



Volunteers of Armenian Red Cross Society (ARCS) are assisting families affected by the current situation at registration points along the border. Child-friendly spaces have been set up where ARCS staff and volunteers carry out activities for children. Photo: ARCS







Appeal №: MDRAM012	To be assisted: 90,000 people	Appeal launched: 30/09/2023
Glide №: OT-2023-000180-ARM	DREF allocated: CHF 1 million (1 st allocation: CHF 498,752)	Disaster Categorisation: ORANGE
Operation start date: 27/09/2023	Operation end date: 31/12/2024	Date of issue: 26/10/2023

IFRC Secretariat Funding requirement: CHF 15 million
Federation-wide funding requirement: CHF 20 million

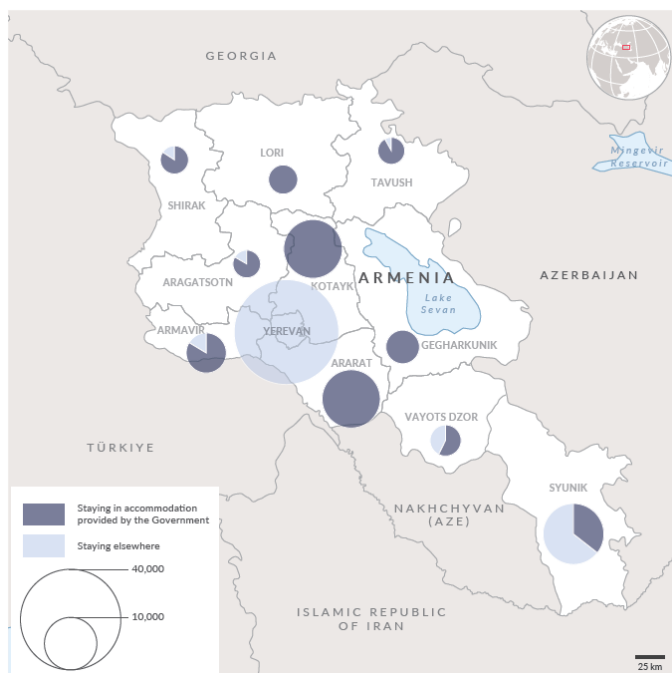
TIMELINE



Armenian Red Cross Society volunteers preparing food packages for people arriving at a registration point. Photo: Sputnik.

-  **19 September 2023** Escalation of hostilities.
-  **24 September 2023** 5,000 people seeking shelter in Armenia.
-  **29 September 2023:** The number of people seeking shelter in Armenia has reached around 85,000 people. Government of Armenia requests international assistance from the Union Civil Protection Mechanism (UCPM).
-  **29 September 2023:** Following the first allocation of CHF 498,752 through the IFRC Disaster Response Emergency Fund (DREF), the DREF was topped up to CHF 1 million through a second allocation.
-  **30 September 2023:** IFRC issues Emergency Appeal for CHF 20 million targeting 90,000 people.
-  **20 October 2023:** Number of people having arrived in Armenia has stabilized at 101,848.

DESCRIPTION OF THE EVENT



Regional allocation and accommodation provision (UNHCR, 17 Oct 2023).

Since September 2023, Armenia has experienced a massive influx of individuals following the military escalation starting on 19 September.

According to the [Government of Armenia](#), the population movement began with 5,000 people seeking shelter on 24 September and increased dramatically to [101,848 people](#) arriving to Armenia by 20 October. The Inter-Agency Contingency Plan anticipates that approximately 50,000 of these individuals will require humanitarian assistance or protection services.

On 2 October 2023, the Government of Armenia officially requested international assistance after activating the UCPM on 29 September. By 2 October, reports from international missions indicated that most residents had left their homes. Almost all individuals are anticipated to remain displaced in Armenia.

Recognizing the urgency, Armenian authorities have taken effective measures to streamline

humanitarian efforts. The response was initiated with rapid establishments of reception centres in Kornidzor, Goris, and Vayk, facilitating registration and aid distribution. The Armenian Red Cross Society (ARCS) has been instrumental in supporting the registration, and providing Psychological First Aid (PFA), food, essential household (HH) items, and critical information on services within Armenia.

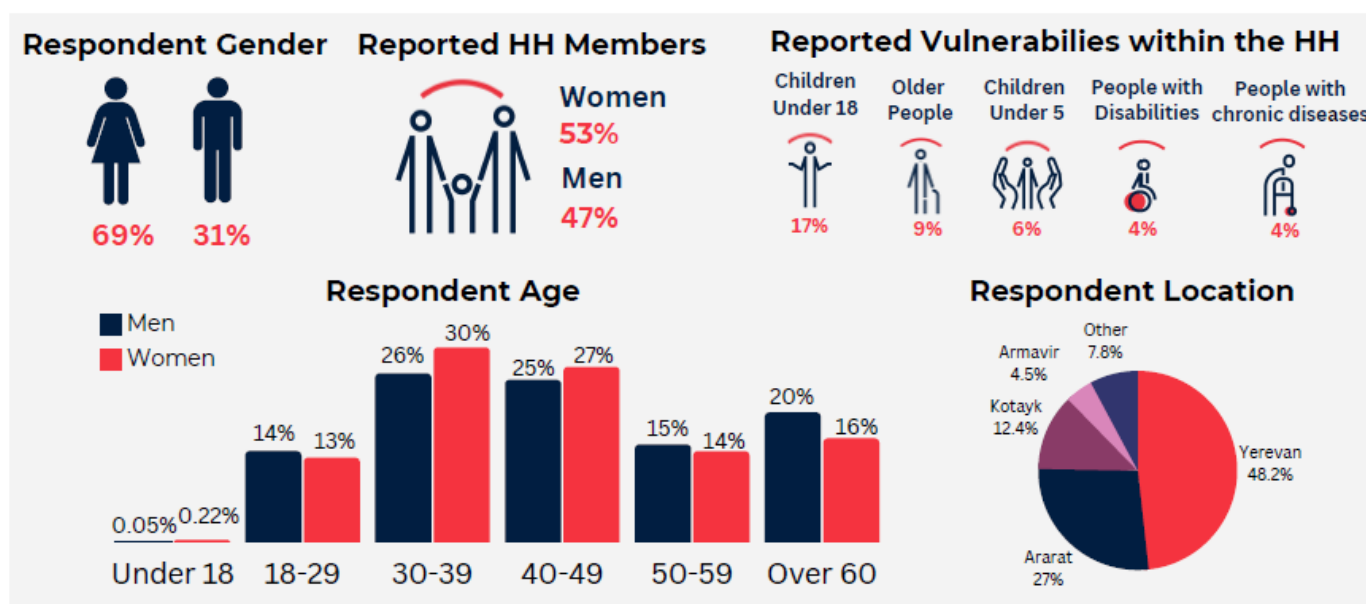
The humanitarian response must address both immediate and ongoing needs, with a significant number of women, children, and older individuals among the people arriving to Armenia. According to United Nations figures (UN), as of 20 October, out of 101,848 registered individuals, 52 per cent are female, 48 per cent are male, 31 per cent are under the age of 18, 18 per cent are older people and 2 per cent are people with disabilities. Additionally, around 20,000 people who have been displaced due to the escalation of hostilities in 2020 also require support aimed at their integration and inclusion.

Governmental bodies, non-governmental organisations (NGOs), and volunteers are working together to address urgent needs, relying on primary data collected by ARCS through interviews with affected individuals and local authorities, especially in high-displacement regions. A comprehensive needs assessment will complement the preliminary findings, which is being led by government and taking place in the coming weeks. Immediate priorities identified with the rapid needs assessment include providing shelter, food, essential household items, and addressing mental health and psychosocial needs. Given the expected protracted situation, the focus is on immediate needs, as well as on addressing the medium- and long-term needs of both populations arriving to Armenia and host communities in Armenia. The response includes socio-economic support, cash assistance, mental health and psychosocial support, and protection measures for vulnerable individuals, including children.

Severity of humanitarian conditions

Since the escalation of the situation, the ARCS has been on the forefront supporting the national and local authorities responding to immediate humanitarian needs. The ARCS has performed data collection using a convenience sampling approach, where the sampling frame consisted of individuals contacting ARCS through its helpline or by visiting its branches and headquarters to seek assistance. The data was collected using a structured questionnaire examining the needs and priorities of individuals surveyed, with the focus on primary and direct interviews with a structured survey. A total of 5,962 individuals were surveyed, representing 26,709 members within their households, with 53 per cent household members female and 47 per cent male. Among the respondents, 4,094 (69 per cent) were female, 1,866 (31 per cent) were male, and two individuals identified as “other”. The current needs analysis comprises two streams employing a combination of qualitative and quantitative methods and sources, as follows:

- Stream 1: Ongoing since 19 September: Quantitative – secondary data analysis to identify and map external resources available for the most affected population.
- Stream 2: Continuous assessment since 24 September – Qualitative collection of primary data through site observations, key informant interviews, structured interviews via the ARCS Helpline, and face-to-face interactions, and focus group discussions, focusing on identifying and assessing priority needs and risks of the most affected population, and to determine the most relevant form of assistance to meet the identified needs.



The ARCS has collected primary data from 5,962 individuals via structured questionnaires and interviews through i) face-to-face interactions (53 per cent), and ii) the ARCS Helpline (47 per cent). The prioritized needs include food (96 per cent), bedding items (94 per cent), household items (94 per cent), cash (93 per cent), and sanitation (92 per cent). Other needs include clothing, employment, furniture, property assistance, medication, educational supplies, and health support. Notably, respondents above 60 emphasized the need for medicines (64 per cent).

1. Impact on accessibility, availability, quality, use and awareness of goods and services

As of 20 October 2023, according to the [Government of Armenia](#), 101,848 people have arrived in the country and been registered in the government's database. Among the registered people, 52 per cent are female, 48 per cent male, 18 per cent are over 60 years old, 31 per cent are under the age of 2 per cent have disabilities, and there are about 2,070 pregnant women.

Notably, 48,649 individuals are accommodated in various shelters and settlements, while [a minimum of 22,650 registered families](#) will require rental support in the following 6 months. The types of accommodation ranges from private housing, living with host families, in hotels and pensions, to staying in collective centres (such as adapted former educational institutions and sports halls).

A vast majority of the people arriving hold Armenian passports/IDs, with authorities stating that access to health and social services is thereby ensured. However, many people face issues with documentation, leading to the government offering [temporary identification assistance](#). 27,000 children have entered Armenia, with [14,848 of them enrolled in institutions](#) as of 18 October. This displacement accounts for 3 per cent of Armenia's total population, posing integration and employment challenges in an already economically strained environment with [26.5 per cent of its overall population living below the poverty line](#), and [an unemployment rate constituting 13 per cent](#).

2. Impact on physical and mental well-being

Field observations and psychological support at reception points reveal poor health and psychosocial conditions among the population arriving to Armenia, worsened by prior harsh living conditions. They display signs of distress, including anxiety, sadness, hopelessness, sleep problems, fatigue, irritability, and physical discomfort, which may lead to prolonged mental health issues, such as depression and post-traumatic stress disorder. Unemployment, limited access to services, and social exclusion heighten risks. Children face even greater risks, with caregivers resorting to harmful coping methods under stress. Displacement compounds these issues, especially for unaccompanied minors. Poor health and hygiene conditions necessitate immediate aid and long-term epidemic preparedness. Currently, 363 patients are receiving medical treatment, including gas station explosion and combat-related injuries.

3. Risks and Vulnerabilities

The assessment confirms immediate needs for essential items, such as food, bedding, furniture, sanitation, and clothing, particularly concerning the upcoming winter. Vulnerable groups like children under 18, those under five, pensioners, older people, and people with disabilities may require specialized support. Methodological limitations of the assessment require a deeper analysis of distinct priorities. Importantly, respondents did not show a clear preference between cash and in-kind support, warranting caution in drawing conclusions.

Residing in a range of accommodation setups, many people are at risk of depleting their savings for basic needs and housing costs. Around 60 per cent of respondents expressed a demand for employment assistance, highlighting their desire for income generation and self-sufficiency. Further exploration can guide long-term recovery efforts.

With low likelihood of returning to their area of origin, a majority of people who have arrived in Armenia are expected to stay. Previous population movements from the region into Armenia (2020, 2022) have proved the need for measures to integrate into society at an early stage (*see Livelihoods assessment below*), thereby avoiding longer-term dependence on assistance. Accordingly, starting recovery programming at an early stage of the operation will be essential.

CAPACITIES AND RESPONSE

1. National Society response capacity

1.1 National Society capacity and ongoing response

ARCS, as Armenia's largest voluntary organization, operates with 12 regional branches, 1 territorial branch, 52 community branches, 300 staff, and 6,850 volunteers. In response to the current situation, ARCS declared an emergency status, with the Secretary-General acting as Response Coordinator. Coordination with government agencies, local authorities, and UN agencies is ongoing. ARCS has safe access to all affected areas, maintaining a strong reputation and trust with authorities and communities. Preparedness measures allowed ARCS to initiate a timely response following the Red Cross Red Crescent (RCRC) Movement Contingency Plan. It has established prepositioned stocks for food, non-food items, and have been investing in Cash and Voucher Assistance (CVA) preparedness in partnership with the IFRC and USAID BHA.



ARCS has mobilized 1,500 staff and volunteers at reception points by request of the authorities, providing Psychological First Aid (PFA) that is now mainstreamed across all interventions, registration for Restoring Family Links (RFL), needs assessments, and information about available services. It has distributed food and essential household items to 36,000 people, provided First Aid to 2,400 people, 3,800 children supported. ARCS has widened its immediate response with further activities, such as 35 "Smiley Clubs" (child-friendly spaces).

The President of the Republic of Armenia issued a decree in 1993 acknowledging that the ARCS is the only auxiliary humanitarian organization to the public authorities. ARCS, complementing the Government of Armenia (GoA) response to the recent developments. The GoA has set up a "Humanitarian Coordination Platform for Refugee Situation" coordination which ARCS is part of. Building on the ARCS Response Plan, the Emergency Appeal is aligned with the governmental approach, and the UN Refugee Response Plan.

ARCS, for decades, has had a unique role in Disaster Preparedness and Response to recurring emergencies in Armenia, working alongside government bodies. The auxiliary role of the National Society (NS) is underlined and bound to the Memorandum of Understanding (MoU) renewed every three years based on the ARCS strategy and the national legislation of the Republic of Armenia.

Core areas of operation



Number of staff:	300
Number of volunteers:	6,850
Number of branches	12

National Society Response Armenia | Population Movement

Date produced 20 Oct 2023



11,882
Families reached with
Needs Assessment



1,500
Staff members and
Volunteers responding



3,800+
Children supported in
35
Child-friendly Spaces



40,000
People used **Safe Spaces**
provided at reception
points



36,000
People reached with
Food and Non-Food
Items



2,400
People provided with
First Aid



81,500
Requests for **Psychological**
First Aid responded



63
Requests from **Missing**
Persons registered



196
People supported with
Mobile Communication

1.2 Capacity and response at national level

The GoA has been leading the emergency response, with the Deputy Prime Minister leading the “Humanitarian Coordination Platform for Refugee Situation”. As of 24 October 2023, 101,8484 individuals have been registered, including vulnerability screenings by the Migration and Citizenship Service at reception points in Syunik and Vayots Dzor provinces. The government is actively mobilizing resources through international donors and domestic institutions for humanitarian assistance.

In the past two weeks, the response has focused on registration, transportation to temporary housing, medical care, and one-time financial assistance in the amount of AMD 100,000/CHF 221. In the medium term, the Armenian authorities plan to provide rental and utility support, integrate children and youth arriving to Armenia into education, and facilitate the employment of professionals arriving to Armenia.

Local authorities, municipalities, community volunteers, and civil society, including ARCS regional branches, are actively involved in the localized response, demonstrating solidarity and support for those in need.

2. International capacity and response

2.1 Red Cross Red Crescent Movement capacity and response

IFRC membership

IFRC has been present in the South Caucasus region, including in Armenia since 1992 with large-scale humanitarian assistance. Currently, IFRC has a Country Cluster Delegation for South Caucasus based in Tbilisi, Georgia, to support the three Red Cross Red Crescent National Societies in Georgia, Azerbaijan, and Armenia. The current capacity of IFRC includes dedicated expertise in the areas of Community Engagement and Accountability (CEA); Education in Emergencies (EiE); Cash and Voucher Assistance (CVA), Planning, Monitoring, Evaluation and Reporting (PMER); Health and Care; Information Management (IM); Disaster Management; and Mental Health and Psychosocial Support (MHPSS). The Cluster is further supported by the IFRC Regional Office for Europe, based in Budapest, Hungary. The IFRC Country Cluster Delegation for South Caucasus continues to secure key technical profiles of vast range of expertise that are actively engaging with the IFRC Country Office in Yerevan and supporting the NS workstreams, ensuring quality assurance, direct support, and full-time advisory.

An IFRC Country Office is maintained in Armenia, providing direct financial and technical support to the ARCS. The IFRC Country Office regularly operates with one international delegate for operations and programme management, and two local staff members for programme assistance, finance, and administration. IFRC has secured resources for local actions for timely preparedness and response to humanitarian needs in Armenia, enabling an enhanced prepositioning capacity and preparedness measure of the ARCS to reach 3,000 people with essential household items and cash in the first 72 hours of a triggered emergency.

Armenia is one of 14 countries globally piloting the New Way of Working (NWoW), emphasizing effective coordination, resource-sharing, and impact amplification. In the context of NWoW, ARCS is expected to achieve four key deliverables. 1) Shared context, situational and needs analysis: Since 2023, ARCS has been conducting unified planning that includes a shared context, situational analysis, and needs assessment. 2) Multi-Year Country Support Plan: ARCS is responsible for creating a multi-year country support plan that aligns with common outcomes that has been taking place since 2022. The Unified Plan outlines the humanitarian and development goals and strategies for the country. 3) Common Accountability Framework: In March, ARCS developed a common accountability framework, which is currently in the testing phase. This framework likely sets standards and mechanisms for ensuring accountability in humanitarian and development activities. 4) Harmonized Resource Mobilization: ARCS plans to harmonize resource mobilization efforts. This involves drafting information for resource mobilization during emergency operations.

IFRC is providing direct support to the ARCS in the evolving situation and strategic planning for humanitarian interventions and ensuring the provision of technical and financial support in coordination with the Movement Partners. An Operations Manager for the context at hand has been deployed to support the emergency response as a Staff-on-Loan from the Austrian Red Cross at the early stage of the escalation of the situation to expand the support to the National Society in the overall operational strategy and implementation of appropriate interventions.

In-country Partner National Societies (PNS) (Austrian Red Cross, Italian Red Cross, Swiss Red Cross, the latter also representing Monaco Red Cross) have provided initial grants to ARCS and are looking into options to scale up their response in line with the overall ARCS Response Plan.

ICRC

The ICRC has been partnering consistently with the ARCS since its presence in 1992. Since 2020, it has further enhanced support in the areas of communication, Restoring Family Links (RFL), disaster management (DM), dignified management of the dead, first aid, preparedness for emergency response, access to education, weapon contamination, and significantly strengthening the capacities of the regional and community branches in four international border (IB) areas exposed to conflict. In response to the conflict escalations in September 2020 and September 2022, the ICRC provided services within its mandate as a co-convenor to the ARCS. In response to the recent developments, the ICRC will focus its activities on border regions and to restoring family links. Furthermore, support will be provided in the form of medical supplies and equipment to selected health institutions, while supporting ARCS in undertaking MHPSS activities. Essential household items have also been donated to ARCS for distribution to people affected by the situation.

2.2 International Humanitarian Stakeholder capacity and response

UN or other actors

The United Nations High Commissioner for Refugees (UNHCR) leads the inter-agency response, as per the Ministry of Foreign Affairs' (MFA) request. [The Inter-Agency Refugee Response Plan \(RRP\)](#) for USD 97 million has been published on 7 October, covering protection, prevention of gender-based violence (GBV), child protection, education, food security, nutrition, health, resilience, shelter, and essential household items. Five sectoral working groups (Protection, Health, Basic Needs, Education, and Resilience) have been set up under the umbrella of the "Humanitarian Coordination Platform for Refugee Situation"¹, with Movement Partners (ARCS, ICRC, and IFRC) participating.

ARCS is acting as an implementing partner for UNICEF, with additional framework agreements with UNHCR and WFP in place.

Notable response components (as per [Inter-agency update #1](#), 5 October 2023):

- **Protection:** Protection efforts by UNHCR, IOM, and ARCS include registration, first aid, and psychological support at centres, along with monitoring visits to identify concerns.
- **GBV:** UNFPA trained service providers, supplied GBV prevention materials, and shared information on GBV services at reception centres.
- **Child Protection:** UNICEF trained social workers, set up children's corners, and plans to offer psychosocial support and services for children with disabilities, with ARCS as an implementing partner.
- **Education:** UNICEF collaborates with the Ministry of Education to enrol displaced children in schools and create early learning spaces, with kits ready for distribution, with ARCS as an implementing partner.
- **Food Security and Nutrition:** WFP offered hot meals, while NGOs distributed food packages. UNICEF is acquiring food boxes and therapeutic biscuits for malnourished kids.
- **Health:** WHO sent specialists for burns and non-communicable disease supplies. NGOs offered psychological and health support.
- **Resilience:** UNDP renovated shelters and acquired green energy solutions and equipment for resilience. UNHCR and NGOs supplied bedding, hygiene kits, and essentials, including shelter and various assistance.

¹ With two cross-sectoral Working Groups (WGs) on Cash Assistance and Information Management.

Gaps in the response

As of 10 October, out of 97,840 registered individuals, 52 per cent are female, 48 per cent male, 31 per cent are under 18, 18 per cent are older individuals, and 2 per cent have disabilities. An additional 20,000 people from 2020 arrivals have unresolved integration needs. Among them, IFRC and ARCS keep assessing 26,851 families, finding immediate food and mental health needs, emphasizing socio-economic support for people left for Armenia and host communities, and prioritizing education and child support. Below are the detailed findings from the sectoral needs assessment:

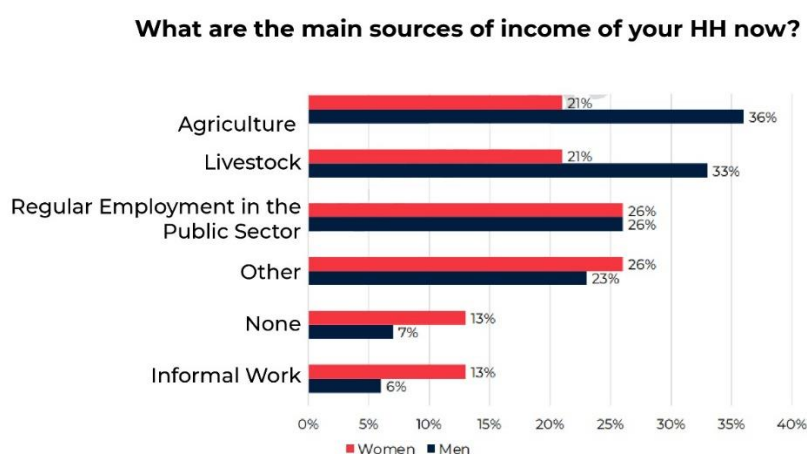
Shelter, Housing and Settlements

ARCS foresees urgent needs in shelter, housing, and settlements. Individuals, who left for Armenia, lack essential HH items and clothing upon arrival. Providing safe accommodation is a top priority. Sustainability is concerning, as host communities struggle to support accommodations over time. ARCS collaborates with local authorities and host communities, emphasizing the need for financial support to hosted persons to sustain shelter facilities. Collective shelters require utility payment support, as they struggle to cover costs. Persons renting or staying with host families, rental support / support to cover increased expenses for hosting. The risks of eviction, and subpar living conditions should thereby be reduced. Monitoring and quality assurance for collective shelters, hotels, and households accommodating people together are essential for protection and SPHERE standards compliance.

While the GoA has introduced a multi-purpose cash scheme (as described above), which is implemented at present, gaps remain in the context of shelter-related assistance, specifically for coverage of housing / rental costs, as well as winter-related costs (e.g., for electricity and heating).

Livelihoods and Basic Needs

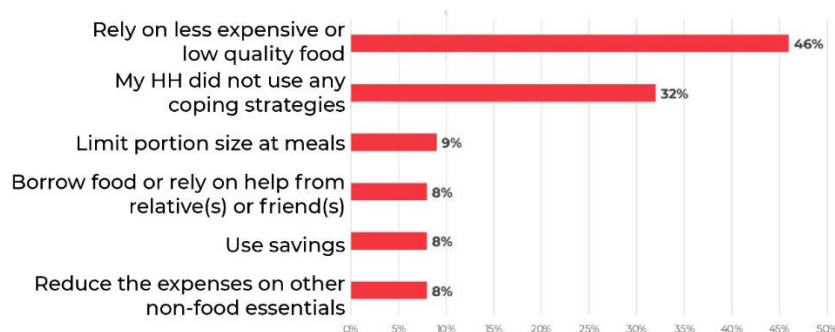
In January 2023, IFRC and ARCS conducted a livelihoods assessment among those affected by the 2022 conflict. The assessment covered 2,423 families primarily in Vayots Dzor (45 per cent), Gegharkunik (40 per cent), and Syunik (15 per cent). It revealed their strong reliance on income-generating activities at home, including agriculture, livestock, and regular public-sector employment, before displacement.



Livelihood assessment findings by ARCS and IFRC. (Source: IFRC)

Preliminary field findings show that people arriving to Armenia will not sustain their income sources and need help with recovery. The immediate focus is on food and household essentials, transitioning to livelihood support. Respondents cope with food shortages through various strategies, with 32 per cent not using any.

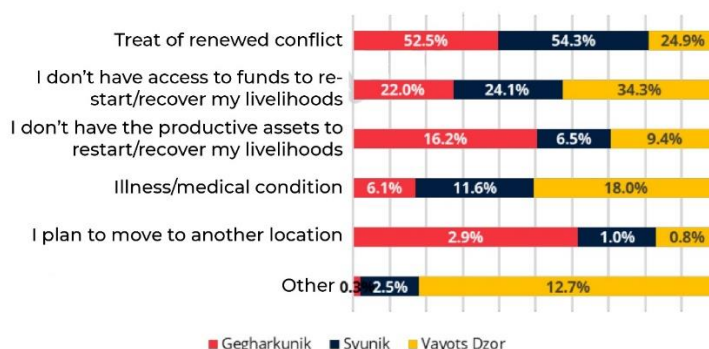
During the past 30 days, were there days when your HH had to employ one of the following strategies (To cope with the lack of food or money)



Livelihood assessment findings by ARCS and IFRC. (Source: IFRC)

For most respondents (44.4 per cent), the main obstacle to livelihood recovery is the risk of renewed conflict, followed by limited access to funds (26.4 per cent), productive assets (11.7 per cent), and medical conditions (11.2 per cent).

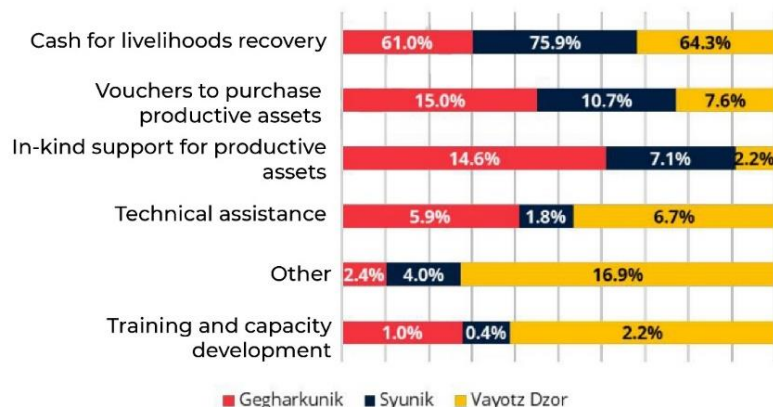
Why you don't plan to recover/restart your livelihood



Livelihood assessment findings by ARCS and IFRC. (Source: IFRC)

The majority of respondents (64.9 per cent) noted that they preferred cash assistance for livelihood recovery, 12.1 per cent - vouchers for purchasing productive assets, and 9.6 per cent - in-kind assistance.

What kind of support do you require to restart/recover your livelihoods?



Livelihood assessment findings by ARCS and IFRC. (Source: IFRC)

Migration and displacement can be highly stressful and traumatic. Thus, there's a growing need for MHPSS. Field observations reveal a strong demand for basic psychological aid, like PFA, but the focus has been limited in Armenia. ARCS aims to provide community based MHPSS services, including referrals for professional care. Additionally, there is a high demand for medical exams upon arrival, with Ministry of Health teams and ARCS PFA/Psychosocial Support Services (PSS) teams offering support. Many individuals arrive in poor health, with nutrition-related issues, and ambulances are available for immediate hospital referrals. Additionally, MHPSS activities will be supporting Child-Friendly Spaces mentioned under education sector.

Community Engagement and Accountability (CEA)

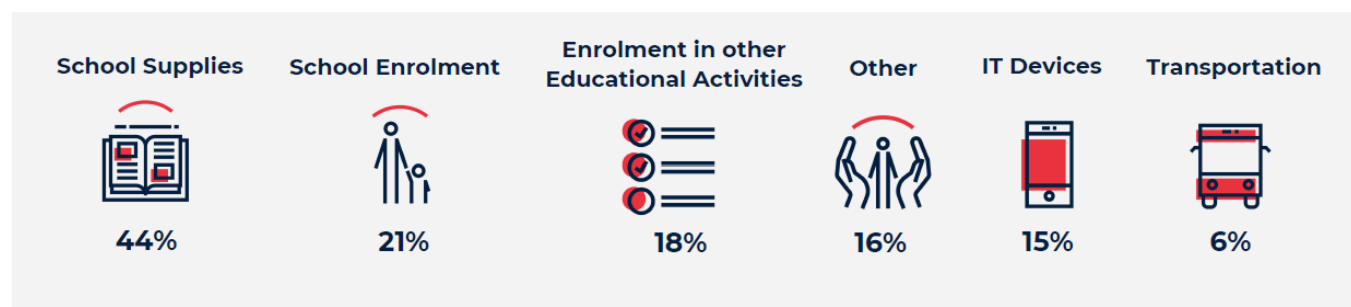
Information about available services is currently limited and unclear for the affected population. They need better access to information about shelter and support. ARCS is working to coordinate and consolidate information provision to facilitate access to support services upon arrival. However, vulnerable groups like pregnant women or GBV violence survivors may not be adequately informed. The situation on the ground is challenged by limited crowd management and logistics. Participation, feedback, and inclusion need improvement as a priority.

Protection, Gender, and Inclusion (PGI)

Several concerns were raised during the Protection Working Group meeting on 26 September. Service availability depends on individuals' legal status. Vulnerable groups like pregnant women and potential gender-based violence survivors may lack information about services in Armenia. Broader violence risks exist, including gender-based violence. Duration of stay in temporary shelters and resettlement plans must be clarified for effective protection. Safe spaces for women and girls are lacking, posing risks. Family separation and institutionalization of children are concerns; 30 children arrived without family, with 13 being placed in crisis centres. Access to mobile coverage is vital for separated families. Special care and medical supplies for older people with disabilities are needed. Accommodation options include the Child and Family Support Centre in Kapan and former boarding institutions in Sisian and Goris, requiring negotiation with relevant authorities for implementation.

Education

Considering the notable presence of individuals under the age of 18 within the population arriving in Armenia (18 per cent indicated by official sources, correlating to the household composition reported by the surveyed sample of 17 per cent), the assessment delved into the educational support requirements among the respondents. It found that 44 per cent need school supplies, 21 per cent seek school enrolment help, 18 per cent are interested in enrolling their children in extracurricular activities and education-related mental health support. Respondents aged 18 to 29 showed a 30 per cent expressed a higher priority for "other education assistance".



While the Ministry of Education is providing access to formal education and vocational training schools for arriving children and providing textbooks, needs remain for removing additional barriers to accessing education, such as transport, school materials, IT devices to access online learning, clothing, and information on how to access schooling opportunities. Additional needs are and will continue to be PSS and Humanitarian education to

ensure children are psychologically supported and prepared with the necessary social and emotional skills to continue learning, and educational social integration programs will need to ensure a safe learning environment for both host families and children arriving to Armenia. Child protection concerns for unaccompanied children will also need to be monitored with additional outreach to ensure they access to protective education and are supported to do so. Further Education needs assessments are planned.

Any identified limitations in the assessment

The assessment provides insights into arriving population's needs but has limitations. Convenience sampling could introduce bias, as it includes mainly those seeking ARCS's help, limiting representativeness and generalizability.

OPERATIONAL CONSTRAINTS

People who have arrived in Armenia are to some extent still on the move, seeking permanent shelter and income opportunities in Armenia. Many are hosted in private accommodations; some are expected to move from Armenia for other destination countries in the medium term. It will be essential to keep track of movements of persons in need to ensure assistance. Further analysis – specifically in coordination with concerned authorities – is required.

Information exchange amongst concerned stakeholder is deemed essential to ensure complementary programming to meet short-, medium- and long-term needs of the arriving persons. Data protection concerns, also linked the sensitivities of the situation, might hamper effective coordination, and will require inter-agency solutions to allow coordination.

With given focus to medium and long-term socio-economic and socio-cultural integration of the arriving people, comprehensive multi-stakeholder planning and implementation of services towards integration is expected to require some lead-time, exacerbating the risk of increasing dependence on humanitarian assistance; responding organisations and authorities are called to start recovery / integration activities at earliest possible stage.

Stigma and mental health discrimination remain widespread and prevent people from seeking treatment and support for their psychosocial and mental wellbeing. Planned mental health awareness raising activities, basic PSS activities and the roll-out of PFA are designed to promote mental health care and positive coping, and to facilitate access to MHPSS services and support.

FEDERATION-WIDE APPROACH

The Emergency Appeal is part of a **Federation-Wide approach**, based on the response priorities of the Operating National Society (ARCS) 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 Red Crescent National Societies, and the funding ask of the IFRC Secretariat.

IFRC Membership Coordination

Membership coordination and collaboration in Armenia with Partner National Societies supporting ARCS is strong. Various platforms facilitate strategic and operational coordination to further ARCS's objectives and address complex humanitarian needs. IFRC closely coordinates with three partner National Societies, the Austrian and Swiss Red Cross (also representing Monaco Red Cross) present in Armenia, and the Italian Red

Cross in neighbouring Georgia. Other Partner National Societies provide support indirectly. IFRC has expanded its human resources to enhance coordination and support for ARCS, engaging surge profiles when needed.

Armenia is one of the 14 countries globally piloting the NWoW, and a Country Coordination Team has been formed since early 2022, co-chaired by IFRC and ARCS, integrating committed PNS, and ICRC with observer status. The Federation-Wide membership approach with ARCS in the centre further enables joint efforts to implement the [“Armenia – 2023 IFRC Network Country Plan”](#), and the respective plan for 2024, which is yet to be published.

Red Cross Red Crescent Movement coordination

IFRC plays a constructive and proactive role in supporting the collective Movement response in close coordination with ARCS and ICRC. Movement coordination in Armenia rests on Movement Coordination Mechanisms that have been continuously strengthened, particularly since the escalation of the situation in 2020. The existing “Movement Coordination Agreement” (MCA) is being updated but has for years provided a foundation for functional coordination on all levels, including regular tripartite meetings between the leadership of ARCS, IFRC, and ICRC. In May 2023, ARCS and all Movement partners met to draw learning from Movement Cooperation, including the [Movement Coordination for Collective Impact Agreement \(Seville Agreement 2.0\)](#) that was introduced in mid-2022 and applied in the Armenia context after the escalations in September 2022.

All Movement partners in South Caucasus have agreed to work together in the spirit and mindset of the [Strengthening Movement Coordination and Cooperation \(SMCC\)](#) agreement, with the Council of Delegates Resolution ([CD/17/R1, Antalya 2017](#)) as a core guiding document. A Movement Contingency Plan (MCP) has been activated; plans are set in a Movement-inclusive manner. In line with the Seville Agreement 2.0, ARCS is entrusted with the role of “convener” and ICRC the role of “co-convenor” for this situation. A Mini-Summit took place on 20 September to identify and agree on the direction for Red Cross Red Crescent Movement response coordination, with a Joint Statement on the Movement’s humanitarian response signed on 2 October, and various Red Cross Red Crescent Movement Key Messages issued. A joint Movement Call has been held on 2 October, with further calls envisioned as one way of informing and engaging the wider Movement in the early stages of the operation.

Movement Coordination layers comprise the strategic level (including ARCS, ICRC and IFRC leadership in country), the operational level (with operational coordinators of ARCS, and IFRC, ICRC Movement Cooperation, and in-country PNS representatives, as well as the tactical / technical level, with 8 sectoral technical working groups (comprising in-country Movement partners), each level with frequent exchange.

National Society communication strategy for this operation

The overarching objective of the ARCS communication strategy is a) to raise awareness among the target audience of the operation, b) to ensure clear understanding among the Armenian population and decision-makers on the mandate and mission of the Red Cross and Red Crescent Movement, c) support fundraising activities. Visibility, communication, and information provision within the operation are guided by the principle of accountability and transparency towards both the target audience as well as the donors.

The communication strategy for ARCS and the RCRC Movement in Armenia has specific goals: to showcase their vital role in the response, demonstrate effective assistance to vulnerable individuals, engage new donors and partners, and emphasize collaboration with civil society organizations in Armenia. These objectives drive communication efforts to highlight impact, foster partnerships, and address the affected people’s needs effectively.

The communication strategy's primary target audience includes individuals arriving to Armenia, governmental entities, and policymakers at various levels, both domestic and international humanitarian organizations operating in Armenia, donors, and partners, as well as volunteers and staff of the ARCS. This diverse audience reflects the strategy's focus on ensuring effective communication and engagement with key stakeholders involved in the humanitarian response.

The secondary audience includes affected communities, the Armenian general public, and citizens of donor countries. This broad secondary audience emphasizes the strategy's aim to reach and engage a wider spectrum of individuals and communities, fostering understanding, awareness, and support for the humanitarian efforts underway in Armenia.

Communication activities will primarily involve monitoring the implementation, gathering real-life stories through audiovisual materials, and highlighting the impact of the support offered. These efforts will encompass communication during distributions, close coordination with monitoring teams, and direct engagement with the target population in partnership with CEA. ARCS has dedicated capacity for CEA, including an established central feedback mechanism, which includes a functioning helpline, social media and branch staff and volunteers, who have been providing assistance to people arriving to Armenia. The mechanism also supports the generation of an evidence-based approach to inform the response, as feedback and complaints regarding the service provided are systematically tracked, monitored and processed throughout the feedback cycle. For example, a primary needs assessment was conducted surveying 5,962 individuals, who turned to ARCS through the helpline and face-to-face interaction at reception points and ARCS branches, including its headquarters. ARCS has established reception centres in Kornidzor, Goris and Vayk, where its staff and volunteers supported with registration of people arriving to Armenia. The CEA approach will also encompass provision of additional critical information to both new arrivals and host communities. ARCS will collaborate with host communities to facilitate the integration process for those arriving in Armenia.

Regarding visibility and donor compliance, all communication activities will adhere to donor visibility guidelines, with adjustments made as needed to meet specific donor requirements. Communication channels will include the ARCS website and social media accounts (e.g., Facebook, Instagram), as well as the ICRC and IFRC websites, operational reports, and social media. Local and international media will also be engaged as needed based on operational priorities and relevance.

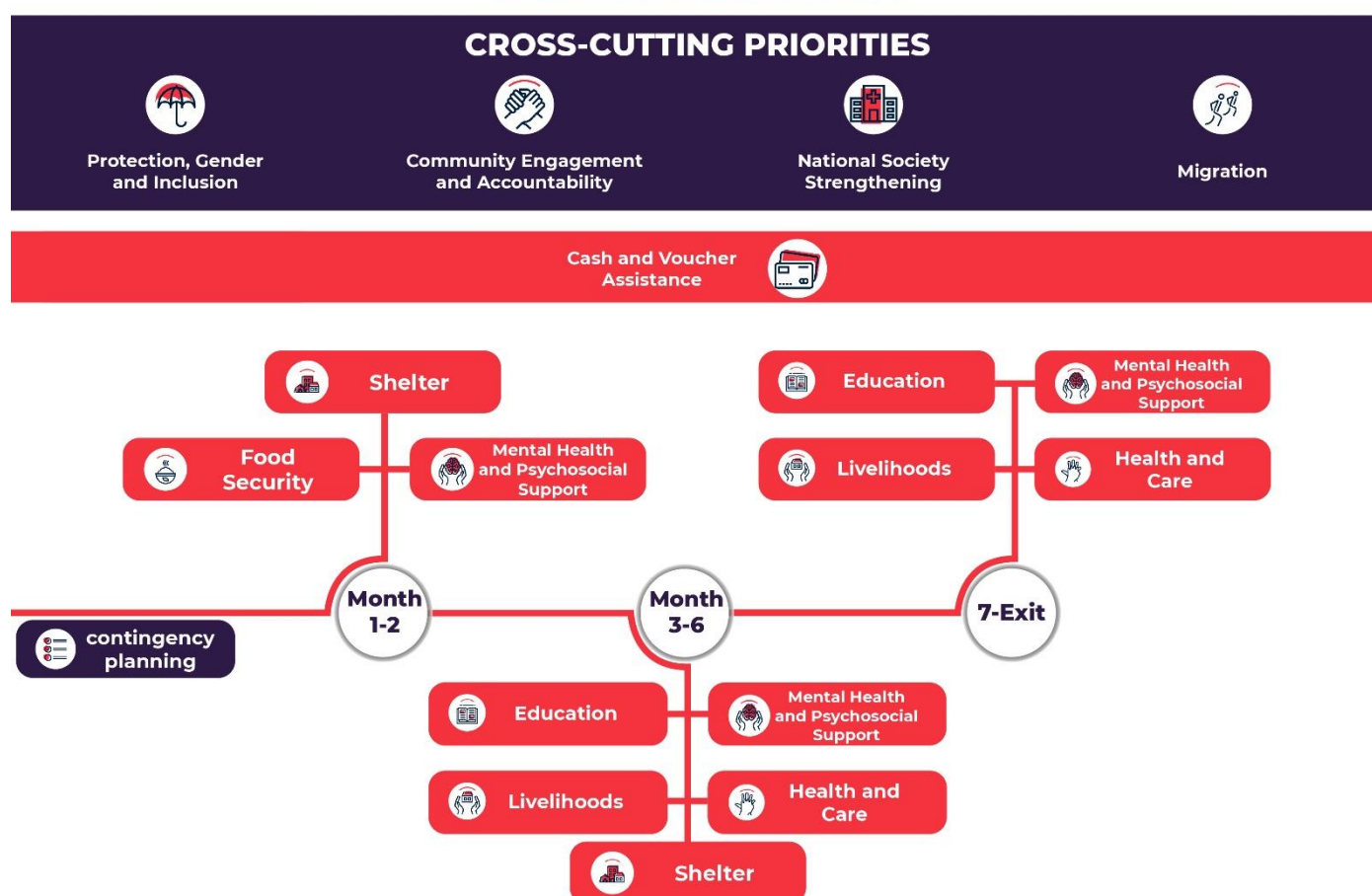
OPERATIONAL STRATEGY

Vision

The Operational Strategy for this migration and displacement operation strives to support the Armenian Red Cross Society (ARCS) to respond to the immediate needs of the people arriving to Armenia, as well as the medium- to longer-term humanitarian needs to contribute to early recovery of people affected by the disaster, including the population arriving to Armenia, host communities, and people from the disputed region who arrived in previous population movements.

The **main objectives** include covering **immediate** humanitarian needs (month 1-2) in the areas of 1) Shelter, 2) Food security, 3) Health and Care, with a focus on Mental Health and Psychosocial Support (MHPSS) with PFA at the initial stage. The strategy envisions a **transition** (month 3-6) from immediate response to early **recovery** (month 7-exit) with a focus on 4) Livelihoods, 5) Education (including child protection, safeguarding), and 6) Health and Care, with a focus on Community Health and MHPSS, all of which will contribute to improved **resilience and coping mechanisms** of the affected population at individual, household, and community levels. CVA modalities are the prioritized modality to implement activities, and the strategy accommodates a cross-cutting focus on a) Community Engagement and Accountability, b) Protection, Gender and Inclusion, c) National Society Strengthening, and d) Migration.

OPERATIONAL STRATEGY



The Operational Strategy is informed by a) recent response operations to escalations in the disputed region, b) other population movement operations and people's needs, c) preparedness measures undertaken as part of the Movement Contingency Planning process, d) findings from ongoing field observations, e) rapid needs assessments, and f) direct engagements of ARCS with the affected population on the ground via registrations, reception, PFA, and community outreach activities.

In line with the New Way of Working (NWoW) which has been piloted in Armenia since early 2022, Unified Planning was developed and implemented as of 2023, and a revised IFRC Network plan 2024 onward was completed in August 2023 before the escalation of hostilities, jointly with Federation members (ARCS, IFRC and Participating National Societies). After the response phase of the current situation, when transitioning to early recovery and long-term programming, the 2024 plan will be revisited to incorporate the ongoing emergency operations and longer-term work to provide a holistic picture of the IFRC network's actions in Armenia, serving as a coordination and promotion / resource mobilisation platform.

Anticipated climate related risks and adjustments in operation

The [5-day weather forecast](#) information from the weather station in Yerevan and [various other weather stations](#) across Armenia (of Hydrometeorology and Monitoring Centre SNCO) indicate whether temperature and precipitation are forecast to remain below-normal, above-normal or near seasonal average. There is a risk of exposure to freezing conditions for people in temporary shelters or en-route during the rapid transition to very cold conditions in October/November (when first winter weather systems arrive). While October through January are the driest months of the year for most of Armenia, rainfall does continue through this period and snow falls later in the winter. In Armenia, altitude determines the spatial distribution of temperatures and precipitation because of its range of terrains.

This calls for continued monitoring especially of the 5-day weather forecasts to anticipate sub-zero temperatures in winter, as well as hot temperatures in the summer season, and other extreme weather. This allows for timely

anticipation of potential extreme temperatures, and extreme weather conditions (e.g., storms, hailstorms, intense rain, and subsequent events like mudslides, floods) that can hamper the operation or increase risk for affected people. Long-term climate projections and other environmental considerations are relevant to inform longer-term interventions, after immediate needs are met.

Targeting

1. People to be assisted

The operation targets an anticipated 90,000 people comprising a) those in vulnerable situations who have arrived in Armenia, b) host communities accommodating these arrivals, and c) people from the disputed region who arrived in previous population movements, promoting social cohesion in line with IFRC's principled humanitarian approach. Focus will be placed on the target groups and the cohorts experiencing multiple vulnerabilities, including households led by women, families with multiple children, people living with disabilities, older individuals, particularly those living alone, and other people in vulnerable situations:

2. Considerations for protection, gender and inclusion and community engagement and accountability


Given that situations of migration and displacement trigger new vulnerabilities and exacerbate pre-existing ones, including elevated risks of sexual and gender-based violence, efforts to overcome challenges in access to information and ensuring participation are crucial and will be ensured in strong collaboration between PGI, CEA and all sectors. It is foreseen to have an in-depth context analysis to identify gaps, cultural differences, or specific needs of specific groups (e.g., people with disabilities, children, LGBTQIA+ community).

With support of the IFRC CEA capacity, ARCS will consult with members of the community, community leaders and other stakeholders to identify the best approaches to ensuring community members can participate in the entire cycle of the emergency response, including mapping existing community coordination and communication structures. Assessments will also include questions to understand the communication needs and information channel preferences of affected communities. Based on this feedback, general information and information about the selection criteria will be provided via these channels and other ways to engage with communities, ahead of the launch of response activities to provide communities an opportunity to express their opinions and suggestions about the response. Throughout implementation, communities will be regularly informed of progress, timelines and any changes in the plan and provided opportunities for giving feedback. Specific community-led activities will be included in the implementation to ensure a meaningful participation of people arriving to Armenia and host communities and reinforce social cohesion and peaceful co-existence.

PLANNED OPERATIONS


INTEGRATED ASSISTANCE

	Shelter, Housing and Settlements	Female > 18: 12,467	Female < 18: 4,110	CHF 8,982,000
		Male > 18: 6,713	Male < 18: 4,110	Total target: 27,400
Objective:	<i>Population arriving to Armenia and host communities restore and strengthen their safety, well-being and longer-term recovery through shelter and settlement solutions</i>			
Priority Actions:	Establish an integrated shelter programme, targeting people the left for Armenia and host communities, which includes:			
	<ul style="list-style-type: none">• Assessment and monitoring of collective shelters to ensure adequate safe, dignified, and accessible accommodation standards.• Provision of information and assistance around housing and accommodation options, through ARCS Helpline and branches.• Distribution of essential household items (e.g., blankets, bedding, heating, cleaning materials, etc.) to 1,650 households, specifically considering harsh winter conditions.• Winterization support with clothing vouchers for 4,500 children.• Rental and utilities assistance through conditional CVA (cash/voucher assistance) and accompanied technical support. Complementing the Governmental recurrent support for rent and utilities, 9,500 people to be reached with AMD 50,000/CHF 108 per month and per family member (utilities and rent) for a period of six months. As per the current Governmental support, the hosted families are the direct recipients of the support. However, this modality may change based on findings from the implementation.• Coverage of increased utility costs (such as electricity, heating, water) for the winter period (December to February) for shelters hosting multiple people (collective centres, pensions, and alike) through conditional CVA, thereby reducing additional costs for entities / individuals running these shelters.• Priority actions for shelter related CVA programming are:<ul style="list-style-type: none">○ Strengthen the capacity of the ARCS CVA team with human resources and external technical CVA expertise.○ Utilization of ARCS' lists of affected people and USS (United Social Services of the Republic of Armenia) provided lists. For the latter, finalization of a tripartite data sharing agreement between USS for GoA-supported data provision, ARCS and Financial Service Provider.○ Validation and verification (of USS provided lists) through sample revision (using in-person visits and telephone interviews).○ Community engagement activities aiming to ensure participation, inclusion, and accessibility throughout the support. This will include information sessions with the target population, focus group discussions, feedback mechanism and clear and consistent messaging.○ Utilization of (existing) helpline for communication with targeted population and troubleshooting following distributions.○ Post-distribution monitoring and capturing of lessons learned.			


	Livelihoods	Female > 18: 3,822	Female < 18: 1,260	CHF 795,000
		Male > 18: 2,058	Male < 18: 1,260	Total target: 8,400
Objective:	<i>Immediate response: People arriving to Armenia meet their food and other basic needs and protect their livelihood assets.</i>			
	<i>Recovery: People's capacities arriving to Armenia are enhanced for restoring their livelihoods and increasing their prospects for local integration.</i>			
Priority Actions:	Through a case management and facilitation approach, the ARCS will:			
	<ul style="list-style-type: none">• Provide emergency food assistance (CVA / in-kind) to most vulnerable households arriving to Armenia to protect household food consumption and livelihood assets. The transfer value will be based on minimum expenditure basket for food expenditures (ranging from AMD 41,000/CHF 89 for single person household to AMD 133,000/CHF 289 for household with five and more persons). Assistance will be provided for three months with a possibility of extension. The methodology will be further developed in coordination with the National Cash Working Group and in line with evolution of Government lead humanitarian and social assistance.• Based on primary and secondary livelihoods assessment results, including the comprehensive livelihoods / recovery assessment carried out earlier in 2023.• Pilot small actions aimed at recovering livelihood strategies of most vulnerable households arriving to Armenia in rural and urban areas. Based on findings, expand the pilot livelihood activities, potentially including to the wider host communities whose livelihoods were also affected due to the current situation.• Facilitate access to and use of existing services / programmes (particularly social protection) for improving employability and financial and productive capacities – including those that support:<ul style="list-style-type: none">- acquisition/upgrading of demand-driven and transferrable technical and life skills (targeting individuals under 30 years and women).- career counselling and/or job placement.- access to credit and loans.- formalization of informal sector work and/or promotion of decent work in the informal sector.- micro-entrepreneurship (including seed-funding).			

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

(MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT / COMMUNITY HEALTH)

	Health & Care <i>(Mental Health and psychosocial support / Community Health / Medical Services)</i>	Female > 18: 28,493	Female < 18: 8,950	CHF 495,000
		Male > 18: 15,457	Male < 18: 8,950	Total target: 61,850

Objective:	<i>Access of affected populations to essential health services (emergency, primary, secondary, community/public health) is facilitated, including mental health and psychosocial support.</i>		
Priority Actions:	<p>Mental Health and Psychosocial Support</p> <ul style="list-style-type: none"> Provision of community-based MHPSS services such as peer support groups, recreational activities, and PSS activities in safe spaces, including child friendly spaces (see also education sector below), social activities with the aim of integration and social cohesion, home care visits for older people and low mobility people, in-person counselling. Conduct PFA and PSS training for RC and non-RC first line responders. Raising awareness on mental health, stress, and coping mechanisms among the affected population. Operation of MHPSS Helpline. Provision of PFA and remote psychological counselling provided via the ARCS Helpline (<i>as part of the central feedback mechanism, see CEA</i>). Mapping of actors and establishment of referral pathways for mental health and psychosocial support. Establish peer support groups, psychological counselling and wellbeing support activities for volunteers and staff. Ensure mainstreaming of PFA across all sectors. Monitoring and quality assurance of MHPSS activities. <p>Community Health</p> <ul style="list-style-type: none"> Provide First Aid, health promotion and referrals for appropriate medical services if needed. Provide First Aid and health promotion training to affected communities and establish first aid community volunteer teams in collective centres. Provide First Aid kits to the first aid community volunteers teams. Undertake assessments to determine levels of awareness on disease prevention in affected communities to guide programming. Conduct community-based disease prevention and health promotion (including NCDs, communicable diseases, vaccination), epidemic preparedness, activities including organization of informational session and distribution of IEC materials complemented by using youth as agents of positive behaviour change (YABC) in affected communities. Engage school children as volunteers in promoting health and wellbeing including hygiene promotion. Provide community-based home care services, visiting services for older people, and organize Healthy Ageing activities in affected communities. 		


	Water, Sanitation and Hygiene	Female > 18: 10,595	Female < 18: 3,450	CHF 466,000
		Male > 18: 5,705	Male < 18: 3,450	Total target: 23,200
Objective:	<i>Improve access of affected population to WASH services to reduce their immediate and medium-term risk of waterborne, water-related, and vector-borne diseases.</i>			
Priority Actions:	<p>Sanitation and Hygiene</p> <ul style="list-style-type: none"> Undertake assessments to determine gaps in sanitation and hygiene needs of collective centres and host communities. Improve sanitation installation in shelters identified for inadequate standards. Provide 3,000 families living in collective centres or private accommodation and host communities with family hygiene kits. 			

Knowledge, attitude, and practice


- Retrain and mobilize community volunteers and teacher-student groups as facilitators of sanitation and hygiene promotion.
- Undertake surveys to determine baseline and endline levels of awareness on hygiene.
- Reproduce and distribute IEC materials on hygiene promotion.

PROTECTION AND PREVENTION

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


	Protection, Gender, and Inclusion	Female > 18: 7,508	Female < 18: 2,400	CHF 91,000
		Male > 18: 4,042	Male < 18: 2,400	Total target: 16,350
Objective:	<i>Dignity, Access, Participation and Safety are mainstreamed throughout the operation to ensure the unique needs of people from all groups, including marginalized groups, are met. An emphasis on keeping the people we serve safe from harm in the form of violence, discrimination, and/or exclusion is ensured.</i>			
Priority Actions:	<ul style="list-style-type: none">• The PGI Minimum standards, which consider the specific needs, capacities, and risks of people of varying ages, genders, disabilities, and identities will be mainstreamed throughout all assessments, including needs assessments, to ensure the varying needs of the diverse population, including those influenced by gender and diversity factors, are adequately considered. This includes the collection and analysis of sex, age, and disability disaggregated data.• Establishment of a dedicated PGI Focal Point within the National Society for coordination of all PGI and Safeguarding activities.• Creating and sharing key messages about protection, gender, and inclusion through child-friendly briefings and IEC materials for staff and volunteers. Topics include violence prevention, child protection, anti-trafficking, and preventing sexual exploitation and abuse. Dignity, access, participation, and safety are ensured through mainstreaming PGI Minimum standards in support interventions and access and protection through education. For instance, ensuring PGI risk mitigation strategies for cash distributions and selections of recipients within households.• Development/Adoption of Prevention from Sexual Exploitation and Abuse (PSEA) and Child Safeguarding policies and rollout to staff and volunteers ensuring signature, with a focus on training staff and volunteers on how to file a complaint.• Mapping of referral pathways, in coordination with concerned authorities and the wider humanitarian community.• Training of staff and volunteers on PSEA and safeguarding, referral pathways and making a referral, survivor-centered approach, particularly for Helpline operators and volunteers and staff involved in activities with children.• Establishment of safe and dignified spaces in shelters for prayers, medical procedures, breastfeeding, etc.• Specialized protection considerations, including the Protection of Family Links, and referrals to relevant services, will be extended to the most vulnerable groups, including			

children, pregnant and lactating women, older people, and the representatives of minority communities.

	Community Engagement and Accountability	Female > 18: 36,000	Female < 18: 13,500	CHF 50,000
		Male > 18: 27,000	Male < 18: 13,500	Total target: 90,000
Objective:	<i>Communities receive timely, accurate, trusted, and accessible information regarding the services they are entitled to get from the RCRC Movement as well as on the channels through which they may provide feedback to guide sectors.</i>			
	<i>Community feedback from across the operation is tracked, regularly analysed, and informs program adaptation and decision-making.</i>			
Priority Actions:	Branch-level capacity strengthening in CEA and use of the central feedback mechanism: <ul style="list-style-type: none">• Develop a role description for CEA focal points at regional branch level (volunteers).• Training in CEA and use of the central feedback mechanism.• Establish a community of practice among branch CEA focal points to advance institutionalization of CEA.• Procurement and training in the use of technical equipment required for use of the central feedback mechanism.			
	Coordination: <ul style="list-style-type: none">• Coordinate within the RCRC Movement and externally by participating in AAP/CEA technical working groups.• Inter-sectoral coordination of CEA, including with cross-cutting agenda to ensure CEA activities are integrated in those plans. Central feedback mechanism for two-way communication with communities , ensuring systemic management of feedback, sensitive complaints, and rumours: <ul style="list-style-type: none">• Develop Standard Operating Procedures (SOPs_ for the central feedback mechanism, covering the channels already in place as well as any new ones.• Revisit and refine SOPs for managing sensitive feedback.• Train staff and volunteers on the feedback mechanism and on handling sensitive feedback.• Coordinate with PGI to manage sensitive complaints.• Develop and maintain an internal Frequently Asked Questions (FAQ) to harmonize information provision across ARCS.• Continue work with the Netherlands Red Cross 510 Team to optimize the central feedback mechanism (as planned through the end of 2023).• Work with the Netherlands Red Cross 510 Team to integrate HIA (internal and public-facing FAQ).• Produce information materials to raise awareness about the central feedback mechanism among affected communities. Data collection, analysis, and reporting: <ul style="list-style-type: none">• Conduct an in-depth context analysis.• Integrate questions on information needs and preferred information channels into assessments of communities arriving to Armenia.• Conduct perceptions surveys of host communities.• Produce regular analysis and reporting on data via the central feedback mechanism.			

Provision of information to affected people, including those arriving to Armenia as well as host communities:

- Based on assessments of information needs and communications channel preferences and access, as well as data from the central feedback mechanism, develop information products to address these information needs using the channels of preference of different groups (analogue and digital).
- Develop a public-facing FAQ.

	Migration	Female > 18: 9,230	Female <18: 3,000	CHF 246,000
		Male > 18: 4,970	Male < 18: 3,000	Total target: 20,200
Objective:	<i>Specific vulnerabilities of populations arriving to Armenia and people on the move are analysed and their needs and rights are met with dedicated humanitarian assistance, protection, and humanitarian diplomacy interventions, in coordination with relevant stakeholders.</i>			
Priority Actions:	<p>Foster a holistic and integrated approach in supporting medium and long-term needs following the Integration & Inclusion approach:</p> <p>Socio-economic pillar <i>(See specific activities in livelihoods, shelter, and education sections)</i></p> <ul style="list-style-type: none"> - Set-up key activities to support employment, of people arriving to Armenia by using ARCS socio-economic integration methodology (individual case management) as well as housing and education. <p>Socio-cultural pillar</p> <ul style="list-style-type: none"> - Set-up Integration centres in Kotayk, Ararat, Armavir, and Syunik regions. - Information and orientation: support information provision about access to services. - Safe referrals: set-up a safe referrals mechanism to support the referrals of people left for Armenia to trusted partners (mapping, process, follow-up). - Support access to language for people arriving to Armenia in need of requalification for Armenian official language. - Socio-cultural community-based initiatives to support peaceful co-existence and cohesion. <p>Analysis and assessments</p> <ul style="list-style-type: none"> • Monitor migration trends and analyse key information related to migratory flows and protection measures. • Strengthen policy analysis to understand applicable protection frameworks, legal status, and associated rights. <p>Advocacy</p> <ul style="list-style-type: none"> • Support the engagement of ARCS in advocacy with government and other stakeholders to promote the protection, assistance, and inclusion of affected populations. • Position ARCS' work in supporting people left for Armenia towards authorities and other relevant stakeholders through evidence-based advocacy. • Promotion of Humanitarian Values in schools (information sessions). <p>Migration capacity strengthening <i>(Please see NS Strengthening section for further details.)</i></p>			

- Embed migration & displacement components in planned trainings for staff and volunteers.
- Ensure this response and lessons learned to contribute to the ongoing development of the ARCS Migration Strategy.



Risk Reduction, Climate Adaptation and Recovery

CHF 703,000

Objective:

Affected people are not put at increased risk, and their vulnerability to future disasters and crises is reduced, including to climate change impacts

Priority Actions:

- Monitor weather and climate information relevant for the operational area from the closest relevant [weather stations](#). Extreme weather forecasts may call for adjustments in the emergency operation.
- Integrate climate risk information into the emergency needs assessment process.
- Raise awareness with National Society on the concept of climate-smart programmes and operations, and practical actions they can take, orientations and trainings as appropriate.
- Strengthen the operational response capacities of ARCS through enhancing the NS fleet capacity (cars, truck) response equipment (including tents, personal protective equipment, and IT equipment), and capacitating warehousing.



Environmental Sustainability

CHF 5,000

Objective:

The environmental impact of the operation is reduced with focus on greener supply chain practices and procurement of locally produced items, effective waste management and recycling, and environmental screening of longer-term sectoral interventions.

Priority Actions:

- Integrate environmental considerations into the emergency needs assessment process.
- [Environmental screening](#) of planned sectoral interventions to ensure impact on local environment is minimised, using a tool such as [Nexus Environment Assessment Tool Plus](#) (NEAT+).
- Promote use of renewable energy (e.g., solar) for selected sectoral activities (e.g., shelter), also for any scale-up of National Society branch offices, or logistics facilities.
- Raise awareness with National Society on the principles of Green Response and practical actions; orientations and trainings as appropriate in particular regarding procurements, transportation, and mobility.



Education

Female > 18: **130**

Female < 18: **1,850**

CHF 433,000

Male > 18: **70**

Male < 18: **1,850**


**Total target:
3,900**

Objective:

Support safe, continued, and equitable access to education for affected populations, especially children and young people, vulnerable and marginalized groups.

Priority Actions:	<ul style="list-style-type: none"> Targeted children and families are supported with activities to improve their resilience using an integrated and cross-sectoral approach. Establishment and operation of 27 child-friendly spaces. Education interventions, including Humanitarian Education (life skills, YABC and promotion of humanitarian values) and education in emergencies activities, will target access, protection, quality and inclusive education through training targeting teachers and caregivers on PFA and Teaching Tolerance, and providing child-friendly learning spaces for children through ARCS Smiley Clubs at reception points, communal shelters, venues hosting multiple people (e.g., hotels), and in schools. School-aged children will be supported to access formal education through the provision of necessary materials (stationery), clothing, equipment, transportation, and other relevant types of support, through a CVA modality if feasible. In cooperation with CEA and PGI, child-friendly feedback mechanisms will be put in place across education interventions. Staff and volunteers working on educational activities will be trained in child safeguarding, PSEA and the code of conduct. Education needs will be identified through multi-sectoral needs assessments, and as needed followed by education specific needs assessment and coordinated with relevant departments and external coordination mechanisms. In cooperation with the Livelihoods sector, youth at risk who have been out of education will be provided with learning opportunities such as vocational educational opportunities and/or accelerated learning.
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Enabling approaches

	National Society Strengthening	CHF 1,589,000
Objective:	Further strengthen the ARCS' institutional and emergency response capacities, complementing and building on the ARCS's Country Plan and Master NSD Action Plan.	
Priority Actions:	<p>IFRC has invested significantly in National Society Development in Armenia in recent years, with a long-term Master NSD Action Plan in place since 2021. The embedded organisational "matrix-based" structure allows sectoral departments to focus on effective cooperation. The achievements in NSD reflect ARCS' long-term commitment to building a stronger and more responsive National Society.</p> <p>ARCS's existing developmental plan will continue to be supported through the Emergency Appeal to ensure strengthening disaster and crises response capability and the overall organization's strategic growth.</p> <p>Complementing and building on the ARCS's Country Plan and Master NSD Action Plan, activities will include:</p> <ul style="list-style-type: none"> Strengthen the capacities of ARCS with focus on sustainable impact, benefiting from experiences and expertise throughout the Europe region. Enhance longer-term preparedness and response capacities, with technical support from Movement partners in identified areas of priority (reflecting the priorities in the ARCS Country Plan and reconfirmed through a rapid assessment). Expected sectors include 	

CVA, Livelihoods, Logistics, Information Management, PMER, and other support services. As an example, CVA capacities may consider further strengthening CVA systems for immediate and longer-term multi-purpose and conditional cash as well as voucher assistance.

- Support existing HR capacities and further development of HR, based on ARCS' comprehensive HR development plan and under the recently renewed organizational structure of ARCS. This includes the development of SOPs for NSD-related staff, streamlining back-office support during the operations; continue focusing on shifting towards data analysis and data-driven annual planning; support funding for ARCS staff (including new personnel) at HQ and branch level to enhance ARCS response capabilities in emergency; revise Master NSD Action Plan.
- Building on Branch level development achievements in recent years (digitalization, feedback mechanism, structural data collection, branch development assessment tool), ARCS will increase support to its branches through the establishment of an Interregional Coordinator role designed to foster consistency and efficiency in operations. All branches shall be aligned for essential procedures e.g., for PMER, CEA, Volunteer Management, authority coordination, and digital approaches, as well as humanitarian response procedures.
- Develop and strengthen Volunteering Management: ARCS will start the revision of the Volunteering Policy and reestablish the system of mandatory volunteer training (PGL, PMER, Logistics, etc.). Priority is given to ensure that volunteer management is in accordance with the new Volunteering Law in Armenia (in force in October), which will be examined. Subsequently, required amendments to volunteer management will be followed up. ARCS will ensure funding for the ARCS Solidarity Fund mechanism.
- ARCS will renovate and refurbish the branch facilities in four regions, to ensure delivery of vital services to its communities.



Coordination and Partnerships

CHF 0

Objective:

To guide the operation in accordance with the principles of Collective Movement Response, and strategically harmonize it with response efforts by the public authorities and other actors on the ground, ensuring efficiency and complementarity.

Priority Actions:

Membership Coordination

IFRC is structured in the South Caucasus with a Country Cluster Delegation for South Caucasus, based in Georgia, and a Country Office in Yerevan. Partner National Societies present in Armenia are Austrian Red Cross, Italian Red Cross (based in Georgia), and Swiss Red Cross. Membership Coordination will be maintained through the existing IFRC structure.

Coordination with the broader Membership has been commenced with the launch of the Emergency Appeal. A Partners' Call was organized on 04 October with participation from various National Societies, IFRC and ICRC. Several Partner National Societies expressed a particular interest and ambition to mobilize resources for the response.

The operation is currently supported by the Austrian Red Cross with the staff-on-loan deployment of the Emergency Operations Coordinator. Five surge alerts have been announced through the IFRC Rapid Response mechanism and filled with IFRC personnel (one alert was stood down).

The IFRC will maintain Membership Coordination through:

- a. Consolidating and harmonizing the multilateral and various bilateral support provided to the ARCS through the Federation-wide coordinated approach.
- b. Harmonized planning, monitoring, and reporting among IFRC members with ARCS in the lead and coordinated by IFRC. A special effort will be made to ensure accountability and transparency.
- c. Enhanced coordination mechanisms with partners operating within the country.
- d. Regular coordination with partners supporting the operation from outside the country.

Movement Coordination and partnerships

Coordination with the Movement will be maintained through the existing Movement Coordination Mechanism, establishing three layers of coordination at strategic, operational, and technical levels. As the Convener in the operation, the ARCS will lead and maintain the coordination dialogues in accordance with the [Seville Agreement 2.0](#) and the [SMCC](#) guidelines, supported by the Co-Convener. IFRC will continue its constructive and proactive role in supporting the collective Movement response and ensure the fulfilment of the roles and responsibilities as per the Movement Cooperation framework.

Engagement with external partners

At the operational level, ARCS leads all engagements with the national and local authorities, informed by the operation on any advocacy and humanitarian diplomacy needs.

Inter-agency coordination working groups (Protection, Cash, Health and others) are attended by sectoral leads from the Movement partners (ARCS, IFRC and ICRC respectively).

IFRC maintains and develops the coordination with relevant external actors, including the Government and UN agencies. IFRC performs active representation towards donors, external partners and the diplomatic community. IFRC also proactively engages with key external stakeholders, including the private sector and non-traditional donors in driving financial, pro-bono and in-kind support. IFRC will consider the development of a joint Humanitarian Diplomacy strategy for the operation, including a focus on amplifying ARCS' voice in international fora including with the donor community. The operation is currently supported by a Strategic Engagement and Partnerships Officer, who focuses on the development of a plan for strategic engagements with external partners and donors. According to the Cooperation Mechanism, initiated and maintained by the RCEU Office, the Austrian Red Cross is leading the dialogue and actions with DG ECHO.



IFRC Secretariat Services

CHF 1,145,000

Objective:

IFRC Secretariat provides strategic orientation, facilitation, and coordination to enhance the ARCS response to the current situation and toward the long-term positioning and further capacity development of the National Society. This will be done building on the existing Country Office and Country Cluster Delegation, toward strong stewardship and accountability for all programming. The IFRC Secretariat will facilitate channelling global resources to sustain the localized response and recovery efforts.

Priority Actions:

Strategic support

- Joint liaison with key external stakeholders and donors for continued broad positioning beyond the operation itself.
- Strengthen positioning in strategic areas with unique added value by the ARCS, focusing on the sectoral approach of the operation.

- Continued capitalization of learning and knowledge management from the operation and wider programming.
- Support to and planning for and the exportation of knowledge and experiences to the wider Federation.

Logistics

- Engage with the ARCS to ensure the requirements of the Project Funding Agreement are addressed and adhered to in a timely manner to meet IFRC and donor requirements.
- Support the ARCS in local procurement activities.
- In concert with the ARCS, establish and maintain a mobilization table as required, to seek in-kind donations to meet ongoing operational needs and replenish emergency preparedness stock holdings.
- Strengthen Movement reporting procedures with the goal of developing a dashboard for a visual representation of stock movements across the operation.

Human Resources

- Strengthen the capacity of the IFRC and ARCS in-country team by providing proactive technical support and guidance from Secretariat (including e.g., Shelter, Health, Logistics, IM, Education, PGI, CEA, NSD, etc.).
- Provide tailored sectoral support to technical ARCS staff with proactive in-country presence of relevant expertise as per the sectoral approach (respective position may include CVA, Livelihoods, MHPSS, PMER, etc.)

Communications

- Scale up communications with the global public to ensure reliable visibility and the dissemination of accurate information, which is needed for donor contributions, and positioning of the Movement; this includes increased social media activities, media engagements on the ground in Armenia and internationally through regional/global offices, informed by operational findings and evidence-based advocacy efforts.

Information Management (IM) and Data Analysis

- Scale-up information management and data analysis to support the ARCS in disaster management.
- Support interoperability with humanitarian partners by developing dashboards and data collection on IFRC GO, as well as through common qualitative analysis tools such as [DEEP](#), in production of interagency secondary data review (SDR) products.
- Coordinate and task the IM capacity at Cluster and Regional level to produce maps, infographics, satellite imagery analysis, and other data analysis and visualization tasks.
- Support data management to produce analysis for the sectoral targeting.

Planning, Monitoring, Evaluation, and Reporting (PMER)

- Set up structured monitoring and data collection on people reached and other achievements, with focus on a qualitative approach.
- Ensure continued and effective support in planning, monitoring, and reporting.
- Organize capacity strengthening activities for the ARCS's PMER capacity.

Risk management

The risk management framework for the operation is regularly reviewed, and risks and respective mitigation measures are being dealt with at the respective strategic, operational, or tactical layers of the Movement Coordination mechanism in place.

Along with respective risks defined in the table below, the IFRC security plans will apply to all IFRC staff throughout the operation. An area-specific Security Risk Assessment will be conducted for any operational area should IFRC personnel be deployed, and risk mitigation measures will be identified and implemented. All IFRC staff must, and RC/RC staff and volunteers are encouraged, to complete the IFRC [Stay Safe](#) e-learning courses, i.e., Stay Safe 2.0 Global Edition Levels 1-3.

Likelihood: rare (1); unlikely (2); possible (3); likely (4); almost certain (5).

Impact: negligible (1); minor (2); moderate (3); major (4); severe (5).

Risk	Likelihood	Impact	Mitigating actions
EXTERNAL			
Extreme weather events (floods, hailstorms, landslides)	3	3	<ul style="list-style-type: none"> Continuous monitoring of the (weather and flood) situation (through meteorological services). Clear division of work within the DM department to ensure business continuity. Continued preparedness and maintenance of essential HH items stocks. Continued focus on disaster risk reduction and climate adaptation.
Territorial escalations of hostilities	3	4	<ul style="list-style-type: none"> Continuous situation monitoring. Contingency Planning in close coordination with all Movement Partners in country (specifically ICRC). All personnel briefed on relocation, hibernation, and evacuation procedures.
Earthquake (magnitude beyond 5)	2	5	<ul style="list-style-type: none"> Scenario planning with revision of planned activities temporarily replacing the response operation of the affected region, the period depending on the scale of disaster. Contingency Planning in close coordination with all Movement Partners in country (specifically ICRC).
Economic crises (<i>Armenia's economy expected to shrink by 10 per cent this year</i>)	4	3	<ul style="list-style-type: none"> Focus on resource mobilization for livelihood and multipurpose cash. Context analysis, including proactive and regular monitoring of economic conditions in the country.
Low road Safety standards	3	2	<ul style="list-style-type: none"> Raise awareness of staff and volunteers (briefings, conduct on the road). Utilizing qualified IFRC and HNS drivers.
INSTITUTIONAL			
Potential risk of allegations related to ambiguous selection criteria, and integrity issues of the National Society	2	3	<ul style="list-style-type: none"> Focus on CEA to ensure participation of communities during all stages of the operational cycle. Development of key messages and Q&As for staff and volunteers. Enhance and maintain feedback mechanisms. Dissemination of RC/RC mandate and principles.

Staff / volunteers infected during work (legal risk)	3	2	<ul style="list-style-type: none"> • Volunteer insurances established (including the ARCS Solidarity funds). • Awareness raising on Health and Safety.
OPERATIONAL			
Tensions in communities, with people not understanding selection criteria	2	3	<ul style="list-style-type: none"> • Involve community representatives in designing and planning the programmatic approach. Develop and disseminate key messages on selection process for assistance - clearly communicate selection criteria to all stakeholders. • Continued gaps identification governmental and external assistance schemes.
Lack of funds and community needs exceed capacity	3	3	<ul style="list-style-type: none"> • Design a communication plan to manage expectations and clearly explain the operational rationale and scope. • Mapping of available services and referrals. • Design exit strategy well in advance and clearly communicate the operation's timeframe to the affected population.
Operation not aligning with national plan / other stakeholders	2	3	<ul style="list-style-type: none"> • Conduct a stakeholder analysis. • Communicate the Operational Strategy to relevant stakeholders ahead of implementation. • Assign focal point responsible for coordination with key stakeholders and decision makers (as an element of Movement Coordination).
Assistance provided not distributed fairly and equally within the HHs	3	4	<ul style="list-style-type: none"> • Conduct a rapid PGI analysis. • Consult both female and male on who should be the recipient of assistance. • Conduct timely PDMs. • Maintain feedback and complaints mechanism. • Openly inform and communicate all HH members of the assistance provided.
Security incidents at warehouse (e.g., burglary)	2	2	<ul style="list-style-type: none"> • Install Security surveillance system. • Sufficient visibility with messages on principles.
REPUTATIONAL			
Public complaints towards RCRC Movement	2	4	<ul style="list-style-type: none"> • Systematically log feedback and complaints, and act on sensitive complaints. • Clear messages on Movement principles, mandate, and selection criteria defined and spread. • Act in close coordination with Movement stakeholders (pre-agreed aligned wording).

Quality and accountability

The quality and accountability of the operation will be ensured by establishing and implementing of the Federation-Wide Planning, Monitoring, Evaluation and Reporting Framework for the operation, in full alignment with the IFRC Emergency Operation Procedures. The framework will be coordinated with all operation partners (ARCS, PNS, IFRC) and will be founded on clearly defined, measurable objectives and will feature well-established guidelines and regular, systemic monitoring to track progress against the objectives, including clear reporting flows and timeframes. Data collection will be centralised with the different levels of data validation and will be used to produce Federation-Wide products for information sharing, such as situation reports (internal) and operational updates (public/donor-required). The regular response review and learning will be based on the findings and suggestions from the monitoring, coordination meetings, and discussions with affected communities and other key stakeholders, as well as staff and volunteers. As the cross-cutting operating modality will be through Cash and Voucher Assistance, when feasible, the operation will take on frequent and subsequent post-distribution monitoring, as well as lessons learned workshops for evaluation and learnings. The final evaluation of impact will also be conducted with the participation of different stakeholders.

Given the scope of the operation, the ARCS PMER capacity will be scaled up with the continuous support from the IFRC Regional Office and South Caucasus Country Cluster Delegation PMER and IM teams and a Surge PMER responsible for establishing and operationalizing the Federation-Wide PMER framework for the operation, and guiding ARCS PMER towards informed takeover of the lead in quality assurance as the Surge concludes. The Federation-Wide list of indicators for the operation is provided in *Annex 1*. The list will be updated regularly with new indicators as the operation evolves, ensuring that it remains relevant to the evolving needs and objectives.

Safeguarding measures include training for staff and volunteers engaged in the response on PGI, CEA, child protection, and PSEA mechanisms – and a risk review will be conducted. CEA support will ensure that the response is engaging the priority needs of the community with meaningful community participation, together with timely, two-way communication mechanisms to listen and act on the feedback received throughout the response.

Annex 1. List of Indicators

Sector / Area	Indicator	Target
Shelter	# of people who received rental assistance during the response period	9,500
	# of people (and households) provided with household items that support the restoration and maintenance of health, dignity and safety and the undertaking of daily domestic activities in and around the home	6,600 people (1,650 HHs)
	# of children supported to access to essential winterization items	4,500
Livelihood	# of targeted households (and people) reached with essential services/information for employment opportunities, including self-employment	1,000 (4,000 people)
	# of targeted households (and people) reached with essential services/information for income-generation	500
	% of households receiving food rations from RCRC are satisfied with the amount/volume received	70%
Health	# of people who receive mental health and psychosocial services in emergency situations from RCRC	61,850
	# of people trained in Mental Health and Psychosocial Support (including Psychological First Aid and other MHPSS related trainings)	350
	# of people reached with health promotion activities related to NCD management in emergencies	20,000
	# of First Aid community volunteer teams	50
WASH	# of people reached by WASH assistance	23,200
CEA	% of people surveyed who report receiving useful and actionable information	70%
	Number and % of complaints or feedback about the RCRC operation which receive a response through established community communication	70%
	% of community members who feel their opinion is taken into account during operation planning and decision-making	60%
PGI	# of sectoral or PGI assessments conducted using the PGI Minimum Standards	4

	<i># of people trained on implementing the PGI Minimum Standards</i>	<i>200</i>
	<i># of people reached by protection, gender, and inclusion services</i>	<i>15,000</i>
<i>Education</i>	<i># of affected children, adolescents and young adults receiving any form of education support provided by RCRC in affected area</i>	<i>3,700</i>
	<i># of teachers and education personnel (incl. volunteer facilitators) trained by RCRC in improved teaching and learning approaches in affected areas</i>	<i>450</i>
<i>Migration</i>	<i># of people reached by RCRC social cohesion activities to improve relations between migrants / people arriving to the country and host communities</i>	<i>20,000</i>
<i>Risk Reduction, Climate Adaptation and Recovery</i>	<i># of branches that have the capacity to lead the operation at local level</i>	<i>12</i>
	<i># of volunteers involved in the response operation that have increased their skills in response and management of operations</i>	<i>2,000</i>
	<i>Operational strategy is climate smart</i>	<i>Yes</i>
<i>National Society Strengthening</i>	<i>National Society has successfully articulated short-term emergency and NSD objectives with long-term NSD ones</i>	<i>Yes</i>
	<i># of surge missions or deployments</i>	<i>10</i>

FUNDING REQUIREMENT

Federation-wide funding requirement*

Federation Wide Funding Requirement
including the National Society domestic target, IFRC Secretariat and the Partner National Society funding requirement
20 million CHF

IFRC Secretarian Funding Requirement
in support of the total Federation Wide funding ask
15 million

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

Breakdown of the IFRC secretariat funding requirement



OPERATIONAL STRATEGY

**MDRAM012 - Armenian Red Cross Society
Population Movement 2023**

FUNDING REQUIREMENTS

Planned Operations	12,266,000
Shelter and Basic Household Items	8,982,000
Livelihoods	795,000
Multi-purpose Cash	0
Health	495,000
Water, Sanitation & Hygiene	466,000
Protection, Gender and Inclusion	91,000
Education	433,000
Migration	246,000
Risk Reduction, Climate Adaptation and Recovery	703,000
Community Engagement and Accountability	50,000
Environmental Sustainability	5,000
Enabling Approaches	2,734,000
Coordination and Partnerships	0
Secretariat Services	1,145,000
National Society Strengthening	1,589,000
TOTAL FUNDING REQUIREMENTS	15,000,000

all amounts in Swiss Francs (CHF)

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Reference



Click here for:

- [Link to IFRC Emergency landing page](#)
- [Previous Appeals and updates](#)