



# REVISED EMERGENCY APPEAL

## REVISED OPERATIONAL STRATEGY

### MENA | MIDDLE EAST COMPLEX EMERGENCY



Appeal №: <b>MDRS5002</b>	To be assisted: <b>1,363,821 people</b>	Appeal launched: <b>18/10/2023</b>
Glide №: <b>CE-2023-000186-PSE</b>	IFRC-DREF(s) allocated: Total CHF 6.3 million <ul style="list-style-type: none"><li>- 3 million initially (imbursed)</li><li>- 3.3 million with the re-categorisation (Lebanon)</li></ul>	Disaster categorization: <b>Overall: Orange</b> <b>Lebanon: Red</b>
Operation start date: <b>18/10/2023</b>	Operation end date: <b>31/12/2025</b>	Date: <b>27/11/2024</b>
Operational Strategy Revision	<b>Revision #2</b>	

\* Indirect support will be provided to affected populations in Gaza through ERCS and JRCs logistics to PRCS for receiving and transport of humanitarian shipments intended for PRCS.

**IFRC Secretariat Funding requirement: 185 million CHF**  
**Federation-wide funding requirement: 200 million CHF<sup>1</sup>**

<sup>1</sup> The Federation-wide funding requirement encompasses all financial support to be directed to the Operating National Societies in response to the emergency. It includes the Operating National Societies' domestic fundraising requests and the fundraising

## TIMELINE



appeals of supporting Red Cross and Red Crescent National Societies (CHF 200 million), as well as the funding requirements of the IFRC Secretariat (CHF 185 million). This

comprehensive approach ensures that all available resources are mobilised to address the urgent humanitarian needs of the affected communities.

# OPERATIONAL STRATEGY REVISION

On 18 October 2023, IFRC launched the Middle East Crisis Emergency Appeal to support the coordination and scale-up of response to the crisis, in addition to the readiness activities in neighbouring countries. All activities were designed to ensure synergy and complementarity with the Palestinian Red Crescent Society (PRCS) Operation and Appeal, aligning closely with the needs on the ground.

Due to ongoing escalation and the worsening humanitarian crisis, **the Federation-wide Emergency Appeal has been revised, increasing the total funding ask from the initial CHF 100 million to CHF 200 million.** This adjustment aims to more effectively address the growing needs, to respond to population movements caused by hostilities and to maintain flexibility in order to be able to adapt to the evolving context and prepare for future developments and recovery actions.

The revised Emergency Appeal will continue to support response interventions alongside the preparedness and readiness actions of the Egyptian Red Crescent Society (ERCS), Lebanese Red Cross (LRC), Jordan National Red Crescent Society (JNRCS) and Syrian Arab Red Crescent (SARC). This includes enhancing logistics services, pre-positioning and readiness efforts, establishing Jordan as an additional logistics hub alongside Egypt to facilitate humanitarian aid deliveries to Gaza. Notably, these logistical pipelines are expected to play a critical role not only during the current emergency phase but also in future recovery and rehabilitation efforts in Gaza, depending on how the situation evolves and in coordination with the Palestine Red Crescent Society (PRCS).

The appeal also supports individuals medically evacuated from the Gaza Strip, as well as those accompanying them, along with host communities and displaced populations affected by the conflict spillover in neighbouring countries. Sub-regional preparedness efforts are being reinforced in collaboration with the Operating National Societies to enhance readiness for changing needs.

Furthermore, the massive escalation of violence in Lebanon, which began in mid-September 2024, continues to exacerbate the already fragile situation in the region, heavily impacting neighbouring countries, particularly Syria. Lebanon is currently enduring one of the most devastating periods in its history, with hostilities severely affecting the country, particularly in the South, the southern suburbs of Beirut and the Bekaa region. As the situation escalates in Lebanon, the focus has shifted from preparedness to scaled-up response activities in both Lebanon and Syria, working in close partnership with the Operating National Societies. Together, these coordinated efforts aim to meet the immediate and anticipated needs of approximately 1,363,821 people across all the countries involved in the crisis.

In order to ensure effective technical support and coordination, this appeal will also contribute to boosting the IFRC Secretariat's capacity at both the country and regional levels. This strengthening aims to support the timely and efficient scale-up of operations, ensuring that humanitarian efforts remain agile and responsive to the evolving crisis.

A year on, the situation in the region has deteriorated significantly, emphasizing the ongoing volatility and severe impacts on neighbouring countries, which have further exacerbated the already challenging conditions. The humanitarian crisis in Lebanon has created several critical needs across multiple sectors. The conflict has led to massive internal displacement, with overcrowded shelters and inadequate living conditions, as well as large-scale population movement across neighbouring countries, especially into Syria. As winter approaches, displaced families urgently require winterization support, including blankets, heating sources and warm clothing. Food insecurity has worsened due to disrupted food supplies and rising costs, while healthcare services are severely strained, with many facilities damaged amid increasing casualties and disease outbreaks like cholera. With hostilities still ongoing, the repercussions on affected populations continue to grow, compounding the already dire humanitarian situation.

Given this instability, the revised Operational Strategy remains centred on preparedness, emergency response and immediate relief efforts, rather than transitioning to longer-term recovery activities until the conditions are

conducive. The priority, therefore, is to ensure that all involved actors maintain readiness and a robust response capacity to address urgent and evolving needs effectively.

## **Lebanon Complex Emergency Appeal – rationale and complementarity to the Middle East Crisis Appeal**

A new <https://prddsgofilestorage.blob.core.windows.net/api/event-featured-documents/file/MDRLB017EA.pdf> was launched on 5 November 2024 to support the Lebanese Red Cross (LRC) to address the immense humanitarian impact of the escalation in hostilities in Lebanon. Since October 2023, IFRC has been supporting LRC's efforts to prepare for and respond to the spill-over effects of the escalation of hostilities in Gaza through its [multi-country Emergency Appeal for the Middle East Complex Emergency](#), which addresses the regional implications of the humanitarian crisis.

Further escalation of hostilities in September 2024 led to widespread destruction and mass displacement, exacerbating an already dire socio-economic situation in Lebanon, necessitating a new appeal to address the rapidly evolving humanitarian situation more effectively. The launch of a separate Emergency Appeal for Lebanon will ensure a robust Federation-wide response to the ongoing scaled up crisis, while also addressing the longer-term consequences of the conflict through recovery efforts as the country faces one of its worst humanitarian crises in decades.

## **DESCRIPTION OF THE EVENT**

On 7 October 2023, an escalation of hostilities began across the Gaza Strip and the West Bank. As this escalation continues, the overall humanitarian situation in Gaza is rapidly plunging into desperation. According to the Palestinian Central Bureau of Statistics, as of 10 of-November 2024, the conflict has resulted in more than 44,380 fatalities, with more than 10,900 people injured, reflecting the severe impact on civilians. Nearly 2 million people have been displaced as well, and nearly 360,000 homes have been damaged. The escalation has intensified significantly with numerous high-casualty incidents each month, driving surges in displacement and need for aid.

The healthcare infrastructure in Gaza has nearly collapsed, meanwhile, with numerous hospitals out of service and damaged by the hostilities, critically reducing the availability of essential medical services. Access to healthcare is further hampered by significant challenges to aid convoys, which are frequently blocked or attacked. Logistical constraints, including the limited number of crossing points into Gaza, strict limitations on permitted items and lack of necessary handling equipment, have compounded these difficulties. Severe fuel shortages also hinder the operation of trucks and refrigeration, complicating the delivery and storage of aid. Overall, healthcare services remain scarce to address the escalating needs of Gaza's population.

The ongoing conflict has led to severe disruptions in food and water supply too, placing 40 per cent of the population at high risk of famine, according to Integrated Food Security Phase Classification (IPC). Up to 1.84 million people are facing acute food insecurity, including 133,000 in IPC 'catastrophic' conditions. Acute malnutrition has surged to levels 10 times higher than before the conflict and projections for November 2024 to April 2025 indicate that nearly 2 million people - over 90 per cent of Gaza's population - will face severe food insecurity, with many at IPC 'catastrophic' or 'emergency' levels. Rafah and the northern governorates are expected to suffer the most severe impacts.<sup>2</sup> The destruction of Water, Sanitation and Hygiene (WASH) systems, coupled with repeated displacement, has left residents in overcrowded camps with limited access to water.

Food and water supplies are nearly depleted as well, with only small amounts arriving, mainly from Egypt and Jordan. After a brief rise in aid from May to August 2024, the volume has dropped sharply since September, worsening food shortages as winter approaches, while security risks and communication breakdowns hinder the delivery of more.

The **Egyptian Red Crescent Society (ERCS)** was initially appointed by the Egyptian authorities as the sole logistics manager to facilitate aid deliveries into Gaza, working in coordination with PRCS. Yet the

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<sup>2</sup> [IPC Country Analysis - Palestine](#).

closure of the Rafah border crossing in May 2024 further limited aid entry, while the Karem Shalom crossing remains operational, although mostly used by the UN and INGOs.

Since January 2024, the Jordan corridor has emerged as a critical complementary route for aid, and the **Jordan National Red Crescent Society (JNRCS)** has adapted its strategy to become an alternative logistics hub to support the passage of aid into Gaza and to ensure that humanitarian supplies are properly processed and dispatched to PRCS. Despite these efforts, the Jordan corridor faces several challenges, including limited truck access, and restrictions on aid going in. Thus, JNRCS and ERCS are scaling up logistics operations and expanding storage capacity to properly store aid items and to be prepared to send that aid when conditions allow.

The escalation of hostilities in Lebanon in mid-September 2024 led to a dramatic worsening of the situation in the region generally, as mentioned, and the country is currently experiencing one of its most challenging crises, with widespread destruction of essential infrastructure, including water, electricity, roads and telecommunications. The healthcare sector has been severely impacted too, as several health facilities were forced to close, further limiting access to critical medical services. The conflict has resulted in numerous casualties, the overall health system is overwhelmed, and damage is estimated at over USD 1 billion. LRC has led the humanitarian response in Lebanon since the crisis began, providing pre-hospital care while focusing on preparedness and immediate assistance to those affected by the conflict, including displaced individuals and host families.

LRC's humanitarian response is supported by the **Palestinian Red Crescent Society Lebanon**

**branch (PRCS-L)**, which provides essential health services to Palestinian refugees and other vulnerable groups. PRCS-L manages hospitals and health centres, treating those affected by the conflict. There is also increased food insecurity as a result of disrupted supply chains and job losses, which is exacerbating the already dire socio-economic conditions, diminishing the capacity of the population to cope with new needs.

In Syria, the humanitarian situation is deteriorating too, due to the influx of displaced people from Lebanon, with **Syrian Arab Red Crescent (SARC)** staff and volunteers tirelessly responding. As of 9 November 2024, nearly 530,000 people have crossed into Syria, primarily through key border crossings such as Jdaidet Yabous, Homs and Tartous. Most of the people crossing are of Syrian nationality, with some being Lebanese nationals as well. The displaced population includes many women and children, along with other individuals facing heightened vulnerability, such as those with chronic illnesses or disabilities. Most of the displaced are moving on to various governorates in Syria, with a significant number of Lebanese nationals in transit to Jordan or Iraq, in order to leave the region.

This massive displacement, combined with the fragile socio-economic conditions in both Lebanon and Syria, has significantly strained resources, highlighting the ongoing humanitarian needs throughout the region. As the situation continues to develop, IFRC continues its preparedness and response scale-up in neighbouring countries, in complementarity with the PRCS response.



# CAPACITIES AND RESPONSE

## 1. National Society response capacity

### 1. National Society capacity and ongoing response

#### National Society Footprint



Updated: 14 November 2024

The National Societies of the MENA region perform an officially recognized auxiliary role to government and thus act as a strategic partner to the public authorities, with considerable experience in dealing with natural hazards and man-made crises, including complex emergencies. They have a strong base of trained staff and volunteers, with strengths in first aid and in community health and blood services, and with strong volunteer networks.

The **Egyptian Red Crescent Society (ERCS)** is officially recognized as an auxiliary to the public authorities in humanitarian response and has a permanent presence in all 27 governorates of Egypt. It is uniquely positioned to operate in northern Sinai, ensuring widespread access to communities, including people on the move. ERCS has 33,000 volunteers, along with 27 youth clubs, five blood banks, eight hospitals, 35 polyclinics, 11 rehabilitation centres, five kidney dialysis units and 10 integrated social centres. It focuses on disaster preparedness, response, and recovery, responding to national and regional emergencies. They are represented on several key national committees, including the National Committee for Crisis Management, Disaster Risk Reduction (DRR) bodies and the National Taskforce for Volunteering.

ERCS's Country Response Plan (CRP) is focused on providing logistical support to Gaza while also managing operations in Egypt, especially around Rafah crossing. Key areas of response include Health & Care, WASH, Shelter, Food Security, Livelihoods, Cash & Voucher Assistance (CVA), and Protection. They are also enhancing their capacity at both headquarters and branch levels to ensure preparedness for potential scenarios. Services such as psychosocial support (PSS), Restoring Family Links (RFL) and emergency shelter are being provided to evacuees, along with WASH services to address immediate needs. Due to escalating humanitarian need and the unfolding situation, the Egypt Country Response Plan (CRP) has been revised to a Federation-wide funding requirement of CHF 80 million, with IFRC Secretariat funding requirement increasing to CHF 75 million. For more detailed information on the ERCS response under this intervention, please refer to the Egypt CRP-revised, [here](#).

The **Lebanese Red Cross (LRC)** was established in 1945 as an auxiliary to public authorities. It is the main provider of pre-hospital care and blood transfusion and plays a lead role in disaster response in Lebanon. Supported by

over 15,000 volunteers, 456 staff members, 2,700 EMS volunteers and 1,400 youth volunteers, LRC operates through 32 branches, 45 EMS stations, four operating rooms, 12 blood banks, 42 dispensaries and 15 mobile clinics. It is uniquely positioned to fill the gaps in the country's health care system. Since mid-September, its operational strategy has shifted to a comprehensive response to the ongoing humanitarian crisis, focusing on immediate lifesaving needs and community resilience.

LRC's Country Response Plan (CRP) includes emergency medical services, blood transfusions, psychosocial support, shelter services and integration of Cash & Voucher Assistance (CVA) where feasible. Due to the escalating humanitarian requirements and the unfolding situation, the Lebanon Country Response Plan was revised to a Federation-wide funding requirement of CHF 55 million, with the IFRC Secretariat's funding requirement increasing to CHF 50 million. For more detailed information on LRC's response under this intervention, please refer to the Lebanon CRP-revised, [here](#).

With the increase in scope and volume of needs of the more than 1 million people now affected by escalating hospitalities in Lebanon, a new Emergency Appeal was launched to support up to 600,000 people until 2026, looking at country-wide emergency response and long-term recovery activities. More details regarding the new Emergency Appeal for Lebanon can be found [here](#).

The **Syrian Arab Red Crescent (SARC)** is the lead humanitarian agency in Syria, serving as an auxiliary to the public authorities in several humanitarian fields. This role was formalized through agreements with Movement partners in 2012 and with a mandate from Syria's National Coordinator for Humanitarian Aid in 2008. SARC is officially recognized by public authorities as an auxiliary and plays a key role on the National Humanitarian and Disaster Response Committee at both national and provincial levels. SARC has a network of 9,104 volunteers and 5,770 staff across 14 branches and 94 sub-branches, providing expertise in EMS, Disaster Management, WASH, Health and community services. It has 20 mobile health units, 12 medical teams, 56 primary health clinics, three hospitals and 31 ambulance centres, totalling 104 ambulances. Since 2011, SARC has scaled up its response to assist over 5 million internally displaced people, returnees and affected communities annually.

SARC's CRP is focused on strengthening logistics, pre-positioning of supplies, and ensuring and prioritizing Disaster Management and EMS readiness and safety. Their strategy includes scaling up Humanitarian Service Points, EMS, first aid, WASH and Shelter services, and they put an emphasis on psychosocial support and Protection for vulnerable groups, in coordination with key partners. Due to the escalating humanitarian crisis, their CRP has also been revised to a Federation-wide funding requirement of CHF 24 million, with the IFRC Secretariat's funding requirement increasing to CHF 20 million. For more detailed information on SARC's response under this intervention, please refer to the CRP- revised [here](#).

The **Jordanian National Red Crescent Society (JNRCS)** operates with over 800 volunteers supporting 100 staff across 10 branches in the country, to provide relief, health, psychosocial support and youth empowerment programmes for vulnerable populations. As an auxiliary to the public authorities, JNRCS focuses on alleviating suffering while preserving dignity and safety. The organization played a vital role during past refugee influxes, managing relief operations and camps. As part of its health care services, JNRCS owns and manages a 126-bed hospital in Amman, an outpatient clinic for Syrian refugees and a mobile clinic for outreach health programmes. The CRP emphasizes logistical improvements, such as enhancing the pre-positioning of supplies and rehabilitating warehouses to manage growing logistical challenges. These measures are vital since JNRCS has become a key complementary hub for aid delivery after the closure of the Rafah crossing. Additionally, JNRCS prioritizes preparedness in Health, WASH and Cash & Voucher Assistance, particularly in preparation for potential population movements into the country. Due to the escalating humanitarian needs and the unfolding situation, their CRP has been revised to a Federation-wide funding requirement of CHF 26 million, with the IFRC Secretariat's funding requirement increasing to CHF 25 million. For more detailed information on JNRCS's response under this intervention, please refer to the Jordan CRP-revised [here](#).

# 1. International capacity and response

## 2.1 Red Cross Red Crescent Movement capacity and response

### IFRC membership

The IFRC Secretariat provides technical and financial support to the four National Societies in this appeal through the IFRC Country Delegations based in Cairo, Beirut, Damascus, and Amman. This support is reinforced by the Regional Office team for the Middle East and North Africa (MENA) in Lebanon, ensuring the overall membership coordination with their regional representations, through regular calls to provide operational updates as needed. Additionally, facilitating communication and bilateral meetings with partners to ensure effective coordination and the sharing of relevant information. We also act as the focal point for partners, addressing any queries related to the operation and facilitating support by connecting them with the relevant people. Additionally, several Participating National Societies have continued to offer and plan to maintain bilateral support to the National Societies during the preparedness and response phases. The IFRC also continues to rely on partners supporting the ongoing regional Emergency Appeal for the Middle East crisis.

In terms of **preparedness**, the support provided by the IFRC Secretariat has been crucial. IFRC has supported SARC in enhancing its preparedness for a potential escalation of hostilities in Syria and Lebanon, particularly in anticipation of population movement from Lebanon into Syria. This assistance included support for maintenance of Disaster Management and Emergency Medical Services vehicles, procurement of and protective emblems for SARC assets and buildings, provision of fuel and maintenance of fire extinguishers.

In **response** to the escalating crisis, IFRC has been actively supporting LRC and SARC by mobilizing additional resources to sustain the scaled-up operations through the immediate release of new funding from its Disaster Response Emergency Fund (DREF). PNSs have also pledged and reallocated millions of CHF in funding to support LRC's conflict response. The IFRC network is supporting LRC as well, through the donation of goods such as blankets, hygiene kits, non-food items, food and shelter supplies, along with the delivery of vehicles and essential medical supplies to ensure that urgent support reaches those in need.

For the immediate response in Syria, IFRC has facilitated the distribution of essential items such as food, non-food items and water to displaced people, while also supporting SARC volunteers and psychosocial activities at Humanitarian Service Points (HSPs), volunteer mobilization, vehicle maintenance, facilitation of services for incoming individuals (e.g., legal assistance), and the placement of emblems on SARC buildings and vehicles. Moving forward, IFRC will continue providing vital supplies including canned food, mattresses, medical consumables and hygiene kits.

In Egypt and Jordan, IFRC has supported the National Societies in bolstering their logistics capacities to enhance aid delivery efficiency. Key actions include expanding storage, increasing warehousing to minimize truck detention costs, and reducing shipment backlogs. Enhanced capacity through added forklifts and trucks, alongside a relief tracking system, ensures a streamlined, coordinated response for aid shipments, ready for swift deployment.

Since the launch of the Emergency Appeal and the activation of the IFRC Rapid Response surge system, 52 IFRC Rapid Response personnel were deployed at both country and regional level, in addition to one Logistics ERU deployed initially to Egypt.

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



With the re-categorization of the Lebanon emergency after the September 24 events to “Red”, new IFRC-DREF loans were disbursed to Lebanon for CHF 2 million, and then to Syria for 1 million, and to the Regional Office for CHF 300,000.

In Syria, Movement partners present in-country, including IFRC, ICRC, British Red Cross, Danish Red Cross, Norwegian Red Cross, German Red Cross, Swiss Red Cross and Swedish Red Cross, have contributed to SARC’s efforts in the response to the influx of people from Lebanon either through multilateral contributions, bilateral contributions or through the activation by the German Red Cross of the crisis modifier component under the ECHO consortium led by Danish Red Cross. However, funding remains limited compared to the operational needs and the scale of the population movement into Syria.

The IFRC Secretariat has also been conducting humanitarian diplomacy (HD) on the crisis, in order to help position the National Societies and advocate for better humanitarian outcomes. It has been working closely with, and in support of, the National Societies on HD, as well as with partner National Societies, in order to leverage the IFRC network’s influencing power.

## **ICRC**

ICRC provides support to the responding National Societies based on its mandate and in line with the in-country coordination setup convened by the Operating National Society in countries supported by this operation. ICRC and IFRC have a longstanding collaboration in Egypt, Lebanon, Syria and Jordan, and in this context Movement coordination meetings take place at all country levels, ensuring a harmonized and effective response through clear roles and responsibilities to maintain a unified approach, thereby strengthening overall response capacity.

*In response to the escalating conflict in Lebanon, ICRC has assumed the role of co-convenor alongside LRC, in accordance with the Seville Agreement 2.0 of the International Red Cross and Red Crescent Movement. The agreement designates the National Society as the convenor and the ICRC as the co-convenor in situations of armed conflict, internal strife and their direct consequences. As co-convenors, LRC and ICRC collaborate to coordinate the Movement's collective response, leveraging their complementary strengths to effectively address the humanitarian needs arising from the conflict in Lebanon.*

## **2.2 International Humanitarian Stakeholder capacity and response**

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

In addition to the Movement partners mentioned, SARC is actively coordinating with key stakeholders, including the High Relief Committee, Sub-Relief Committees, UN agencies, INGOs and other relevant authorities. This collaboration aims to maximize the collective impact of humanitarian actors to address the urgent needs of returnees and refugees. Additionally, SARC is enhancing information sharing among these entities to ensure a more effective, unified response during this critical period.

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

At the beginning of the response operation to the Gaza crisis, the EU launched a humanitarian air bridge operation to support humanitarian partners responding to the crisis in Gaza. Given the unique roles of the ERCS and PRCS, the EU and the IFRC have established a coordination platform to mainstream the delivery of in-kind donations from EU member states to the operation. The coordination platform was put in place to streamline the flow of in-kind humanitarian assistance from the EU to Gaza, ensuring that the in-kind donations respond to the identified and evolving needs on the ground, including enhancing the logistics capacities of the ERCS to support their mandate in maintaining the supply chain, which supports the humanitarian community.

This coordination was initiated with the deployment of two IFRC staff members (HEOps and Logistics) within ECHO in Brussels, as part of the commitment of both organizations to the success of this endeavour, yet this has ended while IFRC continues to provide monitoring and reporting on the tracking of shipments with ERCS.

## 2. Gaps in the response

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

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

Despite the concerted efforts and strong response mechanisms of the National Societies in Egypt, Jordan, Lebanon and Syria, specific gaps have emerged within the ongoing crises. These gaps highlight critical areas where increased resources, better coordination and targeted interventions are required to effectively meet the needs of vulnerable populations. Below are key points to consider:

- Operations are only 14-per-cent funded, which limits the ability to fully address the needs of affected populations, resulting in (1) reduced access to essential services and (2) challenges in scaling up response capacities, maintaining supply chains, and covering critical gaps in humanitarian aid. Despite these financial constraints, IFRC and the National Societies have continued to mobilize available resources efficiently, prioritizing high-impact interventions to sustain essential support for the communities in need.
- Limited humanitarian access due to closure of border crossings. The lack of consistent access to the affected areas hampers the delivery of humanitarian aid and impacts the timeliness of the response for delivering essential goods and services, and for providing urgent medical assistance, with attendant risk of goods deteriorating while held at the border.
- Disruptions to logistics and supply chain due to limited humanitarian access into Gaza, and complex logistical requirements, have slowed relief operations. The buildup of goods has strained existing warehouse capacity, complicating effective supply chain management, increasing the risk of goods deteriorating at the border and driving up costs due to prolonged storage and additional handling, which further strain resources. In response, National Societies are enhancing logistics capabilities by expanding logistics hubs and warehouses, including mobile and bonded storage units for inspecting and storing shipments in transit. This approach aims to reduce truck detention costs, alleviate shipment backlogs and enable faster, more organized distribution.
- Strain on host communities dealing with compounded disasters and difficult socio-economic situations. The massive population movement further stresses the capacity of National Societies to respond due to insufficient access to resources such as shelter, clean water and essential items, with stockpiles diminishing quickly under increased demand. This gap is further combined by limited funding and stretched human resources. With winter approaching, the demand for support will increase even more, placing additional pressure on already limited resources.

# OPERATIONAL CONSTRAINTS

IFRC has established processes to manage risks effectively and to ensure balance with the response from National Societies. This approach includes prevention and mitigation of safeguarding risks, financial risks, reputational risks and other risks related to large-scale emergency operations. Duty of care is ensured for all staff under the management of IFRC and security risk management continues to inform the scope of its presence in all countries. IFRC takes bold and risk-informed humanitarian actions while prioritizing the safety and security of its entire staff complement throughout the response.

Some of the potential major risks that may affect the operation include:

**Security:** The conflict in Gaza has continued since October 2023 and has affected the security context of Syria, Lebanon, Jordan, Egypt and the West Bank. Following escalation in Lebanon on 17 September 2024, the intensity of the hostilities increased *particularly in the South, the southern suburbs of Beirut and the Bekaa region*. Increased targeted strikes are also noted in Syria, where Egypt and Jordan remain relatively stable. It remains uncertain if this will continue and exacerbate the security situation in the region further.

Considering the severe threats posed by airstrikes and active conflict zones in Lebanon and Syria, comprehensive measures are in place to safeguard all RCRC personnel engaged in this operation. Key risks include airstrikes, explosions, indiscriminate shelling and explosions from improvised explosive devices (IEDs). Other threats include sudden closures of main access routes, kidnappings and civil unrest. To mitigate these risks, we are implementing strict security protocols, including continuous monitoring of real-time developments, regular and ad-hoc security updates, and tracking staff movements to ensure immediate response in case of emergency. We are also conducting security assessments for all high-risk areas, delivering pre-deployment safety briefings that cover the current threat landscape, and enforcing contingency plans. Completion of mandatory IFRC e-learning courses, such as Basic Knowledge and Prevention Measures for Responders, Personal Security, Security Management and Volunteer Security, is required for all personnel. The IFRC security unit is in close coordination with international humanitarian actors, military and peacekeeping entities, and local authorities, especially in high-risk zones. Additionally, we are working closely with all National Society branches and local administration to ensure quick, effective communication and safety measures across operational regions.

**Access risks:** The security context poses a significant challenge in accessing some of the areas of operations, with limited protection for staff and volunteer assistance to the affected population. The prolonged crisis will have an impact on staff and volunteers' well-being while working and responding in the countries affected. Access to Gaza via Egypt and Jordan has been limited due to the restrictions imposed, and it remains unclear when these border crossings will open again and/or regain full functionality to allow adequate entry of humanitarian aid.

**Funding constraints:** The Emergency Appeal has been revised and is currently CHF 185 million IFRC Secretariat. So far, 14 per cent coverage of the overall appeal is funded, leaving an 86-per-cent funding gap. Strategic Partnerships and Resource Management (SPRM) continues with fundraising efforts, engaging donors and partners to increase the funds available for the response and preparedness.

**Economic and supply chain risks:** Syria, Lebanon and Egypt have been struggling with inflation in recent years, and with the escalating conflict especially Lebanon and Syria may see increased cost of humanitarian materials and impact on supply chain costs, such as shipping. With prolonged conflict, supply chain routes may be affected, and shortages of items may be experienced, while warehousing needs may increase due to access challenges.

**Population movement:** The escalation and continued fighting in Lebanon have resulted in the displacement of over 1.2 million people, including 800,000 people within Lebanon, and population movement of over 500,000 to Syria and 35,000 to Iraq. These numbers keep increasing too with the lack of a ceasefire. Another risk here is the changing needs of the affected population, with winter coming on. Additional safeguarding need and migration risks may thus be needed, and mitigation measures are being integrated.

**HR capacity constraints:** With the escalation in hostilities, the operation needs additional staff. Currently, short-term staff are being used, but contingent on funding, longer-term positions will be posted.

# FEDERATION-WIDE APPROACH

The Emergency Appeal is part of a **Federation-wide approach**, based on the response priorities of the Operating National Society and in consultation with all Federation members contributing to the response. The approach, reflected in this Operational Strategy, will ensure linkages between all response activities, including bilateral activities and activities funded domestically, and will assist to leverage the capacities of all members of the IFRC network in the country, to maximize the collective humanitarian impact.

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

Data has been requested from Partner National Societies to facilitate a comprehensive financial overview of the Middle East crisis. The reporting period commences from the outset of each National Society's response to the crisis, to approximately end-September 2024, and seeks to capture financial requirements, income and expenditure, in addition to multilateral and bilateral allocation of funds across Lebanon, Syria, Egypt and Jordan. These will be reflected in the coming Ops Update in the coming month.

**Membership coordination** takes place at the country level, with IFRC Country Delegations supporting the National Societies in streamlining the plans and activities of all in-country members<sup>3</sup>. A second level of membership coordination is also taking place at the regional level, ensuring dedicated operational calls are set to inform partners at regional level on the operational updates alongside the platforms created for the Middle East Complex Emergency Appeal, building upon, and expanding, pre-existing regional membership coordination.

The Federation-wide funding requirement for this Emergency Appeal comprises all support and funding to be channelled to the responding National Societies in the response to the emergency event. IFRC plays a constructive and proactive role in supporting the **collective Movement response** in close coordination with the respective National Societies and ICRC<sup>4</sup>.

A federation-wide dashboard showcasing the bilateral support received by the responding National Societies will be published and continuously updated on the [IFRC GO page](#).

## OPERATIONAL STRATEGY

### Vision

This strategy aims to prepare for and respond to the humanitarian needs of people affected in the countries surrounding the occupied Palestinian territories (oPt), namely Egypt, Lebanon, Syria and Jordan, especially (1) in supplying humanitarian assistance to Gaza through the Egyptian and Jordanian corridors, (2) supporting Palestinians who have been evacuated for medical support with their families, and (3) supporting the affected people that are being displaced in these four countries due to escalations and spillovers. This will be done by increasing supply chain capacity in Egypt and Jordan, as well as increasing readiness and response capacity of each of the four National Societies to ensure that they can better respond to potential increased humanitarian need. The operation will make sure that all four National Societies have the readiness and response capacity to provide integrated assistance, including leveraging their core mandates and capacities especially in Shelter, Health, Multi-purpose Cash (MPC), Livelihoods, WASH and Protection.

Through strong coordination and collaboration, the Movement will strengthen readiness and response capacity of the of local and national Red Cross and Red Crescent Societies. This regional response complements the PRCS

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<sup>3</sup> See Country Response Plans (CRPs) for details on membership coordination per country.

<sup>4</sup> See Country Response Plans (CRPs) for details on Movement coordination per country.

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

## Targeting

### 1. People to be assisted

This Operational Strategy aims to support the reach of the Red Cross and Red Crescent National Societies with the goal of providing assistance to up to 1,363,821 people in the four countries, taking into consideration the expected likely scenarios.

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

The total number of people affected in this context is still growing, given the ongoing developments, however, based on initial assessments, an estimated 1,363,821, people will be assisted, reflecting the fact that in all countries, the National Societies are uniquely positioned in their response as auxiliary to the public authorities in the humanitarian field.

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

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

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

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

Country	Target population
<b>Egypt</b>	75,000
<b>Lebanon</b>	513,821
<b>Syria</b>	750,000
<b>Jordan</b>	25,000
<b>Total</b>	<b>1,363,821<sup>5</sup></b>

<sup>5</sup> In addition, indirect support will be provided to affected populations in Gaza through ERCS and JNRCS logistics support to PRCS for receiving and transport of humanitarian shipments intended for PRCS.



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

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

National Societies will prioritize people who are from groups of concern and at higher risk of further harm, including pregnant and lactating women, women-headed households, children, unaccompanied and separated children, people with disabilities, separated family members, the elderly, people with chronic illnesses and minority groups. Community Engagement and Accountability (CEA) will be mainstreamed throughout the response and at the core will be ensuring strong participation and information sharing with affected populations and all stakeholders.

A crucial focus is also to strengthen the capacity of staff and volunteers of the National Societies on PGI and PSEA through the adoption and dissemination of safeguarding policies and the training of staff on PGI and safeguarding practices and principles. National societies will also be sure to establish robust safeguarding mechanisms such as complaint and reporting mechanisms. This equips all concerned parties with the knowledge and skills needed to prevent exacerbating the existing vulnerabilities of affected populations and to avoid inflicting any additional harm


Given the situation of both internal and cross-border displacement, in line with IFRC's approach to migration and displacement as well as with the fundamental principles, people on the move will continue to receive relevant, timely and effective assistance and protection based on their needs. IFRC will ensure ongoing monitoring and analysis of the profiles of affected populations as well. National Societies will continue to provide essential services and information, including through Humanitarian Service Points (HSPs) that have been active at specific crossing points, for a holistic response. This is in coordination with ICRC, United Nations agencies and national authorities, and is in line with cross-border collaboration among neighbouring National Societies.


## **PLANNED OPERATIONS**

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


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

# INTEGRATED ASSISTANCE

 <b>Shelter, Housing and Settlements</b>	Female > 18:	Female < 18:	<b>CHF 15,353,000</b>
	Male > 18:	Male < 18:	<b>Total target: 475,000</b> Jordan: n/a Syria: 450,000 Egypt: 10,000 Lebanon: 15,000
<b>Objective:</b>	<b>Communities in crisis-affected areas, as well as people who are stranded and evacuees, are supported to restore and strengthen their safety and well-being through emergency shelter, settlement solutions and relief items.</b>		
<b>Priority actions:</b>	<b>Overall priorities:</b>		
Relief assistance for basic needs in host and displaced communities	<ul style="list-style-type: none"> <li>• Implement rapid needs assessment (SY).</li> <li>• Pre-position and distribute core relief items, including NFIs such as mattresses and blankets (SY, EG, LB).</li> <li>• Ensure adequate storage capacity to accommodate pre-positioned items and maintain a stock of core relief items (SY).</li> <li>• Conduct community awareness and mitigation measures (SY).</li> </ul>		
Basic housing repairs	<ul style="list-style-type: none"> <li>• Ensure shelter infrastructure readiness, carrying out necessary maintenance (SY).</li> <li>• Advocacy on shelter assistance.</li> </ul>		
Cash for shelter assistance	<ul style="list-style-type: none"> <li>• Cover the costs linked with accommodation rental in hotels and residences based on market assessments of rental capacities, including possible CVA assistance for 500 households (EG).</li> </ul>		
Collective shelter management	<ul style="list-style-type: none"> <li>• Manage collective shelters and coordinate with relevant stakeholders to ensure their safety and security (SY, LB).</li> <li>• Coordinate with the shelter sector and other stakeholders (SY).</li> </ul>		
Support PRCS in the establishment of shelters/camps inside Gaza	<ul style="list-style-type: none"> <li>• Establish an efficient logistics network for the delivery of shelter and food materials to Gaza for use in camps.</li> <li>• Provide technical support by qualified ERCS staff for the assessment, planning and set-up of camps.</li> </ul>		

 <b>Food Security and Livelihoods</b>	Female > 18:	Female < 18:	<b>CHF 29,418,000</b>
	Male > 18:	Male < 18:	<b>Total target: 510,000</b> Jordan: 25,000 Egypt: NA Syria: 375,000


			Lebanon:110,000
<b>Objective:</b>	<b>Improve food security for crisis-affected populations</b>		
<b>Priority actions:</b>	<b>Activities</b>		
Food assistance for basic needs	<ul style="list-style-type: none"> <li>• Coordinate with the Food Security and Agriculture clusters, Movement and non-Movement partners, as well as IFRC Livelihoods Resource Centre, to ensure streamlined food assistance efforts (Syria).</li> <li>• Distribute essential food items, including water and bread, during the immediate response phase to support displaced people and meet urgent needs for those on the move (Syria).</li> <li>• Provide ready-to-eat meals and food parcels for conflict-affected populations, focusing on accessibility and nutritional adequacy (Syria, Lebanon, Jordan).</li> <li>• Provide food and water for patients and their accompanying members, visitors and staff (Lebanon).</li> </ul>		
Cash for livelihoods	<ul style="list-style-type: none"> <li>• Provide cash for rehabilitation assistance to 1,000 conflict-affected families (Lebanon).</li> </ul>		
Establish a mobile kitchen for delivery of food assistance to Gaza	<ul style="list-style-type: none"> <li>• Establish a well-equipped emergency kitchen in Egypt.</li> <li>• Support ERCS HR capacities to facilitate the operation of the kitchen.</li> <li>• Develop efficient logistics and distribution networks for delivery of hot meals to Gaza.</li> <li>• Conduct trainings, including on infection prevention.</li> </ul>		

 <b>Multi-purpose Cash (MPC)</b>	Female > 18:	Female < 18:	<b>CHF 25,152,000</b>
	Male > 18:	Male < 18:	<b>Total target: 145,000</b> Jordan: 25,000 Syria: 10,000 Egypt: 10,000 Lebanon: 100,000
<b>Objective:</b>	<b>Crisis-affected populations in vulnerable situations have their needs addressed through cash assistance.</b>		
<b>Priority actions:</b>	<b>Overall priorities:</b>		

Conditional and/or unconditional cash and voucher assistance	<ul style="list-style-type: none"> <li>• Coordinate at the national level with other humanitarian actors to set the transfer value - in instalments (Jordan) (Egypt).</li> <li>• Conduct a Cash &amp; Voucher Assistance feasibility study and market assessment to ensure the accessibility of market assessments (Egypt)(Syria).</li> <li>• Develop selection and prioritization criteria informed by gender and diversity analysis where available and/or appropriate (Jordan).</li> <li>• Review the existing CVA assessment and readiness tools and adapt them to the current context (Jordan).</li> <li>• In Syria, establish a registration system for non-Syrian nationals for CVA.</li> <li>• Provide multi-purpose, unconditional cash assistance to conflict-affected and vulnerable families to cover basic needs, healthcare and transportation (Lebanon)(Jordan)(Egypt)(Syria).</li> <li>• Monitoring and evaluating the CVA programme including post-distribution monitoring and endline (Jordan)(Syria)(Egypt).</li> </ul>
National Society Capacity Strengthening in CVA	Conduct CVA training including PGI considerations for staff and volunteers (Jordan)(Egypt).

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

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

 <b>Health &amp; Care</b> <i>(Mental Health and Psychosocial Support [MHPSS]/Community Health/Medical Services)</i>	Female > 18:	Female < 18:	<b>CHF 41,135,000</b>
	Male > 18:	Male < 18:	<b>Total target: 1,362,882</b> Jordan: 25,000 Syria: 750,000 Egypt: 75,000 Lebanon: 512,882
<b>Objective:</b>	<b>Persons affected by the hostilities are provided with essential health services, including Mental Health and Psychosocial Support (MHPSS).</b>		
<b>Priority actions:</b>	<b>Overall priorities:</b>		

Emergency Medical Services (EMS)	<ul style="list-style-type: none"> <li>• Coordinate with national authorities for the safe transportation of wounded, injured and vulnerable individuals, including children accompanied by caregivers, following international guidelines (Jordan, Syria, Lebanon).</li> <li>• Ensure continuous emergency transport for non-conflict-related medical cases to maintain regular EMS services (Syria, Lebanon).</li> <li>• Evacuate vulnerable civilians, such as elderly residents and hospital patients, from conflict-affected areas to safer locations (Lebanon).</li> <li>• Manage and transport deceased individuals with dignity and respect. (Lebanon).</li> <li>• Equip ambulances with necessary instruments and protective gear (Lebanon).<sup>6</sup></li> <li>• Maintain EMS vehicle readiness through (1) routine maintenance, (2) stocking essential medical supplies, (3) communication equipment, (4) upkeep and (5) securing fuel supplies (Syria).</li> <li>• Deploy ambulance and paramedic teams to deliver on-site emergency services for displaced and host communities at collective centres, at crossing points and within host communities (Syria).</li> </ul>
Primary Healthcare	<ul style="list-style-type: none"> <li>• Provide comprehensive primary healthcare through clinics, including nutrition services, mobile health units (MHUs), mobile medical teams (MMTs), Community-based Health and First Aid (CBHFA) teams, mental health teams, prosthesis centres and physiotherapy teams/ centres (Syria).</li> <li>• Deploy mobile medical units (MMUs) and emergency health points (EHPs) in shelters, crossing points and affected host communities to address urgent healthcare needs (Syria, Lebanon).</li> <li>• Offer medical consultations, pharmacy services and health promotion sessions in conflict-affected areas, focusing on accessibility and preventive care (Lebanon).</li> <li>• Monitor and address endemic diseases and emerging health threats for timely intervention (Lebanon).</li> <li>• Activate and deploy SARC's Medical Emergency Response Unit (MERU) to provide rapid medical assistance in emergencies (Syria).</li> <li>• Support mobile health units (MHUs) and mobile medical teams (MMTs) by storing fuel, performing vehicle maintenance and pre-positioning medical supplies (Syria).</li> <li>• Collaborate with Disaster Management (DM) teams for joint medical support during convoys, evacuations, search and rescue operations and at crossing points (Syria).<sup>7</sup></li> <li>• Operate ERCS polyclinics offering healthcare for evacuees' families and stranded Palestinians, with services for non-communicable diseases (NCDs), pediatrics and maternal care, emphasizing support for pregnant and lactating women, for children and for chronic disease management.</li> <li>• Develop standard operating procedures (SOPs) related to medical evacuation and the provision of services, including CVA (Jordan).</li> </ul>

<sup>6</sup> Listed in the Secondary Healthcare in the LRC CRP.

<sup>7</sup> Listed under Emergency Medical Services in SARC CRP.



	<ul style="list-style-type: none"> <li>Establish service points to provide first aid, basic healthcare and referral services for evacuees, their families and the host community (Egypt Red Crescent).<sup>8</sup></li> <li>Coordinate referral and rehabilitation services, including mobility support, with third-party providers for complex cases when needed (Egypt).<sup>9</sup></li> </ul>
Mental Health and Psychosocial Support Services (MHPSS)	<ul style="list-style-type: none"> <li>Deliver psychological first aid (PFA) and both basic and focused psychosocial services to support the well-being of trauma-affected refugees and ensure referrals to mental health specialists (Syria, Egypt).</li> <li>Conduct group support sessions for conflict-affected individuals to foster community resilience and peer support (Jordan, Egypt, Lebanon).</li> <li>Build staff and volunteer capacity through psychosocial support (PSS) training, including Protection, Gender and Inclusion (PGI) considerations (Jordan).</li> <li>Offer case management services tailored to men, women, boys and girls to address specific psychosocial needs (Syria).</li> <li>Raise awareness on protection, mental health and psychosocial well-being through community outreach and information sessions (Syria, Lebanon).</li> <li>Provide recreational and educational activities, particularly for children, to support emotional resilience in child-friendly spaces, including MHPSS centres within hospitals (Syria, Egypt).</li> <li>Distribute MHPSS kits for children and dignity kits for women and children to support their mental and emotional well-being. (SY, EG, LB)</li> <li>Position MHPSS teams and volunteers at key locations, including the Rafah crossing and hospitals, to provide support, referral information, and outreach services for displaced and refugee communities, especially Palestinian families. (EG)</li> <li>Establish and manage an MHPSS helpline to offer confidential support for individuals in need. (EG)</li> <li>Facilitate referral services through staff and volunteers, ensuring seamless connection to relevant services within the NSs and external partners, covering referral costs where necessary (Syria, Jordan, Egypt).</li> <li>ERCS MHPSS teams act as outreach liaisons, connecting individuals with ERCS services like food assistance and cash support based on assessed needs (Egypt).</li> </ul>
Readiness Healthcare	<ul style="list-style-type: none"> <li>Procure and pre-position dialysis machines (Jordan).</li> <li>Procure and stockpile PSS kits (Jordan).</li> <li>Procure NCD kits and surgical kits for war-wounded (Jordan).</li> <li>Acquire ambulances to enhance emergency response capacity (Jordan).</li> <li>Pre-position first aid kits for rapid deployment in emergencies (Jordan).</li> </ul>

<sup>8</sup> Listed under Medical and Community Health Services in Egypt CRP.

<sup>9</sup> Listed under Medical and Community Health Services in Egypt CRP.

Blood Transfusion Service (BTS)	<ul style="list-style-type: none"> <li>Collect and distribute blood units to hospitals and directly to conflict-affected individuals to address urgent medical needs (Lebanon).</li> <li>Recruit blood donors through a dedicated call centre to maintain a steady blood supply (Lebanon).</li> <li>Activate and support blood services in coordination with the Egyptian Ministry of Health to run blood collection campaigns, ensuring the availability of essential supplies, including reagents, blood bags and equipment for separation of blood components (Egypt).</li> <li>Deploy portable refrigerators for safe storage and transport of blood, enabling timely delivery of blood supply to high-need areas (Egypt).</li> </ul>
Routine immunization	<p>Immunization support: ERCS outreach teams coordinate with the Ministry of Public Health (MOPH) to support immunization campaigns.</p> <ul style="list-style-type: none"> <li>Conduct routine immunization campaigns and outreach/mobile vaccination activities to ensure widespread coverage (PRCS-L, LRC).</li> <li>Provide vaccination registers and data management tools (PRCS-L, LRC).</li> <li>Procure and install refrigerators and solar panels to maintain cold chain/vaccine efficacy (PRCS-L, LRC).</li> <li>Distribute nutritional aid to support immunization efforts (PRCS-L, LRC).</li> <li>Organize community engagement sessions to raise awareness about the importance of immunization (PRCS-L, LRC).</li> <li>Train staff and volunteers on immunization protocols and practices to improve service quality (PRCS-L, LRC).</li> <li>Coordinate with the Egyptian Ministry of Public Health to support national immunization campaigns through outreach teams (ERCS).</li> </ul>
Secondary healthcare	<ul style="list-style-type: none"> <li>Procure and pre-position medical supplies, medicines and fuel for PRCS-L hospitals and vehicles (Lebanon).</li> <li>Conduct medical training for hospital staff, including PFA and EMT, in addition to CEA (Lebanon).</li> <li>Cover hospital accommodation and medical expenses, including medications and consumables, for patients needing extended care (Jordan).</li> <li>Provide treatment for chronic conditions, focusing on critical needs like kidney failure (Jordan).</li> <li>Facilitate referrals to additional medical service providers to ensure comprehensive care (Jordan).<sup>10</sup></li> </ul>
Community Health Services	<ul style="list-style-type: none"> <li>Train staff and volunteers in first aid (Lebanon).<sup>11</sup></li> <li>Deploy trained ERCS community health outreach teams in North Sinai to deliver health promotion focused on NCDs and preventable diseases, with targeted messaging on waterborne illnesses like acute watery diarrhoea, alongside screenings and early identification efforts (Egypt).</li> </ul>

<sup>10</sup> Listed under Emergency Medical Services in Jordan CRP.

<sup>11</sup> Listed under Secondary healthcare in Lebanon CRP.

Support to PRCS in the establishment of a field hospital (Egypt)

- **Facilities:** Set up a field hospital in Gaza with 2 operating theatres, 8 ICU beds, 32 ward beds and future plans to add mobile radiology and a primary care clinic, following WHO standards (Egypt, Kuwait, Qatar).
- **Management:** PRCS to manage hospital operations, with ERCS supporting logistics, patient referrals and medical supplies from Egypt.
- **Support and training:**
  - Establish a logistics and medical supply chain from Egypt, ensuring compliance and smooth entry into Gaza.
  - Coordinate with RC/RC and WHO for ongoing hospital support.
  - Conduct peer-to-peer training for PRCS and other medical staff in Egypt.
  - Train staff and volunteers in emergency, community health and MHPSS.
  - Offer technical support and emergency training to the Ministry of Health as required.
- **Preparedness:** Pre-position contingency stock in Egypt to keep the hospital equipped for emergencies.



## Water, Sanitation and Hygiene (WASH)

Female > 18:	Female < 18:	<b>CHF 9,656,000</b>
Male > 18:	Male < 18:	<b>Total target: 925,000</b> Jordan: 25,000 Syria: 750,000 Egypt: 20,000 Lebanon: 130,000

### Objective:

**Comprehensive WASH support is provided to people affected by the hostilities, resulting in an immediate reduction in the risk of water-related diseases and an improvement in dignity for the target population.**

### Priority actions:

Equipping Conflict-affected families with hygiene and sanitation kits

### Overall priorities:

- Pre-position and distribute hygiene kits/dignity kits to conflict-affected populations, cash & voucher modality where possible/applicable (Jordan, Syria, Lebanon).
- Maintain a well-stocked inventory of hygiene and Menstrual Hygiene Management (MHM) kits to ensure consistent supply (Syria).
- Conduct promotion outreach on hygiene practices for shelter residents and host communities to prevent WASH-related diseases.
- Distribute Aqua tabs, jerricans and bottled water as needed (Syria).

Providing safe drinking water and hygiene kits through set distribution points	<ul style="list-style-type: none"> <li>• Rehabilitate and/or quick fixes to community water infrastructure to improve access to safe drinking water (Lebanon).</li> <li>• Establish water tanks and distribute water through trucking to ensure reliable access (Syria).</li> <li>• Maintain an inventory of essential water supplies (Aqua tabs, water tanks) and pre-position resources.</li> <li>• Set up framework agreements for rapid repair of water facilities and prepare for water trucking (Syria).</li> <li>• Use household surveys and water quality testing to monitor water usage and ensure safety standards.</li> </ul>
Ensuring safe water access and sanitation infrastructure for shelters and host communities	<ul style="list-style-type: none"> <li>• Install latrines and showers, and repair existing toilet facilities in IDP shelters, making sure that enough seats are installed per SPHERE standards or sector standards.</li> <li>• Septic tanks are managed to avoid overflow, which poses a public health risk.</li> <li>• Distribute trash bins at household or communal level and ensure proper collection, transportation and management.</li> <li>• Procure and distribute sanitation kits where needed.</li> </ul>

# PROTECTION AND PREVENTION

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

 <b>Protection, Gender and Inclusion (PGI)</b>	Female > 18:	Female < 18:	<b>CHF 503,000</b>
	Male > 18:	Male < 18:	<b>Total target: 800,000</b>
<b>Objective:</b>	<b>Affected populations are safe from harm, including violence, abuse and exploitation, discrimination and exclusion, and their needs and rights are met.</b>		
<b>Priority actions:</b>	<b>Overall priorities</b>		
Children welcomed in child-friendly spaces	<ul style="list-style-type: none"> <li>Establish and operate child-friendly spaces (Syria) (Lebanon).</li> <li>Ensure that staff involved in child-friendly spaces are trained on identifying children at risk (separation, violence, abuse, exploitation) and aware of the available and relevant services to refer children with specific vulnerabilities.</li> <li>Provide training and refreshers on dealing with children in high-intensity contexts (Syria).</li> <li>Ensure that child-friendly communications, including verbal communications, on their own safety and protection are developed and available in child-friendly spaces.</li> </ul>		
Information dissemination	<ul style="list-style-type: none"> <li>Provide regular updates on the response to the community via TV, social media and hotlines (Lebanon).</li> <li>Communicate referral pathways for specialized protection services, including GBV and child protection, and coordinate referrals as needed (Lebanon, Jordan).</li> <li>Train staff and volunteers on CEA mechanisms and digital feedback solutions integrated with IM to enhance capacity and responsiveness (Jordan).</li> <li>Utilize CEA to assess community needs and facilitate referrals to services like hospitals, PSS centres and Protection support (Jordan).</li> </ul>		
Legal Aid and Documentation, Restoring Family Links (RFL)	<ul style="list-style-type: none"> <li>Coordinate with relevant authorities and organizations to trace and locate missing relatives (Syria).</li> <li>Refer affected populations to legal aid services where relevant.</li> </ul>		
Inclusion	<ul style="list-style-type: none"> <li>Conduct PGI needs assessments to better identify gender and intersectional vulnerabilities and inform planning and implementation of activities.</li> <li>Ensure access to services for people with disabilities, those with specific needs and gender minorities, with physical accessibility, communication support and tailored inclusion in psychosocial and protection services (Syria, Jordan).</li> <li>Provide stress management support for caregivers and make referrals to additional services as needed (Syria).</li> <li>Train staff and volunteers in PGI to embed inclusive practices throughout all programmes.</li> </ul>		



## Prevention of Sexual Exploitation and Abuse (PSEA) and Safeguarding

- Implement the PGI-In Emergencies (PGIIE) approach across sectors, ensuring gender sensitivity, child-friendly spaces and specialized protection services where needed.
- Train National Society staff and volunteers on PGI and PSEA for enhanced safeguarding in emergencies.
- Ensure the adoption and dissemination of safeguarding policies among staff and volunteers.
- Establish secure feedback and complaints mechanisms for sensitive issues in coordination with CEA teams.
- Map services and establish safe referral pathways at National Society service points and ensure staff and volunteers are aware of them.
- Ensure the availability of PGI and PSEA focal points during implementation of activities to advise staff and volunteers, if needed.



## Community Engagement and Accountability (CEA)

Female > 18:

Female < 18:

**CHF 267,000**

Male > 18:

Male < 18:

**Total target:**  
Jordan: n/a  
Syria: 750,000  
Egypt: TBD  
Lebanon: n/a

### Objective:

**The diverse needs, priorities and preferences of the affected communities guide the response ensuring a people-centred approach through meaningful community participation.**

### Priority actions:


Feedback mechanisms and channel for responding to sensitive complaints

- Activate multi-channel Complaints & Feedback Mechanisms (CFM) that include hotlines, face-to-face interactions and digital feedback forms for accessible communication (Jordan, Lebanon) and develop tailored communication materials to inform affected populations.
- Train field staff and volunteers on CFM protocols to enhance complaint handling and beneficiary engagement (Lebanon).
- Conduct regular community feedback sessions to gather insights and make programme adjustments as needed (Lebanon).
- Set up feedback desks, boxes and hotlines within shelters and host communities, in consultation with stakeholders, to facilitate accessible communication (Syria, Egypt).
- Develop a CEA foundation, integrating it into operations and building staff and volunteer capacity for effective engagement with affected populations (Egypt).
- Regularly disseminate information and promote available feedback channels to keep communities informed about the response efforts (Syria, Egypt).

Collecting and utilizing community feedback

- Regularly analyse, respond to and act on community feedback to make timely improvements to ongoing activities (Syria).
- Conduct a lessons-learned workshop to document insights and recommendations for future IFRC DREFs, involving both ERCS and the IFRC delegation (Egypt).
- Share feedback outcomes with communities to validate findings and communicate actions taken (Syria).

	<ul style="list-style-type: none"> <li>Collaborate with communities on aid distribution processes and update procedures based on feedback for more effective management (Syria).</li> <li>Perform monthly feedback analysis to identify and implement enhancements (Syria).</li> <li>Ensure that local voices and perspectives of affected people are integrated into humanitarian diplomacy through needs assessments, feedback data and other community-based evidence.</li> </ul>
Integrating CEA across SARC operations	<ul style="list-style-type: none"> <li>Ensure that all SARC staff and volunteers understand effective engagement principles and are equipped to respond to community feedback and needs (Syria).</li> <li>Train staff for proactive and effective engagement with affected populations (Syria).</li> <li>Identify and address the specific needs of at-risk groups to provide tailored support (Syria).</li> </ul>
Employ monitoring and feedback tools to inform and improve each intervention (Lebanon)	<ul style="list-style-type: none"> <li>Deploy context-appropriate monitoring tools across all project areas using the Minimum Standards of PGI in emergencies.</li> <li>Analyse feedback data regularly to refine and adapt ongoing interventions.</li> <li>Share feedback outcomes with communities to validate findings and actions taken.</li> </ul>
Community-based supportive activities (Egypt)	<ul style="list-style-type: none"> <li>Establish community-based protection networks that engage community members as focal points for identifying protection risks, providing support and advocating for the rights and well-being of affected refugees.</li> <li>Conduct training sessions and workshops to build the capacity of community members, including refugees, on protection principles, human rights and referral mechanisms.</li> </ul>

 <b>Migration</b>	Female > 18:	Female < 18:	<b>CHF 324,000</b>
	Male > 18:	Male < 18:	<b>Total target: 510,000</b> Jordan: n/a Syria: 500,000 Egypt: 10,000 Lebanon: n/a
<b>Objective:</b>	<b>Specific vulnerabilities of migrants, displaced persons, refugees and returnees are analysed, and their needs and rights are met with dedicated humanitarian assistance, protection and humanitarian diplomacy interventions, in coordination with relevant stakeholders.</b>		
<b>Priority actions:</b>			

	<ul style="list-style-type: none"> <li>• Establish child-friendly and women's safe spaces to provide education, psychosocial support (PSS), counselling and essential information.</li> <li>• Offer RFL services to help individuals contact or reunite with loved ones, with special support for unaccompanied minors, in coordination with local authorities.</li> <li>• Provide access to MHPSS, protection, legal services and other services through safe referral mechanisms based on individual needs.</li> <li>• Arrange transportation support from the border, coordinating with humanitarian organizations, government agencies, and other stakeholders (Syria, Egypt, Jordan).</li> <li>• Disseminate timely updates on available services and referral pathways.</li> <li>• Conduct monitoring and evaluation to ensure quality and accountability in service delivery.</li> </ul>
Affected people have access to relevant, timely and effective assistance and protection	<ul style="list-style-type: none"> <li>• Provide essential services through health service providers (HSPs).</li> <li>• Registration services: support efficient and organized registration for individuals in transit.</li> <li>• Legal assistance: offer documentation support and legal consultations for cross-border issues.</li> <li>• Mobile Health Units: ensure primary healthcare access through mobile units at key locations.</li> <li>• EMS: provide timely emergency medical care for migrants.</li> <li>• Distribution of essential relief items: distribute urgent supplies to meet immediate needs.</li> <li>• Safe transport to shelters: facilitate secure transport to collective shelters as necessary.</li> <li>• PSS: provide mental health support to assist with trauma and stress.</li> <li>• Connection to additional services: ensure access to other essential services to support resilience.</li> </ul>
Collective Shelter/Host Communities	<ul style="list-style-type: none"> <li>• Establish help desks to provide essential services, including registration, RFL, legal follow-up and PSS (Syria).</li> <li>• Secure safe and reliable transportation services by contracting appropriate providers (Syria).</li> <li>• Set up communication lines and internet access to enable families to reconnect and maintain contact (Lebanon).</li> <li>• Conduct active searches and issue reports on separated, missing or deceased civilians, unaccompanied children, military personnel, and hostages, including third-country nationals if known (Lebanon).</li> </ul>

## Enabling approaches


 <b>National Society Strengthening</b>	Female > 18:	Female < 18:	<b>CHF 48,180,000</b>
	Male > 18:	Male < 18:	<b>Total target:</b>
<b>Objective:</b>	<b>National Societies respond effectively to the wide spectrum of evolving crises and their auxiliary role in responding to displacement and disasters is well-defined and prioritized.</b>		
<b>Priority actions:</b>			
Volunteer management/development	<ul style="list-style-type: none"> <li>Establish safeguarding mechanisms, update services mapping and establish referral pathways to address risks related to sexual exploitation, gender-based violence (GBV) and child protection across volunteer activities.</li> <li>Establish a rapid onboarding process to quickly train new volunteers on essential protocols and practices (Syria, Lebanon).</li> <li>Ensure that volunteers receive regular training on the code of conduct, safety procedures, PFA, PSS and PSEA to strengthen operational readiness (Syria, Egypt, Lebanon).</li> <li>Strengthen systems to monitor volunteer mobility, availability and participation levels in operations (Syria).</li> <li>Ensure duty of care by providing insurance, protective equipment, and visibility materials for volunteers (Syria, Egypt).</li> <li>Support volunteer engagement with per-diems, insurance, visibility materials and targeted training, including emergency response, logistics and NDRT (Jordan).</li> </ul>		
Branch Development	<ul style="list-style-type: none"> <li>Reassess and address evolving needs in logistics, equipment, safety, visibility and crisis communication across SARC headquarters and branch levels (Syria, Egypt).</li> <li>Strengthen logistics infrastructure, including warehousing, fleet management, procurement and supply chain capacities, to support efficient operations (Syria).</li> <li>Build capacity for branches by providing additional human resources, tools and training to support an effective response (Egypt).</li> <li>Foster strong connections and coordination between branch offices and headquarters to ensure aligned and unified operations (Lebanon).</li> </ul>		
Support for development of logistics	<ul style="list-style-type: none"> <li>Conduct local market surveys and procure materials to build and maintain contingency stocks, ensuring readiness for emergencies. (Lebanon).</li> <li>Receive, process and manage in-kind and international donations, including customs and border clearance for air and sea shipments to ensure swift delivery to affected areas (Lebanon).</li> <li>Provide logistics support, covering fleet management, warehousing, transportation and maintenance (Syria, Lebanon).</li> </ul>		

	<ul style="list-style-type: none"> <li>• Expand and upgrade storage infrastructure by rehabilitating existing warehouses, establishing a logistics hub, setting up a secondary warehouse and positioning Rubb halls for additional capacity (Jordan).</li> <li>• Equip logistics facilities with essential handling tools, such as platform trolleys and forklifts, to improve efficiency in storage and distribution (Jordan).</li> </ul>
Establishment of ERCS logistics hub	<ul style="list-style-type: none"> <li>• Secure a location for a logistics hub for ERCS, including rental support for 12 months, workflow planning and necessary handling, racking and palletization equipment to serve as a consolidation and packaging facility for regional procurement.</li> <li>• Implement bonded warehousing and palletization systems to meet customs and security requirements, ensuring efficient transit through border crossings and minimizing costs due to compliance issues.</li> <li>• Collaborate with the Global Logistics Cluster to address supply chain challenges, enhancing logistics support for the broader humanitarian community in Egypt.</li> <li>• Establish IFRC-adapted warehousing systems, incorporating QR code tracking aligned with ERCS systems for efficient monitoring of goods and vehicles moving toward Gaza.</li> <li>• Use the hub to temporarily store items pending coordination with partners, providing flexibility for rejected or delayed shipments.</li> </ul>
Human Resource Development	<ul style="list-style-type: none"> <li>• Establish clear communication with staff, sharing safety updates, and crisis guidelines, and maintaining open channels between HR and directors for support (Lebanon).</li> <li>• Implement and monitor remote work policy and ensure timely salary payments in collaboration with Finance (Lebanon).</li> <li>• Recruit additional personnel as needed, including surge staff and key roles (Jordan, Lebanon).</li> <li>• Update and maintain a comprehensive database of staff and volunteers, including contact information, training and experience (Syria).</li> </ul>
PMER development	<ul style="list-style-type: none"> <li>• Implement monitoring, evaluation, accountability and learning (MEAL) activities, such as baselines, post-distribution monitoring, and end-lines, to assess the effectiveness and adapt interventions as needed (Syria).</li> <li>• Provide PMER, CEA and PGI training for staff and volunteers to strengthen monitoring, evaluation and community engagement capabilities (Jordan).</li> <li>• Strengthen connections and communication between branches and headquarters to ensure cohesive operations (Jordan, Syria).</li> <li>• Assist SARC and ERCS with contingency planning, scenario analysis and accurate information management tools to produce timely reports and visual data (Syria, Egypt).</li> </ul>
Humanitarian Diplomacy	<ul style="list-style-type: none"> <li>• Collaborate with community-based and civil society organizations through sectoral meetings to support initiatives in WASH, Health, PSS and Cash (Syria, Lebanon).</li> </ul>



	<ul style="list-style-type: none"> <li>• Coordinate with government entities, including ministries, armed forces, disaster management units and local authorities to align response efforts and strengthen the auxiliary role (Lebanon).</li> <li>• Lead coordination meetings in Egypt, chaired by ERCS, to align efforts between local and international actors in support of the PRCS response for Gaza (Egypt).</li> <li>• Provide technical Humanitarian Diplomacy support to NSs in the development of HD documents.</li> <li>• Promote joint humanitarian diplomacy, and operational activities to strengthen National Society efforts. (Jordan, Syria, Lebanon).</li> <li>• Work with NSs to strengthen their Humanitarian Diplomacy capacity, including supporting the development of HD strategies and action plans, organizing sessions and workshops on HD and supporting peer-to-peer exchanges (Jordan).</li> </ul>
Strengthening auxiliary role	<ul style="list-style-type: none"> <li>• Assess and reflect on the challenges faced by the four National Societies as to the official recognition of their humanitarian role and flag the needed legislative and policy advocacy for strengthening both the mandate and the needed legal facilities (exemptions, access, expedited processes, etc.) for the operation.</li> <li>• Solidify ERCS's auxiliary role with the Ministry of Public Health (MOPH) and Ministry of Social Solidarity (MOSS) by showcasing collaborative successes (Egypt).</li> <li>• Conduct workshops on the auxiliary role to engage the relevant stakeholders and to reinforce collaboration (Jordan, Syria).</li> </ul>
Communications	<ul style="list-style-type: none"> <li>• Enhance the communications capacity of JRCS (Jordan).</li> <li>• Develop a media comms plan and strategy (Jordan).</li> <li>• Produce media material for the operation (Jordan).</li> </ul>
Response Readiness and development of Disaster Management and Operations	<ul style="list-style-type: none"> <li>• Build capacity of National Societies to establish and operate an emergency operations centre (EOC) by providing assets and technical support, establishing a secondary operations room, updating contingency plans and developing related SOPs and a business continuity plan (Jordan).</li> <li>• Train staff and volunteers in operations room management, first aid, disaster management and supply chain logistics to strengthen emergency response capacities (Jordan, Egypt).</li> <li>• Expand preparedness initiatives to enhance community and readiness, using tools such as Enhanced Vulnerability and Capacity Assessments (EVCA), multi-sectoral needs assessments, focus groups and awareness sessions (Syria, Egypt).</li> <li>• Integrate Disaster Risk Reduction (DRR) and EVCA into community resilience initiatives to boost response efficiency (Syria).</li> </ul>
Promote staff and volunteers' psychosocial well-being and protection	<ul style="list-style-type: none"> <li>• Prioritize employee well-being through regular assessments, awareness initiatives, follow-up support and ongoing mental health resources for frontline personnel (Syria, Lebanon).</li> <li>• Provide volunteers/staff with peer-to-peer support through two modules, cumulative sessions by PSS volunteers and individual self-care sessions by a psychologist (Syria).</li> </ul>

Building supply chain capacity for ERCS	<ul style="list-style-type: none"> <li>• Develop ERCS's supply chain systems and processes with IFRC support, enhancing capabilities for efficient logistics management.</li> <li>• Strengthen ERCS's Information Management (IM) capacities to enable comprehensive reporting on supply chain activities across the humanitarian sector.</li> <li>• Provide vehicles and trucks to ERCS, accompanied by a fleet management system to track assets, maintain vehicles and establish SOPs for handling and asset control.</li> <li>• Deliver training for ERCS staff and volunteers, including training of trainers (ToT) and National Response Team (NRT) training with a focus on supply chain management, ensuring continuity and sustainability.</li> <li>• Cover transportation costs for moving supplies to the border and compensate ERCS staff and volunteers for their contributions.</li> <li>• Enhance coordination between ERCS, PRCS and other partners to adapt humanitarian assistance based on evolving needs, including collaboration with entities like ECHO for the Humanitarian Airbridge and marine bridge initiatives.</li> </ul>
Build capacity on resource mobilization	<ul style="list-style-type: none"> <li>• Through the MENA Regional Office, IFRC supports ERCS with resource mobilization and partnership strategies.</li> </ul>

 <b>Coordination and Partnerships</b>	Female > 18:	Female < 18:	<b>CHF 710,000</b>
	Male > 18:	Male < 18:	<b>Total target:</b>
<b>Objective:</b>	<p><b>Technical and operational complementarity is enhanced through cooperation among the IFRC membership, with the ICRC, as well as with key external actors.</b></p> <p><b>Identify and address key humanitarian issues through targeted and strategic Humanitarian Diplomacy.</b></p>		
<b>Priority actions:</b>	<b>Overall priorities:</b>		
Membership coordination	<p><b>Initial and ongoing coordination:</b> Initiated membership coordination on 9 October 2023, and continued proactivity in-country coordination, including monthly and weekly updates with country, regional and global levels (Jordan, Lebanon, Syria, Egypt, and Regional Office ).</p>		
Movement Coordination	<ul style="list-style-type: none"> <li>• <b>Comprehensive meetings:</b> Expand coordination meetings to include non-movement partners, government entities and strategic sessions, ensuring situational awareness and aligned response efforts (Libya, Syria).</li> </ul>		

	<ul style="list-style-type: none"> <li>• <b>Scenario planning and follow-up:</b> Review contingency plans and resource mobilization strategies with Movement partners to address evolving scenarios, with key summits such as the 12 October 2023 tripartite summit (Lebanon).</li> <li>• <b>Collaboration between entities:</b> Strengthen coordination between ICRC, LRC and IFRC, as well as between ERCS and PRCS for streamlined aid movement into Gaza, including a formal support agreement (Lebanon, Egypt).</li> <li>• <b>Strategic and security coordination:</b> Align preparedness, contingency, and security plans with Movement Security Framework roles, led by SARC with in-country partners (Syria).</li> <li>• <b>Strategic and security coordination:</b> Align preparedness, contingency and security plans with Movement Security Framework roles, led by LRC with in-country partners (Lebanon).</li> <li>• <b>Data management and reporting:</b> Implement a “3W” country-wide dashboard and support federation-wide resource mobilization, reporting and regular communication with Movement partners at national and regional levels (Lebanon, Egypt, Syria).</li> <li>• <b>Enhanced Federation collaboration:</b> Establish coordination mechanisms between IFRC Egypt delegation and ERCS, with formalized TORs and a cooperation agreement extending logistical support to ERCS until December 2024 (Egypt).</li> </ul>
External Coordination	<ul style="list-style-type: none"> <li>• <b>International organizations and development agencies:</b> Participate in HCT, OCHA EOC and other relevant forums to enhance collaboration on response efforts with INGOs, UN agencies and development bodies (Syria, Lebanon, Jordan).</li> <li>• <b>United Nations:</b> Align with the UN framework through sectoral and bilateral meetings to coordinate activities and ensure integration with UN-led efforts (Syria, Lebanon).</li> <li>• <b>National and local government:</b> Coordinate response activities with government entities, local authorities and regional governors to facilitate cohesive response efforts (Jordan, Syria).</li> <li>• <b>International Organization for Migration (IOM):</b> Collaborate with IOM and DRM to produce displacement data resources, such as the DTM Mobility Snapshot for Lebanon (Lebanon).</li> <li>• <b>Interagency coordination:</b> Engage in interagency mechanisms, including HCT meetings, sectoral coordination and SARC-led coordination as an HRC member (Syria).</li> <li>• <b>ERCS coordination meetings:</b> Hold weekly external meetings with logistics and health partners, including UN agencies and other humanitarian organizations, to coordinate the response to Gaza (Egypt).</li> <li>• <b>EU-IFRC partnership with ECHO:</b> Operate an EU-IFRC coordination cell to streamline in-kind donations from the EU through Egypt, to Gaza, establishing a foundation for further collaboration and funding with ECHO (Egypt).</li> </ul>
Humanitarian Diplomacy	<ul style="list-style-type: none"> <li>• <b>Strengthen engagement with external actors:</b> Pursue bilateral engagement with states and other relevant stakeholders, and engage in multilateral events and fora, in order to position the NS and advocate improved humanitarian outcomes.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Support the National Society in identifying and engaging with key stakeholders</b> and facilitate their engagement with relevant diplomatic audiences at national, regional and international level.</li> <li>• <b>Develop Humanitarian Diplomacy tools, products and policy briefs:</b> Gather data and develop analyses that support HD arguments, develop HD outputs such as key messages.</li> </ul>
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 <b>IFRC Secretariat Services</b>	Female > 18:	Female < 18:	<b>CHF 8,900,000</b>
	Male > 18:	Male < 18:	<b>Total target:</b>
<b>Objective:</b>	<b>IFRC is working as one organization, delivering what it promises to National Societies and volunteers, and leveraging the strength of the communities with whom they work as effectively and efficiently as possible.</b>		
<b>Priority actions:</b>			
International coordination	<ul style="list-style-type: none"> <li>• Coordinate international support and enhance regional response capacity through collaboration between IFRC and National Societies (Jordan, Syria, Lebanon).</li> <li>• Facilitate coordination at local, regional and global levels to ensure unified support (Jordan, Lebanon).</li> </ul>		
Technical support and human capacity	<ul style="list-style-type: none"> <li>• Ensure that personnel and surge capacity are available for efficient appeal and pledge management in collaboration with the National Society (Syria, Egypt, Lebanon).</li> <li>• Scale up regional surge and response capacity to address worst-case scenarios and future emergencies (Lebanon).</li> <li>• Deploy Logistics ERU and surge support, including specialists in Supply Chain and Operations (Egypt).</li> <li>• Strengthen security management capacity to support Membership and enable operational scale-up (Syria, Lebanon).</li> <li>• Monitor and analyse the security situation in the region and identify related trends and issues that affect IFRC and National Societies.</li> <li>• IFRC security plans will apply to all IFRC staff throughout operations. Area-specific security risk assessments will be conducted should any IFRC personnel deploy there; risk mitigation measures will be identified and implemented. All IFRC must, and RC/RC staff and volunteers are encouraged to, complete the IFRC Stay Safe E-learning courses, such as Stay Safe 2.0 Global Edition Levels 1-3. Insurance should be ensured for volunteers involved in the operation.</li> </ul>		
Resource Mobilization (Egypt)	<ul style="list-style-type: none"> <li>• Deploy Strategic Partnerships and Resource Mobilization (SPRM) surge to support the overall appeal.</li> <li>• Maintain continuous dialogue with Movement and non-Movement partners, coordinating closely with HD and IFRC units in MENA and Headquarters to keep stakeholders informed.</li> </ul>		

	<ul style="list-style-type: none"> <li>Implement a joint Resource Mobilization strategy to streamline outreach, track pledges and develop fundraising materials effectively.</li> </ul>
Communications (Egypt)	<ul style="list-style-type: none"> <li>Support ERCS in the development of communications and visibility action plans that align with the priorities identified in this Operational Strategy, including key messages that showcase their work, and pitching ERCS leadership to media.</li> <li>Support ERCS in creating communication and visibility plans aligned with the Operational Strategy, including key messaging to highlight their work and pitching ERCS leadership to media.</li> </ul>
Logistics (Egypt)	<ul style="list-style-type: none"> <li>Support ERCS in establishing logistics hubs to manage and channel humanitarian assistance received internationally or sourced locally in Egypt, ensuring effective delivery to PRCS in Gaza.</li> <li>Expand ERCS capacity to optimize logistics, quality control and administrative processes, facilitating efficient aid delivery to the Gaza Strip.</li> <li>Strengthen coordination between JRCS, PRCS and ERCS on the supply chain and delivery to Gaza.</li> </ul>
PMER and Information Management Development (Egypt)	<ul style="list-style-type: none"> <li>Implement structured planning processes to define goals, objectives and strategies for humanitarian programmes, including needs assessments and implementation plans.</li> <li>Establish a monitoring and evaluation system with SMART indicators for tracking programme progress and impact through regular data collection, analysis and reporting.</li> <li>Provide ERCS with information management tools to ensure clear and accurate communication.</li> </ul>

## Risk management

Along with risks defined further in the table below, the [IFRC Minimum Security Requirements](#) will apply to all IFRC personnel throughout operations. A security risk assessment will be conducted for the operational areas if needed, and risk mitigation measures will be identified and implemented. All IFRC personnel must, and Red Cross and Red Crescent staff and volunteers are encouraged to, complete the IFRC Stay Safe E-learning courses, such as Stay Safe 2.0 Global Edition Levels 1-3. In addition, the IFRC MENA Regional Office is scaling-up security management to address this situation.

Risk	Likelihood	Impact	Mitigating steps
<b>Funding gap:</b> Insufficient funds pose a risk to business continuity.	4	5	<ul style="list-style-type: none"> <li>Proactive donor engagement and fundraising.</li> <li>Proactive public communications and coverage of the situation to raise awareness and attract further funding.</li> </ul>
<b>Accessibility:</b> Continuation of restrictions on access hinders the	4	5	<ul style="list-style-type: none"> <li>Continue with advocacy and influencing humanitarian diplomacy with partners, agencies and state</li> </ul>

eventual objective of the appeal support to Gaza.			representative in attempt to regain safe access to affected areas that allow delivery of humanitarian aid.
<b>Escalation of hostilities:</b> Significant deterioration in the operating context exacerbates the existing crisis and needs on the ground as well as the security of personnel and volunteers.	4	5	<ul style="list-style-type: none"> <li>• Scenario planning informing the Operational Strategy and country plans in place.</li> <li>• Ongoing situation monitoring at the country and regional level.</li> <li>• Contingency planning in close coordination with all Movement partners in the country (specifically ICRC).</li> <li>• Updating the minimum security requirements in Lebanon, Jordan and Syria.</li> <li>• Ongoing duty of care/security assessments in Egypt lead by ERCS with support and guidance of Regional Security, through the CD.</li> <li>• All personnel are briefed on relocation, hibernation and evacuation procedures.</li> <li>• Relocation of non-essential staff at high-risk locations.</li> <li>• Periodic needs assessments advising the prioritization of activities.</li> <li>• Business continuity is in place to continue supporting National Societies.</li> <li>• Conduct HD and communications efforts, including on the protection of the RCRC emblem, humanitarian workers and the medical mission.</li> </ul>
<b>Highly politicized environment:</b> Risk of misinterpretation of humanitarian actions potentially leading to reputational damage.	4	5	<ul style="list-style-type: none"> <li>• HD and communications efforts to underline and explain RCRC commitment to fundamental principles, including humanitarian principles.</li> <li>• Monitoring of, and reactions to, rumours or miscommunication, including on social media.</li> <li>• IFRC regularly communicates our statutes, fundamental principles and position in the sector with all partners.</li> </ul>
<b>ERCS is being held accountable for the items they are requested to transport:</b> ERCS is the main transporter of Movement and non-Movement partners' contribution of humanitarian	3	3	<ul style="list-style-type: none"> <li>• Increase logistics capacity of ERCS to be able to receive materials and quality check items before they are handed over at the border.</li> <li>• Identification of needs through assessments and sharing of updated</li> </ul>

goods. However, the goods delivered are based on needs lists that are not developed by ERCS and they have no direct oversight of the material. This poses a reputational risk.			prioritized requirements frequently and widely.
<b>Limited human resources in the response:</b> Limited staff and volunteers responding and working for long shifts might lead to burnout.	3	3	<ul style="list-style-type: none"> <li>• Advocating for proper volunteer management looking at reasonable shifts and working hours.</li> <li>• Looking into human resources mobilization plan in case of increased workload.</li> </ul>
<b>Safeguarding:</b> Affected populations are exposed to harm in the course of accessing our programmes, impacting well-being and trust in our work.	3	4	<ul style="list-style-type: none"> <li>• Adoption, translation and dissemination of safeguarding.</li> <li>• Capacity strengthening of staff and volunteers on PGI, PSEA and Child Safeguarding, and ensure adherence to the code of conduct.</li> <li>• Training of staff and volunteers on safe referral pathways for SGBV cases.</li> <li>• Improve collaboration with SGBV and protection actors to enhance the response, including community awareness and safe referrals.</li> <li>• Collaborate with the CEA team to ensure proper handling of sensitive complaints and establish reporting mechanisms for protection cases amongst others.</li> </ul>
<b>Economic impact, currency devaluation and inflation:</b> Risk that less will be achieved (e.g., fewer people reached) than what was originally planned.	2	4	<ul style="list-style-type: none"> <li>• Ensure flexibility around budgets with the potential for price spikes factored in.</li> <li>• Establishment of framework agreements.</li> </ul>
<b>Extreme events:</b> Extreme weather events or an earthquake resulting in further humanitarian needs and impacting the current response.	3	3	<ul style="list-style-type: none"> <li>• Continuous monitoring of the situation through meteorological services.</li> <li>• Contingency planning and business continuity.</li> <li>• Continued preparedness and maintenance of pre-positioned essential items.</li> <li>• Continued focus on disaster risk reduction and climate adaptation.</li> <li>• Scenario planning with revision of planned activities temporarily replacing the response operation of the affected areas, depending on the scale of the disaster.</li> </ul>



			<ul style="list-style-type: none"> <li>Complete readiness checklist with the respective National Societies.</li> </ul>
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## Quality and accountability

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

Several priorities have surfaced for this response:

### Performance and Quality Assurance

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

#### 1. Creating an efficient monitoring system

IFRC and Federation partners will support National Societies in creating an efficient, effective and feasible monitoring system to make sure that practical indicators are identified, verified, documented and shared publicly when relevant. Relevant technical units will ensure that proper steps are taken for post-distribution monitoring (PDM) and that these are followed up together with input from the Planning, Monitoring, Evaluation and Reporting (PMER) and Quality Assurance Unit at the IFRC MENA Regional Office. Sensitive reports will be acted upon according to the defined timeline.

#### 2. Federation-wide approach

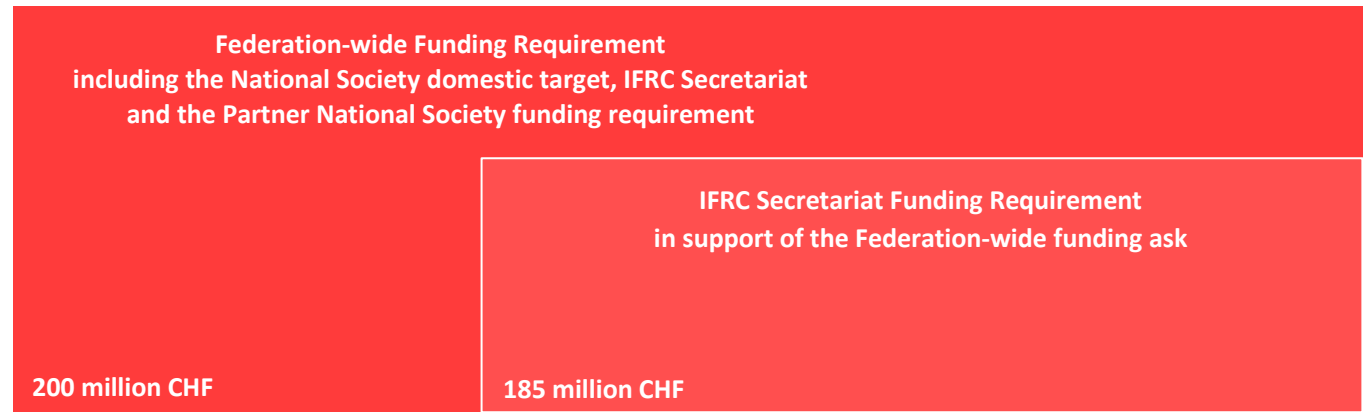
The Appeal is an opportunity to reaffirm the need for a collective picture of the Federation and its membership's contributions in response to the acute crisis and the need to regularly have coherent, consistent and quality data on agreed indicators. The Federation-wide list of indicators, defined for the initial phase of operations, is as follows. This list has been updated and will include new indicators as the operation evolves:

Sector/Area	Code	Federation-wide indicators
<b>Shelter, Housing and Settlements</b>	1.1	Number of NFI (mattresses, blankets, kitchen sets and shelter kits, solar lights) pre-positioned
	1.2	Number of people reached with NFI (mattresses, blankets, kitchen sets and shelter kits, solar lights), disaggregated by sex
	1.3	Number of families receiving cash for rent assistance
<b>Food Security and Livelihoods</b>	2.1	Number of food parcels pre-positioned
	2.2	Number of families that received food parcels
	2.3	Number of people received ready meals, disaggregated by sex
<b>Multi-purpose Cash</b>	3.1	Number of households assisted with unconditional cash to meet their basic needs
	3.2	Number of post distribution monitoring conducted to ensure the effectiveness of cash and voucher assistance programmes
<b>Health and Care</b>	4.1	Transport support provided to injured and wounded people
	4.2	Number of referrals conducted for injured and wounded people

	4.3	Number of ambulances procured
	4.4	Number of mobile Medical Unit (MMU) teams deployed to respond to primary healthcare needs in conflict-affected areas
	4.5	Number of medical consultations provided through primary health facilities (MMUs and fixed clinics) (segregated by sex)
	4.6	Number of patients with their hospital cost covered
	4.7	Number of people attending health promotion sessions, disaggregated by sex
	4.8	Number of people reached with MHPSS services, disaggregated by sex
	4.9	Number of individuals receiving secondary and tertiary health services, disaggregated by sex
<b>WASH</b>	5.1	Number of portable toilets pre-positioned
	5.2	Number of portable toilets installed
	5.3	Number of hygiene kits pre-positioned and procured
	5.4	Number of families that received hygiene kits
	5.5	Number of women and girls within reproductive age that received dignity kits
	5.6	Number of families reached with drinking water
	5.7	Cubic meters of water distributed
	5.8	Number of Shelters provided with WASH services (rehabilitated infrastructure, water supply, etc)
	5.9	Number of showers installed
	5.10	Number of water systems enhanced through rehabilitation of infrastructure or through quick fixes
<b>Protection, Gender and Inclusion (PGI)</b>	6.1	Number of staff and volunteers trained on PGI, PSEA and child safeguarding, and ensure adherence to the code of conduct, disaggregated by sex
<b>Migration</b>	7.1	Number of safe and welcome spaces/service points established for the provision of relevant services such as health care, psychosocial support, relief distribution, legal services and child friendly spaces, and provision of timely and accurate updates
	7.2	Number of displaced individuals reached with protection and migration services, disaggregated by sex
	7.3	Number of children accessing child-friendly spaces, disaggregated by sex
	7.4	Number of RFL services provided
<b>Community Engagement and Accountability (CEA)</b>	8.1	Instances of complaints and feedback received from the affected people, that have been addressed
<b>National Society Strengthening</b>	9.1	Number of staff and volunteers who attended logistics and supply chain training, disaggregated by sex
	9.2	Number of staff and volunteers attended PSS training, disaggregated by sex
	9.3	Number of volunteers insured
	9.4	Number of warehouses rehabilitated/established
	9.5	Number of Volunteers and staff provided with PSS services, disaggregated by sex
	9.6	Humanitarian aid inflow consigned to Egyptian Red Crescent Society, disaggregated by flight, ships and trucks tonnage (data source: ERCS dashboard), Responsibility: IM
	9.7	Humanitarian aid dispatched to Gaza disaggregated by food and water, emergency material and medical supplies, tonnage, (data source: ERCS dashboard). Responsibility: IM
	9.8	Number of forklifts purchased for ERCS for the logistics operation
	9.9	Number of staff and volunteers attended logistics and supply chain training, disaggregated by sex

# FUNDING REQUIREMENT

## Federation-wide funding requirement\*



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

# Breakdown of the IFRC secretariat funding requirement

## OPERATIONAL STRATEGY

### MDRS5002 - MENA Middle East Crisis

#### FUNDING REQUIREMENTS

Planned Operations		127,210,000
Shelter and Basic Household Items		15,353,000
Livelihoods		29,418,000
Multi-purpose Cash (MPC)		25,152,000
Health		41,135,000
Water, Sanitation & Hygiene (WASH)		9,656,000
Protection, Gender and Inclusion (PGI)		503,000
Education		0
Migration		324,000
Risk Reduction, Climate Adaptation and Recovery		5,402,000
Community Engagement and Accountability (CEA)		267,000
Environmental Sustainability		0
Enabling Approaches		57,790,000
Coordination and Partnerships		710,000
Secretariat Services		8,900,000
National Society Strengthening		48,180,000
TOTAL FUNDING REQUIREMENT		185,000,000

*all amounts in Swiss Francs (CHF)*

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**Reference**



Click here for:

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