



REVISED EMERGENCY APPEAL

REVISED OPERATIONAL STRATEGY

MENA | Middle East Complex Emergency



Appeal No: MDRS5002	To be assisted: 437,500 people	Appeal launched: 18/10/2023
Glide No: CE-2023-000186-PSE	DREF allocated: CHF 3 million	Disaster categorization: Orange
Operation start date: 18/10/2023	Operation end date: 31/12/2024	Date: 28/02/2024
Operational Strategy Revision	Revision #1	

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

IFRC Secretariat funding requirement: CHF 86 million
Federation-wide funding requirement: CHF 100 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 14 million), as well as the funding requirements of the IFRC Secretariat (CHF 86 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
 - 26 November 2023:** Operational Strategy launched
 - 13 December 2023:** Emergency Appeal revised

OPERATIONAL STRATEGY REVISION

On 18 October 2023, the IFRC launched the Middle East Crisis Emergency Appeal to support the coordination and scale-up of its response and readiness activities in the neighbouring countries around the centre of hostilities in Gaza. All activities were designed to ensure support and complementarity with the Palestinian Red Crescent Society (PRCS) Operation and Appeal.

In light of the continued escalation of hostilities and worsening humanitarian crisis, **the Federation-wide Emergency Appeal has been increased to a total funding ask of CHF 100 million**, up from CHF 30 million, primarily focused on the **scale-up of IFRC support to the Egyptian Red Crescent Society (ERCS) logistics operation in Egypt**, given the key role it plays in ensuring the delivery of humanitarian assistance to the affected populations in Gaza. Notably, the importance of this pipeline is not limited to the current emergency phase. It is highly likely to play a critical role in the future recovery and rehabilitation programming in Gaza, subject to the evolution of the situation and in coordination with PRCS.

ERCS has set up and is looking to expand its logistics hubs in strategic locations in Egypt to offer logistical and administrative support to humanitarian actors working through their system. In the very first days of the response, ERCS set up a logistics hub in Al-Arish, the main city within close proximity to Rafah and Karam Abu Salem/Karem Shalom crossings, as well as a number of warehouses in Ismailia and around Cairo. The revision of the appeal will allow for the setup of a second logistics hub in a strategic and more accessible location that will operate based on standardized warehousing processes. It will also support ERCS's supply chain management by focusing on improving the tracking and reporting of goods. The revision also aims to support the PRCS hospital in Cairo to deal with longer-term treatment and medical rehabilitation as needed for the injured and sick from the Gaza Strip in close coordination with ERCS.

The revised Emergency Appeal will continue to support response interventions alongside preparedness and readiness actions of ERCS, Lebanese Red Cross (LRC), Jordan National Red Crescent Society (JNRCS), and Syrian Arab Red Crescent (SARC) to address the immediate and anticipated needs on the ground of an estimated 500,000 people.

To ensure the relevant technical support and effective coordination of this operation, this appeal will also contribute to boosting the IFRC Secretariat's capacity at both the country and regional levels to support the timely scale-up of operations based on evolving humanitarian needs.

DESCRIPTION OF THE EVENT

On 7 October 2023, an escalation of hostilities occurred across the Gaza Strip and the West Bank. As this escalation continues, the overall humanitarian situation in Gaza is rapidly descending into desperation. According to the Palestinian Central Bureau of Statistics, between 7 October 2023 and **12 February 2024**, **28,733 people** have been killed, **72,384** have been injured, 2 million have been displaced and 355,000 housing units have been damaged. Significant damage to critical infrastructure and essential services, including hospitals, is resulting in a humanitarian catastrophe.

Since 11 October, the Gaza Strip has experienced an electricity blackout as well, and the current fuel shortage and the consequences of the conflict have led to the closure of many hospitals, putting pressure on the remaining medical facilities, and resulting in an increase in medical evacuees to neighbouring countries.

Supplies of food and water are practically non-existent in Gaza and only a fraction of what is needed is arriving, predominantly through the border with Egypt. Aid into Gaza remains insufficient in general too, with multiple challenges, including the limited number of crossing points open and trucks being allowed in, strict screening procedures and unclear restrictions on items allowed in. On the Gazan side, facilities to receive aid are simply not available given, for example, the lack of fuel to operate trucks to transport and deliver aid, as well as to operate refrigerators needed for the cold chain. Security threats and communications shutdowns are also increasing the risks for, and the capacities of, humanitarian actors as well. Adding to this, there are stringent restrictions on bringing in necessary handling equipment for logistics.

The hostilities have naturally led as well to large-scale internal displacement of populations within Gaza, with approximately 1.7 million people being forced to seek refuge in the south of Gaza close to the Egyptian border.

ERCS has been mandated by the Egyptian authorities to act as the sole logistics manager and consignee to facilitate aid deliveries into Gaza. They have been appointed to take on the role on behalf of the humanitarian community in coordination with PRCs. This mandate stems from ERCS's auxiliary role

in supporting public authorities during disasters, and specifically for this emergency, their unique access to operate within the security zone of the Sinai Peninsula of Egypt. This is a hugely challenging task. Given the numerous restrictions, only a fraction of the required number of trucks are entering compared to pre-crisis. Unfortunately, the opening of the Karem Shalom/Karem Abu Salem crossing did not lead to a significant increase in the number of trucks going into Gaza. The high mark since the opening was 236 trucks in mid-January. On some days, less than 50 trucks are allowed in. Yet safe and unimpeded passage for humanitarian actors to bring lifesaving support into Gaza is critical, and during a short humanitarian pause in November, more trucks *were* allowed in, up to 300 in one day, which still remains far below what used to enter daily before the conflict, however.

As the two current crossing points to Gaza, Rafah and Karem Shalom/Karem Abu Salem, are in the highly secured Northern Sinai Governorate, since 21 October (the first day Rafah crossing became operational again) humanitarian actors and donors have depended on the support of ERCS to deliver assistance to Gaza here. All trucks and cargo need to go through four screening processes, including a manual process, meaning hours (and sometimes days) of checks. Furthermore, clear guidance and lists of rejected material (dual-use lists) are not being provided by the Israeli authorities, The Coordination of Government Activities in the Territories (COGAT). As a result, ERCS's human and financial resources are being stretched.

The hostilities have also precipitated a notable increase in tensions along Lebanon's southern border, leading to rising humanitarian needs there too. Since October 9, the escalation has led to infrastructure damage, 158 casualties, 728 people wounded and the displacement of more than 86,665 from south Lebanon.² The Lebanese Red Cross (LRC) continues its preparedness and response efforts to support the people affected.

Elsewhere in the region, Syria has already been facing more than 12 years of protracted crisis, including the impacts of climate change and of the

² <https://dtm.iom.int/lebanon>

February 2023 earthquake. These events are exhausting the coping capacities of communities. And since 22 October 2023, hostilities have been increasing there too, mainly in rural Damascus, Aleppo and Homs, including at civil airports. The Syrian Arab Red Crescent (SARC) continues its preparedness efforts to be able to scale-up its support to the affected populations.

Moving to Jordan, while the security situation there remains relatively stable, the situation in the West Bank is becoming increasingly volatile. This poses challenges in terms of access to basic services and humanitarian aid. Jordan has also started receiving

medical evacuees from Gaza seeking specialized medical treatment in its healthcare facilities. As such, the Jordan National Red Crescent Society (JNRCS) is strengthening its preparedness and readiness capacity to provide support to medical evacuees and their families from the West Bank and Gaza and to provide logistical support for the delivery of humanitarian aid to Gaza from Jordan.

As the situation continues to develop across the region, IFRC continues its preparedness and response scale-up in neighbouring countries in complementarity with the PRCS response.

CAPACITIES AND RESPONSE

1. National Society response capacity

1.1 National Society capacity and ongoing response



Updated: 25 November 2023

The National Societies of the MENA region have considerable experience in dealing with natural hazards and man-made 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 organization with a permanent presence in all 27 governorates of the country. These branches ensure access to the majority of Egyptians and people on the move. Additionally, 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, 5 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. 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 organizations at the local and international levels, including UNICEF, UNHCR, UNWRA, IOM, WHO, EU, SDC and USAID, as well as private sector and civil society partnerships.

For more detailed information on ERCS's response in this intervention, please refer to the Egypt Country Revised 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 responding to natural hazards and man-made disasters. With a wide array of partners, LRC is the leader in first aid as well as disaster response. Their Emergency Medical Services unit (EMS) enjoys high credibility and acceptance among the whole population in Lebanon. LRC has 32 local branches across the country, 45 EMS stations, 4 operation rooms, 12 blood banks, 42 dispensaries and 15 mobile clinics. In terms of personnel, they have 2,700 Emergency Medical Services (EMS) volunteers and 1,400 youth volunteers, who show tremendous commitment and professionalism in their work. LRC is therefore uniquely positioned to fill the gaps in the country's healthcare system.

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

The **Syrian Arab Red Crescent (SARC)** has a network of 14 branches across all governorates of Syria and 94 sub-branches, 73 of which are active, operated by 6,077 staff and 9,309 active volunteers. They have expertise in EMS, Disaster Management (DM), Water, Sanitation and Hygiene (WASH), rehabilitation, health, Protection and community services. SARC has 20 mobile health units, 12 mobile medical teams, 56 Primary Health Care (PHC) clinics and three hospitals. In addition, there are 31 ambulance centres equipped with 104 ambulances. Since 2011, SARC has also been scaling up its work in response to the protracted crisis in Syria and provides humanitarian assistance to more than 5 million internally displaced people, affected communities, refugees and returnees annually. As an auxiliary to the public authorities, 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. They are well-recognized by the public authorities and are one of the key members of the National Humanitarian and Disaster Response Committee, both at the national and provincial levels.

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

The **Jordanian National Red Crescent Society (JNRCS)** is one of the leading national organizations that works with volunteers in Jordan. With an auxiliary role to the public authorities in the humanitarian sector and a permanent presence across Jordan, JNRCS has a mandate to alleviate the suffering of vulnerable groups and people affected by armed conflict and natural hazards, while protecting their dignity and rights in a manner that preserves their lives, safety, security and well-being. The National Society has played a vital role as the lead agency in dealing with the influx of refugees during past conflicts, including running relief operations, organizing camps for evacuees and providing humanitarian assistance. They implement programmes and humanitarian interventions primarily in relief, livelihoods and social support, and health care sectors. Healthcare 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 JNRCS's response in this intervention please refer to the Jordan Country Revised Response Plan [here](#).

2. International capacity and response

2.1 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, and there are Participating National Societies that have continued to, or 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 17 IFRC rapid response personnel have been requested as well as one logistics emergency response unit (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, IFRC has set up a coordination architecture and actively engages the membership to work together to support a collective and strategic response.

In Egypt, a cooperation agreement has been signed between ERCS and IFRC highlighting IFRC's commitment to support ERCS in its logistics capacities. The agreement is valid until December 2024 and subject to renewal. The ERCS Country Response Plan also outlines the intent for continued exploration of areas for joint collaboration to support ERCS' capacity strengthening, and support for Federation Wide Reporting and regular communication to Movement Partners both at the county and regional levels.

In Lebanon, the LRCS Country Response Plan outlines a commitment to enhancing technical and operational complementarity through cooperation with IFRC membership. The IFRC Lebanon country delegation actively engages in in-country membership coordination by organizing monthly meetings with partners, and weekly internal regional/global meetings to exchange updates and address critical issues. Data management also remains a central feature of this cooperation, contributing to a comprehensive 3W (Who, What, Where) country-wide dashboard within the Unified Plan framework. The Country Response Plan demonstrates a strong commitment to effective coordination and communication among partners, while ensuring a streamlined and collaborative approach to humanitarian work by fostering regular dialogue and staying informed

In Syria, Membership Coordination Meetings chaired by IFRC take place on bi-weekly basis bringing together representatives of SARC, IFRC, ICRC and in-country Participating National Societies (PNSs), to ensure good sharing of information, joint planning, efficient coordination of resources and aligned strategies related to partners' support to SARC's. The IFRC works to ensure that available personnel are in place to provide efficient and effective appeal and pledge management in collaboration with the National Society, and to enhance security management and risk management capacity in support of the Membership to enable the scale-up of operations.

ICRC

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. ICRC and IFRC have a longstanding collaboration in Egypt, Lebanon, Syria and Jordan. In these contexts, both Movement components have cooperated over the years on several responses. Within the context of this operation, the ICRC is engaged with National Societies in Lebanon, Syria, and Jordan on Health and Care, Integrated Assistance, Protection and Prevention, including RFL activities.

2.2 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 organizations, and local and central departments of relevant ministries. IFRC participates in inter-agency coordination efforts involving relevant agencies and international non-governmental organizations.

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 ERCS and PRCS, the EU and IFRC have established a coordination platform to mainstream the delivery of in-kind donations from EU member states. The coordination platform intends 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 ERCS to support their mandate in maintaining the supply chain, which supports the humanitarian community. The deployment of two IFRC staff members (Operations and Logistics) within ECHO in Brussels - as part of the commitment of both organizations to the success of this endeavour - has ended but IFRC continues to provide remote support. Total of 22 charter flights from ECHO Member States were flown from Ostende, Dubai-Sharjah, Brindisi and Romania under ECHO-IFRC Partnership. PRCS has received 219.814 Tons Humanitarian goods with value EUR 1,660,383.23

3. Gaps in the response

This intervention is designed to incorporate lessons learned by drawing on 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 aligns 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 emphasizes 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 and also to consider the strain on existing systems and capacities of the responding National Societies.

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 challenges.

In Egypt, the focus is particularly on scaling-up logistics. The complexities and bottlenecks that have been experienced arise from various reasons, including 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 require 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 PRCS. Furthermore, there is an urgent need for resource scaling and capacity strengthening to effectively respond to the demands of this challenging situation.

A larger scale conflict between Israel and Lebanon would hamper the capacity of LRC to respond to humanitarian needs. Restricted mobility, communication networks issues and logistical bottlenecks can significantly impact the strategic planning and execution of LRC operations, impacting its effectiveness and agility.

Any escalation of hostilities in Lebanon will also likely have a severe impact on the situation in Syria, especially on two main fronts: a parallel increase of hostilities in Syria as well as a population movement of Syrian and Lebanese nationals from Lebanon into Syria. The dire economic context in Syria coupled with stretched resources and a depleted capacity of the host community will present a significantly challenging operational environment should this scenario materialize.

FEDERATION-WIDE APPROACH

The Emergency Appeal is part of a **Federation-wide approach**, based on the response priorities of the Operating National Society and in consultation with all Federation members contributing to the response. The approach, reflected in this Operational Strategy, will ensure linkages between all response activities (including bilateral activities and activities funded domestically) and will assist in leveraging the capacities of all members of the IFRC network in the country, to maximize 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 Society in response to the emergency event. This includes the Operating National Society's domestic fundraising ask, the fundraising ask of supporting Red Cross and Red Crescent National Societies and the funding 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 of ICRC, by country and by sector:



Egypt	
IFRC	
ICRC	

Jordan	
IFRC	
Qatar RC	
Kuwaiti RC	
Emirati RC	
Iraqi 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: 14 February 2024

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

This strategy aims 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 in supplying humanitarian assistance to Gaza through the Egyptian and Jordanian corridors, and to support Palestinians who have been evacuated for medical support with their families, as well as those internally displaced in these four countries due to escalations and spillovers. This will be done by increasing the supply chain capacities in Egypt and Jordan, as well as the readiness of each of the four National Societies to ensure that they can respond to potentially 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 Mental Health and Psychosocial Support Services (MHPSS)), relief and Protection.

Through strong coordination and collaboration, the Movement will strengthen the readiness of local and national Red Cross and Red Crescent Societies in response to the ongoing escalation of hostilities. This regional response complements the PRCS appeal, especially through the logistics hubs in Egypt and Jordan, and the global hub in Dubai. 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

This Operational Strategy aims to support the reach of the Red Cross and Red Crescent National Societies to assist as many as 500,000 people in the four countries, taking into consideration the expected scenarios over the coming weeks. In view of the likely scale of needs, and to complement the response efforts by PRCS outlined in their appeal, IFRC will enhance its capacity to respond through this IFRC Operational Strategy by coordinating the response in these neighbouring countries. Each country has its own response plan based on their own needs. These plans focus on direct support to people on the move, preparedness and, in the case of Egypt and Jordan, a main focus on logistics support given the transit of humanitarian assistance through the countries. In close coordination with ICRC, IFRC will be supporting the response of its membership, as significant humanitarian actors in their own geographies, and will strengthen their organizational 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 (IDPs) 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, people with disabilities and people on the move. 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	50,000
Lebanon	78,500
Syria	300,000
Jordan	9,000
Total	437,500

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

2. Considerations for Protection, Gender and Inclusion (PGI) and Community Engagement and Accountability (CEA)

In line with the principled humanitarian approach, Protection will be provided and mainstreamed based on priority needs, and not on legal status or category. IFRC will ensure that support is provided to host communities

in their efforts to assist affected populations, including but not limited to IDPs, while also considering their vulnerabilities and immediate needs.

National Societies will prioritize 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, elderly, 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 principles on Prevention of Sexual Exploitation and Abuse (PSEA). 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, 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 prioritizes the readiness 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 from the context, and the identified potential needs at the time of planning. It has been 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 revised its Country Response Plan, on which this Operational Strategy is based, with contextualized analysis and specific readiness and response. These Country Response Plans are made available as accompanying documents.

INTEGRATED ASSISTANCE

	Shelter, Housing and Settlements	Female > 18:	Female < 18:	CHF 7,125,000
		Male > 18:	Male < 18:	Total target: 122,500
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 shelter items, blankets, mattresses, cots, and other 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 utilization and ensure that minimum protection and safety requirements are met at shelters and distribution sites.

 Food Security and Livelihoods	Female > 18:	Female < 18:	CHF 15,293,000
	Male > 18:	Male < 18:	Total target: 186,500
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. 4. Establish well-equipped, safe and operational emergency kitchens with proper logistics and distribution network for food distribution in northern Sinai. 		


 Multi-purpose Cash	Female > 18:	Female < 18:	CHF 8,681,000
	Male > 18:	Male < 18:	Total target: 69,000
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 internal, and participate in external, Cash and Voucher Assistance (CVA) coordination mechanisms for transfer value, Minimum Expenditure Basket and response planning. 2. Efficiently map financial service providers for streamlined contracting processes. 3. Provide both unconditional and conditional cash assistance to address immediate needs. 4. Conduct cash and voucher feasibility study and market assessment to ensure the accessibility of markets. 5. Conduct comprehensive monitoring and evaluation, including post-distribution monitoring (PDM) and endline assessments, to ensure the effectiveness of CVA programmes. 6. Considerations to incorporate Cash and Voucher Assistance (CVA) to Humanitarian Service Points under migration. 		

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

(MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT [MHPSS]/COMMUNITY HEALTH)


 <p>Health & Care (Mental Health and Psychosocial Support [MHPSS]/Community Health/Medical Services)</p>	Female > 18:	Female < 18:	CHF 15,354,000
	Male > 18:	Male < 18:	Total target: 209,000
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 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, including PRCS hospital in Cairo. • Activate Emergency Response Units (ERUs) based on needs in shelters, crossing points and affected host communities. • Maintain well-stocked inventories for primary, secondary, and tertiary healthcare facilities, including prepositioning needed medical equipment and medications in stock, enabling the National Societies to respond properly to evolving needs. • Provide support with blood transfusion services to cover the needs appropriately. • 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>		

- Conduct MHPSS support sessions for patients and their families and group support sessions.
- Procurement of PSS kits to be ready for MHPSS activities.
- Establishment of MHPSS points, and hosting of evacuees and people who are stranded.
- Establish MHPSS centres for children in hospitals, through recreational and educational services, coupled with child friendly spaces.
- Caring for staff and volunteers.
- Referral for MHPSS specialized services.
- Provide MHPSS through helpline established.
- Provide MHPSS support to palliative care patients.

 Water, Sanitation and Hygiene (WASH)	Female > 18:	Female < 18:	CHF 2,764,000
	Male > 18:	Male < 18:	Total target: 334,000
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: <ol style="list-style-type: none"> 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, water bottles 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 AND PREVENTION

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

 <p>Protection, Gender and Inclusion (PGI)</p>	Female > 18:	Female < 18:	CHF 164,000
	Male > 18:	Male < 18:	Total target: 150,000
Objective:	Affected populations are safe from harm, including violence, abuse and exploitation, discrimination and exclusion, and their needs and rights are met.		
Priority actions:	<p>Overall priorities:</p> <p>1. PGI adaptation</p> <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 guide response plans in all assessments. • Disability inclusion collaboration: Work with organizations supporting persons with disabilities to strengthen inclusion efforts. • Conduct service mapping: Stay abreast of the services provided and support in safe identification and referral of cases as deemed fit. • Technical support and standards mainstreaming: Provide support to National Societies to enhance PGI capacity and mainstream PGI standards, including safeguarding policies. <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 Sexual and Gender-based Violence (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, among 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 into 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 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 (CEA)	Female > 18:	Female < 18:	CHF 63,000
	Male > 18:	Male < 18:	Total target: 150,000


Objective:	The diverse needs, priorities and preferences of the affected communities guide the response, ensuring a people-centred approach through meaningful community participation.
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Priority actions:	<ol style="list-style-type: none"> 1. Integrating CEA across the response and strengthening institutional capacity <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. 2. Establishing mechanisms that enable communities and key stakeholders to participate in planning and guiding the response. <ul style="list-style-type: none"> • Provide prioritized, 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. 3. Establishing mechanisms to collect, respond to, and use community feedback to guide the response. <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.
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	<ul style="list-style-type: none"> Conduct post-distribution monitoring and surveys to identify community satisfaction with the provided services and new needs.
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 Migration	Female > 18:	Female < 18:	CHF 147,000
	Male > 18:	Male < 18:	Total target: 160,000
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:	Overall priorities: <ol style="list-style-type: none"> Humanitarian Service Points (HSPs): <ul style="list-style-type: none"> Establishment of safe and welcome spaces to provide relevant services, including healthcare, 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. Support to collective shelters/host communities: <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	Female > 18:	Female < 18:	CHF 30,621,082
	Male > 18:	Male < 18:	Total target:
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 prioritized.		
Priority actions:	Overall priorities: <ol style="list-style-type: none"> Enhancing processes, systems and support services for logistics and supply chain <ul style="list-style-type: none"> Establishment and support of logistics hubs, ensuring warehousing capacities and logistics pipelines delivery to Gaza. The hubs will be equipped with tools and equipment, including handling equipment, racking 		

equipment, and palletization. They will also function as a consolidation and packaging facility for local and regional procurement.

- Provide vehicles and trucks to support along with introducing a fleet management system to support the tracking of vehicles and trucks, as well as to have SOPs on the maintenance, handling, and asset controls for vehicles.
- Improve the tracking of goods arriving in Egypt and being delivered to Gaza.
- Improve supply chain processes, allowing for better transparency.
- Incorporate standardized logistics processes, allowing for better tracking and decision-making.
- Support National Societies with the use of data and digital tools to enhance pipeline tracking and increase the scale, relevance and efficiency of the operation.

2. Reinforcing the National Society's technical capacities and systems to ensure adherence to standards of quality and accountability


- 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.
- Secure relevant and tailored technical expertise to ensure quality programming and reinforce staff and volunteer structures at the National Society where appropriate.
- Train/onboard staff and volunteers on PGI, PSEA, and child safeguarding, and ensure adherence to the Code of Conduct.
- Support the development and capacities to produce Information Management materials to capture the progress of the intervention and display the support of the National Societies.
- Reinforce existing systems, policies and operating procedures for HR, finance, communications and IT.
- Ensure a focus on business continuity and service delivery when considering rapid scale up/scale down and when operating in protracted crisis settings.
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3. National Society response capacity strengthening

- 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.).
- Organize national workshops, and a regional workshop, to capture lessons that would improve future preparedness and response operations.

4. Branch development and response capacity

	<ul style="list-style-type: none"> Strengthen the capacities of responding branches (finance, HR, logistics, fleet) and for operational scale up/scale down, based on the findings of self-assessments, when available. 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 and communications between branches and headquarters structures. <p>5. Establishment of systems for volunteer management</p> <ul style="list-style-type: none"> Development of policies and protocols, and a database for volunteers in emergencies. Ensuring duty of care toward volunteers including insurance, visibility, onboarding and MHPSS.
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 Coordination and Partnerships	Female > 18:	Female < 18:	CHF 710,338
	Male > 18:	Male < 18:	Total target:
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:	<p>Overall priorities:</p> <p>1. Membership coordination</p> <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. Standardize monitoring and reporting by implementing a Federation-wide framework that ensures accountability and transparency. <p>2. Movement coordination</p> <ul style="list-style-type: none"> Engage within the Movement in line with Strengthening Movement Coordination and Cooperation (SMCC) principles to maximize IFRC's collective impact. Coordinate with ICRC to provide support responding to National Societies and the operation. Coordination with ICRC on security. <p>3. Engagement with external partners</p> <ul style="list-style-type: none"> Further strengthen coordination with 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 operation. 		

- Support the strengthening of National Society capacities and competencies in humanitarian diplomacy and communications to enhance their positioning with national and local authorities, as well as external actors, 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 air bridge).



IFRC Secretariat Services

Female > 18:

Female < 18:

CHF 2,993,540

Male > 18:

Male < 18:

Total target:

Objective:

IFRC is working as one organization, 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:

Overall priorities:

1. Coordinated and enhanced response support

- Facilitate collaboration and coordination for international support and regional response capacity.
- Strengthen humanitarian diplomacy, advocacy efforts and joint activities.

2. Technical support and human capacity

- Ensure efficient appeal and pledge management through adequate personnel deployment.
- Scale-up regional surge and response capacity for emergencies.
- Strengthen IFRC's security management capacity in the countries to ensure proper duty of care for IFRC personnel and to all of the members, as well as strengthen IFRC's security management capacity in the country to ensure proper duty of care for IFRC personnel and for all members who have signed integration agreements.

3. Information Management (IM) and data analysis

- 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, visualizations and other data analysis tasks.

4. Human Resources deployment

- 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.

5. Resource Mobilization

- Coordinate a joint resource mobilization strategy for outreach to Movement and non-Movement partners.
- Track pledges and develop fundraising materials to efficiently secure resources.
- Deploy Strategic Partnerships and Resource Mobilisation (SPRM) surge.
- Ensure proper coordination with humanitarian diplomacy and other IFRC MENA countries and HQ to maintain constant dialogue with Movement and non-Movement partners and share latest updates with stakeholders.
- Explore new partnerships to support operations and National Societies, including a new partnership with ECHO in Egypt.

6. Supply chain

- In coordination with the National Society, support 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 staff, surge profiles and logistics ERUs.
- Ensure that procurement objectives are met with the aim of prioritizing service quality and ensuring the best value for money, making 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 procurement is done according to IFRC best practices, in close coordination with the IFRC Regional Global Humanitarian Services & Supply Chain Management (GHS & SCM) unit, prioritizing 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 the provision of locally rented vehicles.
- Lead on the development of sub-regional pre-positioning strategy considering different scenarios and potential access constraints in case of escalation of hostilities.

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 and Reporting (PMER)

- Provide PMER support to ensure 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.
- Mainstream data collection, capture knowledge, and document and communicate the lessons learned.
- 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.
- Create a risk management matrix and registers, and update them regularly.
- Plan and oversee the implementation of indicator-based monitoring of operations, carry out/oversee evaluation activities (including a final evaluation).

9. Finance

- Finance support with planning and budgeting, bookkeeping, monitoring of payables and receivables, review of donor project proposals and financial compliance, pledge validation, audit support, finance coordination with procurement, HR, payroll, administration, relationships with banks, internal controls, payments, treasury and finance coordination, finance reports and analysis.
- Support NS core cost policies including cost recovery and asset management.

10. Humanitarian Diplomacy

- Develop a humanitarian diplomacy strategy to support Operational National Societies and work toward positive humanitarian outcomes by leveraging the RCRC movement's influencing power.
- Organize humanitarian diplomacy support group meetings for NS, to coordinate and share information on humanitarian diplomacy efforts and issues.
- Develop targeted key messages for strategic partners, including governments and donors to the IFRC and National Societies, as well as other humanitarian actors.
- Advocating for increased access of household items that are now on the list of 'dual use' items (children's toys, solar-powered items).
- Provide ad hoc support to IFRC and Operational National Societies in humanitarian diplomacy engagement relating to the crisis.

11. Security

- Ensure that all IFRC offices have minimum security requirements (MSR), and documents are updated and are MSR complaints based on the requirements for each security phase (<https://ifrcstaysafe.org/ifrc-security-phases>)
- Ensure the security set-up is adequate throughout the region and in all countries, including security surge personnel when needed.
- Ensure that all IFRC personnel have IFRC Stay Safe Online training, are up to date and have received the necessary

security briefings for the countries where they will be operating.

- Disseminate [The IFRC Guide to a Safer Mission \(ifrcstaysafe.org\)](http://ifrcstaysafe.org)
- Coordinate with Operations to define the geographical prioritization of security assessments, which are aligned with operational needs and priorities.

Risk management

Along with risks defined further in the table below, [IFRC Minimum Security requirements](#) 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, such as 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. Country specific risk registers has been created and these are update monthly. This is then compiled into monthly Risk Report for operation to better follow up.

Risk	Likelihood	Impact	Mitigating steps
Funding gap: Insufficient funds pose a risk to business continuity.	3	5	<ul style="list-style-type: none"> • Proactive donor engagement and fundraising. • Proactive public communications and coverage of the situation to raise awareness and attract further funding.
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.	4	5	<ul style="list-style-type: none"> • Scenario planning informing the operational strategy and country response plans in place. • Ongoing situation monitoring at the country and regional level. • Contingency planning in close coordination with all Movement partners in the country (specifically ICRC). • Updating the minimum security requirements in Lebanon, Jordan and Syria. • Preparing the required documents to be compliant with the minimum security requirements in Egypt. • Ongoing duty of care/security assessments in Egypt. • All personnel are briefed on relocation, hibernation and evacuation procedures. • Relocation of non-critical staff at high-risk locations. • Periodic needs assessments advising the prioritization of activities.

			<ul style="list-style-type: none"> • Business continuity is in place to continue operating and supporting National Societies. • Security of context.
<p>Highly politicized environment: Risk of misinterpretation of humanitarian actions potentially leading to reputational damage.</p>	4	5	<ul style="list-style-type: none"> • Humanitarian Diplomacy (HD) and communications efforts to underline and explain RCRC commitment to fundamental principles, including the humanitarian principles. • Monitoring of, and reactions to, rumours or miscommunications, including on social media. • The IFRC regularly communicates our statutes, fundamental principles and position in the sector with all partners.
<p>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 ERCS. As such, they have no direct oversight of the material. This poses a reputational risk.</p>	3	3	<ul style="list-style-type: none"> • Increase logistics capacity of ERCS to be able to receive and quality check the items before they are handed over at the border, • Identification of needs through assessments and sharing of updated prioritized 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	<ul style="list-style-type: none"> • Capacity strengthening of staff and volunteers on PGI, PSEA and child safeguarding, and ensure adherence to the Code of Conduct. • Training of staff and volunteers on safe referral pathways for SGBV cases. • Improve collaboration with SGBV and protection actors to enhance the response, including community awareness and safe referrals. • Collaborate with the CEA team to ensure the proper handling of sensitive complaints and establish reporting mechanisms for protection cases among others.
<p>Economic impact - currency devaluation and inflation: Risk that less will be achieved, such as fewer people</p>	2	4	<ul style="list-style-type: none"> • Ensure flexibility around budgets with the potential for price spikes factored in. • Establishment of framework agreements.

reached) than what was originally planned.			
Extreme events: Extreme weather events or an earthquake resulting in further humanitarian needs and impacting the current response.	3	3	<ul style="list-style-type: none"> • Continuous monitoring of the situation through meteorological services. • Contingency planning and business continuity. • Continued preparedness and maintenance of pre-positioned essential items. • Continued focus on disaster risk reduction and climate adaptation. • Scenario planning with a revision of planned activities temporarily replacing the response operation of the affected areas, depending on the scale of the disaster. • Complete readiness checklist with the respective National Societies.

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 communities.

1. Creating an efficient monitoring system

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. 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 PMER and Quality Assurance units at 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. This 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 NFIs (mattresses, blankets, kitchen sets and shelter kits, solar lights) prepositioned
	1.2	Number of people reached with NFIs (mattresses, blankets, kitchen sets and shelter kits, solar lights), disaggregated by sex
	1.3	Number of families receiving cash for rent assistance
Food Security and Livelihoods	2.1	Number of food parcels pre-positioned
	2.2	Number of families that received food parcels
	2.3	Number of people received ready meals, disaggregated by sex
Multi-purpose Cash	3.1	Number of households assisted with unconditional cash to meet their basic needs
	3.2	Number of Post-distribution monitoring conducted to ensure the effectiveness of cash and voucher assistance programmes
Health and Care	4.1	Number of transport support provided to injured and wounded people
	4.2	Number of referrals conducted for injured and wounded people
	4.3	Number of ambulances procured
	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) (disaggregated by sex)
	4.6	Number of patients with their hospital costs covered
	4.7	Number of people attending health promotion sessions, disaggregated by sex
	4.8	Number of people reached with MHPSS services, disaggregated by sex
	4.9	Number of individuals receiving secondary and tertiary health services, disaggregated by sex
WASH	5.1	Number of portable toilets pre-positioned
	5.2	Number of portable toilets installed
	5.3	Number of hygiene kits pre-positioned
	5.4	Number of families that received hygiene kits
	5.5	Number of women and girls of reproductive age that received dignity kits
	5.6	Number of families reached with drinking water
Protection, Gender and Inclusion (PGI)	6.1	Number of staff and volunteers trained on PGI, PSEA and child safeguarding, and staff ensure adherence to the Code of Conduct, disaggregated by sex
Migration	7.1	Number of safe and welcome spaces/service points established for the provision of health care, psychosocial support, relief distribution, legal services, child-friendly spaces and provision of timely and accurate updates
	7.2	Number of displaced individuals reached with protection and migration services, disaggregated by sex
	7.3	Number of children accessing child friendly spaces, disaggregated by sex
	7.4	Number of RFL services provided
Community Engagement and Accountability	8.1	Number of complaints and feedback received from the affected people that have been addressed
National Society Strengthening	9.1	Number of staff and volunteers attending logistics and supply chain training, disaggregated by sex
	9.2	Number of staff and volunteers attended PSS training, disaggregated by sex
	9.3	Number of volunteers insured

	9.4	Number of warehouses rehabilitated/established
	9.5	Humanitarian aid consigned to and dispatched by Egyptian Red Crescent Society (disaggregated by flight, ships and trucks-tonnage) (data source: ERCS dashboard). Responsibility: IM.
	9.6	Humanitarian aid dispatched to Gaza (disaggregated by food and water, emergency material and medical supplies, tonnage) (data source: ERCS dashboard). Responsibility: IM.
	9.7	Number of assets that ERCS has to ensure effective logistic operations

Federation-wide funding requirement*



**For more information on Federation-wide funding requirement, refer to section: Federation-wide Approach*

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	7,125,000
Livelihoods	15,293,000
Multi-purpose Cash	8,681,000
Health	15,354,000
Water, Sanitation, and Hygiene (WASH)	2,764,000
Protection, Gender, and Inclusion (PGI)	164,000
Education	0
Migration	174,000
Risk Reduction, Climate Adaptation, and Recovery	0
Community Engagement and Accountability (CEA)	675,000
Environmental Sustainability	0
Enabling Approaches	36,376,000
Coordination and Partnerships	756,000
Secretariat Services	3,188,000
National Society Strengthening	32,432,000
TOTAL FUNDING REQUIREMENTS	86,000,000

All amounts in Swiss francs (CHF).

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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](#)