



Workshops for children in the Red Cross of Montenegro are taking place at the RCM branch in Budva. Photo: MRC.

Emergency appeal No: [MGR65002](#)

Timeframe of this response plan: Feb 2023- Dec 2025

Number of people to be assisted: 10,000

Federation-wide funding requirement: **6,039,778 CHF**

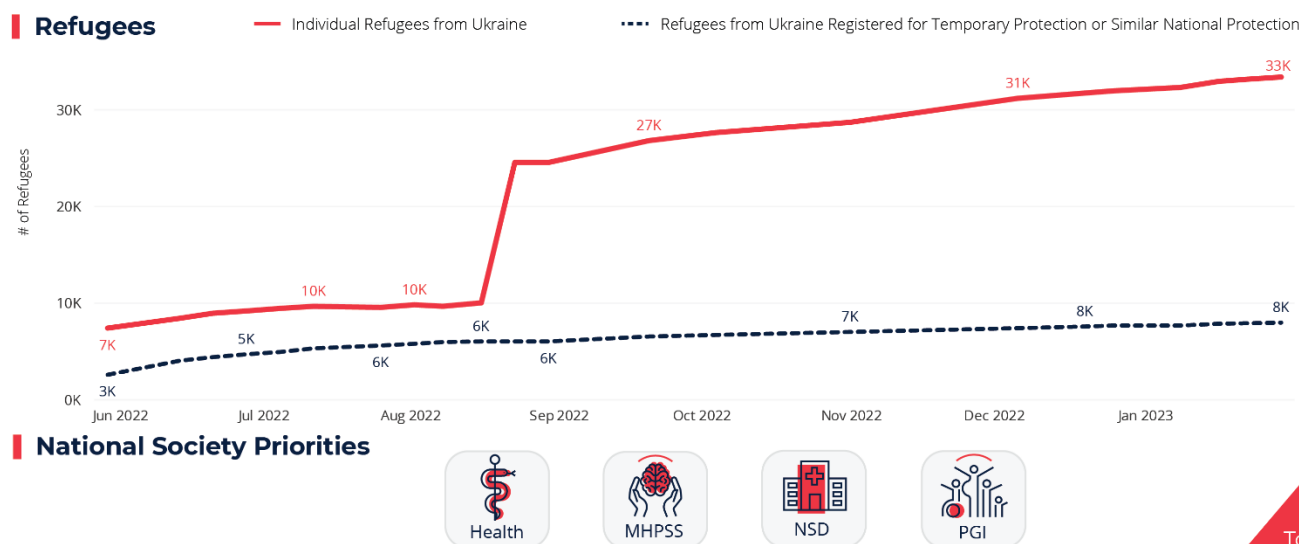
IFRC Secretariat funding requirement: **6,039,778 CHF**

EXECUTIVE SUMMARY / TRANSITION STRATEGY

The Red Cross of Montenegro will extend its operation to assist the people displaced from Ukraine to Montenegro until the end of 2025. Through its activities the RCM will continue to provide essential humanitarian aid, particularly in the sectors of basic needs, seasonal assistance for winters, **health and care, mental health and psychosocial support, and protection, gender, and inclusion**. The RCM will continue to assist people affected by the Ukraine crisis focusing on women with children, pregnant women, single parents, and older people, particularly those with health problems or traveling alone. As part of the health and care component, there will be a strong emphasis on psychosocial support. In terms of **protection** activities, the focus will continue to be on providing services through humanitarian service points (HSP) and child friendly spaces (CFS) as part of the response until 2025. As part of the plan, Montenegrin language courses will be provided to people who intend to stay in Montenegro until the end of 2025, as well as support in accessing the labour market.

NEEDS ASSESSMENT AND TARGETING

Refugee Situation and National Society Priorities Montenegro



33,319

Total number of Refugees

Data Source: IFRC, UNHCR; Date Produced: 2/10/2023

Disclaimer: Statistics are compiled mainly from data provided by authorities. While every effort has been made to ensure that all statistical information is verified, figures represent an estimate. Triangulation of information and sources is performed on a continuous basis. Therefore, amendments to figures may occur, including retroactively.

Humanitarian impact of the crisis and resulting needs

1. Overview

According to official data from the Ministry of Interior, from the period of 24th February 2022 until 23rd January 2023 91,547 displaced people from Ukraine entered Montenegro.¹ Currently, there are 6,962 people from Ukraine in the country, which represents 1.12% of the total population of Montenegro comprising 619,211 people. Since the beginning of the escalation of the conflict in Ukraine, 7,861 people have applied for temporary protection in Montenegro.

Even though not all people from Ukraine are in need, more than 2,600 people displaced by the conflict need continuous assistance from the Red Cross. The number of people who need assistance to access information or referrals is much higher. In addition to assisting displaced people from Ukraine, the Red Cross also provides extensive assistance to the local population.

¹ [Ministry of the Interior, official data](#)

Economic difficulties in Montenegro, including high inflation, deepen the crisis and have caused a deterioration in living conditions in the country. Official data shows that 140,000 people in Montenegro are at risk of poverty, while 50,000 already live below the poverty level.² This is now resulting in large numbers of Montenegrin nationals requesting humanitarian aid, especially after the economic hardship caused by the Covid-19 outbreak in the country. The additional difficulties caused by the most recent economic downturn have further exacerbated the situation of Montenegrins experiencing poverty, resulting in complaints and criticism of the assistance being provided to displaced people from Ukraine while the needs of the local population are not fully met. This dilemma has been putting growing pressure on local Red Cross branches, who now face challenges in their selection and prioritization of target groups for humanitarian assistance.

2. Groups and sub-groups that are most affected, and/or most at risk

According to Ministry of Interior statistics on people who have applied for temporary protection, 71% are adults (51% women and 20% older men) while 29% are children under the age of 18.³ The data shows that almost all beneficiaries belong to marginalized groups of people. A needs assessment conducted by the Red Cross of Montenegro in December 2022 identified the needs of the most affected population groups.⁴ In Montenegro, 22,7% of respondents have chronic/long-term physical or mental health issues, approximately 18% have some kind of disabilities, while 7,1% are women who are pregnant or breastfeeding, increasing their risk of marginalisation.

3. Details on the needs assessment that was conducted in the country

The main aim of the RCM is to respond adequately to the needs of populations in need. To achieve this goal, RCM analyses the needs of the community through direct communication and established feedback mechanisms. (See RCM needs assessment dashboard, [IFRC GO - Montenegro](#)).

Bearing in mind that needs are constantly changing, after the first needs assessment was conducted in August 2022, RCM carried out another needs assessment in December 2022 to better understand the needs of people displaced from Ukraine. The assessment was conducted using a mixed methodology including digital surveys (KoBo), face-to-face interviews, and focus groups at the branch level.

449 heads of households participated in the December needs assessment, representing 1,381 individuals. This accounts for 19.8% of the total number of displaced people from Ukraine in Montenegro.

Results show us that 93.99 % of people have applied for temporary protection and 59.91 % of them are planning to stay in Montenegro for more than 6 months, while 22.94 % of respondents are planning to stay between 3-6 months. A temporary protection status provides better access for people fleeing Ukraine to social welfare, education, and health services as well as rights to employment.

Below a few of the key findings from the assessment:

26,73% of respondents said that during the past month they did not have enough food or money to buy food, while 28.9% of respondent have only funds available to cover 1-2 months of expenses for basic needs.

Between 18-20% of respondent said that they need urgent support in accessing food, hygiene items, clothes, and mental/physical health services, while 60% of respondents said that some support in food and hygiene would be helpful but not urgent. 49.44 % people said that their mental/physical health or the mental/physical health of members of their household worsened since leaving Ukraine and that they need help.

The main identified obstacles while trying to access services are:

- Language barriers.
- Services are too expensive.
- Lack of knowledge about how to access services.

² <https://www.monstat.org/cg/page.php?id=1673&pageid=1673>

³ Ministry of the Interior

⁴ [IFRC GO - Montenegro](#)

- Lack of means of transportation.

Results show that 73,5 % of the respondents received humanitarian assistance while 25.39 % did not receive any assistance. They usually receive food, hygiene, clothes, mental health support or other kind of support.

Throughout its 147 years long history, the Red Cross of Montenegro faced several migration-related crises. Both then and today, the Red Cross of Montenegro is recognized as one of the key organizations that provides support to the affected population. The results of this analysis confirm the same. 72,61 % of respondents said that they received aid from the Red Cross of Montenegro.

4. Prioritization: Needs and specific groups that National Societies in country are responding to

The Red Cross of Montenegro will continue to provide services to displaced people from Ukraine. The target group has not changed from the beginning of the response – the priorities are focused on women (or other single heads of households) with children, pregnant women, single parents and older people, particularly those with health problems or traveling alone.

Support for mental health has been identified as one of the major needs of this population. Thus, RCM will focus on this area through organization of workshops, individual and group sessions, and many other activities, with the aim of improving their mental health.

Furthermore, as language barrier has been identified as one of the most important obstacles for better inclusion, language courses for children and adults will be continued.

Health issues of marginalized populations will also be addressed through the provision of transportation to medical facilities. Finally, a specific focus will be placed on children through further development of PGI activities.

The financial resources of the most marginalized are depleting and support for basic needs is required.

CAPACITIES AND RESPONSE

National Society capacity

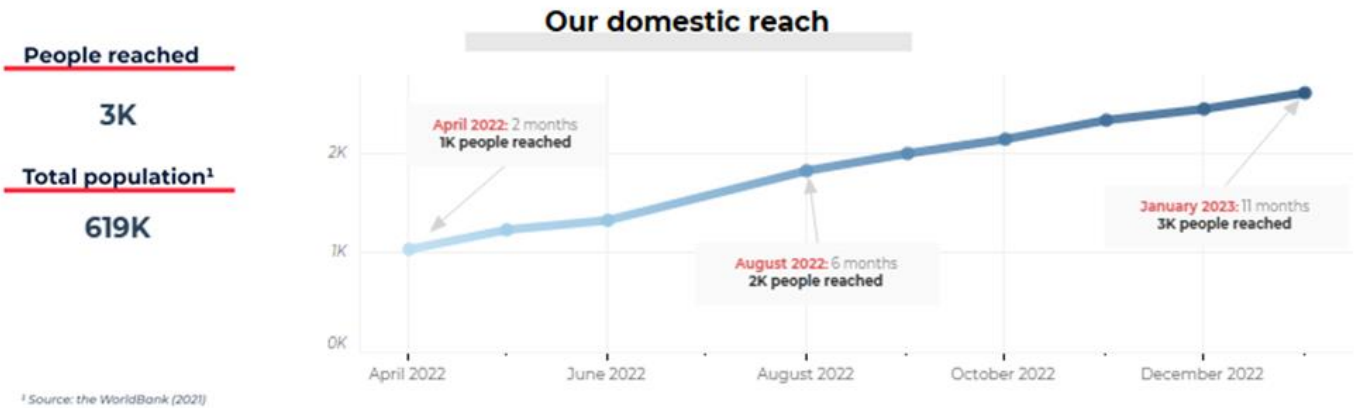




Red Cross of Montenegro

2022 Federation-wide Country overview

Total income: CHF 1,498,496

Total expenditure: CHF 1,283,872



People reached by sector						
						
CVA	Health	Migration	PGI	Relief	Shelter	WASH
0	2,607	2,607	871	2,206	0	2,206

In-country partners

**As reported to the Federation-wide Data System up until December 31, 2022*



Explore more:
<https://go.ifrc.org/emergencies/5854#federation-wide>

For details on the National Society's ongoing response to the crisis, please refer to [IFRC GO](#).

National Society role in the national response	<p>The Red Cross of Montenegro is an independent, voluntary humanitarian organization with an auxiliary role to the state, conducting affairs of public interest as conferred by the Law on the Red Cross.</p> <p>According to the Law of the Red Cross of Montenegro and Law on Rescue and Protection, the RCM has an obligation to support the reception of displaced persons and exercise the right to access to accommodation (granted to who have received temporary protection), provide assistance, and take measures that can contribute to caring for the affected population.</p> <p>The Red Cross of Montenegro is a member of the coordinating body for monitoring the implementation of the decision on granting temporary protection to displaced people from Ukraine, established by the Government of Montenegro, and actively participates in all coordination meetings organized by relevant stakeholders.</p> <p>The Red Cross of Montenegro is continuously exchanging information on the situation regarding displaced people from Ukraine, as well as about their needs and priorities. In the previous period, the Red Cross hosted several meetings, both at the national and local level, with high-level interlocutors who wanted to hear more about the situation with displaced people in Montenegro. The Red Cross of Montenegro also actively participates in the meetings of the state coordinating body and contributes to the national contingency plan.</p>
Key areas of scale-up and strength	<p>The RCM has invested in its crisis management capacities to scale up its operation to support the people arriving from Ukraine. Due to these investments, the capacities of the Red Cross were significantly strengthened both at national and local level. This was critical and essential for the branches as most local Red Cross branches have limited human and financial resources and capacities. The operation enabled engagement of professionals who worked tirelessly and gave their immense contribution to the achievement of the project goals. Furthermore, support for strengthening other capacities (vehicles, working space, child friendly spaces, etc.) significantly helped the local branches to efficiently respond to the needs of the people who have been displaced from Ukraine. These investments and learning will also be a key factor for adequate response in future crises, including possible assistance to refugees along other migratory routes.</p>
Areas of new / additional capacities developed	<p>The RCM has also invested in capacities for delivery of mental health and psychosocial support to people affected by the crisis. Child friendly spaces were established, and necessary equipment was provided.</p> <p>The necessary IT equipment and vehicles were procured for branches to assist better and reach out to marginalized people within the communities.</p> <p>In the first stage of the response, the Red Cross of Montenegro has been exploring modalities for providing cash assistance and/or vouchers. A small-scale pilot has been carried out to test the appropriateness of CVA within Montenegro. The RCM will build upon this pilot and aims to use CVA as default response modality in future. 48% of humanitarian assistance will be provided through CVA. To do so, the staff and volunteers of NS attended the Cash and Vouchers Assistance and CEA trainings which will help them implement CVA interventions with speed and quality.</p>

National Society partners

Name of Partner	Health & Care	Integrated Assistance	Protection & Prevention	NS Capacity Building	Details
IFRC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<p>During the last year, the IFRC provided support to the National Society for the Ukraine crisis. Within this agreement the NS is implementing/supporting⁵:</p> <ul style="list-style-type: none"> • Individual and group workshops for mental health and psychological support for adults and children. • Support the educational process through language classes for children and adults. • Distribution of school materials. • Distribution of hygiene kits. • Distribution of food packages. • Procurement and distribution of non-food items and equipment. • Specific activities dealing with the needs of marginalized groups. • Support in exercising the rights guaranteed by temporary protection (residence in Montenegro, suitable accommodation, necessary assistance and means of living, health care, primary and secondary education, relevant information on rights and obligations, official procedures, support in integration, work). • Restoring Family Links. • Organizing training for volunteers and employees. • Establishing a call centre (hot line) to facilitate provision of information.
British Red Cross	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> • With the support of the British Red Cross, the Red Cross of Montenegro facilitates the displaced people from Ukraine residing in Montenegro in obtaining visa and temporary protection in Great Britain. • It implies organizing information sessions for the displaced people who intend to move to Great Britain as well as provision of direct support for online application for visa and communication with the British Red Cross when visa is approved.

OPERATIONAL STRATEGY

⁵ [NS response with the support of the IFRC, video](#)

Scenario Planning

Scenario	Impact	Mitigating actions
Scenario 1, most likely: Reduced or stable migratory flow, but few people return to Ukraine.	<p>It is expected that the needs will stay unmet if there is a break and will keep people dependent upon humanitarian support. This will be applicable for those who are either at risk of being marginalized, such as those who are responsible for children or older adults in their households and are unable to obtain any employment. The country employment situation does not offer absorption of human resources.</p> <p>In addition, the political situation in Montenegro has been very unstable over past few months which resulted in frequent changes in the structures within the State institutions often. This may cause slow administrative procedures and ad hoc decisions regarding support to Ukrainian population.</p>	Adjust the criteria for provision of humanitarian support based on the priorities and needs of people from Ukraine staying in Montenegro.
Scenario 2. Increased population movement, funding is insufficient.	Increased needs, and scarcity of resources lead to lack of necessities and a worsening humanitarian situation.	<p>Distribute available stocks at disposal, prioritizing the most urgent needs of the most marginalized among new arrivals.</p> <p>Fund raising at domestic level and through Movement Partners.</p>
Scenario 3. Reduced population movements, and most people intend to return to Ukraine.	Needs will be reduced, but the most marginalized groups will require support to return home.	Creation of new criteria for provision of humanitarian support, facilitating and providing resources for successful return to home country.

People to be assisted

Overall sex and age breakdown of people targeted


Sex-age group	Total
Males Over 18 years of age	2,000
Males Under 18 years old	1,400

Females Over 18 years old	5,100
Females Under 18 years of age	1,500
Total number of people to be assisted	10,000⁶

ONGOING AND PLANNED OPERATIONS

HEALTH & CARE INCLUDING WATER, SANITATION AND HYGIENE (WASH)

(MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT / COMMUNITY HEALTH)


 Health & Care	Overall target: 2,000	
	Female > 18: 1,020	Female < 18: 300
	Male > 18: 400	Male < 18: 280
Objective:	Most marginalized displaced people are provided with high-quality health and care services including MHPSS.	
Priority Actions:	Activities:	
Primary health services and/or referral to public health institutions	<ul style="list-style-type: none"> • Provide community-based health services to displaced people from Ukraine. • Disseminate information on accessing the public health system in Montenegro through Humanitarian Service Points to displaced people from Ukraine, with particular attention to support for people with special needs. • Organize group workshops on topics related to health promotion and disease prevention. • Strengthen local referral pathways to specialized health services, including mental health services. 	
Mental health and psychosocial support services (MHPSS)	<ul style="list-style-type: none"> • Provide psychological first aid through the helpline as well as through individual sessions to people who have been identified as the most marginalized and need more specialized support. • Provide psychological first aid through group sessions in collective shelters as well as for people in private accommodation (where possible). • Provide adequate psychological first aid to people affected by the crisis in Ukraine through counselling and referrals. Adapt relevant materials on psychological first aid and disseminate through different channels including social media. • Support the most marginalized people, mainly women, children, and older people (+60), with psychosocial support through outreach group activities and workshops. 	


⁶ Direct assistance will be provided to 5,000 people from Ukraine while 5,000 people from local communities will benefit from indirect assistance.

	<ul style="list-style-type: none"> • Organize dedicated recreational and afterschool activities for children in child friendly spaces. • Organize recreational creative and multicultural workshops for displaced people from Ukraine. Engaged local population in such activities to facilitate social cohesion and integration. • Participate in MHPSS technical working groups and other coordination for a to ensure the visibility of the NS and its MHPSS work. • Document and gather lessons learnt from the MHPSS response undertaken by the NS. • Enhance and sustain MHPSS capacity beyond the Ukraine crisis by including the local population in the services and building partnerships with local institutions. •
People trained in first aid	<ul style="list-style-type: none"> • Organize trainings and workshops for staff and volunteers of RCM at national and local level on first aid. • Continue delivering First Aid trainings to new staff and volunteers as part of their onboarding.
People trained in MHPSS	<ul style="list-style-type: none"> • Organize trainings for volunteers and staff to provide Psychological First Aid & Psychosocial Support to people affected by Ukraine crisis. • Organize trainings and workshops for staff and volunteers of RCM at national and local level on first aid including psychological first aid. • Continue delivering Psychological First Aid trainings to new staff and volunteers as part of their onboarding. • Strengthen MHPSS capacities within RCM and increase the scope of commercial first aid within the NS.

INTEGRATED ASSISTANCE

(SHELTER, HOUSING AND SETTLEMENTS, MULTI-PURPOSE CASH)

 Shelter, Housing and Settlements	Overall target: 4,500	
	Female > 18: 2,291	Female < 18: 823
	Male > 18: 555	Male < 18: 830
Objective:	Communities in crisis-affected areas restore and strengthen their safety, well-being and longer-term recovery through shelter and settlement solutions.	
Priority Actions:	Activities:	

Relief assistance for basic needs	<ul style="list-style-type: none"> • Provide winter assistance for clothing and footwear through CVA once a year. • Carry out post distribution monitoring 	
 Cash and Voucher Assistance	Overall target: 2,000	
	Female > 18: 1,020	Female < 18: 300
	Male > 18: 400	Male < 18: 280
Objective:	The most marginalized displaced communities have their needs addressed through the use of cash assistance.	
Priority Actions:	Activities:	
Conditional and/or unconditional cash and voucher assistance	<ul style="list-style-type: none"> • Support the most marginalized among people who have been displaced from Ukraine through monthly unconditional cash or vouchers assistance to cover their basic needs on monthly basis for a period of 18 months. • Provide basic needs to most marginalized local population through CVA, following standard IFRC PGI sensitive minimum standards in emergencies⁷ • Conduct post distribution monitoring on regular basis. 	
Contingency plan	<ul style="list-style-type: none"> • Provide one-off multipurpose cash assistance to displaced people from Ukraine in case of further escalation or increases in arrivals. 	
National Society operational readiness in CVA	<ul style="list-style-type: none"> • Develop and adapt tools and templates available through the Cash Hub and CEA toolkit for CVA interventions. • Sign framework agreements with supermarkets and financial services providers for implementation of CVA interventions. • Adopt most appropriate data management solution to collect and manage the registration data. • Train staff and volunteers on CVA 	

PROTECTION AND PREVENTION

(PROTECTION, GENDER, AND INCLUSION (PGI), COMMUNITY ENGAGEMENT AND ACCOUNTABILITY (CEA), MIGRATION)

 Protection, Gender and Inclusion	Overall target: 10,000	
	Female > 18: 5,100	Female < 18: 1,500
	Male > 18: 2,000	Male < 18: 1,400


⁷ PGI-sensitive CVA checklist/CVA section of PGI minimum standards in emergencies. Links available on Movement [CashHub](#) and IFRC [PGI](#) page

Objective:	The different people impacted, displaced by, or fleeing the crisis are safe from harm including violence, abuse and exploitation, discrimination and exclusion, and their needs and rights are met.
Priority Actions:	Activities:
Children welcomed in child-friendly spaces	<ul style="list-style-type: none"> • Establish new child friendly spaces to support children in line with Movement standards⁸. • Facilitate integration of children within local communities by organizing afterschool activities.
PGI activities	<ul style="list-style-type: none"> • Develop, map, and disseminate safe referral pathways for child protection, sexual and gender-based violence and other protection risks. • Update referral pathways to ensure that displaced people from Ukraine have accurate and relevant information. • Ensure referrals to case management, as well as follow-up and provide accompaniment services for health, social services, protection, and human trafficking support centres. • Develop messages on preventing and responding to Sexual and Gender-Based Violence (SGBV), trafficking in persons, legal status, and related information, in particular for marginalized groups such as persons with special needs. • Assess, monitor, and analyse PGI issues and trends, including through analysis of sex, age, and disability disaggregated data. • Address adolescent needs program by developing customized interventions. • Extend the support in PGI related areas to local population.
Prevention and protection of sexual exploitation and abuse and safeguarding	<ul style="list-style-type: none"> • Disseminate information about Safeguarding (PSEA and Child Safeguarding) to general population with special focus on people from Ukraine. • Strengthen specific mechanisms and guidelines for the National Society to ensure safe and dignified referral services. • Map services and disseminate information about referral pathway. • Integrate SGBVA within complaints and feedback mechanism that is accessible to the community with the capacity to receive sensitive complaints such as sexual exploitation and abuse of children and adults. • Map services and disseminate information about referral pathways.
Social cohesion	<ul style="list-style-type: none"> • Support integration and inclusion of displaced people from Ukraine through field trips and summer camps (introduction to culture and nature)

⁸ CFS Movement standards [link](#)

	<ul style="list-style-type: none"> Organize round table for displaced people from different Ukrainian cities to connect with their community and to enhance inclusion and mental health. Facilitate local networking along with language support through associations, clubs, religious institutions, sports organizations, etc. Facilitate access to the local labour market. 		
Language support	<ul style="list-style-type: none"> Support education through language classes and workshops for children to support their education in Montenegro. Distribute school material for children through CVA. Organize language classes for adults among displaced people from Ukraine to support social integration and future employability. 		
National strengthening	Society	capacity	<ul style="list-style-type: none"> Appoint focal point for PGI within RCM Improve mechanisms for sex, age, disability disaggregated data collection and reporting linked to minimum standards scorecards. Develop tailored training packages on PGI (including SGBVA prevention and response, Safeguarding, the survivor-centered approach, and PGI in Emergencies) for NS staff and volunteers. Deliver basic PGI training to a selection of staff and volunteers covering anti-trafficking, gender-based violence, child safeguarding and protection from sexual exploitation and abuse. Raise awareness among staff and volunteers by disseminating RCRCM SGBVA policies and guidance.
 Community Engagement and Accountability	Overall target: 10,000		
	Female > 18: 5,150		Female < 18: 1,450
	Male > 18: 2,000		Male < 18: 1,400
Objective:	The diverse needs, priorities and preferences of the affected communities guide the response ensuring a people-centered approach through meaningful community participation.		
Priority Actions:	Activities:		
Feedback management	<ul style="list-style-type: none"> Manage effective feedback mechanisms for the Ukraine response, including a helpline with Ukrainian-speaking operators, social media, and face-to-face channels. Set up one central case management system for categorizing and tracking community feedback collected, through different feedback mechanisms such as focus group discussions, semi structure interviews, post distribution monitoring as well as at the HSPs and the helpline. 		

	<ul style="list-style-type: none"> • Working in collaboration with PGI to ensure safe referrals and management of sensitive feedback. • Strengthen electronic needs assessment, registration and feedback system using Kobo toolbox through different links and QR codes. • Ensure the operationalization and continuity of CEA systems and support. • Enhance two-way communication mechanism (Information sharing/awareness raising/referrals for people from Ukraine and local communities through different channels) • Carry out regular needs assessment and monitoring following digital data collection as well as through face-to-face focus group discussions and semi structured interviews to capture needs, priorities, and perceptions of people receiving humanitarian aid. • Collect community feedback through post distribution monitoring for all services provided by the RCM. • Monitor social media of Ukrainian-speaking groups to track feedback, rumours, and complaints among the displaced population. • Process collected data and provide appropriate response to against the needs/requests in timely manner. • Ensure the feedback has been shared with project teams to improve the quality of programming. • Ensure interventions are aligned and adopted based on the feedback provided. 	
Information as aid	<ul style="list-style-type: none"> • Organize regular coordination meetings with the associations of People from Ukraine in Montenegro, aimed at monitoring the situation, sharing information on the planned activities, responding to the needs of the people who initially contacted these associations and redirecting them to appropriate assistance. • Provide relevant and timely information about available services to the displaced population through different face to face and social media channels. • Develop information flyer containing information about RCM and services provided by RCM, disseminate program and services updates to people affected by Ukraine crisis and local population. • Strengthen the existing helpline of RCM for the Ukraine crisis with updated information about all programmes and referrals. 	
National Society capacity strengthening	<ul style="list-style-type: none"> • Appoint focal point for CEA within RCM • Train RCM staff and volunteers on CEA fundamentals, including responding to feedback. 	
Migration and Displacement	Overall target: 1,000	
	Female > 18: 540	Female < 18: 150

	Male > 18: 195	Male < 18: 115
Objective:	Specific vulnerabilities of displaced populations and people on the move are analyzed and their needs and rights are met with dedicated humanitarian assistance, protection, and humanitarian diplomacy interventions, in coordination with relevant stakeholders.	
Priority Actions:	Activities:	
Humanitarian service points (HSPs) providing services to refugees/displaced people	<ul style="list-style-type: none"> • Ensure provision of humanitarian services through already established HSPs in local RCM Branches. • Establish new HSPs or mobile HSPs at key border crossings in case of increases in new arrivals. 	
People supported in official procedures	<ul style="list-style-type: none"> • Provide information to asylum seekers people applying for refugee status or seeking temporary protection on procedures, steps, rights through different channels. • Provide support with documentation and counseling, and translation if needed. • Advise on referrals to the other institutions or relevant organizations. 	

ENABLING APPROACHES

NATIONAL SOCIETY STRENGTHENING, COORDINATION AND PARTNERSHIPS

	National Society Strengthening	
Objective:	National Societies respond effectively to the wide spectrum of evolving crises and their auxiliary role in disaster risk management is well defined and recognized.	
Priority Actions:	Activities:	
Branch and volunteering development	<ul style="list-style-type: none"> • Support national and local branches by covering core staff functions in addition to the Branch Secretaries, which could involve responsibilities for volunteer management, local partnerships, and programme coordination. • Organize branch assessments (BOCA) to strengthen the capacities within branches. 	

	<ul style="list-style-type: none"> • Support both the headquarters and branches of RCM with capacity building and resources, including staffing. • Develop and implement a uniform volunteer management approach, including procedures for recruiting volunteers, onboarding process, retention, recognition approaches and exit process. • Improve the engagement and capacity of long-term volunteers by ensuring access to systematic learning and opportunities to acquire additional skills through IFRC online courses or face to face trainings. • Seek regular opportunities for volunteers' recognition through events at national and/or international level. • Improve the visibility of volunteers (equipment, promotion of achievements, recruitment campaigns). • Conduct regular coordination meetings for national headquarters and all branches. • Organize workshops for volunteers for a coordinated approach and more successful implementation of the operation. • Strengthen the image of RCM among key stakeholder within the country through organizing different national and local level events. • Adapt trainings on communications and organize trainings for staff and volunteers.
Youth engagement	<ul style="list-style-type: none"> • Ensure participation of volunteers from youth clubs in activities to support the people from Ukraine, with a focus on the children in the Children's Corner (Child-friendly space) and through the youth clubs in the Red Cross organizations throughout the country. • Ensure volunteers engagement to support for the summer camp and activities for social integration. • Induct volunteers with Ukrainian/Russian language skills to better support the people affected by Ukraine crisis.
Leadership development support	<ul style="list-style-type: none"> • Develop a specific training programme for branch leaders covering both the directors and governance, as well as youth.
Programs development	<ul style="list-style-type: none"> • Strengthen preparedness and response capacities within NS through strengthening knowledge of relevant programmatic and technical areas including IM, emergency needs assessment, CEA, PGI, CVA, through trainings as well as related material capacities. • Organize exchange/study visit of PNS and to the neighboring National Societies peer to peer support and applying positive practices from other national societies and strengthening the capacities of the people who will implement the program. • Facilitate peer to peer learning and knowledge sharing among branches and harmonize MHPSS approaches and standardize the activities.

	<ul style="list-style-type: none"> • Identify most suitable service provider (bank, post office and/or supermarkets) • Strengthen and sustain capacities within RCM by adopting RCRCM cash preparedness approach for future interventions. • Develop medium to long term action plan for PGI mainstreaming across sectors with RCM, including development of relevant policies and plans for organizational development. • Establish one CEA system within NS which can address the needs of all programmes and services provided by the NS. • Strengthen NS capacities through engaging and training additional staff on CEA, PGI, IM and CVA
Humanitarian diplomacy and strengthening auxiliary role	<ul style="list-style-type: none"> • Ensure continued engagement with relevant ministries including health and social welfare ministries. • Strengthen partnerships with UN agencies, international and local actors present in the country.
Logistic development support	<ul style="list-style-type: none"> • Participate in regional/cluster level learning events organized by IFRC and PNSs. • Strengthen capacity of the National Society in logistics, procurement, market assessments and analysis, fleet and management.
Human resource development	<ul style="list-style-type: none"> • Identify areas of improvement for HR development, such as revision of remunerations, revision of HR rules and regulations, onboarding, and recruitment process to sustaining trained HR workforce.
PMER development	<ul style="list-style-type: none"> • Engage with staff and provide training on PMER systems, templates, and information/data management
Resource mobilization capacity building	<ul style="list-style-type: none"> • Strengthen fundraising approaches of RCM through visibility and campaigns on ongoing projects and services provided by RCM. • Engage with private sector and other relevant actors. • Develop trainings for RC branches on fund raising strategies within RCM. • Support branches to develop and implement income generation activities for self-sustainability. • Train branch staff on local fundraising and partnerships.



IFRC Secretariat Services

Objective:	The IFRC is working as one organization, delivering what it promises to National Societies and volunteers, and leveraging the strength of the communities with which they work as effectively and efficiently as possible.
Priority Actions:	Activities:
Technical support	<ul style="list-style-type: none"> • Provide the Red Cross of Montenegro with program support as part of the response to this emergency, including regional coordination within all sectors, and continued access to technical support on introduction and adoption of innovative data management and collection tools for CVA and other types of intervention.
Capacity building	<ul style="list-style-type: none"> • Support the enhancement of stronger capacity and accountability in MRC operations through sectoral training as well as on support functions such as IM. IFRC will support capacity building initiatives for National Society systems and structures as part of the overall strategic and development priorities of the MRC.



Coordination and Partnerships

Objective:	Technical and operational complementarity is enhanced through cooperation among IFRC membership.
Priority Actions:	Activities:
Movement coordination	<ul style="list-style-type: none"> • Organize regular coordination and program related meetings among RCM technical staff, IFRC Cluster and Regional Office sectoral specialist. • Ensure regular coordination with Movement Partners to ensure coordinated actions and support.
External coordination	<ul style="list-style-type: none"> • Maintain regular coordination with Ministry of Labor and Social Policy, Ministry of Interior, Ministry of Foreign Affairs, Ministry of health, Directorate for Protection and Rescue, Crisis Management Center, Working Group on Migration policy initiated by the Government of Montenegro. • Participate in coordination meetings organized by the governmental institutions, in the special group for support of the persons from Ukraine founded by Ministry of interior.

Quality and accountability

For the operation's Federation-wide indicator framework and data collected, please refer to [IFRC GO](#).

ANNEX 1: NATIONAL SOCIETY RESPONSE PLAN – FEDERATION-WIDE FUNDING REQUIREMENT THROUGH VARIOUS CHANNELS

	Total	NS Fundraising	Through IFRC
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FUNDING REQUIREMENTS

Planned Operations			
Shelter and Basic Household Items	984,819		984,819
Livelihoods	206,176		206,176
Multi-purpose Cash	2,196,192		2,196,192
Health and Care	1,470,429		1,470,429
Water, Sanitation & Hygiene	65,203		65,203
Protection, Gender and Inclusion	277,632		277,632
Community Engagement and Accountability	68,030		68,030
Education	407,687		407,687
Migration			
Risk Reduction, Climate Adaptation and Recovery			
Environmental Sustainability			
Enabling Approaches			
Coordination and Partnerships	38,754		38,754
Secretariat Services	457,396		457,396
National Society Strengthening	516,574		516,574
Total	6,039,778		6,039,778

Contact information

For further information, specifically related to this operation please contact:

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In the IFRC

- **Ukraine and Impacted Countries Crisis Regional Operations Manager:** Lorenzo Violante, lorenzo.violante@ifrc.org
- **Ukraine and Impacted Countries Crisis Cluster Operations Manager:** Bilal Hussain Shah, bilal.shah@ifrc.org

For IFRC Resource Mobilization and Pledges support:

- **Regional Office for Europe, Head of Partnerships and Resource Development:** Andrej Naricyn, andrej.naricyn@ifrc.org

For In-Kind donations and Mobilization table support:

- **Regional Office for Europe, Head of Humanitarian Services & Supply Chain Management:** Stefano Biagiotti, stefano.biagiotti@ifrc.org

Reference



Click here for:

- [Link to the Emergency Appeal and updates](#)