



# Multi-stakeholder Reflection Workshop Report

**Poland: Ukraine and Impacted  
Countries Emergency Appeal**

**2026**

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### ***Abbreviations***

**CVA** – Cash and Voucher Assistance

**GBV** – Gender-Based Violence

**HQ** – Headquarters

**IFRC** – International Federation of Red Cross and Red Crescent Societies

**MHPSS** – Mental Health and Psychosocial Support

**MSF** – Médecins Sans Frontières

**NSD** – National Society Development

**PCK** – Polish Red Cross (Polski Czerwony Krzyż)

**PGI** – Protection, Gender and Inclusion

**PMER** – Planning, Monitoring, Evaluation and Reporting

**PNS** – Partner National Society

**SOP** – Standard Operating Procedure

**UKR PESEL** – Temporary Protection Identification Number for Ukrainian nationals in Poland

## 1. BACKGROUND AND OBJECTIVES

### 1.1 Background

On 28 February 2022, the International Federation of Red Cross and Red Crescent Societies (IFRC) launched the Ukraine and Impacted Countries Emergency Appeal (MGR65002) in response to the escalation of the international armed conflict between Russia and Ukraine. Poland rapidly became one of the primary destinations for people fleeing the conflict, predominantly women, children and older persons. By October 2025, approximately one million displaced people from Ukraine were recorded in Poland, including 960,000 registered under temporary protection schemes.

In response, the Polish Red Cross, supported by the IFRC network and Movement partners, implemented its largest emergency operation in its modern history. Between 28 February 2022 and 31 December 2025, the operation targeted 1,265,000 people under the IFRC Emergency Appeal, with a Federation-wide funding requirement of CHF 170 million.

The response evolved significantly over the four-year period. Initially focused on life-saving relief assistance, including food, hygiene items, shelter support, health services, multipurpose cash assistance and mental health and psychosocial support (MHPSS), the operation gradually transitioned toward early recovery, integration and inclusion programming.

Over time, Polish Red Cross expanded and diversified its programming to include:

- Large-scale multipurpose cash assistance and sectoral cash interventions
- Community-based MHPSS
- Livelihoods and micro-entrepreneurship initiatives
- Integration centres providing language courses, legal counselling, psychosocial care and employability support
- Protection, gender and inclusion (PGI) mainstreaming and safeguarding mechanisms
- Volunteer management system development
- Digitalisation and enterprise resource planning (ERP) systems
- Strengthened planning, monitoring, evaluation and reporting systems

The scale and complexity of the response triggered significant institutional transformation within Polish Red Cross. Prior to 2022, several response modalities such as large-scale cash and voucher assistance (CVA), structured livelihoods programming, and comprehensive MHPSS services were not institutionalised within the organisation. With IFRC support, Polish Red Cross strengthened its operational systems, digital infrastructure, volunteer management mechanisms, safeguarding policies, risk management systems and strategic planning frameworks, the operational context had shifted considerably. The response was increasingly characterised by:

- Protracted displacement and integration challenges
- Changes in national migration and protection legislation
- Rising rental costs and closure of collective accommodation sites
- Growing “compassion fatigue” and social cohesion pressures
- Funding constraints affecting sectoral targets

Simultaneously, Polish Red Cross was called to respond to additional crises, including the 2024 Central European floods and continued migration flows from Belarus, further testing the systems and capacities developed during the UIC EA.

With the formal closure of the Emergency Appeal in Poland covering the period up to 31 December 2025, the need emerged to reflect systematically on achievements, operational adaptations, institutional transformation and strategic implications for the future.

## 1.2 Objectives of the Multistakeholder Reflection Workshop

The Multistakeholder Reflection Workshop, held in Warsaw on 3–4 February 2026, was convened as a structured learning and transition milestone following the closure of the Emergency Appeal.



*Participants of the Multistakeholder Reflection Workshop in Warsaw, Poland, 3 February, Source: Maciej Zygmunt*

The workshop aimed to:

1. **Review and acknowledge achievements**  
Reflect on the evolution of the Polish Red Cross response since 2022, including service delivery results, institutional strengthening and partnerships across the Movement.
2. **Consolidate key operational and strategic learnings**  
Validate lessons identified through survey findings and collective reflection, ensuring that learning is evidence-based and grounded in operational realities.
3. **Analyse the current humanitarian and institutional context**  
Situate the validated learnings within Poland's evolving migration, integration and socio-economic landscape, as well as within [Polish Red Cross Strategy 2030](#) and the [Unified Plan 2026–2028](#).
4. **Translate learning into forward-looking action**



Identify concrete actions, roles and responsibilities required to institutionalise key learnings and ensure sustainability beyond the Emergency Appeal phase.

The workshop brought together 43 participants representing Polish Red Cross senior leadership, headquarters representatives, regional and branch levels, IFRC Country Cluster Delegation and Regional Office for Europe, and multiple Partner National Societies.

Branch-level representation covered all voivodeships that were engaged in the implementation of the Appeal, including Dolnośląskie, Kujawsko-Pomorskie, Lubelskie, Lubuskie, Łódzkie, Małopolskie, Mazowieckie, Opolskie, Podkarpackie, Podlaskie, Pomorskie, Śląskie, Świętokrzyskie, Warmińsko-Mazurskie, Wielkopolskie and Zachodniopomorskie. Participants from these branches included directors and operational focal points directly involved in delivering assistance across sectors such as cash and voucher assistance, livelihoods, health and mental health, protection and integration services.

Headquarters participants represented key thematic and enabling functions, including operations management, cash preparedness, health and mental health and psychosocial support, protection, gender and inclusion, community engagement and accountability, planning, monitoring, evaluation and reporting, finance and logistics, and institutional development.

The IFRC was represented by colleagues from the Country Cluster Delegation in Warsaw and the Regional Office for Europe, including operational management, technical and support services. Partner National Societies present at the workshop included the British Red Cross, Spanish Red Cross, German Red Cross and the Netherlands Red Cross. These partners had provided bilateral and multilateral technical and financial support during the Appeal period, particularly in areas such as livelihoods, cash and voucher assistance, preparedness, volunteer management and institutional strengthening.

The composition of participants ensured a comprehensive and multi-level reflection process that brought together strategic leadership, operational implementers, technical experts and Movement partners. This structure enabled the validation of lessons learned across institutional levels and thematic areas.

The overall purpose of the workshop was not only to document lessons learned, but to support Polish Red Cross' transition from emergency response to sustained, strategic programming in line with its auxiliary role and long-term development priorities.

## 2. METHODOLOGY

The Multistakeholder Reflection Workshop was designed as a participatory, evidence-informed and forward-looking process. Its methodology combined pre-workshop data collection, structured plenary inputs, facilitated thematic group work and cross-validation exercises to ensure that conclusions were grounded in operational experience and endorsed by participants.

The workshop was facilitated by

- Nana Gamkrelidze, Planning, Monitoring, Evaluation and Reporting Delegate, IFRC
- Sarah Omrane, Programme Manager, British Red Cross



The administrative support was provided by the IFRC Poland team.

## 2.1 Preparatory Phase

Prior to the workshop, a structured reflective survey was disseminated to all confirmed participants. The survey aimed to capture individual and institutional perspectives on key achievements, operational challenges and lessons learned during the implementation of the Ukraine and Impacted Countries Emergency Appeal. Responses from 21 respondents (17 from Polish Red Cross, 3 from IFRC and 1 from PNS) were analysed and synthesised by the facilitation team and grouped into thematic categories aligned with the main operational and enabling areas of the response. These findings served as the primary evidence base for the validation discussions during the workshop.

In parallel, Polish Red Cross headquarters and branch representatives were invited to prepare short presentations highlighting major achievements and institutional changes observed during the Appeal period. Materials were submitted in advance to ensure coherence, avoid duplication and support time management during the workshop.

## 2.2 Workshop Design and Structure

The workshop was structured around three guiding dimensions: “Look Back”, “Look Around” and “Look Forward”. This structure ensured a logical progression from retrospective reflection to contextual analysis and, finally, to forward-looking action planning.

The first day focused primarily on reviewing achievements and validating lessons learned. Branch-level presentations provided qualitative and operational insights into how the Appeal had been implemented across different regions. These were complemented by a headquarters-level overview of sectoral achievements and organisational development, enabling participants to situate local experiences within a national and Federation-wide perspective.

Following the achievements session, the facilitation team presented synthesised survey findings, highlighting convergences, divergences and emerging thematic patterns. Participants were then divided into four thematic working groups reflecting the main operational and institutional pillars of the response: **Operations Management and Resource Mobilisation**; **National Society Development**, including community engagement, PMER, preparedness and volunteer management; **technical programmatic areas** such as cash and voucher assistance, health, mental health and psychosocial support, protection and safeguarding; and **communications, humanitarian diplomacy, information management, digitalisation and data protection**.

Each group received a structured validation template and a printed list of pre-identified learnings. Groups were tasked with categorising each learning as validated, requiring adjustment or incomplete. They were also encouraged to identify missing learnings based on their operational experience. This approach ensured that lessons were not only discussed but systematically reviewed and refined.

A cross-validation exercise followed, during which participants rotated between thematic groups. Using a visual prioritisation method, participants indicated agreement, required adjustment or disagreement with



specific learnings. This mechanism strengthened collective ownership, reduced thematic silos and ensured that validated conclusions reflected broad consensus rather than isolated perspectives.

The second day shifted toward contextual and strategic alignment. Presentations on the evolving humanitarian landscape in Poland and on [Polish Red Cross Strategy 2030](#) and the [Unified Plan 2026–2028](#) provided a shared analytical framework. Participants then worked in groups aligned with strategic pillars to map validated learnings against future priorities. This exercise ensured that lessons were explicitly linked to institutional strategy rather than remaining abstract reflections.

### 2.3 Operationalising Learnings into Action

The final phase of the methodology focused on operationalisation. Building on validated learnings and strategic alignment, participants developed preliminary action points to institutionalise key lessons. For each proposed action, groups were asked to define indicative timelines and clarify roles and responsibilities, including lead functions, supporting actors and consultation requirements.

This step moved the discussion from reflection to accountability. It aimed to embed learning within organisational processes and clarify ownership across headquarters, branches and partners.

### 2.4 Documentation and Quality Assurance

Throughout the workshop, note-takers supported each session and thematic group. Documentation focused on capturing key discussion points that were not reflected on flipcharts, while avoiding duplication of written outputs. Flipcharts, validation templates and action planning matrices were collected and consolidated following the workshop.

The facilitation team synthesised plenary discussions, group outputs and survey findings into a structured workshop report. Special attention was paid to distinguish between evidence-based validated learnings, areas requiring further refinement and forward-looking commitments. The methodology therefore ensured traceability between participant contributions and final conclusions.

## 3. Limitations

While the Lessons Learned Workshop and pre-workshop survey provided valuable insights into the implementation of the Ukraine and Impacted Countries Emergency Appeal in Poland, several limitations should be acknowledged.

First, the pre-workshop survey was completed by 21 respondents. Although participants represented headquarters and branch perspectives, the sample does not constitute a statistically representative cross-section of all staff and volunteers involved in the response. The findings therefore reflect informed internal perspectives rather than a comprehensive organisational assessment.

Second, both the documented achievements and the lessons identified in this report are based primarily on internal documentation and self-reported experiences shared by headquarters and branch representatives. As such, they are subject to recall bias, selective emphasis and individual interpretation. While the workshop validation process enabled collective discussion, cross-branch comparison and refinement of findings, neither the achievements nor the lessons have been independently verified through external evaluation or third-



party assessment. The report therefore reflects a consolidated internal institutional perspective rather than an externally validated impact review.

Third, the workshop was conducted in both English and Polish. Several materials, including branch presentations of achievements, were prepared in Polish and translated using AI-assisted translation tools for consolidation and reporting purposes. Simultaneous interpretation was provided during plenary sessions and group discussions. While these measures enabled inclusive participation, there remains a possibility that nuance, contextual detail or emphasis may have been partially lost or altered in translation. The report therefore reflects best-effort consolidation of bilingual content rather than verbatim transcription.

Fourth, the methodology prioritised qualitative reflection and institutional learning over quantitative performance measurement. While operational achievements are documented, this report does not constitute an independent evaluation of programme impact or efficiency.

Finally, participation in the workshop was limited to invited representatives. Although multiple branches were represented, not all operational units were present. The findings should therefore be interpreted as a consolidated but not exhaustive account of institutional experience.

Despite these limitations, the triangulation of survey findings, workshop validation discussions and documented branch-level achievements provides a sufficiently robust basis for institutional learning and forward planning.

## **4. ACHIEVEMENTS AND SUCCESSES**

As part of the workshop, a dedicated session was held to reflect on and document the key achievements of the Ukraine and Impacted Countries Emergency Appeal in Poland. Achievements were presented from multiple institutional perspectives to ensure a comprehensive and balanced overview of results.

Branch representatives shared operational achievements from the regional and local levels, highlighting concrete implementation experience, service delivery modalities and community-level impact. Headquarters of the Polish Red Cross presented national-level achievements, including institutional strengthening, system development and strategic evolution of the response. The IFRC provided a complementary perspective, outlining coordination, technical support, surge deployment and resource mobilisation contributions within the broader network framework.

### **4.1 Strategic Relevance and Adaptive Response**

The Ukraine and Impacted Countries Emergency Appeal in Poland was strategically relevant to the scale and evolution of displacement following February 2022. The operation did not remain static; it adjusted progressively in response to changing humanitarian conditions.

During the initial phase, the focus was on immediate access to essential goods, temporary accommodation and first-contact services. As displacement became protracted, the response expanded to address medium- and longer-term needs, including livelihoods, social integration and psychosocial well-being. This transition was reflected both in programme design and in branch-level implementation.



Branches including Dolnośląskie, Kujawsko-Pomorskie, Lubelskie, Lubuskie, Łódzkie, Małopolskie, Mazowieckie, Podkarpackie, Podlaskie, Pomorskie, Śląskie, Świętokrzyskie, Wielkopolskie and Zachodniopomorskie progressively shifted from distribution-focused assistance toward integrated service models combining language training, counselling, vocational support and community activities. This evolution demonstrates that the Appeal was responsive to the changing profile of needs rather than confined to emergency relief parameters.

The strategic relevance of the Appeal therefore lies in its capacity to align short-term humanitarian action with emerging recovery and integration priorities within the Polish context.

#### **4.2 Rapid Local Operationalisation and Nationwide Coverage**

A distinct achievement of the Appeal was the speed and decentralised nature of its operationalisation. Immediately following the escalation of the conflict, branches activated local structures to provide assistance before national systems were fully consolidated.

Branches in Świętokrzyskie, Wielkopolskie, Zachodniopomorskie, Podkarpackie, Mazowieckie, Lubelskie, Podlaskie, and Łódzkie established humanitarian aid points and reception services providing food, hygiene items, clothing, medicines and information. Lubelskie and Wielkopolskie mobilised volunteers and local logistics networks to manage large volumes of in-kind assistance.

This rapid activation relied on branch autonomy, volunteer mobilisation and local coordination with municipalities and social services. The decentralised structure of the Polish Red Cross enabled geographically dispersed response capacity without reliance on a single centralised delivery model.

The speed of mobilisation reduced immediate humanitarian gaps and demonstrated operational readiness at sub-national level.

#### **4.3 Scale and Diversification of Assistance Modalities**

Beyond rapid deployment, the operation achieved substantial diversification of assistance modalities and operational systems.

As the response matured, branches implemented CVA, rental assistance and complementary in-kind support. Polish Red Cross distributed one of the largest multipurpose cash response programme in the region and was involved in the pioneering of the self-registration application and delivering assistance through digital means. With the total efforts of Łódzkie, Kujawsko-Pomorskie, Mazowieckie, Świętokrzyskie, Wielkopolskie (supported by IFRC), Lubelskie (supported by German Red Cross), Polish Red Cross was able to distribute over CHF 39 million in multipurpose cash supporting more than 55,000 individuals. This experience and switch to the sectoral cash modality, all regions were able to operationalise voucher and cash programmes supporting access to food, medicines and essential goods, launching the distribution of medical vouchers, conditional cash for vocational education. In parallel, all 16 branches continued the distribution of food and non-food items to vulnerable groups.

The introduction and scaling of CVA required strengthened registration, data management and beneficiary communication systems at both national and branch levels. These system adaptations represented an institutional shift toward cash preparedness and market-based modalities.



The ability to operate multiple modalities simultaneously, in-kind, cash, rental and referral-based assistance, reflects increased operational sophistication. Diversification enhanced flexibility and allowed branches to respond to varied vulnerability profiles and evolving market conditions.

#### 4.4 Transition from Emergency Relief to Self-Reliance and Integration

From 2023 onwards, a major achievement of the Appeal was its deliberate transition toward livelihoods, employability and social integration.

Across several regions, branches established integration centres and community hubs that became focal points for language courses, vocational training, legal counselling, psychosocial support and community-building activities. Regions including Małopolskie, Świętokrzyskie, Podkarpackie, Łódzkie, Mazowieckie implemented structured employability pathways, resulting in job placements and support to self-employment.

This shift from assistance to self-reliance reduced dependency on humanitarian aid and contributed to social cohesion between displaced and host communities. The integration of livelihoods programming with MHPSS, protection and community engagement reflected a holistic recovery model rather than sectoral silos.

#### 4.5 Mental Health, Protection and Inclusion

MHPSS and PGI were implemented at scale across multiple branches and became integral components of service delivery under the Emergency Appeal.

At branch level, community-based psychosocial support was delivered in several regions. The majority of branches provided psychological counselling and integrated MHPSS services within its integration centres and community programmes, delivered psychosocial activities and counselling services linked to broader support interventions for displaced individuals and host communities. All 16 branches at some extent implemented Psychological First Aid and community-based workshops aimed at strengthening coping mechanisms and social cohesion.

In several regions, MHPSS services were embedded within integration centres and community hubs. Branches including Podlaskie, Małopolskie, Śląskie, Świętokrzyskie, Zachodniopomorskie, Lubuskie, Dolnośląskie, Lubelskie, and Łódzkie operated centres that combined language learning, vocational guidance and psychosocial support, enabling beneficiaries to access integrated assistance in a single location.

Protection and inclusion were operationalised through targeted activities for vulnerable groups. The Łódzkie, Podlaskie and Wielkopolskie branches implemented PGI-focused projects addressing protection risks and safeguarding considerations. The above-mentioned regions and Świętokrzyskie and Dolnośląskie delivered targeted activities for children, women and other vulnerable groups. Zachodniopomorskie integrated protection-sensitive approaches within community programming, while Wielkopolskie and Świętokrzyskie implemented awareness-raising activities linked to safeguarding and violence prevention.

In addition to beneficiary-focused services, branches also introduced support mechanisms for staff and volunteers. The Małopolskie branch documented structured well-being support and stress-management measures aimed at sustaining operational capacity during the prolonged response.



At national level, these branch-level interventions were complemented by training initiatives in MHPSS, safeguarding and PGI, strengthening capacity across the organisation. The integration of protection and psychosocial considerations within programme delivery ensured that assistance modalities, including cash and livelihoods programming, were implemented with attention to vulnerability, dignity and inclusion.

Taken together, the documented branch-level achievements demonstrate that MHPSS and PGI were not limited to policy commitments but translated into concrete, community-based services across multiple regions. These investments strengthened both the quality of assistance delivered and the institutional capacity of the Polish Red Cross to address complex protection and psychosocial needs in future responses.

#### **4.6 National Society Development and Branch Strengthening**

One of the most enduring achievements of the Emergency Appeal was its contribution to institutional strengthening at both headquarters and branch levels. The response did not operate as a parallel emergency structure but invested in systems, infrastructure and human resources that reinforced long-term capacity.

At branch level, several regions reported tangible infrastructure upgrades that expanded their ability to deliver humanitarian and integration services. For example, the Małopolskie branch renovated and adapted facilities to host integration centres and community-based activities. Dolnośląskie and Zachodniopomorskie similarly upgraded branch premises to accommodate counselling, language courses and multipurpose community support services. These investments transformed branch offices into operational hubs capable of delivering sustained multi-sectoral programming.

Logistics and warehousing capacity were also strengthened. Branches such as Wielkopolskie and Lubelskie expanded storage capacity and improved internal logistics management systems to handle large volumes of in-kind assistance during the initial emergency phase. These enhancements increased local preparedness and operational autonomy in subsequent phases of the response.

The establishment and strengthening of Humanitarian Aid Groups at branch level represented another significant institutional gain. Branches including Małopolskie and Kujawsko-Pomorskie reported improved readiness and clearer operational structures for emergency mobilisation. These groups now possess a standing capacity that extends beyond the Ukraine response.

Digital transformation was another key achievement with branch-level impact. The roll-out of Microsoft 365 tools, volunteer management systems and improved reporting and PMER mechanisms enhanced communication, coordination and accountability across branches. While implementation levels varied, the introduction of unified digital platforms contributed to greater standardisation and transparency.

Financial management systems were strengthened through alignment with IFRC standards, increasing accountability and improving reporting quality. This contributed not only to compliance during the Appeal but also to enhanced credibility with partners and donors at national and local levels.

These developments demonstrate that the Emergency Appeal functioned as a catalyst for structural strengthening. Branches emerged with improved facilities, enhanced logistics capacity, clearer operational structures and strengthened digital and financial systems. These investments leave the Polish Red Cross better prepared to respond to future crises, whether conflict-related, climatic or socio-economic in nature.



#### 4.7 Coordination, Partnerships and Added Value of the IFRC Network

The Appeal demonstrated the added value of coordinated IFRC network action. IFRC provided surge support, technical assistance and resource mobilisation, while IFRC together with Partner National Societies contributed targeted expertise in areas including CVA, Livelihoods, shelter, PMER, MHPSS and PGI.

At branch level, partnerships with local authorities, NGOs and private-sector actors were significantly strengthened, enhancing Polish Red Cross's visibility and reinforcing its role as a trusted auxiliary to public authorities. For example, the Kujawsko-Pomorskie branch reported strengthened cooperation with municipalities and social services, contributing to improved coordination of assistance and increased institutional recognition. The Zachodniopomorskie branch highlighted close collaboration with local authorities in accommodation and integration support. Wielkopolskie and Kujawsko-Pomorskie branches documented active engagement with private-sector and civil society partners to support humanitarian operations and service delivery.

#### 4.8 Strategic and Forward-Looking Impact

Beyond operational outputs, the Emergency Appeal contributed to a strategic transformation in how humanitarian action is conceptualised and delivered in Poland.

The operation demonstrated that:

- Large-scale emergency assistance can be aligned with longer-term integration and resilience objectives
- Cash preparedness and digital systems can be institutionalised within national structures
- International support can strengthen, rather than replace, national and branch capacity
- Localised, branch-driven implementation enhances relevance and ownership

The Ukraine and Impacted Countries Emergency Appeal in Poland achieved immediate humanitarian impact while simultaneously investing in long-term institutional capacity, preparedness and social cohesion. The operation leaves the Polish Red Cross more resilient, professional and strategically positioned to respond to future crises.

The figure below provides an overview of the scale and scope of the Polish RC response under the Ukraine and Impacted Countries Emergency Appeal since 2022 (as of June 2025). It summarises key operational achievements, including the number of people reached across major service areas, the evolution of activities over time, and the national society capacity mobilised to support the response (training, volunteers and branches engaged)<sup>1</sup>.

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<sup>1</sup> Final consolidated figures covering the entire appeal period will be published in 2026 and will be made available at the following link: <https://go.ifrc.org/emergencies/5854/details>

# Federation-Wide Response to Date:

## Poland



### TOTAL PEOPLE REACHED

<b>817K</b>	<b>1.15M</b>	<b>20K</b>	<b>7K</b>
2022	2023	2024	2025

### NATIONAL SOCIETY CAPACITY as of June 2025

**501**

People Trained in PGI

**1.2K**

People Trained in MHPSS

**2K**

Volunteers Involved in the Operation

**185**

Branches Responding

### Disasters and Crises



#### BASIC NEEDS ASSISTANCE

<b>817K</b>	<b>1.1M</b>	<b>326</b>	<b>122</b>
2022	2023	2024	2025



#### SHELTER

<b>4.7K</b>	<b>811</b>	<b>679</b>
2023	2024	2025



#### CASH AND VOUCHER ASSISTANCE

People reached with CHF 24M in 2022, CHF 5.5M in 2023

<b>45K</b>	<b>8.6K</b>	<b>13</b>	<b>743</b>
2022	2023	2024	2025

### Health and Wellbeing



#### HEALTH AND CARE

<b>8.5K</b>	<b>60</b>	<b>34</b>
2022	2024	2025



#### MHPSS

<b>1K</b>	<b>18K</b>	<b>20K</b>	<b>7K</b>
2022	2023	2024	2025



#### WASH

<b>106K</b>	<b>143</b>
2022	2024

### Migration and Displacement



#### People reached with MIGRATION support



### Values, Power and Inclusion



#### PROTECTION, GENDER AND INCLUSION

<b>2.6K</b>	<b>3.4K</b>	<b>1.1K</b>
2023	2024	2025



#### COMMUNITY ENGAGEMENT AND ACCOUNTABILITY



National Society has established feedback mechanisms

## 5. LESSONS LEARNED

The lessons presented in this section originate both from the pre-workshop Reflection Survey completed by participants, as well as the brainstorming and collective reflection during the event. The survey combined open-ended qualitative responses with structured multiple-choice questions to capture both narrative insight and perceived areas of significance. All narrative responses were reviewed in full to identify recurring themes, areas of emphasis and variations across respondents.

Qualitative responses were first categorised according to the thematic areas selected by respondents and were subsequently aggregated into four broader categories:

1. Operations, Resource Mobilisation and Support Services
2. National Society Development
3. Technical Programmatic Areas
4. Communications, Humanitarian Diplomacy, Information Management, Digitalisation and Data Protection

### 5.1 Distribution of Learnings by Thematic Area

A total of **21 participants** completed the pre-workshop Reflection Survey. The survey combined structured quantitative questions with open-ended qualitative responses to capture both perceived areas of significance and detailed operational insights.

The qualitative responses were reviewed in full and analysed to identify recurring themes, emphasis areas and variation across respondents. Each response was initially coded according to the **sub-thematic areas selected by respondents**, such as Programme and Operation Management, Disaster Preparedness, MHPSS, Finance and Support Services, CVA, PGI, Community Engagement and Accountability, Migration and Integration, and National Society Development. Quantitative survey responses were used to support this analysis by labelling and organising the qualitative learnings distilled from the open-ended responses, and by enabling a simple frequency analysis to identify the most commonly referenced thematic areas, enablers and significance factors. Figure 1 below presents the distribution of learnings across these sub-thematic areas as identified directly in the survey responses. Figure 1 below presents the distribution of learnings across these sub-thematic areas as identified directly in the survey responses.

### Distribution of learnings across these sub-thematic areas

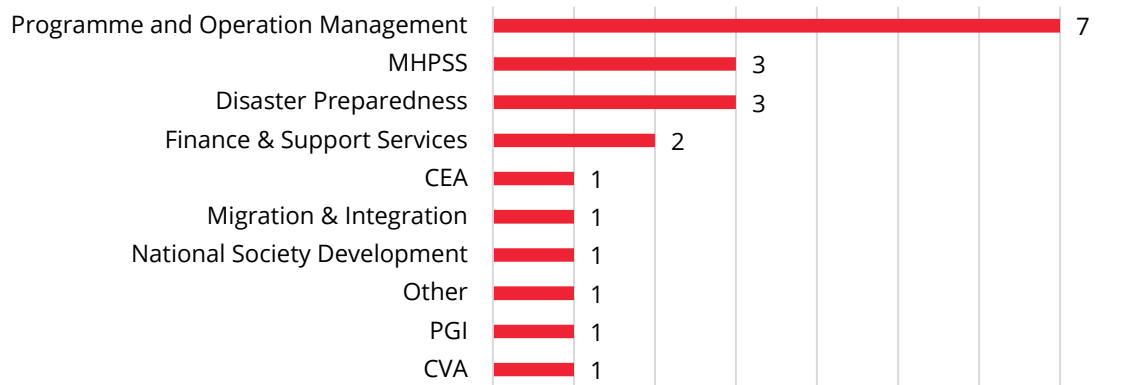


Figure 1 - Distribution of quantitative responses across these sub-thematic areas

This distribution indicates that respondents primarily experienced learning and transformation at operational and system levels, with comparatively fewer reflections emerging from communications and digital domains.

Following this first-stage coding, related sub-thematic areas were consolidated into four thematic categories (Figure 2) to support structured validation and reporting:

### Distribution of learnings across Four Thematic Categories

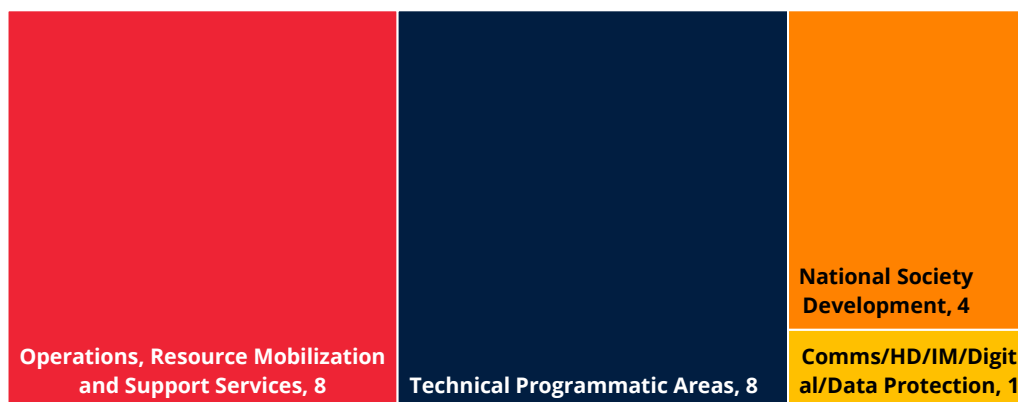


Figure 2 Distribution of quantitative responses across four thematic categories

All qualitative responses were reviewed in full and systematically analysed to identify recurring themes, emphasis areas and variations across respondents. Following this analysis, 20 distinct qualitative learnings were distilled from the submissions. These learnings reflect consolidated patterns rather than individual statements. The highest concentration of qualitative learnings was in Operations, Resource Mobilisation and Support Services (8), followed by Technical Programmatic Areas (8) and National Society Development (4).

Communications, Humanitarian Diplomacy, Information Management, Digitalisation and Data Protection accounted for 1 primary learning.

## 5.2 Perceived Significance of Learnings

In addition to identifying qualitative lessons, the survey asked respondents to assess the perceived significance of these learnings in terms of their contribution to organisational performance and programme quality. This allowed for an analysis not only of what was learned, but also how these learnings were experienced in practice.

### Why was this learning important or transformative



Figure 3 - Perceived Significance of Learnings

As illustrated in **Figure 3**, the most frequently cited area of impact was the enhancement of accountability, quality and inclusiveness of activities, referenced in 13 responses. This suggests that participants primarily associated learning with improvements in the standard and fairness of service delivery rather than solely with structural or procedural change.

The second most frequently cited impact area was strengthened community engagement and outreach to people in need, noted in 9 responses. This reflects the importance of engagement mechanisms in improving relevance, responsiveness and trust during a protracted crisis.

Improved coordination and teamwork across departments or partners was highlighted in 7 responses, indicating that learning was closely linked to strengthened collaboration within the National Society and across the Movement. More efficient financial management or use of resources was referenced in 6 responses, while support for innovation and adaptability during changing circumstances, as well as reduction of operational bottlenecks such as procurement, logistics or reporting constraints, were each cited in 5 responses.

Strengthening of leadership, decision-making or strategic planning was mentioned in 3 responses. Improvements in volunteer motivation, safety or retention were cited in 2 responses, and improvements in information management or data protection systems were referenced in 1 response. These comparatively

lower figures suggest that participants most strongly perceived learning through improvements in operational delivery and service quality, while governance and systems-level changes were less immediately visible.

Overall, the perceived significance data indicate that the Emergency Appeal functioned as both an operational and institutional learning process. However, its most tangible impact was experienced in improvements to programme implementation quality, coordination and community-facing accountability.

### 5.3 Key Enablers of Learning

The survey further examined the factors that enabled learning and institutional change during the implementation of the Emergency Appeal. Respondents were asked to identify the conditions, mechanisms or forms of support that most contributed to the emergence and application of lessons.

#### What factors enabled this learning?

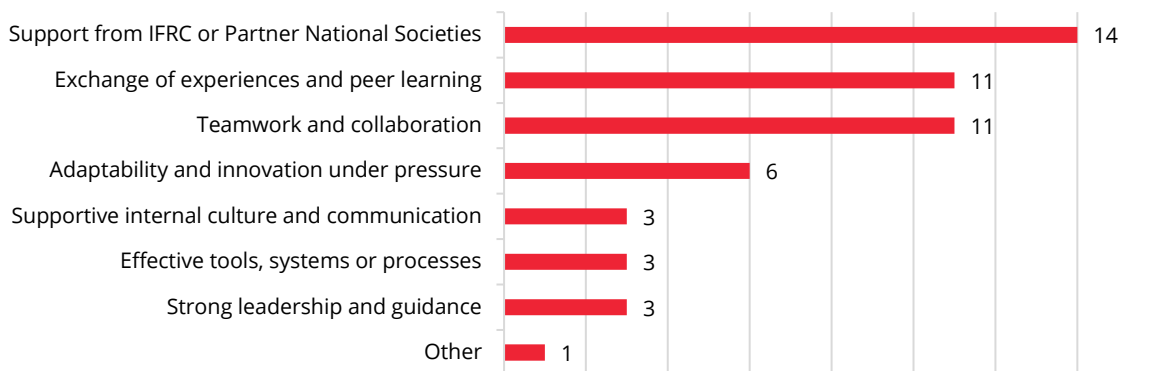


Figure 4 Key Enablers of Learning

As presented in **Figure 3**, the most frequently cited enabler was support from IFRC or Partner National Societies, referenced in 14 responses. This reflects the central role of multilateral and bilateral partnership arrangements in strengthening operational capacity, transferring technical knowledge and providing strategic guidance during the response.

Teamwork and collaboration were identified in 11 responses, underscoring the importance of internal coordination across departments and branches, as well as cooperation across the Movement. Similarly, exchange of experiences and peer learning was also referenced in 11 responses, indicating that horizontal knowledge sharing and practical exposure were perceived as powerful drivers of institutional development.

Adaptability and innovation under pressure were cited in 6 responses, highlighting that the dynamic and high-pressure context of the response itself stimulated problem-solving and accelerated organisational learning.

Strong leadership and guidance, effective tools, systems or processes, and supportive internal culture and communication were each referenced in 3 responses. While these structural and managerial factors were



acknowledged, they were less frequently highlighted than relational and partnership-based enablers. This suggests that participants perceived learning to be primarily driven by collaboration, external support and peer exchange rather than formal procedural mechanisms alone.

#### 5.4 Validated Learnings

Following the survey analysis and thematic consolidation of **20** qualitative learnings, a structured validation process was conducted during the Multistakeholder Reflection Workshop. A validation matrix, derived from the survey findings, was shared with participants and reviewed in thematic working groups aligned with the four aggregated categories described above.

Participants examined each identified learning individually, assessed its relevance in light of operational experience, and categorised it as either validated or partially validated. Where necessary, additional nuance, clarification or contextual qualification was introduced. This process ensured that the lessons presented below reflect collective endorsement and practical applicability rather than individual perception.

The validation exercise also allowed participants to distinguish between learnings that were consistently experienced across branches and sectors and those that were more context-specific or subject to differing interpretations. In several cases, discussion refined the framing of a learning without rejecting its core premise. Where important nuances emerged, these are reflected in the presentation below.

The sections that follow present only those learnings that were confirmed through this structured validation process. They are organised according to the abovementioned four thematic areas.

For the complete list of identified learnings, including those partially validated or requiring further refinement, please refer to **Annex 1: Validation Matrix**.

#### Operations, Resource Mobilisation and Support Services

Participants validated that large-scale humanitarian responses require an **early transition from short-term emergency delivery models to sustained operational structures** and diversified resource mobilisation strategies. The duration and scale of the Emergency Appeal demonstrated that emergency-oriented systems are insufficient for protracted crises. Stable staffing structures, longer-term planning frameworks and predictable financial processes were identified as critical for maintaining performance and institutional coherence over time.

**Structured co-delivery and coordination mechanisms** among Movement partners were also confirmed as key enablers of operational effectiveness. While early phases of the response involved friction and overlapping responsibilities, clearer division of roles and improved coordination arrangements reduced duplication and strengthened National Society capacity. Participants noted that earlier alignment on reporting scope and shared data management systems could have further enhanced coherence.

**Operational preparedness** was identified as a decisive factor influencing response speed and quality. Investments in logistics systems, warehouse planning, storage capacity and standing agreements with partners were recognised as essential. Participants emphasised that preparedness planning must account not only for procurement costs but also for indirect maintenance costs and longer-term sustainability considerations. The need to reduce reliance on large-scale in-kind collections and move toward more strategic supply chain planning was also highlighted.



**Early simplification and alignment of finance and support service processes** were validated as critical to avoiding implementation delays. Initial complexity in financial documentation flows slowed operations, whereas subsequent clarification and standardisation significantly improved efficiency and accountability. The learning reinforces the need for proportionate financial controls that protect compliance while preserving operational agility.

**Human resource continuity and competency profiles** were confirmed as directly influencing operational performance. Longer-term deployments of experienced personnel supported trust-building and institutional relationships. At the same time, participants noted challenges related to non-competitive salary structures for nationally recruited positions and emphasised the importance of fostering staff motivation and alignment with organisational mission.

Participants further validated that standard operating procedures must **balance compliance requirements with operational flexibility**. Overly rigid procedures reduced responsiveness in fast-moving contexts. Maintaining necessary safeguards while enabling context-adapted adjustments, including special procurement procedures, was considered essential.

Finally, **clear targeting criteria and transparent communication** were confirmed as necessary to manage evolving expectations and operational constraints. Data protection requirements and rising beneficiary expectations required consistent eligibility criteria and clear messaging to ensure fairness and operational coherence.

### National Society Development

Participants strongly validated that **large-scale emergency responses can accelerate National Society institutional development** when accompanied by intentional and sustained capacity strengthening. Exposure to an unprecedented operational scale created opportunities to strengthen governance structures, internal systems and organisational confidence. However, decentralised development outcomes varied across branches, and maintaining capacity and financial autonomy remains a strategic priority.

The **effectiveness of hands-on coaching and accompaniment** generated a more nuanced discussion. Many participants confirmed that practical, learning-by-doing approaches were impactful in strengthening institutional capacity. However, others emphasised that structured training remains necessary and complementary. The discussion underscored the importance of combining theoretical capacity building with practical application and ensuring consistent utilisation of newly acquired competencies. It was also noted that international partners should fully recognise and leverage existing local expertise and legal knowledge within the National Society.

**Continuity and quality of international support personnel** were validated as critical enablers of meaningful institutional development. Longer-term engagement of experienced delegates enabled trust-building, mutual understanding and gradual transfer of responsibilities. Conversely, frequent turnover or insufficient competencies constrained institutional learning.

**Clear role definition and governance arrangements** were partially validated as important for strengthening ownership and decision-making. While clarity was recognised as necessary, participants also emphasised that flexibility and contextual adaptation are equally important in complex and evolving emergencies.



Participants further confirmed that **engagement in a prolonged and complex operation** strengthened institutional confidence and professional identity. The experience enhanced readiness for future large-scale responses and reinforced the organisation's sense of capability.

### Technical Programmatic Areas

Participants validated that technical responses must **evolve from broad emergency modalities toward more specialised and differentiated services** as needs change. While initial emergency interventions were appropriate, protracted displacement required increased technical adaptation and specialisation.

**Tailoring technical approaches to specific population groups and contextual realities** was confirmed as essential. Standardised models proved insufficient when applied uniformly, particularly in areas such as mental health and psychosocial support, protection and migration services. Continuous needs assessment and alignment with community engagement mechanisms were identified as necessary to maintain relevance.

Participants also validated that **strong internal technical capacity within the National Society is essential to sustain programme quality** once external support decreases. Early reliance on external expertise underscored the need for systematic knowledge transfer, documentation and internal skill development to ensure continuity and ownership.

**Integration across technical sectors** generated partial validation. Participants agreed that integrated approaches across mental health, cash assistance, protection, migration and community engagement improved overall effectiveness. However, it was noted that some individuals present with specific or severe vulnerabilities that require focused, sector-specific interventions. The discussion highlighted the importance of balancing integrated service delivery with prioritisation of acute needs.

**Clear technical guidance and common standards** were validated as critical for maintaining consistency and quality across multiple locations. Shared frameworks and leadership networks supported coherence in a geographically dispersed organisation.

**Monitoring, feedback and adaptive learning mechanisms** were acknowledged as important, though participants noted that documentation and systematic utilisation of feedback were not always consistent in practice. Strengthening formal learning loops and documentation processes remains an area for further improvement.

**Community engagement** was partially validated as a core technical component rather than an add-on. Participants agreed that interventions were more effective when informed by community perspectives. At the same time, structural constraints, including grant-based funding mechanisms, sometimes limited flexibility in adapting programming.

Finally, participants confirmed that protracted crises require **balancing high technical standards with operational feasibility**. Technical rigour must be aligned with realistic delivery constraints to ensure services remain both effective and implementable at scale.

### Communications, Humanitarian Diplomacy, Information Management, Digitalisation and Data Protection

Participants validated that **digital systems for data collection and information management** are essential enablers of efficient operations in protracted responses. While tools such as Kobo and Microsoft Forms were



used during the response, significant gaps were identified in methodology, storage, analysis and systematic utilisation of collected data.

The discussion emphasised that the challenge was not limited to the availability of tools. Rather, it reflected broader structural and strategic issues related to how data is conceptualised, collected, stored and used. Participants highlighted the absence of a clearly defined data collection and management methodology. Questions were raised regarding where data is stored, whether cloud-based solutions or physical servers are sustainable options, and whether sufficient institutional investment is allocated to secure and centralised data systems.

A key theme emerging from the validation discussion was that data collection should not be understood as the responsibility of a single individual or unit. Instead, it should be recognised as a shared organisational responsibility. Participants stressed that the purpose of data must be clearly articulated. Data should not be collected solely to satisfy donor requirements but should inform strategic decision-making, preparedness planning and institutional positioning.

Concerns were raised regarding the “data jungle” effect. As a Movement, a substantial volume of data is collected across projects and donors, often with varying requirements and reporting formats. This creates fragmentation and limits systematic use. Participants underlined the need to define clearly what data is necessary, reduce duplication and streamline reporting requirements. Standardised guidance on what to collect and how to collect it was identified as a priority.

The group discussion further linked information management directly to **fundraising effectiveness and humanitarian diplomacy**. Participants noted that more comprehensive and strategically structured data is required to inform fundraising narratives. This includes needs assessments, programme results and success stories.

Branches reported capacity constraints in collecting and presenting data, particularly where data collection remains paper-based. Participants highlighted the need to shift internal perceptions of data collection from being a burden to being an organisational necessity. Increased internal awareness and mindset change were identified as critical preconditions for strengthening information management.

The current model of annual comprehensive data collection was described as resource-intensive and insufficiently timely. Reliance on outdated data limits fundraising responsiveness. Participants recommended introducing quarterly data submissions from branches and systematising regular needs assessments, potentially on a quarterly basis, to ensure that fundraising and reporting are informed by up-to-date evidence.

The assignment of designated information management focal points at branch level was proposed as a practical measure to improve consistency and accountability.

## 6. HUMANITARIAN OUTLOOK AND STRATEGIC CONTEXT

On Day 2 of the workshop, participants shifted from retrospective reflection to forward-looking strategic analysis. Following the validation of lessons learned, a plenary session presented the evolving humanitarian context in Poland for 2026 and beyond. The objective was to establish a shared understanding of external trends and structural constraints affecting Polish Red Cross programming and to align validated learnings with Polish Red Cross Strategy 2030 and the Unified Plan 2026–2028.



The discussion highlighted that while the acute emergency phase has stabilised, Poland continues to operate in a complex and shifting humanitarian environment characterised by declining public solidarity, protracted displacement, legal reforms and structural integration challenges.

### 6.1 Social Attitudes and Solidarity Trends

Public engagement in charitable activities remains high but shows signs of gradual decline. In 2025, 83% of respondents of [MSF Humanitarian Barometer](#) survey declared involvement in charitable activities at least once annually, down from 88% in 2023. Support for refugees and migrants has decreased significantly, with willingness to financially support refugees dropping from 62% in 2023 to 43% in 2025.

At the same time, 53% of respondents believe humanitarian organisations should primarily support Polish citizens, while only 26% support equal assistance across groups. Indicators of “hospitality fatigue” and increased reports of hostile attitudes toward refugees further illustrate a changing social climate.

These trends point to a context in which Polish Red Cross must increasingly rely on clear communication, evidence-based positioning and transparent reporting to sustain public trust and fundraising capacity.

### 6.2 Refugee Profile and Integration Dynamics

As of January 2026, 965,836 individuals hold active UKR PESEL status in Poland. Refugee households are predominantly headed by single women with children or elderly dependants. While employment among working-age refugees has increased to 69%, structural barriers remain, particularly related to language proficiency, care responsibilities and housing stability. Only 18% of refugees speak Polish fluently. Nearly one in five families faces housing insecurity, and approximately 30,000 particularly vulnerable individuals remain in collective accommodation

The humanitarian situation has therefore shifted from emergency relief toward long-term integration challenges involving housing, labour market access, social cohesion and mental health.

### 6.3 Legal and Economic Developments

In January 2026, the Council of Ministers adopted a draft “sunset” act phasing out special measures dedicated exclusively to Ukrainian citizens. The harmonisation of support systems signals a transition from crisis-specific legislation to a standardised migration framework. Polish Red Cross programming will need to adapt accordingly.

Economically, refugees from Ukraine contributed an estimated 2.7% to Poland’s GDP in 2024. However, positive macroeconomic impact coexists with declining public willingness to prioritise refugee assistance.

### 6.4 Mental Health and Social Protection

Mental health needs remain significant. Forty percent of households report at least one member requiring MHPSS support, yet only 49% of those in need access services. Among youth, non-use of psychosocial services has increased

These trends reinforce the need for accessible, integrated and stigma-sensitive mental health programming within broader social activation frameworks.

## 6.5 Strategic Implications

The humanitarian outlook for 2026 and beyond indicates a structural transition from emergency response to long-term integration and resilience-building. Polish Red Cross operates in a context of:

- Declining solidarity and shifting public priorities
- Legal harmonisation of temporary protection measures
- Persistent housing and language barriers
- Continued mental health needs
- Increased expectations for evidence-based communication and cost transparency

The context requires stronger data governance, clearer strategic positioning, reinforced community engagement and sustained institutional capacity.

## Link to Action Planning

The contextual analysis presented during the workshop directly informed the subsequent action-planning exercise. Participants were asked to assess whether the validated lessons learned adequately respond to the 2026 humanitarian landscape and to translate them into pillar-specific commitments aligned with Strategy 2030.

The resulting action plans, presented in Section 6, therefore represent not only an internal institutional reform agenda but a strategic response to the evolving humanitarian, legal and social context in which the Polish Red Cross will operate.

## 7. FROM LEARNING TO ACTION: STRATEGIC ALIGNMENT

The transition from validated learning to concrete action was conducted during Day 2 of the workshop, following the recap of validated lessons and presentation of the humanitarian outlook and [Polish Red Cross Strategy 2030](#).

Participants were reorganised into three working groups aligned with the three strategic pillars of Polish Red Cross Strategy 2030:

- **Pillar 1:** Disaster Preparedness
- **Pillar 2:** Health Prevention and Education
- **Pillar 3:** Social Activation and Reducing Inequalities

Each group received the validated learnings mapped to their respective pillar and was tasked with translating them into operational actions. For each learning, groups were required to identify:

1. Concrete actions necessary to institutionalise the learning
2. Indicative timelines
3. Lead responsibility
4. Supporting actors



This exercise ensured that the reflection process moved beyond analysis and resulted in structured commitments. Actions were prioritised within each pillar and assigned timeframes ranging from immediate implementation to end-2026 targets.

Importantly, this action-planning exercise was informed not only by the validated lessons themselves but also by the pre-workshop survey findings regarding sustainability and ownership of learning.

When asked how learning should be sustained after the completion of the Ukraine Emergency Appeal, survey respondents demonstrated a clear preference for formal institutional embedding rather than informal knowledge retention. The majority of respondents (16; 76.2%) indicated that learning should be integrated into staff and volunteer training, mentoring or onboarding processes. Similarly, 15 respondents (71.4%) emphasised integration into standard operating procedures, policies or formal guidance. Nearly half (10; 47.6%) highlighted embedding learning into programme and project design, planning or evaluation tools.

These findings indicate that participants expect learning to be documented, systematised and incorporated into institutional frameworks rather than remaining experience-based.

When asked what is required to sustain learning, respondents prioritised sufficient human resources and technical capacity (15; 71.4%) and adequate financial resources (13; 61.9%). Updated internal procedures (9; 42.9%), strong leadership commitment (8; 38.1%) and clear internal ownership with defined roles and responsibilities (8; 38.1%) were also identified as critical enabling conditions. These responses suggest that sustainability is perceived primarily as a structural and governance challenge, requiring investment in capacity, resources and leadership.

Responsibility for ensuring that learning leads to lasting improvement was overwhelmingly attributed to senior leadership and management at headquarters (18; 85.7%), followed by branch-level leadership (13; 61.9%) and technical units (9; 42.9%). Far fewer respondents assigned primary responsibility to individual staff or volunteers. This demonstrates a shared understanding that institutional learning must be driven strategically and anchored within formal leadership structures.

Taken together, these survey findings shaped the design of the Day 2 group work. Participants prioritised actions that formalise learning through procedures, training systems, governance clarity and data frameworks. The emphasis on leadership ownership is reflected in the clear assignment of lead responsibilities and defined timelines within the action plan.

The consolidated, pillar-based action plans developed during the workshop are presented below:

## Pillar 1 – Disaster Preparedness

TA Reference <sup>2</sup>	Validated Learning Area	Agreed Action	Lead	Support	Timeline
<b>Priority 1 - Governance, Coordination and Decision-Making Foundations</b>					
TA1.2	Coordination mechanisms	Establish a formal coordination working group including Rescue Group, Humanitarian Aid Group, branch representatives, IFRC and GRC; formalise coordination procedures.	Director General / Deputy Director General	Rescue & Humanitarian Aid Groups, Branches, IFRC	31 December 2026
TA1.4	Unified financial and support processes	Conduct comprehensive review and adaptation of emergency finance, procurement, HR and decision-making procedures; special adaptation to crises and emergencies in checklist format.	HQ & Regional Branches	Finance, Logistics, HR	31 December 2026
TA1.6	Operational flexibility	Implementation of PER procedures	Civil Protection and Humanitarian Aid Coordinator	-	31 December 2026
TA1.7	Communication and management of operational constraints	Develop structured emergency fundraising and crisis communication procedures	Head of Communication and Fundraising Department	Communications, HQ	31 December 2026
TA2.4	Clear roles and decision-making	Clarify and formalise emergency decision-making structure and governance arrangements	HQ	Regional Branches	31 December 2026
<b>Priority 2 - Human Resources and Operational Flexibility</b>					
TA1.5	Human resources	Standardise HR regulations, job descriptions and competencies, onboarding and simplified	Director General	HR Coordinator (outsourced),	31 December 2026

<sup>2</sup> The Thematic Area (TA) reference numbers included in the tables above (e.g., TA1.1, TA2.4, TA4.1) correspond directly to the numbered learnings in the Validation Matrix (Annex 1) developed following the survey analysis and group validation process.

	continuity and competencies	recruitment procedures, non-financial incentive systems, simplified recruitment procedures during emergencies		Legal Adviser, Regional Directors	
TA1.6	Operational flexibility	Review and adapt SOPs to ensure proportional flexibility in emergencies, including special procurement procedures	HQ	Branches	31 December 2026
<b>Priority 3 - Sustainable Programming and Data Systems</b>					
TA1.1	Transition to sustainable humanitarian models	Develop and refine project management procedures (Livelihoods, CVA, CBI templates, RFQ standards) to support sustainable and scalable programming	Head of Programme Department	Livelihoods Coordinator, CVA Coordinator, Regional Branches, IFRC	30 June 2026
TA4.1	Data collection and management	Establish data collection and reporting procedures and standards	Head of Programme Department		30 June 2026
<b>Priority 4 - Infrastructure and Logistics Preparedness</b>					
TA1.3	Logistics, warehousing and procurement preparedness	Develop strategic partnerships for warehousing and infrastructure; prepare service model and pre-crisis agreements	Deputy Director for Finance and Administration	Logistics Coordinator	30 June 2026
<b>Priority 5 - Infrastructure and Logistics Preparedness</b>					
TA4.1	Data collection and management	Develop a tool and procedures for ongoing data collection for donor reporting and resource mobilization	Deputy Director General	Data Analysis Specialist, Head of Communication and Fundraising Department	30 June 2026

## Pillar 2 – Health Prevention and Education

TA Reference	Validated Learning Area	Agreed Action	Lead	Support	Timeline
<b>Priority 1 - Standardisation and System Strengthening</b>					
TA3.5	Clear technical standards and common guidance	Completion and verification of SOPs across health-related activities to ensure technical consistency and quality	CVA Coordinator / PGI Coordinator	IFRC	30 June 2026
TA4.1	Reporting and data systems	Unification of reporting tools (substantive and numerical), transition to quarterly reporting model, and strengthened data analysis mechanisms	Deputy Director General / NSD Department	Data Analysis Specialist, IFRC	30 June 2026
<b>Priority 2 - Governance, Structure and Coordination</b>					
TA2.4	Clear roles and decision-making	Supplement and publicly clarify organisational structure and job descriptions to strengthen accountability and ownership	Deputy Director General	HR Coordinator (outsourced), Volunteer Management Coordinator, Project Coordinator (ERP and digitalization)	31 March 2026
TA1.2	Coordination mechanisms	Initiate structured interdisciplinary coordination meetings at various organisational levels	Head of Programme Department	Department Heads	30 June 2026
<b>Priority 3 - Capacity Retention and Organisational Learning</b>					
TA2.3	Capacity strengthening through experience and partnerships	Build structured knowledge exchange networks between PCK employees and Movement components to retain institutional learning	Head of Programme Department	IFRC, Partner National Societies	Q1 2026

TA2.2	Practical learning approaches	Institutionalise mandatory handovers and knowledge transfer mechanisms between staff	Branch Directors	HQ Department Heads	Start Q1 2026
TA1.5	HR competencies and development	Expand onboarding processes and mandatory training across departments; develop an online meeting calendar for structured engagement	HR Coordinator (outsourced)	NSD Department	Q1 2026

### Pillar 3 – Social Activation and Reducing Inequalities

TA Reference	Validated Learning Area	Agreed Action	Lead	Support	Timeline
<b>Priority 1 - Data Governance and Learning Institutionalisation</b>					
TA4.1	Data collection and management	Define minimum beneficiary data collection standards and systematise regular needs assessments	CVA Coordinator	MHPSS Coordinator, PGI Coordinator, Head of RFL, Deputy Head of RFL, Branch Director (Lubuskie), Data Analysis Specialist, Legal Advisor, Branch Staff, IFRC CVA Preparedness Officer	Within 2 months
TA3.3	Strengthening internal technical capacity	Develop structured SOPs and lessons learned tools; map validated learnings into ongoing and future projects	Programme Department	Project Coordinators; Branch Representatives	April 2026

Priority 2 - Crisis Preparedness and Operational Readiness					
TA1.3	Logistics and pre-crisis preparedness	Establish pre-crisis contractual agreements with suppliers for goods and storage; develop contract templates	Logistics Department	Legal Department; Branches (Bydgoszcz, Gdańsk, Zielona Góra)	April 2026
TA1.3	Logistics and pre-crisis preparedness	Establish an agreement with AirBnB	Head of Programme Department	Legal department to support with risk assessment	
TA1.1	Transition to sustainable humanitarian models	Ensure full implementation of CVA Plan of Action in line with sustainability objectives	CVA Coordinator	According to Plan of Action	As per PoA timeline
TA2.5	Strengthening institutional identity and crisis confidence	Continue and formalise partnerships with Sister National Societies to sustain capacity and knowledge exchange	International Department	Respective Focal Points	Ongoing
Priority 3 - Digitalisation and Organisational Systems					
TA4.1	Digital systems and information management	Ensure systematic use of e-PCK and e-Learning platforms across departments and branches	NSD Department	Communications & Promotion Department; Heads of Departments and Branches	Ongoing
TA2.4	Linking decision-making with responsibility	Strengthen linkages between decision-making authority and operational responsibility (including rescue groups)	Programme Department	Rescue Groups; Branch Leadership	April 2026

## Alignment with the IFRC Network Unified Plan (2026–2028)

The priorities and operational actions identified through the workshop demonstrate substantive alignment with the strategic objectives set out in the IFRC Network Unified Plan for Poland (2026–2028). Rather than constituting standalone proposals, the workshop outputs reinforce and operationalise the multi-year planning framework already articulated for the Polish Red Cross.

Under **Pillar 1** (Disaster Preparedness), actions such as the implementation of PER procedures, revision and crisis adaptation of standard operating procedures, clarification of emergency decision-making structures, strengthening of logistics and warehouse capacity, and institutionalisation of cash preparedness directly support the Unified Plan’s “Disasters and crises” commitments. These include enhancing anticipatory and emergency response capacity, embedding cash readiness within preparedness systems, strengthening financial and operational procedures, and consolidating the auxiliary role of the National Society. The focus on simplified crisis-adapted checklists and clearer governance structures further contributes to operational readiness objectives outlined in the Plan.

**Pillar 2** (Health Prevention and Education) actions, including the institutionalisation of first aid programming, expansion and integration of Mental Health and Psychosocial Support, development of instructor capacity, and strengthening of digital and e-learning tools, align with the “Health and wellbeing” strategic priority. The Unified Plan emphasises population-level first aid coverage, scaling of MHPSS services, and structured volunteer and staff development; the workshop’s validated priorities reinforce these commitments through concrete institutional measures.

**Pillar 3** (Social Activation and Reducing Inequalities) corresponds closely with the Unified Plan’s “Migration and displacement” and “Values, power and inclusion” strategic priorities. Actions related to integration centres, livelihoods and employability programming, protection and inclusion mainstreaming, structured data collection for integration planning, and strengthened community engagement mechanisms directly support objectives related to socio-economic inclusion, durable solutions for displaced populations, and equitable service delivery. The emphasis on harmonised data standards and branch-level information management roles also reinforces accountability and community engagement dimensions.

In addition, several cross-cutting action points emerging from the workshop, particularly those concerning data governance, standardised reporting standards, human resource continuity, crisis-adapted financial procedures and clarified internal ownership, support the Unified Plan’s enablers and National Society Development commitments. These action points contribute to strengthening institutional systems, governance clarity and operational sustainability.

The validated learning and associated action commitments serve as an operational continuation of the Emergency Appeal into the structured 2026–2028 planning cycle. They demonstrate that institutional learning from the Ukraine response is being integrated into formal strategic frameworks rather than remaining isolated within post-operation reflection.

## 8. STRATEGIC CONCLUSIONS AND WAY FORWARD

The Multi-stakeholder Reflection Workshop confirmed that the value of the Ukraine and Impacted Countries Emergency Appeal extends beyond its operational outputs. Its most lasting contribution lies in the institutional learning it generated and the organisational development it contributed to.

By translating validated lessons into structured, time-bound actions aligned with Strategy 2030, the Polish Red Cross has an opportunity to consolidate the gains achieved during the response and strengthen its preparedness for future crises.

### 8.1 Priority Areas for 2026–2028

The validated learnings and action planning exercise identified key priorities aligned with Polish Red Cross Strategy 2030:

- Strengthening data governance and harmonised reporting standards
- Enabling the harmonised work between programmes and resource mobilisation teams
- Ensuring human resource continuity through structured onboarding and simplified emergency recruitment, enabling clear definitions of roles and responsibilities
- Adapting financial and operational procedures for crisis contexts
- Institutionalising cash preparedness within national systems
- Ensuring the internal cohesion and smooth coordination between HQ and branches
- Reinforcing leadership accountability and coordination mechanisms

These priorities reflect the need to consolidate institutional gains and adapt to a context characterised by protracted displacement, shifting public attitudes and evolving legal frameworks.

### 8.2 Ownership and Implementation

Survey findings, validated by the workshop participants, demonstrate strong consensus that sustaining institutional learning is primarily a leadership responsibility. Senior management and branch leadership are expected to drive implementation, supported by technical units.

To ensure that the validated actions translate into measurable institutional progress, the following steps are recommended:

- Integration of agreed actions into annual operational plans and departmental workplans
- Periodic internal review of progress against action commitments
- Clear designation of accountable leads for each priority reform area
- Continued dialogue between headquarters and branches to monitor feasibility and resource needs

### 8.3 Way Forward

The Emergency Appeal has strengthened Polish Red Cross's operational maturity, branch autonomy and preparedness capacity. It demonstrated that large-scale emergency response can be aligned with longer-term integration and institutional development.

The subsequent phase needs to focus on consolidation and institutionalisation of the reforms identified during the workshop process. The extent to which the gains achieved between 2022 and 2025 translate into sustained organisational change will depend on systematic integration of agreed actions into formal planning instruments, allocation of adequate human and financial resources, and ongoing governance oversight.

As the humanitarian context in Poland continues to evolve, sustained collaboration with Movement and external partners remains essential. The Polish RC will continue to play a central role in responding to the needs of people displaced from Ukraine while strengthening national preparedness systems and advancing



its strategic priorities under Strategy 2030. Continued technical, financial and strategic support from partners will be important to enable the National Society to consolidate the institutional gains achieved during the Emergency Appeal and to adapt its services to the evolving needs of affected populations.



### List of Annexes

1. **Annex 1. Validation Matrix:** Comprehensive matrix of distilled and validated lessons learned, including thematic area references (TA numbering), validation status and consolidation notes.
2. **Annex 2. Concept Note:** Approved Concept Note, outlining the purpose, objectives, methodology, participant profile and expected outputs of the workshop.
3. **Annex 3.** Workshop Agenda
4. **Annex 4.** Participant List
5. **Annex 5.** Pre-workshop Survey Questionnaire

## Annex 1 – Validation Matrix

### Key learnings

Thematic Area: Operations, Resource Mobilization and Support Services

Ref	Learning	Sub-thematic area	Significance	Enablers	Validated	Comment
TA1.1	<p><b>Large-scale humanitarian responses require an early shift from short-term emergency delivery to sustained operational and resource mobilisation models.</b></p> <p>The duration and scale of the response demonstrated that emergency set-ups must quickly evolve to support longer-term planning, stable structures, and diversified resource mobilisation.</p> <p>Representative quotes:</p> <p><i>“At the beginning of the operation in March 2022, the response was emergency-focused, however with time it became clear that long-term support and integration-oriented activities were necessary.”</i></p>	Programme and Operation Management; Finance & Support Services	Strengthened leadership, decision-making, or strategic planning; Supported innovation and adaptability	Strong leadership and guidance; Adaptability and innovation under pressure; Support from IFRC or Partner National Societies	Yes	
TA1.2	<p><b>Co-delivery and structured coordination mechanisms</b></p>	Programme and Operation	Improved coordination	Teamwork and collaboration;	Yes	1. Earlier scope of

Ref	Learning	Sub-thematic area	Significance	Enablers	Validated	Comment
	<p><b>among Movement partners strengthen operational effectiveness and National Society capacity over time.</b></p> <p>Joint implementation and clearer coordination arrangements reduced duplication, improved collaboration, and supported progressive capacity strengthening, particularly after initial phases of friction.</p> <p>Representative quotes:</p> <p><i>“Co-delivery in the first two years of response operation proved to be an effective approach, it prepared NS counterparts to be more confident, stronger and professional in their project management and technical skills.”</i></p> <p><i>“Better coordination and clearer division of roles helped to reduce duplication and misunderstandings over time.”</i></p>	Management; National Society Development (NSD)	and teamwork across departments or partners; Enhanced accountability, quality, or inclusiveness	Exchange of experiences and peer learning; Supportive internal culture and communication		<p>reporting is very important</p> <p><b>2.</b> Placing data on a shared drive can streamline working processes</p>
TA1.3	<b>Operational preparedness, including logistics, storage, and accommodation systems, is a critical determinant of response speed and quality.</b>	Disaster Preparedness; Programme and Operation Management	Reduced operational bottlenecks; Contributed to more efficient	Effective tools, systems or processes; Support from IFRC or Partner National Societies	Yes	<b>1.</b> To the purchase cost, indirect maintenance costs must always be added.

Ref	Learning	Sub-thematic area	Significance	Enablers	Validated	Comment
	<p>Gaps in enabling infrastructure constrained early delivery and highlighted the importance of preparedness investments for large-scale emergencies.</p> <p>Representative quotes:</p> <p><i>"It is very important to be prepared for potential emergency situations, especially in terms of logistics, storage and accommodation capacity."</i></p>		financial management or use of resources			<p><b>2.</b> The need to move away from in-kind collections.</p> <p><b>3.</b> Standing agreements with partners in case of a crisis – warehouses.</p> <p><b>4.</b> The need to have a plan for the placement of strategic warehouses.</p>
TA1.4	<p><b>Early alignment and simplification of finance and support service processes is essential to avoid implementation delays.</b></p> <p>Unclear or immature financial workflows slowed operations initially, while standardisation and clarification significantly improved efficiency and accountability.</p> <p>Representative quotes:</p>	Finance & Support Services; Programme and Operation Management	Contributed to more efficient financial management or use of resources; Reduced operational bottlenecks; Enhanced accountability and quality	Effective tools, systems or processes; Exchange of experiences and peer learning	Yes	

Ref	Learning	Sub-thematic area	Significance	Enablers	Validated	Comment
	<p><i>"With regard to financial reporting, the documentation flow for payments was initially complicated and time-consuming, but once the process was clarified it worked much more efficiently."</i></p>					
TA1.5	<p><b>The relevance, experience, and continuity of human resources directly influence operational performance.</b></p> <p>Appropriate competency profiles, prior humanitarian experience, and longer staff and delegate deployments contributed to stronger working relationships and more effective operations.</p> <p>Representative quotes:</p> <p><i>"Some international delegates had questionable competencies... keeping experienced staff for a longer period helped to establish productive relations after initial misunderstandings."</i></p>	<p>Programme and Operation Management; National Society Development (NSD)</p>	<p>Improved coordination and teamwork; Strengthened leadership and decision-making; Improved volunteer motivation, safety, or retention</p>	<p>Strong leadership and guidance; Supportive internal culture and communication</p>	Yes	<p><b>1.</b> The problem of non-competitive salaries. At PCK, they are lower than in the sector.</p> <p><b>2.</b> Employees should feel the mission and identify with the tasks.</p>
TA1.6	<p><b>Standard operating procedures must balance compliance requirements with the need for operational agility.</b></p>	<p>Programme and Operation Management;</p>	<p>Supported innovation and adaptability; Reduced</p>	<p>Adaptability and innovation under pressure; Strong leadership and guidance</p>	Yes	<p>1. Special procurement procedures</p>

Ref	Learning	Sub-thematic area	Significance	Enablers	Validated	Comment
	<p>Overly rigid procedures reduced responsiveness in fast-moving contexts, demonstrating the need for proportionate and context-adapted operational controls.</p> <p>Representative quotes:</p> <p><i>"Following strict procedures sometimes slowed down the response and limited flexibility in addressing urgent needs."</i></p>	Finance & Support Services	operational bottlenecks; Enhanced accountability and quality			
TA1.7	<p><b>Clear targeting criteria and communication are necessary to manage operational constraints and evolving expectations.</b></p> <p>Data protection requirements and changing expectations among affected populations underscored the need for transparent criteria and consistent communication to maintain operational coherence.</p> <p>Representative quotes:</p> <p><i>"Over time, expectations of beneficiaries increased, which required clearer criteria and</i></p>	Programme and Operation Management; Community Engagement & Accountability (CEA); Protection, Gender & Inclusion (PGI) and Safeguarding	Enhanced accountability, quality, or inclusiveness; Strengthened community engagement and outreach	Supportive internal culture and communication; Teamwork and collaboration	Yes	

Ref	Learning	Sub-thematic area	Significance	Enablers	Validated	Comment
	<i>communication to manage assistance in a fair way."</i>					

## Key learnings

### Thematic Area: National Society Development

Ref	Learning	Sub-thematic area	Significance	Enabler	Validated	Comments
TA2.1	<p><b>Large-scale emergency responses can act as accelerators for National Society institutional development when accompanied by targeted capacity strengthening.</b></p> <p>Exposure to an unprecedented operational scale created opportunities for strengthening systems, roles, and organisational confidence, provided that capacity-building support was intentional and sustained.</p> <p>Representative quotes:</p> <p><i>“Since Polish Red Cross has not experienced responses of such scale in the 21st century, capacity building was one of the crucial elements of IFRC support.”</i></p>	National Society Development (NSD); Programme and Operation Management	Strengthened leadership, decision-making, or strategic planning; Enhanced accountability, quality, or inclusiveness	Support from IFRC or Partner National Societies; Strong leadership and guidance	Yes	<ol style="list-style-type: none"> <li>1. Decentralized NSD – local branches &gt; HQ unequal results</li> <li>2. A key issue is maintaining capacity and ensuring financial autonomy</li> </ol>
TA2.2	<p><b>Hands-on coaching/accompaniment and practical support are more</b></p>	National Society Development (NSD)	Improved coordination and teamwork;	Exchange of experiences and peer learning;	Partially	<ol style="list-style-type: none"> <li>1. Elephant case – you cannot fit elephant in a container that is</li> </ol>

Ref	Learning	Sub-thematic area	Significance	Enabler	Validated	Comments
	<p><b>effective than stand-alone training for strengthening National Society capacity.</b></p> <p>Learning-by-doing approaches, including close collaboration and mentoring, were perceived as more impactful than isolated capacity-building interventions, particularly in complex and rapidly evolving contexts.</p> <p>Representative quotes:</p> <p><i>“Learning through working together on real tasks was much more effective than theoretical training sessions alone.”</i></p>		Enhanced accountability and quality	Teamwork and collaboration		<p>inherently designed for a different purpose.</p> <ol style="list-style-type: none"> <li>2. Both are important, however, consistent utilization could improve one’s ability</li> <li>3. You do not sufficiently appreciate the capacities of PCK/National Societies, especially in the context of local action and legal matters → rapid initiation of processes at the local level</li> </ol>
TA2.3	<p><b>Continuity and quality of international support personnel are critical for meaningful National Society development.</b></p> <p>Longer-term engagement of experienced international staff enabled trust-building, mutual understanding, and gradual transfer of responsibilities, while frequent turnover or limited</p>	National Society Development (NSD); Programme and Operation Management	Improved coordination and teamwork; Strengthened leadership and decision-making	Support from IFRC or Partner National Societies; Supportive internal culture and communication	Yes	

Ref	Learning	Sub-thematic area	Significance	Enabler	Validated	Comments
	<p>competencies constrained institutional learning.</p> <p>Representative quotes:</p> <p><i>"It was useful to keep some international personnel for longer, as it helped to build trust and improve cooperation with the National Society."</i></p>					
TA2.4	<p><b>Clear role definition and governance arrangements support stronger ownership and decision-making by National Societies.</b></p> <p>Ambiguity in roles and responsibilities between National Society staff and international support initially limited effectiveness, underscoring the importance of early clarification to promote ownership and leadership.</p> <p>Representative quotes:</p> <p><i>"Initially the provided support met immediate needs, but later it had to be adapted to address more</i></p>	<p>National Society Development (NSD); Programme and Operation Management</p>	<p>Strengthened leadership and strategic planning; Enhanced accountability and quality</p>	<p>Strong leadership and guidance; Supportive internal culture and communication</p>	<p>Partially</p>	<p>Flexibility and context adaptiveness matters</p>

Ref	Learning	Sub-thematic area	Significance	Enabler	Validated	Comments
	<i>complex and long-term challenges."</i>					
TA2.5	<p><b>Crisis response experience strengthens National Society confidence and professional identity over time.</b></p> <p>Engagement in a prolonged and complex operation contributed to increased self-assurance, professionalism, and readiness to manage future large-scale responses.</p> <p>Representative quotes:</p> <p><i>"Different groups required different types of support, and standard solutions were not always effective."</i></p>	National Society Development (NSD)	Improved volunteer motivation, safety, or retention; Strengthened leadership	Exchange of experiences and peer learning; Teamwork and collaboration	Yes	

## Key learnings

### Thematic Area: Technical Programmatic Areas

Ref	Learning	Sub-thematic area	Significance	Enablers	Validated	Comments
TA3.1	<p><b>Technical responses must adapt quickly from emergency modalities to more specialised and differentiated services as needs evolve.</b></p> <p>Initial emergency-focused interventions were not sufficient over time, requiring technical adaptation and increased specialisation to address more complex and protracted needs.</p> <p>Representative quotes</p> <p><i>"Initially the provided support met immediate needs, but later it had to be adapted to address more complex and long-term challenges."</i></p>	Disaster Preparedness; Mental Health and Psychosocial Support (MHPSS); Cash and Voucher Assistance (CVA)	Supported innovation and adaptability; Enhanced accountability and quality	Adaptability and innovation under pressure; Exchange of experiences and peer learning	Yes	
TA3.2	<p><b>Technical quality and relevance improve when services are tailored to context and population-specific needs.</b></p>	Mental Health and Psychosocial Support (MHPSS); Protection, Gender &	Enhanced accountability, quality, or inclusiveness; Strengthened	Teamwork and collaboration; Supportive internal culture and communication	Yes	CEA, ensure alignment with needs, needs assessment

Ref	Learning	Sub-thematic area	Significance	Enablers	Validated	Comments
	<p>Adjusting technical approaches based on evolving vulnerabilities, cultural context, and practical barriers to access, rather than applying standardised models uniformly, is crucial for effective service delivery.</p> <p>Representative quotes:</p> <p><i>"Different groups required different types of support, and standard solutions were not always effective."</i></p>	Inclusion (PGI) and Safeguarding; Migration & Integration	community engagement and outreach			
TA3.3	<p><b>Strong technical capacity within National Societies is essential for sustained programme quality.</b></p> <p>Reliance on external expertise in early phases underscored the need to progressively strengthen internal technical competencies to ensure continuity, ownership, and sustainability of programme delivery.</p> <p>Representative quotes:</p>	National Society Development (NSD); Mental Health and Psychosocial Support (MHPSS); Cash and Voucher Assistance (CVA)	Strengthened leadership and decision-making; Enhanced accountability and quality	Exchange of experiences and peer learning; Support from IFRC or Partner National Societies	Yes	Documenting and sharing knowledge and experience

Ref	Learning	Sub-thematic area	Significance	Enablers	Validated	Comments
	<i>"Building internal technical expertise was necessary to ensure continuity and quality of services once external support decreased."</i>					
<b>TA3.4</b>	<p><b>Integration across technical sectors enhances effectiveness and avoids fragmented service delivery.</b></p> <p>Experiences across MHPSS, CVA, protection, migration, and community engagement demonstrated that siloed technical interventions reduced effectiveness, while integrated approaches better reflected the multidimensional needs of affected populations.</p> <p>Representative quotes:</p> <p><i>"Providing support in silos limited the impact, while integrated services better reflected the real needs of people."</i></p>	Mental Health and Psychosocial Support (MHPSS); Protection, Gender & Inclusion (PGI) and Safeguarding; Migration & Integration; Community Engagement & Accountability (CEA)	Improved coordination and teamwork; Reduced operational bottlenecks	Teamwork and collaboration; Exchange of experiences and peer learning	Partially	Some people had only one specific needs. Priority needs to be given to people with severe vulnerabilities.
<b>TA3.5</b>	<b>Clear technical guidance and common standards</b>	Mental Health and Psychosocial	Enhanced accountability and	Effective tools, systems or processes;	Yes	Building leadership networks, mutual

Ref	Learning	Sub-thematic area	Significance	Enablers	Validated	Comments
	<p><b>support consistency and quality at scale.</b> Shared technical frameworks, guidelines, and minimum standards to maintain quality and coherence across multiple locations and implementing teams are essential.</p> <p>Representative quotes:</p> <p><i>"Clear guidelines and common standards helped ensure consistency of services across different locations."</i></p>	Support (MHPSS); Cash and Voucher Assistance (CVA)	quality; Improved information management	Support from IFRC or Partner National Societies		support is very important in such large and dispersed organization
	<p><b>Monitoring, feedback, and learning mechanisms are critical for technical adaptation.</b> Continuous reflection and feedback from implementation enabled timely adjustments to technical approaches, improving relevance and outcomes over the course of the response.</p>	Programme and Operation Management; Community Engagement & Accountability (CEA)	Improved information management or data protection systems; Supported innovation and adaptability	Exchange of experiences and peer learning; Effective tools, systems or processes	Partially	Yes, but for us it has not always been like that. Yes, but it was not properly documented.

Ref	Learning	Sub-thematic area	Significance	Enablers	Validated	Comments
	<p>Representative quotes:</p> <p><i>“Regular reflection on what worked and what did not allowed adjustments to technical approaches during implementation.”</i></p>					
TA3.6	<p><b>Community engagement is a core technical component, not an add-on.</b></p> <p>Technical interventions were more effective when community perspectives informed design and delivery, reinforcing the role of engagement and accountability as integral to technical quality.</p> <p>Representative quotes:</p> <p><i>“Activities were more effective when communities were actively involved and their feedback was taken into account.”</i></p>	Community Engagement & Accountability (CEA); Protection, Gender & Inclusion (PGI) and Safeguarding	Strengthened community engagement and outreach; Enhanced accountability and inclusiveness	Supportive internal culture and communication; Teamwork and collaboration	Partially	Grant-based, cause driver system
TA3.7	<p><b>Protracted crises require a balance between technical rigour and operational feasibility.</b></p>	Programme and Operation Management; Mental Health and	Reduced operational bottlenecks; Supported	Adaptability and innovation under pressure; Strong	Yes	

Ref	Learning	Sub-thematic area	Significance	Enablers	Validated	Comments
	<p>It is important to balance high technical standards with realistic delivery constraints, ensuring services remained both effective and implementable at scale.</p> <p>Representative quotes:</p> <p><i>"High technical standards were important, but they had to be balanced with what was realistically possible in the field."</i></p>	Psychosocial Support (MHPSS)	innovation and adaptability	leadership and guidance		

## Key learnings

### Thematic Area: Comms/HD/IM/Digital/Data Protection

Ref	Learning	Sub-thematic area	Significance	Enablers	Validated	Comments
TA4.1	<p><b>Digital systems for data collection and management are essential enablers of efficient operations in protracted responses.</b></p> <p>Delays or gaps in digitalisation limited efficiency and coordination, reinforcing the importance of early investment in fit-for-purpose data systems.</p> <p>Representative quotes:</p> <p><i>"There is a need for better tools for data collection and processing to manage operations of this scale more efficiently."</i></p>	Information Management, Digitalization & Data Protection; Programme and Operation Management;	Improved information management or data protection systems; Enhanced accountability and quality; Reduced operational bottlenecks	Effective tools, systems or processes; Adaptability and innovation under pressure	Yes	<ul style="list-style-type: none"> <li>- Standardized data collection process</li> <li>- Central data management system</li> <li>- Clear roles and responsibilities</li> <li>- Move from annual branch reporting to quarterly</li> <li>- Buy-in from staff on importance</li> <li>- Data protection GDPR</li> <li>- Understand the purpose of data collection</li> <li>- Tools available &gt;&gt; regional level&gt;&gt; branch level</li> </ul>

CONCEPT NOTE  
Poland: Multistakeholder Reflection Workshop  
Ukraine and Impacted Countries Emergency Appeal

**Place:** Warsaw, Poland

**Date:** 3-4 February 2026

**Facilitators:**

- Sarah Omrane, Operations Coordinator, IFRC
- Nana Gamkrelidze, PMER Delegate, IFRC
- Hleb Salauyou, Senior Programme Officer, IFRC

### Background & Objectives

Since the onset of the crisis, multilateral funding channeled via IFRC has enabled PRC and other Movement partners to deliver large-scale humanitarian assistance. Bringing together operational teams, technical experts, and donors, the workshop provides a platform to review achievements, identify operational and strategic gaps, and translate collective learning into recommendations for future emergency and recovery programming in Poland.

The Workshop is organized with the following objectives in mind:

- **Look back:** Review and celebrate achievements till date: showcase the change process that PRC has undergone since 2022 and acknowledge the contributions of the different stakeholders.
- **Look around:** Consolidate key experiences and best practices gained by Polish Red Cross (PRC) and its partners through their response under the Ukraine and Impacted Countries Emergency Appeal (UIC EA) and the implementation of the EU4Health project<sup>1</sup>.
- **Look forward:** Discuss future of the PRC programming following the closure of the EA and identify priorities for sustaining impact and transitioning to longer-term programming.

### Approaches

Key approaches and considerations for the workshop include:

- Foster expertise exchange among participants in this workshop and allowing each space for contribution, exchange and peer learning.
- Find creative and inclusive ways to bring forward the different experiences and learnings from the different stakeholders.
- Ensure a participatory approach such as the stakeholders' intentions, hopes and concerns for the workshop are understood and addressed and, that the workshop leads to meaningful learning and integration of insights into future operations.
- Maintain participants energy through creating sufficient space around sessions and the use of a variety of methods, including plenary presentations and discussions, small group work, mentimeter polls, visual and creative approaches.
- Ensure written documentation of workshop: maintain accurate and comprehensive records of discussions during the workshop. Note-takers will be allocated to each session, including each small group when these are used. We propose that in small group work, the note-taker would help

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<sup>1</sup> Funded by the European Commission's Directorate-General for Health and Food Safety (DG SANTE), supported by IFRC

the group to prepare their flipcharts so these can be easily understood by all and would also take note of important points that are not included on the flipcharts, to share with the facilitation team. To keep information manageable and streamlined, we propose that note-takers do not duplicate what is being captured on flipcharts in their own notes. Specific guidance will be shared with note-takers for each session and can be further discussed with the project team ahead of the workshop.

### Preparatory Work for Participants

A reflective survey will be developed and shared with all participants 2 weeks prior to the workshop. The purpose will be to capture individual and collective experiences gained during the implementation of the UIC Emergency Appeal and related initiatives such as EU4Health project. The insights gained as a result of the survey will form the basis of discussions during the workshop, fostering a positive approach to learning together.

In preparation for the workshop, PRC teams from both HQ and branches will submit their presentations to the facilitators one week in advance. These presentations may take the form of PowerPoint slides, visual posters, or other creative formats. Given time constraints and the number of branches (16 in total), not all teams may be able to present individually during the workshop. Therefore, submitted materials will be used to ensure broad representation and to support inclusive, collective reflection.

### Methodology

The workshop will follow a **participatory, evidence-informed, and forward-looking approach**, ensuring that key operational and strategic learnings are captured and translated into actionable recommendations.

#### Facilitation and Documentation

Planning, Monitoring, Evaluation, and Reporting (PMER) experts from IFRC and British Red Cross will support the process by documenting key findings, synthesizing evidence, and advising on the overall methodology. Their role will be instrumental in ensuring that insights are systematically captured and reflected in the final outputs.

#### Workshop Outputs

A **Multistakeholder Reflection Workshop Report** will be produced, providing a comprehensive analysis of achievements, challenges, and recommendations. This report will serve as a reference to the transition toward sustainable programming and future planning.

#### Structure and Flow

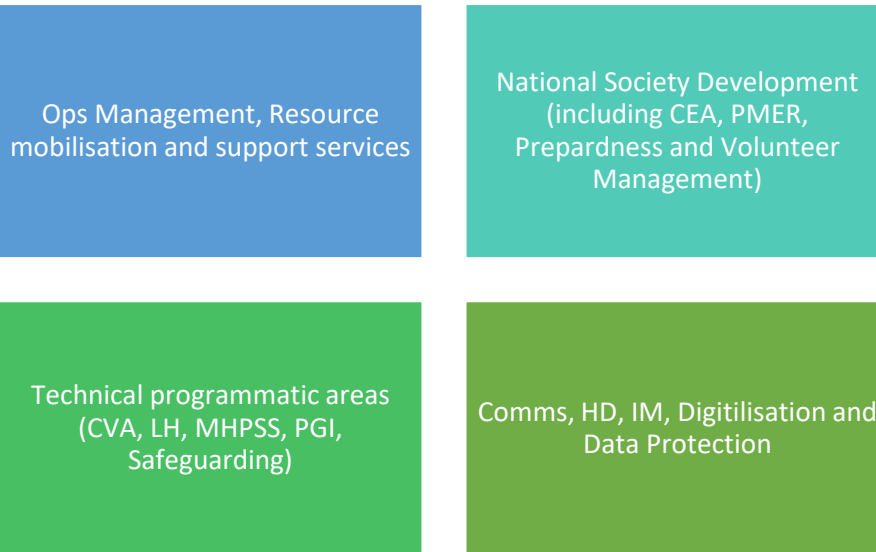
The two-day workshop is structured to balance **retrospective reflection** and **forward-looking planning**:

- **Part 1** will focus on reviewing achievements under the Ukraine & Impacted Countries Emergency Appeal (UIC EA), highlighting the evolution of the Polish Red Cross (PRC) and the support provided by IFRC, including through the EU4Health initiative. It will also include a presentation of the current contextual challenges in which PRC continues to operate, providing a shared understanding of the evolving needs and constraints.
- **Part 2** will be dedicated to strategic dialogue, exploring the future of PRC programming in the post-EA phase, and identifying opportunities for sustainability, localization, and resilience-building. This segment will also serve to collect key learnings and formulate actionable recommendations to inform future programming and partnerships.

#### Thematic focus areas

The discussions will be organized around thematic blocks aligned with the project grant agreement between IFRC and PRC. These themes may be refined during the finalization of the methodology and agenda to ensure relevance and coherence with the workshop objectives.

### Area



### Participants

See confirmed list in Annex 4

## Poland: Multistakeholder Reflection Workshop Ukraine and Impacted Countries Emergency Appeal

3–4 February 2026

[Mercure Warszawa Grand](#), Olimp 1

### Agenda

#### 3 February 2026 (Day 1)

Time	Session Title	Presenter(s)
08:30	Registration	—
09:00–09:45	<b>Official Opening and Setting the Scene</b>	<ul style="list-style-type: none"> <li>- Katarzyna Mikołajczyk, Polish Red Cross</li> <li>- Elmir Camic, IFRC</li> <li>- Ruben Cano, IFRC</li> </ul>
09:45–11:15	<b>Session 1: Achievements Part 1</b>	Polish Red Cross branch representatives
11:00–11:15	<b>Coffee Break</b>	—
11:15–11:50	<b>Session 1: Achievements Part 2</b>	Polish Red Cross branch representatives
11:50–12:30	<b>Session 2: Achievements Summary and Successful case of replicating knowledge of EA</b>	Polish Red Cross HQ representatives, IFRC Poland
12:30–13:30	<b>Lunch</b>	—
13:30–15:00	<b>Session 3: Learnings – Presentation and Validation</b>	Nana Gamkrelidze, IFRC  Facilitated Group Discussions
15:00–15:15	<b>Coffee Break</b>	—
15:30–16:30	<b>Session 4: Presentation of Validated Learnings</b>	Group rapporteurs
16:30–17:00	<b>Closing of Day 1 and Daily Evaluation</b>	Nana Gamkrelidze, IFRC
19:00	<b>Social Dinner</b>	—

## Poland: Multistakeholder Reflection Workshop Ukraine and Impacted Countries Emergency Appeal



3–4 February 2026



[Mercure Warszawa Grand](#), Olimp 1

### 4 February 2026 (Day 2)

Time	Session Title	Presenter(s)
08:30	Registration	—
09:00–09:30	Opening and Recap of Day 1	Sarah Omrane, British Red Cross
09:30–11:00	Session 1: Humanitarian Outlook, PCK Strategy and Unified Plan	<ul style="list-style-type: none"> <li>- Anna Szczepanik, Polish Red Cross</li> <li>- Hleb Salauyou, IFRC</li> </ul>
11:00–11:15	Coffee Break	—
11:30–12:45	Session 2: Transition from Learnings to Practice	Sarah Omrane, British Red Cross
12:45–13:45	Lunch	—
13:45–14:15	Session 2 (continued): Group Presentations	Group rapporteurs
14:15–15:45	Session 3: Roles and Responsibilities	Sarah Omrane, British Red Cross
15:45–16:00	Coffee Break	—
16:00–16:45	Closing Remarks and Final Evaluation	<ul style="list-style-type: none"> <li>- Katarzyna Mikołajczyk, Polish Red Cross</li> <li>- Elmir Camic, IFRC</li> <li>- Ruben Cano, IFRC</li> <li>- Nana Gamkrelidze, IFRC</li> </ul>

## Annex 4 - Participant List

ID	Participant	Organization
1	Krzysztof Woźniak	PCK Dolnośląski
2	Krzysztof Rębacz	PCK Kujawsko-Pomorski
3	Ewelina Bury	PCK Lubelski
4	Paulina Grzesiowska-Nowak	PCK Lubuski
5	Anna Chojnacka	PCK Łódzki
6	Małgorzata Pyka	PCK Matopolski
7	Anna Fiszer	PCK Mazowiecki
8	Honorata Krzywoń	PCK Mazowiecki
9	Dawid Drożdż	PCK Opolski
10	Stawomir Stefański	PCK Podkarpacki
11	Łukasz Zaniewski	PCK Podlaski
12	Piotr Zaborowski	PCK Pomorski
13	Eugenia Dziuba	PCK Śląski
14	Mirostaw Mościcki	PCK Świętokrzyski
15	Dorota d'Aystetten	PCK Warmińsko-Mazurski
16	Beata Cieszkiewicz	PCK Wielkopolski
17	Joanna Łaskarzewska	PCK Zachodniopomorski
18	Katarzyna Mikołajczyk	PCK HQ
19	Anna Szczepanik	PCK HQ
20	Magdalena Stefańska	PCK HQ
21	Małgorzata Szukała	PCK HQ
22	Bartosz Bromant	PCK HQ
23	Martyna Skrzypkowska	PCK HQ
24	Aleksandra Hłasko	PCK HQ
25	Marta Wybranowska	PCK HQ
26	Marta Wójcik	PCK HQ
27	Agnieszka Osuch	PCK HQ
28	Monika Kolaj	PCK HQ
29	Katarzyna Kubicius	PCK HQ
30	Joanna Reid	British Red Cross
31	Sarah Omrane	British Red Cross
32	Tom Pieper	the Netherlands Red Cross
33	Jack Harrison	the Netherlands Red Cross
34	Sara Escudero	Spanish Red Cross
35	Aleksandar Panic	German Red Cross
36	Elmir Camic	IFRC CCD
37	Ruben Cano	IFRC ROE
38	T'Nasha La Roche	IFRC ROE
39	Nana Gamkrelidze	IFRC ROE
40	Hleb Salauyou	IFRC CCD
41	Marcin Podlesny	IFRC ROE
42	Marcin Macenowicz	IFRC CCD
43	Yadav Prasad Dahal	IFRC CCD

## Annex 5 - Pre-workshop Survey

Dear participant,

Thank you for taking part in this reflective survey as part of the Lessons Learned Workshop jointly organised by the Polish Red Cross (PCK) and IFRC.

The purpose of this survey is to capture individual and collective experiences gained during the implementation of the Ukraine and Impacted Countries Emergency Appeal (UIC EA), including insights from related initiatives such as the *EU4Health Project*.

Your feedback will help identify key lessons and good practices that will be validated and explored in a greater detail during the Workshop.

All responses are confidential. No personal identifiers will be recorded. Information will be aggregated and used exclusively for the Lessons Learned Workshop and internal planning.

### **Please, select the organization you represent:**

- Polish Red Cross
- IFRC
- Partner National Society

### **Q1. Please describe the single most important learning or realization you or your team observed during the implementation of the Ukraine and Impacted Countries Emergency Appeal and its related projects.**

*(Briefly describe what you learned and in what context.)*

*Open text response*

### **Q2. In which thematic area did this learning occur?**

*(Please select one main area. If relevant, you may specify another.)*

- Programme and Operation Management
- National Society Development (NSD)
- Cash and Voucher Assistance (CVA)
- Protection, Gender & Inclusion (PGI) and Safeguarding
- Mental Health and Psychosocial Support (MHPSS)
- Community Engagement & Accountability (CEA)
- Livelihoods
- Strategic Planning & Resource Mobilization (SPRM)
- Finance & Support Services
- Planning, Monitoring, Evaluation & Reporting (PMER)
- Disaster Preparedness
- Volunteer Management

- Migration & Integration
- Humanitarian Diplomacy
- Information Management, Digitalization & Data Protection
- Communication
- Other (please specify): \_\_\_\_\_

**Q3. Why was this learning important or transformative?**

*(Please select all that apply. You may choose up to three options. If relevant, add a short explanation.)*

- It improved coordination and teamwork across departments or partners
- It strengthened community engagement and outreach to people in need
- It enhanced accountability, quality, or inclusiveness of activities
- It contributed to more efficient financial management or use of resources
- It improved volunteer motivation, safety, or retention
- It supported innovation and adaptability during changing circumstances
- It strengthened leadership, decision-making, or strategic planning
- It improved information management or data protection systems
- It reduced operational bottlenecks (e.g. logistics, procurement, or reporting)
- Other (please specify): \_\_\_\_\_

*Short explanation:* \_\_\_\_\_

**Q4. What factors enabled this learning?**

*(Please select all that apply. You may choose up to three options.)*

- Teamwork and collaboration
- Support from IFRC or Partner National Societies
- Strong leadership and guidance
- Adaptability and innovation under pressure
- Exchange of experiences and peer learning
- Effective tools, systems or processes
- Supportive internal culture and communication
- Other (please specify): \_\_\_\_\_

**Q5. How has this learning been shared or institutionalized within Polish Red Cross?**

*(Please select all that apply. You may choose up to three options.)*

- Shared informally among colleagues
- Documented in reports, reviews or presentations
- Integrated into guidelines, procedures or training materials

- Discussed during coordination or reflection meetings
- Used to improve planning or programme design
- Not yet shared but should be
- Other (please specify): \_\_\_\_\_

**Q6. How can the learning you described be applied and sustained within Polish Red Cross after the completion of the Ukraine Emergency Appeal?**

*(Please select all that apply. You may choose up to three options. If relevant, add a short explanation.)*

- Integrate it into standard operating procedures, policies, or guidance
- Include it in staff and volunteer training, mentoring, or onboarding
- Embed it in programme and project design, planning, or evaluation tools
- Share it systematically across branches or departments (e.g. through internal learning platforms, workshops)
- Use it to strengthen coordination, partnerships, or advocacy
- Recognise and promote it as an organisational good practice
- Other (please specify): \_\_\_\_\_

*Short explanation:* \_\_\_\_\_

**Q7. What is needed to apply and sustain the learning you described within the Polish Red Cross after the completion of the Ukraine Emergency Appeal?**

*(Please select all that apply. You may choose up to three options. If relevant, add a short explanation.)*

- Strong leadership commitment and strategic prioritization
- Clear internal ownership of the learning (defined roles and responsibilities)
- Adequate financial resources to operationalize the learning
- Sufficient human resources and technical capacity
- Updated or new internal procedures, tools, or guidance
- Dedicated time for reflection, adaptation, and internal learning processes
- Continued technical support from IFRC or Partner National Societies
- Improved internal communication and coordination channels
- Other (please specify): \_\_\_\_\_

*Short explanation:* \_\_\_\_\_

**Q8. Whose role do you think it is to ensure that this learning leads to lasting improvement within the Polish Red Cross?**

*(Select all that apply and, if relevant, explain why.)*

- Senior leadership and management at headquarters
- Branch-level leadership and management

- Technical units (e.g. Health, MHPSS, CVA, CEA, PGI, etc.)
- PMER and quality assurance teams
- SPRM / Resource Mobilization teams
- Human Resources and staff development units
- Volunteer management and training units
- Individual staff and volunteers through daily practice
- IFRC and Partner National Societies
- Other (please specify): \_\_\_\_\_

## **Szanowni Państwo,**

Dziękujemy za udział w niniejszej ankiecie, przygotowanej w ramach Warsztatu "Lessons Learned", organizowanego wspólnie przez Polski Czerwony Krzyż (PCK) i IFRC.

Celem ankiety jest zebranie wiedzy o indywidualnych i zespołowych doświadczeniach zdobytych podczas realizacji Apelu: Ukraina i Kraje Dotknięte Kryzysem (UIC EA), w tym także spostrzeżeń związanych z inicjatywami powiązаныmi, takimi jak projekt EU4Health.

Państwa opinie pomogą zidentyfikować kluczowe wnioski i dobre praktyki, które zostaną zweryfikowane i omówione bardziej szczegółowo podczas Warsztatu.

Wszystkie odpowiedzi są poufne. Żadne dane osobowe nie będą rejestrowane. Informacje zostaną zagregowane i będą wykorzystywane wyłącznie na potrzeby Warsztatu "Lessons Learned" oraz wewnętrznego planowania.

### **Proszę wybrać organizację, którą Pan/Pani reprezentuje:**

- Polski Czerwony Krzyż
- IFRC
- Narodowe Stowarzyszenie Partnerskie

### **P1. Proszę opisać jedną najważniejszą lekcję lub wniosek, jaki Pan/Pani lub Państwa zespół wyciągnął podczas realizacji Apelu: Ukraina i Kraje Dotknięte Kryzysem oraz projektów z nim powiązanych.**

(Proszę krótko opisać, czego się Państwo nauczyli i w jakim kontekście.)  
Odpowiedź otwarta

### **P2. Jakiego obszaru tematycznego dotyczyły te wnioski?**

(Proszę wybrać główny obszar. Jeśli dotyczy więcej niż jednego, proszę wskazać.)

- Zarządzanie programami i operacjami
- Rozwój Krajowego Stowarzyszenia (NSD)
- Pomoc Gotówkowa i Voucherowa (CVA)
- Ochrona, Równość Płci i Włączenie (PGI) oraz Safeguarding
- Zdrowie Psychiczne i Wsparcie Psychospołeczne (MHPSS)
- Zaangażowanie Społeczności i Odpowiedzialność (CEA)
- Źródła Utrzymania (Livelihoods)
- Planowanie Strategiczne i Mobilizacja Zasobów (SPRM)
- Finanse i usługi wspierające

- Planowanie, Monitorowanie, Ewaluacja i Raportowanie (PMER)
- Gotowość na katastrofy
- Zarządzanie wolontariuszami
- Migracja i integracja
- Dyplomacja humanitarna
- Zarządzanie informacją, digitalizacja i ochrona danych
- Komunikacja
- Inne (proszę określić): \_\_\_\_\_

### **P3. Dlaczego te wnioski były ważne lub wpływające na zmianę?**

(Proszę zaznaczyć wszystkie właściwe odpowiedzi i, jeśli to możliwe, dodać krótkie wyjaśnienie.)

- Poprawiły koordynację i współpracę między działami lub partnerami
- Wzmocniły zaangażowanie społeczności i dotarcie do osób potrzebujących
- Podniosły jakość, odpowiedzialność lub inkluzywność działań
- Przyczyniły się do bardziej efektywnego zarządzania finansami lub zasobami
- Poprawiły motywację, bezpieczeństwo lub utrzymanie wolontariuszy
- Wsparły innowacje i zdolność adaptacji w zmieniających się okolicznościach
- Wzmocniły przywództwo, podejmowanie decyzji lub planowanie strategiczne
- Usprawniły systemy zarządzania informacją lub ochrony danych
- Zmniejszyły wąskie gardła operacyjne (np. logistyka, zamówienia, raportowanie)
- Inne (proszę określić): \_\_\_\_\_

Krótkie wyjaśnienie: \_\_\_\_\_

### **P4. Jakie czynniki umożliwiły pojawienie się tych wniosków?**

(Proszę zaznaczyć wszystkie właściwe odpowiedzi.)

- Praca zespołowa i współpraca
- Wsparcie IFRC lub Narodowych Stowarzyszeń Partnerskich
- Silne przywództwo i kierowanie
- Zdolność adaptacji i innowacyjność w sytuacjach presji
- Wymiana doświadczeń i uczenie się od innych
- Skuteczne narzędzia, systemy lub procesy
- Wspierająca kultura organizacyjna i komunikacja
- Inne (proszę określić): \_\_\_\_\_

**P5. W jaki sposób ta wiedza została udostępniona lub zinstytucjonalizowana w Polskim Czerwonym Krzyżu?**

(Proszę zaznaczyć wszystkie właściwe odpowiedzi.)

- Przekazywana nieformalnie wśród współpracowników
- Udokumentowana w raportach, przeglądach lub prezentacjach
- Włączona do wytycznych, procedur lub materiałów szkoleniowych
- Omawiana podczas spotkań koordynacyjnych lub refleksyjnych
- Wykorzystana do usprawnienia planowania lub projektowania programów
- Jeszcze nie została udostępniona, ale powinna być
- Inne (proszę określić): \_\_\_\_\_

**P6. W jaki sposób opisana wiedza może zostać wdrożona i utrzymana w PCK po zakończeniu Apelu: Ukraina?**

(Proszę zaznaczyć wszystkie właściwe odpowiedzi i, jeśli to możliwe, dodać krótkie wyjaśnienie.)

- Włączenie jej do standardowych procedur operacyjnych, polityk lub wytycznych
- Uwzględnienie jej w szkoleniach, mentoringu lub wdrażaniu nowych pracowników i wolontariuszy
- Wdrożenie jej w projektowaniu, planowaniu lub narzędziach ewaluacyjnych
- Systematyczne dzielenie się nią między oddziałami lub działami (np. poprzez platformy wewnętrzne, warsztaty)
- Wykorzystanie jej do wzmocnienia koordynacji, partnerstw lub działań rzeczniczych
- Uznanie jej i promowanie jako dobrej praktyki organizacyjnej
- Inne (proszę określić): \_\_\_\_\_

Krótkie wyjaśnienie: \_\_\_\_\_

**P7. Czego potrzeba, aby zastosować i utrzymać opisaną przez Pana/Panią wiedzę w Polskim Czerwonym Krzyżu po zakończeniu Apelu: Ukraina?**

(Proszę zaznaczyć wszystkie właściwe odpowiedzi. Można wybrać maksymalnie trzy opcje. Jeśli to możliwe, proszę dodać krótkie wyjaśnienie.)

- Silne zaangażowanie kierownictwa i priorytetyzacja strategiczna
- Jasne określenie odpowiedzialności za wdrażanie tej lekcji (role i zadania)
- Wystarczające zasoby finansowe do wdrożenia w praktyce
- Odpowiednie zasoby ludzkie i kompetencje techniczne
- Zaktualizowane lub nowe procedury, narzędzia czy wytyczne
- Zapewnienie czasu na refleksję, adaptację i procesy uczenia się wewnętrznego
- Dalsze wsparcie techniczne ze strony IFRC lub Narodowych Stowarzyszeń Partnerskich

- Usprawnione kanały komunikacji i koordynacji wewnętrznej
- Inne (proszę określić): \_\_\_\_\_

**Krótkie wyjaśnienie:** \_\_\_\_\_

**P8. Które jednostki lub poziomy organizacyjne powinny być odpowiedzialne za to, aby te doświadczenia doprowadziły do trwałej poprawy w Polskim Czerwonym Krzyżu?**

(Proszę zaznaczyć wszystkie właściwe odpowiedzi i, jeśli to możliwe, dodać uzasadnienie.)

- Kierownictwo i zarząd na poziomie centrali
- Kierownictwo i zarząd na poziomie oddziałów
- Jednostki techniczne (np. Zdrowie, MHPSS, CVA, CEA, PGI itp.)
- Zespoły PMER i zapewnienia jakości
- Jednostki SPRM / mobilizacji zasobów
- Dział kadr i rozwoju pracowników
- Jednostki zarządzania wolontariuszami i szkoleniami
- Indywidualni pracownicy i wolontariusze poprzez codzienną praktykę
- IFRC i Narodowe Stowarzyszenia Partnerskie poprzez dalsze wsparcie techniczne
- Inne (proszę określić): \_\_\_\_\_