



ARCS staff is conducting RENA at Zvartnots Airport Photo: ARCS

Appeal: <b>MDRAM014</b>	Total DREF Allocation: <b>CHF 87,277</b>	Crisis Category: <b>Yellow</b>	Hazard: <b>Population Movement</b>
Glide Number: <b>OT-2024-000226-ARM</b>	People Affected: <b>132,000 people</b>	People Targeted: <b>2,000 people</b>	People Assisted: <b>1,082 people</b>
Event Onset: <b>Slow</b>	Operation Start Date: <b>19-12-2024</b>	Operational End Date: <b>31-03-2025</b>	Total Operating Timeframe: <b>3 months</b>
Targeted Regions: <b>Ararat, Armavir, Yerevan</b>			

The major donors and partners of the IFRC-DREF include the Red Cross Societies and governments of Australia, Austria, Belgium, Britain, China, Czech Republic, Canada, Denmark, Germany, Ireland, Italy, Japan, Luxembourg, Liechtenstein, Malta, Norway, Spain, Sweden, Switzerland, Thailand, and the Netherlands, as well as DG ECHO, Mondelez Foundation, and other corporate and private donors. The IFRC, on behalf of the National Society, would like to extend to all for their generous contributions.



# Description of the Event

## Approximate date of impact

Following assessments and consultations with government authorities, ARCS identified 20 February 2025 as the trigger date, expecting around 560 arrivals from Syria, with approximately 80 people projected to arrive weekly starting 6 December 2024. This was based on anticipated reactivation of air links between Syria and Armenia. However, as of 20 February, the expected influx had not materialized, and the response trigger under the DREF operation was not met.

## Provide any updates in the situation since the field report and explain what is expected to happen.

The ARCS has proactively engaged with the Government of Armenia, including the Ministry of Foreign Affairs, the Ministry of Labor and Social Affairs, and Migration Services, to obtain detailed data on the anticipated influx of people arriving from Syria and Lebanon. At the end of December 2024, a meeting was organized by the Ministry of Labor and Social Affairs with representatives from humanitarian organizations, UN agencies, and government officials. ARCS was represented by the Head of the Migration Department. During the meeting, responsibilities were divided among the various actors, and a coordination mechanism was agreed upon.

The shift of power in Syria in December 2024, have introduced new risks for both the country and the region. The recent events have contributed to an increase in migration flows, with 55 people recently arriving in Armenia from Syria, reflecting the fast-evolving security and humanitarian situation where an estimated 12,000 Armenians still reside. The Armenian government has remained vigilant, closely monitoring the current situation and coordinating with international partners to facilitate safe passage for those fleeing hostilities. Despite the closure of diplomatic missions in Aleppo and Damascus, alternative communication channels have been established to assist people seeking safety. The government has also adapted its response mechanisms, prioritising the safety and integration of new arrivals.

In parallel, the recent developments in Lebanon have also driven increased migration, with approximately 1,600 persons arriving from Lebanon in Armenia since October 2024. This significant influx poses dual challenges for the the Armenian government and humanitarian organizations, requiring responses tailored to the unique circumstances of people on the move from two interconnected crises. Both groups need support in areas such as housing, healthcare, and legal assistance to facilitate their integration into Armenian society.

On 14 December 2024, a flight from Beirut to Yerevan brought 115 passengers, mostly of Armenian nationality and the inclusion of 19 people from Syria. Among them, ARCS interviewed 13 passengers of Syrian nationality, with some of the interviewed holding dual Lebanese nationality. Several passengers chose not to participate in interviews, while those who did shared concerns about employment challenges and the necessity of relocation. Many expressed fears about hostilities in Syria and Lebanon, emphasizing the direct risks to their families. Their responses also reflected uncertainty about their future in Armenia, underscoring the fluidity of the crisis and their search for stability.

To ensure proper documentation and facilitate access to essential services, ARCS instructed all new arrivals to register with the Migration Service Center. This step was critical for coordinating assistance and integrating persons arriving from Syria and Lebanon into Armenian society. ARCS continues to work closely with the government and other stakeholders to provide a comprehensive and coordinated response to the challenges posed by the influx of people on the move.

The likelihood of a significant influx of persons arriving from Syria and Lebanon remains unpredictable and varies daily. In anticipation, the Government of Armenia has established a coordination mechanism and sought support from international humanitarian partners. These efforts are aimed at mitigating potential strain on the country, drawing from lessons learned during the 2023 Karabakh crisis. By combining government initiatives with the operational expertise of organizations like ARCS, Armenia strives to ensure that its response to this evolving crisis remains timely, effective, and rooted in humanitarian principles.

## Scope and Scale

As outlined in the initial operational update, the DREF operation was designed in response to projected arrivals of ethnic Armenians from Syria and Lebanon, prompted by deteriorating humanitarian conditions in both countries. At the time of planning, government projections estimated that up to 12,000 Armenians from Syria and 50,000 from Lebanon could seek refuge in Armenia, depending on regional developments. An initial group of 55 individuals had arrived by November 2024, and approximately 1,600 people from Lebanon were reported to have relocated to Armenia by the end of that year, although the majority had not requested formal assistance from the ARCS or the Armenian government.

Readiness efforts were structured around a phased arrival plan, with expectations that approximately 80 individuals would arrive each week starting from 6 December 2024, culminating in a total of 560 arrivals by 20 February 2025, which was identified as the anticipated trigger date for response activation. These projections were based on in-depth discussions with national authorities and assumptions tied to the anticipated reactivation of direct air routes between Syria and Armenia.

However, as of 20 February 2025, the expected influx had not materialized, and the criteria for activating the operational response were not met. Although flight negotiations were ongoing and Armenia remained a preferred destination for many diaspora members due to its cultural and historical ties, security conditions in Syria—particularly Aleppo—showed signs of stabilization, with religious and local authorities advising against immediate relocation. Meanwhile, economic hardship, school closures, and restricted services persisted,



contributing to a complex and fluid migration outlook.

In light of these dynamics, the ARCS and IFRC, in close coordination with government actors and Partner National Societies, maintained a high level of readiness throughout the operation. While full-scale response was not triggered, contingency plans, SOPs, and internal systems were reviewed and strengthened to ensure that the National Society remains ready to scale up assistance should the migration scenario change in the future.

## Source Information

Source Name	Source Link
1. First Group Of Syrian-Armenians To Arrive In Armenia On December 14, While Around 12,000 Armenians Remain In Aleppo Amid Difficult Evacuation Conditions	<a href="https://zartonkmedia.com/2024/12/05/first-group-of-syrian-armenians-to-arrive-in-armenia-on-december-14-while-around-12000-armenians-remain-in-aleppo-amid-difficult-evacuation-conditions">https://zartonkmedia.com/2024/12/05/first-group-of-syrian-armenians-to-arrive-in-armenia-on-december-14-while-around-12000-armenians-remain-in-aleppo-amid-difficult-evacuation-conditions</a>
2. The Ministry of Foreign Affairs of Armenia is following the developments in Syria.	<a href="https://www.facebook.com/share/p/oj3D2v46muwgmdUa/">https://www.facebook.com/share/p/oj3D2v46muwgmdUa/</a>
3. Armenian Foreign Ministry closely monitoring developments in Syria	<a href="https://en.armradio.am/2024/12/12/armenian-foreign-ministry-closely-following-developments-in-syria">https://en.armradio.am/2024/12/12/armenian-foreign-ministry-closely-following-developments-in-syria</a>
4. Armenia MFA follows developments in Syria	<a href="https://news.am/eng/news/856925.html">https://news.am/eng/news/856925.html</a>

## National Society Actions

Have the National Society conducted any intervention additionally to those part of this DREF Operation?	No
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## IFRC Network Actions Related To The Current Event

Secretariat	<p>The International Federation of Red Cross and Red Crescent Societies (IFRC) has been active in the South Caucasus region since 1992, delivering large-scale humanitarian assistance, including through its Country Delegation in Armenia. Currently, the IFRC operates a Country Cluster Delegation for the South Caucasus, based in Tbilisi, Georgia, to support the National Societies in Georgia, Azerbaijan, and Armenia. In Armenia, the IFRC maintains a fully operational country office, directly supporting the ARCS in its Disaster Response Emergency Fund (DREF) operation.</p> <p>The IFRC Country Cluster Delegation and the Armenia Country Office bring extensive expertise in key areas such as disaster management, logistics, communications, community engagement and accountability, education in emergencies, health, planning, monitoring, evaluation and reporting (PMER), cash and voucher assistance (CVA), and information management. These capabilities ensure continuous analysis of the situation and evolving needs to provide targeted and effective support.</p> <p>Since early February 2024, shifts in institutional requirements within ARCS have impacted its capacity to deliver humanitarian services. In response, the IFRC, in collaboration with Partner National Societies such as the Austrian Red Cross, Italian Red Cross, and Swiss Red Cross, has implemented measures to preserve business continuity. This includes taking a more direct role in the implementation of activities, coordinating with ARCS branches, and working closely with local governmental authorities. A temporary operating model with stronger IFRC involvement has been established, ensuring that critical services reach those affected by disasters and crises in Armenia. This approach, supported by an expanded staff presence in the Armenia office, will remain in place until the institutional crisis within ARCS is resolved. The IFRC continues to manage, monitor, and coordinate the current operation, ensuring effective delivery and reporting of humanitarian assistance.</p> <p>Throughout the operation, IFRC provided critical technical support to ARCS in the</p>
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	development and review of internal SOPs, operational monitoring, and coordination of SCM and procurement processes. Leveraging the expertise of both the CO in Armenia and the CCD for the South Caucasus, IFRC ensured compliance with procurement standards, effective prepositioning of relief items, and overall strengthening of internal preparedness systems. This support was essential in maintaining operational continuity and readiness despite the non-activation of the response.
Participating National Societies	PNSs, including the Austrian Red Cross (AutRC) and Swiss Red Cross (SRC), maintain offices in Yerevan and have remained actively involved in providing technical support to ARCS throughout the operation. The Italian Red Cross (ItRC), operating from its delegation in Tbilisi and covering both Armenia and Georgia, also contributed to coordination and preparedness efforts. Although no additional funding was allocated by PNSs to ARCS under this DREF operation due to the non-activation of the response, the PNSs played an important role in reviewing and revising contingency plans, helping to maintain operational readiness. SRC has confirmed its interest in supporting future ARCS response efforts if needed.

# ICRC Actions Related To The Current Event

The ICRC has been a longstanding partner of ARCS since 1992, providing sustained support across multiple humanitarian sectors. Since 2020, this partnership had expanded to include enhanced assistance in communication, restoring family links , disaster management, dead body management, first aid, preparedness for emergency response, access to education, and addressing weapon contamination. The ICRC also played a key role in strengthening the capacities of ARCS’s regional and community branches, particularly in four international border areas exposed to conflict. However, during the implementation of this DREF operation, the ICRC was not involved.

# Other Actors Actions Related To The Current Event

Government has requested international assistance	Yes
National authorities	<p>On 6 December 2024, the Representative of the Office of the High Commissioner for Diaspora Affairs of Armenia called upon the international community to unite efforts in addressing the needs of people arriving from Syria and Lebanon to Armenia. This appeal underscores the importance of coordinated action among international organizations, humanitarian actors, and governmental bodies to provide comprehensive and timely support to those displaced by ongoing crises in the region. ARCS, as part of the humanitarian coordination mechanism, has been invited to a preparation meeting on 18 December 2024, where the response strategy and leading agencies for the current situation will be identified.</p> <p>Drawing on previous experience with large-scale population movements, such as the displacement of approximately 105,000 individuals from Karabakh in 2023, key insights inform the current response strategy. During that crisis, it was estimated that about 80 per cent of the affected population received support from the Government of Armenia and various humanitarian actors, while the ARCS has provided assistance to the remaining 20 per cent. This division of support highlights the complementary roles of governmental and non-governmental organizations in addressing both immediate and long-term needs of displaced populations.</p> <p>The ARCS, as a key auxiliary to the government in humanitarian matters, is leveraging this experience to prepare for the anticipated influx of people arriving from Syria and Lebanon. Building on lessons learned, the organization is focusing on areas such as shelter, healthcare, psychosocial support, and community engagement to address gaps and ensure that the specific needs of vulnerable groups are met. By combining national efforts with the support of the international community, Armenia seeks to create a cohesive response that upholds the dignity and well-being of displaced people while strengthening resilience in host communities.</p>





#### UN or other actors

UNHCR participated in the meeting organized by the Ministry of Labor and Social Affairs in December 2024 and confirmed their readiness to be included in the response.

#### Are there major coordination mechanism in place?

In December 2024, the Ministry of Labor and Social Affairs (MOLSA) of Armenia organized a coordination meeting with representatives of UN agencies and humanitarian actors, where ARCS played a significant role. During the meeting, ARCS presented its response strategy and highlighted its operational capacity. While MOLSA oversees overall intervention management, in this case, ARCS was entrusted with independently collecting data and providing its strategic vision for addressing the imminent needs of beneficiaries. However, due to the lack of an influx, further coordination meetings were put on hold

## Needs (Gaps) Identified



### Shelter Housing And Settlements

Based on the extensive experience of the ARCS in responding to population movement crises, including those from Karabakh in 2020 and 2023, basic shelter items have consistently emerged as a top priority for displaced individuals. These crises underscored the critical need for immediate access to safe, secure, and dignified shelter solutions as a foundational component of humanitarian response. For individuals forced to flee their homes, shelter is essential not only for protection from the elements but also for ensuring privacy, security, and a sense of stability amid upheaval.

In both previous crises, ARCS collaborated closely with government agencies and international partners to provide displaced populations with essential shelter items, including tents, bedding, blankets, tarpaulins, and cooking utensils. The Government of Armenia also provided accommodation in shelters or through available premises across the country.

To ensure that evolving needs are met effectively, a detailed needs analysis was conducted during the rapid needs assessments being conducted by ARCS at airports. These efforts will be complemented by more comprehensive future needs assessments to guide tailored interventions and resource allocation.

Furthermore, in line with seasonal forecasts, winterization needs were anticipated to arise for populations arriving from the Middle East, particularly for those settling in the eastern regions. These needs are likely to become urgent between December 2024 and February 2025, as newly arriving individuals face harsh winter conditions. Addressing these challenges will require adequate shelter, heating, and warm clothing to ensure the safety and well-being of affected populations.



### Health

Experience from various population movement crises has shown that health is a critical priority for displaced individuals. Immediate access to medical care, mental health and psychosocial support, and essential hygiene resources is vital to addressing urgent needs, preventing disease outbreaks, and promoting overall well-being. Vulnerable groups, such as children, pregnant or lactating women, older people, people living with disabilities, and individuals with chronic conditions, require special attention. Lessons from previous responses underscore the importance of preparedness, including pre-positioned supplies, rapid health assessments, and community health education, ensuring effective support in future crises.

Based on previous experiences and lessons learned regarding population movement responses, the Mental Health and Psychosocial Support needs of displaced people are critically important. In this specific context, persons arriving from Syria and Lebanon, many of whom may have lost a significant connection to the country, will require targeted support. It will be essential to provide both basic services to ensure their well-being and safe referral pathways for additional support as needed.



### Water, Sanitation And Hygiene

There is a need for hygiene kits for persons arriving from Syria and Lebanon in Armenia. Many people arrive with minimal personal belongings and lack access to basic hygiene supplies. These kits are essential for ensuring personal health, dignity, and preventing the spread of illnesses, especially in crowded transit or temporary accommodation settings. The provision of hygiene kits tailored to their immediate needs is crucial for supporting their well-being and facilitating a safe and healthy resettlement process.





## Protection, Gender And Inclusion

There is a critical need for a robust referral system and Restoring Family Links (RFL) services to support persons arriving from Syria and Lebanon. This need is particularly evident based on previous experiences and recurring requests identified during interviews conducted at the airport in Yerevan.

Many individuals require RFL services to reconnect with family members separated during displacement or migration, highlighting the importance of mechanisms to facilitate family reunification and communication.

In addition, there is a pressing need for safe and reliable referral pathways for health-related purposes. This includes access to specialized medical care, mental health services, and other essential health-related support. These referrals must prioritize safety, confidentiality, and cultural sensitivity to effectively meet the diverse needs of the incoming population.

Both of these needs—RFL services and safe referral systems—are vital components of ensuring the well-being and stability of persons arriving from Syria and Lebanon, particularly as they transition into a new environment after experiencing prolonged displacement and uncertainty.

## Operational Strategy

### Overall objective of the operation

The overall objective of the operation was to ensure that the basic needs of 2,000 ethnic Armenians arriving from Syria and Lebanon are effectively met through a well-prepared and coordinated response by the ARCS. This included providing essential health services such as medical care and psychosocial support, facilitating migration assistance through registration and legal guidance, and ensuring effective communication so people on the move are informed about available services and their rights. ARCS prioritized robust volunteer management, focusing on training and retaining skilled volunteers to deliver health, migration, and community support. Additionally, community engagement and accountability (CEA) frameworks will empower people on the move by involving them in decision-making processes and ensuring their feedback shapes the services provided. Together, these efforts aimed to deliver immediate relief while promoting integration and resilience among displaced people arriving from Syria and Lebanon.

As the trigger was not met due to the low number of support requests from ethnic Armenians from Syria and Lebanon, the overall objective is now primarily focused on finalizing improvements to ARCS's capacity for handling migration influxes. This aligns with the newly updated ARCS Contingency Plan, which was revised based on learnings during this operation. The current main objective is to prepare stock to support 2,000 individuals with basic items and to strengthen ARCS's capacity to provide immediate assistance to those in need.

### Operation strategy rationale

ARCS developed and implemented a comprehensive preparedness plan to respond to the potential arrival of ethnic Armenians from Syria and Lebanon. Resources were mobilized from HQ, the Yerevan branch, and neighboring branches in Armavir and Ararat to ensure strategic deployment of staff and volunteers. Emergency stock was secured and prepared for immediate use.

Legal advisors were hired to support individuals with asylum, residency, and work permit processes. First responders received training in FA, PSEA, CEA, MHPSS, PGI, and Migration, enhancing ARCS's capacity to address diverse needs.

Awareness campaigns were conducted across social media, radio, TV, and print to inform affected populations of available services. A monitoring mechanism was established to track media, government updates, and other actors' inputs, ensuring the relevance of the response.

Logistics and supply chains were strengthened through procurement of additional pallet storage, and hygiene kits, blankets, and bedding were prepositioned in key locations for rapid distribution.

Although the number of arrivals was lower than anticipated, ARCS finalized all preparedness activities. Stocked items were secured for future use, communication messages were disseminated to returnees, and 562 volunteers were mobilized and remained on standby. Legal advisors handled 30 individual cases based on monitoring data and community feedback.

The aim of the operation was to ensure ARCS's readiness to respond to a potential influx from Syria and Lebanon. While large-scale arrivals did not occur, ARCS completed all planned activities—training, mobilization, legal support, stock prepositioning, and risk communication—ensuring operational readiness. Should the situation evolve, ARCS remains prepared to activate additional Movement mechanisms, including a mini-summit, in line with the MCP.



# Targeting Strategy

## Who was targeted by this operation?

This operation targeted 2,000 persons arriving from Syria and Lebanon, prioritizing vulnerable groups such as women, children, and the elderly, particularly single mothers, unaccompanied minors, and people with mobility or health challenges. Persons with disabilities (PwDs) received tailored support to ensure accessibility to services, while economically disadvantaged families and those lacking social or financial resources were prioritized for basic needs assistance. Health-critical cases, including people requiring urgent medical attention or mental health and psychosocial support (MHPSS), were also a key focus. Additionally, marginalized groups, such as those without family networks in Armenia, received targeted support to facilitate integration into the community. This inclusive approach aimed to address diverse vulnerabilities while ensuring comprehensive and effective assistance.

However, as the anticipated migration influx did not materialize, ARCS has shifted its strategy to reinforce emergency preparedness. Efforts are now concentrated on strengthening operational capacity, pre-positioning essential supplies, and ensuring a rapid and effective response for up to 2,000 people should future needs arise. This proactive approach enhances ARCS's ability to provide immediate and impactful humanitarian assistance in the event of a sudden migration surge or other emergencies.

## Explain the selection criteria for the targeted population

The targeted population includes persons arriving from Syria and Lebanon. Assistance prioritizes the most vulnerable individuals and households based on their specific needs. Demographic vulnerability focuses on households with children, pregnant or lactating women, older people, and individuals living with disabilities or chronic illnesses. Socio-economic vulnerability addresses families with limited financial resources, those without stable livelihoods, and people on the move lacking adequate shelter or winterisation support. Additional criteria include legal and documentation challenges, such as lack of identification or proof of Armenian descent, and geographic vulnerabilities for those settling in rural or underserved areas with limited access to basic services.

# Total Assisted Population

Assisted Women	-	Rural	42%
Assisted Girls (under 18)	-	Urban	58%
Assisted Men	-	People with disabilities (estimated)	15%
Assisted Boys (under 18)	-		
Total Assisted Population	1,082		
Total Targeted Population	2,000		

# Risk and Security Considerations (including "management")

Does your National Society have anti-fraud and corruption policy?	Yes
Does your National Society have prevention of sexual exploitation and abuse policy?	Yes
Does your National Society have child protection/child safeguarding policy?	Yes
Does your National Society have whistleblower protection policy?	Yes
Does your National Society have anti-sexual harassment policy?	Yes



Please analyse and indicate potential risks for this operation, its root causes and mitigation actions.

Risk	Mitigation action
The scenario outlined for this imminent DREF has not materialised, as people from Syria and Lebanon are not expected to arrive in Armenia within the forthcoming months.	As the anticipated support for the targeted 500 individuals was not required, the stop mechanism was activated. All procured items will be safely stored and utilized to support people in need in future DREF responses, ensuring their essential needs are met while maintaining their well-being and dignity.
Breach of beneficiary data privacy.	To mitigate data-related risks, ARCS employs secure data collection tools to gather and protect information from arrivals during monitoring at Zvartnots Airport. These tools ensure compliance with data protection standards, safeguarding personal information against unauthorized access or misuse. Additionally, with the implementation of the stop mechanism, no further data-related risks are currently relevant, as active data collection has been suspended and all previously gathered information remains securely stored.
The potential for protests or conflict in Armenia, particularly near disputed borders, remains a significant concern due to ongoing regional tensions and unresolved territorial disputes. These tensions are further exacerbated by political instability, economic challenges, and the strain of hosting displaced populations, which may amplify grievances within communities.	ARCS conducted regular security assessments and maintained strong communication channels with local authorities throughout the monitoring period. Staff and volunteers were trained on security protocols and emergency evacuation procedures, ensuring a safe and coordinated response. These measures reinforced ARCS's ability to operate effectively while prioritizing the safety of both responders and beneficiaries.
Persons from Syria and Lebanon arriving in Armenia during the winter months face significant risks due to the harsh seasonal conditions. Winter in Armenia can bring freezing temperatures, heavy snowfall, and strong winds, particularly in the eastern and mountainous regions where many displaced people may seek shelter.	Forecasting and early warning systems are essential for mitigating the risks of harsh winter conditions for persons arriving from Syria and Lebanon in Armenia. Reliable weather monitoring and timely alerts can help humanitarian organizations, government agencies, and communities prepare for extreme conditions such as snowstorms and freezing temperatures. Awareness campaigns can inform people on the move about upcoming weather and safety measures, while contingency plans and emergency shelters ensure rapid responses to severe weather events. Vulnerability mapping and pre-positioning winter supplies in high-risk areas further enhance preparedness, reducing the impact of winter on displaced populations. Due to the stop mechanism this risk isn't materialized.

Please indicate any security and safety concerns for this operation:

Armenia faces risks of protests and conflict, particularly in the Syunik region, due to its proximity to disputed borders and ongoing geopolitical tensions. The possibility of escalation is heightened by regional instability, including potential crises in Iran, which could lead to cross-border movements or increased security challenges. These risks require close monitoring and proactive planning to ensure the safety of affected populations and humanitarian workers.

To mitigate these risks, it is crucial to conduct regular security assessments across Armenia, with a specific focus on high-risk areas like Syunik. Strengthened coordination with national authorities, local leaders, and regional partners is essential for maintaining situational awareness and implementing security measures. Additionally, staff and volunteers must be trained in sensitive operations, situational awareness, and emergency response, ensuring preparedness for potential scenarios involving unrest or displacement.

Crisis contingency planning is key, including the pre-positioning of relief supplies, safe and secure aid distribution, and the establishment of alternative delivery methods. Engaging with local communities to build trust and address grievances can help mitigate tensions, while monitoring developments in Iran ensures readiness for any spillover effects. These actions aim to protect vulnerable populations, ensure uninterrupted aid delivery, and maintain stability in the region.

Has the child safeguarding risk analysis assessment been completed?	Yes
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# Implementation



## Shelter Housing And Settlements

**Budget:** CHF 8,094

**Targeted Persons:** 200

**Assisted Persons:** 0

**Targeted Male:** 0

**Targeted Female:** 0

### Indicators

Title	Target	Actual
Number of bed linen sets are procured	200	250
Number of blankets are procured	200	250

### Narrative description of achievements

The Shelter, Housing and Settlements component of the operation aimed to support 200 people with essential household items, primarily focusing on procuring and distributing bed linen sets and blankets. ARCS successfully procured 250 bed linen sets and 250 blankets, exceeding the original target due to favorable pricing. As the anticipated influx of people from Syria and Lebanon did not materialize, the response trigger was not met. Accordingly, the procured items were not distributed but were stored in ARCS's central warehouse in Yerevan for future emergencies. This approach ensured ARCS remained prepared to respond rapidly should migration-related needs arise later.

While the items were not used during this operation, the procurement process was executed efficiently and validated ARCS's logistical readiness. It demonstrated the National Society's ability to manage local procurement within tight timelines, an essential competency for future DREF operations.

### Lessons Learnt

The experience highlighted the value of prepositioning essential shelter items, especially in winter. Flexible procurement allowed ARCS to exceed targets without exceeding budget, setting a good example for future budget optimization. Coordination between headquarters and regional branches ensured that the logistics and planning aligned with the contingency timeline—even though distribution was ultimately not needed.

### Challenges

- Several infrastructure-related challenges were identified, including inadequate shelving, a damaged warehouse gate (later replaced), and poor climate control that could impact the condition of stored items. The absence of dedicated vehicles for transport could have caused delays had rapid distribution been needed. Since the response was not activated, ARCS was not able to test the full logistics chain under operational pressure.



## Health

**Budget:** CHF 12,780

**Targeted Persons:** 2,000

**Assisted Persons:** 70

**Targeted Male:** 35

**Targeted Female:** 35



## Indicators

Title	Target	Actual
Number of First Aid kits procured	50	50
Number of PFA kits are procured	50	50
Number of ARCS staff and volunteers trained in FA and PFA	100	70

## Narrative description of achievements

ARCS procured 50 FA kits and 50 PFA kits, which are now stored and ready for future deployment. In parallel, 70 out of 100 planned staff and volunteers were trained in FA and PFA, with the remaining participants scheduled for training in February 2025. These individuals were intended to serve at arrival sites such as Zvartnots Airport and regional branches.

Due to the low number of arrivals, volunteers were not deployed and kits were not distributed. However, ARCS maintained functional referral systems and readiness to activate health support quickly if needed.

## Lessons Learnt

This intervention underlined the importance of investing in training before a crisis. The practical and mental preparedness of staff and volunteers improved significantly. Embedding PFA into the readiness model positioned ARCS to address both physical and psychosocial needs, which is critical for displacement contexts.

## Challenges

Since the response wasn't activated, the training impact and referral mechanisms couldn't be tested under real conditions. Some delays in completing the training were reported due to overlapping tasks. The storage conditions for the health kits lacked temperature control, posing a potential risk to kit integrity over time. Collaboration with national health services could also be improved for future integration.



## Water, Sanitation And Hygiene

**Budget:** CHF 10,650

**Targeted Persons:** 1,000

**Assisted Persons:** 0

**Targeted Male:** -

**Targeted Female:** -

## Indicators

Title	Target	Actual
Number of hygiene kits are procured	200	200

## Narrative description of achievements

Under the WASH component of the operation, the ARCS aimed to meet the basic hygiene needs of up to 1,000 individuals potentially arriving from Syria and Lebanon. To that end, 200 hygiene kits were procured through the IFRC's framework agreement with a supplier in Spain, ensuring that the kits met IFRC standards for quality and content. The procurement process was successfully completed within the operation timeframe, and the kits were delivered and securely stored in ARCS's central warehouse in Yerevan.

Although the original plan anticipated distribution of these kits to newly arrived individuals, the projected large-scale population movement did not occur. As a result, the trigger mechanism for full activation of the response was not met, and the kits were not distributed during the operation. Instead, they have been prepositioned for future emergency use, enhancing ARCS's readiness to respond to sudden-onset migration or displacement scenarios.



The successful completion of procurement and stockpiling within a relatively short timeframe demonstrated ARCS's operational efficiency and ability to manage international sourcing and logistics. This activity has strengthened the National Society's preparedness capacity, particularly for the WASH sector.

## Lessons Learnt

The operation confirmed the value of proactive procurement and prepositioning as key pillars of anticipatory action. Leveraging the IFRC's framework agreement enabled ARCS to secure high-quality hygiene kits in a timely and compliant manner. Prepositioning these supplies ahead of the winter season was a strategic move, considering the increased vulnerability to waterborne diseases and hygiene-related risks during colder months.

## Challenges

The lack of local suppliers capable of meeting IFRC standards restricted ARCS's ability to consider faster or more environmentally sustainable domestic procurement options. Moving forward, exploring regional or national sourcing alternatives could help mitigate procurement delays and enhance supply chain resilience



## Protection, Gender And Inclusion

**Budget:** CHF 15,975

**Targeted Persons:** 2,000

**Assisted Persons:** 100

**Targeted Male:** 60

**Targeted Female:** 40

## Indicators

Title	Target	Actual
Number of of people supported with PGI activities	2,000	30
Number of ARCS staff and volunteers trained	100	70

## Narrative description of achievements

- To build internal capacity, ARCS trained 70 staff and volunteers in key PGI competencies. The training covered topics such as protection from sexual exploitation and abuse (PSEA), safe identification and referral of at-risk individuals, gender-sensitive approaches, and the application of PGI minimum standards in emergency response. These trainings strengthened ARCS's institutional readiness and equipped its workforce with the knowledge and tools needed to respond appropriately to protection concerns in the event of a large-scale arrival of displaced persons.

Legal assistance was also an integral part of the PGI plan. A legal advisor was mobilized and provided one-on-one consultations to 30 individuals who reached out to ARCS with migration-related legal issues, such as residence registration, temporary asylum procedures, or access to social services. These consultations filled a critical gap, particularly for people with irregular documentation or unclear legal status.

The PGI intervention also included the development of internal referral pathways for survivors or persons at risk of violence, exploitation, abuse, or neglect. These pathways were linked to ARCS's MHPSS and health components and were intended to connect beneficiaries to external actors such as the Ministry of Labor and Social Affairs, Migration Services, and NGOs providing specialized protection services. However, due to the non-activation of the response trigger and the lower-than-expected number of arrivals, these referral systems were not activated in practice. Similarly, broader protection needs assessments, which were planned to guide tailored interventions and prioritize the most vulnerable groups, were not carried out.

Despite the lack of direct service activation, the systems, staff, and materials developed remain relevant and ready for future operations. The experience contributed to ARCS's growing institutional expertise in PGI and strengthened the foundation for future migration or displacement responses that may involve vulnerable groups.



Lessons Learnt

The PGI component of the operation clearly demonstrated the importance of preparedness in protection-focused programming. Training 70 ARCS staff and volunteers ensured that a critical mass of frontline responders understood how to recognize and safely refer protection cases. This significantly increased ARCS's operational readiness to deliver inclusive humanitarian assistance and align with international protection standards.

The operation also showed that legal assistance is a high-demand service in migration contexts. The legal support provided during the operation, although limited in scale, underscored how ARCS's auxiliary role can be effectively applied to protect the rights and dignity of people on the move—particularly those navigating unfamiliar legal and administrative systems.

Furthermore, integrating PGI training alongside First Aid, CEA created an important cross-cutting effect, whereby protection principles informed every aspect of the preparedness strategy. This interdisciplinary approach fostered a stronger internal understanding of how PGI can be mainstreamed in operational planning and delivery.

Challenges

• The most significant challenge was the inability to conduct the planned protection needs assessments, which limited ARCS's ability to fully understand emerging vulnerabilities and tailor its services accordingly. Without real-time data or field-based assessments, the referral pathways, legal aid, and outreach activities—though designed and ready—could not be aligned with the specific needs of the limited number of arrivals.

While ARCS maintained communication with key government counterparts, including the Migration Service and the Ministry of Internal Affairs, the absence of formalized agreements (such as Memoranda of Understanding) constrained the operationalization of coordinated referral systems. Existing collaboration was primarily based on long-standing working relationships and informal coordination, which proved helpful but would benefit from more structured frameworks to ensure consistency and scalability in larger response scenarios. Strengthening these institutional ties and formalizing roles will be an important step for future joint preparedness and response efforts.

Additionally, although internal referral pathways were drafted, they were not tested or validated due to the non-activation of the response. ARCS also identified the need to further develop a structured case management system for PGI, with standardized procedures for documenting, referring, and following up on sensitive protection cases. Addressing this gap will enhance ARCS's ability to deliver comprehensive protection support in complex humanitarian contexts.

The plan was to train 100 ARCS staff and volunteers in PGI, but only 70 were trained during the operation. The remaining 30 were scheduled for late February 2025. However, since the response trigger was not activated, the situation did not require full deployment, and the final training sessions were postponed. As there was no urgent need to send trained volunteers into the field, these sessions were not completed within the DREF timeframe. ARCS plans to finish the trainings later using other resources.



Community Engagement And Accountability

**Budget:** CHF 0  
**Targeted Persons:** 2,000  
**Assisted Persons:** 250  
**Targeted Male:** 130  
**Targeted Female:** 120

Indicators

Title	Target	Actual
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Narrative description of achievements

• ARCS developed and disseminated informational materials in coordination with the Ministry of Labor and Social Affairs to inform arrivals from Syria and Lebanon about available services. Volunteers were present at Zvartnots Airport to distribute these materials and respond to basic inquiries.

Lessons Learnt

Providing reliable, clear information at the point of arrival helped reduce uncertainty among returnees and supported their initial orientation in Armenia. Collaboration with national authorities ensured consistency and trust in the messaging. For future responses, incorporating community feedback, particularly on mental well-being, could strengthen the impact of CEA efforts. This may include





integrating basic stress management tips and psychosocial support information into arrival materials, helping individuals better cope with the emotional impact of displacement.

### Challenges

ARCS did not implement a structured feedback mechanism during this operation, primarily because the response was never fully activated due to the low number of arrivals and the non-triggering of the anticipated population movement scenario. As a result, opportunities for systematic engagement with affected individuals were minimal.



**Budget:** CHF 6,390  
**Targeted Persons:** 100  
**Assisted Persons:** 100  
**Targeted Male:** 60  
**Targeted Female:** 40

### Indicators

Title	Target	Actual
Number of migration policies is developed	1	1
Number of surge personnel deployed	1	0

### Narrative description of achievements

• The Secretariat Services component was designed to enhance ARCS’s internal systems and its coordination with the IFRC network in anticipation of a potential population movement crisis. While the deployment of a surge personnel was initially planned to provide direct technical and operational support, the activation trigger for the operation was not met, and the surge component was cancelled in line with the stop mechanism. In response, the allocated resources were reprogrammed to support monitoring activities and the delivery of a two-day Lessons Learned Workshop held in March 2025.

Despite the absence of a full-scale emergency response, the operation led to several strategic achievements. ARCS developed a draft set of internal Standard Operating Procedures for migration-related scenarios. These SOPs define key steps for emergency preparedness, inter-agency coordination, internal communication, and service delivery. While they could not be field-tested due to the non-activation of the response, they were reviewed by IFRC technical teams and are expected to be finalized and institutionalized for future use.

A key factor in these achievements was the technical support provided by the IFRC Disaster Management Delegate, who played a central role in reviewing ARCS’s response protocols, refining policy documents, and guiding the development of response scenarios. This collaboration ensured that ARCS’s internal frameworks were both operationally relevant and aligned with IFRC standards.

In addition, the involvement of IFRC staff from the Armenia Country Office contributed significantly to the success of the operation. Their support in monitoring, coordination, and internal review processes created a strong bridge between national implementation and regional oversight, helping ARCS maintain operational readiness and ensuring continuity of strategic engagement across all levels.

The LLW convened over 25 participants from ARCS, IFRC, ICRC, and key government partners. It provided a valuable forum to reflect on the operation, validate planning assumptions, and generate actionable insights that will inform future emergency preparedness and population movement responses.

### Lessons Learnt

• One of the key lessons from this component was that Secretariat resources can be effectively utilized to advance institutional preparedness even in the absence of full activation. The reallocation of surge funds to knowledge generation and system development demonstrated flexible and strategic use of resources.

The internal development of SOPs highlighted the value of co-creating response tools that are both locally contextualized and technically sound. This process also fostered greater ownership and internal knowledge retention within ARCS.

The LLW was a particularly impactful exercise, allowing ARCS to capture learning from a non-operational deployment, assess institutional readiness, and align future plans with the PER framework. It also enhanced collaboration with government counterparts and Movement partners, setting a precedent for inclusive operational reflection.



## Challenges

- The primary challenge was the inability to test the newly developed SOPs and protocols in a real-time operational environment. Without the activation of the response, the tools and workflows remain theoretical and will require validation in future exercises or actual emergencies.

While ARCS demonstrated strong internal leadership in preparedness, some staff members reported limited familiarity with IFRC systems such as the GO platform, surge mechanisms, and DREF reporting procedures. This suggests the need for ongoing capacity building in Secretariat tools and systems.

Finally, although surge deployment was not required, the absence of in-country external technical expertise may have limited opportunities for further refinement in data management, reporting, and contingency planning. Strengthening ARCS's access to such technical support in future operations could enhance overall institutional resilience.



## National Society Strengthening

**Budget:** CHF 33,388

**Targeted Persons:** 100

**Assisted Persons:** 562

**Targeted Male:** -

**Targeted Female:** -

## Indicators

Title	Target	Actual
Communication strategy is developed	1	1
Lessons Learned Workshop Conducted	1	1
Number of ARCS volunteers involved in the DREF operation	100	562
Number of ARCS volunteers insured	100	562

## Narrative description of achievements

- The DREF operation significantly strengthened the operational readiness of ARCS across multiple levels. Although the response was not activated, ARCS successfully mobilized and insured 562 volunteers—well beyond the initially planned 100—across Yerevan, Armavir, and Ararat regions. These volunteers were engaged in airport monitoring, logistics preparation, and dissemination of information at key arrival points. Additionally, three ARCS Operations Assistants were appointed on a part-time basis to support regional coordination.

Critical logistics infrastructure upgrades were completed, including the installation of a pallet storage system, heating cannons, and a new main gate at the central warehouse, improving working conditions and ensuring temperature-sensitive goods could be properly stored. Furthermore, essential communication equipment was procured to enhance internal coordination and risk communication across departments.

The IFRC, in close coordination with the ARCS, organized and facilitated a two-day Lessons Learned Workshop (LLW) on 20–21 March 2025 in Yerevan. The workshop was supported by the IFRC Regional Office for Europe, the IFRC South Caucasus Country Cluster Delegation, and the Armenia Country Office, bringing together over 25 participants from ARCS departments, IFRC, ICRC, and key government partners. Using the Preparedness for Effective Response (PER) approach, the LLW enabled structured reflection on the operation, assessment of readiness systems, and identification of priority actions for improving future migration response planning and coordination in imminent and response phases.

## Lessons Learnt

- The operation demonstrated ARCS's capacity for rapid volunteer mobilization and readiness under anticipatory action modalities. Volunteer engagement was a standout success, with strong motivation, clear task distribution, and appropriate support measures, including food and transportation reimbursement. The extension of insurance coverage to all active volunteers was noted as a best practice in ensuring duty of care.

Investments in warehouse infrastructure and communication tools proved essential for readiness. The LLW itself was a valuable platform



for reflection and organizational learning. Through structured PER-based discussions, the workshop identified institutional gaps and prioritized actions to enhance operational preparedness. One key outcome was the reinforcement of internal coordination across DM, PM, logistics, and communications units.

Technical support from the IFRC DM Delegate was instrumental in reviewing contingency plans and refining response scenarios and protocols. Additionally, continuous engagement by IFRC staff from the Armenia Country Office provided hands-on assistance in monitoring, planning, procurement, and coordination.

## Challenges

- Several challenges were encountered despite the operation's strengths. Volunteer management systems were insufficiently centralized, complicating tracking and communication for such a large volunteer base. While volunteers were insured, staff insurance was not covered, revealing a protection gap that has since been flagged as a priority for future operations.

Coordination with some government entities, particularly in asylum and repatriation sectors, was uneven. While operational collaboration with the Migration Service was strong, limited engagement was reported with the asylum provision department, indicating the need for better government-wide awareness and involvement in future DREF planning.

Warehouse improvements, though substantial, still fell short of ideal standards. Additional work is needed on climate control, shelving systems, and transportation capacity, particularly regarding the availability of a dedicated truck for deployment.



# Financial Report

## DREF Operation

### FINAL FINANCIAL REPORT

#### MDRAM014 - Armenia - Population Movement

Operating Timeframe: 19 Dec 2024 to 31 Mar 2025

Selected Parameters			
Reporting Timeframe	2024/12-2025/8	Operation	MDRAM014
Budget Timeframe	*	Budget	APPROVED

Prepared on 01/Sep/2025

All figures are in Swiss Francs (CHF)

### I. Summary

Opening Balance	0
<b>Funds &amp; Other Income</b>	<b>87,277</b>
DREF Anticipatory Pillar	87,277
<b>Expenditure</b>	<b>-79,712</b>
<b>Closing Balance</b>	<b>7,565</b>

### II. Expenditure by planned operations / enabling approaches

Description	Budget	Expenditure	Variance
PO01 - Shelter and Basic Household Items	7,600	8,094	-494
PO02 - Livelihoods			0
PO03 - Multi-purpose Cash			0
PO04 - Health	12,000	12,780	-780
PO05 - Water, Sanitation & Hygiene	10,000	12,696	-2,696
PO06 - Protection, Gender and Inclusion	15,000	15,975	-975
PO07 - Education			0
PO08 - Migration			0
PO09 - Risk Reduction, Climate Adaptation and Recovery	5,327		5,327
PO10 - Community Engagement and Accountability			0
PO11 - Environmental Sustainability			0
<b>Planned Operations Total</b>	<b>49,927</b>	<b>49,545</b>	<b>382</b>
EA01 - Coordination and Partnerships			0
EA02 - Secretariat Services	6,000	2,876	3,124
EA03 - National Society Strengthening	31,350	27,291	4,059
<b>Enabling Approaches Total</b>	<b>37,350</b>	<b>30,167</b>	<b>7,183</b>
<b>Grand Total</b>	<b>87,277</b>	<b>79,712</b>	<b>7,565</b>

[Click here for the complete financial report](#)

## Please explain variances (if any)

There were no major changes to the operation. All activities followed the original plan, but because the expected arrivals did not happen, the response was not officially activated. As a result, some activities were adjusted—for example, items were stored instead of distributed, and volunteers were trained but not deployed. Funds planned for surge staff were instead used for learning and preparedness activities like developing response procedures and holding a Lessons Learned Workshop. These changes helped ARCS stay ready for future needs while still using the resources effectively.

The total budget for the DREF operation was CHF 87,277, of which CHF 79,712 was spent. The remaining balance of CHF 7,565 is returned





to the DREF account as per standard IFRC regulations.

For details, please refer to the final financial report annexed to this document



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[Click here for reference](#)

