HR fundamentals are in place globally, acting as strategic partners with professional competencies, creating a positive and safe work environment, and fostering an agile and learning organisation. Key strategic goals include spearheading workforce planning and recruitment, revamping employee benefits, digitising HR systems, improving onboarding processes, testing new performance management methodologies, and driving effective succession planning. Additionally, the department is focused on enhancing employee retention and engagement, promoting a culture of continuous learning, and actively fostering an inclusive and psychologically safe workplace that prioritizes JEDI principles.

Table 24 People & Culture deliverables

Deliverables for 2026
HR
a. Comprehensive change-management support to enhance staff engagement and wellbeing.
b. Robust HR standards and systems.
c. JEDI ambitions embedded.
Integrity & Safeguarding
a. Comprehensive review and amendment process of Integrity Framework.
b. Safeguarding principles embedded across all War Child (EBM) programmes.
c. Safeguarding self-assessment tool and practical safeguarding approaches designed, established and strengthened with partner agencies in two countries.
d. Level 3 deep dive safeguarding risk assessment with two departments

5.5. FINANCE & OPERATIONS

FIRM's 2026 planning unfolds amid significant fi nancial, op erational, an d st rategic ch allenges. Th e fundraising environment remains difficult, with economic uncertainty, competition, and complex donor compliance shaping our financial resilience. localisation ambitions, limited overhead funding, and declining ICR ratios further constrain our flexibility, while conflict dynamics continue to drive up implementation costs and risks. Resource limitations require efficiency gains through process simplification and technology use, though these changes must be balanced against their impact on risk exposure. Internally, the rollout of the new strategy and operating model introduces major changes to structures and accountability. It demands a careful transition to ensure business continuity, particularly following the departure of the Head of Finance. The move toward a partner-led approach will reshape risk ownership, financial oversight, and control frameworks. Under-resourcing and fragmented systems continue to limit our capacity to meet automation and integration goals. As such, FIRM's 2026 plan will focus on stabilisation, system integration, risk mitigation, and strategic capacity building to maintain effective support for WCAF's evolving objectives.

BASED ON THIS ASSESSMENT, THE FINOPS TEAMS SUPPORT THE ORGANISATIONAL PRIORITIES AS FOLLOWS:

Priority 1:
Locally-Led Programming

FIRM will enable the partnership model by harmonising financial and operational processes, reducing administrative burdens, and revising the risk management framework to align with new accountability structures. The audit approach and financial reporting will be redesigned to strengthen monitoring and integration with partner-led operations. Minimum standards and capacity-building tools will be developed for internal teams and partners, supported by dedicated legal funding to manage growing risks.

Priority 2:
Evidence-Based Methodologies

We will strengthen evidence-based decision-making by improving costing models and financial data systems. These improvements will help allocate resources more effectively and enable faster, more flexible fund deployment.

Priority 3: Overall Strategy Implementation

FIRM will support the shift away from direct country delivery by providing financial and operational guidance. We will work across teams to improve collaboration and resolve challenges in implementing the new model. Together with the IMT, we will design a financial framework that strengthens partner funding and complete the Agile project updates to ensure our systems are ready and continue to improve.

Table 24 People & Culture deliverables

Key milestones for 2026	
Finance	▪ Organisation Design properly costed
	▪ Roles and responsibilities for the finance function aligned with the OD
	▪ Finance Manual rolled out
	▪ Monthly Reporting processes integrated with IFGD pipeline, in single reporting tool, with standard reporting to FRMs
Risk Management	▪ The risk management framework is fully implemented including risk-based decision making.
ICT	▪ Improved security (cyber) posture for the Alliance.
	▪ Consolidated financial reporting capability implemented.
	▪ Standardised data and system integrations between key platforms.
	▪ IT policies consolidated, revised, and published.
Internal Audit	▪ Provide assurance on the effectiveness of internal controls, reliability of financial reporting and proper management of resources.
Legal	▪ Strategic review of the Legal & Governance function.
	▪ Core Partner Funding Agreement templates completed as agreed in the workplan.
	▪ EBM copyright materials identified and transferred from War Child Netherlands (WCNL) to War Child Alliance Foundation (WCAF).
	▪ Definition of the WCAF's EBM intellectual property and licensing strategy
	▪ Contractual disputes and claims, third-party claims, AFAC cases, integrity issues, and employment claims addressed
	▪ Revised Contribution Model supported
Operational Excellence	▪ Policy review and Minimum Standard development

6. COMMUNICATIONS

Internally, the communications department will need to adapt to strategic changes emphasising EBMs, scaling, and partnerships while reducing the focus on independent country programs. This shift will require greater messaging guidance, centralised content production and procurement, and an increased emphasis on core content development such as corporate stories, EBM materials, and co-produced products with scaling partners. Externally, the communications department faces significant challenges. The growing criticism about INGO claims on localisation necessitates making partners more visible and building genuine relationships, which must be effectively communicated. The shrinking aid budgets imply a need to advocate for War Child's priorities while emphasising cost-effective solutions. Declining visibility in external communications, due to geopolitical volatility and the rise of digital misinformation, calls for innovative content that stands out. Additionally, the department will focus on partnerships to share visibility. In alignment with the focused strategy, the communications department will support local actor capacity building, promote War Child as a partner of choice, aid fundraising communications, and embed JEDI principles and diverse perspectives into all communications and engagements.

SUMMARY

- External corporate communications improvement.

- Comms policy and performance improvement.

- Fundraising Member support provision.

Deliverables for 2026

a. **External Corporate Communications:** War Child gains increased recognition as a thought leader in the aid sector through the execution of a robust marketing plan.

b. **External Corporate Communications:** New strategy based global WCA campaign launched alongside the new warchild.net website, clearly communicating War Child's value proposition through information-driven content, explainer videos on EBMs and R&D, research publications, blog articles, and communication assets for wider use.

c. **External Corporate Communications:** Brand hub created with standardised policies, design templates, and EBM materials aligned to the overall War Child brand, ensuring consistency and coherence across all external communications throughout the WCAF.

d. **Policy and Performance:** SMART KPIs established and reporting processes implemented to assess performance, identify areas for improvement, and share results with the wider organisation.

e. **Policy and Performance:** Comprehensive strategies and policies developed for social media, media relations, website, regional communications, content collection, and visual identity.

f. **FM Support:** FM network supported to communicate War Child's USP by sourcing and sharing content about EBMs, R&D, scaling, partnerships, localisation.

g. **FM Support:** Shared guidelines, policies, and processes further developed and refined for campaigns, emergency responses, and other joint efforts.

h. **FM Support:** Communication and coordination between WCAF and FMs improved to put available resources to better use i.e., content collection assignments, in-country visits, etc.

7. THE FUNCTIONING OF THE ALLIANCE

7.1. ALLIANCE GOVERNANCE

The two years into the new organisational setup have seen quite some collaboration among Alliance members as well as challenges with the levels of joined up decision making across the Alliance membership. This has led to the launch of a **Coordination Framework.** It is made up of Decision Groups in the areas of Advocacy and Comms, Private Fundraising, Institutional Funding, People & Culture and Finance & IT, as well as a CEOs group.

The intended review of the **Alliance Agreement** in 2026 will allow all Alliance members to reflect on the strengths and weaknesses of the architecture we have been working within and consider whether there are evolutions to the Alliance Agreement that we all agree will deliver more impact for children in the future. We will also be looking at the f**inancial model of the Alliance**, and we will commission an **external review** of the effectiveness of the Alliance governance processes.

7.2. FUNDRAISING MEMBERS

The practice of the Alliance Foundation to involve fundraising members in issues and opportunities regarding Institutional Funding, Advocacy, Finance, Communications, et cetera will continue in 2026.

CHILDREN IN CONFLICT

Executive Summary

- 2025 outperformed expectations across fundraising, brand visibility, and creative-industry partnerships, setting a strong foundation for growth.

- 2026 focuses on scaling high-performing revenue channels — major donors, creative partnerships, institutional funding, and flagship events — while strengthening systems and internal capacity.

- CiC enters 2026 with greater visibility and clearer strategic platforms across media, culture, philanthropy, and advocacy.

- We remain committed to full alignment with the partner-led Alliance strategy, especially on unified branding, joint advocacy moments, and coordinated global fundraising efforts.

- High-Level Objectives for 2026

- Major Donors & Individual Giving

- Strengthen and expand the major donor pipeline, deepen stewardship, grow HNW engagement events, and formalise a donor journey that supports long-term unrestricted revenue growth.

- Grow Signature Events & Campaigns

- Expand Creative-Industry & Ambassador Partnerships

- Broaden partnerships with artists, managers, labels, and cultural leaders and recruit new ambassadors
- Increase Revenue & Diversify Funding Streams
- Strengthen the institutional pipeline (corporate + foundation), expand endurance and community fundraising, and grow unrestricted revenue
- Brand, Advocacy & Influence
- Roll out the refreshed brand and messaging, scale digital content and storytelling, elevate leadership voice on children's mental health and education in emergencies, and expand earned/owned media.
- Operational Strengthening
- Invest in lean staffing, digital infrastructure, data systems, and financial management tools

WAR CHILD SWEDEN

The primary objective of War Child Sweden for 2026 is to

- Strengthen the War Child brand inSweden,

  highlight organisation's identity, EBMs, and MHPSS work, leading to increased fundraising from the private sector, institutions, and individuals.

The other strategic objectives include:

- Increase unrestricted fundraising income through creative events and campaigns as well as corporate and major donors and restricted funding income through Grant management.
- Develop corporate and institutional donor partnerships for long-term growth.
- Establish stable governance, increased operational efficiency and compliance in part through competence, CRM, increasing reserves.

WAR CHILD UK

War Child UK is determined to maximise its contribution to helping children living in war zones, by:

- **Finding higher value.** As they go through planning, they must challenge and empower themselves and each other to make better decisions to focus the time and resource they have on higher value activities.
- **Sustainable growth.** They have taken a baseline approach to income planning, looking at the core activations delivered and then look at those activities critically in terms of where the stretch and growth could be in 2026, and where new activations should be introduced.
- **Foundations for growth.** These include:
  - Professional project management function
  - Optimise key processes and implement, with a continuous improvement culture
  - Prioritisation criteria
  - Identifying efficiencies through technology and AI
  - Increased focus on KPIs and reporting
  - More efficient ways of working with the alliance foundation and as an alliance member
  - Feeling close to our programmes
- High performing and inclusive culture. We want War Child UK to be an inspiring and creative place to work where we are all supported and challenged to do our very best work for children, and everyone can be themselves. We have a passionate ambition for growth, strive for high performance and strong accountability for delivery.

The joint working envisaged by War Child UK includes:

- Contribution to the alliance co-ordination groups – where Directors will meet and solve issues that affect colleagues across the alliance, escalating to the CEOs where necessary.
- Board cohesion and governance accountability.
- Review of the alliance agreement and contribution system.

War Child UK indicates the following dependencies on the Alliance:

- Mapping our clear financial parameters, including an annual planning
- timetable, contributions, payment plans and system integration for finance and HR.
- Getting appropriate IT arrangements in place after the decision to put this back in the UK.
- Commitment from the alliance to Cyber Security, IT policies (including sharepoint review) and Data Protection.
- With the scale up of Acquisition next year in the UK, the introduction of a Principal Giving programme, scaling up of fundraising activities across the board, and the possibility of the Global Digital Acquisition programme, we will need faster, better quality, and higher volume content and information from several programmes and countries.
- Engagement with the Emergency Strategy & Processes project, so the UK can effectively activate and fundraise for emergencies when they happen. This will require coordinated support and new processes agreed with several Alliance teams.
- Support, expertise and accountability on safeguarding.
- Support for donor meetings, grants

8. THE 2026 BUDGET

HIGH LEVEL ASSUMPTIONS

The main assumptions that underpin the 2026 budget are as follows:

1. **Unrestricted Financial income:** based on agreement as per contribution model (previous year baseline contribution + 3%) plus additional funds from WCUK above the guidance. Adjustments were made related to the emerging FRMs as they require funding to meet their ambitions.

2. **Restricted Financial income:** based on secured funding as of end of 2025 and each unit's 2026 funding targets and ability to implement.

3. **Indirect cost recovery (ICR):** based on the ICR applicable to secured funds + ICR rates expected for the non-secured funding (we adjusted some specific instances to ensure alignment with the ICR levels as of 8M)

4. **Inflation adjustments:** 3% for global team staff and locally determined salary adjustments for country teams

5. **GBP/EUR FX rate:** 1.14 EUR/GP

6. Country **delivery conditions** remain as they currently are

7. No major external financial disruption

THE 2026 BUDGET PROPOSAL: FINANCIAL OVERVIEW

The 2026 income is budgeted above 2025 levels. This is mostly due to a large amount of secured funding carried over into 2026. It also reflects a shift to increased implementation through partners and therefore, a higher percentage of ICR shared with them. It will be important to monitor a weaker than normal pipeline, as well as the capacity of countries to spend under the new model and their new structures.

On the expense side, the allocation of funds for this financial year reflects the transition to a partner-led model, the prioritisation of EBMs as our core offer and investment in support areas to strengthen our operational capability.

The budget proposal results in a deficit. This is due to the allocation of the surplus income from WCNL and WCUK that was received in 2025 and was carried over in our reserves. The surplus is financing both programmatic and operational initiatives and is detailed below.

2026 BUDGET PROPOSAL

Table 27 proposed budget for 2026 as per RJ640

EUR	Budget 2026	Budget 2025
Project revenue	57.655.880	55.221.078
Contributions from War Child network	16.275.505	15.581.061
Total income	**73.931.384**	**70.802.138**
Activity costs	45.566.872	41.403.386
Employee costs	22.051.893	21.311.367
Travel costs	1.034.224	1.541.375
Facility costs	748.296	664.356
Contributions to War Child network	555.750	351.000
General costs	5.003.909	5.388.706
Total non-financial expenditure	**74.960.944**	**70.660.191**
Financial costs	30.100	56.120
Total expenditure	**74.991.044**	**70.716.311**
Sum of income and expenditure	**-1.059.660**	**85.828**

For the 2026 budget proposal as per business unit please go to Annex I.

FINANCIAL INCOME ANALYSIS:

The 2026 Total Financial income plus Indirect Cost Recovery increase €2.1M vs. 2025, for a total of €76.2M (please see Table 28: Income analysis for 2026). This is the result of:

- An increase in contribution from Fundraising members of +€694K (includes excess contribution over guidance from WCUK of €1.2M and lower than expected Children in Conflict's contribution)
- A net increase of Country Restricted Financial income (+€2.5M) due both to new and existing grants not spent in 2025:

  - Higher income in DRC (+€3.8M due to carryover of the ECW grant + new UNICEF grant), South Sudan (+€2.6M due newly approved ECHO grant) and Yemen (€0.9M), plus smaller increases in Lebanon, Syria, Colombia and Jordan (+€1.4M)
  - Lower income in Afghanistan (-€3.3M due to donor reprioritisation towards livelihood and climate), OPTI (-€1.6M to account for challenges in delivery), Ukraine (-€1.6M as a result of weak donor environment) plus smaller reductions in Central African Republic and Uganda (-€0.6M).

- Increase in R&D Restricted Financial income: +€1.5M, as a result of expansion of research focused donors. As of this date, funds are to be destined to rigorous evaluation of existing EBMs and investment in new ones (primarily Family based play and Youth mental health).
- Decrease in ICR of -€1M, due to a higher percentage of ICR shared with partners which offsets additional ICR generated by the growth in the Restricted portfolio.

2026 BUDGET: FINANCIAL INCOME

Table 28 Income analysis for 2026

	AP2025			AP2026			Change '26 vs. '25	
	URF	RF	TOTAL	URF	RF	TOTAL	EUR	%
Companies	80	17	97	65	-	65	-32	0%
Lotteries	-	427	427	-	1.154	1.154	728	0%
Government grants	-	37.148	37.148	-	39.482	39.482	2.334	0%
Other organizations (non-profit)	-	17.549	17.549	-	16.954	16.954	-595	0%
Project revenue	**80**	**55.141**	**55.221**	**65**	**57.591**	**57.656**	**2.435**	**4%**
Contributions from War Child network	15.581	-	15.581	16.276	-	16.276	694	0%
Total Income	**15.661**	**55.141**	**70.802**	**16.341**	**57.591**	**73.931**	**3.129**	**4%**
Indirect Cost Recovery	3.336	-	3.336	2.331	-	2.331	-1.005	0%
Total income + ICR	**18.997**	**55.141**	**74.139**	**18.671**	**57.591**	**76.262**	**2.124**	**3%**
(Potential) additional income due to FRM surplus in 2026	n/a	n/a	n/a	875	-	875	875	
Potential Total income + ICR + surplus	18.997	55.141	74.139	19.546	57.591	77.137	2.999	4%

Potential upside in 2026: there is a high likelihood that WCAF will additional URF funds in 2026 due to better-than-expected 2025 fundraising outcomes for the FRMs. As per most recent conversations, additional income could be ≈ €0.075M from WCNL and ≈€0.8M from WCUK. If this estimated additional income materialises, Total Financial income + ICR in WCAF in 2026 would be €77.1M.

Potential risks:

- The **Unrestricted income risk** is low for the contributions from WCNL and WCUK. However, the risk is higher for the contribution from WC Sweden (they are expecting optimistic growth rate vs. 2025 plus require significant financing to achieve the target) and CiC (whose performance in 2025 was not as strong as expected).

- The **Restricted financial income risk**, measured as 2026 ambition vs. secured funds as of Dec. 2025, varies across the portfolio. Secured income represents 51.4% of the total 2026 Financial income for the Africo region, 72% for the Middle East and 63% for the Global Programmes. Overall for the total portfolio is 63% (please see Table 29). The total amount at risk is €213K which could be covered with the country risk contingency pot (€600K) but tight monitoring is in order.

RISK ASSESSMENT OF THE RESTRICTED FUNDING PORTFOLIO

*Table 29 Restricted Funding: secured funding vs 2026 ambitions*

Unit	AP 2026			
	Secured funds	2026 Ambition	Total funding	Secured / Total
DR Congo	4.444	3.658	8.101	54,8%
CAR	56	910	966	5,8%
Colombia	571	579	1.150	49,6%
South Sudan	2.181	3.746	5.928	36,8%
Uganda	4.216	1.966	6.181	68,2%
Africa	**11.468**	**10.859**	**22.327**	**51,4%**
Afghanistan	1.047	1.080	2.127	49,2%
Jordan	1.663	454	2.117	78,6%
Lebanon	4.052	2.936	6.988	58,0%
Palestine	6.669	1.378	8.047	82,9%
Syria	4.634	1.213	5.847	79,3%
Ukraine	1.266	784	2.050	61,8%
Yemen	1.900	451	2.351	80,8%
Middle East	**21.231**	**8.295**	**29.526**	**71,9%**
CWtL	579	41	620	93,3%
TU	390	46	436	89,5%
RD	1.139	1.336	2.475	46,0%
PQSA	1.524	0	1.524	100,0%
Other	0	683	683	0,0%
Global Office	**3.632**	**2.106**	**5.738**	**63,3%**
WCA	**36.331** **63,1%**	**21.260** **36,9%**	**57.591** **100%**	**63,1%**

- The main risk identified extends beyond 2026, as we're seeing a decreasing pipeline -consistent with the state of the fundraising environment in the sector-, which is a warning towards future budget rounds.

EXPENSE ANALYSIS

Total Expenditure increases by +€2.8M in 2026. The increase is largely driven by growth in Restricted spend (+2.4M or 85%) and to a lesser degree to higher Unrestricted spend (€0.4M).

WCAF's cost structure (and not considering costs covered by ICR) remains largely the same when assessing the type of costs in 2026 vs. 2025. Activity costs increase slightly from 59% to 61% as do Contributions to the War Child network (0.5% to 0.7%) as a result of additional investment in WC Sweden and WC Germany. General costs and travel costs reflect the cost reduction efforts initiated in 2025.
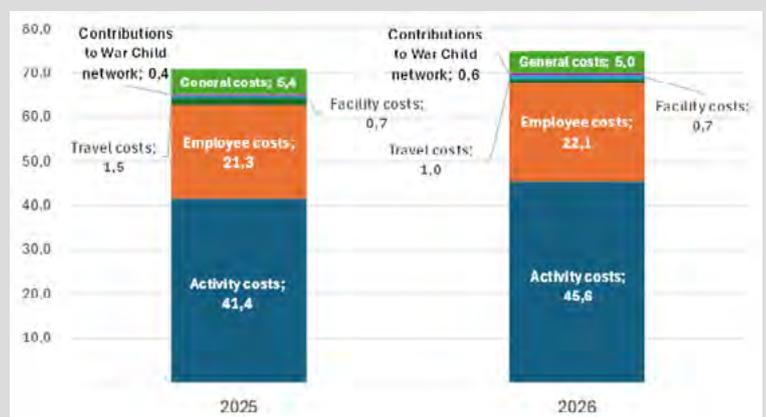
**If we analyse the budget by unit, allocation of funds does vary significantly:**

Table 30 Expense analysis

000 EUR Unit	AP2026 URF	RF	TOTAL	AP2025 URF	RF	TOTAL	Change '26 vs. '26 URF	RF	TOTAL
Country Programmes	4.758	51.853	56.610	5.475	50.206	55.681	-717	1.647	929
Regional Offices	1.701	0	1.701	1.894	0	1.894	-193	0	-193
Funds and contingencies	1.400	0	1.400	1.391	0	1.391	9	0	9
Research and Development	805	2.475	3.280	744	946	1.690	61	1.529	1.590
Program Implementation and IF	1.851	683	2.534	1.486	708	2.194	365	-25	340
Program Quality, Scaling and Advocacy	1.807	1.524	3.331	1.658	17	1.674	150	1.507	1.657
Global Programs	232	1.056	1.288	531	3.265	3.796	-299	-2.209	-2.508
CEO office	877	0	877	766	0	766	111	0	111
People and Culture	1.805	0	1.805	1.459	0	1.459	346	0	346
Finance, ICT and Risk Management	3.506	0	3.506	3.124	0	3.124	382	0	382
Contributions to WCA network orgs	555	0	555	350	0	350	205	0	205
Transition	435	0	435	35		35	400	0	400
Total expenses	**19.731**	**57.591**	**77.322**	**18.912**	**55.141**	**74.053**	**819**	**2.450**	**3.269**
Indirect cost recovery	2.331		2.331	3.336		3.336	-1.005	-	-1.005
Total expenses minues ICR	**17.400**	**57.591**	**74.991**	**15.575**	**55.141**	**70.716**	**1.825**	**2.450**	**4.275**

For a more detailed view, including country allocation please see Annex I.

CHANGES IN RESTRICTED SPEND:

Restricted spend responds to variations in the grant portfolio as described above. The country and R&D portfolios see significant growth, while the growth in PQSA is the result of the consolidation of activities previously within Global programmes.
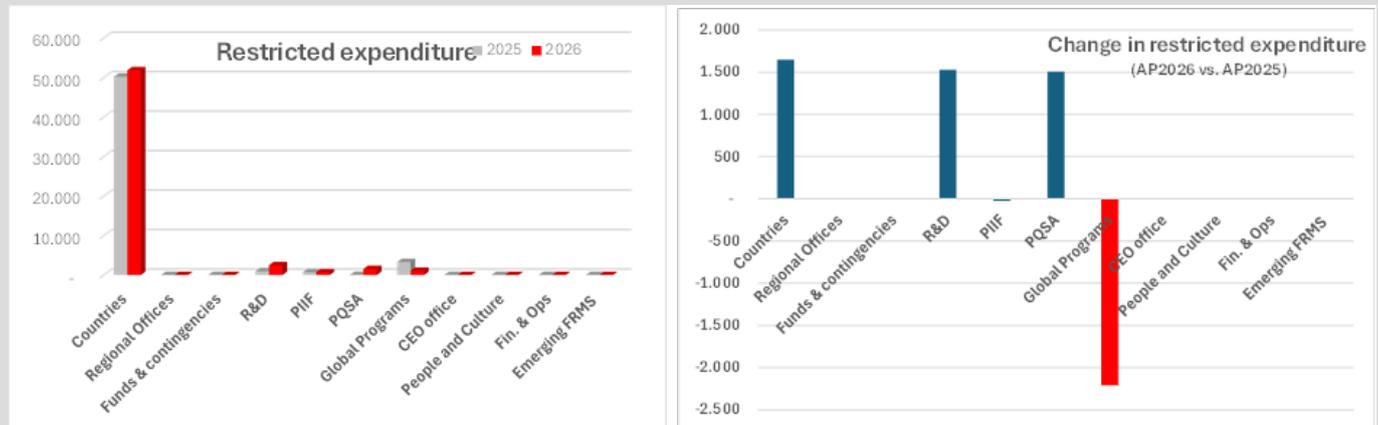
CHANGES IN UNRESTRICTED SPEND

The unrestricted fund allocations is driven by several factors: (a) reductions in the budgets of countries and regional offices reflecting expected lighter structures required for the partner led strategy and disinvestment in CAR; (b) changes in the global programme teams and investment in EBM development and (c) investment in various areas of the global teams to enable the transition to the new strategy.
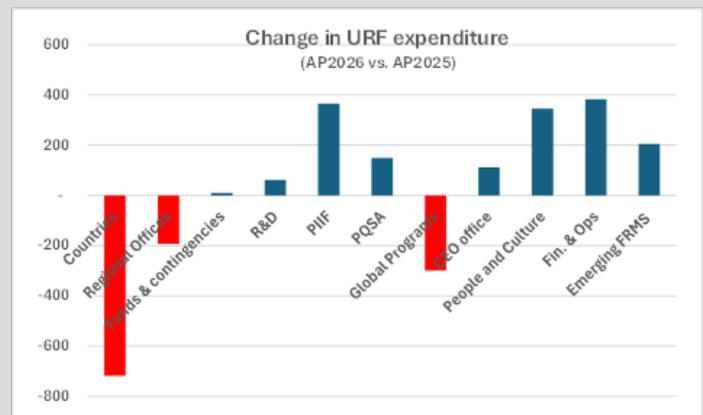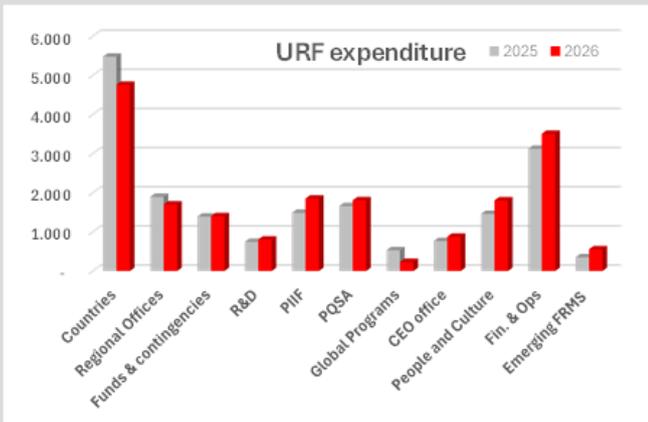
a. **Countries and regions (-€0.9M):** regions' budget incorporate a -€0.2M reduction as a result of streamlining, while countries budget decreases by €0.7M. The largest reductions in Africa are CAR (-€0.25M) in line with a decision to potentially leave the country, Lebanon (-€0.08M) and South Sudan (-€0.07M), both of which are expected to leverage larger restricted portfolios.

b. **Global programme teams:** Team Ups budget has been transitioned into PQSA as a result of the restructure the team has undergone and some investment was allocated to R&D to continue developing EBMs in line with our strategy.

c. **Global teams:** most of the changes in the global teams are a result of the allocation of the 2024 surplus shared by FRMs in 2025 but that has not been spent. 65% of the allocation was on non-recurring items (OD process, systems related projects, building up of comms capacity, scoping of new countries, temporary legal capacity), 8% are related to salary increases if we go ahead the salary adjustment project, which would become recurring and require incorporation into the budget from 2027 onwards, and 27% could be stopped in a year although could become recurring if so decided (Alliance secretariat management, investment in emerging FRMs, cyber security, CHS verification costs)

9. EVENTS

What	When
Reporting on 2025	
Closing accounts and reporting on 2025	January - June
Control of AP 2026	
OD Transition Phase	February - April
Impact Committee, Audit & Risk Committee	26 March
Fundraising Members Forum Annual Executive Meeting (in person)	April
OD Implementation Phase	1 May and further
4M budget review and AP progress evaluation	23-25 June
Fundraising Member Forum governance (CEOs + Chairs / in person)	26 June
Alliance Members Assembly	15-16 September
8M review and AP progress evaluation	October
Planning for 2027	
Fundraising Member Forum governance (CEOs + Chairs / in person)	26 June
2027 Annual Planning period	September – November
Alliance Members Assembly	15-16 September
Fundraising Members Forum Annual Executive Meeting (in person)	April
Reporting on 2026	
Annual Reporting 2026 kick off	December

ANNEX 1:
LIST OF ACRONYMS

AFAC .... Anti-Fraud and Corruption

AFAC .... Anti-Fraud and Corruption

CAAC .... Children and Armed Conflict

CAR .... Central African Republic

CHS .... Core Humanitarian Standard

CPHA .... The Alliance for Child Protection in Humanitarian Action

CWTL .... Can't Wait to Learn

DRC .... Democratic Republic of the Congo

EBM .... Evidence-Based methodology

EIM .... Evidence-Informed methodology

FInOps .... Finance & Operations

IFGD .... Institutional Funding and Grants Delivery

JEDI .... Justice, Equity, Diversity, and Inclusion

MEAL .... Monitoring, Evaluation, Accountability, and Learning

PIIF .... Programme Implementation and Institutional Funding

PQSA .... Programme Quality, Scaling and Advocacy

RF .... Restricted Funding

URF .... Unrestricted Funding

WASH .... Water Sanitation and Hygiene

WCA .... War Child Alliance

WCAF .... Stichting War Child Alliance (War Child Alliance Foundation)

ANNEX 1:

2026 BUDGET PROPOSAL - PER UNIT

000 EUR	AP2026		
Unit	**URF**	**RF**	**TOTAL**
Member contributions	16.276	0	16.276
Grants (including through members)	0	57.591	57.591
Other income	65	0	65
Total income	**16.341**	**57.591**	**73.931**
Indirect Cost Recovery	2.331	0	2.331
Total income + ICR	**18.671**	**57.591**	**76.262**
Country Programmes	4.758	51.853	56.610
Regional Offices	1.701	0	1.701
Funds and contingencies	1.400	0	1.400
Research and Development	805	2.475	3.280
Program Implementation and IF	1.851	683	2.534
Program Quality, Scaling and Advocacy	1.807	1.524	3.331
Global Programs	232	1.056	1.288
CEO office	877	0	877
People and Culture	1.805	0	1.805
Finance, ICT and Risk Management	3.506	0	3.506
Contributions to WCA network orgs	555	0	555
Total expenses	**19.296**	**57.591**	**76.887**
Recurrent (Deficit) / surplus for the year	**-625**	**0**	**-625**
Transition	435	0	435
(Deficit) / surplus for the year	**-1.060**	**0**	**-1.060**
(Potential) additional income due to 2025 FRM surplus	875	0	875
Potential (Deficit) / surplus for the year	**-185**	**0**	**-185**

WAR child

WE BELIEVE NO CHILD SHOULD BE PART OF WAR. **EVER.**

ANNUAL PLAN 2026