

# EMERGENCY APPEAL

## REVISED OPERATIONAL STRATEGY

### Europe | Ukraine and impacted countries crisis



A Ukrainian Red Cross Society volunteer sorts supplies donated by local residents and National Societies from other countries. Photo: Victor Lacken/IFRC

Appeal №: <b>MGR65002</b>	To be assisted: Ukraine: <b>17 million</b> Neighbouring countries: <b>5.65 million</b>	Revised Appeal launched: <b>10/05/2023</b>
Glide №: <b>OT-2022-000157-UKR</b>	DREF allocated: <b>CHF 1,293,301 (Reimbursed in full)</b>	Disaster Categorisation: <b>RED</b>
Operation start date: <b>28/02/2022</b>	Operation end date: <b>31/12/2025</b>	Operational Strategy Revision <b>#1</b> Date: <b>20/06/2023</b>

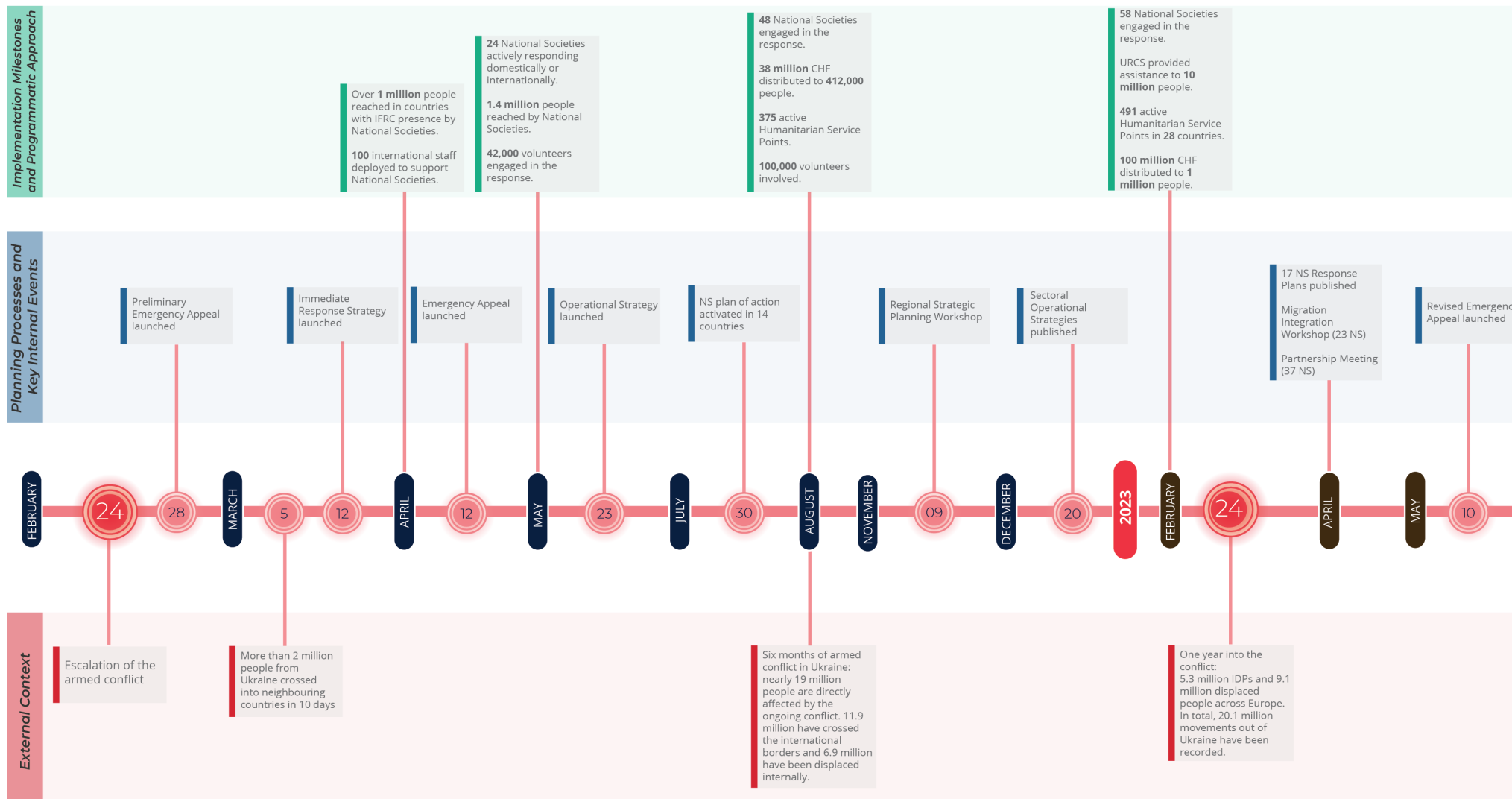
**IFRC Secretariat funding requirement: CHF 800 million**  
**Federation-wide funding requirement:<sup>1</sup> CHF 2.7 billion**

<sup>1</sup> The Federation-wide ask is the overall funding request to support assistance provided by Red Cross Red Crescent National Societies to people affected in 43 countries. It includes the IFRC Secretariat funding requirement of CHF 800 million, focused on providing international support to the Ukrainian Red Cross Society and National Societies in 17 neighbouring countries, as well as National Societies in 25 countries whose primary sources of funding are domestic.

Updated: 19 May 2023

# Operation Timeline

## Ukraine and Impacted Countries Crisis



# DESCRIPTION OF THE EVENT

As the armed conflict continues, the humanitarian needs are spreading far beyond Ukraine itself to many countries across Europe and around the world. The number of people affected by the ongoing crisis is estimated to be near 27 million<sup>2</sup> in and outside of Ukraine.

People affected by the ongoing conflict in Ukraine are living in damaged buildings that do not offer protection from harsh weather conditions. Communities are without power, running water, and heating in parts of the country, with many struggling to access drinking water and food. Displacement, severed familial connections, witnessing atrocities, and other life-threatening events have immense and often long-lasting negative consequences on people's mental health.

In addition to the immediate suffering caused by the conflict, there are broader dimensions to its impact. This includes damage to civilian infrastructure in Ukraine, such as hospitals and schools, disruption to food production and exports, mass displacement within the region, and increased risks of conflict-related sexual violence, trafficking for exploitation, abuse of people in vulnerable situations, and violence related to displacement.

The impacts of the ongoing hostilities are not limited to those directly affected by the conflict: communities worldwide, in particular host communities, experience difficulties due to protracted displacement and economic crisis that have exacerbated pre-existing vulnerabilities. Already under immense pressure from the COVID-19 pandemic and global economic downturn, public health and social security systems in host communities have been further stressed by the international armed conflict between the Russian Federation and Ukraine. Within this environment of overlapping crises, the humanitarian implications grow, generating protracted and diversified needs within health, migration, shelter, and livelihoods – all of which demand a comprehensive response.

## Severity of humanitarian conditions



Damage to over USD 700 billion worth of infrastructure<sup>3</sup> and more than 1,200<sup>4</sup> health facilities, has resulted in **limited or no access to life-saving medicines and healthcare** for communities in conflict-affected areas and internally displaced persons (IDPs). Those living with disabilities or chronic conditions experience increased health risks as the ongoing conflict interrupts their continuity of care and treatment. IDPs in collective sites are **exposed to communicable diseases**, while children and youth face the **risk of preventable diseases** due to the **lack of access to vaccines**.<sup>5</sup> Women and girls forced to leave their homes have **limited access to sexual and reproductive health (SRH) services**, including specialised medication and treatment such as hormone replacement therapy.



Experiencing displacement affecting over 5 million<sup>6</sup> people, family separation, witnessing atrocities and other life-threatening events have immense and often **long-lasting negative consequences** for people's mental health. Approximately 22% of the population impacted by the conflict experience some form of mental health condition that may **range from mild depression or anxiety to psychosis**.<sup>7</sup>



Estimates suggest that approximately **17.6 million people** in conflict-affected areas, comprising 36% internally displaced persons (IDPs), 39% non-displaced individuals (host population), and 25% returnees, have **restricted access to drinking water and water for**

<sup>2</sup> A total of 5.2 M refugees were recorded across 17 impacted countries ([UNHCR Ukraine Situation Data Portal](#)) and 21.3 M people affected in Ukraine ([Humanitarian Response Plan Ukraine 2023](#), OCHA).

<sup>3</sup> [Censor.Net](#) 02/02/2023

<sup>4</sup> [WHO](#) 02/02/2023

<sup>5</sup> [Ukraine Humanitarian Needs Overview 2023](#), OCHA.

<sup>6</sup> [Ukraine International Displacement Report, round 12](#)

<sup>7</sup> Ibid.

**domestic use.** Groups in vulnerable situations, including older people and people with disabilities, as well as those living in collective sites often **face physical barriers in accessing basic water, sanitation, and hygiene (WASH)** services, thereby increasing the risk of diseases due to unhygienic conditions.<sup>8</sup>



The **damage to civilian property** and infrastructure is among the **drivers of displacement** in Ukraine. As the capacities of host communities receiving displaced people from Ukraine are declining, those affected may have to look for alternative housing. For many displaced people, however, **moving into longer-term accommodations remains a challenge** due to the **lack of financial** resources.<sup>9</sup> Those who decide to stay in conflict-affected areas, may live in an **environment without access to essential infrastructure, such as heating, electricity and water.**



72% of IDPs **rely on** government-provided **social support** or **cash assistance** from various NGOs.<sup>10</sup> Damage to agriculture and production losses have put enormous pressure on the rural population: **over half of rural households** within Ukraine reported a **decrease in income.**<sup>11</sup> Older people, families living with disabilities or chronic diseases as well as single parents, have the **highest inadequate food consumption levels** in the country.<sup>12</sup> Moreover, people with disabilities face the risk of unemployment in turn, affecting their overall income and subsequently their access to secure housing.<sup>13</sup>



Of **6.3 million displaced people** in need of humanitarian assistance, **women and children** constitute the majority, and face significantly increased **safety and protection risks** including **gender-based violence (GBV)** and **conflict-related sexual violence (CRSV)**, **family separation, and exploitation.** Additionally, women and children are at risk of sex trafficking, illicit adoption, and an upsurge in gender-based violence, including domestic violence. Older people and people living with disabilities need specialised assistance that is often unavailable. Roma communities, LGBTQ, and people with disabilities and chronic conditions are also vulnerable to various forms of GBV. People in vulnerable situations in close proximity to active hostilities are at high risk of CRSV, trafficking, domestic and other forms of violence.<sup>14</sup>



Approximately 3,000 education facilities<sup>15</sup> across Ukraine have been damaged or destroyed, resulting in the disruption of education for more than five million children during the first year of the conflict. Those who were able to opt for online education are further **challenged by power cuts and loss of internet connectivity.** For some **children**, especially those who are **living in collective sites** or whose families' **livelihoods have been completely destroyed**, online education is **not easily accessible** as there is a **lack of space, equipment, and internet.**<sup>16</sup> The situation outside of Ukraine is also of great concern, with an estimated two out of three displaced children not currently enrolled in the host country's education system.<sup>17</sup>



As the European region continues to be challenged by several population movement situations as well as evolving changes in migration policy and legal frameworks, displaced people from Ukraine still face difficulties in accessing essential services. **Language barriers and the lack of information and documentation** lead to **increased protection risks, and restricted or no access to social assistance, housing and employment** in their destination countries.<sup>18</sup>

<sup>8</sup> [Ukraine: WASH Needs Assessment - An examination of needs relating to water, sanitation, and hygiene in rural and urban Ukraine](#), REACH.

<sup>9</sup> [Ukraine Humanitarian Needs Overview 2023](#), OCHA.

<sup>10</sup> [Ukraine Internal Displacement Report, General Population Survey](#), Round 12, IOM.

<sup>11</sup> [Ukraine: Response Programme, January – December 2023](#), FAO.

<sup>12</sup> [Ukraine: Post-Distribution Monitoring \(PDM\) – Multi-Purpose Cash Assistance](#), WFP.

<sup>13</sup> [Acute needs of older Ukrainian refugees and those with disabilities must not be overlooked](#), UNHCR.

<sup>14</sup> [Ukraine Humanitarian Needs Overview 2023](#), OCHA.

<sup>15</sup> [Save schools in UA](#), accessed 19 May 2023.

<sup>16</sup> [Ukraine: Education Sector Assessment in Conflict-Affected Areas](#), REACH, UNHCR.

<sup>17</sup> [11 months of war in Ukraine have disrupted education for more than five million children](#), UNICEF.

<sup>18</sup> [Displacement Patterns, Protection Risks and Needs of Refugees from Ukraine - Regional Protection Analysis #2](#), UNHCR.

# OPERATIONAL STRATEGY REVISION

The Revised Operational Strategy reflects the new needs and approaches identified in collaboration with National Societies. With the extension of the operation end date until 31 December 2025, **the IFRC is shifting its response from an emergency phase during 2022 to a protracted crisis scenario from 2023 onwards** while recognising the need to remain agile and proactive in what continues to be a highly dynamic environment, to be able to quickly adapt its response to the changing needs.

This document presents a substantial increase in the number of people targeted, funding requirements, and geographical coverage. The operational activities reflected in this document focus on supporting the Ukrainian Red Cross Society and 17 National Societies<sup>19</sup> in countries that have requested international assistance in response to the ongoing crisis. The response is being coordinated with Partner National Societies (PNS) and the International Committee of the Red Cross (ICRC).

A regional Operational Strategy and a [revised Emergency Appeal](#) were developed with the support of a harmonised revision of the 17 National Society Response Plans (available on [IFRC GO](#)) and the Ukrainian Red Cross Society (URCS) [One Plan for 2023 – 2025](#). The revised Emergency Appeal and Operational Strategy prioritise long-term programming, specifically focusing on integration activities for displaced people from Ukraine. This approach was further reinforced through a workshop in Budapest, where National Societies shared experiences, discussed challenges, and collaborated on designing an integration framework. Additionally, the IFRC Secretariat has mobilised Membership Coordination support to establish effective channels for engagement and coordination among regional and country-level stakeholders, including in-person meetings held in Budapest, Ukraine, and Geneva.

Given the dynamic and protracted nature of the armed conflict and the continuous displacement of people from Ukraine, it is anticipated that more National Societies may potentially seek IFRC assistance during the operation timeframe.

As part of the comprehensive revision process, [IFRC-level operational strategies](#) have been developed for the following sectors and enablers: Health and Care; Mental Health and Psychosocial Support (MHPSS); Shelter, Housing and Settlements; Cash and Voucher Assistance (CVA); Protection, Gender and Inclusion (PGI) and Safeguarding; Migration and Displacement; Community Engagement and Accountability (CEA); National Society Development (NSD); and Information Management. The purpose of these strategies is to guide sectoral planning at regional, sub-regional and country levels, and to help the IFRC communicate its sectoral approaches as part of this response to our partners and peers.

The next phase of the IFRC's response in Ukraine and impacted countries is guided by the following **three humanitarian goals of the operation**:

- **Humanitarian Assistance and Integration** for those who have been affected and/or displaced by the conflict.
- **National Society Development**, to ensure that National Societies respond effectively to the wide spectrum of evolving crises and their auxiliary role in Disaster Risk Management (DRM) is well-defined and recognised.
- **Humanitarian Diplomacy** tied to advocating for principled and unimpeded humanitarian action, the consistent application of International Humanitarian Law (IHL), access to basic humanitarian services, the protection of people displaced internally and across borders, and the reinforcement of the auxiliary role of National Societies, guided by their commitment to the Fundamental Principles.<sup>20</sup>

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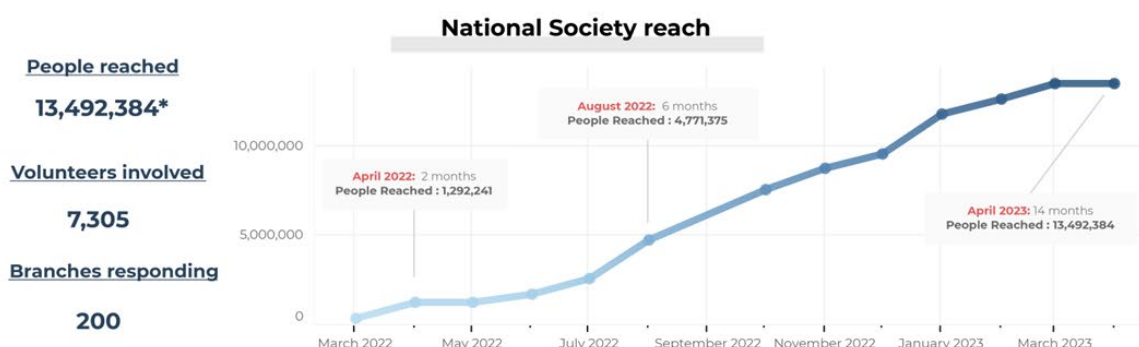
<sup>19</sup> Belarus Red Cross, Bulgarian Red Cross, Croatian Red Cross, Estonian Red Cross, Georgia Red Cross Society, Hellenic Red Cross, Hungarian Red Cross, Latvian Red Cross, Lithuanian Red Cross, Red Cross Society of the Republic of Moldova, Red Cross of Montenegro, Red Cross of the Republic of North Macedonia, Polish Red Cross, Romanian Red Cross, Russian Red Cross, Slovak Red Cross, and Turkish Red Crescent Society.

<sup>20</sup> [Fundamental Principles of the International Red Cross and Red Crescent Movement](#).

# CAPACITIES AND RESPONSE

## 1. National Society response capacity

The National Society's response capacity information, including that of the Ukrainian Red Cross Society and 17 other societies, is collated through a standardised Federation-wide monitoring and reporting framework for transparency and accountability. This self-reported data is disseminated to the public via the [IFRC GO Platform](#), which serves as the main repository for the most up-to-date and comprehensive overview of ongoing response activities globally.



People reached by sector						
<b>CVA</b>	<b>Health</b>	<b>Migration</b>	<b>PGI</b>	<b>Relief</b>	<b>Shelter</b>	<b>WASH</b>
462,715	429,407	254,009	117,065	13,492,384	371,264	2,371,483

Response capacity	
Oblast	People Reached
Cherkasy	39,155
Chernihiv	61,440
Chernivtsi	95,634
Dnipropetrovsk	1,529,892
Donetsk	182,658
Ivano-Frankivsk	195,030
Kharkiv	1,267,464
Kherson	51,579
Khmel'nitskaya	443,014
Kiev	46,080
Kirovohrad	510,336
Kyiv City	327,708
Lugansk	1,461
Lviv	382,656
Nikolaevskaya	4,929,607
Odesa	446,550
Poltava	138,490
Rivne	1,138,704
Sumy	519,486
Ternopil	1,208,760
Transcarpathian	606,900
Vinnitsia	123,520
Volyn	407,694
Zaporizhzhia	68,454
Zhytomyr	55,308

\*As reported to the Federation-wide Data System up until March 31, 2023 & URCS Branches Data Collection up until April 30, 2023. The total people reached figure corresponds to relief item distributions and may count individuals reached more than once. The IFRC and URCS are enhancing their monitoring systems to ensure more precise data representation. An updated metric focused on unique beneficiaries will be implemented in the forthcoming revisions.

# Impacted Countries Federation-wide Response Overview

Total income: **CHF 94,591,393**

Total expenditure: **CHF 55,192,587**

## National Societies reach

### People reached

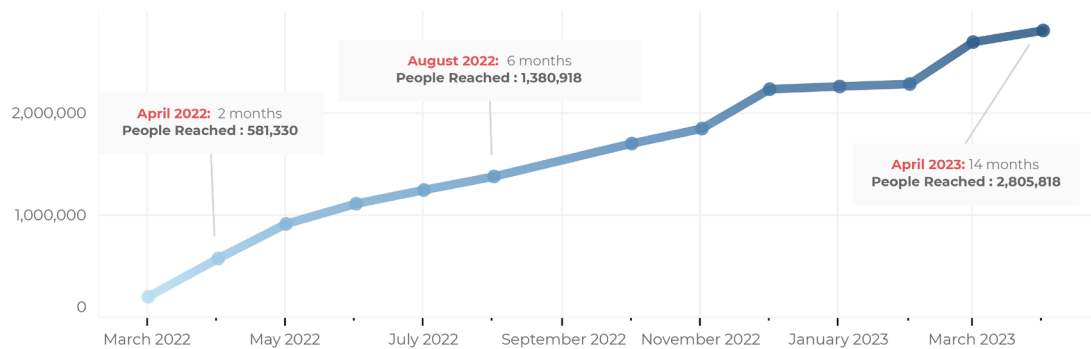
**2,816,529**

### Volunteers involved

**63,634**

### Branches responding

**785**



## People reached by sector

<b>CVA</b>	<b>Health</b>	<b>Migration</b>	<b>PGI</b>	<b>Relief</b>	<b>Shelter</b>	<b>WASH</b>
507,808	163,117	228,982	58,308	2,713,391	79,403	657,555

## Response capacity

National Society	People Reached	Volunteers involved
Belarus Red Cross	5,829	200
Bulgarian Red Cross	191,545	5,434
Croatian Red Cross	15,196	700
Estonia Red Cross	34,332	765
Hellenic Red Cross	21,123	19,848
Hungarian Red Cross	169,435	6,749
Lithuanian Red Cross Society	77,099	10,000
Polish Red Cross	1,200,000	8,200
Red Cross of Montenegro	14,227	60
Red Cross of North Macedonia	491	30
Red Cross Society of Georgia	2,430	190
Red Cross Society of the Republic of Moldova	110,928	190
Romanian Red Cross	312,412	7,056
Slovak Red Cross	297,086	1,000
The Russian Red Cross Society	360,750	2,000
Turkish Red Crescent Society	208,170	558,000

\*As reported to the Federation-wide Data System up until April 30, 2023



**Explore more Federation-wide response data from National Societies across 44 countries:  
IFRC GO | Ukraine and impacted countries crisis**

## 2. International capacity and response

### 2.1 Red Cross Red Crescent Movement capacity and response

#### IFRC membership

The scale and magnitude of this crisis have triggered a substantial response from the entire IFRC Network. Many **National Societies have responded internationally** to support the Ukrainian Red Cross Society (URCS) and sister National Societies in impacted countries either through the IFRC Emergency Appeal or through bilateral support. Other **National Societies** are **working in their respective countries to support displaced people from Ukraine**. The modality of this support varies from a presence in the country to providing remote support as outlined in the map of activities, presence, and remote support.

The IFRC Secretariat has mobilised **Membership Coordination support through the Regional Office for Europe (ROE)** to build appropriate channels for membership engagement and coordination at the regional and country levels in Ukraine, neighbouring countries, and countries beyond those bordering Ukraine. This includes online meetings in addition to partnership meetings in Budapest, Ukraine and Geneva (March 2022, June 2022, September 2022 and April 2023).

Through **coordination with the Red Cross EU Office**, the IFRC maintains relations between the **National Societies and the ICRC**, EU member states, decision-makers, and key stakeholders, sharing operational highlights and the extensive experience and expertise of the membership. Key themes of coordination with partners include, among others: supporting long-term, strategic positioning of the National Society domestically; needs analysis and clear communication of needs to better guide investments.

Sixteen National Societies<sup>21</sup> outside this Emergency Appeal are working together with the IFRC **under large thematic programmes** funded by the European Commission's DG SANTE (MHPSS for displaced people coming from Ukraine) and DG HOME (Safe Homes Programme).

Building on the [Strengthening Movement Coordination and Cooperation \(SMCC\) initiative](#), and in alignment with the [Movement Coordination for Collective Impact Agreement \(Seville Agreement 2.0\)](#), the response has been conducted in full coordination with the entire International Red Cross Red Crescent Movement, bringing together the expertise and capacities of all actors, the IFRC with its membership and the ICRC.

Reflecting the Seville Agreement 2.0 and further to mini-summit meetings held across some countries covered by the Emergency Appeal, **the centrality of host National Societies** has been reaffirmed as the principal convener in their own countries, with support from the IFRC and ICRC as co-conveners, based on agreed roles and responsibilities. The primary responsibility of the convening role is to bring around the table all Movement components that wish to contribute to the collective response as per their available resources and know-how.

**In Ukraine**, the Movement has built upon the robust, existing Movement Coordination functions and relationships to support coordination, with the URCS at the centre. This is reflected in the Joint Statement agreed to by the URCS, ICRC, and IFRC which serves as a basis for Movement cooperation and coordination in Ukraine. A Movement Coordination Officer was deployed and assisted in re-establishing Movement Coordination frameworks at the strategic-, operational-, and technical-levels. These include strategic level meetings between the URCS, IFRC, and ICRC and operational level coordination meetings, including the Movement Emergency Operations Centre (MEOC) involving Partner National Societies. Technical-level Coordination Working Groups (WGs) were also set up to help coordinate thematic responses (e.g. cash programming, relief, logistics, and health). These coordination mechanisms are critical for the successful implementation of the One URCS Plan 2023-2025 and will be instrumental in ensuring the sustainability of URCS operations in the years to come.

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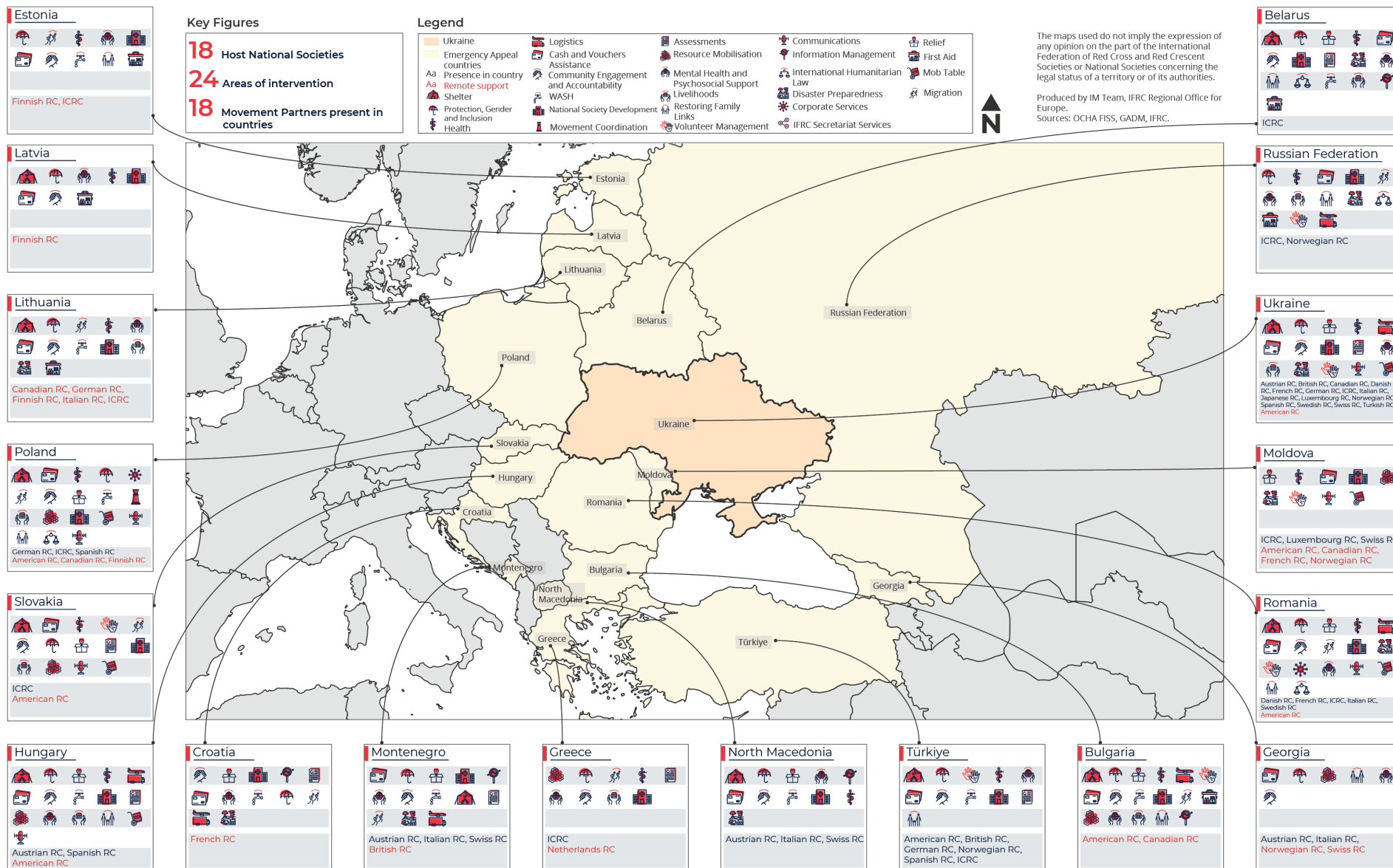
<sup>21</sup> Belgian Red Cross, Czech Red Cross, Danish Red Cross, Finnish Red Cross, French Red Cross, German Red Cross, Icelandic Red Cross, Irish Red Cross, Italian Red Cross, Luxembourg Red Cross, the Netherlands Red Cross, Norwegian Red Cross, Portuguese Red Cross, Slovenian Red Cross, Spanish Red Cross, and Swedish Red Cross.

# Activities, Presence and Remote Support Ukraine and Impacted Countries Crisis



Last update:  
17 May 2023

The map depicts sectoral priorities and activities being implemented by Host National Societies and Movement partners responding to the Ukraine conflict and impacted countries.



**In impacted countries**, the IFRC is working closely with National Societies to develop a clear strategy to respond to the rapidly evolving situation in each context. This has included working with Host and Partner National Societies in each country to provide technical and human resources support scaling-up services for people on the move or staying in their countries. Support for areas such as cash assistance scale-up or volunteer management and deployment of digital solutions are key areas of focus, among many others. **Globally**, the IFRC, ICRC, and affected National Societies are coordinating together with the rest of the membership to help position our work. Showing our collective impact through data and diverse voices from the ground continue to position our leading role together. In an ever changing, complex, and often polarised environment, it is becoming even more important to have a unified approach to communicating. The IFRC and ICRC are working together with National Societies to help educate the public about our unique role and approach through our Fundamental Principles as well as prepare for, mitigate, and respond to risks and criticisms. Through this approach, all Movement components are helping ensure the safety of volunteers and staff directly involved in the response operations; access and acceptance in the affected areas; and trust by local communities.

In addition to country-level coordination, the IFRC and ICRC have agreed on a regular coordinated approach to Movement reporting through the [Movement Picture](#) which is updated on a regular basis. Coordinated reporting ensures that the larger RCRC Network is well-informed of the Movement's impact in Ukraine and globally.

## 2.2 International Humanitarian Stakeholder capacity and response

The IFRC is actively participating in inter-agency coordination efforts involving UNHCR, other relevant UN agencies, and international non-governmental organisations since the escalation of the conflict. Additionally, the IFRC is involved in global leadership at the Inter-Agency Standing Committee (IASC) level. A liaison function has also been established with the European Union (EU), including the EU Civil Protection mechanism. National Societies provide humanitarian services in close cooperation with external stakeholders in their respective countries, including the relevant national agencies, national and international humanitarian aid organisations, and local and central departments of relevant ministries.



### 3. Gaps in the response

The escalation of the conflict in Ukraine has significantly **impacted people's access to livelihoods, healthcare, schooling, other public services, worsening the severity of the humanitarian conditions** in the country. As the crisis continues, the **needs and vulnerabilities of those leaving Ukraine evolve** as well. According to feedback gathered by National Societies and the IFRC in impacted countries via call centres, social media monitoring, online communication channels as well as humanitarian services points, there has been a **steady increase in requests for health**, as well as **psychosocial support (PSS)**, particularly on the availability of medical (including PSS) services, while the top request remained **financial assistance** and information on the **cash and voucher assistance (CVA) programme**. People also raised questions about crossing borders, requesting information as well as legal advice on temporary protection status (TPS) and official documents such as passports. Large numbers of people have been asking for **support in finding housing** and information on the **shelter** programmes of National Societies, and support in understanding the local labour market as well as finding jobs and using local administrative systems such as banking.

Needs arising **within host communities** also require attention. The energy crisis and inflation currently affecting the European region are pushing families that are already in vulnerable situations into poverty. Communities in neighbouring countries are expressing their **concerns related to their own security, access to social support, and employment**.<sup>22</sup>

Key gaps in **protection needs** include safe referral pathways for survivors of sexual and gender-based violence (SGBV) using a **survivor-centred approach**; prevention, and response mechanisms for human trafficking at borders, as well as safeguarding, **targeted support for Roma communities**; the lack of safe and accessible accommodation for **women, the LGBTQA+ community**; and **people living with disabilities**.

### Operational Constraints

The **complexity** and **scale** of the crisis at large, constantly **changing operating** and **security environment** in Ukraine, **shifting policy landscapes** around displaced people from Ukraine in impacted countries, and **evolving needs** of the affected population have been presenting a unique context for this operation and the National Societies. The operation now supports 18 National Societies and their response plans targeting 22.6 million affected people.

The **disruption of significant infrastructure, major supply chains, and livelihoods** has led to an economic decline at the household and individual levels, leading to poverty, weakening society's resilience, and fallout in the energy sector. These factors **challenge operational planning and delivery** and require agile and adaptable approaches. To mitigate these challenges, the operation continues to **leverage the humanitarian diplomacy** expertise of its global network, **advocating for principled and unimpeded humanitarian action**, the **consistent application of IHL**, access to **basic humanitarian services**, the **protection of people** displaced internally and across borders, and the **reinforcement of the auxiliary role of National Societies**, guided by their commitment to the Fundamental Principles.<sup>23</sup>

In this operational context, where **misinformation is prominent** and there is a lack of a comprehensive overview of the multiple resources for information and knowledge on the channels that people prefer and trust, it is essential to listen to the concerns and priorities of those affected, in addition to quickly responding to their queries and identifying any rumours and misperceptions. The **operation has been supporting National Societies in fostering a respective CEA approach to ensure people-centred and needs-based programming**, in addition to placing a special **emphasis on National Society Development**, including the provision of resources to **enhance the National Society's capacities to deliver and establish readiness at branch and central levels**, and through technical support to reinforce relevant systems and processes ensuring quality services.

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<sup>22</sup> Survey conducted on Meta platforms, IFRC Regional Office for Europe, 2023.

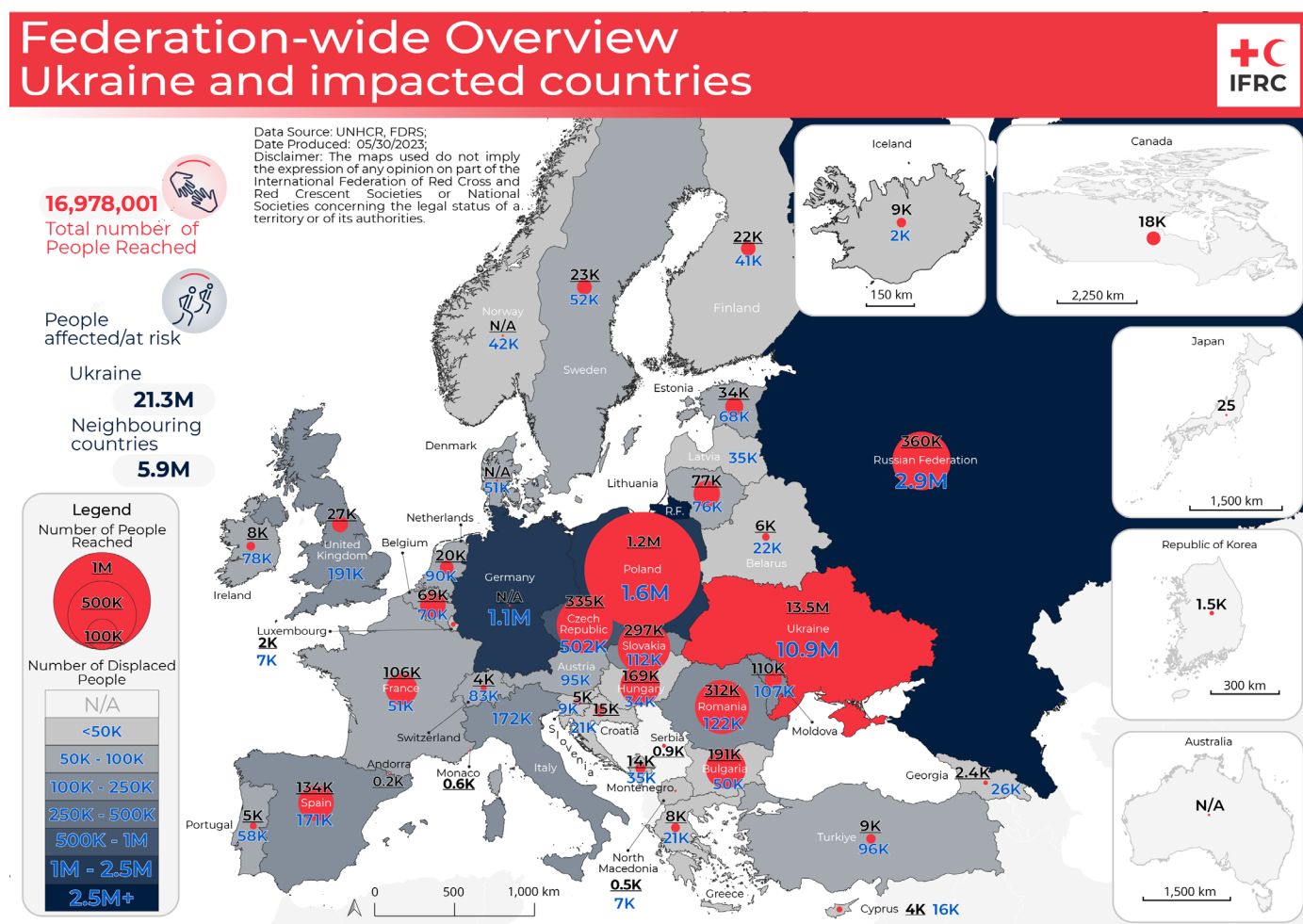
# FEDERATION-WIDE APPROACH

Consistent with the priority given to Membership Coordination and in line with the Agenda for Renewal, the IFRC Secretariat continues to strengthen its coordination with the Membership at both strategic and operational levels. The URCS One Plan 2023-2025, the 17 National Society Response Plans, the sectoral strategies, the revised Emergency Appeal and Operational Strategy (available on [IFRC GO](#)) are all part of the **Federation-Wide Framework and Membership Coordination**. They are based on the needs and response priorities of National Societies across the region and were developed in consultation with all Federation members contributing to the response. The Federation-wide approach leverages the capacities of all partners to maximise the collective humanitarian impact and ensure linkages between all response activities.

IFRC teams, present in Ukraine and the impacted countries, are supporting the scale-up of sustainable response operations and technical capacities of National Societies responding to the ongoing crisis.

A total of 58 National Societies have been mobilised globally, providing on-the-ground, remote, financial, and in-kind support to those affected. Through this Emergency Appeal, the IFRC Secretariat is providing international support to the URCS and National Societies in 17 affected countries, as well as National Societies in 25 countries whose primary sources of funding are domestic. In addition, 15 Partner National Societies are not only responding domestically but have also reported engaging in international on-the-ground activities, offering in-country support to Host National Societies.

Regarding financial support, 48 National Societies have reported funds raised for this crisis. These funds are either allocated to finance their own domestic response or to extend bilateral support to Host National Societies. Of these, 38 National Societies are providing financial contributions to the IFRC Emergency Appeal.



# OPERATIONAL STRATEGY

## Vision

The **main three pillars** in the next phase of the IFRC regional response are:

### A. Humanitarian Assistance and Integration

**Within Ukraine**, the IFRC will support the URCS in their work with vulnerable IDPs, host families, people living with disabilities, and returnees. Noting the complexities in Ukraine, both relief and recovery programming will coexist in the country in 2023 and possibly for longer.

**Outside Ukraine**, the IFRC will advocate for displaced people's integration into national social security systems, such as access to health services, accommodation support, education, livelihoods opportunities, and meaningful participation. The IFRC will also guide displaced people to reach these services through the provision of information and safe referrals mechanisms, as well as system navigation support and interpretation, among other options.

In parallel, the IFRC will continue to monitor the application of protection measures and development of national integration policies and will support National Societies as they identify the areas in which they are best placed to complement the support from their governments.

With the aim of guiding and supporting the work of National Societies in their integration initiatives, the IFRC is facilitating the collaborative development of an Integration Framework covering four interlinked areas:



- Socioeconomic integration
- Sociocultural integration
- Well-being and protection
- Sense of belonging and meaningful participation

Integration is also a two-way process. Both within and outside Ukraine, the IFRC aims to **include host communities in its programming**, guided by community engagement and accountability insights and in close coordination with local/national authorities, to prevent stigma and promote social cohesion. Public communication and education efforts will also be priorities, helping reinforce and support social cohesion perspectives. Enabling National Societies to reach host communities as well as third-country nationals through their programming ensures a holistic response that leaves no one behind and which is in line with our principled humanitarian approach.

### B. National Society Development (NSD)

NSD is a key strategic priority for the IFRC, as it underpins the Membership's ability to respond to current and future crises. As the Ukraine and impacted countries crisis response enters its second year, the IFRC is stepping up its efforts on skills and capacity transfer to the responding National Societies, recognising that for many of them, this Emergency Appeal presents a rare opportunity to solidify their core systems, preparedness for response and priority services. The IFRC is working together with each National Society's leadership to identify the areas in which they want to grow.

Understanding the diversity of National Societies is central to the NSD approach: each National Society is set in a different institutional environment and, as such, one size does not fit all. Each NSD plan is, therefore, crafted to meet the development needs of the individual National Society, which can include, among others:

- Continuous organisational development, strengthening of NS foundation, core functions and mobilising of relevant technical expertise for long-term support based on the development priorities of National Societies, with emphasis on digitalisation, innovation, HR development and resource mobilisation.
- Enhancing branch and volunteer development to ensure the sustainability and effectiveness of National Societies in delivering humanitarian assistance.
- Ensuring no harm is brought to the National Societies in the way they scale-up and scale down, aligning support by all Movement partners on capacity strengthening.

The IFRC also plays a key role in the coordination and Federation-wide integration of NSD support, encouraging and facilitating peer-to-peer and bilateral connections, particularly in:

- National Society preparedness, including preparedness for effective response (PER) and other preparedness and readiness-related activities.
- Capacity building in all relevant sectoral and thematic files, including, but not limited to key focus areas such as migration and displacement, shelter, health (including MHPSS), CEA, and PGI.

### **C. Humanitarian Diplomacy (HD)**

As part of the National Society Development agenda, the IFRC will support the strengthening of National Society capacities and competencies in HD and communications to enhance their positioning with national and local authorities and strengthen their connections and collaboration with disaster management and social service bodies in their countries. This will not only facilitate their work during this current crisis but leave National Societies better positioned to carry out their humanitarian mandate in the future.

To help anchor this work, the IFRC is currently mapping the sectoral laws relevant to the operation and analysing the implementation of such laws. This will help to identify the strengths and weaknesses in the auxiliary roles of National Societies in their countries and determine appropriate advocacy approaches to reinforce this role.

Using community data and insights to inform HD and communication strategies and activities will help position the IFRC Network, develop persuasive evidence, and amplify community perspectives and local solutions. While advocating for access to essential services and rights, there are four distinctions that need to be considered:

- In Ukraine, the IFRC will support the advancement of the Humanitarian Advocacy and Diplomacy Strategy and Action Plan (developed by the URCS and Movement partners), while reflecting and responding to operational realities on the ground and contributing to recovery needs.
- In EU countries, working closely with our [Red Cross EU Office](#), the IFRC will continue to advocate for the consistent and non-discriminatory application of the temporary protection measures by EU countries, while supporting access to essential services, the work around integration and cohesion, resettlement, and planning for returns.
- Outside the EU, the IFRC will work to ensure protection, while reinforcing the role and principles of the Red Cross and Red Crescent Movement, and also continue to monitor, forecast and plan for secondary impacts, including growing humanitarian needs and increased migration flows.
- Globally: the IFRC Network will continue to be a strong voice for all people affected by the armed conflict and pursue its efforts to mobilise a relevant humanitarian response.

### **Within Ukraine: The URCS One Plan 2023-25 and Localisation**

The URCS, with the support of the IFRC and Movement partners, has designed an action plan covering the next three years of the humanitarian response. The plan covers the following main three areas: humanitarian action with a focus on the effect of the armed conflict, resilience and recovery of communities; sustained development and expansion of the service portfolio of the URCS; and strengthening the position of the URCS as an auxiliary to the public authorities. It aims to reach 12 million people through humanitarian aid and five million people through recovery services.

The IFRC's position as the Secretariat, in line with the Agenda for Renewal and IFRC commitment to localisation, is to fully align with the URCS' plan and support the realisation of its objectives. The IFRC will do so by:

- **Providing financial support**

The number of people affected by the current crisis is estimated at over 27 million in and outside of Ukraine. To date, the IFRC Network has provided assistance to almost 13.5 million people within Ukraine, while 3.5 million people have received aid in 17 other impacted countries. The revised Operational Strategy aims to increase the reach of the Red Cross and Red Crescent National Societies with the goal of **scaling-up assistance to 17 million people in Ukraine** and **5.6 million people outside of Ukraine** in the immediate-term, while supporting medium to long-term integration and the transition to recovery.

- **Providing technical and strategic support**

The IFRC will promote local knowledge development and know-how whenever possible and provide the best people who can positively impact the partnership with the URCS. The IFRC will also promote and facilitate the exchange of expertise within and outside the Movement.

- **Providing coordination support**

The IFRC will continue to carry out membership and external coordination on national, regional and interregional levels and help the URCS match their identified needs for support with the right partners. The IFRC is also providing an enabling environment for Partner National Societies to work in support of the URCS as required, including the provision of services through integration agreements.

As part of the One URCS Plan 2023-25, the IFRC will be supporting the strategic and programmatic development of the following sectors and enablers:



# Targeting

## 1. People to be assisted

The number of people affected by the current crisis is estimated to be over 27 million<sup>24</sup> in and outside of Ukraine. To date, the IFRC Network has provided assistance to almost 13.5 million people within Ukraine, while 3.5 million people have received aid in 17 other impacted countries. The revised Operational Strategy aims to increase the reach of the Red Cross and Red Crescent National Societies with the goal of **scaling-up assistance to 17 million people in Ukraine** and **5.6 million people outside of Ukraine** in the immediate-term, while supporting medium to long-term integration and the transition to recovery.

Together with the URCS and informed by extensive assessments, the IFRC has identified four **priority target groups inside Ukraine**:

- **People in vulnerable situations**, particularly, but not exclusively, those who have **remained in conflict-affected areas**. This can include older people and persons with disabilities who either do not have any means or are not willing to leave their homes. This is the group in the most vulnerable situation in the IFRC response, and the hardest to reach. Working together with the URCS and ICRC, the IFRC aims to reach these people with the most effective tools at its disposal, such as remote cash assistance.
- A second, highly vulnerable group are **internally displaced persons** with very limited access to resources. This is the largest target group inside Ukraine, and includes, among others, older people and female-headed households who are still on the move and in need of support throughout their journey. Households hosting IDPs are also being supported with cash assistance.
- **Persons in need** of physical and/or mental rehabilitation as a consequence of the conflict, including those that need to adapt to living with a disability.
- Finally, the IFRC is preparing to support the URCS with the reintegration of eventual **returnees**. The URCS and IFRC are carrying out assessments together to identify the best ways to complement the government of Ukraine's reintegration programmes.

## Federation-Wide Response - People Targeted vs People Reached



<sup>24</sup> 5.2 M refugees recorded across 17 impacted countries ([UNHCR Ukraine Situation Data Portal](#)) and 21.3 M people affected in Ukraine ([Humanitarian Response Plan Ukraine 2023](#), OCHA).

**Outside of Ukraine**, the National Societies will be supporting **displaced people in transit as well as those who are settling in at destination countries**, with a particular focus on vulnerable individuals by Red Cross and Red Crescent standards, including unaccompanied minors, women with children, single-headed families, older adults, and persons with disabilities. The operation will also support host communities and other people on the move as needed, promoting social cohesion, and in line with our principled humanitarian approach.

## **2. Considerations for Protection, Gender and Inclusion, and Community Engagement and Accountability**

The demographic profile of those who have been impacted and the nature of the conflict have exacerbated pre-existing risks, including trafficking, exploitative labour, family separation, sexual and gender-based violence, sexual exploitation, and abuse. Over 90% of the people who have fled Ukraine are women, children, older people, people with disabilities, and other people in vulnerable situations.

Through its PGI, and safeguarding work, the IFRC aims to prevent and respond to issues of violence, discrimination and exclusion, while ensuring that people are safe from harm, respected, and their rights are guaranteed.

- **Protection** means addressing violence and keeping people safe from harm.
- **Gender and diversity** are about addressing discrimination and understanding people's different needs, risks, and capacities.
- **Inclusion** means actively addressing exclusion by meaningfully involving and engaging excluded people in our work.
- **Safeguarding** refers to the IFRC's responsibility to keep people safe from any form of harm caused by the misuse of power by making sure that staff, volunteers, programmes, and communications do no harm to children and adults, nor expose them to abuse or exploitation.

In fulfilling the Red Cross Red Crescent Movement PGI and safeguarding commitments, the IFRC will continue strengthening the PGI network of National Societies in the region to enable quality programming for minority groups in the most vulnerable situations during the crisis; and to ensure that women, men, boys, girls, the older population, and persons with disabilities have the right to safety and protection, and are free from violence, including sexual exploitation and abuse, and discrimination.


The operation is based on a thorough understanding of community needs, priorities, and context. The CEA approach is mainstreamed throughout the response to ensure ways of working collaboratively with displaced people and host communities by integrating their participation, maintaining open and honest communication, and creating mechanisms to receive and act upon their feedback.

The IFRC and National Societies are providing contextually and culturally appropriate information to affected communities to assist them in making informed choices and identifying where and how to seek the necessary assistance.

# PLANNED OPERATIONS<sup>25</sup>


## Health & Care including Water, Sanitation and Hygiene (WASH)

(MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT/COMMUNITY HEALTH)

	<b>Health &amp; Care</b>	People targeted in Ukraine: 1,229,407	IFRC Secretariat funding requirement:  <b>CHF 64 M</b>
		People targeted in Emergency Appeal Countries: 667,410	
<b>Objective:</b>	<i>Communities in crisis-affected areas and displaced persons in vulnerable situations are provided with high-quality health and care services, including MHPSS.</i>		
<b>Priority Actions:</b>	<b>Health &amp; Care</b> <b>Support to all impacted National Societies in the delivery of health services.</b> <ul style="list-style-type: none"><li>• Delivery of and support to emergency health services, including epidemic and pandemic preparedness and response.</li><li>• Deployment of Emergency Response Units (ERUs) as per the expressed needs of the national governments and National Societies.</li><li>• Establishment of Mobile Health Units (MHUs) and/or health teams to meet the needs of displaced people moving to and from Ukraine and further onwards.</li><li>• Delivery of and support to community-based and primary health services (e.g. conducting health days in communities, training of volunteers and community health workers in first aid, training of staff and volunteers in case findings, management and referrals for community-based health and care, conducting trainings for community case findings and referral to health services for people living with communicable and non-communicable diseases).</li><li>• Referral linkages to specialised centres for critical care.</li><li>• Capacity development of National Societies and advancement of their auxiliary role.</li></ul>		
	<b>Institutional strengthening of Red Cross Red Crescent Movement partners in emergency and community health preparedness and response at the regional and National Society levels.</b> <ul style="list-style-type: none"><li>• Capacity for disease prevention, health promotion and primary health service delivery in the region.</li><li>• Capacity in health emergencies preparedness and response, including epidemic and pandemic preparedness and response, in the region.</li><li>• Capacity for cash-for-health programmes in the region.</li></ul> <b>Coordination and Humanitarian Diplomacy for Health outcomes.</b> <ul style="list-style-type: none"><li>• Advocacy for access to appropriate and acceptable health services, including MHPSS, for all displaced persons, irrespective of their background or status.</li><li>• Support to National Societies in their efforts to coordinate their operations as part of this response, both internally with Red Cross Red Crescent Movement partners, and externally with key health partners.</li></ul> <b>MHPSS</b> <b>Institutional Strengthening and anchoring of MHPSS in National Societies.</b> <ul style="list-style-type: none"><li>• National Societies’ MHPSS capacity and needs assessed, and individual National Societies capacity building plans are developed.</li></ul>		

<sup>25</sup> This section includes the Federation-wide response plans of the 18 National Societies that receive multilateral funding through the IFRC Secretariat Emergency Appeal. The funding requirements indicate the IFRC funding requirements towards achieving these objectives.

	<ul style="list-style-type: none"> <li>• National Societies management prioritise and demonstrate their commitment to the MHPSS rollout.</li> <li>• National Societies have adequate resources available, including HR, tools and approaches, for MHPSS scale-up.</li> <li>• Peer-to-peer National Society support established through cluster-based MHPSS.</li> </ul> <p><b>Service delivery of National Societies in response to identified MHPSS needs.</b></p> <ul style="list-style-type: none"> <li>• Identification and mapping of needs of the affected population.</li> <li>• Provision of PFA to affected population groups.</li> <li>• PFA mainstreamed across all National Societies sectors.</li> <li>• Integration of MHPSS (mainly PFA training) into health action priorities, especially health emergency preparedness.</li> <li>• Caring for staff and volunteer structures and procedures in place across all impacted National Societies.</li> <li>• Community-based activities established in selected countries.</li> <li>• Emergency roster of National Society MHPSS in emergency capacities developed.</li> <li>• Mapping of MHPSS actors and establishment of procedures for safe referrals.</li> </ul> <p><b>The IFRC successfully secures partner support for MHPSS needs in the region.</b></p> <ul style="list-style-type: none"> <li>• The IFRC Regional Office for Europe's capacity is in place to lead an effective coordination.</li> <li>• Effective and efficient coordination on the MHPSS file ensured across the European region, including multi-sectoral coordination.</li> <li>• MHPSS network of MHPSS delegates and National Societies focal points for impacted countries is established.</li> <li>• Close coordination with the IFRC Psychosocial Centre to ensure coordinated support to National Societies.</li> <li>• The IFRC is positioned and recognised as a key provider of MHPSS capacity building and service delivery across the region.</li> <li>• The IFRC successfully secured partner support for MHPSS needs in the region beyond 2023.</li> </ul> <p><b>The IFRC promotes evidence-based programming and ensures quality MHPSS interventions.</b></p> <ul style="list-style-type: none"> <li>• National Societies provide quality PFA and basic MHPSS services.</li> <li>• Quality assurance of training curricula and materials.</li> <li>• Impact of approaches and MHPSS interventions documented and disseminated.</li> <li>• Evidence-based operations programming promoted.</li> <li>• Research study conducted to establish the impact of the MHPSS approach adopted in the Ukraine crisis intervention.</li> </ul>
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 <b>Water, Sanitation, and Hygiene</b>	People targeted in Ukraine: 3,771,483	IFRC Secretariat funding requirement: <b>CHF 3.98 M</b>
	People targeted in Emergency Appeal Countries: 783,799	
<b>Objective:</b>	<i>Comprehensive WASH support is provided to people in vulnerable situations, resulting in an immediate reduction in the risk of water-related diseases and improvement in dignity for the targeted population.</i>	
<b>Priority Actions:</b>	<b>Emergency assistance</b> to cover basic needs through essential hygiene items and the distribution of drinking water.	

- Assessment of WASH needs at humanitarian service points, border crossings, transport hubs, other collective centres and host communities with a focus on meeting the needs of vulnerable and marginalised groups (continued through all phases of the operation).
- Distribution of drinking water.

### **Mid-term support to cover basic WASH needs.**

#### **In Ukraine, this includes:**

- Ensuring that IDPs have continuous access to hygiene items through cash and voucher assistance or in-kind materials, including menstrual hygiene items and hygiene items for older people and persons with disabilities.
- Assessment of WASH infrastructure repair and rehabilitation needs.
- Rehabilitation and provision of inclusive and safe toilets, shower facilities, and safe water where needed.
- Provide technical support to National Societies, e.g. water testing, technical solutions on infrastructure, and WASH for PGI needs.

#### **In transit and destination countries, this includes:**

- Support to hosting arrangement (essential hygiene items) and support to short-term accommodation in transit centres/refugee accommodation centres (RACs). For example, to upgrade shelter adequacy, e.g. toilets and water connections.
- Hygiene promotion for the targeted population using IFRC HP in Emergencies guidelines.
- Support National Societies to mitigate COVID-19 and other infectious diseases through hygiene promotion and the provision of handwashing facilities.
- Provide multisectoral assistance through mobile service points through health and hygiene promotion and distribution of hygiene kits where needed.

### **Long-term support to cover basic WASH needs:**


#### **In Ukraine, this includes:**

- Provision and rehabilitation of WASH infrastructure to increase the safety and security of all installations in damaged houses and community facilities (e.g. schools, community centres, etc.) when the context allows it.

#### **In transit and destination countries, this includes:**

- Ensuring the target population has continuous access to hygiene items through cash and voucher assistance or in-kind materials, including menstrual hygiene items.
- Continue hygiene promotion activities for the targeted population.
- Continue supporting National Societies to mitigate COVID-19 and other infectious diseases through hygiene promotion.
- Provide assistance to undertake minor WASH infrastructure repairs/improvements at the community level to facilitate longer hosting arrangements.


## Integrated Assistance

	<b>Shelter, Housing, and Settlements</b>	<p>People targeted in Ukraine: 821,264</p> <p>People targeted in Emergency Appeal Countries: 1,186,604</p>	<p>IFRC Secretariat funding requirement: <b>CHF 128.2 M</b></p>
<b>Objective:</b>	<p><i>Communities in crisis-affected areas and displaced persons restore and strengthen their safety, well-being and longer-term recovery through shelter and settlement solutions.</i></p>		
<b>Priority Actions:</b>	<p><b>Covering basic shelter needs of the communities in crisis-affected areas and displaced persons through the provision of essential household items.</b></p> <ul style="list-style-type: none"> <li>Procurement and distribution of essential household items (clothing, blankets, bed linens, mattresses, foldable beds, tarps, etc.) tailored to the specific needs of target groups (directly to families or at reception, transit centres, and collective centres) and considering harsh weather conditions for winter.</li> </ul> <p><b>Covering <b>emergency/early recovery</b> housing, and accommodation needs of the communities in crisis-affected areas and displaced persons by providing rental support or host family support.</b></p> <p><b>In Ukraine, this includes:</b></p> <ul style="list-style-type: none"> <li>Utility payments at collective centres through a cash-for-shelter programme.</li> <li>Improvement of facilities used as collective accommodation.</li> <li>Provision of modular houses for IDPs.</li> <li>Support to host families.</li> <li>Light to medium repair of damaged infrastructure/houses.</li> <li>Technical assistance and housing, land and property (HLP) support.</li> <li>Settlement planning support to oblast authorities.</li> </ul> <p><b>In transit and destination countries, this includes:</b></p> <ul style="list-style-type: none"> <li>Support to hosting arrangements (to cover extra utility costs, purchase of essential items or food).</li> <li>Short-term rental assistance through conditional CVA.</li> <li>Support for short-term accommodation in transit centres/RACs to upgrade shelter adequacy, e.g. privacy, screening/partitioning or for more longer-term and substantial upgrades.</li> </ul> <p><b>Covering <b>medium to longer-term</b> housing and accommodation needs of people affected by the crisis.</b></p> <p><b>In Ukraine, this includes:</b></p> <ul style="list-style-type: none"> <li>Repair/retrofitting and reconstruction support using a settlement-based approach when the context allows, including technical support and quality assurance, capacity building for skilled and unskilled labour, and the provision of materials or CVA, as required.</li> <li>Information dissemination regarding HLP and property restitution issues tailored to the capacity and interest of the URCS.</li> <li>Infrastructure rehabilitation, including network repairs, restoration of services, and provision of equipment.</li> </ul> <p><b>In transit and destination countries, this includes:</b></p>		

	<ul style="list-style-type: none"> <li>• Support to facilitate the integration of displaced families into new receiving communities through host family support and rental assistance while the context does not allow families to return.</li> <li>• Within the framework of Safe Homes Programme funded by EU Commission's DG Home, conducting various activities such as: <ul style="list-style-type: none"> <li>• Carrying out a needs assessment on the state of play in private housing management, which involves identifying existing systems; mapping out stakeholders, existing partnerships and existing practices on the local housing market; establishing contacts with national authorities; carrying out hosting housing market assessment.</li> <li>• Providing support for the identification and vetting of hosts/people willing to offer their private accommodation and those displaced in need of a temporary place to stay.</li> <li>• Matching hosts and families/individuals in need of accommodation.</li> <li>• Monitoring of minimum standards for adequate accommodation.</li> <li>• Providing information of existing sources such as national emergency helplines where hosted people could call in case of potential exploitation or trafficking.</li> <li>• Establishing of referral mechanism.</li> <li>• Offering support and guidance to hosts and hosted persons, as well as mediation between the parties.</li> <li>• Supporting phasing out from private hosting and transition to independent accommodation.</li> <li>• Gathering lessons learned and good practices from implementation of private hosting schemes across the region with the intention of establishing a replicable, efficient, and dignified model of private hosting that can be implemented in future emergencies.</li> </ul> </li> </ul>
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 <b>Livelihoods</b>	People targeted with food item distributions in Ukraine: 7,956,539	IFRC Secretariat funding requirement: <b>CHF 8.36 M</b>
	People targeted in Emergency Appeal Countries: 588,060	
<b>Objective:</b>	<i>Communities in crisis-affected areas and displaced persons recover their way of life and incomes through sustainable livelihoods assistance programmes promoting socioeconomic integration and economic security.</i>	
<b>Priority Actions:</b>	<b>Covering the basic livelihood needs of the communities in crisis-affected areas and displaced persons.</b> <b>In Ukraine, this includes:</b> <ul style="list-style-type: none"><li>• Immediate food security and livelihoods support through the provision of flexible multi-purpose cash grants, until people can re-establish their livelihoods, either where they have settled or returned to their place of origin.</li><li>• Assessment of social assistance support available to those internally displaced while continuing to gather information on specific livelihoods needs through secondary data and coordination with other agencies.</li><li>• Livelihoods interventions across sectors including health, shelter, and WASH, ensuring that PGI and critical cross-cutting components are fully integrated. Coordinate with IFRC partners and the ICRC to</li></ul>	


	<p>ensure integrated livelihoods support within a Federation-wide approach.</p> <ul style="list-style-type: none"> <li>Provision of resources and technical support to the URCS to develop livelihoods interventions complementing their strategic priorities and wider humanitarian response.</li> </ul> <p><b>In transit and destination countries, this includes:</b></p> <ul style="list-style-type: none"> <li>Monitoring access to social assistance support for displaced persons from Ukraine, identifying specific unmet livelihood needs.</li> <li>Support to National Societies in assisting displaced persons access to local employment.</li> </ul> <p><b>Meeting the <span style="color: red;">medium</span> to <span style="color: red;">longer-term</span> livelihoods recovery needs of the people affected by the ongoing armed conflict.</b></p> <p><b>In Ukraine, this includes:</b></p> <ul style="list-style-type: none"> <li>Integrated shelter and NSD-livelihoods interventions that support access to housing, information on employment and social benefits as well as enhancing the National Society's capacities to develop and deliver livelihoods services.</li> <li>Expanding resourcing in the health and care sector and allowing MHPSS support to be integrated into livelihoods support.</li> <li>Supporting rural households with resources to enhance their agriculture-based livelihoods and capacities in support of their self-sufficiency.</li> <li>Replicating successful models and established good practices. Partner with other organisations with specific expertise.</li> <li>Building livelihoods skills and experiences. Draw on training and technical assistance from the IFRC Livelihoods Resource Centre to build the capacity of the National Society's Livelihoods Unit and implementing branches.</li> <li>Collaborating with food security and livelihoods (FSL) partners to share the reach and community presence and contribute to the FSL Cluster to share impacts and experiences.</li> </ul> <p><b>In transit and destination countries, this includes:</b></p> <ul style="list-style-type: none"> <li>Referring or providing the required guidance to make sure that displaced people receive the assistance they are entitled to.</li> <li>Ensuring displaced persons' entitlements are understood using CEA and other National Society communication mechanisms.</li> <li>Promoting employability through language training, qualification recognition and work experience, training, work permits, market analysis, and job placements.</li> <li>Supporting income generating self-employment.</li> <li>Providing information on available skills training and employment opportunities through National Society CEA and other information sharing mechanisms.</li> </ul>
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 <b>Multi-purpose Cash</b>	People targeted in Ukraine: 1,362,715	IFRC Secretariat funding requirement: <b>CHF 255.86 M</b>
	People targeted in Emergency Appeal Countries: 847,109	
<b>Objective:</b>	<i>Displaced persons in vulnerable situations have their needs addressed through the use of cash.</i>	
<b>Priority Actions:</b>	<b>Meeting the immediate and changing needs of displaced people through multipurpose cash at speed, at scale and with quality.</b> <ul style="list-style-type: none"><li>Basic needs of displaced people throughout the course of the conflict are met through multi-purpose cash (MPC) in a way that supports their</li></ul>	

	<p>stabilisation and mitigates displacement impacts due to existing social vulnerabilities.</p> <ul style="list-style-type: none"> <li>• Additional MPC top-ups for households in vulnerable situations that have needs which are not otherwise met (whether through social protection, work, or other actors).</li> <li>• Households are supported to transition out of MPC offered by the Red Cross as they find other means to support themselves or access the government's social protection mechanisms.</li> </ul> <p><b>Meeting the <span style="color: red;">medium</span> to <span style="color: red;">longer-term</span> needs of displaced people with CVA through tailored solutions developed by sectoral leads.</b></p> <ul style="list-style-type: none"> <li>• Cash is delivered taking into consideration the contextual, programmatic, and institutional risks and preferences of beneficiaries.</li> <li>• Support to households is maximised and risks to theft or diversion are minimised through well-designed, transparent, and controlled systems.</li> </ul> <p><b>Institutional strengthening to implement and support scalable, better quality and timely CVA to ensure that crisis-affected populations meet their needs in a dignified, appropriate, and effective manner.</b></p> <ul style="list-style-type: none"> <li>• Support for financial and human resource capacity building, systems, and tools so that National Societies can continue to expand CVA as a modality.</li> <li>• Transition permanent digital CVA systems readiness to the European region so cash can be delivered rapidly and at scale in future responses in the region.</li> <li>• Case study development on CVA interventions and lesson sharing sessions for the wider RCRC network.</li> </ul>
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## PROTECTION AND PREVENTION

(PROTECTION, GENDER, AND INCLUSION (PGI), COMMUNITY ENGAGEMENT AND ACCOUNTABILITY (CEA), MIGRATION, RISK REDUCTION, CLIMATE ADAPTATION AND RECOVERY, ENVIRONMENTAL SUSTAINABILITY, EDUCATION)

	<b>Protection, Gender, and Inclusion</b>	People targeted in Ukraine: 321,065	IFRC Secretariat funding requirement: <b>CHF 8.97 M</b>
		People targeted in Emergency Appeal Countries: 766,751	
<b>Objective:</b>	<i>Communities in crisis-affected areas and displaced persons in vulnerable situations are safe from harm including violence, discrimination and exclusion, and their needs and rights are met.</i>		
<b>Priority Actions:</b>	<b>National Societies and the IFRC adopt a comprehensive PGI approach across all operations, programmes, and services (PGI focus).</b> <ul style="list-style-type: none"><li>• Collection and analysis of sex-age and disability disaggregated data in assessments across sectors, including conducting standalone PGI assessments as needed.</li><li>• Understanding the needs on the ground by analysing the specific risks, vulnerabilities, and capacities of the affected population to inform and support the response in each country in coordination with National Societies and other relevant parties.</li><li>• Strengthen the PGI capacities of National Societies (including, among others, through the development of policies, strategies, training of staff and volunteers).</li><li>• Establish PGI focal points at regional, national, and local levels.</li><li>• Community-based PGI programming (for example, around violence prevention, economic empowerment, and child protection).</li><li>• Embed a PGI approach and activities in mobile outreach clinics through the dissemination of life-saving information, sensitisation on</li></ul>		

protection risks (especially in SGBV and Trafficking of Human Beings) and legal entitlements, keep up-to-date referral pathways, facilitating access to services, and outreach to groups at risk of exclusion, and people with disabilities.

- Provide technical support to RCRC helplines about protection issues, information and referrals.
- Continue mainstreaming dignity, access, participation, and safety (DAPS) principles into programming to support sector programmes ensuring that specific needs, vulnerabilities, and capacities of the affected populations inform the design and implementation of the emergency and recovery programmes and include the minimum standards for PGI in emergencies.
- Continue supporting National Societies to establish safeguarding systems (develop internal policies in prevention and response to sexual abuse and exploitation and child safeguarding, reporting pathways, feedback, etc.) and continue monitoring the systems and their quality.
- Coordinate and support the ICRC and National Societies in the provision of restoring family links (RFL) services while strengthening capacity in the Movement's approach to protection.

**Mitigating child protection risks with the provision of essential child-centred services and child friendly spaces.**

- Identification and reporting of unaccompanied minors, advocacy, and information about accessing education and basic services.
- Distribution of children's kits and educational materials.
- Assessing the child protection needs to adapt the activities accordingly, strengthening capacity and focusing on ensuring access for education with conditional cash, and providing capacity building for teachers.
- Adapting and supporting tools and materials to promote children's integration into national education systems.

**Institutional capacity, composition, and commitment to address violence, discrimination, and exclusion (safeguarding focus).**

- Strengthen the National Red Cross Red Crescent Societies' safeguarding capacities (including, among others, through the development of policies, strategies, and training of staff and volunteers).
- Develop and/or strengthen safeguarding mechanisms.
- Establish safeguarding focal points at regional, national, and local levels.

**Develop and improve humanitarian diplomacy, partnerships, and learning within the Red Cross Red Crescent Movement and externally to support better protection, gender, and inclusion.**

- The IFRC and National Societies continue to advocate for the rights of those most at risk of violence, discrimination, and exclusion.
- The IFRC strengthens and maintains partnerships with internal Movement actors and external partners to strengthen work on PGI.
- The IFRC and National Societies contribute to safeguarding and PGI-related learning in the IFRC network and the wider sector.

 <b>CEA</b>	<p>People targeted in Ukraine: N/A</p> <p>People targeted in Emergency Appeal Countries: 2,176,273</p> <p>IFRC Secretariat funding requirement: <b>CHF 3.86 M</b></p>
<b>Objective:</b>	<p><i>The diverse needs, priorities and preferences of the affected communities guide the response through a people-centred approach and meaningful community participation.</i></p>
<b>Priority Actions:</b>	<p><b>Ensuring that communities are informed, consulted, better connected and have meaningful participation in the operation.</b></p> <ul style="list-style-type: none"> <li>• Provide contextualised, timely, accurate, and trusted information.</li> <li>• Facilitate the participation of those affected in assessments and programme design processes.</li> <li>• Establish community feedback channels that include steps to collect, consolidate, analyse, visualise, and act on the feedback received.</li> <li>• Monitor trends in community perceptions and attitudes, including in relation to host communities and displaced people.</li> <li>• Respond to community concerns through open and honest communications, and participation in a wide range of community groups and community-based activities.</li> </ul> <p><b>Strengthening institutional capacity and mainstreaming of CEA.</b></p> <ul style="list-style-type: none"> <li>• Reinforce CEA capacities with dedicated human resources at National Society headquarters and branch levels.</li> <li>• Build National Society volunteer teams with skills and understanding of CEA.</li> <li>• Regularly share examples and case studies of CEA best practices in the response with National Societies.</li> <li>• Mainstream CEA approaches across all sectors of the operation: <ul style="list-style-type: none"> <li>• Build dedicated CEA approaches to support the expanding and evolving CVA programmes.</li> <li>• Develop broader health risk communications and information on access to health services.</li> <li>• Widen the scope of CEA support for the shelter, MHPSS, and migration sectors.</li> </ul> </li> </ul> <p><b>The IFRC actively coordinates and ensures that the voices and perspectives of affected people inform humanitarian diplomacy.</b></p> <ul style="list-style-type: none"> <li>• Establish frameworks and mechanisms for internal and external coordination so that communities receive consistent information about humanitarian activities and feel listened to and respected by all response actors.</li> <li>• Integrate CEA into communications and HD strategies and ensure a clear flow of data and insights to inform both.</li> <li>• Identify trends in data and insights that require programming and/or advocacy consideration.</li> </ul>
 <b>Migration</b>	<p>People targeted in Ukraine: 365,009</p> <p>People targeted in Emergency Appeal Countries: 1,623,635<sup>26</sup></p> <p>IFRC Secretariat funding requirement: <b>CHF 126.6 M</b></p> <p><b>Objective:</b></p> <p><i>People on the move, regardless of their background or status, have access to the life-saving assistance and protection they need.</i></p>

<sup>26</sup> The current migration targets, originally established in line with the initial Operational Strategy's list of indicators, might not fully capture the expanded scope of migration activities undertaken by National Societies. The addition of new migration indicators, such as the number of people reached through HSPs, is likely to result in an increase in the reported number of people reached by National Societies in the coming months.

## Priority Actions:

### **Ensure that affected people have access to relevant, timely, and effective assistance and protection.**

- Sectoral programmes are well-informed and regularly adapted to migratory flow trends, applicable legal protection frameworks, and the evolving needs of displaced people.
- Effective assistance and protection are provided through humanitarian service points (HSPs) to ensure a holistic response: information on rights and access to services, first aid, MHPSS, CVA, PGI, food and in-kind items, support for transportation for people with disabilities and referrals to specialised support (with regards to PSS, protection, and legal services).
- Continue engaging in assessments of different sites that serve refugees/displaced people, including reception centres, temporary accommodation sites, and arrival points (e.g. train stations) allowing the continued provision of dedicated assistance and protection services to affected populations outside of HSP locations.

### **Meeting the **medium** and **long-term** needs of the affected population.**

- Develop an IFRC Europe integration framework to support a collective, comprehensive, and sustainable response by National Societies in this new phase.
- Develop and implement an in-depth referral pathway that provides affected people with access to specialised services in relation to PGI (e.g. child protection, trafficking in persons), MHPSS, and legal support.
- Provide tailored support for those returning to Ukraine, ensuring that the specific needs and risks are understood and that operational strategies take into account scenarios where there are significant scale returns.
- In coordination with other sectors, identify and implement livelihoods initiatives to enable a recovery for affected populations and strengthen resiliency.
- Strengthen community connections and contribute to social cohesion between refugees, IDPs, and host communities through innovative inclusion activities and integration processes (e.g. perception surveys, activities bringing communities together, etc.)

### **National Society Capacity Strengthening on Migration and Displacement.**

- Internal dialogues within National Societies are facilitated to integrate migration and displacement into their programming.
- Technical support is provided to staff and volunteers to ensure long-term capacity: training staff and volunteers of National Societies to build capacity on the specific needs and vulnerabilities of IDPs and refugees/displaced people in coordination with PGI, CEA, and other relevant sectors.
- Cross-border coordination and exchanges are facilitated.


### **Influence migration policy and practice through a strategic advocacy approach.**

- The involvement, role, and mandate of National Societies in responding to migration and displacement are understood.
- The capacity of National Societies to advocate for access to assistance and protection for displaced people is strengthened.
- The activities of National Societies to support displaced people are accepted and integration is promoted to diminish stigmatisation and discrimination.


## Enabling approaches

 <b>National Society Strengthening</b>	IFRC Secretariat funding requirement: <b>CHF 91.19 M</b>
<b>Objective:</b>	<i>National Societies respond effectively to the wide spectrum of evolving crises and their auxiliary role in disaster risk management is well-defined and recognised.</i>
<b>Priority Actions:</b>	<p><b>National Society-led Organisational Development.</b></p> <ul style="list-style-type: none"> <li>• National Societies are supported in the identification and implementation of their development priorities that are captured into one plan or long-term NSD plan by the NSs.</li> <li>• The organisational development objectives identified by each National Society are achieved through tailored NSD support.</li> <li>• Reinforcing capacity to improve internal and collective coordination and positioning as well as establishing an NSD coordination mechanism at the country level led by leaders of the National Societies.</li> <li>• Support and accompany NSs in strengthening legal foundations and governance, auxiliary role and positioning in humanitarian and development fora in country, leadership development through learning opportunities and innovations.</li> <li>• Enhance and support (based on need) NS's transparency and accountancy and accountability and guide with appropriate mechanisms and tools to prevent, manage and address integrity and reputational risks.</li> <li>• Relevant technical expertise is secured and mobilised to provide tailored NSD support.</li> </ul> <p><b>Enhancing branch and volunteer development to ensure the sustainability and effectiveness of National Societies in delivering humanitarian assistance.</b></p> <ul style="list-style-type: none"> <li>• Branch development plans and budgets are developed and implemented through analysing local needs and building capacity.</li> <li>• Branch operational effectiveness is enhanced by strengthening response capacity, coordination skills and enabling environment.</li> <li>• Connections between branches and headquarters are strengthened by enhancing communication and collaboration and promoting standardised monitoring and reporting systems.</li> <li>• Branch sustainability is promoted by strengthening branch leadership in strategic engagement and resource mobilization and advocating/facilitating on internal and international grant systems.</li> <li>• National Society volunteer management and youth engagement are enhanced by analysing needs, managing spontaneous volunteers, integrating volunteer management systems with programs and responses, and improving youth roles.</li> </ul> <p><b>National Society-led core systems and preparedness for response strengthening.</b></p> <ul style="list-style-type: none"> <li>• National Society core functions are enhanced according to the needs and priorities identified by each National Society and reflected in the NSD plan.</li> <li>• Reinforcing agile systems and policy/procedural developments: HR, finance, logistics, communications, and IT.</li> <li>• Enhance domestic resource mobilization systems, provide support for development in the areas of finance, logistics, communications, PMER, and HR while offering capacity building and standard evaluation practices.</li> <li>• The preparedness of National Societies is enhanced.</li> <li>• Capacity building in all relevant sectoral and thematic files, including, but not limited to key focus areas such as migration and displacement, shelter, health (including MHPSS), CEA, and PGI.</li> </ul> <p><b>NSD Coordination.</b></p>

	<ul style="list-style-type: none"> <li>• Movement-wide NSD efforts are coordinated with a focus on long-term and sustainable approaches.</li> <li>• Promote shared leadership model by identifying the relevant expertise among stakeholders and coordinating expert support.</li> <li>• Support the implementation of Tbilisi Commitments through strong coordination between Humanitarian Diplomacy, Communication, PMER, Finance, and Membership Services, and facilitate experience exchange and promotion of best practices.</li> <li>• The IFRC network and National Societies undergo a digital transformation.</li> <li>• Supporting National Societies with the use of data and digital tools where it can increase scale, relevance, and efficiency.</li> <li>• CVA preparedness, integration, and alignment into NSD work.</li> </ul>
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 <b>Coordination and Partnerships</b>		IFRC Secretariat funding requirement: <b>CHF 17.61 M</b>
<b>Objective:</b>	<i>Technical and operational complementarity is enhanced through cooperation among the IFRC membership and with the ICRC.</i>	
<b>Priority Actions:</b>	<p><b>Enhancing collaboration among the IFRC membership for greater technical and operational complementarity through already established coordination mechanisms.</b></p> <ul style="list-style-type: none"> <li>• Fostering existing and new partnerships among National Societies in relevant technical areas, including migration, health &amp; care, livelihoods, CEA, PGI, and NSD, among others.</li> <li>• Facilitating thematic technical working/advisory groups at different levels.</li> <li>• Promoting cross-border collaboration, including branch-to-branch cooperation, and ensuring learning among IFRC members, stemming from the extensive experiences of respective National Societies.</li> <li>• Implementing a Federation-wide monitoring and reporting framework to standardise monitoring and reporting and ensure accountability and transparency.</li> </ul> <p><b>Red Cross Red Crescent Movement Coordination.</b></p> <ul style="list-style-type: none"> <li>• Engaging within the Movement in line with the SMCC principles to maximise its collective impact.</li> <li>• Setting up Movement Coordination agreements and coordination mechanisms in all relevant contexts. These mechanisms include strategic platforms, Movement coordination meetings and informal information exchange.</li> <li>• Ensuring that the IFRC and ICRC have coordinated appeals and regularly produce joint information materials, including a “Movement pictures” document.</li> </ul> <p><b>Influencing humanitarian action by persuading decision-makers and opinion leaders to act in the interest of the affected people, in full respect of fundamental humanitarian principles.</b></p> <ul style="list-style-type: none"> <li>• Continued engagement with external coordination mechanisms at the country, regional, and global levels (including the Inter-agency Steering Committee, Humanitarian Country Teams, NGO Forum &amp; Working Group, EU civil protection bodies, UN Security Council, and UN General Assembly).</li> <li>• Liaise with UN agencies to coordinate the provision of services offered at both HSPs and Blue Dots where relevant and appropriate to avoid duplication of services and compliment the support being offered.</li> <li>• Support the strengthening of National Society capacities and competencies in HD and communications to enhance their positioning with national and local authorities, and to strengthen their connections and collaborations with disaster management and social service bodies in their countries.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Mapping the sectoral laws relevant to the operation to identify the strengths and weaknesses in the auxiliary roles of National Societies in their countries and determining the appropriate advocacy approaches to reinforce this role.</li> <li>• Advocating for access to essential services and rights:</li> <li>• <b>In Ukraine</b>, supporting the advancement of the Humanitarian Advocacy and Diplomacy Strategy and Action Plan (developed by the URCS and Movement partners), while reflecting and responding to operational realities on the ground and contributing to recovery needs.</li> <li>• <b>In EU countries</b>, working closely with the Red Cross EU Office, advocating for the consistent and non-discriminatory application of the temporary protection measures by EU countries, while supporting access to essential services, the work on integration and cohesion, resettlement, and planning for returns.</li> <li>• <b>Outside the EU</b>, promote protection, while reinforcing the role and principles of the Red Cross and Red Crescent Movement in monitoring, forecasting as well as planning for secondary impacts, including growing humanitarian needs and increased migration flows.</li> <li>• <b>Globally</b>, advocating for all people affected by the armed conflict and pursuing efforts to mobilise a relevant humanitarian response.</li> </ul>
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 <b>IFRC Secretariat Services</b>		IFRC Secretariat funding requirement: <b>CHF 75 M</b>
<b>Objective:</b>	<i>The IFRC is working as one organisation, 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.</i>	
<b>Priority Actions:</b>	<p><b>Ensuring coordinated support to National Societies and the IFRC network responding to the emergency through the IFRC Regional Emergency Operation Centre in Budapest, IFRC presence in Ukraine, and impacted countries.</b></p> <p>Robust structures at regional, sub-regional, country and field levels are required to provide membership support and coordination of humanitarian assistance in a highly complex, multi-country operation: in the context of the Ukraine and impacted countries response, IFRC plays a key role in the delivery of membership services and coordination in an operation involving 18 National Societies requesting international assistance and an additional 16 regional National Societies also participating in the operation as recipients of EU funds such as through DG SANTE and DG HOME. The provision of membership services is also key inside Ukraine, where IFRC ensures an enabling environment for Partner National Societies to work in support to URCS as required, including the provision of services through integration agreements.</p> <p><b>Operational Management</b></p> <ul style="list-style-type: none"> <li>• Continued functioning of the IFRC Regional Operation Centre in Budapest.</li> <li>• Through the presence of IFRC staff in Ukraine and in the impacted countries, continue strengthening the operations management capacities of the IFRC and the respective National Society, providing day-to-day support in the setup, planning, implementation, and monitoring of the operation.</li> </ul> <p><b>Logistics</b></p> <ul style="list-style-type: none"> <li>• Initially managed by the surge team from the onset of the crisis, the Global Humanitarian Services &amp; Supply Chain Management (GHS&amp;SCM) Europe office is now a fully operational structure, providing overall supply chain management support to the operation and National Societies.</li> <li>• Providing transportation services to move goods and ensuring fleet management.</li> </ul>	

- Continued functioning of the operational warehouse in Hungary, in a joint structure with the ICRC: receiving, processing and forwarding relief goods for distribution and aid services to assist the affected population.
- Providing regional and national procurement services to National Societies and IFRC country delegations, building synergies and structure towards the Red Cross and Red Crescent's impact and market position.
- Developing framework agreements for the most commonly required relief items as well as transport and custom broker services.
- Enable CVA through logistics/CVA support as well as market analysis.
- Supporting National Societies in capacity building for supply chain compliance and procurement competencies and to conduct purchases according to the appeal requirements.
- Improve preparedness levels by increasing interoperability between National Societies, Movement Partners, and the private sector.
- Enabling logistics preparedness ensuring effective emergency response and supply chain management.
- Enabling assurance in quality management, compliance management (including the compatibility with the IFRC's engagement in reducing its carbon footprint emissions), audit management, supplier code of conduct, and digital transformation to be compatible with the evolving market requirements.
- Continued coordination with donors, suppliers, and partner National Societies.

#### **Corporate Services**

- Setup of administration services: travel services, hotel bookings, conference and meeting services, translation and interpretation, secretarial and administrative assistance to programmes and operations, housing, driving, personnel registration, protocol and relations with local authorities, administrative onboarding, legal and insurance compliance.
- Building management: setup workstations with full equipment and network connections.
- Provide an IT support desk, IT training to new personnel, IT assets and stock management, and support to online meetings.
- Prepare an administrative services agreement with the ICRC and Partner National Societies and supervise the implementation.
- HR support: full recruitment process, including job description design, grading, interviews, contract negotiations, payroll and benefits, travel planning; onboarding and offboarding, general HR coordination, setup PSS support, safeguarding, HR health, HR advice to managers, relations with HR agencies, access to HR pools, planning of staff rotations and long-term employment, conflict resolution, HR training and learning, HR support to Country Delegations and Country Cluster offices.
- Finance support: planning and budgeting, account bookkeeping, payable and receivable, review donor project proposals and financial compliance, pledge validation, support to audit, finance coordination with procurement, HR, payroll and administration, relationships with banks, internal controls, payments, treasury and finance coordination, finance reports and analysis.

#### **Information Management**

- Supporting CVA and CEA teams with data and digital solutions.
- Cover data needs in CVA programmes through dedicated CVA-IM support.
- Define remote CVA-IM support and explore potential solutions.
- Make CVA, CEA, as well as post-distribution monitoring (PDM) data available through information products.
- Develop a regional IM system to monitor the operation, in close coordination with senior management, planning, monitoring, evaluation and reporting (PMER), and country teams.
- Provide cross-sector IM support.
- Align and standardise data collection systems and tools across countries and National Societies, including data protection approaches.

- Produce standard country and regional visual products for situational awareness and analysis.
- Promote the use of the GO Platform for the operation by National Societies and the IFRC.
- Support National Societies in reinforcing IM and data literacy and skillsets.
- Build a network of IM peers within National Societies, enabling peer-to-peer support and knowledge exchange.
- Define remote IM support for National Societies and explore potential solutions.
- Support in defining IM staffing at National Societies.

#### **Planning, Monitoring, Evaluation, and Reporting**

- Providing PMER support in all countries with stationed or roaming profiles, to ensure the set up and continuity of Federation-wide processes.
- Establishing processes and tools to conduct periodic strategic and operational planning at the country, country-cluster as well as regional levels, harmonising planning related to this operation with the overall planning efforts of National Societies.
- Developing and maintaining sustainable Federation-wide monitoring tools and workflows.
- Establish processes and tools for the timely provision of quality information to partners and donors internally, as well as to various audiences.
- Contributing to the long-term PMER capacity building of National Societies, including capacities in results-based management, planning, data collection, analysis and visualisation, as well as reporting and learning.

#### **Communications**

- Positioning the IFRC and impacted National Societies as key and trusted partners in the response through regular public activations and campaigns (using media, social media, and other digital partnerships).
- Showcasing the strength of the Movement in coming together to support those in need.
- Positioning the IFRC's added value within the Movement.
- Advocate with and on behalf of those the IFRC helps, ensuring the Movement amplifies and shares local and diverse voices first.
- Creating opportunities for collaborative working and learning around communication approaches for affected National Societies and across the IFRC network.
- Building the communications capacity of impacted National Societies through longer-term support. This includes the development of domestic public communications and advocacy strategies, stronger emergency communication mechanisms and tools, resources for powerful storytelling, and positioning.
- Develop persuasive evidence together with National Society derived data to support further public communications, campaigns, and influencing.
- Prioritising external communications to increase public awareness of the humanitarian challenges being tackled by the Red Cross and Red Crescent Movement. This includes finding creative new ways through campaigns and partnerships to provoke conversations and promote humanitarian needs and values.

#### **Security**

- Ensuring strong security management in view of the complexity of the operational context, in close coordination with the ICRC.
- Maintaining a proactive security management approach in the IFRC Orange Security Phase Area and by closely monitoring and assessing the security situation and updating the IFRC Orange Security Phase Area map.
- Increasing assessments, capacities and analysis for National Societies and field teams responding in the orange areas according to the security framework.
- Support to the URCS and ICRC security management system.

- Applying the IFRC security plans to all IFRC staff throughout the operation: an area specific Security Risk Assessment is be conducted for any operational area should any IFRC personnel deploy there.
- Identifying and implementing risk mitigation measures throughout the operation.
- Ensuring that the completion of the IFRC Stay Safe e-learning courses, specifically Stay Safe 2.0 Global edition Levels 1-3, remains the priority for all IFRC members, including staff and volunteers.

## Risk management

The IFRC has taken proactive steps to strengthen its assurance model throughout the operation. These steps include enhancing its second line function through the addition of dedicated risk management expertise and implementing a dedicated team of internal audit, investigation, and safeguarding specialists.

Informed by the global risk management policy, the IFRC has designed and embedded a bespoke risk management plan for the operation that informs the IFRC approach to identifying, assessing, managing, and monitoring the risk landscape. This proactive approach to risk management has enabled the IFRC to put in place an optimal set of controls to gain sufficient operational assurance whilst seizing new opportunities and taking an optimal amount of risk to maximise the effectiveness and efficiency of the operation (e.g., utilising digital technology in cash programming). The IFRC has invested time and resources into enhancing risk management capacity across the operation, including participating National Societies, and is committed to continue doing so.

With a dedicated third line function providing independent assurance over operations (1x dedicated auditor, 2x fraud investigators, 1x SEAH Investigator, 2x trainees), the IFRC has maximised the Network's capability to enhance effectiveness of the control framework underpinning the operations and the capacity to prevent, detect and respond to suspicions and allegations of fraud and safeguarding. A safeguarding concern may be raised by any RCRC personnel or anyone who interacts with the RCRC Movement. A survivor-centred approach must be used, which ensures the immediate safety of the survivor(s), that the survivor(s) are referred to appropriate services using local referral pathways and that informed consent, of adults who are not at immediate risk, is respected. Reporting mechanisms at the National Society level vary, but for all IFRC personnel and IFRC funded projects reporting is available via HR, the Line Manager or the Integrity Line where reporters can remain anonymous.

## Quality and accountability

Given the significant context of the operation, the IFRC ROE has established a Federation-wide planning, monitoring, and reporting (PMR) framework. The purpose of the framework is to develop standard processes, tools, and products as best practices in complex multi-country operations; to maximise efficacy and efficiency in planning, monitoring, and reporting with a sustainable number of contributions, as well as to ensure accountability and transparency. IFRC ROE PMER and IM teams are working in close coordination with responding National Societies on consultation and support to establish and maintain the necessary systems and practices for regular monitoring.

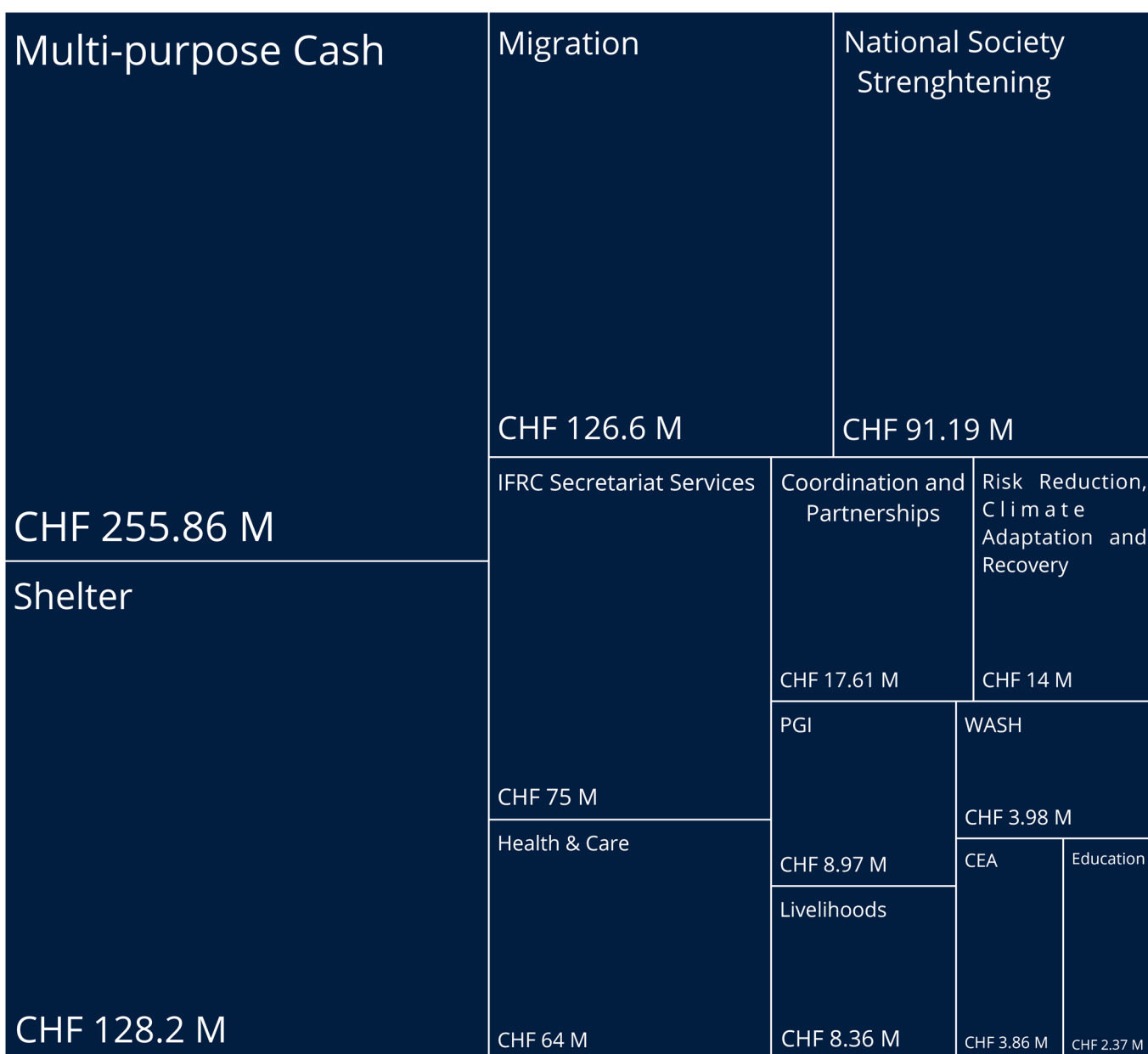
The Ukraine and impacted countries crisis operation has also cultivated substantial learnings which apply both, within the operation itself, as well as cutting across foundational components of the Federation's areas of work with stronger donor support, new political challenges, and complex operating environments. The IFRC is undertaking a comprehensive learning strategy that will operate cyclically until the operation's closure, with the aim of leveraging these learnings to help the IFRC better engage in shifting humanitarian landscapes, as the Movement faces more compounding, multi-layered challenges. The strategy focuses on linking findings to existing channels of learning, implementation, operational change within the Federation, and making space to think through chronic and consistent issues.

The Federation-wide list of indicators for the operation is provided in Annex 1. The list is updated regularly with new indicators as the operation evolves, ensuring that it remains relevant and aligned with the evolving needs and goals.

## Funding requirement



## Breakdown of the IFRC secretariat funding requirement<sup>27</sup>



<sup>27</sup> The funding requirements mentioned under the Risk Reduction, Climate Adaptation and Recovery, and Education sectors encompass a range of activities that address multiple priorities across different sectors. These include Disaster Management Preparedness for the National Societies, warehousing, and other support services as well as CVA for education.

## Contact information

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

### At the IFRC:

- Regional Office for Europe, Head of Disaster, Climate and Crisis Prevention Response and Recovery: **Andreas von Weissenberg**, [andreas.weissenberg@ifrc.org](mailto:andreas.weissenberg@ifrc.org)
- Regional Operations Manager, Ukraine and impacted countries: **Lorenzo Violante**, [lorenzo.violante@ifrc.org](mailto:lorenzo.violante@ifrc.org)
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### For In-Kind Donations and Mobilisation table support:

- Regional Office for Europe, Head of Humanitarian Services and Supply Chain Management: **Stefano Biagiotti**, [stefano.biagiotti@ifrc.org](mailto:stefano.biagiotti@ifrc.org)

### Reference



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## Annex 1 – Federation-wide Monitoring Framework

#	Operational Priorities	Sectors	Objectives	Indicators	Targets (Ukraine)	Targets (in Emergency Appeal countries)
1a	<b>Operational Priority 1: Health and Care, including Water, Sanitation, and Hygiene</b>	Health & Care	Communities in crisis-affected areas and displaced persons in vulnerable situations are provided with high-quality health and care services, including MHPSS.	# of people reached with primary health services and/or referral to public health institutions	1,229,407	667,410
1b				# of people reached by National Society mental health and psychosocial support services		
1c				# of people trained in first aid		
1d				# of people trained in MHPSS (including psychological first aid and other MHPSS related trainings)		
1e		Water, Sanitation and Hygiene	Comprehensive WASH support is provided to people in vulnerable situations, resulting in an immediate reduction in the risk of water-related diseases and improvement in dignity for the targeted population.	# of people reached with hygiene supplies	3,771,483	783,799
2a	<b>Operational Priority 2: Integrated Assistance</b>	Basic needs support	N/A	# of people reached with relief assistance for basic needs (food, clothing, hygiene, medicines, and other essential items) <sup>28</sup>	17,692,384	-
2b		Shelter, Housing and Settlements	Communities in crisis-affected areas and displaced persons restore and strengthen their safety, well-being, and longer-term recovery through shelter and settlement solutions.	# of people assisted with collective temporary shelter/accommodation	821,264	1,186,604
2c				# of people assisted with individual temporary shelter/accommodation per household		
2d				# of people reached with cash/vouchers or in-kind assistance for repairs (material and/or labour) for shelter that is safe and adequately enables essential household and livelihoods activities to be undertaken with dignity		
2e				# of people reached with rental assistance		
2f				# of people accommodated by host families		

<sup>28</sup> The indicator may include duplicate counts of individuals reached.

2g				# of host families supported to welcome people fleeing from Ukraine		
		Cross-Cutting Livelihood & Migration	Communities in crisis-affected areas and displaced persons recover their livelihoods through sustainable livelihoods assistance programmes promoting socioeconomic integration and economic security.	# people reached with clothing & household items	7,956,539	588,060
				# people reached with food (in-kind)		
				# of people reached with education support (including childcare and summer camps)		
				# of people reached with employability support (including labour market orientation, employability, and skills training)		
				# of people reached with language support services (language courses and classes)		
2h		Multi-purpose Cash	Displaced persons in vulnerable situations have their needs addressed through the use of cash.	# of people reached with conditional and/or unconditional cash and voucher assistance	1,362,715	847,109
2h				Amount of cash distributed		
3a	<b>Operational Priority 3: Protection &amp; Prevention</b>	Protection, Gender and Inclusion	Communities in crisis-affected areas and displaced persons in vulnerable situations are safe from harm including violence, discrimination and exclusion, and their needs and rights are met.	# of children welcomed in child-friendly spaces	321,065	766,751
3b				# of people reached with PGI activities		
3c				# of staff, volunteers and associated personnel trained on prevention and protection of sexual exploitation and abuse and child safeguarding		
3d		Migration	People on the move, regardless of their background or status, have access to the life-saving assistance and protection they need	# of people assisted with transportation or evacuation	365,009	1,623,635
3e				# of HSPs that provided services to refugees/displaced people		
3f				# of people reached at RCRC HSPs		
3g				# of people supported in official procedures		
3h				# of people reached with education support (including childcare and summer camps)		
3i				# of people reached with employability support (including labour market orientation, employability and skills training)		
3j				# of people reached by social cohesion activities to improve relations between asylum seekers, refugees and displaced people, and host communities		

3k		Community Engagement and Accountability	The diverse needs, priorities, and preferences of the affected communities guide the response through a people-centred approach and meaningful community participation.	# of people reached with language support services (language courses and classes)	-	2,176,273
3l				# of National Societies with established feedback mechanisms		
3m				# of community feedback comments collected		
3n				# of community feedback reports produced		
3o				# of operational decisions or changes made based on community feedback		
3p				# of staff, volunteers, and leadership trained on community engagement and accountability (disaggregated by staff/volunteers/sex)		
4a	Enabling Approaches	National Society Strengthening	National Societies respond effectively to the wide spectrum of evolving crises and their auxiliary role in disaster risk management is well-defined and recognised.	# of volunteers involved in the operation	-	-
4b				# of National Societies that provide insurance for all of their volunteers		
4c				# of branches responding		
4d				# of National Societies with an advocacy strategy		
4e				# of branches which started branch development as part of the current response activities (including soft and infrastructure investments) *		
4f				# of Movement partners (Federation-wide) that support the development of National Societies (support bilaterally or through the IFRC) *		
4g				National Society has in place capacities to conduct an Emergency Needs Assessment*		
4h				National Society is part of their national government's disaster response mechanism*		
4i		Coordination and Partnerships	Technical and operational complementarity is enhanced through cooperation among IFRC membership and with the ICRC.	Movement coordination meetings organised, and updates are provided to Movement partners*	-	-
4j				# of external stakeholders and clusters coordination meetings organised*		
5a	Support Services	Logistics	N/A	# of distributed goods (in metric tons and value)	-	-
5b				# of procured goods (in metric tons and value)		

\* Indicators are only applicable to National Societies that are part of the Emergency Appeal.