

OPERATIONAL STRATEGY

Middle East Crisis | MENA



Appeal №: MDRS5002	To be assisted*: 312,000 people	Appeal launched: 18/10/2023
Glide №: CE-2023-000186-PSE	DREF allocated: CHF 3 Million	Disaster Categorisation: Orange
Operation Start date: 18/10/2023	Operation end date: 31/12/2024	Date: 26/11/2023

* In addition, indirect support will be provided to affected populations in Gaza through ERCS logistics support to the PRCS for reception and transport of humanitarian shipments intended for the PRCS.

IFRC Secretariat Funding requirement: CHF 20 million
Federation-wide funding requirement: CHF 30 million¹

¹ The Federation-wide funding requirement encompasses all financial support to be directed to the Operating National Societies in response to the emergency. It includes the Operating National Societies' domestic fundraising requests and the fundraising appeals of supporting Red Cross and Red Crescent National Societies (CHF 10 million), as well as the funding requirements of the IFRC Secretariat (CHF 20 million). This comprehensive approach ensures that all available resources are mobilised to address the urgent humanitarian needs of the affected communities.

TIMELINE

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- 7 October 2023: Escalation of hostilities**
 - 18 October 2023:** DREF loan for Lebanon allocated
 - 18 October 2023:** Emergency Appeal launched
 - 22 October 2023:** DREF loan for Egypt, Jordan, Syria, and the MENA Regional Office
 - 25 October 2023:** First surge alerts shared
 - 1 November 2023:** Logistics ERU deployed
 - 6 November 2023:** Second DREF loan approved
 - 8 November 2023:** Regional surge deployed
 - 9 November 2023:** Surge personnel deployed to Egypt

DESCRIPTION OF THE EVENT

Impact

On 7 October 2023, an escalation in hostilities occurred across the Gaza Strip and West Bank. The number of displaced people, injuries, and fatalities is expected to rise as the escalation continues. The humanitarian needs are immense, and conditions are expected to deteriorate with the increasing numbers of casualties, damaged vital infrastructure and residential areas, restricted access, and anticipated mass internal displacement with limited or no safe evacuation passages or humanitarian corridors.

According to the Ministry of Health in Gaza at least 14,532 have been killed and over 35,000 injured. In addition a further 216 have been killed and 2,859 injured in the West Bank since the start of the latest escalation on 7 October through to 22 November.

The dire humanitarian context in Gaza has resulted in large-scale displacement within Gaza and movement southwards, closer to the Egyptian border. Rafah's border crossing point, Southern Gaza, was hit on 9-10 October. The International Federation of the Red Cross and Red Crescent Societies (IFRC), the International Committee of the Red Cross (ICRC), with the leadership of the Egyptian Red Crescent Society (ERCS), are setting up logistics hubs in strategic locations, including near Rafah Crossing, to offer logistical and administrative support for the reception of international shipments via Egypt and deliver them to the PRCS at the Rafah Border crossing. The ERCS is the only organisation with access to North Sinai and already manages operations and projects in the area through its branches.

The recent escalations in hostilities have precipitated a notable increase in tensions along

Lebanon's southern border, evoking memories of the 2006 conflict and its profound impact on the region. As such, the Lebanese Red Cross (LRC) has taken decisive action to fortify its preparedness for a potential further escalation and address the immediate humanitarian needs that have emerged from the current situation. The LRC has identified three governorates—South Lebanon, Bekaa, and Beirut—as high-risk areas based on historical data. The Lebanese borders with Israel have been witnessing continuous tensions since 8 October resulting in infrastructure damage and the displacement of around 46,000 people. It is worth noting that Lebanon continues to suffer from an ongoing economic crisis.

In Syria, several hostile incidents have taken place since the beginning of the crisis, including the exchange of fire on southern areas in Quneitra and Deraa, and the attacks on the Aleppo and Damascus international airports on 22 October 2023. Sporadic shelling and artillery were also reported in the southeast border areas. Syria is already facing more than 12 years of protracted crisis, including the impacts from climate change and the February 2023 earthquakes. These events have exhausted the coping capacities of communities, with roughly 6.8 million people having been displaced since the onset of the Syria crisis.

The security situation in Jordan remains stable with active demonstrations to the hostilities in Gaza and the West Bank consistent throughout the country.

Local escalations, demonstrations, and civil unrest in different countries across the MENA region have increased, which may result in further humanitarian needs and suffering, including displacement whilst the situation remains volatile.

Pre-existing humanitarian conditions

As National Societies begin to scale-up their response and undertake preparedness measures, it is important to understand the current context in which they are currently operating.

Egypt

Egypt's rapid population growth has strained essential services, creating gaps in various sectors. The Sudan crisis has also resulted in an influx of about 200,000 refugees, putting further pressure on services. Humanitarian organisations and NGOs are now playing a more prominent role in supporting education, health, economic/livelihoods, housing, and community development. The country faces vulnerabilities to natural

hazards like flash floods, heat waves, earthquakes, and pandemics, with intensified seasonal flash floods. Coupled with economic challenges, including currency devaluation, inflation, and rising unemployment, directly impact Egypt's economy, socioeconomic conditions are particularly challenging for migrant and refugee families.

The healthcare sector is under significant pressure due to population growth, prompting the ERCS to play a crucial role. Collaborating with the Ministry of Health and Population and other partners, the ERCS operates five secondary health care units, 53 polyclinics, and 10 mobile clinics, along with five blood banks nationwide. First aid has become a core focus, and the ERCS implements a water, sanitation, and hygiene strategy to address these pressing issues.

Lebanon

Lebanon has been grappling with a multifaceted humanitarian crisis since late 2019, marked by an unprecedented economic collapse. Ranked among the most severe globally since the 1850s by the World Bank, millions in Lebanon have been plunged into poverty, exacerbating circumstances for the already vulnerable. Over 80 percent of the population now lives in multidimensional poverty, facing deprivations in healthcare, electricity, water, sanitation, transportation, connectivity, and income. The public sector's capacity to provide essential services has declined, intensifying reliance on humanitarian assistance. The protracted economic crisis has further weakened the healthcare system, rendering it vulnerable to infectious diseases and unpredictable crises. A large proportion of Palestinian refugees have historically relied on Lebanon as a host country.

High constraints to humanitarian access, including physical, environmental, and security obstacles, hinder people from accessing necessary goods and services. Disruptions to public services, currency fluctuations, and banking system issues contribute to the complexity. Lebanon's living conditions strain mental well-being, with vulnerable populations, including migrants and refugees (comprising over a quarter of the population), facing increased risks. Even before the crisis, accessing affordable care within the privatised healthcare system was challenging. The 2021 Multi-Sector Needs Assessment revealed that a significant percentage of households could not afford medical treatment in the previous three months. Blood services struggle to meet demand, with patients often responsible for sourcing their blood. In 2022, Lebanon faced its first cholera outbreak since 1993, highlighting the compounding challenges confronting the country.

Syria

After 12 years of unrelenting crisis, Syria faces one of the world's most complex and dire humanitarian contexts, marked by unparalleled challenges resulting in 6.8 million internally displaced persons (IDPs) and a growing need for humanitarian aid. Deteriorating humanitarian and economic indicators, coupled with a cholera outbreak and climatic shocks, further exacerbate the crisis. There has been extensive damage to critical civilian infrastructure, including schools, water supply systems, health facilities, and housing, across most governorates, with limited restoration or repair.

In areas where hostilities have diminished, families struggle to secure necessities, such as clean water, food, healthcare, and livelihood opportunities. This has resulted in a staggering 15.3 million people requiring humanitarian assistance in 2023. The multifaceted challenges encompassing displacement, damaged infrastructure, and concurrent humanitarian and economic crises paint a grim picture, reinforcing the urgent need for sustained international support to alleviate the suffering of the Syrian population.

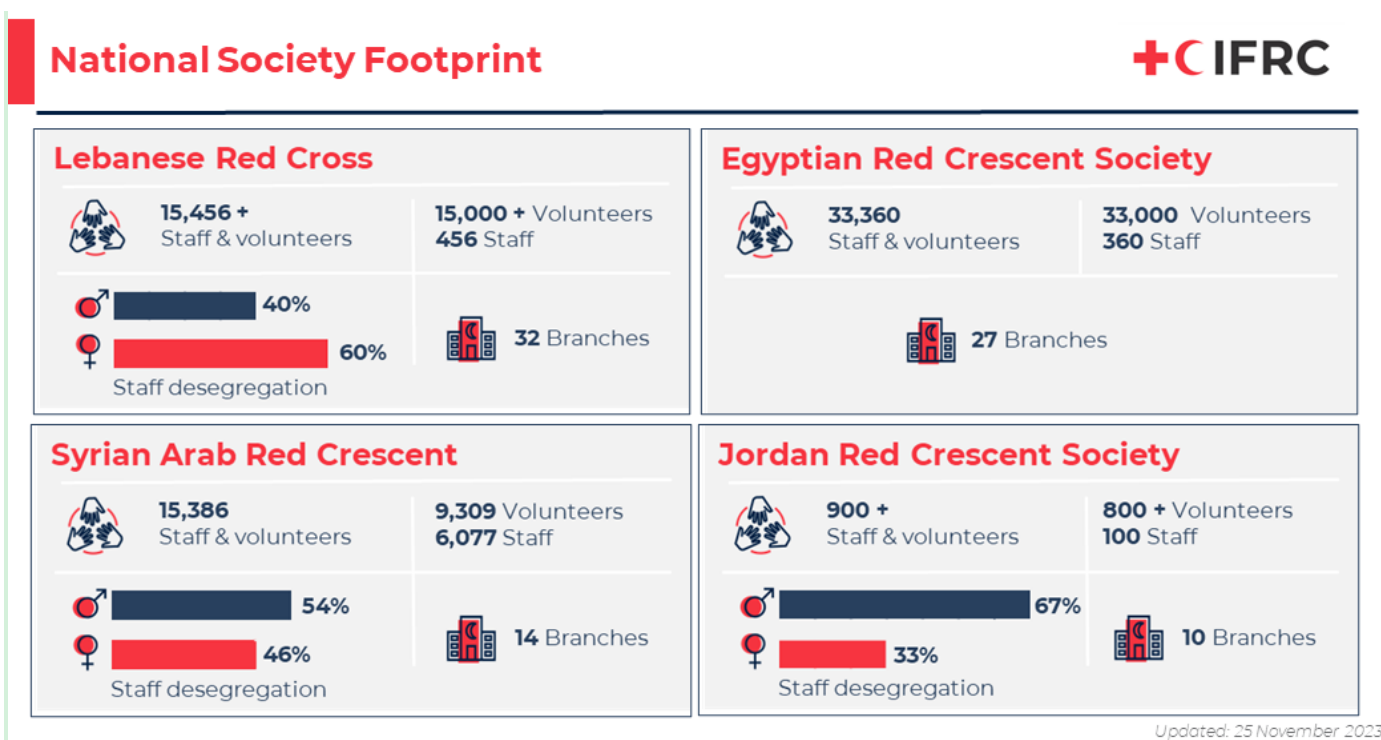
Jordan

Jordan hosts one of the world's highest per capita refugee populations, primarily from Syria, contributing to rapid population growth over the past decade. This influx has strained public services, particularly in healthcare, education, and low-income housing, intensifying competition for livelihood opportunities. The 2021 unemployment rate reached 23.3 percent, with disproportionate impacts on women (30.7 percent) and youth aged 15-24 (51.1 percent). The COVID-19 pandemic exacerbated pre-existing structural challenges, compounding the socioeconomic consequences.

The continuous influx of refugees has posed persistent challenges, creating a complex landscape where socioeconomic disparities, unemployment, and poverty are intricately linked. Jordan faces the ongoing task of addressing these multifaceted issues to ensure the well-being of its population, particularly vulnerable groups affected by the compounding crises.

CAPACITIES AND RESPONSE

1. National Society response capacity



The National Societies of the MENA region have considerable experience in dealing with natural hazards and manmade crises, including complex emergencies. They have a strong base of trained staff and volunteers, with particular strengths in first aid, community health and blood services, and with strong volunteer networks.

The **Egyptian Red Crescent Society (ERCS)** is the only non-governmental organisation with a permanent presence in all 27 Egyptian governorates. The branches ensure access to the majority of Egyptians and people on the move. Additionally, the ERCS has a total of 33,000 volunteers across the country as well as 28 youth clubs, five blood banks, eight hospitals, 35 polyclinics, 11 rehabilitation centres, five kidney dialysis units, and 10 integrated social centres. The National Society works as an auxiliary to the public authorities in the field of disaster response, with preparedness, response, and recovery forming the core of its disaster management strategy. In this capacity, the National Society responds to all national disasters, as well as many regional and international ones. The ERCS has representatives on the National Committee for Crisis Management and Disaster Risk Reduction, the National Taskforce for volunteering, and the National Committee for addressing mental health in emergencies. The National Society has also developed working relationships with a number of organisations at the local and international level, including UNICEF, UNHCR, UNWRA, IOM, WHO, EU, SDC, and USAID, as well as private sector and civil society partnerships.

For more detailed information on the ERCS's response under this intervention, please refer to the Egypt Country Response Plan [here](#).

The **Lebanese Red Cross (LRC)** was established in 1945 as an auxiliary to the public authorities, providing effective and efficient humanitarian assistance to vulnerable communities in Lebanon. Its mandate stipulates that it is the main provider of pre-hospital care services in the country, as well as providing response to natural

hazards and man-made disasters. With a wide array of partners, the LRC is the leader in first aid as well as disaster response. The Emergency Medical Services (EMS) enjoys high credibility and acceptance among the whole population in Lebanon. The LRC has 32 local branches across the country, 45 EMS stations, four operation rooms, 12 blood banks, 42 dispensaries, and 15 mobile clinics. In terms of personnel, the LRC has 2,700 EMS volunteers and 1,400 youth volunteers, who show tremendous commitment and professionalism in their work. The LRC is, therefore, uniquely positioned to fill the gaps in the country's health care system.

For more detailed information on the LRC's response in this intervention, please refer to the Lebanon Country Response Plan [here](#).

The **Syrian Arab Red Crescent (SARC)** has a network of 14 branches across all of the governorates of Syria and 94 sub-branches, of which 73 are active, operated by 6,077 staff and 9,309 active volunteers. The SARC has expertise in Emergency Medical Services (EMS), Disaster Management (DM), Water and Sanitation Hygiene (WASH), and Rehabilitation, Health, Protection and Community Services. The SARC has 20 Mobile Health Units, 12 mobile medical teams, 56 PHC clinics, and three hospitals. In addition, 31 ambulance centres are equipped with 104 ambulances. Since 2011, the SARC has scaled-up its work in response to the protracted crisis and provides humanitarian assistance to more than five million internally displaced people, affected communities, refugees, and returnees annually. As auxiliary to the public authorities, the SARC serves as the lead humanitarian agency in the country, as agreed upon by the Movement's partners in a signed Letter of Understanding in 2012, and by Syria's National Coordinator for Humanitarian Aid, mandated by the Government of Syria in 2008. The SARC is well-recognised by the public authorities and one of the key members of the National Humanitarian and Disaster Response Committee, both at the national as well as provincial levels.

For more detailed information on the SARC's response under this intervention, please refer to the Syrian Country Response Plan [here](#).

The **Jordanian Red Crescent (JNRCS)** is one of the leading national organisations that works with volunteers in Jordan. With an auxiliary role to the public authorities in the humanitarian sector and a permanent presence across Jordan, the JNRCS has a mandate to alleviate the suffering of vulnerable groups and people affected by armed conflicts and natural hazards, while protecting their dignity and rights in a manner that preserves their lives, safety, security and well-being. The National Society played a vital role as the lead agency in dealing with the influx of refugees during past conflicts, including running relief operations, organising camps for evacuees and providing humanitarian assistance. The JNRCS implements programmes and humanitarian interventions primarily in relief, livelihoods and social support, and health care sectors. Health care programming specifically covers primary, secondary and some tertiary services, as well as community-based health activities that focus on refugees and Jordanians in vulnerable communities. As part of its health care services, the National Society owns and manages a 126-bed hospital in Amman, an outpatient clinic for Syrian refugees, and a mobile clinic for outreach health programmes.

For more detailed information on the JNRCS's response under this intervention, please refer to the Jordan Country Response Plan [here](#).

2. International capacity and response

A. Red Cross Red Crescent Movement capacity and response

IFRC Membership

The IFRC Secretariat provides technical and financial support to the four National Societies in this appeal through the IFRC Country Delegations based in Cairo, Beirut, Damascus, and Amman. This support is reinforced by the Regional Office team for the Middle East and North Africa (MENA) in Lebanon. There are Participating National Societies that have continued and plan to provide bilateral support to the National Societies during the preparedness and response phases (see details below).

Since the launch of the Emergency Appeal and the activation of the IFRC surge system, more than 15 IFRC Rapid Response personnel have been requested as well as one Logistics ERU.

Federation-wide coordination structures are well-established in Egypt, Lebanon, Syria, and Jordan. These existing structures will facilitate the contributions of the Participating National Societies to the overall National Society plans for this complex emergency. At the regional level, the IFRC has set up a coordination architecture and actively engages with the membership to work together to support a collective and strategic response.

ICRC

The ICRC provides support to the responding National Societies based on its mandate and in line with the in-country coordination setup convened by the Operating National Society in countries covered by this operation. The ICRC and IFRC have a longstanding collaboration in Egypt, Lebanon, Syria, and Jordan. In these contexts, both Movement components have cooperated over the years in several responses.

B. International Humanitarian Stakeholder capacity and response

At the country level, the Red Cross and Red Crescent National Societies provide humanitarian services in close cooperation with external stakeholders in their respective countries, including the relevant national agencies leading the response, national and international humanitarian aid organisations, and local and central departments of relevant ministries. The IFRC participates in inter-agency coordination efforts involving relevant agencies and international non-governmental organisations.

ECHO Emergency Humanitarian Response Capacity (EHRC) and IFRC operational partnership

The EU has launched a humanitarian air bridge operation to support humanitarian partners responding to the crisis in Gaza. Given the unique roles of the ERCS and PRCS, the EU and the IFRC have established a coordination platform to mainstream the delivery of in-kind donations from EU member states to the operation. The intention of the coordination platform is to streamline the flow of in-kind humanitarian assistance from the EU to Gaza, ensuring that the in-kind donations respond to the identified and evolving needs on the ground. At the same time, the platform seeks to enhance the logistics capacities of the ERCS to support their mandate in maintaining the supply chain, which supports the humanitarian community. Two IFRC staff members (HEOps and Logistics) are deployed within ECHO in Brussels as part of the commitment of both organisations to the success of this endeavour.

3. Gaps in the response

This intervention is designed to incorporate the lessons learned by drawing on the insights from the experiences captured in previous operations of the National Societies. The aim is to fortify our preparedness, ensuring that any future escalation or activation of responses align with the mandates of each of the four National Societies. By leveraging both the expertise and key strengths of the National Societies, this Emergency Appeal aims to proactively address any potential gaps that may arise.

This approach emphasises a dynamic response framework that remains adaptable to changes in the current situation. In the event of shifts or developments, the gaps analysis will be revisited and revised, allowing the National Societies to remain agile in responding to emerging needs.

OPERATIONAL CONSTRAINTS

This operation underscores the significance of preparedness and response readiness, with active operations initiated in Egypt and Lebanon by the respective National Societies. The primary emphasis lies in equipping the National Societies to effectively address the evolving situation, ensuring their capability to navigate the operational challenges.

In Egypt, the focus is particularly on scaling-up logistics operations. The complexities arise from limited access and hindered shipments, leading to extended queues and processes at the border. This situation presents a dual challenge: efficiently receiving and storing humanitarian items while maintaining readiness for timely transportation based on the prevailing and dire humanitarian conditions. The immense humanitarian needs in Gaza requires establishing a robust stock and support system. The scale of this logistical and supply chain

operation necessitates close coordination with various stakeholders, with a special emphasis on collaboration with the PRCS. Furthermore, there is an urgent call for resource scaling and capacity strengthening to effectively respond to the demands of this challenging situation.

In addition to these challenges, the harsh weather conditions forecasted, including rains, could further complicate both access and transportation of goods within Egypt. This introduces an additional layer of complexity to the logistics and supply chain operation, emphasising the need for adaptive strategies.

A larger scale conflict between Israel and Lebanon may hamper the capacity of the LRC to deliver the response activity. Restricted mobility, communication networks issues, and logistical bottlenecks can significantly impact the strategic planning and execution of LRC operation, impacting its effectiveness and agility.

FEDERATION-WIDE APPROACH

The Emergency Appeal, the four National Society Country Response Plans, and this Operational Strategy are part of a **Federation-wide approach**, based on the readiness and response priorities of the Operating National Societies and in consultation with all Federation members contributing to the response. The Operational Strategy will ensure linkages between all readiness and response activities (including bilateral activities and activities funded domestically) and assist in leveraging the capacities of all members of the Federation in the countries to maximise the collective humanitarian impact.

The Federation-wide funding requirement for this Emergency Appeal comprises all support and funding to be channelled to the Operating National Societies in the response to the emergency event. This includes the domestic fundraising ask of the Operating National Societies, the fundraising ask of supporting Red Cross and Red Crescent National Societies, and the fundraising ask of the IFRC secretariat.

Membership coordination takes place at the country level with the IFRC Country Delegations supporting the National Societies in streamlining the plans and activities of all in-country members (refer to the Country Response Plans for details on membership coordination per country). A second level of membership coordination is also taking place at the regional level, alongside the platforms created for the Middle East Complex Emergency Appeal, building upon, and expanding pre-existing regional membership coordination.

The tables below provide an overview of the longer-term engagement of the Participating National Societies as well as the ICRC per country and sector:



Egypt	
IFRC	
German RC	
Swiss RC	
ICRC	

Jordan	
IFRC	
Qatar RC	
Kuwaiti RC	
Emirati RC	
Iraqi RC	
Netherlands RC	
ICRC	

Lebanon	
IFRC	
Danish RC	
Qatar RCS	
Netherlands RC	
Canadian RC	
Spanish RC	
British RC	
Austrian RC	
German RC	
French RC	
Norwegian RC	
Swedish RC	
ICRC	

Syria	
IFRC	
American RC	
Austrian RC	
British RC	
Canadian RC	
Danish RC	
French RC	
German RC	
Norwegian RC	
Swedish RC	
Swiss RC	
ICRC	

Updated: 20 November 2023

The Federation-wide funding requirement for this Emergency Appeal comprises all support and funding to be channelled to the responding National Societies in the response to the emergency event.

The IFRC plays a constructive and proactive role in supporting the **collective Movement response** in close coordination with the respective National Societies and ICRC (refer to the Country Response Plans for details on Movement coordination per country).

OPERATIONAL STRATEGY

Vision

To prepare for and respond to the humanitarian needs of people affected in the countries surrounding the occupied Palestinian territories (oPt), namely Egypt, Lebanon, Syria, and Jordan, especially Palestinians who have been evacuated for medical support with their families, and those internally displaced in these four countries due to escalations and spillovers. This will be done by increasing the readiness of each of the four National Societies to ensure that they can respond to potential increased humanitarian needs. The operation will make sure that all four National Societies have the readiness and response capacity to provide integrated assistance, including leveraging their core mandates and capacities especially in health & care (including MHPSS), relief, and protection.

Through strong coordination and collaboration, the Movement will strengthen the local and national capacities of the Red Cross and Red Crescent Societies' readiness and response to the ongoing escalation of hostilities.

This regional response complements the PRCS appeal, especially through the logistics hub in Egypt. Close links and coordination between the various National Societies will be maintained to build a strong, collective, and strategic response.

Targeting

1. People to be assisted and protected through this response

This Operational Strategy aims to support the reach of the Red Cross and Red Crescent National Societies with the goal of preparing and providing assistance to up to 312,000 people in the four countries, taking into consideration the expected likely scenarios over the coming weeks.

In view of the scale of the likely needs and in order to complement the response efforts by the PRCS outlined in their appeal, the IFRC will enhance the capacities to respond through this IFRC Operational Strategy by coordinating the response in neighbouring countries. Each country has its own response plan, based on the needs of the country. The response plans focus on direct support to people on the move, preparedness and, in the case of Egypt, a main focus on logistics support given the transition of humanitarian assistance through the country. The IFRC will be supporting, in close coordination with the ICRC, the response of its membership, as significant humanitarian actors in their own geographies, and strengthen their organisational capacities.

The total number of people affected in this context is still unfolding given ongoing developments, however, based on initial assessments, an estimated 312,000 people will be assisted, reflecting the fact that in all countries, the National Societies are uniquely positioned in their response as auxiliary to the public authorities in the humanitarian field.

The initial numbers of men, women, girls, and boys to be targeted fall into two categories:

- 1) Wounded and ill persons in need of medical support affected by the current crisis as well as Palestinian families stranded in neighbouring countries.
- 2) People from Egypt, Lebanon, Jordan, and Syria affected by the ongoing tensions and possible conflict spillover in areas that the respective National Society can reach, including internally displaced people and host communities.

Among all of these groups, a special focus will be placed on vulnerable individuals, including unaccompanied minors, female-headed households with children, the elderly, injured, and people with disabilities. The needs are informed by ongoing access to information from the oPt, and activities from neighbouring National Societies supporting with various services.

Due to the nature of the situation and the developing crisis, the number of geographies included in this Operational Strategy might evolve to include additional affected populations in the region.

Country	Targeted Population
Egypt	43,000
Lebanon	116,000
Syria	150,000
Jordan	3,000
Total	312,000

* In addition, indirect support will be provided to affected populations in Gaza through ERCS logistics support to the PRCS for reception and transport of humanitarian shipments intended for the PRCS.

2. Considerations for community engagement (CEA), protection, gender and inclusion (PGI):

In line with the principled humanitarian approach, protection will be provided and mainstreamed based on priority needs, and not on legal status or category. The IFRC will ensure that support is provided to host communities in their efforts to assist affected populations, including but not limited to internally displaced people, while also considering their vulnerabilities and immediate needs.

National Societies will prioritise people who are from groups of concern and at high risk of further harm, including pregnant and lactating women, children, people with disabilities, separated family members, older people, people with chronic illnesses, as well as minority groups.


Community engagement and accountability (CEA) will be mainstreamed throughout the response. Ensuring strong participation and information sharing with affected populations and all stakeholders will be at the core. A crucial focus is also the comprehensive de-sensitisation and policy dissemination among staff and volunteers of the IFRC and National Societies on PGI, along with safeguarding practices and adherence to PSEA principles. This equips all concerned parties with the knowledge and skills needed to prevent exacerbating the existing vulnerabilities of affected populations and to avoid inflicting any additional harm.


PLANNED OPERATIONS


Through this Emergency Appeal, the IFRC will support the National Societies of Egypt, Lebanon, Syria, and Jordan in their readiness and response to the impacts of the ongoing hostilities in the oPt. The intervention prioritises the readiness for response of those four National Societies to respond and scale their current response efforts through the provision of assistance and protection.

The Operational Strategy was developed based on scenario building, information, and the identified potential needs at the time of planning. This Operational Strategy is expected to be revised to reflect the realities on the ground and the evolution of the situation in the region, including any shift from readiness to response activities. Each National Society has elaborated specific Country Response Plans, on which this Operational Strategy is based, with contextualised analysis and specific readiness and response. These Country Response Plans are made available as accompanying documents.


INTEGRATED ASSISTANCE


	Shelter, Housing, and Settlements	Overall Target: 38,000		
		Female > 18: 8,265	Female < 18: 11,155	CHF 1,201,000
		Male > 18: 7,968	Male < 18: 10,612	AP Code: AP005
Objective:		Communities in crisis-affected areas as well as people who are stranded and evacuees are supported to restore and strengthen their safety and well-being through emergency shelter, settlement solutions, and relief items.		
Priority Actions:		Overall Priorities: <ol style="list-style-type: none"> 1. Conduct rapid assessments to identify critical needs and pre-position core relief items through existing framework agreements. 2. Pre-position and distribute emergency stocks of blankets, mattresses, cots, and other shelter household items. 3. Payment of rental costs in hotels and/or residences based on market assessments of rental capacities along with cash assistance for rent. 4. Coordinate with stakeholders for efficient resource utilisation and ensure that minimum protection and safety requirements are met at shelters and distribution sites. 5. Pre-positioning of solar lamps. 		

	Food security and Livelihoods	Overall Target: 177,750		
		Female > 18: 38,661	Female < 18: 52,179	CHF 1,686,000
		Male > 18: 37,271	Male < 18: 49,639	AP Code: 007
Objective:		Improve food security to crisis-affected populations		
Priority Actions:		<ol style="list-style-type: none"> 1. Pre-position and distribute three-month food parcels for sustained support. 2. Distribute ready meals and canned food for conflict-affected populations. 3. Distribution of bread. 		

	Multi-purpose Cash	Overall Target: 58,000		
		Female > 18: 14,500	Female < 18: 14,500	CHF 443,000
		Male > 18: 14,500	Male < 18: 14,500	AP Code: 081
Objective:		Crisis-affected populations in vulnerable situations have their needs addressed through cash assistance.		
Priority Actions:		Overall Priorities: <ol style="list-style-type: none"> 1. Establish national coordination for value and plan setting. 2. Efficiently map financial service providers for streamlined contracting processes. 3. Provide both unconditional and conditional cash assistance to address immediate needs. 4. Conduct comprehensive monitoring and evaluation, including post-distribution monitoring (PDM) and endline assessments, to ensure the effectiveness of cash and voucher assistance programmes. 5. Considerations to incorporate CVA to HSPs under migration. 		


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

	Health & Care	Overall Target: 163,000		
		Female > 18: 35,885	Female < 18: 47,561	CHF 5,936,000
		Male > 18: 33,939	Male < 18: 45,615	AP Code: 107,108, 109
Objective:		Persons affected by the hostilities are provided with essential health services, including mental health and psychosocial support (MHPSS).		
Priority Actions:		<p>Overall Priorities:</p> <p>1. Emergency Medical Services:</p> <ul style="list-style-type: none"> • Provide onsite paramedical services, casualty transport, and support to various medical teams. • Transport/support referrals of wounded and injured patients. • Manage and transport dead bodies. • Ensure the readiness of EMS vehicles through regular maintenance. • Conduct the necessary facility maintenance to ensure the continuity of emergency medical services. • Procure and pre-position the necessary equipment, kits, and ambulances to ensure readiness. • Equip volunteers with the relevant safety equipment. <p>2. Medical care:</p> <ul style="list-style-type: none"> • Provide primary, secondary, and tertiary healthcare through designated clinics and hospitals. • Activate Emergency Response Units (ERU) based on needs in shelters, crossing points, and affected host communities. • Maintain well-stocked inventories for primary, secondary, and tertiary healthcare facilities. • Coverage of medical costs for the injured and their relatives. • Deploy Mobile Medical Unit (MMU) teams to respond to primary healthcare needs in conflict-affected areas. <p>3. Community-based Health:</p> <ul style="list-style-type: none"> • Conduct health promotion sessions for the people affected. • Monitor and detect potential epidemics and health threats, <p>4. Mental Health and Psychosocial Support (MHPSS):</p> <ul style="list-style-type: none"> • Conduct MHPSS support sessions for patients and their families. • Procurement of PSS kits to be ready for the MHPSS activities. • Establishment of MHPSS points and hosting of evacuees and people who are stranded. • Caring for staff and volunteers. • Referral for MHPSS specialised services. 		


	Water, Sanitation	Overall Target: 71,970		
		Female > 18: 15,890	Female < 18: 20,940	CHF 1,852,000

	and Hygiene	Male > 18: 15,010	Male < 18: 20,130	AP Code: 110, 111
Objective:	Comprehensive WASH support is provided to people affected by the hostilities, resulting in an immediate reduction in the risk of water-related diseases and an improvement in dignity for the targeted population.			
Priority Actions:	Overall Priorities 1. Access to Safe and Clean Water: <ul style="list-style-type: none"> Establish water infrastructure readiness by maintaining an inventory of essential resources and pre-positioning supplies. Pre-arrange contracts for rapid rehabilitation of water facilities. Stockpile aqua tabs and water tanks. Ensure the availability of water sources and respond immediately to shortages through rehabilitation, repairs, aqua tabs, water tanks, water trucking, and monitoring water quality. 2. Access to Safe Sanitation <ul style="list-style-type: none"> Provide access to effective sanitation solutions for affected populations. Setting up and pre-positioning of prefabricated toilets. 3. Hygiene Promotion: <ul style="list-style-type: none"> Maintain well-stocked inventories of hygiene kits and menstrual hygiene management (MHM) kits. Conduct educational sessions to promote hygienic practices among shelter residents and host communities. Distribute hygiene kits and disinfection kits. 			


PROTECTION & PREVENTION

	Protection, Gender and Inclusion	Overall Target: 312,000		
		Female > 18: 68,824	Female < 18: 90,847	CHF 83,000
		Male > 18: 65,153	Male < 18: 87,176	AP Code: 114, 116, 117
Objective:	Affected populations are safe from harm, including violence, abuse and exploitation, discrimination and exclusion, and their needs and rights are met.			
Priority Actions:	Overall Priorities 1. PGI adaptation: <ul style="list-style-type: none"> Data-Driven Analysis and Response: Capture sex, age, and disability disaggregated data (SADD) in assessments for insightful analysis and response planning. Integration of PGI in Assessments: Ensure that PGI analyses guides response plans in all assessments. Disability Inclusion Collaboration: Work with organisations supporting persons with disabilities to strengthen inclusion efforts. 			

	<ul style="list-style-type: none"> • Conduct Service Mapping: Stay abreast with the services provided and support in safe identifications and the referral of cases as deemed fit. • Technical Support and Standards Mainstreaming: Provide support to National Societies to enhance PGI capacity and mainstream PGI standards. <p>2. PSEA and Child Safeguarding:</p> <ul style="list-style-type: none"> • Safe Identification and Referral Training: Educate staff and volunteers on safe referral pathways for SGBV cases. • Strengthened Coordination: Improve collaboration with SGBV and protection actors to enhance response, including community awareness and safe referrals. • Feedback: Collaborate with the CEA team to ensure the proper handling of sensitive complaints and establish reporting mechanisms for protection cases, amongst others. <p>3. Sector-Specific Interventions and Support:</p> <ul style="list-style-type: none"> • Dignity and Safe Spaces: Provide dignity kits to women and girls and establish women and child-friendly spaces. • Sectoral Integration of PGI: Collaborate with other sectors to integrate PGI in sectoral responses, adhering to PGI minimum standards. <p>4. Restoring Family Links (RFL) and Support Services:</p> <ul style="list-style-type: none"> • RFL Services: Offer RFL services to displaced people to restore or maintain contact with separated family members, in support of the ICRC. • Facilitate Communications: Assist families in communicating with each other. • Search for Missing Individuals: Actively search for missing individuals and issue reports on the captured, deceased, and hostages.
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	Community Engagement and Accountability		<p>Funding for CEA is mainstreamed throughout the response and supported by bilateral funds as part of a Federation-wide approach.</p> <p style="text-align: right;">AP Code: 129</p>
Objective:		<p>The diverse needs, priorities, and preferences of the affected communities guide the response ensuring a people-centred approach through meaningful community participation.</p>	
Priority Actions:		<p>1. Integrating CEA across the response and strengthening institutional capacity</p> <ul style="list-style-type: none"> • Mainstream CEA approaches and considerations throughout the response so staff and volunteers have the knowledge and capacity to effectively engage the people affected, including through training of staff and volunteers. • CEA is a standing agenda item in operational team meetings, including how to respond and act on community feedback, concerns, requests and changes in needs and context. 	


	<p>2. Establishing mechanisms that enable communities and key stakeholders to participate in planning and guiding the response</p> <ul style="list-style-type: none"> • Provide prioritised, timely, accurate, and trusted information to the affected population based on information needs and their preferred information channels. • Participatory planning with a diverse range of groups in the community to agree on response outcomes, activities, roles, and responsibilities. <p>3. Establishing mechanisms to collect, respond to, and use community feedback to guide the response.</p> <ul style="list-style-type: none"> • Support a participatory needs assessment and rapid context analysis to understand community needs, priorities, and context, including preferred ways to receive information, participate and give feedback. • Set up accessible feedback mechanisms, including systems to collect, analyse, refer, and respond to feedback. • Conduct post-distribution monitoring and surveys to identify community satisfaction with the provided services and new needs.
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	Migration	Overall Target: 312,000		
		Female > 18: 68,824	Female > 18: 68,824	CHF 114,000
		Male > 18: 65,153	Male > 18: 65,153	AP Code: 112,113
Objective:	Specific vulnerabilities of migrants, displaced, refugees, and returnees are analysed and their needs and rights are met with dedicated humanitarian assistance, protection, and humanitarian diplomacy interventions, in coordination with relevant stakeholders.			
Priority Actions:	<p>Overall Priorities</p> <p>1. Humanitarian Service Points (HSPs):</p> <ul style="list-style-type: none"> • Establishment of safe and welcome spaces to provide relevant services, including health care, psychosocial support, relief distribution, and the provision of timely and accurate updates on available services, assistance programmes, and referral pathways, also possibly legal aid (if relevant and within capacity). • Monitoring and evaluation of service delivery to ensure quality, accountability, and responsiveness to the needs of the affected population. <p>2. Support to Collective Shelters/Host Communities:</p> <ul style="list-style-type: none"> • Establish help desks for registration, legal services, and psychosocial support. • Initiate secure transportation solutions. 			

Enabling approaches

 National Society Strengthening		CHF 7,032,000
		AP Code: 105, 124,125,126
Objective:	National Societies respond effectively to the wide spectrum of evolving crises and their auxiliary role in responding to displacement and disasters is well-defined and prioritised.	
Priority Actions:	<p>Overall Priorities</p> <ol style="list-style-type: none"> 1. Enhancing processes, systems, and support services: <ul style="list-style-type: none"> • Reinforce existing systems, policies, and operating procedures: HR, finance, communications, and IT. • Support National Societies with the use of data and digital tools to increase scale, relevance, and efficiency. 2. Reinforcing the National Society's capacities to fit the needs of the response <ul style="list-style-type: none"> • Support capacity strengthening in all relevant sectoral and thematic files, including, but not limited to key focus areas such as shelter, WASH, health (including MHPSS), CASH, CEA, migration and PGI. • Capacity enhancement and sustainability of logistics capacities. • Secure relevant and tailored technical expertise to ensure quality programming. • Train staff and volunteers on PGI, PSEA, and child safeguarding, and ensure adherence to the Code of Conduct. • Support the development and capacities to produce IM materials to capture progress of the intervention and display the support of the National Societies. 3. Establishment systems for volunteer management <ul style="list-style-type: none"> • Development of policies and protocols and a database for volunteers in emergencies. • Ensuring duty of care towards volunteers (including insurance, visibility, onboarding, and MHPSS provision). 4. National Society response capacity strengthening <ul style="list-style-type: none"> • Support the identification of operational gaps and preparedness at the branch and HQ levels. • Resource critical emergency response requirements (equipment facilities, contingency planning, emergency operations centre (EOC), national response teams (NRTs), etc.). • Organise national workshops, and a regional workshop, to capture lessons that would improve future preparedness and response operations. 5. Branch development and response capacity <ul style="list-style-type: none"> • Strengthen the capacities of responding branches (finance, HR, logistics) based on the findings of self-assessments, when available. 	

	<ul style="list-style-type: none"> • Enhance the operational effectiveness and preparedness of branches (e.g., reinforce the EOC, emergency needs assessment planning (ENAP), revision of the SOP, NRTs, etc.). • Support strong connections between branches and headquarters structures.
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	Coordination and Partnerships	CHF 134,000
		AP Code: 118, 119, 127, 128
Objective:	Technical and operational complementarity is enhanced through cooperation among the IFRC membership, with the ICRC, as well as with key external actors.	
Priority Actions:	Overall Priorities <ol style="list-style-type: none"> 1. Membership Coordination <ul style="list-style-type: none"> • Strengthen existing and established membership coordination mechanisms in all countries and at regional levels. • Provide consolidated information to the wider membership, including those not present in-country. • Facilitate thematic technical working/advisory groups at different levels. • Standardise monitoring and reporting by implementing a Federation-wide framework that ensures accountability and transparency. 2. Movement Coordination <ul style="list-style-type: none"> • Engage within the Movement in line with the SMCC principles in an effort to maximise the IFRC's collective impact. • Coordinate with the ICRC to provide support responding to National Societies and the operation. • Coordination with the ICRC on security. 3. Engagement with external partners <ul style="list-style-type: none"> • Further strengthen coordination with relevant external actors, including governments and UN agencies at the country and regional levels. • Support National Societies in targeting and engaging key international stakeholders to address specific operational and policy level challenges likely to be faced in this response operation. • Support the strengthening of National Society capacities and competencies in humanitarian diplomacy and communications to enhance their positioning with national and local authorities, and to strengthen their connections and collaboration with disaster management and social service bodies in their respective countries. • Support the positioning of National Societies in new partnerships in support of this operation, especially in Egypt (the partnership with ECHO on the airbridge). 	

	Secretariat Services		CHF 1,519,000
		AP Code: 122	
Objective:		The IFRC is working as one organisation, delivering what it promises to National Societies and volunteers, and leveraging the strength of the communities with whom they work as effectively and efficiently as possible.	
Priority Actions:		<p>Overall Priorities</p> <p>1. Coordinated and Enhanced Response Support:</p> <ul style="list-style-type: none"> Facilitate collaboration and coordination for international support and regional response capacity. Strengthen humanitarian diplomacy, advocacy efforts, and joint activities. <p>2. Technical Support and Human Capacity:</p> <ul style="list-style-type: none"> Ensure efficient appeal and pledge management through adequate personnel deployment. Scale-up regional surge and response capacity for emergencies. Strengthen the IFRC's security management capacity in the country to ensure proper duty of care for IFRC personnel and all of the Members. <p>3. Information Management (IM) and Data Analysis:</p> <ul style="list-style-type: none"> Support to scale-up information management and data analysis through the deployment of IM resources. Support coordination and engagement with partners through the development of dashboards and data collection on IFRC GO, visualisations, and other data analysis tasks. <p>4. Human Resources Deployment:</p> <ul style="list-style-type: none"> Address personnel needs through timely recruitment, surge support, and HR assistance. Deploy Emergency Response Units (ERUs) for logistics to ensure swift and effective responses. Deploy regional surge security . <p>5. Resource Mobilisation:</p> <ul style="list-style-type: none"> Coordinate a joint resource mobilisation strategy for outreach to Movement and non-Movement partners. Track pledges and develop fundraising materials to efficiently secure resources. Explore new partnerships to support the operation and National Societies, including a new partnership with ECHO in Egypt. <p>6. Logistics</p> <ul style="list-style-type: none"> Support, in coordination with the National Society, the overall coordination and management of the country and 	

regional supply chain activities in line with the Federation's global logistics strategy.

- Provide resources to scale-up logistics capacities, including through the deployment of technical surge profiles and logistics ERU.
- Ensure that procurement objectives are met with the aim of prioritising service quality and ensuring the best value for money principle, and make use of the suspension of financial challenges as some are time limited.
- Technical support to the development/enhancement of logistics SOPs and processes.
- Ensure that the procurement of items is done according to best practices which follow procedures and IFRC standards, in close coordination with the IFRC Regional Global Humanitarian Services & Supply Chain Management (GHS & SCM) unit, prioritising if required, IFRC GHS & SCM structures and existing regional and global arrangements.
- Support rapid light fleet deployment for IFRC/National Society operations with the aim of facilitating the movement of operational staff through the provision of IFRC VRP services or provision of locally rented vehicles.

7. Communications

- Develop a communications and visibility action plan that aligns with the priorities identified in this Operational Strategy, including key messages that showcase the work of the National Society and the Red Cross Red Crescent Movement.

8. Quality Assurance and Accountability, including Planning Monitoring, Evaluation, Reporting,

- Share reports with relevant partners and donors in a timely manner and disseminate among appropriate stakeholders for revisions, approvals, and communication with donors and partners.
- Mainstream data collection, capture knowledge, and document and communicate the lessons learned.
- Create a risk management matrix and registers and update them regularly.
- Provide PMER support to ensure the set up and continuity of Federation-wide processes.
- Setting up structured monitoring and data collection on people reached and other achievements, also including a qualitative approach.
- Ensuring continued and effective support in the areas of planning and reporting.
- Plan and oversee the implementation of indicator-based monitoring of the operation, carry out/oversee evaluation activities (including a final evaluation of the operation).

9. Finance

- Finance support with planning and budgeting, account bookkeeping, payables and receivables, review donor project proposals and financial compliance, pledge validation, audit support, finance coordination with procurement, HR, payroll, and administration,

	<p>relationships with banks, internal controls, payments, treasury and finance coordination, finance reports and analysis.</p> <p>10. Humanitarian Diplomacy</p> <ul style="list-style-type: none"> • Establish a MENA humanitarian diplomacy coordination mechanism for the ongoing response for use by the IFRC Network and serve as the administrator of IFRC coordination. • Develop targeted key messages for strategic partners, including governments and donors of the IFRC and National Societies, as well as other humanitarian actors. <p>11. Security</p> <ul style="list-style-type: none"> • Ensure the security set-up is adequate in the region and all countries, • Liaise with operations to define the geographical prioritisation of security assessments, which are aligned with operational needs and priorities. • Support countries in reviewing their minimum security requirements and suggest areas of improvement to ensure that the IFRC operates in line its security policy (MSR) and fulfills its duty of care towards staff.
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Risk management

Along with risks defined further in the table below, the IFRC Minimum Security requirements documents will apply to all IFRC personnel throughout the operation. A Security Risk Assessment will be conducted for the operational areas if needed, and risk mitigation measures will be identified and implemented. All IFRC personnel must, and Red Cross and Red Crescent staff and volunteers are encouraged, to complete the IFRC Stay Safe e-learning courses, i.e. Stay Safe 2.0 Global Edition Levels 1-3. In addition, the IFRC MENA Regional Office is scaling-up security management to address this situation.

Risk	Likelihood	Impact	Mitigating steps
<p>Funding gap: Insufficient funds pose a risk to business continuity.</p>	3	5	<ol style="list-style-type: none"> 1. Proactive donor engagement and fundraising. 2. Proactive public communications and coverage of the situation to raise awareness and attract further funding.
<p>Escalation of hostilities: Significant deterioration in the operating context exacerbates the existing crisis and needs on the ground as well as the security of personnel and volunteers.</p>	4	5	<ol style="list-style-type: none"> 1. Scenario planning informing the Operational Strategy and country plans in place. 2. Ongoing situation monitoring at the country and regional level. 3. Contingency planning in close coordination with all Movement partners in the country (specifically the ICRC). 4. Updating the Minimum Security requirements in Lebanon, Jordan, and Syria.

			<ol style="list-style-type: none"> 5. Preparing the required documents to be compliant with the Minimum Security requirements in Egypt. 6. Ongoing duty of care/security assessments in Egypt. 7. All personnel are briefed on relocation, hibernation, and evacuation procedures. 8. Relocation of non-essential staff members at high-risk locations. 9. Periodic needs assessments advising the prioritisation of activities.
<p>Highly politicised environment: Risk of misinterpretation of humanitarian actions potentially leading to reputational damage.</p>	4	5	<ol style="list-style-type: none"> 1. HD and communications efforts to underline and explain our principled humanitarian actions at the National Society and IFRC levels. 2. Monitoring of, and reactions to, rumours or miscommunications, including on social media. 3. The IFRC regularly communicates our statutes, fundamental principles and position in the sector with all partners.
<p>The ERCS is being held accountable for the items they are requested to transport: The ERCS is the main transporter of Movement and non-Movement partners' contribution of humanitarian goods. However the goods delivered are based on needs lists that are not developed by the ERCS. As such, they have no direct oversight of the material. This poses a reputational risk.</p>	3	3	<ol style="list-style-type: none"> 4. Increase the logistics capacity of the ERCS to be able to receive and quality check the items before they are handed over at the border, 5. Identification of needs through assessments and sharing of updated prioritised requirements frequently and widely.
<p>Safeguarding: Affected populations are exposed to harm in the course of accessing our programmes impacting well-being and trust in our work.</p>	3	4	<ol style="list-style-type: none"> 6. Capacity building of staff and volunteers on PGI, PSEA, and child safeguarding, and ensure adherence to the Code of Conduct. 7. Training of staff and volunteers on safe referral pathways for SGBV cases. 8. Improve collaboration with SGBV and protection actors to enhance the

			<p>response, including community awareness and safe referrals.</p> <p>9. Collaborate with the CEA team to ensure the proper handling of sensitive complaints and establish reporting mechanisms for protection cases amongst others.</p>
<p>Economic impact - currency devaluation and inflation: Risk that less will be achieved (i.e. fewer people reached) than what was originally planned.</p>	2	4	<p>10. Ensure flexibility around budgets with the potential for price spikes factored in.</p> <p>11. Establishment of framework agreements.</p>
<p>Extreme events: Extreme weather events or an earthquake resulting in further humanitarian needs and impacting the current response.</p>	3	3	<p>12. Continuous monitoring of the situation (through meteorological services).</p> <p>13. Contingency planning and business continuity.</p> <p>14. Continued preparedness and maintenance of pre-positioned essential items.</p> <p>15. Continued focus on disaster risk reduction and climate adaptation.</p> <p>16. Scenario planning with a revision of planned activities temporarily replacing the response operation of the affected areas, depending on the scale of the disaster.</p> <p>17. Complete readiness checklist with the respective National Societies.</p>

Quality and accountability

As part of the IFRC mandate to ensure quality and accountability, measures are in place at the national level. With the rise of emergencies in MENA, the IFRC has tailored its strategy globally, regionally, and at the country level for a more quality and accountability-focused approach by creating a coherent, complementary, and context-relevant system as a fundamental and critical requirement for National Societies. Several priorities have surfaced for this response:

Performance and Quality Assurance

This will be mainstreamed throughout all operations. Complementarity among information management, results monitoring, evaluation, reporting, risk management, and community engagement will be ensured to achieve quality programming and accountability toward the communities.

1. Creating an efficient monitoring system

The IFRC and Federation partners will support National Societies in creating an efficient, effective, and feasible monitoring system to make sure that practical indicators are identified, verified, documented, and shared publicly when relevant. Relevant technical units will ensure that proper steps are taken for post-distribution monitoring (PDM) and that these are followed up together with input from the Planning, Monitoring, Evaluation

and Reporting and Quality Assurance Unit at the IFRC MENA Regional Office. Sensitive reports will be acted upon according to the defined timeline.

2. Federation-wide Approach

The Appeal is an opportunity to reaffirm the need for a collective picture of the Federation and its membership's contributions in response to the acute crisis and the need to regularly have coherent, consistent, and quality data on agreed indicators.

The Federation-wide list of indicators, defined for the initial phase of the operation, is as follows (the list has been updated and will include new indicators as the operation evolves):

Sector/Area	Code	Federation Wide Indicators
Shelter, Housing and Settlements	1.1	Number of blankets distributed
	1.2	Number of blankets prepositioned
	1.3	Number of mattresses distributed
	1.4	Number of mattresses prepositioned
	1.5	Number of kitchen sets distributed
	1.6	Number of kitchen sets prepositioned
	1.7	Number of shelter kits distributed
	1.8	Number of shelter kits prepositioned
	1.9	Amount of cash assistance provided for rent
	1.10	Number of solar lamps prepositioned
	1.11	Number of evacuees/ displaced family covered for their accommodation cost
Food Security and Livelihoods	2.1	Number of food parcels prepositioned
	2.2	Number of food parcels distributed
	2.3	Number of ready meals distributed
Multi-purpose Cash	3.1	Amount of unconditional cash distributed to cover the daily needs of affected people
	3.2	Number of households assisted with unconditional cash
	3.3	Number of post distribution monitoring conducted to ensure the effectiveness of cash and voucher assistance programs
Health and Care	4.1	Number of transports/referral support conducted for injured and wounded people
	4.2	Number of ambulances procured
	4.3	Number of primary, secondary, and tertiary health facilities provided care to affected people
	4.4	Number of mobile Medical Unit (MMU) teams deployed to respond to primary healthcare needs in conflict-affected areas
	4.5	Number of medical consultations provided through primary health facilities (MMUs and fixed clinics)
	4.6	Number of medical costs of crisis-affected patients covered
	4.7	Number of ERUs activated
	4.8	Number of health promotion sessions conducted for the affected people
	4.9	Number of MHPSS support sessions conducted to the affected population
	4.10	Number of PSS kits procured for mental health and psychosocial services
	4.11	Number of service points established
	4.12	Number of cases referred to MHPSS services
	4.13	Number of secondary and tertiary health services (consultations, services, surgeries and critical medical treatments) provided

WASH	5.1	Number of water facilities rehabilitated
	5.2	Number of Aqua Tabs stocked/distributed
	5.3	Number of water tanks stocked/distributed
	5.4	Number of portable toilets positioned
	5.5	Number of hygiene kits prepositioned
	5.6	Number of hygiene kits distributed
	5.7	Number of menstrual hygiene management kits distributed
	5.8	Number of disinfection kits distributed
	5.9	Number of families reached with bottled water
Protection, Gender and Inclusion	6.1	Number of service providers identified for referral of cases deemed fit
	6.2	Number of staff and volunteers trained on PGI, PSEA, and child safeguarding, and ensure adherence to the Code of Conduct
	6.3	Number of dignity kits distributed to women and girls
Migration	7.1	Number of safe and welcome spaces established for the provision of relevant services (such as health care psychosocial support, relief distribution, and provision of timely and accurate updates)
	7.2	Number of help desks established for registration, legal services, and psychosocial support
	7.3	Number of transportation services provided
	7.4	Number of child-friendly spaces established for the evacuees
	7.5	Number of RFL services provided
Community Engagement and Accountability	8.1	Number of complaints and feedbacks received from the affected people that have been addressed
	8.2	Number of accessible feedback mechanisms activated
National Society Strengthening	9.1	Number of Emergency Operation Centers in National Societies and Branches supported
	9.2	Number of policies and protocols in emergency operations developed/updated
	9.3	Number of database for volunteers in emergencies developed/updated
	9.4	Number of logistics trainings conducted
	9.5	Number of trainings conducted on PGI, PSEA, and child safeguarding
	9.6	Number of trainings conducted on migration
	9.7	Number of trainings conducted on PMER
	9.8	Number of volunteers insured
	9.9	Number of lessons learned workshops conducted
	9.10	Number of warehouses rehabilitated / established
Coordination and Partnership	10.1	Number of Movement coordination meetings organized, and updates are provided to the Movement partners

Federation-wide funding requirement



Breakdown of the IFRC secretariat funding requirement



OPERATIONAL STRATEGY

MDRS5002 - MENA Region

Middle East Crisis

FUNDING REQUIREMENTS

Planned Operations	12,056,000
Shelter and Basic Household Items	1,201,000
Livelihoods	1,686,000
Multi-purpose Cash	443,000
Health	5,936,000
Water, Sanitation, and Hygiene	1,852,000
Protection, Gender, and Inclusion	83,000
Education	0
Migration	114,000
Risk Reduction, Climate Adaptation, and Recovery	
Community Engagement and Accountability	0 ²
Environmental Sustainability	0
Enabling Approaches	7,944,000
Coordination and Partnerships	134,000
Secretariat Services	1,519,000
National Society Strengthening	7,032,000
TOTAL FUNDING REQUIREMENTS	20,000,000

all amounts in Swiss francs (CHF)

² CEA is cross-cutting and included in other budget lines.

Contact information

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

At the LRCS:

- **President:** Dr. Antoine Zoghbi, email: President@redcross.org.lb, phone: +9611372 802 ext.: 1440

At the ERCS:

- **CEO:** Dr. Ramy El Nazer, email: Ramy.Elnazer@egyptianrc.org

At the SARC:

- **Head of operations:** Tammam Muhrez, email: tammam.muhez@sarc-sy.org, phone: +963 95 366 6635

At the JNRCS:

- **President** H.E. Dr Mohammed Al-Hadid, email: president@jnrcs.org

At the IFRC:

- **IFRC Regional Office for Health, Disasters, Climate & Crises (HDCC) Unit:** Dr. Hosam Faysal, Regional Head of Health, Disasters, Climate & Crises (HDCC) Unit – MENA, email: hosam.faysal@ifrc.org, phone: +961 71 802 916
- **IFRC Regional Office for Operations Coordinator:** Nader Bin Shamlan, Operations Coordination-MENA, email: Nader.Binshamlan@ifrc.org
- **Operations Manager – Middle East Crisis:** Sumiko May, email: sumiko.may@ifrc.org
- **IFRC Country Delegation – Jordan:** Dr. Nehal Hefny, Head of Delegation, email: nehal.hefny@ifrc.org
- **IFRC Country Delegation - Egypt:** Dr. Asmaa Samir, Programme Manager, email: asmaa.samir@ifrc.org.
- **IFRC Country Delegation - Lebanon:** Cristhian Cortez, Head of Delegation, email: cristhian.cortez@ifrc.org.
- **IFRC Country Delegation - Syria:** Mads Brinch Hansen, Head of Delegation, email: mads.hansen@ifrc.org, +963 959 999 869.
- **IFRC Geneva:** Rika Ueno Harada, Senior Officer Operations Coordination, email: rika.harada@ifrc.org

For IFRC Resource Mobilisation and Pledges support:

- **IFRC Regional Office for MENA:** Yara Yassine, Regional Senior Officer – Acting Head of SPRM, Strategic Partnerships and Resource Mobilization; yara.yassine@ifrc.org

For In-Kind Donations and Mobilisation table support:

- **Global Humanitarian Services and Supply Chain Management Unit, MENA Regional Office:** Goran Boljanovic, Regional Manager, email: Goran.boljanovic@ifrc.org

Reference



Click here for:

- [Link](#) to the Emergency Appeal and updates
- [Link](#) to the Emergency Appeal
- [Link](#) to the Country Response Plan Egypt
- [Link](#) to the Country Response Plan Lebanon
- [Link](#) to the Country Response Plan Syria
- [Link](#) to the Country Response Plan Jordan
- [Mobilisation table](#)