



The Chad Red Cross Team attending to people who fled the crisis in Sudan.

Appeal №: MDRS1001	To be assisted: 1.3 million people¹	Appeal launched: 30/05/2023
Glide №:	DREF allocated:	Disaster Categorization: Orange
Operation Start date: 15/05/2023	Operation End date: 31/12/2025²	
Operational Strategy Revision	Revision #1	Date: 31/12/2024

IFRC Secretariat Funding requirement: CHF 38 million
Federation-wide funding requirement: CHF 47.5 million³

¹ Increased from 705,000.

² The timeframe of the emergency appeal is extended by 12 months, with a new end date of 31 December 2025.

³ The Federation-wide funding requirement encompasses all financial support to be directed to the Operating National Societies in response to the emergency. It includes the operating National Societies' domestic fundraising requests and the fundraising appeals of supporting Red Cross and Red Crescent National Societies (CHF 9.5 million, increased from CHF 8.5 million), as well as the funding requirements of the IFRC Secretariat (CHF 38 million, increased from CHF 33.5 million). This comprehensive approach ensures that all available resources are mobilized to address the urgent humanitarian needs of the affected communities.

TIMELINE

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- 15 April 2023:** Clashes break out in Khartoum, Sudan between the Sudan Armed Forces (SAF) and the Rapid Support Forces (RSF) leaving millions of people caught amidst the crossfire.
 - 20 April 2023:** The IFRC launches the Sudan Complex Emergency Appeal for CHF 60 million to support and protect 800,000 people by the end of 2025.
 - May 2023:** CHF 2,161,399 million is allocated from the IFRC's Disaster Response Emergency Fund (DREF) to the Egyptian Red Crescent, Chad Red Cross, Ethiopian Red Cross, and South Sudanese Red Cross. IFRC Surge Capacity (Rapid Response personnel) is deployed to support the National Societies of Chad, Ethiopia, and the IFRC Africa Regional Office.
 - 30 May 2023:** The IFRC issues an Emergency Appeal for CHF 42 million to assist and protect up to 705,700 people in neighboring countries – Chad, the Central African Republic, Egypt, Ethiopia, Libya and South Sudan - by the end of 2025.
 - 30 June 2023:** The number of displaced people recorded reaches 630,136. Second DREF allocation to South Sudan and Egypt is approved. Total of CHF 3,465,832 allocated from the DREF
 - 30 August 2023:** The Operational Update #1 is published. The number of displaced people recorded in neighboring countries reaches 1,017,449
 - 19 October 2023:** The Operational Update #2 is published. The number of displaced people continue growing up to 1,180,626
 - 26 January 2024:** The 6-months Operational Update is published. The appeal coverage is 7.95%
 - 6 July 2024:** CHF 432,353 is allocated from the IFRC's Disaster Response Emergency Fund (DREF) to the Uganda Red Cross to support newly refugees and asylum seekers from Sudan.
 - 2 September 2024:** The 12-months Operational Update is published. The appeal coverage is 12.83% while over 2.25 million displaced people from Sudan were recorded in the 6 neighboring countries.
 - 15 December 2024:** The Emergency Appeal and the Operational Strategy are revised to incorporate Uganda and adapt the intervention to the protracted condition of the crisis.

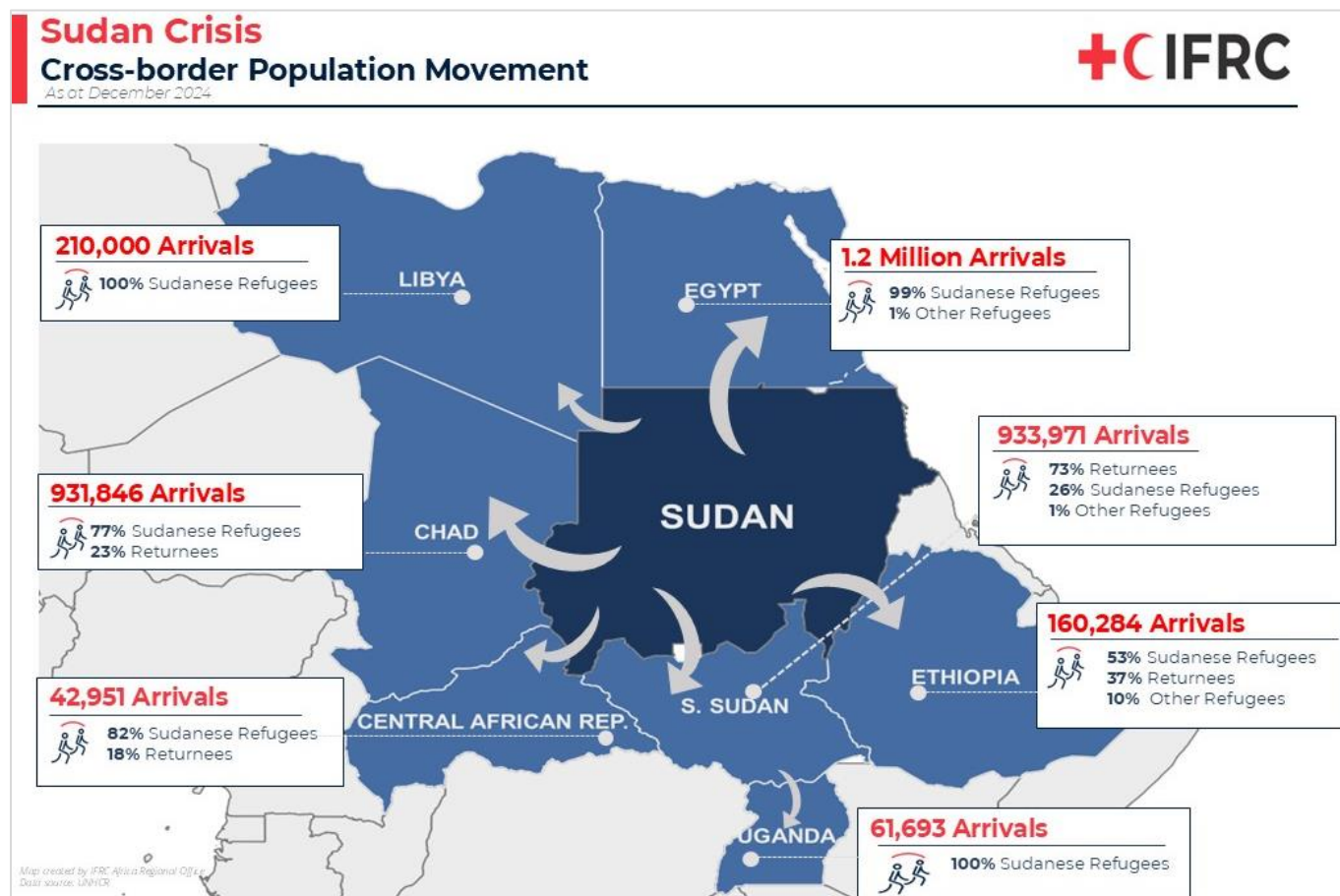
OPERATIONAL STRATEGY REVISION

On 30th May 2023, IFRC launched the Sudan Crisis Cross-regional Population Movement Emergency Appeal to support the coordination, and the implementation of the humanitarian response plans and activities of the National Societies in neighbouring countries Egypt, Chad, South Sudan, Central Africa Republic (CAR), Ethiopia and Libya. It was developed in close coordination with Movement Partners, and it complements the Sudan Emergency Appeal.

Due to the worsening humanitarian crisis in Sudan with more than 12⁴ million forcibly displaced, out of which 3.4 million fled into neighbouring countries, the Federation-wide Emergency Appeal was revised, increasing the total funding ask from the initial CHF 42 million to CHF 47.5 million and extending the operation end date to December 2025. This adjustment aimed to address the growing needs more effectively in all the countries receiving Sudanese refugees, to respond to the population movement, to adapt to the evolving context and to prepare for future developments as well as recovery actions.

The revised Emergency Appeal and its operational strategy will continue to support response interventions of the Egyptian Red Crescent Society (ERCS), Red Cross of Chad (CRC), South Sudan Red Cross (SSRC), Ethiopian Red Cross Society (ERCS), and Libya Red Crescent Society (LRCS). While the intervention in Central African Republic (CAR) will be winding up because of the small numbers of people crossing in relation with other countries, Uganda Red Cross (URCS) will be incorporated because of the growing number of people arriving throughout 2024 after having crossed through South Sudan. In addition, a new sector was also incorporated, encompassing Risk reduction and climate recovery.

DESCRIPTION OF THE EVENT



⁴ <https://data.unhcr.org/en/situations/sudansituation>

The conflict in Sudan persists after 2 years leading to mass displacement, including 3.5million people taking refuge in countries neighbouring Sudan. The scale of population movement within Sudan and across borders has made it the largest displacement crisis in the world⁵. As of December 2024, there were around 1.2 million⁶ arrivals in Egypt, 931,846 in Chad and 933,971 in South Sudan, 210,000 in Libya, 160,284 in Ethiopia, 61,693 in Uganda and 42,951 in Central African Republic (CAR). The new arrivals include refugees, asylum seekers and refugee returnees. These forcibly displaced people undergo extremely perilous journeys to reach places of refuge, often selling their remaining assets to afford the transportation costs.

Many of the host countries also continue to face varying levels of political instability and insecurity, as well as natural hazards like floods, which has heightened vulnerabilities in host communities. Chad, CAR and South Sudan are among the five countries with the lowest ranking in the 2022 Human Development Index, highlighting crucial systemic gaps in provision of basic services. CAR, Chad, Ethiopia, Libya and South Sudan have particularly fragile health systems, with inadequate medical staff and health infrastructure. The influx of arrivals from Sudan risks overstressing the health services in these countries, especially in the areas where majority of the arrivals are hosted. The influx of new arrivals also puts more pressure on food and land resources in these countries who were already facing high levels of food insecurity and malnutrition.

The international community has made repeated efforts to mediate between Sudan's warring parties and bring about a lasting ceasefire. However, conflict in Sudan continued throughout 2025, since several attempts at negotiating ceasefires between warring parties have failed⁷. There is a risk of expansion of hostilities into Blue Nile and White Nile states, which would drive new waves of displacement.

Reduced humanitarian funding and continued population influx from Sudan has severely limited the capacity of responding organizations to fully address the humanitarian needs of the refugees, asylum seekers and host populations

Severity of humanitarian conditions



Affected population groups include Sudanese refugees and asylum seekers, returnees from the different neighbouring countries, and third country nationals as well as host communities who have seen their resources strained upon the mass influx of populations crossing the borders.

Chad has continued to receive one the highest number of refugees and asylum seekers together with Egypt. Some new arrivals are making their way to Uganda from Sudan, which has already received more than 60,000 Sudanese, many of these after long travels across borders and with very limited means. Meanwhile, Ethiopia and South Sudan continue to receive many returnees while their security situation continues to deteriorate and the conditions to receive and reintegrate these returnees become increasingly challenging.



Sudan's neighbouring countries are facing disease outbreaks like cholera, measles, dengue fever and yellow fever, which are worsened by high levels of food insecurity and malnutrition. Poor diet and health conditions, increased population movement and fragile health systems are increasing the number of outbreaks and morbidities among arriving populations and host communities. In Chad, cases of diarrheal infection, respiratory infection and malaria have been increasing monthly in 2024. In addition, many people, including arrivals from Sudan, are also facing severe or acute malnutrition, which could also expose them to further health complications. In Ethiopia, the health conditions are aggravated by the security situation

⁵ IOM News 29/10/2024

⁶ UNHCR Sudan Situation 29/12/2024

⁷ FAO-WFP Hunger Hotspots

which severely hampers the access to medical services by the displaced populations. The lack of health equipment (drugs, ambulances and staff) is affecting maternal care, immunizations, malaria prevention, and supply deliveries.

In addition, a cholera outbreak was declared in many of Sudan's neighbouring countries, triggered by the precarious health conditions, overcrowding, inadequate WASH facilities and practices like open defecation. In August, Ethiopia recorded the highest number of cholera cases in Africa with 1,635 suspected and confirmed cases.⁸The outbreak remains highly active in Amhara, Tigray and Oromia region. In South Sudan, the Ministry of Health declared a cholera outbreak in Renk County in October 2024.

Sanitary conditions, access to safe water and hygiene is a major challenge, to the refugee communities, but also to part of the host communities. This will likely continue to drive outbreaks and public health issues if the situation is not improved.



Most population groups in Chad are facing important shortages and constrained access to food due to the increased arrivals from Sudan. The country declared a food and nutrition emergency in February 2024 and the latest analysis shows that 80 percent of arrivals from Sudan and host community residents in eastern Chad are unable to satisfy basic food and non-food needs. In Ethiopia, this situation is exacerbated by El Nino induces climate changes, which has pushed the country to remain in a state of acute food insecurity. The security situation across the country also hampered the delivery of food assistance in some areas where migrants were located. In South Sudan, where acute food insecurity levels were already very high, the conflict in Sudan disrupted oil supply trade routes, further compounding worsening macroeconomic conditions. With reduced donor funds and competition of resources and land, food insecurity and livelihood will continue to worsen in 2025 if aid mobilization is not increased.



Protection issues are a grave concern for displaced populations who already find themselves in a very vulnerable condition outside their place of origin. In Chad, the lack of social workers and infrastructure is causing social protection, and education needs to soar among Sudanese refugees and asylum seekers.

Due to the security situation in Ethiopia, armed groups and bandits are the main cause of protection issues experienced by refugees and asylum seekers in the country. In Kumer sites, refugees were exposed to beating, abduction, forced labour and killing. Many women have reported being raped at the Awlala and Kumer sites.

In Egypt and Libya, documentation assistance is a key need since many of the protection concerns relate to random check for documentation and cases of deportation. In addition, lack of civil documentation is a hindrance to accessing employment opportunities and education for school going children as well as accessing food and non-food resources in some cases.

CAPACITIES AND RESPONSE

1. National Society response capacity

1.1 National Society capacity and ongoing response

⁸ WHO 18/09/2024

Red Cross and Red Crescent National Societies of Chad, Egypt, Ethiopia, Libya, South Sudan and Uganda have extensive and proven experience responding to population movements. Over the last several years, these National Societies were involved in large-scale disaster and displacement responses, including the hunger and Tigray crises, among other protracted crises. The National Societies of Chad, Egypt, Ethiopia, and Libya are also part of the Global Route-Based Migration Programme and engaged in aiding and protection to people on the move along key migratory routes. Furthermore, with the support from the IFRC-ECHO pilot programmatic partnership, the National Societies of Uganda and Chad had the chance to increase its preparedness and response capacity in the migration pillar.

Red Cross Society of Chad (CRC)

The Red Cross of Chad (CRC) has a network of 53,000 volunteers across the country and 23 local units as well as 204 staff. The CRC has extensive and long-term experience responding to population movements and is part of the Global Route-Based Migration programme as well as the ECHO PPP – implementing the “People on the Move” pillar. For this response, the population movement contingency plan was activated immediately after the first arrivals of displaced people from Sudan in Chad. Close coordination with Movement partners in the country is ensured at the national level, as well as with the authorities through the Commission Nationale d'Accueil et de Réinsertion des Réfugiés et des Retournés (CNARRR) leading this response and external partners including UNHCR, WFP, and UNICEF.

Central African Red Cross Society

The Central African Red Cross Society (CAR-RC) is present across the country through 90 local units, 66 staff, and over 12,000 volunteers. The CAR-RC, with its extensive experience responding to population movement emergencies, especially in the Sudanese border area, is working closely with the authorities, UNHCR, and Movement partners in the country.

Egyptian Red Crescent (ERC)

The Egyptian Red Crescent (ERC) is an auxiliary body to the Egyptian government mainly in responding to crises and in emergency response. It has been present at the crossing borders from day one supporting the Egyptian government in managing this population movement, and its consequences. The Egyptian Red Crescent is the only non-governmental organization that has access to these areas and provides services to nearly 1.2 million Sudanese individuals who entered Egypt due to the crisis (amongst which 152,597 people reached through the IFRC supported appeal). ERC has a permanent presence in 27 Egyptian governorates with a total capacity of 473 staff members and around 35,040 volunteers. These branches ensure access to the majority of Egyptians and people on the move. Additionally, the ERCS has a total of 30,000 volunteers across the country, as well as 28 youth clubs, five blood banks, eight hospitals, 35 polyclinics, 11 rehabilitation centers, five kidney dialysis units, and 10 integrated social centers. And have set up 5 Humanitarian Services Points, to date, along the Sudan border along routes to Cairo. Furthermore, ERC has worked on the establishment of 2 Humanitarian service points (HSPs), at Gustol and Argeen cross borders, as a preliminary step in April 2023, to manage this crisis and provide support to those people. In addition, 3 other HSPs are currently established at Abu Simble Bus station, Karkar bus station (which is the junction between Aswan and Abu Simble), and Aswan train station. Medical services, WASH, RFL, and Shelter services were provided since the establishment of these HSPs.

Ethiopian Red Cross Society (ERCS)

With extensive experience in addressing complex emergencies, including population displacement, the Ethiopian Red Cross Society (ERCS) is actively responding to the Sudan Population Movement (SPM) through its robust nationwide network. This includes 14 regional and 37 zonal branches, supported by 2,176 staff members and over 200,000 trained volunteers embedded in nearly 6,000 community committees across the country. Population groups from Sudan arrive in Ethiopia from the western part of the country. The majority enter the country either the Amhara region through Metema or the Benishangul-Gumes through Kurmuk. A small fraction of the population also manages to arrive in the country via Pagak or Burbiey in the Gambella region. Metema area accounts for more than 90% of arrivals from Sudan. ERCS has established two Humanitarian Service Points

(HSPs) in Metema and Kumruk entry points to provide humanitarian assistance to new arrivals. Since April 2023, more than 157,800 people have been registered comprising of 52% Sudanese nationals, 37% Ethiopian returnees, and 11% from other nationalities.

Over 72,000 individuals have accessed services at these HSPs. Additionally, In the coordination of EDRMC and OCHA, ERCS has identified some areas of support in this response, mainly at the entry points, and within the host community where returnees are hosted by improving access to safe and clean water, hygiene and sanitation facilities; support access to food and livelihood; emergency health services, MHPSS and protection, Currently, more than 140,000 people have been reached with either of the aforementioned services.

Despite presence of armed groups and banditry that hinder humanitarian access and jeopardize the safety of refugees in host regions, the Ethiopian Government continues to welcome those fleeing the conflict in Sudan, and ERCS remains committed to delivering essential humanitarian support as a trusted and dependable local actor with deep grassroots presence.

Libyan Red Crescent (LRCS)

The Libyan Red Crescent Society (LRCS) has a network of 37 branches across the territory, with the support of over 100 staff and 3,000 volunteers. Based on the 2018-2023 LRCS Strategy, and with the support of the IFRC Country Delegation in Libya and other Movement partners, the LRCS scaled-up its response and community-based work over the past two years setting the scene for new partnerships with the UN and international organisations working in Libya on emergency response, health (including COVID-19), WASH, migration, and protection.

In response to emerging crises, LRCS successfully delivered a wide range of humanitarian interventions, including emergency shelter and distribution of essential household items, food assistance in partnership with WFP, mobile clinics, and ambulance services, first aid and mental health and psychosocial support (MHPSS), and the distribution of WASH non-food items (NFIs). The LRCS also expanded its operational footprint by mobilizing staff and volunteers across key branches, establishing emergency hubs, and coordinating closely with national authorities. The National Society played a central role in disaster response mechanisms and participated in multiple coordination platforms while finalizing operational plans such as the Country Plan of Action. Through these efforts, LRCS has strengthened its positioning as a key local humanitarian actor, formalizing collaboration with the Government of National Unity, including agreements with the Ministry of Health and the Minister of State for Migration through the Higher Committee on Migration.

Despite the operational challenges and rapidly evolving context in Libya, LRCS remains committed to delivering principled and lifesaving humanitarian support to vulnerable populations across the country.

South Sudan Red Cross (SSRC)

The South Sudan Red Cross (SSRC) has about 250 staff and 17,467 volunteers (10,355 male and 7,112 female) and 4,234 registered members organised into 21 branches and 102 units. Six National Disaster Response Teams (NDRTs) have been deployed while an additional 15 others were put on standby. The SSRC, as auxiliary to the public authorities of South Sudan, maintains an autonomous status which allows it to act in accordance with the Fundamental Principles of the Red Cross Red Crescent Movement (RCM). The SSRC is utilising the workforce of NDRTs within the existing response structure at the respective branches/units to avoid building parallel systems and to optimise the response. The use of in-country expertise from partner National Societies will be considered ensuring staff are well coordinated between this appeal and the ongoing floods emergency appeal. This appeal will be managed by a dedicated emergency unit of the NS under which in country partners will be providing support.

Uganda Red Cross Society (URCS)

The Uganda Red Cross (URCS) has 51 Red Cross Branches covering all parts of the country, with the help of over 300,000 volunteer and members supported by technical program and support service staff. Uganda is host to over 1.7 million refugees and asylum seekers, making it one of Africa's highest per capita refugee populations

and the 6th largest in the world. Approximately 67,720 Sudanese refugees so far arrived in the country since the conflict started and this is projected to reach over 150,000 in the next one year. While Uganda is praised for its open-door policy, the constant influx of new arrivals is putting its progressive refugee policy under pressure. Uganda may have one of the largest refugee populations in the world, but it is also one of the worst funded. Uganda Red Cross therefore positioned herself in the provision of both life-saving emergency as well as early recovery and stabilization actions in partnership with the UN Refugee Agency, Office of the Prime Minister and other humanitarian partners to undertake key roles in the reception, maintenance, settlement and facilitating durable solutions for the refugees. Since the start of the Sudanese population movement operation in August 2024, URCS has so far deployed over 100 volunteers, including NDRTs and 5 staff who have been facilitating the delivery of Health, WASH, Cash and Voucher Assistance (CVA), Shelter and Protection services.

2. International capacity and response

2.1 Red Cross Red Crescent Movement capacity and response

IFRC membership

						
French RC Netherlands RC	French RC Italian RC Luxembourg RC	German RC Swiss RC (not presence in country but supporting the response)	Austrian RC British RC Danish RC Finnish RC German RC Italian RC Netherlands RC Norwegian RC Swiss RC	Norwegian RC (Bilaterally)	Belgium RC - Flanders German RC Netherlands RC Austrian RC Qatar RC	Danish RC Finnish RC German RC Netherlands RC Norwegian RC Swedish RC Swiss RC

Overview of PNSs in-country

The IFRC Secretariat provides technical and financial support to the seven national societies in this appeal through the IFRC Country and Country Cluster Delegations based in Bangui, Addis Ababa, Juba, (remotely from Tunis for Libya), and Cairo. This support is reinforced by the Regional Office for Africa in Kenya and Regional Office for the Middle East and North Africa (MENA) in Lebanon. There are PNSs in-country that have continued providing bilateral support to the national societies during the emergency phase.

Since the launch of the Emergency Appeal and the activation of the IFRC surge system, 24 IFRC rapid response personnel have been deployed with the majority from Partner National Societies (PNSs) and the IFRC secretariat staff, to support Red Cross and Red Crescent National Societies in Chad, South Sudan and Ethiopia, in addition to the Africa Regional Office.

Federation-wide coordination structures are well-established in Ethiopia, South Sudan, Uganda and Chad, convened by the National Society and co-convened by the IFRC. These existing structures will facilitate the contributions of PNSs to the overall National Society plans for this migration crisis. At the regional level, the IFRC will set up a coordination architecture and actively engage with the membership to work together to support a collective and strategic response.

ICRC

The ICRC provides support to responding national societies based on its mandate in conflict and violence-affected areas in countries covered by this operation. The ICRC and IFRC have a longstanding collaboration in South Sudan, Ethiopia, Central African Republic, Egypt, Libya, and Chad. In these contexts, both Movement

components have cooperated over the years in several responses, such as the South Sudan floods and hunger crises, and the Tigray Conflict in Ethiopia. The ICRC supports the Movement in the provision of security services in some of these contexts, while they work with the IFRC to support of national society development objectives.

2.2 International Humanitarian Stakeholder capacity and response

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

3. Gaps in the response

IFRC launched the cross-regional Sudan population movement Emergency Appeal in 2023, seeking 42 million CHF to assist 705,700 people in Central African Republic (CAR), Chad, Egypt, Ethiopia, Libya, and South Sudan⁹. These six National Societies are leveraging their network of staff and volunteers and coordinating with IFRC, ICRC and Partner National Societies to respond to the crisis. Funds mobilized through this appeal have been utilized to provide shelter solutions, cash assistance for basic needs, health and WASH assistance, while also incorporating cross-cutting PGI and CEA interventions. The main gaps across the countries participating in the operation are summarized below:

Basic needs and livelihoods: Food access shortages are spreading across Sudan's neighbouring countries and operation constraints are increasing while the needs remain at an all-time high with the Sudan conflict showing no signs of appeasement. Thus, the need for National Societies to be as effective and strategic as possible when providing basic support and assistance to migrants across the neighbouring countries - food, NFIs items, shelter and cash.

Health Services & Water, Sanitation, and Hygiene: Water shortages have become a too recurrent situation in Sudan's neighbouring countries as a result of the mass influxes of displaced persons. Wash facilities are overstretched in refugee camps in Chad and Ethiopia as well as in Libya. In Egypt water shortages are already a recurrent issue in normal times due to the overreliance on the Nile and high demand, but with the arrivals of new persons, the situation is aggravating.

High levels of acute food insecurity and malnutrition are also becoming commonplace particularly in South Sudan and Chad but also aggravated in Ethiopia by the security situation and El Nino induced climate shocks. Emerging and re-emerging infectious diseases, such as Ebola Virus Disease (EVD), Marburg, Rift Valley fever (RVF), Crimean-Congo Haemorrhagic Fever (CCHF), and Mpox alongside natural disasters and humanitarian crises, continue to pose substantial health, security, and economic challenges in Africa. Population movement and high mobility of people and animals, exacerbates the spread of infectious diseases through formal and informal Points of Entry (PoEs), underlining the necessity for cross border surveillance, robust early detection of infectious diseases.

Protection, gender, and inclusion: Protection concerns are varied and increasing given the severity of the crisis and compounding factors that exacerbate it (environmental factors, security situation, protraction of the crisis and spill-over effects). Access to documentation and registration is strongly needed to ensure access of migrants to basic services and guarantee their security in cases of apprehension by authorities. This lack of documentation also exposes migrants to additional risks, including sexual and gender-based violence.

OPERATIONAL CONSTRAINTS

⁹ IFRC Sudan population movement EA

ACAPS July 2024¹⁰ humanitarian access analysis highlights very high access constraints in South Sudan, Ethiopia, Central African Republic and Libya. According to OCHA, the number of reported incidents hindering humanitarian access in South Sudan were 15% higher from January to September 2024, compared to the same period in 2023¹¹.

Conflict in Sudan is likely to continue in 2025, since several attempts at negotiating ceasefires between warring parties have failed. There is a risk of expansion of hostilities into Blue Nile and White Nile states, which would drive new waves of displacement, particularly into South Sudan through Renk and Maban entry points. This would further strain resources in host communities, potentially further disrupting supply chains in markets and driving up inflation.

Internal conflict and insecurity in Ethiopia make it difficult to operate in certain areas, as armed groups block roads or impede access. This hampers the provision of humanitarian assistance to displaced populations. This is also the case in CAR where the presence of non-state actors not only limit the access of aid but also causes security incidents where migrants may become targets of attacks.

In Libya, the LRCS faces significant operational constraints in responding to the migration crisis amid a highly fragile and fragmented context. Tensions frequently arise in the southern regions, where host communities often express frustration over humanitarian assistance being directed to Sudanese migrants while their own basic needs remain unmet. The presence of multiple armed groups and limited centralized authority further complicate access, security, and coordination, make it difficult to deliver consistent and impartial assistance. Moreover, intercommunal tensions, particularly between Arab and Tebu communities in areas like Kufra exacerbate local grievances and present additional risks for both aid delivery and community-based engagement.

During the rainy season in Sudan and its neighbouring countries, floods and subsequent transportation challenges slowed down the influx of new arrivals in these countries. However, this season can also bring flooding and its subsequent implications like difficult access of humanitarian assistance or the increased risk of waterborne diseases.

One of the scenarios highlighted by ACAPS on the progression of the Sudan complex crisis indicates the possibility of armed groups in Chad, Ethiopia and South Sudan getting involved in the conflict. Border areas in these countries would be at particular risk of facing instability, potentially compromising the safety of displaced people hosted in these areas.

FEDERATION-WIDE APPROACH

The Emergency Appeal, the seven National Society Country Response Plans, and this Operational Strategy are all part of the Federation-wide Framework. Membership coordination takes a place at country level, with the IFRC delegations supporting the National Societies in streamlining the plans and activities of all in-country members (refer to the country response plans for details of membership coordination per country). A second level of membership coordination is also taking place at the regional level, alongside the platforms created for the Sudan Complex Emergency Appeal. The result of this coordination are operations based on the needs and response priorities of National Societies. The approach, reflected in this Operational Strategy, will ensure linkages between all response activities and assist in leveraging the capacities of all members of the IFRC network in Sudan and the bordering countries to maximise the collective humanitarian impact. The below tables provide an overview of the engagement of the Partner National Societies per country and sector (note that Egypt Red Crescent does not currently have partner National Societies with presence in country engaged in the response).

¹⁰ ACAPS 07/2024

¹¹ OCHA South Sudan 09/2024

CHAD

Name of Partner	Health & Care	Integrated Assistance	Protection & Prevention	NS Capacity Building
IFRC	☒	☒	☒	☒
French Red Cross	☒	☒	☒	☐
Luxembourg Red Cross	☐	☒	☐	☐
Italian Red Cross	☒	☒	☐	☐
ICRC	☒	☐	☒	☒

CAR

Name of Partner	Health & Care	Integrated Assistance	Protection & Prevention	NS Capacity Building
IFRC	☒	☒	☒	☐
French Red Cross	☒	☐	☐	☐
Netherlands Red Cross	☒	☐	☒	☒
ICRC	☐	☒	☒	☒

Egypt

Name of Partner	Health & Care	Integrated Assistance	Protection & Prevention	NS Capacity Building
IFRC	☒	☒	☒	☒

Libya

Name of Partner	Health & Care	Integrated Assistance	Protection & Prevention	NS Capacity Building
IFRC	☒	☒	☒	☒
Norwegian RC	☒	☒	☐	☒

ETHIOPIA

Name of Partner	Health & Care	Integrated Assistance	Protection & Prevention	NS Capacity Building
IFRC	☐	☒	☒	☒
Austrian Red Cross	☒	☐	☒	☒
German Red Cross	☒	☒	☒	☒
Danish Red Cross	☒	☒	☒	☒
Finnish Red Cross	☐	☒	☒	☒
Italian Red Cross	☐	☒	☒	☒
ICRC	☒	☒	☒	☒
Norwegian RC	☒	☐	☐	☒
British RC	☐	☐	☒	☒
Netherlands RC	☒	☐	☐	☒
Swiss RC	☐	☒	☒	☒

SOUTH SUDAN

Name of Partner	Health & Care	Integrated Assistance	Protection & Prevention	NS Capacity Building
IFRC	☒	☒	☒	☒
Danish Red Cross	☐	☒	☐	☐
Finnish Red Cross	☒	☒	☐	☐
German Red Cross	☐	☒	☐	☒
Netherlands Red Cross	☒	☒	☐	☒
Norwegian Red Cross	☒	☒	☐	☐
Swedish Red Cross	☒	☒	☐	☐
Swiss Red Cross	☒	☒	☒	☐
ICRC	☒	☒	☒	☒

UGANDA

Name of Partner	Health & Care	Integrated Assistance	Protection & Prevention	NS Capacity Building
IFRC	☒	☒	☒	☒
Belgium Red Cross - Flanders	☒	☒	☒	☒
German Red Cross	☐	☒	☒	☒
Netherlands Red Cross	☒	☒	☐	☒
Austrian Red Cross	☐	☒	☒	☒
Qatar Red Crescent	☐	☒	☒	☐
ICRC	☐	☒	☒	☒

The Federation-wide funding requirement for this Emergency Appeal comprises all support and funding to be channelled to the responding National Societies in the response to the emergency event.

OPERATIONAL STRATEGY

Vision

The National Societies in Chad, Libya, Egypt, Ethiopia, South Sudan, Uganda, will continue to provide humanitarian assistance as required, including the newly displaced via Humanitarian Service Points (HSPs). As the displacement becomes protracted, attention will be given to the protection and social inclusion of refugees and returnees, while ensuring the stability of local communities and their access to basic services as well.

In that sense, an integrated assistance approach is envisioned, while a timely transition to medium and long-term support will be undertaken to support the (re)-integration of people in host communities.

Through strong coordination and collaboration across borders, the RCRC Movement will strengthen the local and national capacities of Red Cross and Red Crescent societies to prepare and respond to the ongoing and future population movement emergencies.

This regional response complements the Sudan Complex Emergency Appeal and the links with the Sudanese Red Crescent and the national societies of neighbouring countries will be maintained to build a strong, collective, and strategic response.

Targeting

1. People to be assisted

This Operational Strategy aims to support the reach of the Red Cross and Red Crescent National Societies with the goal of **providing assistance to up to 1.3M people in the seven countries**, taking in consideration the existing caseload of displaced people (more than 3 million^{12,13}), and the expected influx in likely scenarios over the coming months. Where possible, the response will also support medium to long-term integration and the transition to recovery. The initial targeted by this operation includes the following different profiles:

- **Displaced people from Sudan**, including Sudanese nationals and other nationalities who cross borders to seek safety and are in need of assistance at borders, transit points, and in communities.
- **Displaced people returning to their countries (returnees)**, in Chad, Ethiopia, South Sudan and CAR – who face short-term needs upon arrival, in addition to long-term socioeconomic risks and with re-integration needs.

¹² <https://data.unhcr.org/en/situations/sudansituation>

¹³ <https://dtm.iom.int/node/24896>

- **Members of host communities in vulnerable situations**, who are already facing a dire humanitarian situation in some of the affected areas.

Country	Returnees	Refugees	Host communities	Total
Egypt	-	350,000	100,000	450,000
Chad	50,000	150,000	100,000	300,000
South Sudan	100,000	10,000	50,000	160,000
CAR	1,200	5,000	7,500	13,700
Ethiopia	50,000	70,000	30,000	150,000
Libya	-	30,000	15,000	45,000
Uganda	-	53,000	108,000	161,000
Total	201,200	668,000	370,500	1,279,700

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

In line with the Movement Migration and Displacement principled humanitarian approach, assistance and protection for people on the move will be provided based on priority needs, and not on legal status or category. The IFRC will ensure that support is provided to host communities in their efforts to assist displaced people, while also considering their vulnerabilities and immediate needs.

National Societies will prioritise displaced people who are from groups of concern and at high risk of further harm including women and children, people with disabilities, pregnant and lactating women, separated family members, older people, and people with chronic illnesses. Through its Protection, Gender, and Inclusion (PGI), and safeguarding work, the IFRC aims to prevent and respond to issues of violence, discrimination, and exclusion, while ensuring that people are safe from harm, respected, and their rights are guaranteed. The response will also include considerations and approaches of Community Engagement and Accountability (CEA), including through the set-up of complaint and feedback mechanisms. This will facilitate two-way communication with displaced populations and host communities while also providing an opportunity for them to report any corruption and malpractice hindering the rights of the targeted population. Volunteers will conduct community dialogue and information dissemination sessions, during which they will also collect community feedback.

PLANNED OPERATIONS

Through this Emergency Appeal, the IFRC will support the National Societies of Chad, the CAR, Egypt, Ethiopia, Libya, South Sudan and Uganda in their continuous preparedness and response to the impacts of the ongoing conflict in Sudan. The response prioritises the provision of assistance and protection to the different target groups, through:

1. The establishment of **HSPs** where displaced populations – as well as host communities – can access a wide range of humanitarian support and services, regardless of their status and wherever they are on their journeys.
2. **Tailored needs support**, including promoting access to food, safe water, hygiene, household items, emergency/temporary shelter, and sanitation, through cash and voucher or in-kind assistance and complemented with technical support and capacity strengthening as required.

3. A significant focus on **strengthening the capacities of National Societies** to be able to continue providing effective and sustainable humanitarian assistance.

This Operational Strategy was developed based on scenario building, information, and the identified needs at the time of planning. It is expected that this Operational Strategy could continuously be revised – to strengthening medium and long-term intervention – based on the evolution of the crisis in Sudan and impacts in neighbouring countries. Each National Society has elaborated specific country plans, based on this Operational Strategy, with a contextualized analysis and specific response. These country plans will be made available as accompanying documents.

The operations and activities planned in this Emergency Appeal are part of a Movement-wide coordinated action with the ICRC and participating National Societies.

INTEGRATED ASSISTANCE

	Shelter, Housing and Settlements	Female > 18: 59,841	Female < 18: 64,747	5,954,000 CHF
		Male > 18: 45,453	Male < 18: 64,459	Total target: 234,500
Target per country:	Egypt: 40,000, South Sudan: 66,000, Chad: 75,000, Ethiopia: 42,500, Libya: 5,000, Uganda: 6,000, CAR: NA			
Objective:	<i>Communities in crisis-affected areas restore and strengthen their safety and well-being through emergency shelter and settlement solutions.</i>			
Priority Actions:	Essential household items • Provide essential household items to displaced people and host communities Emergency shelters • Assessment of shelter needs and gaps for different groups by sex, age and disability • Support setting up new camps, including the provision of shelter, water, and sanitation facilities • Support the construction/transformation of emergency shelters • Support short-term rental assistance through cash and voucher assistance (CVA) • Support the relocation of refugees at the borders to appropriate and safe shelters, including the provision of shelter kits and essential household items where necessary • Integrate and monitor the specific provisions in the PGI minimum standards for shelter			

	Livelihoods	Female > 18: 24,040	Female < 18: 22,760	1,567,000 CHF
		Male > 18: 19,660	Male < 18: 22,540	Total target: 89,000
Target per country	Egypt: 40,000, South Sudan: 24,000, Chad: n/a, Ethiopia: 25,000, Libya: n/a, Uganda: n/a, CAR: NA			
Objective:	<i>Communities in crisis-affected areas and displaced persons recover their livelihoods through basic needs and livelihoods assistance programmes promoting integration and economic security.</i>			

Priority Actions:	• Provide food at border crossing points through HSPs and at refugee's camps. • Support the reintegration of returnees through skills training and income-generating activities • Provide starter kits to trained returnees. • Support host communities through training and income-generating activities
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 Multi-purpose Cash	Female > 18: 42,918	Female < 18: 49,704	5,848,000 CHF
	Male > 18: 37,538	Male < 18: 49,090	Total target: 179,250
Total target per country	Egypt: 36,000, South Sudan: 60,000, Chad: n/a, Ethiopia: 70,000, Libya: 1,250, Uganda: 12,000, CAR: NA		
Objective:	<i>Displaced persons and host communities in vulnerable situations have their needs addressed through the use of cash.</i>		
Priority Actions:	• Conduct and update rapid market assessments (RAM) • Determine the minimum expenditure basket (MEB), transfer modalities, and service providers • Strengthen coordination with CVA actors at the national level, as well as with local authorities • Strengthen the capacity of staff and volunteers through trainings on CVA • Multipurpose cash assistance (MPCA) given targeting the most vulnerable displaced people and host communities • Cash for transport for returnees • Conduct Post-distribution Monitoring (PDM) exercises. • Integrate and monitor the specific provisions in the PGI minimum standards for CVA		

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: 222,840	Female < 18: 225,520	2,823,000 CHF
	Male > 18: 184,040	Male < 18: 223,600	Total target: 856,000
Total target per country	Egypt: 100,000, South Sudan: 160,000, Chad: 260,000, Ethiopia: 150,000, Libya: 25,000, Uganda: 161,000		
Objective:	<i>Displaced persons in vulnerable situations are provided with essential health services, including mental health and psychosocial support (MHPSS)</i>		
Priority Actions:	First Aid services • Provide first aid to displaced people and host communities and refer individuals requiring further medical/surgical assistance • Procure and distribute first aid kits and materials to RCRC volunteers		

- Conduct first aid training for staff and volunteers

Primary health and referrals

- Strengthen volunteer capacity on Epidemic Preparedness in Communities
- Enhance community awareness on health promotion and disease prevention, with a focus on epidemic-prone diseases, targeting refugees (e.g., HSPs) and affected host communities
- Provide infant and young child feeding (IYCF) to pregnant and lactating women and referrals to nutrition services provided by nutrition partners
- Provide support for the delivery of primary healthcare services through RCRC fixed and mobile clinics, jointly with the MoH and other health partners
- Support existing health facilities with medical supplies.
- Distribute community health kits at shelters (maternal kits, baby kits)
- Referrals to specialized health services for people with chronic health conditions
- Organize refresher training for volunteers, staff and camps leaders on Health-Related issues (e.g. Cholera, Mpox, dengue fever, malaria diseases and etc.)
- Conduct house to house sensitization and social mobilization on prevention of e.g. Cholera, dengue fever, malaria diseases and etc.
- Integrate and monitor the specific provisions in the [PGI minimum standards for Health](#)

Mental Health and Psychosocial Support (MHPSS)

- Conduct PFA and basic MHPSS training for staff and volunteers providing psychosocial support
- Provide MHPSS to affected populations, including psychological first aid (PFA), individual counselling, and support groups in HSPs and other locations
- Support MHPSS for staff and volunteers involved in the operation
- Establish referral pathways for specialized MHPSS
- Integration or establishment of MHPSS coordination bodies
- Establish a supportive supervision system for volunteers delivering MHPSS

 Water, Sanitation and Hygiene	Female > 18: 296,840	Female < 18: 245,220	4,751,000 CHF
	Male > 18: 252,240	Male < 18: 241,700	Total target: 1,036,000
Total target per country	Egypt: 450,000, South Sudan: 160,000, Chad: 80,000, Ethiopia: 150,000, Libya: 35,000, Uganda: 161,000, CAR: NA		
Objective:	<i>Comprehensive WASH support is provided to displaced people in vulnerable situations and host communities, resulting in an immediate reduction in the risk of water-related diseases and improvement in dignity for the targeted population.</i>		
Priority Actions:	Access to safe and clean water • Distribute WASH household items such as household water treatment products, and dignity kits (including menstrual hygiene products) coupled with hygiene promotion • Conduct post-distribution monitoring for WASH household items and water treatment products • Support water trucking in areas where supply is disrupted including in health facilities, schools, and establishing distribution points (water trucking will be on a short-term basis while rehabilitating strategic water systems) • Support the rehabilitation of existing water supply systems • Construct strategic new water points including the installation of distribution points		

- Support the training of water management committees together with the provision of maintenance kits
- Procure and distribute water treatment consumables (coagulants and disinfectants) targeting bulk treatment systems based on need
- Ensure the monitoring of water quality
- Train volunteers to monitor water quality in the target populations.
- Conduct training for RC volunteers on carrying out WASH assessments
- Integrate and monitor the specific provisions in the [PGI minimum standards for WASH](#)

Hygiene promotion

- Train staff and volunteers on health and hygiene promotion in emergencies
- Promote hygiene by engaging trained volunteers through house-to-house visits and community dialogue sessions
- Print and distribute informative, educative and communication (IEC) materials
- Support the construction of handwashing facilities coupled with soap distribution

Environmental health and sanitation

- Support the construction of gender-sensitive emergency latrines/disability-friendly latrines when possible and distribute mobile toilets at border crossings as well as collective sites and camps.
- Support the construction of public latrines for returnees within the community.
- Desludging of latrines and septic tanks (schools, health facilities, and IDP camps)
- Support the solid waste management in the refugee camps and host communities
- Solid waste management clean up campaigns
- Vector control and drainage interventions

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: 259,190	Female < 18: 190,920	1,244,000 CHF
	Male > 18: 212,190	Male < 18: 188,700	Total target: 851,000
Total target per country	Egypt: 450,000, South Sudan: 60,000, Chad: 80,000, Ethiopia: 100,000 Libya: n/a, Uganda: 161,000, CAR:NA		
Objective:	<i>The different people impacted and displaced are safe from harm including violence, abuse and exploitation, discrimination and exclusion, and their needs and rights are met.</i>		
Priority Actions:	Mainstreaming PGI • Provide technical support to all sector focal points in IFRC and in the National Societies to strengthen capacity on PGI • Ensuring that PGI minimum standards are mainstreamed throughout the response by supporting sectors to integrate and monitor the relevant standards using the PGI Scorecard (kobo version or offline version) • PGI is included in all assessments ensuring that PGI analysis guides response plans • Capture sex, age, and disability disaggregated (SADD) data in assessments and ensure its use in analysis to guide response plans		

- Provision of dignity kits to women and girls
- Provision of solar lamps for women at risk, including pregnant and lactating women.
- Set-up women and child-friendly spaces in HSPs and other key locations
- Awareness-raising on PGI-related issues including SGBV, child protection, and disability inclusion in community awareness sessions and to staff and volunteers
- Integrate protection mechanisms into sectoral plans, such as safeguarding (*prevention of sexual exploitation and abuse (PSEA) and child safeguarding*), prevention and initial response to SGBV, preventing all forms of violence towards children, targeted violence towards any civilian groups, family separation and other risks, including mapping safe referral pathways, networks, and working with other actors
- Coordinate and collaborate with organisations that support persons with disabilities (especially disability-led organisations) at the regional and country levels to strengthen disability inclusion.

Prevention and response to SGBV and protection from sexual exploitation and abuse and child safeguarding

- Ensure the training of staff and volunteers on PGI, PSEA, and child safeguarding
- Ensure that all staff and volunteers involved in the operations are briefed and have signed the code of conduct
- Raise awareness among displaced people and host communities on SGBV including PSEA and safeguarding
- Ensure the training of staff and volunteers on safe referral pathways
- Print and disseminate IEC materials on PGI including SGBV and PSEA
- Improve coordination and collaboration with other SGBV and protection actors to strengthen the response including community awareness and safe referrals
- Strengthen engagement with the CEA team to ensure that SOPs are in place to handle sensitive feedback Map and disseminate safe referrals to support SGBV survivors in coordination with other actors
- Supporting sectors to carry out safe referrals to support survivors of SGBV and other forms of violence, in coordination with other actors

Restoring Family Links (RFL) – with the support of the ICRC

- Provision of RFL calls to displaced people including returnees to restore/maintain contact with their separated family members

 Community Engagement and Accountability	Female > 18: 257,790	Female < 18: 203,320	214,000 CHF
	Male > 18: 212,590	Male < 18: 197,300	Total target: 871,000
Total target per country	Egypt: 450,000, South Sudan: 160,000, Chad: n/a, Ethiopia: 100,000, Libya: n/a, Uganda: 161,000, CAR:NA		
Objective:	<i>The diverse needs, priorities and preferences of the affected communities guide the response ensuring a people-centred approach through meaningful community participation.</i>		
Priority Actions:	Engagement, information, consultation, and participation of communities • Set up accessible feedback mechanisms including systems for collecting, responding, analysing and referring feedback		

	• Conduct PDM to identify community satisfaction with the provided services and new needs • Provide contextualized, timely, accurate, and trusted information to displaced people and host communities based on information needs and their preferred information channel – especially through HSPs • Printing communication materials to inform communities on key messages on issues affecting the communities. Strengthening the institutional capacity and mainstreaming of CEA • Mainstream CEA approaches and considerations throughout the programme management cycle for all activities by including communities, their opinions, and feedback in each phase (assessments, planning, implementation, and monitoring and evaluation) • Support the training of staff and volunteers on CEA • Conduct review meetings with those assisted to discuss the response and implementation of activities
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 Migration	Female > 18: 243,090	Female < 18: 226,020	4,210,000 CHF
	Male > 18: 189,290	Male < 18: 222,600	Total target: 881,000
Total target per country	Egypt: 200,000, South Sudan: 160,000, Chad: 260,000, Ethiopia: 100,000, Libya: n/a, Uganda: 161,000, CAR: NA		
Objective:	<i>Specific vulnerabilities of displaced populations 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:	Humanitarian Service Points • Continue the scaling-up, enhancement and establishment of HSPs to meet the assistance and protection needs of displaced people and members of host communities • Provision of essential assistance reflected in other sectors at HSP when those are relevant to secure safe access to services. Analysis and advocacy • Support the ongoing analysis of data, trends, and profiles of affected populations and the specific gaps in assistance and protection for displaced people, especially those most vulnerable, to better support specific interventions, coordination and referrals by National Societies • Support the engagement of National Societies in humanitarian diplomacy with governments and other stakeholders to promote the protection, assistance, and inclusion of affected populations • Develop and launch key humanitarian diplomacy messages to effectively communicate the Movement's requests to stakeholders, donors, and influential decision-makers National Societies' capacity strengthening • Provide dedicated technical support to National Societies to develop their capacities related to migration and displacement in line with the Movement's framework on migration (IFRC Policy on Migration, IFRC Migration Strategy etc.).		

	Risk Reduction, climate adaptation and Recovery	Female > 18: 53,600	Female < 18: 82,400	385,000 CHF
		Male > 18: 44,400	Male < 18: 79,600	Total target: 260,000
Total target per country	Egypt: n/a, South Sudan: 160,000, Chad: , Ethiopia: 100,000 Libya: n/a, Uganda: , CAR: n/a			
Objective:	<i>Communities in high-risk areas are prepared for and able to respond to disasters.</i>			
Priority Actions:	Community risk reduction and resilience: • Environmental awareness sessions • Support to construction of improved community stoves Assistance to people affected: • Installation of lightening arresters in communal buildings at the reception centre Climate change adaptation • Provide fuel saving stoves for most vulnerable refugees and returnees to reduce the risk of deforestation • Distribute fruit tree seedlings to households of refugees and returnees to Strengthen social cohesion by planting 20,000 fruit trees in honour of hosting them. • Support plantation of tree seedlings nursery by mobilizing both refugee and host communities			

Enabling approaches

	National Society Strengthening	6,614,000 CHF
Objective:	<i>National Societies respond effectively to the wide spectrum of evolving crises and their auxiliary role in responding to displacement and disasters is well-defined and recognized.</i>	
Priority Actions:	Locally led National Society Development (NSD) • Reinforce existing systems, policies, and operating procedures: HR, Finance, Communication, IT • Support National Societies with the use of data and digital tools to increase scale, relevance, and efficiency • Secure relevant and tailored technical expertise to ensure quality programming • Strengthen volunteer management at National Societies Training to fit response needs • Support capacity building in all relevant sectoral and thematic files, including, but not limited to key focus areas such as migration and displacement, shelter, WASH, health (including MHPSS), CEA, and PGI. • Support National Societies in areas related to the principles and rules for humanitarian response at HQ and branch levels	

	National Society response capacity strengthening • Support the identification of operational gaps and preparedness at the branch and HQ level • Resource critical emergency response requirements (equipment facilities, contingency planning, emergency operations centre (EOC), national response teams (NRTs), etc.) Branch development • Strengthen the capacities of responding branches (finance, HR, logistics) based on the findings of self-assessments, when available • Enhance the operational effectiveness and preparedness of branches (e.g., reinforce the EOC, emergency needs assessment planning (ENAP), revision of the SOP, NRTs, etc). • Support stronger connections between branches and headquarters' structures
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 Coordination and Partnerships		1,873,000 CHF
Objective:	<i>Technical and operational complementarity is enhanced through cooperation among the IFRC membership, with the ICRC, as well as with key external actors.</i>	
Priority Actions:	Membership Coordination • Strengthen existing and established membership coordination mechanisms in all countries and at regional levels • Provide consolidated information to the wider membership • Facilitate thematic technical working/advisory groups at different levels • Implement a Federation-wide monitoring and reporting framework to standardise monitoring and reporting and ensure accountability and transparency • Establish cross-border coordination mechanisms and pilot communications/information channels between the regions, responding to National Societies and their branches Movement Cooperation • Engage within the Movement in line with the SMCC principles to maximise the IFRC's collective impact • Coordinate with the ICRC to provide support responding to National Societies and the operation Engagement with external partners • Further strengthen coordination with relevant external actors, including the government and UN agencies at country and regional levels • Support National Societies in targeting and engaging key international stakeholders to address specific operational and policy level challenges likely to be faced in this response operation • Support the strengthening of National Society capacities and competencies in humanitarian diplomacy and communications to enhance their positioning with national and local authorities, and to strengthen their connections and collaboration with disaster management and social service bodies in their countries	

**Objective:**

The IFRC is working as one organization, delivering what it promises to National Societies and volunteers, and leveraging the strength of the communities with which they work as effectively and efficiently as possible.

Priority Actions:**Regional Coordination**

The IFRC Regional Offices for Africa and MENA will coordinate under a single operational structure, led by a Regional Operations Manager, with several other functions (Risk, Security, Information Management, Communications, Staff Health, Migration, Logistics, PMER and Finance). This operational structure reports to the Operations Coordinators for Africa and MENA, which are supervised by their respective HoHDCC.

Cross-Regional coordination platforms are in place, including internal to the operations coordination team, and the coordination with each of the IFRC delegations responsible to support the different National Societies. Each coordination team member will then establish separate platforms with their technical counterparts in-country.

Logistics

- Coordinate and support National Societies and IFRC country delegations to increase their supply chain capacities, by widening the options for entry points, transport types, routes, service providers, thus increasing the resources available to populations
- Ensure the National Society has adequate logistics systems and processes that are accountable and timely for the needs of the emergency operation. This will be done by adjusting, adapting or introducing appropriate tools and provide capacity building opportunities to National Society staff.
- Ensure quality and standardised compliance in procurement processes, including local procurement, covering compatibility with the IFRC's efforts to reduce its carbon footprint.
- Provide support to the security unit to accelerate the procurement of essential security/medevac equipment as a minimum standard to operations.
- Ensure that country operations as well as Regional Global Humanitarian Services and Supply Chain Management (GHS&SCM) offices in MENA and Africa are supported with the proper surge structure to enable an effective and efficient response, and the best value for money.

Risk Management

- Develop risk management plans for the entire operation, and for each of the countries, alongside delegations and National Societies.
- Develop the risk registers, with a focus on operationalisation of mitigation measures, and supporting the National Societies in the definition of their risk appetite.
- Provide capacity building opportunities (formal and informal) to National Societies, in order to regularly incorporate Risk in their programme design.

Corporate Services (Finance, HR, Administration)

- **Finance support:** Planning and budgeting, account booking, payable and receivable, review donor project proposals and financial compliance, pledge validation, support to audit, finance coordination with procurement, HR,

payroll, and administration, relationships with banks, internal controls, payments, treasury and finance coordination, finance reports and analysis.

- **HR support:** Full recruitment process including job descriptions, design, grading, interviews, contract negotiations, payroll and benefits, travel planning; onboarding and offboarding, general HR coordination, setup PSS support, safeguarding, HR health, HR advice to managers, relations with HR agencies, access to HR pools, planning of staff rotation and long-term employment, conflict resolution, HR training and learning, HR support to Country Delegations and Country Cluster offices.
- **Administration support:** Travel services, hotel bookings, conferencing and meeting services, translation and interpretation, secretarial and administrative assistance to programmes and operations, housing, driving, personnel registration, protocol and relations with local authorities, administrative onboarding, legal and insurance compliance.

Information Management

- Develop a regional IM system to monitor the operation, in close coordination with senior management, PMER, and country teams
- Provide cross-sector IM support
- Align and standardise data collection systems and tools across countries and National Societies, including data protection approaches
- Produce country and regional standard visual products for situational awareness and analysis

Planning, Monitoring, Evaluation, and Reporting (PMER)

- Provide PMER support to ensure the set up and continuity of Federation-wide processes.
- Establish processes and tools to conduct periodic strategic and operational planning at the country as well as regional levels, harmonising planning related to this operation with the overall planning efforts of National Societies
- Develop and maintain sustainable Federation-wide monitoring tools and workflows
- Plan and oversee the implementation of indicator-based monitoring of the operation, carryout/oversee evaluation activities (including a final evaluation of the operation)
- Identify learning opportunities (through lessons learned workshops) and disseminate the results to all stakeholders
- Confirm that reporting is in accordance with IFRC monitoring and reporting standards and as per donor requirements

Security

- Ensure security set-up is adequate in the region and all countries, with dedicated security focal points in each country.
- Liaise with operations to define the geographical prioritization of security assessments, that are aligned with operational needs and priorities.
- Support the countries to review their minimum-security requirements, and suggest areas of improvement, to ensure that the IFRC operates in line with IFRC's Security policy (MSR) and fulfil the duty of care towards staff.
- Ensure MEDEVAC plan/medical stabilization capacity is ensured in the countries of operations.
- Ensure robust and consistent security risk management, especially in view of the complexity of the operational and security contexts, and when required in close coordination with the ICRC

- Maintain a proactive approach to security risk management, especially in the IFRC Orange and Red Security Phase areas, e.g., by closely monitoring and assessing the security situation on the ground and engaging in adequate risk treatment
- Support and guide National societies in relation to security risk management, e.g., through field security risk assessments

Communications

- Position the IFRC and responding National Societies as key and trusted partners in the response through regular public activations and campaigns (using the media and social media)
- Advocate with and on behalf of those the IFRC helps, ensuring that local and diverse voices are amplified and shared
- Strengthen the communications capacity of responding National Societies

Risk management

The IFRC is taking a proactive approach to risk management to put in place an optimal set of controls that allow us to gain sufficient assurance over key risks and maximise the effectiveness and efficiency of the operation. The overall risk management structure and plan includes:

- The risk management and risk reporting procedure for the Emergency Appeal (EA)
- How to guide – risk management cycle in detail.
- Roles and responsibilities in managing risk.

The plan is aligned with the IFRC [Risk Management Policy and Framework](#). Each country taking part in the EA is responsible for identifying, managing, monitoring, and reporting risks facing their objectives. This will be facilitated by the operations managers and risk champions but is a team effort including core members of the operations team (security, logistics, finance, PMER etc.) and key national society's counterpart(s).

Risks should be captured in a country risk register, reviewed and reported upon, following an established process flow. Each month, the regional risk coordinator will consolidate the different risk registers and prepare a consolidated summary to IFRC Africa/MENA Regional Offices and Geneva.

Key cross-cutting risks outlined below:

Risk	Likelihood	Impact	Mitigating actions
Funding gap: Insufficient funds posing a risk to business continuity.	High	High	• Proactive donor engagement and fundraising. • Proactive public comms and coverage of the situation to raise awareness and attract further funding.
Security constraints: Volatile situation on the ground and high security risks lead to harm to staff/volunteers.	Medium	High	• Minimum security requirements as per security policy in place. • Security risk assessments of key operational areas in place. • Adequate security and safety risk treatment in place, including: ○ Medical evacuation capacity ○ Telecommunications equipment ○ Roadworthy and fully kitted vehicles ○ Secure housing ○ Critical incident management protocols in place ○ All IFRC must, and RC/RC staff and volunteers are encouraged, to complete the

Risk	Likelihood	Impact	Mitigating actions
			IFRC Stay Safe e-learning courses, i.e., Stay Safe 2.0 Global edition Level 1-3.
Protection risks: Affected population is exposed to harm through IFRC/National Society programming.	High	High	- Contract and code of conduct for IFRC staff. - Mandatory IFRC training on sexual exploitation and abuse and sexual harassment (SEAH). - National Society capacity building through PGI training including referral pathways mapping to support survivors. - Technical input from a PGI specialist on programmatic interventions to ensure PGI is considered across responses.
Escalation of violence/protracted crisis: Significant deterioration in the operating context exacerbates the existing crisis and needs on the ground.	Medium	Medium	- Scenario planning informing the operational strategy and country plans in place. - Ongoing situation monitoring at the country level. - Periodic needs assessments informing the prioritisation of activities.
Misappropriation of funds (including fraud, corruption, bribery, embezzlement) results in a financial loss for the organisation, an adverse impact on the overall value for money in our operation, reputational damage, and a loss of future funding from donors.	Medium	Medium	- Monitoring and support to the National Society to introduce measures that prevent fraud and corruption in addition to reviewing fraud risk in the operations by National Societies. - Support to the National Society in financial and procurement management and monitoring. - Finance capacity building for National Society planned.
Gaps or overlap in coordination and cooperation between all Movement components compromising the overall quality and results of RC operations.	Low	Medium	- Clear roles and responsibilities as presented under the Seville Agreement. - Shared Red Cross positioning and coordination vision with the ICRC and National Societies. - Central fundraising strategy. Combination of data in a shared platform.
Limited access to information and people (affected population and sometimes staff due to remoteness/security) constraining the ability to oversee implementation and monitor progress.	Medium	Medium	- Maintaining, developing, and promoting National Societies and their role as auxiliary to the public authorities. - Security plans, business continuity, and evacuation plans.

Quality and accountability

This operation will be supported by a Federation-wide Planning, Monitoring and Reporting (PMR) framework to ensure efficacy, accountability, and transparency.

The list of indicators for the operation is provided below and will be regularly updated with new indicators as the operation evolves, ensuring that it remains relevant and aligned with the changing needs and goals.

Sector and objective	Indicators
Shelter housing and settlements: Communities in crisis-affected areas restore and strengthen their safety and	Number of people reached with shelter support.
	Number of households who received rental assistance.
	Number of people reached with cash/vouchers or in-kind assistance for repairs (material and/or labour) for shelter that is safe and adequately

Sector and objective	Indicators
well-being through emergency shelter and settlement solutions.	enables essential household and livelihoods activities to be undertaken with dignity
Livelihoods: Communities in crisis-affected areas and displaced persons recover their livelihoods through basic needs and livelihoods assistance programmes promoting integration and economic security.	Number of people who received food items through RCRC response.
	Number of people reached with relief assistance for basic needs (non-food)
Cash and Voucher Assistance (CVA): Displaced persons and host communities in vulnerable situations have their needs addressed through the use of cash.	Number of people reached - Cash Transfer Programming.
	Amount of cash distributed
Health and Mental Health and Psychosocial Support (MHPSS): Displaced persons in vulnerable situations are provided with essential health services, including mental health and psychosocial support (MHPSS).	Number of people reached with first aid and pre-hospital care by trained RCRC volunteers or staff in this operation.
	Number of people reached, assisted with emergency health care and medical treatment through RCRC primary healthcare services or different clinical Emergency Response Unit (ERU) configurations of the RCRC Movement in this operation.
	Number of people reached with health promotion by RCRC volunteers and staff as a response to this emergency
	Number of people who receive mental health and psychosocial services from RCRC in this emergency.
Water Sanitation and Hygiene (WASH): Comprehensive WASH support is provided to displaced people in vulnerable situations and host communities, resulting in an immediate reduction in the risk of water-related diseases and improvement in dignity for the targeted population.	Number of people reached with hygiene supplies
	Number of people reached by hygiene promotion activities
	Number of people reached by the RCRC for improved water source in emergencies
	Number of water sources constructed or rehabilitated
	Number of sanitation facilities constructed or rehabilitated by RCRC
Protection and Gender Inclusion (PGI): The different people impacted and displaced are safe from harm including violence, abuse and exploitation, discrimination and exclusion, and their needs and rights are met.	Number of children welcomed in child-friendly spaces
	Number of people reached by protection, gender and inclusion programming.
Community Engagement and Accountability (CEA): The diverse needs, priorities and preferences of the affected communities guide the response ensuring a people-centred approach through meaningful community participation.	Number of established feedback mechanisms
	Number of community feedback comments collected
	% of complaints or feedback about the RCRC operation which receive a response through established community communications
	Number of operational decisions or changes made based on community feedback
Migration: Specific vulnerabilities of displaced populations 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.	Number of needs assessments conducted
	Number of humanitarian service points HSPs providing humanitarian services to people on the move along migration routes.
	Number of people on the move along migration routes who are provided with humanitarian services (assistance, protection, or both) through Humanitarian Service Points (HSPs).

Sector and objective	Indicators
	Number of people supported in official procedures
National Society Development (NSD): National Societies respond effectively to the wide spectrum of evolving crises and their auxiliary role in responding to displacement and disasters is well-defined and recognized.	Number of volunteers involved in the operation
	Number of volunteers involved in the response who are insured
	Number of branches responding
	Number of branches which started branch development as part of the current response activities (including software and infrastructure investments)
	Number of staff/volunteers trained in first aid
	Number of volunteers/staffs trained in MHPSS (including psychological first aid and other MHPSS related trainings)
	Number of staff and volunteers trained in PGI including referrals.
	Number of staff/volunteers trained on WASH service delivery and hygiene promotion
	Number of staff, volunteers and leadership trained on community engagement and accountability.
Coordination and Partnerships: Technical and operational complementarity is enhanced through cooperation among the IFRC membership, with the ICRC, as well as with key external actors.	Number of review/learning/coordination meetings conducted on supply chain and logistics.
	Number of Movement coordination meetings organized, and updates are provided to Movement partners
	Number of external stakeholder and cluster coordination meetings organized
Logistics	National Society is part of their national government's Disaster/Displacement Response Mechanism
	Number of goods delivered to NSs (in metric tons and value)
	Number of procured goods (in metric tons and value)
	% of goods requested and delivered through approved LR

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 47.5 million CHF	IFRC Secretarian Funding Requirement in support of the Federation Wide funding ask 38 million CHF
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Breakdown of the IFRC secretariat funding requirement

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



OPERATIONAL STRATEGY

**MDRS1001 - ETH-RCS, CRCS, CAR-RCS, SSRCS,
LRCS, ERCS, URCS**

Sudan Crisis - Population Movement

FUNDING REQUIREMENTS

Planned Operations	26,996,000
Shelter and Basic Household Items	5,954,000
Livelihoods	1,567,000
Multi-purpose Cash	5,848,000
Health	2,823,000
Water, Sanitation & Hygiene	4,751,000
Protection, Gender and Inclusion	1,244,000
Migration	4,210,000
Risk Reduction, Climate Adaptation and Recovery	385,000
Community Engagement and Accountability	214,000
Enabling Approaches	11,004,000
Coordination and Partnerships	1,873,000
Secretariat Services	2,517,000
National Society Strengthening	6,614,000
TOTAL FUNDING REQUIREMENTS	38,000,000

all amounts in Swiss Francs (CHF)

Contact information

For further information specifically related to this operation, please contact:

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- **Egyptian Red Crescent, Secretary General: Chief Executive Officer:** Dr Amal Emam, amal.emam@egyptianrc.org
- **Ethiopian Red Cross society, Secretary General:** Abera Lulesa, ercs.sg@redcrosseth.org
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