

Revised Operational Strategy

MGR65002 | The Republic of MOLDOVA



Moldova Red Cross Society volunteers distribute winter assistance through home visits to older people displaced from Ukraine and host communities. © IFRC

Appeal №: MGR65002	Initial Appeal launched: 28/02/2022	People to be reached: 2026: 54,000 2027: 36,000
Glide №: OT-2022-000157-UKR	Disaster categorisation: RED	The previous version of the plan can be accessed here .
Funding Requirements in Moldova for 2026 – 2027: <i>For more information on the funding requirement, please refer to the visual here.</i>		IFRC Secretariat: 10 M
Operation start date: 28/02/2022	Operation end date: 31/12/2027	Operational Strategy revision: #2 Published: 17/12/2025

Operational Strategy Revision

The revision of Moldova Red Cross Society (MRCS) National Society Operational Strategy (OS) ensures that the Ukraine and Impacted Countries Emergency Appeal remains open to MRCS, enabling the National Society to respond to existing or emerging humanitarian needs in the Republic of Moldova resulting from the ongoing international armed conflict between the Russian Federation and Ukraine.

The revision reflects the continued humanitarian impact of the conflict and the need to maintain flexibility to respond to new or large-scale emergencies in an unpredictable context. The Republic of Moldova remains one of the most affected and vulnerable countries in the region, hosting refugees from Ukraine who represent nearly four per cent of its population — the highest proportion in Europe. The revised OS takes into account the current vulnerable situation of displaced people from Ukraine in Republic of Moldova and remains open to respond to a potential increase in arrivals should the situation in Ukraine deteriorate further.

Maintaining the operational preparedness and readiness of MRCS to respond is another key component of the revised plan. With support from IFRC and the wider Red Cross and Red Crescent network, the National Society will continue strengthening its branch-level capacity, mobile response structures, volunteer network, and coordination with national authorities.

While the OS under the Emergency Appeal focuses on urgent humanitarian needs and maintaining operational readiness, longer-term or protracted needs, identified through assessments conducted by MRCS, are planned to be addressed through the [2026–2028 Moldova IFRC Network Country Plan](#).

People to Be Reached

PLANNED REACH*

2022 – 2025	2026	2027
150K people	54K people	36K people



* The figures outlined in the table above include: (1) the cumulative target of people to be reached for 2022–2025, as presented in the 2023 revision of the [Moldova Red Cross Society Response Plan](#), and (2) the targets for 2026 and 2027, which are disaggregated by year rather than presented cumulatively to ensure greater transparency and accountability.

Funding Requirements

● Funding Secured ● Funding Gap

IFRC Secretariat Funding Requirement 2022-2027

(Funds required through this Appeal)



The IFRC Secretariat funding requirement for Moldova Red Cross Society has been reprioritised to align with current needs and priorities. The 2023 revision set the requirement at CHF 39.7 million; following a review of changing operational priorities, and humanitarian funding constraints, this has been adjusted to CHF 32.05 million. The Federation-wide funding requirement remains unchanged from 2023. The IFRC and Moldova Red Cross Society will continue to monitor the evolving context and will adapt activities, people to be reached targets, and budget as needed to ensure an effective and relevant response.

Description of the Event

Since the escalation of the international armed conflict between Russia and Ukraine, nearly 1.95 million displaced people from Ukraine and third-country nationals have entered the Republic of Moldova. While most have continued onwards to the EU, around 135,000 refugees¹ remain, including an estimated 4,000–6,000 people residing in the Transnistrian region.²

Most displaced people from Ukraine in the Republic of Moldova hold Temporary Protection³ (extended to March 2026), but barriers persist around lawful employment, social protection, and healthcare. Coverage remains largely limited to primary and emergency services, and those without formal employment cannot purchase insurance, leaving many dependents on humanitarian aid.⁴

Through a report published by IFRC earlier this year⁵, the Republic of Moldova registered some of the most severe unmet humanitarian needs outside Ukraine for people who fled from Ukraine to the Republic of Moldova, driven by under-resourced public systems, inflation, high energy costs and low incomes.

The situation in the Transnistria region is particularly acute following the January 2025 energy crisis, when a gas cutoff caused power and heating outages, disrupting essential services and compounding long-standing service gaps. Access and security constraints limit or prevent many international actors from operating directly there, which reduces coverage and leaves affected people comparatively more vulnerable.

A short-term rise in humanitarian needs may also occur if returnees' transit through the Republic of Moldova on their way back to Ukraine.

Severity of Humanitarian Conditions

IMPACT ON ACCESSIBILITY, AVAILABILITY, QUALITY, USE AND AWARENESS OF GOODS AND SERVICES

Reports from MRCS needs assessments and monitoring exercises consistently cite financial support, safe and affordable housing, and access to healthcare and medicines as the top unmet needs. These findings align with broader assessments that highlight ongoing difficulties with healthcare affordability, employment, and stable housing, especially among households relying on humanitarian aid to meet basic needs.⁶ Under-resourced social and healthcare systems, inflation, high energy costs, and low incomes intensify needs for both refugees and host communities, especially in rural and energy-poor areas.⁷

¹ [Situation Ukraine Refugee Situation](#). Accessed 4 November 2025.

² [Document - Ukraine Situation - Moldova: Protection Monitoring on the Left Bank of Dniester/Nistru River \(RO\)](#)

³ As of 4 November 2024, a total of 62,698 people have been granted TP, including 16,234 minors. Source: [General Inspectorate for Migration](#). Accessed 4 November 2025.

⁴ [UNHCR, Rights and Entitlements of Refugees in the Republic of Moldova Based on Their Legal Status, August 2024.](#)

⁵ <https://www.ifrc.org/document/tipping-point-how-financial-strains-are-driving-ukrainians-abroad-back-home>

⁶ [Moldova: Area-Based Assessment \(ABA\): Chisinau and Stefan Voda, January 2023 - Moldova | ReliefWeb](#)

⁷ [Navigating health and well-being challenges for refugees from Ukraine - European Commission](#)

Demand persists not only for accessible healthcare, but also for psychosocial support, legal counselling, job support, and language training.^{8,9,10}

The 34,000 calls handled by the MRCS call centre since 2022 provide consistent evidence of persistent access barriers experienced by people affected.¹¹ Older people and people living with disabilities frequently report difficulties using digital tools, limiting their ability to register for assistance and obtain information. Perception studies further indicate that many households, particularly elderly people, people with disabilities and those in rural areas, lack sufficient information on available services, contributing to exclusion risks and reduced uptake of assistance.¹²

Vulnerable Moldovan households face parallel pressures due to inflation, high energy prices, and low incomes, with social registries showing high concentrations of at-risk people in rural districts.^{13,14}

Further data from UNHCR and IOM confirm that displaced people with children in school or receiving health services are more likely to stay in the Republic of Moldova longer-term. However, reintegration challenges persist, especially outside urban centres, where access to MHPSS, legal aid, and referral services is limited. Consultations across working groups (CVA, PGI, Health/MHPSS) consistently highlight the need for financial support, safe housing, employment opportunities, and inclusive services.

IMPACT ON PHYSICAL AND MENTAL WELL BEING

Demand is growing for accessible services for people living with chronic illnesses and mental health conditions, with heightened vulnerabilities among older people, people living with disabilities, single-headed households, and communities in the north and south facing systemic barriers to livelihoods, health, and education. Seasonal pressures, especially winter heating costs, further increase hardship.¹⁵

RISKS AND VULNERABILITIES

Discrimination, unstable rental arrangements¹⁶, lack of information, digital barriers, high energy costs, inflation, and low incomes all contribute to increased vulnerability for both refugees and Moldovan households. Vulnerabilities are particularly acute in rural districts and in the Transnistria region, where service disruptions and limited humanitarian access exacerbate risks.

⁸ [Situation Ukraine Refugee Situation](#)

⁹ MRCS Organizational Assessments: BOCA 2023; OCAC 2022

¹⁰ [IOM Ukraine Crisis Response 2022 - 2023 | Republic of Moldova - Crossing Back Surveys with Ukrainian Nationals \(July - September 2023\) Country Report & Data Analysis - Moldova | ReliefWeb](#)

¹¹ MRCS Call Centre data, 2022–2024

¹² [Ukraine Situation - Moldova: Refugee Accommodation Centres Consolidation Report 2023 - 2024 - Moldova | ReliefWeb](#)

¹³ [Moldova - Multi-Sector Needs Assessment 2023](#)

¹⁴ [pin_ar2023_web.pdf](#)

¹⁵ MRCS PDM Surveys, 2023–2024

¹⁶ [Ukraine Situation - Moldova: Refugee Accommodation Centres Consolidation Report 2023 - 2024 - Moldova | ReliefWeb](#)

Capacities and Response

NATIONAL RESPONSE CAPACITY

National Society Capacity and Ongoing Response

Since the escalation of the armed conflict, MRCS has played a central role in providing humanitarian assistance to displaced people from Ukraine and to affected communities in the Republic of Moldova. Initially focused on emergency relief, food, hygiene items, in-kind assistance, and cash and voucher support (CVA) at border points and Refugee Accommodation Centres (RACs), MRCS has progressively expanded its scope to address evolving needs and strengthen community resilience.

With IFRC and its network support MRCS continues to deliver multisectoral assistance, including CVA, in-kind support, health and hygiene promotion, and psychosocial support to people affected. It maintains readiness to activate Humanitarian Service Points (HSPs) at border crossings and key transit sites to provide information, referrals, basic first aid, and psychosocial support. Building on lessons from the initial emergency phase, MRCS has established Social Integration and Inclusion Centres (Unity Hubs which transitioned to Community Centers) across branches, offering administrative and employment guidance, mental health and psychosocial support (MHPSS), health promotion, after-school activities, and social cohesion initiatives.

In parallel, MRCS is working on strengthening its institutional systems such as logistics, finance, human resources, volunteer management, information systems, and emergency preparedness and response capacities.

MRCS is a National Society consisting of 21 branches across the Republic of Moldova, supported by 65 staff and a volunteer network of more than 1,550 volunteers, which are actively engaged in providing humanitarian assistance to displaced people from Ukraine as well as vulnerable host communities throughout the Republic of Moldova. MRCS coordinates the distribution of humanitarian aid nationwide, operating a central warehouse in Chişinău that serves as a hub for receiving, sorting, and dispatching relief items. MRCS also maintains branches in the Transnistrian region, supporting communities on both banks of the Dniester River through community-based activities, outreach, and referrals, implemented directly or through local partners.

Capacity and Response at the National Level

MRCS maintains close cooperation with national authorities, including the Ministry of Labour and Social Protection, the General Inspectorate for Emergency Situations, the General Directorate of Social and Medical Assistance, the General Directorate of Education, Youth and Sports of the Chisinau Municipal Council, the National Agency for Public Health, the Ministry of Internal Affairs, and the Ştefan cel Mare Police Academy. These partnerships help joint implementation of assistance activities and response coordination during emergencies. MRCS also cooperates with several National Youth Centres across the Republic of Moldova to promote volunteerism, youth engagement, and social inclusion.

INTERNATIONAL RESPONSE CAPACITY

IFRC Membership Coordination

MRCS receives multilateral and bilateral support from across the IFRC Membership, delivered through a mix of in-country presence and remote engagement. MRCS also works closely with IFRC, which provides coordination, technical, and financial support to strengthen the National Society's humanitarian response and institutional capacity. Several Partner National Societies, including British Red Cross, Canadian Red Cross Society, French Red Cross, Italian Red Cross, Norwegian Red Cross, Swedish Red Cross, and Swiss Red Cross, complement these efforts through targeted initiatives aligned with MRCS priorities in areas such as cash and voucher assistance, health, and community engagement and accountability.

Red Cross Red Crescent Movement Coordination

The ICRC works with the MRCS on protection-related activities and engagement in areas where access is more constrained, including parts of the left bank of the Nistru River. This includes cooperation with MRCS branches in *Bender*, *Grigoriopol* and *Ribnita*, where access and context allow, as well as MHPSS support to the Balti branch. The ICRC provides technical expertise in International Humanitarian Law and Restoring Family Links and works alongside MRCS on elements of branch development. It also participated in the governance process that led to the 2025 revision of the MRCS Statute. These activities form part of the wider coordinated Movement response supporting people displaced from Ukraine.

International Humanitarian Stakeholders

MRCS works with the World Health Organization (WHO) through a collaboration agreement to strengthen health promotion, disease prevention, and community outreach initiatives.

The response in the Republic of Moldova continues to be implemented in close coordination with international humanitarian stakeholders supporting displaced people from Ukraine and vulnerable host community members. UNHCR remains a key coordination actor for refugee response and protection-oriented interventions, including support to accommodation, basic needs, and social inclusion. IOM contributes to mobility, protection and service mapping dimensions, while UNICEF, WHO and other partners support child protection, education, health and wider social services. WFP and other actors have played an important role in food-related assistance when relevant, alongside national institutions and local public authorities. As the response moves into a more protracted phase and amid wider funding constraints, many international partners are recalibrating or gradually scaling down by reviewing footprints and transitioning selected activities in line with evolving needs and a gradual shift towards national systems. This includes adjustments to cash and related support modalities, with certain programmes for hosting households expected to conclude by the end of 2025.

IFRC and MRCS engagement within these coordination structures ensures complementarity of services, coherence of targeting, and alignment of assistance modalities with country-level priorities and guidance. Particular attention is placed on coordinated needs analysis where possible, harmonised approaches to vulnerability criteria, and avoidance of duplication through established inter-agency information-sharing practices within the limits of applicable data protection standards. This coordination is especially

important in sustaining a balanced response that integrates humanitarian support with longer-term resilience and social cohesion efforts.

Where feasible, MRCS and IFRC will continue to link Community-based services with broader referral and support ecosystems operated by international organisations and national service providers, to strengthen access to specialised assistance for people with protection, health, MHPSS and socioeconomic needs.

GAPS IN THE RESPONSE

The humanitarian situation in the Republic of Moldova remains shaped by the prolonged impact of the international armed conflict in Ukraine, with sustained needs among displaced people from Ukraine, third country nationals, and vulnerable host communities. The Republic of Moldova continues to host one of the highest proportions of displaced people per capita in Europe, while under resourced public systems, inflation, high energy costs, and low incomes continue to undermine household coping capacities. The January 2025 energy crisis in the left bank of the Nistru River (Transnistria region) further intensified vulnerabilities through heating and power outages and disruption of essential services. While significant humanitarian assistance is ongoing, persistent gaps remain that limit the ability of affected households to achieve stability and self reliance.

MRCS community level needs assessments, call centre data, and inter agency coordination consistently show that the most pressing unmet needs relate to financial assistance, safe and affordable housing, access to healthcare and medicines, mental health and psychosocial support, livelihoods, and inclusive social services. Older people, persons with disabilities, single headed households, people without stable legal or housing status, and those living in rural districts and the Transnistria region continue to face disproportionate challenges.

Health and Care, Including MHPSS

Access to healthcare remains constrained for many displaced people from Ukraine and vulnerable Moldovan households due to high out of pocket costs for medicines, diagnostics, specialised treatment, and transport. While primary and emergency care are available, people without formal employment cannot purchase health insurance, leaving them dependent on humanitarian cash for health assistance. People living with chronic diseases, older persons, and persons with disabilities face the greatest barriers to sustained care. Mental health and psychosocial needs remain high due to prolonged displacement, uncertainty, family separation, and economic stress. Although MRCS provides MHPSS through Community Centres, social activities, and trained volunteers, demand for individual counselling and specialised referrals continues to exceed available capacity, particularly outside major urban centres.

Water, Sanitation and Hygiene (WASH)

Large scale damage to WASH infrastructure is not a dominant feature of the Republic of Moldova context. However, gaps remain in consistent access to hygiene items for vulnerable households, especially displaced people from Ukraine and low income host community families living in rented accommodation. Regular access to hygiene supplies, including menstrual hygiene items and items for children and

older people, remains a challenge for households with very limited income. Energy and water service disruptions, particularly in the Transnistria region, further affect hygiene practices and increase health risks.

Cash and Voucher Assistance (CVA)

Cash assistance remains the most critical and most requested form of support. Rising food prices, rent, utilities, energy, and medicine costs continue to outpace household income. Many vulnerable households rely on pensions, social benefits, or irregular income that is insufficient to meet basic needs. While CVA is delivered at scale, funding limitations and prioritisation requirements mean that not all vulnerable households can be supported with sufficient frequency or duration. Seasonal needs, particularly winter energy costs, further increase reliance on CVA and expose households to debt and negative coping strategies.

Livelihoods and Basic Needs

Economic vulnerability remains widespread due to limited job opportunities, low wages, skills mismatches, caregiving responsibilities, and barriers to formal employment, particularly for displaced people from Ukraine. Many households continue to depend on humanitarian assistance for food, transport, rent, and utilities. Livelihoods support, vocational training, and income generation initiatives are available but remain limited in scale compared to the level of need. Long term economic recovery is further constrained by inflation, weak labour market absorption outside urban centres, and limited access to affordable childcare and disability inclusive work opportunities.

Shelter, Housing and Basic Living Conditions

The primary shelter gap in the Republic of Moldova relates to affordability and stability rather than physical destruction. Displaced people from Ukraine and vulnerable Moldovan households continue to face significant difficulties in covering rent and utility costs, especially during the winter season. Overcrowding, insecure tenancy arrangements, and the risk of eviction remain key concerns. Families transitioning out of Refugee Accommodation Centres require sustained rent and utilities support to avoid renewed displacement. Access to essential household items, winter clothing, and heating related items remains uneven, particularly for newly arrived households and those affected by repeated crises.

Protection, Gender and Inclusion

Protection risks remain present for displaced people from Ukraine and vulnerable host community members, particularly women, children, older persons, persons with disabilities, people without legal residence, third-country nationals and ethnic minorities. Barriers related to discrimination, language, disability, documentation, and limited awareness of available services continue to restrict access to assistance. While referral pathways exist for health, legal, and protection services, access to specialised services remains uneven across locations and service providers face capacity constraints. In the Transnistrian region, limited humanitarian access further heightens protection risks and exclusion.

Community Engagement and Accountability (CEA)

Although multiple feedback and information mechanisms are in place, consistent access to clear, timely, and accessible information remains a challenge, particularly in rural areas and among older people and persons with disabilities with limited digital access. Feedback data from the MRCS call centre confirms persistent information gaps on eligibility, procedures, and available services. Opportunities for meaningful participation in programme design and adaptation remain limited in some locations, increasing the risk of unmet expectations, reduced trust, and misinformation if two way communication is not continuously strengthened.

Migration and Case Management

Displaced people from Ukraine and migrants continue to require sustained support with legal status, documentation, access to healthcare, education for children, social benefits, and employment related procedures. Case management demand remains high, particularly for households with complex medical, legal, and socioeconomic needs. Regional differences in service availability and administrative barriers continue to limit consistent access to comprehensive case management and referrals, especially outside Chisinau and Balti.

National Society Capacity

The prolonged nature of the response places sustained pressure on MRCS staff and volunteers. High workload, staff turnover, and emotional strain require continuous investment in staff wellbeing, volunteer care, supervision, and training. At the same time, increasing donor compliance, monitoring, data protection, and reporting requirements continue to stretch PMER, finance, logistics, and administrative capacities, reinforcing the need for continued institutional strengthening and branch level capacity development.

Operational Constraints

Humanitarian operations in the Republic of Moldova continue to be affected by a combination of economic, administrative, geographic, and access related constraints. Inflation, high energy prices, and limited public resources continue to place pressure on both affected households and national service systems, increasing reliance on humanitarian assistance. Seasonal risks, particularly winter heating needs and potential energy disruptions, require constant readiness and contingency planning.

Access to parts of the left bank of the Dniester River (Transnistrian region) remains constrained for national and international stakeholders, including humanitarian actors due to political sensitivities, security considerations, and administrative barriers, limiting the ability of international actors to operate directly and reducing coverage of services. While MRCS maintains branch presence on both banks of the Nistru River, operations in the Transnistrian region require careful coordination, confidentiality measures, and reliance on local partnerships.

Administrative procedures related to residence status, employment, social benefits, and health insurance continue to affect displaced people from Ukraine access to services and livelihoods. These processes vary by location and change over time, complicating case management and referrals. Data

protection requirements and digital access barriers further complicate beneficiary registration, feedback collection, and CVA delivery for older people and persons with disabilities.

Logistical constraints include procurement lead times, market price fluctuations, and the need to maintain contingency stocks for potential influxes, energy outages, or seasonal hazards. While MRCS has strengthened prepositioning and supplier agreements, rapid scale up remains dependent on funding availability and market stability.

Human resource capacity remains under pressure due to the prolonged nature of the response, increased compliance demands, and the need to maintain readiness for sudden escalations. Sustaining volunteer engagement, preventing burnout, and ensuring adequate staffing across all branches remain ongoing challenges.

Uncertainties related to future funding, potential reductions in international support, political developments including elections, and delayed transitions from humanitarian to government led services may affect programme continuity. These factors require MRCS and IFRC to maintain flexible planning, strong coordination with authorities and partners, and continuous adaptation of response modalities.

Federation-Wide Response to Date: Republic of Moldova



TOTAL PEOPLE REACHED

31K	83K	12K
2022	2023	2024

NATIONAL SOCIETY CAPACITY as of July 2024

1.3K		901	
People Trained in First Aid		People Trained in MHPSS	
500		10	
Volunteers Involved in the Operation		Branches Responding	

Disasters and Crises

BASIC NEEDS ASSISTANCE

31K	83K
2022	2023

SHELTER

3.8K	4.7K	2.3K
2022	2023	2024

CASH AND VOUCHER ASSISTANCE

People reached with CHF 3.3M in 2022 - 2023 and CHF 66K in 2024

45K	1.9K
2022 - 2023	2024

Health and Wellbeing

HEALTH AND CARE

8.4K
2022

MHPSS

14K	1.2K	229
2022	2023	2024

WASH

16K	5.9K	12K
2022	2023	2024

Migration and Displacement in 2024

PEOPLE REACHED WITH	Education Support	435
	Language Support Services	375
	140 Social Cohesion Activities	

Values, Power and Inclusion

PROTECTION, GENDER AND INCLUSION

2.6K	309	881
2022	2023	2024

COMMUNITY ENGAGEMENT AND ACCOUNTABILITY

National Society has established feedback mechanisms

Operational Strategy

VISION

MRCS response in 2026 – 2027 will aim to ensure that displaced people from Ukraine, third-country nationals, and vulnerable host communities in the Republic of Moldova receive timely, inclusive, and quality humanitarian assistance. The response will focus on addressing immediate needs in health, mental health and psychosocial support (MHPSS), water, sanitation and hygiene (WASH), protection, migration, and relief, while strengthening community resilience and enhancing the capacity of the National Society to respond effectively.

The response in the Republic of Moldova will be guided by three overarching directions:

- Delivering life-saving and essential assistance to displaced and vulnerable people, ensuring safety, dignity, and equitable access to support.
- Maintaining readiness and rapid response capacity through Emergency Response Teams, Humanitarian Service Points (HSPs), and strengthened branch-level systems to address evolving needs or potential escalations.
- Supporting long-term recovery and resilience, linking humanitarian assistance with sustainable, community-based services that will promote inclusion, protection, and social cohesion.

To meet these objectives, MRCS will work in close collaboration with national and local authorities, as well as with communities and other partners, to fulfil its auxiliary role in humanitarian preparedness and response.

TARGETING

PEOPLE TO BE REACHED

The revised OS will prioritise people displaced from Ukraine and Third-Country Nationals, alongside host-community members where needs are significant. Targeting is vulnerability-based and nationality-neutral, applying the same criteria across all groups:

- Older people (65+) and those with limited mobility.
- People living with disabilities and/or non-communicable diseases facing barriers to care.
- Single-headed households (especially women-led with young children).
- Unaccompanied/separated children and at-risk youth.
- Pregnant or lactating women.
- People without legal residence or stable/safe shelter.

When resources are limited, support is prioritised for people with the most urgent needs, including those requiring life-saving assistance, newly arrived refugees or RAC residents, and households facing several vulnerabilities at the same time. Targeting is adjusted as the situation evolves, for example during sudden increases in arrivals, returns, or winter-related energy disruptions.

Geographically, the focus will be on areas with the highest concentrations of displaced people and key transit points, and RACs, with a secondary emphasis on districts where public services are constrained, notably in parts of the north and south, as indicated by MRCS and inter-agency assessments.

CONSIDERATIONS FOR PROTECTION, GENDER, AND INCLUSION AND COMMUNITY ENGAGEMENT AND ACCOUNTABILITY

Targeting in this operation is guided by MRCS field data, community feedback and coordination with authorities and humanitarian actors in the country. MRCS branches will use the same targeting criteria and verification steps nationwide to avoid inconsistent decisions or unequal access to assistance.

In their work, MRCS makes sure that Protection, Gender, and Inclusion (PGI) and Community Engagement and Accountability (CEA) approached are integrated across all stages of the response, so assistance remains safe, accessible and appropriate. Existing policies on Code of Conduct, Child Safeguarding, Prevention and Response to Sexual Exploitation and Abuse and data protection will be upheld by all staff and volunteers. PGI and CEA focal points at HQ and branch level will support implementation, and referral pathways for health, protection, legal and social services will be integrated into standard operation procedures for RACs, Community Centres and any activated HSPs.


Service delivery will be adapted for people facing barriers through assisted registration for available support, home visits, priority queues and mobile teams. Where access is restricted, including in parts of the Transnistrian region, MRCS will work with local actors and apply proportionate monitoring and confidentiality measures.

Clear information on eligibility, support available and schedules will continue to be shared in three languages – Ukrainian, Romanian, and Russian. Community feedback and complaints will be handled through the Call Centre, helpdesks and focal points, with confidential options for sensitive cases. To better understand which feedback channels communities prefer and trust, relevant questions have already been integrated into the Post-Distribution Monitoring (PDM) tools and will also be included in upcoming needs assessments. This will help MRCS regularly validate channel accessibility, adapt feedback mechanisms as needed and ensure that the channels in use meet community expectations. Feedback trends will inform adjustments to MRCS programming and communities will be updated on these changes.


Monitoring of programme implementation will include sex-, age- and disability-disaggregated data and relevant PGI and CEA indicators to allow data-based decision making in programming. Branch-level reviews will be held quarterly.

Ongoing and Planned Operations


HEALTH AND CARE, INCLUDING MHPSS AND WASH


	HEALTH AND CARE (INCLUDING MHPSS)	IFRC Secretariat Funding Requirement CHF 850,000	
		2026	2027
		CHF 510,000	CHF 340,000
Objective	<i>Communities in crisis-affected areas and displaced people in vulnerable situations are provided with high-quality health and care services, including MHPSS.</i>		
Health and Care			
Key Indicators	Indicator	2026 Target	2027 Target
	# of people reached by the National Society with contextually appropriate health services	36,000	24,000
	# of people trained in first aid	600	400
	Total People to be Reached	36,000	24,000
Priority Actions	<ul style="list-style-type: none"> • The MRCS provides cash for health to vulnerable individuals facing high out-of-pocket medical costs, enabling people to access essential medicines, diagnostics and treatments that are not covered by the public health system and reducing financial barriers to care. • The MRCS delivers community health sessions, disseminates IEC (Information, Education, Communication) materials and uses digital outreach to provide tailored health information and behaviour change messages to vulnerable people, contributing to improved health-seeking behaviour among the targeted individuals. • The MRCS delivers community health sessions, disseminates IEC (Information, Education, Communication) materials and uses digital outreach to provide tailored health information and behaviour change messages to vulnerable people, contributing to improved health-seeking behaviour among the targeted individuals. • The MRCS continues to deliver First Aid training in schools, universities, and other organisations, and to its own staff and volunteers, strengthening people’s ability to provide timely, life-saving support. • MRSC organizes Trainings of Trainers (ToT) (Level C) for First Aid (FA) trainers and maintains six trained staff: Strengthening the internal team of qualified FA trainers ensures consistent and quality FA training across all branches. • To ensure compliance with global standards and best practices, MRCS aligns its FA content and methodology with GFARC guidance. 		


	<ul style="list-style-type: none"> • MRCS gets the IFAA accreditation to provide FA training as service in 2026. • MRCS finalizes the First Aid manual in Romanian and plan translation into Russian (as part of NSD). The updated manual standardizes FA materials and ensures accessibility for both Romanian and Russian-speaking communities. • MRCS develops a specific FA programme for children under 15 years old. Tailoring FA training for younger age groups helps build early safety awareness and equips children with basic lifesaving knowledge they can understand and use. • Expand First Aid, PFA, Healthy Lifestyle trainings facilitated by MRCS volunteers for beneficiaries from host community and displaced people from Ukraine. 		
Mental Health and Psychosocial Support			
Key Indicators	Indicator	2026 Target	2027 Target
	# of people reached by National Society mental health and psychosocial support services	36,000	24,000
	# of people trained in mental health and psychosocial support	180	120
	Total People to be Reached	36,000	24,000
Priority Actions	<ul style="list-style-type: none"> • MRCS continues to provide MHPSS services through social gatherings, sports events, and children’s activities in Community Centres (with Unity Hubs transitioning into Community Centres in 2026) to support people affected by the conflict. • MRCS continues to train staff and volunteers to deliver Psychological First Aid (PFA) and MHPSS services in Community Centres, strengthening their capacity to support people affected by the conflict. • MRCS continues to develop and share MHPSS and PFA materials, including manuals, leaflets, and posters, to strengthen community awareness and preparedness. • MRCS continues developing and distributing MHPSS and PFA materials, such as manuals, leaflets, and posters, as part of its Information, Education, and Communication (IEC) efforts and uses digital outreach to raise awareness and support communities. Scale up MHPSS services through Community Centres and online counselling platforms (covering at least 12 branches). 		

	WATER, SANITATION, AND HYGIENE (WASH)	IFRC Secretariat Funding Requirement CHF 550,000	
		2026	2027
		CHF 330,000	CHF 220,000
Objective	<i>Comprehensive WASH support is provided to people in vulnerable situations, resulting in an immediate reduction in the risk of water-related diseases and improvement in dignity for the targeted population.</i>		
Key Indicators	Indicator	2026 Target	2027 Target
	# of people reached by the National Society with contextually appropriate water, sanitation, and hygiene services	12,000	8,000
	Total People to be Reached	12,000	8,000
Priority Actions	<ul style="list-style-type: none"> • MRCS prepositions 10,000 hygiene kits in MRCS warehouse to complement the stockpiles of other humanitarian actors and will distribute hygiene items, including family hygiene kits, travel kits, and individual items such as hand sanitisers and face masks, to ensure communities are prepared in case of need. • MRCS implements hygiene promotion activities to improve community health, prevent the spread of diseases, and strengthen preparedness in case of increased humanitarian needs. • Conduct hygiene promotion in 80 schools and communities (focus on rural north and south). • Integrate WASH messages into Community Centre programmes (health + PGI + livelihoods). 		

INTEGRATED ASSISTANCE


	SHELTER, HOUSING, AND SETTLEMENTS	IFRC Secretariat Funding Requirement CHF 600,000	
		2026	2027
		CHF 360,000	CHF 240,000
Objective	<i>Communities in crisis-affected areas and displaced people restore and strengthen their safety, well-being and longer-term recovery through shelter and settlement solutions.</i>		
Key Indicators	Indicator	2026 Target	2027 Target
	# of people reached with shelter support	1,200	800
	Total People to be Reached	1,200	800
Priority Actions	<ul style="list-style-type: none"> • MRCS prepositions household items, maintains supplier framework agreements, and keeps volunteer teams and logistics ready for rapid distribution at HSPs, transit points, and host communities in case of escalation. • MRCS keeps supplies of hot drinks, migrant kits, and basic health items prepositioned, with volunteer teams ready to provide immediate support at Transit Hotspots (THS) and HSPs in case of escalation. • MRCS plans to maintain essential services and small improvements in RACs (information & referrals, basic PSS, top-ups of hygiene/NFIs, minor WASH/repairs), including complaints & feedback mechanisms. • Targeted CVA for rent/utilities to support dignified exit from RACs into community housing for eligible households, avoiding duplication with UNHCR and aligning with government schemes. • In case of trigger activation, provision of contingency CVA for people on the move during sudden influxes or border transits. • Operation of a Call Centre to support needs assessment, post-distribution monitoring (PDM), and provide guidance on CVA, ensuring responsiveness during escalation. • Distribute winterization kits (blankets, heaters, clothing) to 2,000 vulnerable households. • Establish emergency stock pipelines with local suppliers (framework agreements). 		

	LIVELIHOODS	IFRC Secretariat Funding Requirement CHF 900,000	
		2026	2027
		CHF 540,000	CHF 360,000
Objective	<i>Communities in affected areas and displaced people receive basic needs assistance to support immediate livelihoods security and recover their way of life and income through sustainable livelihoods programmes that promote socioeconomic integration and economic stability.</i>		
Key Indicators	Indicator	2026 Target	2027 Target
	# of people supported to start or improve their income generation activities	294	196
	Total People to be Reached	294	196
Priority Actions	<ul style="list-style-type: none"> • Cash-for-Work if only feasible will be implemented according to requirements: short duration, fair wage, clear community benefit; coordination to avoid market distortion. • MRCS will facilitate rapid triage to partners with short courses and job-matching services during influxes. • MRCS will offer work-access enablers (transport to interviews/registration; capped PPE/tool vouchers tied to verified job/apprenticeship offers). (design support from IFRC Livelihoods Resource Centre (LRC) as needed) • MRCS will provide skills vouchers or will cover costs for short, accredited courses (e.g., digital basics, caregiving, customer service) and Romanian/ English for the workplace, verifying completion. • MRCS will launch a pilot micro-enterprise pathway: basic business training, simple business plans, mentoring, and staged micro-grants released against milestones and compliance checks, using tools/mentoring backstopping from IFRC LRC • MRCS will address discrete work-readiness barriers (e.g., limited childcare stipends during training, disability-inclusive adaptations) when not covered by social assistance. 		

	CASH AND VOUCHER ASSISTANCE	IFRC Secretariat Funding Requirement CHF 1,900,000	
		2026	2027
		CHF 1,140,000	CHF 760,000
Objective	<i>Displaced people in vulnerable situations have their needs addressed through the use of</i>		


	<i>cash.</i>		
Key Indicators	Indicator	2026 Target	2027 Target
	# of people reached with conditional and/or unconditional cash and voucher assistance	15,000	10,000
	Total People to be Reached	15,000	10,000
Priority Actions	<ul style="list-style-type: none"> • Where market/supply risks are high, MRCS will distribute vouchers redeemable for predefined essential items (food/NFIs), time-bound and restricted to the list of items to be procured. • Provision of contingency one-time CVA for people on the move during sudden influxes or border transits. • Operation of a Call Centre to support needs assessment, post-distribution monitoring (PDM), and provide guidance on CVA, ensuring responsiveness during escalation. • Provide seasonal CVA for rent/utilities to vulnerable households (avoiding duplication with UNHCR and other humanitarian actors). • Pharmacy vouchers for essential medicines and medical consumables. • Vouchers for procurement of assistive devices (e.g., prescription eyeglasses upon medical recommendation) with capped values and verification. • Where appropriate, targeted Cash for Health to remove small financial barriers to care (diagnostics, transport to treatment), following clear eligibility and referral protocols. • Duplication checks will be carried out in coordination with UNHCR, IOM and other relevant partners, in line with inter-agency agreements and applicable data-sharing procedures. 		

PROTECTION AND PREVENTION


	PROTECTION, GENDER, AND INCLUSION	IFRC Secretariat Funding Requirement	
		CHF 200,000	
		2026	2027
		CHF 120,000	CHF 80,000
Objective	<i>Communities in crisis-affected areas and displaced people in vulnerable situations are safe from harm including violence, discrimination, and exclusion, and their needs and rights are met.</i>		
Key Indicators	Indicator	2026 Target	2027 Target
	# of people reached with protection, gender, and inclusion activities	1,200	800

	# of people trained on prevention and protection of sexual exploitation and abuse and child safeguarding	240	160
	Total People to be Reached	1,200	800
Priority Actions	<ul style="list-style-type: none"> • MRCS continues to maintain and operate Child-Friendly Spaces within Community Centres providing safe, inclusive environments where children can play, learn and receive psychosocial support during regular operations and in case of escalation. CFS will be spaces where age- and gender-sensitive activities will be delivered and basic safeguarding and PSEA procedures will be applied, and trained staff/volunteers with clear child-protection and safe-referral pathways in place. • MRCS will conduct Child Safeguarding Risk Analysis in Child Friendly Spaces and Community Centres to ensure the right Safeguarding mechanisms are in place. • MRCS applies PGI minimum standards in all emergency interventions, including safe identification of at-risk individuals, dignified access to services for women, men, boys, girls, older people and persons with disabilities, and confidential referral pathways to specialized services. • MRCS with IFRC will conduct PGI self-assessment and integrate key questions on safety, discrimination, barriers to access and specific needs of minority and marginalized groups. IT will inform development of PGI Roadmap to ensure continued integration of standards into all programmes. • MRCS continues to integrate PGI across all programmes by systematically considering the needs of minority groups and people at heightened risk, ensuring they can safely access Health and MHPSS, WASH, Shelter, Migration, Livelihoods and CVA services as humanitarian needs evolve. • MRCS will ensure integration PSEA and PGI standards into all programmes through mandatory training for staff and volunteers, including codes of conduct, safe and confidential reporting mechanisms, survivor-centred approaches and clear referral pathways, with regular refreshers and induction for new personnel. • MRCS mainstreams PGI into Community Centre programming by combining child-friendly activities, women and youth friendly, ensuring that all activities are designed and delivered in ways that reduce risks and promote dignity. This includes ensuring inclusion of all vulnerable groups, including LGBTQIA+ people, migrants, and ethnic communities, and promoting community dialogue to reduce stigma and discrimination. • MRCS remains aimed at improving data collection and analysis across programmes by disaggregating data and using this information to adapt targeting, and service delivery to reduce exclusion and address specific protection risks. 		


	<ul style="list-style-type: none"> • MRCS will continue coordination with government, UN and specialized protection actors at national level to align PGI and PSEA approaches, harmonize referral pathways, and ensure that serious protection cases identified through MRCS programmes are safely referred and followed up.
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	COMMUNITY ENGAGEMENT AND ACCOUNTABILITY (CEA)	IFRC Secretariat Funding Requirement CHF 200,000	
		2026	2027
		CHF 120,000	CHF 80,000
Objective	<i>The diverse needs, priorities and preferences of the affected communities guide the response through a people-centred approach and meaningful community participation.</i>		
Key Indicators	Indicator	2026 Target	2027 Target
	% of operational feedback received and responded to by the National Society	90%	90%
	# of people who receive information from the National Society through its community engagement activities	54,000	36,000
	# of staff, volunteers and leadership trained on Community Engagement and Accountability	120	80
	Total People to be Reached	54,000	36,000
Priority Actions	<ul style="list-style-type: none"> • MRCS maintains and strengthens accessible feedback and complaints mechanisms (hotline, focal point from RACsCommunity Centres, suggestion boxes, digital channels and community focal points) so people can safely raise questions, concerns and sensitive complaints related to all programmes (Health/MHPSS, WASH, Shelter, Livelihoods, CVA) during sudden influxes and escalation. • MRCS integrates CEA into all programmes and informs people about its services and feedback/complaint mechanisms through community meetings, helpdesks, hotlines, digital communication and IEC materials, and by recording the number of individuals reached. • MRCS organizes community information and feedback sessions at RACs, /Community Centres and informs decisions and plans of focused interventions, focusing on people’s entitlements, available services, and how to provide feedback or complaints. • MRCS uses an integrated digital CRM platform (Digital Engagement Hub) to register, classify and track feedback and complaints from beneficiaries related to 		

	<p>all programmes, enabling timely follow-up, safe referrals and real-time analysis to adjust emergency activities</p> <ul style="list-style-type: none"> • MRCS develops and disseminates adult- and child-friendly informational materials (posters, leaflets, simple FAQs) in relevant languages explaining available services and feedback channels, these are displayed and used in all branches, RACs, Community Centres, and during emergency activities. • MRCS systematically integrates CEA into programme design and implementation across Health and MHPSS, WASH, Shelter, Livelihoods, Migration and CVA. Regular community consultations and focus group discussions are held to inform targeting, delivery modalities (including cash and vouchers), and to jointly review and adapt activities based on community priorities. • MRCS, with the support of IFRC, will identify CEA focal points at branches, which will attend Training of Trainers (ToT) on accountability and CEA for staff and volunteers. Trained facilitators cascade sessions in the branches on CEA principles, safe and confidential feedback handling, data protection and closing the feedback loop to volunteers and community focal points across all programmes and locations. • MRCS increases the number of community sessions on the importance of providing feedback and complaints as a right, promoting a culture of accountability and participation. • MRCS will actively participate in nation-wide technical AAP working group, which will enable close coordination with UN agencies and other relevant actors on CEA/AAP to ensure clear referral pathways. • MRCS will continue integration of CEA data into MEAL systems across all programmes, regularly analysing feedback trends and satisfaction levels to inform programme decisions, adjust programmes and document changes.
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	MIGRATION	IFRC Secretariat Funding Requirement CHF 850,000	
		2026	2027
		CHF 510,000	CHF 340,000
Objective	<i>People on the move, regardless of their background or status, have access to the lifesaving assistance and protection they need.</i>		
Key Indicators	Indicator	2026 Target	2027 Target
	# of migrants and displaced people reached with services for assistance and protection	1,200	800


	Total People to be Reached	1,200	800
Priority Actions	<p>UNITY HUBS TRANSITION TO COMMUNITY CENTRES</p> <ul style="list-style-type: none"> • MRCS supports newly transitioned Community Centres in adapting their services and activities to meet the evolving needs of displaced people from Ukraine and vulnerable groups within host communities • Environmental concerns are indirectly addressed through WASH, shelter, and disaster preparedness (though no standalone environmental sustainability programming is detailed) • Maintain and expand Community Centres in 5 regions, offering: <ul style="list-style-type: none"> • Language courses (Romanian, English). • Employment counselling. • Afterschool activities • Legal orientation. • Social cohesion events (50 per year). • Operate HSPs at borders with mobile volunteer teams. <p>ANALYSIS AND ADVOCACY</p> <ul style="list-style-type: none"> • MRCS continues monitoring and collecting data on people on the move through its branch offices to assess evolving needs and adapt the response as required. • MRCS maintains coordination with government agencies, UNHCR, IOM, and other relevant actors to ensure a harmonized response, identify gaps, and track migration trends for timely action. • Pilot digital information kiosks in 3 Community Centers to connect migrants to services. 		

	RISK REDUCTION, CLIMATE ADAPTATION AND RECOVERY	IFRC Secretariat Funding Requirement CHF 350,000	
		2026	2027
		CHF 210,000	CHF 140,000
Objective	<i>The immediate needs of the people affected are met, their vulnerability to future disaster and climate change impacts is reduced, and the resilience and preparedness of affected communities are strengthened.</i>		
Key Indicators	Indicator	2026 Target	2027 Target
	# staff and volunteers trained on emergency response and/or disaster risk reduction	60	40


<p>Priority Actions</p>	<ul style="list-style-type: none"> • MRCS will pre-position and refresh contingency stocks (winter NFIs, hygiene kits, blankets/heaters, basic lighting/power) in warehouse and dispatch to RACs and transit/border sites to prepare for arrivals surge or outages/cold waves hit. • MRCS will develop and maintain a practical monitoring system tied to conflict/escalation and population-movement alerts, natural hazards warnings, and energy outage notices, with relevant external Actors (UN Agencies, Ministries, etc.) to ensure Early-Warning/Early-Action capacity. • MRCS will monitor conflict- and season-related risks and market signals: escalation alerts, border/transit throughput, access & security constraints, energy outages, and prices/currency for essentials products to adjust activation triggers, CVA transfer values, pre-positioning/dispatch plans, and HSP deployment. • MRCS will train and deploy Emergency Teams of Volunteers (FA, PFA, in-kind distributions, registration for cash and voucher assistance, information provision) to conduct rapid needs assessments in RACs, communities and at BCPs and manage distributions to support MRCS Branches in periods of outages increase needs. • MRCS will activate risk communication via Call Centre/DEH/social media and branches (RU/RO/UA) to provide safe-movement information, registration guidance, and service maps in case border flows intensify; routes change, or outages are forecasted. • MRCS will activate HSPs, including mobile HSPs, at border/transit locations when queues/throughput spike to offer on-the-spot services (information/referrals, FA/PFA, essential items) and demobilize once flows normalize. • MRCS will conduct rapid needs assessment and periodic checks and contingency distributions (e.g., hygiene/cleaning kits post-flood) and refer households to relevant service providers, in case of crisis events occur connected with escalation of conflict, energy crisis and others. • MRCS will update RAC contingency/winterization plans (safe heating/outage procedures; priority referrals for high-risk people displaced from Ukraine and local citizens) and participate in periodic drills. • MRCS will develop materials and run household preparedness sessions (go-bags, medication/cold-chain tips, outage readiness) through Community Centres and branches, with accessible formats and targeted outreach to older people and persons with disabilities. • MRCS will conduct branch-level hazard mapping and implement community-based preparedness initiatives (evacuation signage/routes, small risk-reduction fixes, community drills). • MRCS will participate with branch volunteers in IGSU Civil Protection exercises in their raions and integrate lessons into branch micro-plans. • MRCS will test and update EW/EA SOPs, keep duty rosters/contact trees
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	current, and refine activation triggers.
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ENABLING APPROACHES

	NATIONAL SOCIETY STRENGTHENING	IFRC Secretariat Funding Requirement CHF 1,900,000	
		2026	2027
		CHF 1,140,000	CHF 760,000
Objective	<i>National Societies respond effectively to the wide spectrum of evolving crises and their auxiliary role in disaster risk management is well-defined and recognised.</i>		
Key Indicators	Indicator	2026 Target	2027 Target
	# of volunteers involved in the operation	1,950	1,300
	% of volunteers involved in the operation that are insured	100%	100%
	# of branches responding	24	27
	% of branches responding to the emergency with strengthened capacity to deliver quality services to communities	25%	30%
	% of branches responding to the emergency that use a digital data collection system (mobile or online tools) for standardised reporting	40%	50%
Priority Actions	<ul style="list-style-type: none"> • MRCS strengthens organisational systems by improving personnel management and upgrading financial, PMER, logistics, and information management systems, including the roll-out of ERP, VoISys, and HR/PMER platforms across headquarters and branches. • MRCS enhances coordination and its auxiliary role through regular Movement sectoral coordination meetings, engagement with UN and government partners, and active promotion of its auxiliary status among authorities and external stakeholders. • MRCS advances communications and volunteer management by developing a communication strategy, establishing a Volunteer Management System, providing PPE and insurance for all active volunteers, and creating a National Volunteer Academy with annual training cycles, supported by the implementation of the PSEA Action Plan. • MRCS strengthens branch capacity by renovating and equipping 10 branches with offices, IT, and basic logistics, and ensuring each branch has pre-positioned emergency stocks for 500 people. 		

	<ul style="list-style-type: none"> • MRCS reinforces emergency preparedness by building branch-level response capacities through training, vehicles, and equipment, rehabilitating two regional warehouses in the North and South, and establishing three fully functional warehouses with IT-enabled logistics systems. • MRCS improves resource mobilisation and sustainability by launching domestic fundraising efforts and building partnerships with the Moldovan private sector to co-finance branch operations.
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	IFRC SECRETARIAT SERVICES	IFRC Secretariat Funding Requirement CHF 1,700,000	
		2026	2027
		CHF 1,020,000	CHF 680,000
Objective	<i>Technical and operational complementarity is enhanced through cooperation among the IFRC Membership and with the ICRC.</i>		
Priority Actions	<p>OPERATIONAL MANAGEMENT AND COORDINATION</p> <ul style="list-style-type: none"> • The IFRC Secretariat supports MRCS to plan, manage and coordinate through its Country Office in the Republic of Moldova, the implementation of the Emergency Appeal (EA), and ensures assistance and resources are efficiently channelled to meet humanitarian needs and providing strategic and programmatic guidance. • The IFRC Secretariat, together with the Regional Office for Europe (ROE) and Geneva Secretariat, ensures alignment with the wider IFRC EA framework and timely technical and managerial support. <p>MOVEMENT COORDINATION</p> <ul style="list-style-type: none"> • The IFRC Secretariat facilitates regular coordination with the ICRC, Partner National Societies, Humanitarian Stakeholders in Country and governmental stakeholders to strengthen complementarity, avoid duplication and promote a unified RCRC Movement response in the Republic of Moldova. <p>SECURITY AND DUTY OF CARE</p> <ul style="list-style-type: none"> • The IFRC Secretariat ensures security risk management across the response, including context monitoring, area-specific risk assessments, and the application of IFRC security plans and risk-mitigation measures for all in-country personnel. • Contingency arrangements will be maintained and exercised in case of, in close coordination with ICRC and MRCS. <p>RESOURCE MOBILISATION AND PARTNERSHIPS</p>		

- The IFRC Secretariat coordinates and mobilises multilateral support for the EA in the Republic of Moldova, ensures coherence with bilateral engagement and alignment with evolving humanitarian priorities.
- The IFRC Secretariat supports MRCS with concept notes, proposals, reporting packages and donor visibility requirements.

CORPORATE SERVICES (ADMINISTRATION/HR/IT/LEGAL)

- The IFRC Secretariat provides administrative, human resources and IT support for in-country operations (travel, accommodation, office assets, protocol/visa support) and ensures legal and insurance compliance for IFRC activities; support to MRCS is provided upon request.

FINANCE

- The IFRC Secretariat manages EA financial processes in the Republic of Moldova - budget review and validation, fund transfers, payments, cash-flow forecasts and audits in full compliance with IFRC policies and donor requirements and supports MRCS financial reporting as needed.

COMPLIANCE AND RISK MANAGEMENT

- The IFRC Secretariat maintains and updates an operation risk register (programmatic, fiduciary, safeguarding, security) in line with the IFRC Risk Management Framework.
- Periodic spot checks and compliance testing (procurement, finance, administration) are undertaken to identify gaps and trigger corrective actions.

PLANNING, MONITORING, EVALUATION, QUALITY ASSURANCE, IM, CEA AND PGI

- The IFRC Secretariat supports MRCS to operationalise coherent monitoring systems (standard tools, sampling/PDM, indicator tracking, data consolidation) so that evidence informs programme adjustments and reporting.
- CEA/Call Centre/DEH are linked with PMER and IM for two-way feedback and accountability
- Child Safeguarding Policy: The IFRC Child Safeguarding Policy is in place and serves as the guiding framework for safeguarding across all supported activities in the Republic of Moldova, including those implemented by MRCS involving children (e.g., Child Friendly Spaces and Community Centres/. We will ensure this is explicitly referenced and reflected in the revised narrative.
- PSEAH Policy: The IFRC PSEAH Policy is in place and is applied as the core standard for MRCS staff/volunteers engaged in the response. We will strengthen the plan text to clearly reflect the policy's application and scope.
- Safe Referral Mechanisms: Safe referral mechanisms are currently under development with IFRC in-country technical support. At present, there are basic service lists, primarily for MHPSS, and limited service mapping. Standard

Operating Procedures and a more structured referral approach are being developed and will be reflected in the updated plan.

- To ensure consistent quality and monitoring across all MRCS branches, a harmonized systems approach will be adopted. MRCS will develop and implement a common beneficiary registration tool, enabling all branches to apply the same data collection standards, avoid duplication, and ensure coherent beneficiary tracking. This will be complemented by quarterly indicator-based reporting, where each branch will report against standardized indicators. Sector and Programme Coordinators will be responsible for compiling and reviewing the narrative elements of the reports, while the PMER focal point will conduct centralized data validation to ensure accuracy and consistency across all submissions.
- In addition, MRCS will strengthen its monitoring system through regular field engagement. Monthly monitoring visits will be conducted across branches to assess implementation progress and verify compliance with programme standards. These visits will be supplemented by focus group discussions with affected people and Post-Distribution Monitoring activities, ensuring that community feedback and perceptions are continuously captured and inform programme adjustments. Through these mechanisms, MRCS will maintain high-quality implementation, enhance accountability, and ensure a consistent approach across the entire network of branches.

CASH AND VOUCHER ASSISTANCE (CVA) SYSTEMS

- The IFRC Secretariat provides technical backstopping for CVA readiness and delivery, including AccessRC workflows, SOPs, deduplication/data-sharing, Financial Service Provider contracting/KYC, transfer-value/MEB reviews and risk controls; surge set-up for MPCA and rent/utilities top-ups is supported as needed.

LOGISTICS AND SUPPLY CHAIN

- The IFRC Secretariat supports MRCS procurement planning, quality assurance, warehousing (including pre-positioning), customs/transport and fleet management, maintaining supplier framework agreements and pipeline management adapted to access and seasonal constraints.

SURGE AND TECHNICAL SUPPORT

- The IFRC Secretariat deploys or provides remote technical support to MRCS (DM/DRR, CVA, PMER/IM, CEA/PGI, Logistics, Health/MHPSS, Migration) to reinforce operational delivery and capacity strengthening.

COMMUNICATIONS AND HUMANITARIAN DIPLOMACY

- The IFRC Secretariat positions MRCS and the Movement through coordinated public communications, campaigns and digital outreach, amplifying community voices and evidence from the operation.

	<ul style="list-style-type: none"> The IFRC Secretariat advocates for principled and unimpeded humanitarian action, promoting access to essential services, protection of displaced people and the auxiliary role of National Societies, consistent with IHL and the Fundamental Principles.
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Risk Management

Risk	Likelihood	Impact	Mitigating Actions
New escalation of the armed conflict in Ukraine leading to new influx	Medium	High	Maintain contingency stocks; train and activate Emergency Response Teams; keep HSPs and border branches operationally ready
Increased economic hardship and inflation in the Republic of Moldova	Medium	Medium	Continue and improve MRCS CVA flexibility and coverage; integrate host population in targeting; advocate with government actors
Withdrawal or reduction of international support	Medium	High	Strengthen cooperation with authorities; align with Unified Plan; mobilize domestic funding and local partners
Limited access to vulnerable or marginalized groups (e.g. rural)	Low	Medium	Localize services via Social Integration and Inclusion Centres, mobile units; improve outreach; strengthen volunteer/community networks
Data protection and accountability breaches in feedback or CVA systems	High	High	Implement CEA/PGI protocols; strengthen data ethics training and secure platforms; Personal data protection policy, IT system,
Natural hazards (e.g. floods, heatwaves) impacting vulnerable groups	Medium	Medium	Include DRR in community outreach; coordinate seasonal preparedness with IGSU; strengthen early warning links
Staff and volunteer burnout due to prolonged engagement	Low	Medium	Introduce regular psychosocial support; improve workload planning; expand HR and volunteer base; CEA/PGI Increase the diversity within the organization; stronger focus on mainstreaming PGI into services; IFRC tools; Duty of Care, Code of Conduct to be revised; Special emphasis on volunteers;

Misinformation or public distrust toward MRCS	Medium	Medium	Strengthen community communication through CEA; promote visibility and transparency; Fully implement CEA SOPs; train staff/volunteers on accountability; monitor feedback resolution times
Upcoming parliamentary elections (2025) leading to instability or operational disruption	Low	Medium	Maintain neutrality and visibility of MRCS; reinforce coordination with public authorities at all levels
Delayed or unclear transition of responsibilities from UN/INGOs to government	Medium	Medium	Position MRCS as auxiliary actor; advocate for clear transition planning; active participation in national coordination forums; active participation also at the local level; both HQ and branch level;
Limited capacity of MRCS branches to absorb scale-up of services	High	High	Strengthen branch-level development; provide training and technical support; mobilize volunteers and increase capacity of mobile teams; Development of NS plans, with a focus on the branches; Unified methodology to measure progress
Lack of sustainable funding for long-term integration programming (e.g. Community Centers)	High	High	Advocate with donors for multi-year funding; diversify funding sources; streamline integration targets into national plans; leverage community support
Reputational risk following complaints/feedback not being appropriately addressed	Medium	High	Fully implement CEA and CFM SOPs; train staff/volunteers on accountability; monitor feedback resolution times
Internal institutional transition challenges within MRCS (e.g. restructuring, staff turnover, system gaps)	High	Medium	Align reforms with Unified Plan; strengthen internal communication; prioritize NSD investments and continuity planning; HR procedures; logistics, financial, HR procedures to be implemented.
Inadequate coverage of parts of the country	High	Medium	Branches ensure that they are active and present in their entire area of responsibility.
Limited humanitarian access or coordination	Medium	High	Maintain dialogue with local authorities and all Movement actors; ensure

challenges in the Transnistrian region

neutrality; pre-position stocks in branches; invest in local capacities in the Transnistrian region

Quality and Accountability

Federation-wide quality and accountability will be ensured through coordinated monitoring, reporting, and learning arrangements between the IFRC, the National Society, and Movement partners. A harmonised set of indicators and standard reporting tools will be used across the operation to provide a consolidated and consistent overview of progress, results, and reach, in line with IFRC standards for external reporting

Monitoring data is collected at community and branch level and consolidated through national and Federation-wide reporting processes, with IFRC PMER and information management functions providing technical support to strengthen data quality, validation, and analysis. Regular reporting cycles are maintained to ensure accountability to affected populations, donors, and Movement partners, while internal monitoring supports timely programme adjustments.

Community engagement and feedback are integrated into monitoring processes to ensure services remain relevant, accessible, and responsive. Learning is supported through periodic reviews, evaluations where appropriate, and the use of monitoring findings and community feedback to adapt activities over time. Any adjustments to monitoring or reporting arrangements during the implementation period will be reflected in operational updates.

Please see [Annex 1](#) or the indicator definitions and the targets set for this Operational Strategy.

IFRC Secretariat Funding Requirement for the Republic of Moldova in 2026 - 2027

Planned Operations	
Health and Care, Including MHPSS	CHF 850,000
WASH	CHF 550,000
Shelter, Housing, and Settlements	CHF 600,000
Livelihoods	CHF 900,000
Cash and Voucher Assistance	CHF 1,900,000
Community Engagement and Accountability	CHF 200,000
Protection, Gender and Inclusion	CHF 200,000
Migration	CHF 850,000
Risk Reduction, Climate Adaptation and Recovery	CHF 350,000
Enabling Approaches	
National Society Strengthening	CHF 1,900,000
IFRC Secretariat Services	CHF 1,700,000
Total IFRC Secretariat Funding Requirement	CHF 10,000,000

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Reference



Click here for:

- [Ukraine and Impacted Countries Emergency landing page on IFRC GO](#)
- [Note on methodology in estimating people to be reached targets and federation-wide response to date overview](#)

Annex I: Indicator Definitions and Targets

Given the variability of National Societies' data systems, it is not always possible to distinguish unique individuals from multiple instances of support. Therefore, some figures may reflect service counts rather than unique reach. To minimise overestimation and ensure consistency, the methodology applies yearly disaggregation and uses the highest reported indicator value to calculate both sector-level and total reach, rather than summing indicators.

While targets are calculated at indicator level, sector/enabling-approach targets are similarly based on the highest estimate within each group of indicators to avoid double counting. As we avoid cumulative reporting wherever possible, any instance where cumulative values must be presented is clearly labelled as "services to be provided" rather than "people to be reached". In line with the Federation-wide reporting approach, "people to be trained" targets are excluded from overall "people to be reached" figures, as training and direct service delivery are classified and reported separately. For more details, kindly refer to the [UIC EA Federation-wide Data Methodology](#).

Indicator	Definition	Target	
		2026	2027
HEALTH AND CARE			
# of people reached by the National Society with contextually appropriate health services	This indicator counts the number of people who receive primary health care, first aid, or health-related referrals, as well as those supported through mobile health services, home-based care, rehabilitation services or spaces, health awareness and disease prevention sessions, or CVA for health-related needs from the National Society.	36,000	24,000
# of people trained in first aid	This indicator counts the number of people who have been trained in First Aid. This includes National Society volunteers, staff, and community members.	600	400
Total people to be reached:		36,000	24,000
MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT			
# of people reached by National Society mental health and psychosocial support services	This indicator counts the number of people who have received mental health and psychosocial support (MHPSS) from the National Society. This includes people assisted through group sessions or individual support, including psychological first aid, structured group activities, referrals for specialised mental health care, and other psychosocial support sessions.	36,000	24,000
# of people trained in mental health and psychosocial support	This indicator counts the number of people who have been trained in mental health and psychosocial support (MHPSS), including psychological first aid and other MHPSS-related trainings. This includes National Society volunteers, staff, and communities.	180	120
Total people to be reached:		36,000	24,000

WATER, SANITATION, AND HYGIENE			
# of people reached by the National Society with contextually appropriate water, sanitation and hygiene services	This indicator measures the number of people supported through programmes that provide access to safe water, sanitation and hygiene services. This includes supplying clean or purified water where systems are disrupted, restoring or repairing damaged water and sanitation facilities, and delivering hygiene promotion and awareness activities in communities and schools. It also covers the integration of hygiene messages into community programmes to support safe practices and reduce public health risks.	12,000	8,000
Total people to be reached:		12,000	8,000
SHELTER, HOUSING, AND SETTLEMENTS			
# of people reached with shelter support	This indicator measures the number of people who receive shelter assistance or related services that improve their safety, dignity, and living conditions before, during, or after a crisis. This includes general shelter support such as providing essential household items, carrying out light repairs to homes, shelters, or critical community facilities, supplying insulation materials, improving access to safe spaces during emergencies, offering cash or voucher assistance for minor repairs or for rent and utilities, and maintaining essential services in temporary accommodation centres. It also includes winter-specific support, delivered as a seasonal modality within shelter assistance, such as distributing winter items and providing heating, energy, and minor winter repair assistance to help households and community facilities cope with cold weather conditions.	1,200	800
Total people to be reached:		1,200	800
LIVELIHOODS			
# of people supported to start or improve their income generation activities	This indicator measures the number of people who receive support to start, restore, or improve income-generating activities and livelihoods. Assistance may include financial support (such as grants or staged micro-grants), vocational or skills training, business development support, provision of equipment or materials, and tailored coaching or mentoring to help people establish or strengthen small businesses, self-employment, or agricultural production. In impacted countries, support may include livelihood activities such as cash for work, work-readiness support, job-matching and referral to short courses, transport or tool assistance to access employment, accredited skills or vocational training, micro-enterprise support through training, mentoring and staged grants, and addressing practical barriers to entering the labour market (e.g., childcare or disability-inclusive adaptations).	294	196
Total people to be reached:		294	196

CASH AND VOUCHER ASSISTANCE			
# of people reached with conditional and/or unconditional cash and voucher assistance	<p>This indicator counts the number of people who received cash or voucher assistance through Red Cross-managed programmes.</p> <p>This indicator reflects assistance delivered through cash or vouchers as a modality and does not include in-kind distributions.</p> <p>In impacted countries this includes support to meet basic needs (such as food, clothing, essential household items, rent, or utilities), access essential health or protection services, carry out minor shelter repairs, or strengthen livelihoods through vocational training, income-generating activities, or small business development. It also covers targeted assistance provided to people affected by conflict, displacement, or sudden movements, including those requiring support for recovery, reintegration, or addressing urgent immediate needs.</p>	15,000	10,000
Total people to be reached:		15,000	10,000
PROTECTION, GENDER, AND INCLUSION			
# of people reached with protection, gender, and inclusion activities	<p>This indicator counts the number of people who receive protection-related services that support their safety, dignity, and inclusion.</p> <p>This includes activities such as awareness-raising on protection risks, child safeguarding and safe referral, support to families of missing persons, case management for gender-based violence and other protection concerns, information and risk-reduction sessions (including explosive ordnance awareness), psychosocial and practical support to vulnerable groups, and access to safe, inclusive spaces and services.</p>	1,200	800
# of people trained on prevention and protection of sexual exploitation and abuse and child safeguarding	<p>This indicator counts the number of volunteers, staff, and associated personnel who have received PGI-related training, including general PGI modules and training on preventing, identifying, and responding to sexual exploitation, abuse, and harassment, as well as safeguarding.</p>	240	160
Total people to be reached:		1,200	800
COMMUNITY ENGAGEMENT AND ACCOUNTABILITY			
% of operational feedback received and responded to by the National Society	<p>This indicator measures the proportion of operational feedback issues that the National Society has responded to and resolved, compared with the total number of feedback issues received.</p> <p>Operational feedback refers to feedback about the delivery and quality of humanitarian services, including access to and eligibility for support, timeliness, and any issues affecting how assistance is provided to affected people.</p> <p>Resolved feedback means the National Society has responded to the person, taken any necessary action, and formally closed the feedback loop by marking the issue as completed and informing the person of the outcome.</p>	90%	90%

<p># of people who receive information from the National Society through its community engagement activities</p>	<p>This indicator counts the number of people who received information directly from National Society staff or volunteers through two-way communication. This includes people receiving information from the National Society during community visits, group sessions, helpline calls, distribution, helpdesks, or direct digital exchanges.</p> <p>Two-way communication means that the National Society provides information directly to people and people have the opportunity to respond, ask questions, engage in a dialogue or are referred to appropriate support. It also means that National Society responds to feedback and complaints they receive.</p> <p>Direct digital communication refers to any digital interaction where the National Society can confirm that a specific person received information, for example, hotline calls, SMS/WhatsApp exchanges, emails and other digital means.</p> <p>This indicator counts direct reach only and does not count the reach via social media or TV/radio channels.</p>	<p>54,000</p>	<p>36,000</p>
<p># of staff, volunteers and leadership trained on Community Engagement and Accountability</p>	<p>This indicator counts the number of staff, volunteers, and leaders who have received training in Community Engagement and Accountability (CEA), including approaches, tools, and practices for ensuring meaningful participation, feedback, and two-way communication with communities.</p>	<p>120</p>	<p>80</p>
<p>Total people to be reached:</p>		<p>54,000</p>	<p>36,000</p>
<p>MIGRATION</p>			
<p># of migrants and displaced people reached with services for assistance and protection</p>	<p>This indicator counts the number of people who received migration and integration and inclusion-related assistance that supports their safety, dignity, and ability to access essential services when leaving, fleeing, or returning to their homes.</p> <p>In impacted countries, this includes support that meets immediate needs such as information, case management, transportation and evacuation, and legal or administrative guidance; services that facilitate integration or social cohesion, such as language courses, employment counselling, after-school activities, and community events; and activities that help returnees re-establish their lives in their home countries, including vocational training and support for business start-ups. It also covers efforts to connect displaced people with services through community centres and hubs, provide mobile assistance at borders, and coordinate with authorities and partners to monitor trends, identify risks, and ensure a harmonised, protection-focused response.</p>	<p>1,200</p>	<p>800</p>
<p>Total people to be reached:</p>		<p>1,200</p>	<p>800</p>

RISK REDUCTION, CLIMATE ADAPTATION, AND RECOVERY			
# staff and volunteers trained on emergency response and/or disaster risk reduction	This indicator measures the number of staff and volunteers who are part of, or preparing to join, the National Society's emergency response team and who have received training related to emergency response and/or disaster risk reduction.	60	40
NATIONAL SOCIETY STRENGTHENING			
# of volunteers involved in the operation	This indicator counts the number of registered National Society volunteers who have participated in the response to the emergency on a recurring basis during the reporting period. A volunteer is considered involved if they have taken part in at least two response activities or have been engaged in responding to the emergency at least once per month.	1,950	1,300
% of volunteers involved in the operation that are insured	This indicator measures the proportion of active, registered volunteers engaged in the emergency response who are included in an insurance policy that covers health, accident, and death compensation.	100%	100%
# of branches responding	This indicator counts the number of National Society branches that are actively engaged in the emergency response during the reporting period. A branch is considered responding if it carries out one or more emergency response activities as part of the National Society's coordinated response during the reporting period.	24	27
% of branches responding to the emergency with strengthened capacity to deliver quality services to communities	<p>This indicator measures the percentage of responding National Society branches that have strengthened their operational, organisational, and service-delivery capacity through funding provided by the Emergency Appeal.</p> <p>A branch is considered to have strengthened capacity if it meets at least three (3) out of the following six (6) conditions:</p> <ol style="list-style-type: none"> 1) The branch has completed a self-assessment (OCAC, BOCA) or annual planning aligned with the National Society Strategic Plan and has an active action plan based on this process. 2) The branch has an operational base and essential equipment, such as office space, furniture, and IT equipment, that enable staff and volunteers to work effectively and provide services to communities. 3) The branch has minimum emergency response capacity demonstrated through trained volunteer teams and key emergency equipment (e.g., volunteer protection equipment, first-aid kits, vehicles or access to emergency stock). 4) The branch delivers at least one National Society service in line with nationally standardised service guidelines, for example: a) a nationally approved service package (home-based care, MHPSS provision, employability support, etc.); or b) a standardised community centre/ hub model. 5) The branch demonstrates minimum community engagement and accountability and protection, gender and inclusion capacity through both of the following: a) uses at least one 	25%	30%

	<p>feedback mechanism (e.g. hotline, feedback box, QR code for feedback, etc.) and applied the feedback in service delivery; and b) integrates PGI considerations into service delivery (e.g. identifying and responding to access barriers to support for people in vulnerable situations, applies safeguarding practices).</p> <p>6) The branch demonstrates progress in resource mobilisation through at least one of the following: a) conducting a local fundraising activity; or b) developing an income-generating initiative; or c) formalising cooperation with a local authority or business; or d) submitting a grant application or partnership proposal.</p>		
<p>% of branches responding to the emergency that use a digital data collection system for standardised reporting</p>	<p>This indicator measures the percentage of National Society branches responding to the emergency that use digital data collection systems, such as mobile apps (e.g., Excel, Kobo, ODK, RedRose) or online forms (e.g., Power Apps, DHIS2 forms, Google Forms), to submit standardised activity reports and data during the emergency, enabling faster, more reliable data flows that strengthen accountability and the evidence base for programme planning and transparent donor communication.</p> <p>Digital systems exclude paper forms, paper forms or reports digitalised into PDF format, and updates sent via WhatsApp or SMS.</p>	<p>40%</p>	<p>50%</p>