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Emergency Plan of Action Final Report

Ukraine: Complex Emergency

 International Federation
of Red Cross and Red Crescent Societies

Emergency Appeal final report	Operation n° MDRUA007
Date of issue: 29 March 2018	Glide number: OT-2013-000151-UKR
Date of disaster: November 2013	
Operation start date: 13 December 2013	Operation end date: 31 December 2017
Host National Society: Ukrainian Red Cross Society (URCS)	Revised appeal budget: CHF 7,856,533
Number of people affected: 1.79 Million	Number of people assisted: at least 101,076
Red Cross Red Crescent Movement partners actively involved in the operation: International Committee of the Red Cross (ICRC), American Red Cross, Red Crescent Society of Azerbaijan, Austrian Red Cross, British Red Cross, Bulgarian Red Cross, The Canadian Red Cross Society, Red Cross Society of China, Czech Red Cross, Danish Red Cross, German Red Cross, Estonian Red Cross, Finnish Red Cross, French Red Cross, Hungarian Red Cross, Icelandic Red Cross, Red Crescent Society of the Islamic Republic of Iran, Irish Red Cross, Italian Red Cross Society, Japanese Red Cross Society, Latvian Red Cross, Lithuanian Red Cross, Luxembourg Red Cross, Red Cross of Monaco, Netherlands Red Cross, Polish Red Cross, Qatar Red Crescent Society, The Russian Red Cross Society, Singapore Red Cross Society, Slovenian Red Cross, Slovak Red Cross, Swedish Red Cross and Spanish Red Cross.	
Other partner organisations actively involved in the operation:	
<ul style="list-style-type: none"> • Ukrainian State authorities, International and Local NGOs • UN Agencies: WFP, WHO, UNFPA, UNICEF and UNHCR • Other Organisations: DG ECHO, GIZ, USAID, Governments of Canada, Czech Republic, Finland, Germany, Italy, Japan, Netherlands, Poland, Slovakia and Sweden 	

A. Situation analysis

Description of the disaster

The conflict in Ukraine started as civil unrest in November 2013 and escalated into an armed conflict in the Eastern regions of the country. To date, this complex emergency has resulted in thousands of lives lost, damage to critical civilian infrastructure in Lugansk and Donetsk Regions, and movement of the population in the conflict-affected areas to other regions of the country. With more than 10,000 dead, over 23,000 injured and over 1.6 million Internally Displaced People (IDPs) across the country registered by the Government of Ukraine, the conflict is still affecting the lives of approximately 4.4 million Ukrainians.¹

The population displacement and its associated vulnerabilities have affected people's ability to cope and resume their normal way of life. At the end of 2017, four years after the beginning of the crisis, the situation remains precarious and locked to a frozen conflict with Donetsk and Lugansk Regions divided between the parties to the conflict. Many of the affected populations continue to travel across the regions, including back-and-forth travel to and from the non-Government Controlled Area (NGCA), due to income and family related matters. Some 1.2 million people have been estimated to be food-insecure on both sides of the 'contact line' due to increasing commodity prices and lack of job opportunities.² IDPs settling in other parts of Ukraine are also struggling with re-establishing their lives due to the increased cost of living and limited job opportunities. The protracted situation and the frozen nature of the conflict has had many households deplete their savings and running out of viable coping mechanisms. Psychosocial needs among the affected population are high, with limited assistance available.

Ukrainian Red Cross Society (URCS) responded to the humanitarian needs from the start of the protests in Kyiv in late 2013. This was initially done by mobilising its first aid rapid response teams in the capital and other major cities, supported by the IFRC Secretariat's Disaster Relief Emergency Fund (DREF). As the conflict expanded, the assistance provided by URCS grew into a complex humanitarian operation covering most major sectors of assistance from relief,

¹ Data source: UN OCHA Humanitarian Bulletin 22

² Data source: Humanitarian Response Plan 2017 Mid-Year Review

health and livelihoods interventions to providing psychosocial support (PSS) to the affected population. Together with its Red Cross Red Crescent Movement Partners, URCS has provided assistance to thousands of people in Ukraine during the last four years, and by doing so has grown its capacities by establishing a more expanded strategic and operational basis for its activities. At least 101,076 beneficiaries have been serviced multilaterally through the Emergency Appeal (EA), while others were bilaterally supported by Partner National Societies.

To correspond to the expanded needs, an IFRC EA of CHF 1,375,100 was launched on 12 May 2014 to allow URCS to support up to 5,000 people with first aid and preparedness activities. Due to changing needs, the Emergency Appeal was revised three times and the operation timeframe grew from six months to close to four years, ending on 31 December 2017 with a total budget of CHF 13.27 million. The Emergency Appeal supported conflict affected people, with focus on IDPs originating from Lugansk and Donetsk Regions, excluding areas supported by the International Committee of the Red Cross (ICRC). Initially, it also covered other regions of Ukraine affected by IDP crisis, later focusing more on the rural Government controlled areas (GCAs) of Lugansk, Donetsk, and including activities in Kharkov, Zaporizhia and Dnipro Regions as well as displaced people and other affected populations in other Regions, including Kyiv Region and Kyiv City. The Emergency Appeal also supported URCS operational capacity development in conflict affected regions. The Appeal history is provided below:

Appeal history

12 May 2014	An Emergency Appeal launched for CHF 1.38 million to support the population affected by the continued civil unrest and to allow preparations for the potential escalation of violence
May to August 2014	Implementation of Emergency Appeal activities (reported on in Ops Update 1 and Ops Update 2)
17 September 2014	First revision of Emergency Appeal launched for CHF 2.29 million
September 2014 to May 2015	Implementation of Revised Emergency Appeal activities (reported in Ops Update 3 and Ops Update 4).
3 June 2015	Second revision of the Emergency Appeal launched with an increase of budget to CHF 19.99 million for 107,750 people. The appeal timeframe was extended to 31 May 2016.
6 October 2015	Operations Update no. 5 published
30 May 2016	Operations Update no. 6 published, extending the Emergency Appeal timeframe until 31 May 2017
September 2016	IFRC conducted Needs Assessment Mission to identify the current humanitarian needs linked to the armed conflict in Eastern Ukraine
23 December 2016	IFRC issued Revised Emergency Appeal No. 3 with a revised appeal budget of 13.27 million Swiss Francs to assist 195,529 people (with an additional 58,350 people included)
13 February 2017	Operations Update no. 7 published covering the period from 1 March 2016 to 31 December 2016
15 September 2017	Operations Update no. 8 published covering the period from 1 January 2017 to 31 June 2017
November 2017	Decision taken to extend the REA to 31 December 2017

Initially, URCS concentrated on supporting URCS First Aid teams to assist the victims of the disturbances; setting up emergency stations, equipping and training more first aid volunteers in case of further escalation of violence, and supporting the establishment of a pool of volunteers and staff trained in psychosocial support (PSS) to cope with the evolving situation. The appeal also included stockpiling items such as hygiene kits, in preparation for the possible expansion of the number of IDPs, which at the time was estimated could reach between 15,000 to 60,000 people.

The deterioration of the security and humanitarian situation in South-Eastern Ukraine continued rapidly during 2014 and 2015 which led to a massive influx of IDPs, growing quickly to over 1,2 million. In response to the needs, URCS shifted its operational focus from preparedness to cover more response activities. **The first revision of the Emergency Appeal** launched in September 2014 included a new sector focusing on winterisation preparedness for eight regions with IDP populations. Winterisation activities included distribution of blankets, sleeping bags, hygiene supplies and heaters for the most vulnerable groups (multi-children families, older people, people living with disabilities and homeless IDPs) which were delivered by URCS.

The further escalation of the situation triggered an IFRC Scoping Mission in March 2015 which confirmed the need to revise the EA again with a more multi-sectoral approach focusing on food security, non-food items (NFIs), shelter, livelihoods/early recovery, health and water, sanitation and hygiene (WASH) activities. **The second revision of the Emergency Appeal**, published in May 2015, saw the beneficiary target go up from 16,000 to 107,750 people with the budget multiplying from CHF 2.29 million to CHF 20 million. The EA was expanded to include bilateral contributions made by Red Cross Partner National Societies (PNSs). More focus was planned to be put on strengthening the URCS disaster management capacity, along with providing overall support to URCS capacity building and support functions. Moreover, the relief component of the operation was recommended to be administered entirely through cash voucher or e-card mechanisms. Although some in-kind support was still provided, such as during the second winterisation round

in 2015-2016, most relief activities were provided through vouchers - food, pharmacy, water and NFI-vouchers, starting from mid-2015.



Psychosocial Support workshop at an orphanage in Kyiv, November 2017 (photo: URCS)

There was also more effort concentrated on providing health and psychosocial support services (PSS) to better service the growing IDP population (the service was later extended to demobilised servicemen and their families). In the health sector, the support to URCS first aid teams in first aid delivery to IDPs continued and intensified but was now supported more through other Red Cross Partners. A new activity was added to increase the access and affordability to primary health care for targeted IDP beneficiaries. A total of 50 medico-social facilities of URCS were supported in 25 regional branches through small-scale repairs/renovation work and equipment from 2015 onwards. URCS also distributed pharmacy vouchers to vulnerable people through the EA.

As the conflict became protracted, the immediate needs of the IDP population and other conflict affected population remained high with growing concerns over intermediate and longer-term solutions for the beneficiaries. The findings of another multi-sectoral Red Cross needs assessment conducted in September 2016 formed the basis for **the third Emergency Appeal Revision**, issued in December 2016. The core sectors of assistance remained the same with heavy focus on food and non-food support to IDPs, now completely delivered through cash and vouchers. Livelihoods support in the form of business grants for IDPs and conflict-affected people was added as a new activity to address some of the longer-term needs. The health sector was reinforced through support to Mobile Medical Units (MMUs) providing basic health services to the conflict-affected population either living in the affected areas or displaced from the NGCA in Lugansk and Donetsk Regions, especially in rural areas where health services provided by the authorities were affected due to the conflict. The URCS Psychosocial programme was extended to cover demobilised servicemen and their families. In addition to endorsing a more methodologically unified approach in beneficiary selection in all URCS activities, there was again an aim to put more emphasis on developing URCS disaster response and emergency preparedness in regions bordering Lugansk, Donetsk and Crimea.

Summary of response

Overview of Host National Society

URCS has been responding to the needs of the vulnerable people since the beginning of the crisis through the financial and technical support from IFRC and other Red Cross and Red Crescent Movement partners. URCS has a clearly defined mandate and scope of activities. The organisation has presence and representation in almost all Regions of Ukraine. In most of the districts, URCS has office space provided by the Local Administration and at least one staff member per branch. It has active branches in all *Oblasts* (Regions) of the country with approximately 850 office staff and almost 2,500 volunteers actively involved in the National Society's programmes and services. There are 1.5 million Red Cross Members in the country.

Through the implementation of the EA, URCS has gained substantial experience in handling multilaterally supported humanitarian activities. Although URCS had long experience of conducting relief and health activities prior to the crisis, through the EA it has been able to scale up services in e.g. First Aid, Medical services through Mobile Medical Units, Cash & Voucher programming, Psychosocial Support (PSS) and Livelihoods, supported by IFRC and other Red Cross Red Crescent partners.

Overview of Red Cross Red Crescent Movement in country

IFRC, through its Regional Office for Europe, supported URCS during 2014 and early 2015 with both short-term delegate missions to URCS and utilising in-country staff from Partner National Societies (PNS) – notably with support of Danish Red Cross, whose Programme Coordinator assisted with the EA implementation 2014-2015. The IFRC Country Office was established in August 2015 and began technical support in implementation of the Emergency Operation and in activities related to organisational development of the National Society. A Delegate specialised in Cash and Livelihoods interventions was deployed from November 2015 to September 2017 to assist URCS in the management of the operation with a focus on setting up their cash and voucher distribution modalities for relief activities. In September 2017, the IFRC Country Office consisted of four delegates with one specifically tasked to assist URCS in EA management in the last months of its implementation.

At the end of the EA in 2017, there were seven PNS present in Ukraine - American Red Cross, Austrian Red Cross, Danish Red Cross, German Red Cross, Finnish Red Cross, French Red Cross, and Luxembourg Red Cross, who work closely with URCS through bilateral agreements. Throughout the EA lifespan, URCS has received assistance from numerous other National Societies.

ICRC has a Country Delegation in Kyiv, and operates mainly in Eastern Ukraine, namely in Donetsk and Lugansk Regions, both in GCAs and NGCAs. Since the beginning of the conflict, it has been assisting hundreds of thousands of people, and it continues to carry out activities related to Healthcare (support to hospitals, Mobile Health Care Clinics in front line locations difficult to access, First Aid training courses for the civilian population living in high risk areas, First Aid courses for armed forces, Mental Health and Psychological Support), Water Supply, repairing and reconstruction of private houses and public buildings, Economic Security, Mine Risk Education, Forensics and Caring for the Dead, Detention, Restoring Family Links, Searching for Missing People, Dissemination of IHL and Integration of International Humanitarian Law (IHL) into training and operating procedures of armed and security forces. Apart from the mentioned operational activities, ICRC is supporting URCS in capacity building activities in numerous fields - Communications, First Aid, Emergency Response, IHL, RFL, and Human Resources. Since August 2014, the ICRC has also been supporting staff-related and running costs of URCS branches in Donetsk and Lugansk regions. In 2017 the ICRC took the decision to financially support IFRC for its implementation. This allowed recruitment of two specialists, respectively in Planning, Monitoring, Evaluation and Reporting (PMER) and Organisational Development (OD).

The coordination of Red Cross Red Crescent partners included regular Movement Coordination Meetings and sectoral technical working group meetings organised by URCS. Cooperation was reinforced when Ukraine was selected as one of the five test countries in the world for the Red Cross Red Crescent *Strengthening Movement Coordination and Cooperation (SMCC)* process in 2015. SMCC works to ensure optimisation of the available Movement Resources in Ukraine and involves all in-country Movement Partners. A mapping of existing resources and support to URCS operations was conducted in July 2017 with details available in IFRC Operational Update 8. One of the outcomes of the SMCC was a heavy investment in URCS organisational development and capacity-building by all Movement partners from late 2016 onwards; this can be seen as a direct consequence of the new and more complex working environment that has emerged in recent years in Ukraine for URCS.

Overview of non-RCRC actors in country

As auxiliary to the public authorities in Ukraine in humanitarian assistance, URCS maintained close coordination with key Governmental Authorities at national and local levels and worked closely with the State Emergency Service of Ukraine (SES), the Ministry of Labour and Social Policy, and the Department of Health. Apart from RCRC Movement supported work, URCS worked in partnership with several international donor and aid agencies, including UNFPA, UNHCR, WHO, USAID, Global Fund and UNICEF. In addition, the German Federal Enterprise for International Cooperation supported URCS to enhance its capacity in warehousing and disaster preparedness.

At the beginning of the conflict, UN agencies, funds and programmes relied heavily on regular non-emergency programmes while scaling up their emergency capacity capacities. The Humanitarian Country Team (HCT) and Cluster System were activated in 2015 and a Humanitarian Coordinator was appointed at the same time. The IFRC Head of Office/Programme Coordinator participated in the HCT. URCS and IFRC attended and shared the information with relevant clusters organised by the UN (Food Security and Livelihoods Cluster, the Cash Working Group, the Disability and Rehabilitation Working Group and Health and Nutrition Cluster) and other donor agencies.

Needs analysis and scenario planning

The continuation of the conflict left a high number of affected population in need of assistance. Ukrainian authorities faced difficulties to cover the increased needs and most international organisations and humanitarian actors have been underfunded. At the time of the final revision of the appeal in 2016, the Humanitarian Response Plan (HRP) was only 25 per cent funded, a trend that continued in 2017.³ For example, as of 21 November 2017, only 28 per cent of the Humanitarian Response Plan (HRP) had been funded with outstanding needs valued at USD 146m.

The operation relied on many needs assessments conducted by multi-sectoral Red Cross teams, information sharing, and secondary data produced by different humanitarian actors in Ukraine, and included community consultations and sectoral assessments (market information analysis regarding livelihoods activities). The Emergency Plan of Action was revised three times, reflecting the complexity of the situation and growing needs. URCS also quickly realised the advantage of adapting their response modality regarding relief distributions and adopted Cash Transfer Programme (CTP) as the suitable response mechanism - giving cash directly to affected beneficiaries. The final revision in December 2016 concentrated on Food and Livelihoods support, PSS and services provided through Mobile Health Units. After the end of the EA in 2017, many of the activities (Livelihoods and PSS) will continue as part of URCS annual operational plan.

Risk Analysis

The scaling up of the operation due to the escalation of the crisis created challenges for project management. Before August 2015 there was no full-time IFRC Delegate presence in Ukraine to support URCS in the activities and coordination of Movement partners. The only Delegate specifically appointed to the operation arrived in November 2015 with a technical profile (Cash Transfer/Livelihoods instead of overall disaster management). Lack of human resources put strain on URCS, which had not previously dealt with an operation of this magnitude and had limited expertise in many of the technical areas. A major consequence of this is seen in the reporting on the operation – although activities, goods and services delivered are accounted for, there is less information on number of actual beneficiaries reached in 2014-2016. The situation was improved from 2016 onwards with specific measures put on the PMER development. Although the Delegate presence from 2015 onwards helped to consolidate the operation, it nevertheless remained somewhat understaffed from IFRC's side. As the pace of implementation remained high throughout the operation, this meant full concentration of IFRC and URCS project management teams on day-to-day management of the operation with less time for learning and evaluation of the operation.

Lack of funding for the operation, especially during last year of the operation, meant that some of the activities related to organisational development of URCS (formation of emergency response teams, updating contingency plans and development of a media and communications outreach plan) were not implemented. However, many of these activities will be included in URCS regular plans of action for 2018 and onwards.

Some unexpected delays in activities were experienced throughout the operation. In 2017 the approval of humanitarian projects was delayed for several weeks due to new appointments in the Ukrainian Humanitarian Commission. After the issues were resolved, the project managed nevertheless to bridge the gap between the lost time and proceed to implement activities sufficiently. Another minor risk, experienced by most aid agencies, was the high inflation rate experienced throughout the implementation period. This influenced cash and voucher distributions. Due to rising prices of commodities, the value of the cash and voucher assistance was recommended to be revised upwards regularly by the Food Security and Livelihoods sector, which made budget forecasting challenging. In October 2017 IFRC and URCS opted against an increase to guarantee that all targeted beneficiaries benefitting from ongoing distributions received an equal amount of support.

³ UN OCHA: Humanitarian Bulletin for Ukraine no 22, September-October 2017

B. Operational strategy and plan

Overall objective

The overall objective of the Revised Emergency Appeal was to meet acute humanitarian needs and to improve the living conditions of 195,529 people severely affected by the conflict in Ukraine⁴. People were to be provided with humanitarian assistance tailored to their needs. The latest adjustment to outcomes, outputs and targets in the Emergency Plan of Action (EpoA) and Revised Emergency Appeal was made in December 2016.

Implemented strategy

The overall strategy for this operation evolved as per assessments and growing needs during the crisis from 2013 to 2017. This showed flexibility and responsiveness on the part of URCS as it could adjust and expand its operational scope and take key decisions based on evidence from the needs assessments. The operation was in line with IFRC policies, procedures and commitment. It sought the provision of immediate and subsequent support to the most affected population, recognising the need to ensure well-coordinated efforts with all Movement and external partners involved.

The eventual outcome was an operation which consisted of meeting community immediate needs in health with focus on mobile health units, food/non-food relief and organisational capacity enhancement of URCS. Livelihoods interventions were included into the latest Revised Appeal as a new component. The relief assistance was entirely handled by cash or vouchers from late-2015 onwards reflecting the fact that Ukraine has well-functioning markets and marketplaces. Similarly, livelihoods interventions were also implemented through cash. The organisational capacity enhancement was highlighted as one of the key areas of focus in the Revised Emergency Appeal.

The main expected outcomes after the last EA revision were as follows:

- Accessibility and affordability for primary health care services are increased
- PSS support is provided to beneficiaries, URCS staff and volunteers
- Immediate household and thermal needs of the target population are met
- Target population's food insecurity is reduced, and livelihoods are protected
- Support to URCS capacity development

The following charts will provide a summary of outcomes and activities of the Emergency Appeal from the start of the operation on 13 December 2013 to its end on 31 December 2017. A separate summary chart is provided for multilateral contributions provided through the EA. Another chart summarises the contributions made by URCS's Partner National Societies to the operation, focusing on contributions since mid-2015. A detailed report on the multilateral assistance provided to outcomes/activities since the latest EA revision 23 December 2016 is given under Section C "Detailed Operational Plan".

Health and Care	
Outcomes	Main Achievements
Readiness of URCS First Aid teams is increased to provide timely first aid services 12/2013-11/2017	<ul style="list-style-type: none"> • 5,800 First aid kits distributed to URCS volunteers and staff through the First Aid teams and visiting nurses programme in 2014-2015. Up to 17,400 beneficiaries were serviced through this intervention • Equipment provided to First Aid teams in 25 regional branches (helmets, flashlights, armbands, jackets, flags, tents, backpacks, vests and radios) in 2014. • 17,100 First Aid Manuals printed and distributed in 2014 • Trainings provided in First aid 2014-2017: <ul style="list-style-type: none"> ○ 3 First Aid ToTs ○ 12 trainings to staff and volunteers
The effects of displacement are alleviated of women, children and families affected by the crisis by provision of psychosocial support	<ul style="list-style-type: none"> • 7,693 services given to 2,362 beneficiaries (IDPs, demobilised servicemen and families) 3-11/2017. • 16,014 services given to approximately 4,912 beneficiaries 3/2016-2/2017 • 5,832 services given to approximately 1,789 beneficiaries 3/2015-2/2016 • 334 pharmacy vouchers distributed to demobilised servicemen in 2/2017 • 39,779 Indirect beneficiaries reached 2016-2017 • 1,064 PSS volunteers and staff who participated in trainings/group meetings in 2016-2017
Accessibility and affordability for primary	<ul style="list-style-type: none"> • Equipment and repairs to 25 URCS Medico-social centres in 3/2015-12/2016

⁴ The total number of people assisted was revised upwards first to 16,000 in September 2014 and later to 107,750 in May 2015. An additional 58'350 beneficiaries were targeted for the December 2016 -November 2017 period.

health care services are increased for 92,000 targeted beneficiaries 6/2015-11/2017	<ul style="list-style-type: none"> • 2,901 pharmacy vouchers (UAH 700) distributed to 2,679 beneficiaries (Kharkov, Poltava and Zaporizhia) 3-9/2016 • 16,854 beneficiaries serviced by URCS Mobile Health Units 4-11/2017 in Lugansk region • Up to 40,000 copies of hygiene leaflets distributed to URCS branches, IDP centres, schools, public buildings in 2015
TOTAL BENEFICIARIES	46,330

Water, Sanitation and hygiene promotion	
Outcomes	Main Achievements
Preparedness stocks are in place for up to 5,000 beneficiaries (hygiene kits) 12/2013- 5/2015	<ul style="list-style-type: none"> • 6,000 hygiene kits procured and distributed to beneficiaries in 2014-2015(*) (3,000 sets to 7 regions in 10/2014 and 3,000 sets to 11 regions in 5/2015) • Additional 2,000 hygiene kits procured as part of the 1st winterization package to eight regions in 12/2014-2/2015 (*) (*) Beneficiaries counted as part of "Shelter and settlements" sector below
Target people are assisted with emergency sanitation and hygiene interventions and IEC messages - hygiene kits to 11,000 - messages on respiratory infections, diarrhoea 9/2014- 5/2015	<ul style="list-style-type: none"> • 40,000 copies of hygiene leaflets distributed to URCS branches, IDP centres, schools, public buildings in 2015 (reported under Health and Care sector).
Targeted beneficiaries will have access to safe drinking water through use of restricted vouchers 6/2015-12/2016	<ul style="list-style-type: none"> • 650 households (1,950 beneficiaries) received water vouchers (300 litres/hh) in Kharkov 12/2015)
TOTAL BENEFICIARIES	1,950

Shelter and settlements	
Outcomes	Main Achievements
Preparedness stocks of NFI items are in place for up to 5,000 beneficiaries 12/2013 –11/2017	<ul style="list-style-type: none"> • At least 7,870 beneficiaries reached through purchase of NFI items in 2014 and 3,450 beneficiaries in 2015. • Between 2-11/2017 the following warehouse replenishment was done in URCS: <ul style="list-style-type: none"> - 2,500 blankets - 660 bed linens - container for First aid units in URCS central warehouse
Emergency shelter and NFI needs are met for winter preparedness (*) 12/2013-5/2015	<ul style="list-style-type: none"> • 8,205 beneficiaries serviced with NFIs through two winterisation packages of 12/2014-2/2015 (4,385 beneficiaries) and 12/2015-2/2016 (3,820 beneficiaries) In total: 4,280 bed linens 5,220 blankets 1,000 sleeping bags 1,400 electric heaters 600 jackets
People affected by conflict and economic decline are assisted and protected (*) 6/2015-11/2017	<ul style="list-style-type: none"> • 3,018 hh (9,054 beneficiaries) received NFI vouchers (UAH 2000) in Lugansk 4-9/2016
TOTAL BENEFICIARIES	28,579

(*) from 2017 onwards serviced through cash and vouchers under "Livelihoods, Food Security and Nutrition" sector

Livelihoods, Food Security and Nutrition	
Outcomes	Main Achievements

The target population's food insecurity has been reduced 6/2015-11/2017	<ul style="list-style-type: none"> 57,170 food vouchers distributed to 21,535 beneficiaries 4-12/2016 2,124 beneficiaries reached through cash and vouchers 2017
850 working age persons will support for small businesses/IGA activities 12/2016-11/2017	<ul style="list-style-type: none"> 164 small-business/IGA* grants benefitting 558 beneficiaries <p>(* Income generating activities)</p>
TOTAL BENEFICIARIES	24,217

National Society Development	
Outcomes	Main Achievements
URCS capacity to respond to the consequences of the crisis and other emergency situations is increased	<ul style="list-style-type: none"> The EA has contributed to the first aid capacity building work through equipping URCS First Aid teams in 25 regions of URCS in 2014. In addition, IFRC has supported First aid trainings since beginning of the EA (see "Health and Care" Section for details) URCS DM working group established; contribution to URCS DM Development strategy for 2016-2020 <p>Development of DRT structure and contingency planning was not implemented due to insufficient funds.</p>
The capacity of URCS using new tools is strengthened	Capacity of URCS in CTP enhanced in all levels through trainings, implementation of the programme and development of draft URCS CTP guidelines.
The financial management and reporting system in enhanced	Not implemented due to lack of funds.
The capacity of URCS IT systems is strengthened	27 laptops provided to URCS branches and headquarters
Staff trained/recruited to boost URCS communication capacities	Not implemented

Summary of main bilateral support provided by Partner National Societies to URCS

Partner	Activity	Time-frame	Region	Beneficiaries reached
American RC	Vouchers (multipurpose cash, food and hygiene vouchers)	5-11/2015	Kyiv and Poltava	956 pp
American RC	First Aid trainings	9/2015-12/2016	Vinnitsa, Volyn and Kyiv	13,230 pp from vulnerable groups trained in First Aid
Austrian RC	Cash and Food Parcels	1/10/2014-30/4/2015	Lugansk	Food parcels: 3600 distributed Food vouchers: 400 distributed Shelter vouchers: 360 distributed
Austrian RC	Vouchers (food and shelter), hygiene kits, food parcels	14/4/2015-30/11/2015	Lugansk	Food support: 1000 families/2 months Hygiene kits: 2,912 pp (babies)/2 months Shelter support: 310 families/1 time
Austrian RC	Food/ Pharmacy vouchers	1/9/2015-30/4/2016	Lugansk	Food vouchers: 1000 families/2 months Pharmacy vouchers: 200 families/4 months
Austrian RC	Pharmacy vouchers	6/2017-1/2018	Lugansk	1,500 pp
Austrian RC	MMUs	20/2/2017-17/11/2017	Lugansk	13,021 pp
Danish RC	Psychosocial support	2014-2017	Kharkov, Lugansk, Donetsk, Kyiv, Zhytomyr, Kirovograd, Chernigiv City, Lviv	15,672 pp

Danish RC	Social cohesion and promotion of tolerance	2016-2017	Dnipro, Zaporizhia	15,000 pp
Danish RC	Food through cash transfers	2015, 2017	Kyiv, Odessa, Zhytomyr, Kirovograd, Chernihiv, city, Donetsk	6,288pp
Finnish RC	MMUs	8-11/2017	Donetsk	1,202 pp
French RC	Pharmacy vouchers	10/2016-3/2017	Zaporizhia	1,641 pp
French RC	Food vouchers, baby food parcels	2/2015-12/2016	Zaporizhia	8,300 pp
French RC	Food vouchers	1-11/2017	Zaporizhia	4,310 pp
German RC	Emergency Relief	2013/2014	Kyiv, Donetsk	Assistance to URCS emergency response (1 MEUR)
German RC	Emergency Relief	2014/2015	Kyiv and Regions	Assistance to URCS First Aid and Medico-Social Stations (1,6 MEUR)
German RC	Food/NFI vouchers	15/6/2015-15/2/2016	Kharkov	6,250 pp
German RC	Food/NFI/pharmacy vouchers	15/2/2016-15/2/2017	Kharkov	5,000 pp
German RC	Capacity Building	1/8/2016-31/12/2016	Kharkov	Branch office renovation, 3,000 copies of "Red on White" magazine
German RC	Food/NFI/pharmacy vouchers	14/2/2017-30/6/2019	Kharkov	5,000 pp
Luxembourg RC	Reconstruction of main filtration building of Slavyansk	1/6/2017-31/1/2018	Slavyansk, Donetsk region	489,879 pp in Slavyansk and 50,360 IDPs
Luxembourg RC	Rehabilitation of three hospitals in Slavyansk area	1/2/2017-31/8/2018	Slavyansk, Donetsk Region	Servicing up to 365 patients/day
Luxembourg/Netherlands RC	Shelter project/NFIs	3/2015-12/2016	Donetsk and Lugansk	181 family homes partially or fully reconstructed (approx. 543 pp) 333 families (1,020 pp) received household items
Luxembourg/Netherlands RC	Hygiene and NFI kits to IDPs in Collective centres	3-8/2015	Kharkov, Poltava and Donetsk	At least 235 pp
Netherlands RC	Pharmacy Vouchers	2015	Kharkov, Poltava, Zaporizhia	1500 pp
Polish RC	Pharmacy vouchers	2015	Dnipro	4,397 pp
Qatar RC	Food vouchers	6-8/2016	Donetsk	6,856 families (27,424 pp)

Despite meeting most of its operational goals, the Emergency Appeal was a huge undertaking to URCS, which at the same time was undergoing a significant organisational change process that is continuing to date. As the emergency changed the socio-political reality of Ukraine irrevocably, URCS as one of the leading domestic humanitarian organisations had to adapt to a new and rapidly changing work environment. It had to scale up its operational capacity quickly to address the needs of the vulnerable population. While it did this admirably, there was a decision to postpone the Organisational Development and capacity-building activities included in the EA, such as those linked to building support service capacities in financial systems development, communications and PMER development. This was to ensure proper linkages to URCS's own Organisational Development Plan of Action. Due to a heavy implementation workload, the organisational development plan was conceived later than planned in 2017 and will culminate in the new strategic plan 2018-2020. Most activities will therefore be transferred to be implemented under URCS operational plan for 2018 and beyond.

Operational support services

Human resources (HR)

URCS has more than 850 staff and 2,500 active volunteers nationwide. Regarding the staff that has been involved in the operation since the beginning (including activities funded under the DREF, then the EA) some 3,500 staff and volunteers have been active in relief distributions, first aid provision, training and dissemination activities. Insurance was provided to 3,000 volunteers during the timeframe of the Revised Emergency Appeal. URCS has employed staff members in district and regional level responsible for different components of the Appeal. At Headquarters level, the EA has employed several people either fully or partly - in 2017 the following posts were supported: EA Programme Manager (50 per cent), Programme Officers for Food and Livelihoods (100 per cent), MHU Coordinator and Assistant (40 per cent each), two Finance Coordinators (75 per cent and 25 per cent respectively). The appeal also supported overall URCS Capacity Development by covering salaries of the Assistant to the Director General of URCS and Finance assistant (6-month salaries for both).

IFRC, in cooperation with PNS, has been supporting URCS with various short and long-term delegate missions. Valuable support was received from staff-on-loan delegates from Danish Red Cross and Canadian Red Cross, who assisted IFRC in disaster management of the EA periodically in 2014-2015, and from Finnish Red Cross whose delegate replaced the IFRC DM/Cash Transfer Programme Delegate in September 2017. Short term missions included Regional Disaster Response Team (RDRT) members from Bulgarian Red Cross deployed in March 2014 and from Kyrgyzstan in 2015. The IFRC country office was officially reopened in August 2015 with Head of Country Office (HCO), Finance/Administration assistant and, from November 2015 onwards, a Cash Transfer Programme Delegate giving support to the operation. The plan to recruit a Health Delegate in 2015 was dismissed as the first HCO who had a Health background, and URCS provided the necessary support. From September 2017 onwards, to complement overall URCS programme development, the IFRC Country Delegation added a Programme Coordinator and a PMER Delegate who contributed especially to the exit process and facilitation of the lessons learned process for URCS. Throughout the operation additional support was provided by IFRC Europe Country Cluster Office in Budapest in PMER, overall coordination among Movement partners and external donors, and in DM.

Logistics and supply chain

Procurement was done mainly in-country and is aligned with the IFRC procedures aimed to achieve transparency and cost-efficiency (specially for purchases with a value over 50,000 CHF and/or medical items, construction regardless of purchase value for which technical review by IFRC Logistics Management Department is required before placing any order with suppliers). The procedure includes hiring of local transport companies to transport non-food items to the local URCS Branches warehouses, tendering and selection of the financial providers for the distribution of the cash and vouchers to the beneficiaries.

The exception to in-country procurement included tents purchased in 2014 through the IFRC Dubai Office with the Global Logistics Services. This was due to lack of availability of the product in the local markets.

Information technologies (IT)

URCS purchased 27 notebook computers and 26 printers during the four- year operation. 22 computers and 22 printers went to the use of regional offices with greatest IT needs while the rest were used by the national office. Three tablets were purchased for the livelihoods/cash team in 2017. Other equipment included projectors and cell phones for the project teams. The emailing system was strengthened with the increase in use of official URCS email accounts.

Communications

Since the beginning of the crisis, URCS made efforts to communicate the impact of the activities to the public, through the media in the country and abroad. Webinars, Partnership Meetings and other bilateral meetings were held. The National Society will continue focusing on the communication after the end of EA.

IFRC, ICRC and other Movement Partners provided technical and financial support to URCS to ensure visibility and communication with relevant stakeholders. The IFRC Regional Office Europe provided support to URCS in communication with beneficiaries as well as with local authorities. In final Revised Emergency Appeal, IFRC had plans to strengthen the capacity of URCS which will contribute to sustainability, image building and fundraising at local levels. Many of these activities aimed at capacity-building of URCS communication staff planned for 2017 were not implemented due to lack of funds and a decision to wait for URCS organisational planning and restructuring process to take shape (a major milestone in this was in April 2017 when a review seminar was conducted which was continued throughout the year culminating on the launch of a new strategic plan for URCS 2018-2020) and to concentrate on implementation of the EA activities. This included the development of a communications and a media outreach plan, development of standard operating procedures (SOPs) for with external partners with related training workshops. However, Community Engagement and Accountability activities were piloted and developed as part of the cash transfer and livelihoods activities in 2017, despite a heavy additional workload due to reprogramming of project activities in the last months of EA implementation.

Security

The IFRC Office in Kyiv had security regulations in place and these are updated every six months. This means that after the initial disturbances in capital cities, the operative regions were in yellow phase except for GCA of Lugansk and Donetsk, and the security regulations were applied. Any staff travelling to field is provided with security briefings that indicate the level of security and measures to be taken for prevention and mitigation.

The IFRC staff needed security clearance from the Head of Office before undertaking operational and monitoring field missions. Special permissions from the IFRC Regional Office of Europe and the IFRC Secretariat in Geneva are obtained while travelling to the GCA of Lugansk and Donetsk. The movement to GCA areas was also coordinated with the ICRC.

Planning, monitoring, evaluation, & reporting (PMER)

The operational teams responsible for activities reported to URCS EA Programme Coordinator who was responsible for overall information and data aggregation, supported by IFRC Delegates in-country and regionally. As the operation grew from the initial small-scale relief operation into a complex emergency, more concentrated effort was put to enhance URCS data management, which improved the monitoring and reporting and fed-into a better Movement coordination approach. In mid-implementation, during the second revision of the EA in June 2015, a decision was made to include the bilateral contributions made by various PNS into the emergency appeal reporting. In hindsight, this proved to be challenging due to limited data collection capacity of URCS and IFRC in-country at the time, and also due to the large volume of implemented activities. Although the data management improved from early 2016 onwards through strong effort put by IFRC and URCS project staff to create a coherent database, and with the appointment of the IFRC PMER Delegate in 2017, this remained one of the key areas requiring strengthening for future URCS operations. Despite much effort URCS was not able to find and hire qualified PMER Officer during 2017 to support URCS Programmes in the development of PMER tools and guidelines for the NS.

Regarding Community Engagement and Accountability (CEA), the PSS team conducted beneficiary satisfaction surveys in 2016 and 2017. Similarly, the URCS team responsible for Cash Transfer Programmes for food/NFI and Livelihoods, supported by the IFRC Cash Transfer Delegate, designed a post distribution survey to capture evidence of beneficiary satisfaction. The EA was URCS's first experience with post distribution monitoring of cash, and enabled URCS to reflect and develop lessons for future cash distribution. URCS has recognised as a lesson learned that that it needs to develop further skills in analysing the monitoring data and adjust programming accordingly as part of further development of URCS Cash Transfer response. The MHU is planning to have a beneficiary survey for all the eight URCS-supported MHUs in early 2018.

At the end of the operation two rounds of lessons learned workshops were conducted. The first round was done separately by the programme sectors, bringing together the district, regional and national level staff and volunteers of PSS and Cash and Livelihoods components. The MHU component discussed lessons learned in its training sessions in October and November 2017. After this, a joint lesson learned workshop was organized in Kyiv at the end of November with selected participants from all levels and sectors, including some of the few people still with URCS who worked at the early stages of the conflict. A set of recommendations/lessons learned were identified which were presented to URCS leadership and will be incorporated into URCS future programme plans. The key findings are reported under each sector under Section C. Detailed Operational Plan.

A final evaluation was not commissioned due to time and funding constraints. Lessons-learned workshops were held in Kyiv and Dnipro, whose reports are annexed to this report. Funding is currently being sought for an external evaluation of the 2017 Livelihoods Project – which was a part of the present EA.

C. DETAILED OPERATIONAL PLAN

Health and Care

Outcome 1: Accessibility and affordability for primary health care services are increased for 42,000 additional targeted beneficiaries

Outputs	Activities
Output 1.1: 42,000 beneficiaries receive primary health care services through the Mobile Medical Units of URCS	<ul style="list-style-type: none"> Setting up the programme team which will include one PSS staff. Identification of locations and formation of teams including training on implementation mechanism Provision of primary health care services through the mobile medical units Monitoring, reporting, regular review and evaluation of the programme implementation

Achievements, challenges and lessons learned

Outcome 1 was added to the EA during revision 2 in July 2015 when the strain of the conflict on the already weak pre-crisis Ukrainian health system had become evident. The needs were especially high in regions receiving a high number of IDPs where access to services created extra problems as unregistered IDPs had difficulties to sign up for the public health services. The outcome beneficiary target number was increased from 50,000 to include additional 42,000 beneficiaries during revision 3 of the EA in December 2016.

In 2015-2016, to reach the Outcome, URCS, supported by IFRC EA, concentrated on provision of health and social care services through its network of 84 medico-social centres and using its 3,200 visiting nurses, other medical professionals and volunteers. In addition, vouchers were provided for beneficiaries to purchase medicine and hygiene items. Please see Section B, Operational Strategy and Plan for an overview of activities of the EA.

Since the beginning of 2017, the EA has supported URCS Mobile Health Units (MHUs). URCS started working with MHUs in 2016 with the support of WHO and Ministry of Health. During that time URCS assisted people living in rural areas with 26 MHUs. This project was concluded in July 2016 with only four teams continuing until December 2016. At that time URCS made the decision to continue this service in 2017 with the support of Red Cross Movement partners and output 1.1. was added. In 2017 URCS deployed seven MHUs in GCA of Lugansk and one in Donetsk. Four of the MHUs were financed through the EA, three by Austrian Red Cross and the one in Donetsk by Finnish Red Cross. The four MHUs under the EA ran from 20 February 2017 until 30 November with the other four MHUs starting later and extending their operations into 2018. The composition of each of the teams was one medical doctor, two nurses and a driver, who operated medical vans to provide complementary assistance to local health authorities in often far-to-reach areas.

The MHUs covered directly by EA funds operated in Markova, Troitsk, Belovodsk and Starobelsk areas in Lugansk. In total 16,854 beneficiaries were reached through 544 consultations organised within the communities. In addition, 409 home visits were conducted to reach patients who could not attend regular consultations. The table below provides details on people reached through the EA.

Table 1. People reached through services provided by the MHUs

	Starobelsk	Markovka	Belovodsk	Troitsk	Total
Number of visits	134	135	137	138	544
Number of home visits	22	53	166	168	409
Female	2,855	3,379	3,071	2,770	12,075
Male	1,099	1,347	1,470	863	4,779
Children (0-18yo)	600	190	268	169	1,227
IDPs	473	573	1,472	49	2,567
Local/host population	3,481	4,153	3,069	3,584	14,287
Beneficiaries	3,954	4,726	4,541	3,633	16,854

MHUs were equipped with diagnostic equipment (electrocardiograph, glucometer, ultrasound device, tonometer), enabled URCS to deliver diagnostic, consultative, sanitary and educational assistance to beneficiaries in their districts of residence. Most typical cases treated with MHUs included cardiovascular diseases (6,383 cases in the EA-supported MHUs), abdominal (2,097 cases), musculoskeletal (1,974 cases) and respiratory problems (1,854 cases). Close to 5,000 patients were referred to specialists' consultations.

The four other MHU units managed by URCS worked in Novoayadar, Popasnaya and Stanutsa districts in Lugansk area and in Bahmut and Torietsk districts of Donetsk. By 30 November 2017 these four MHUs had treated 14,223 beneficiaries. When combining this with the four MHUs supported from the EA budget, the total number of beneficiaries reached was 31,077.



URCS MHU Coordinator (L) with Belovodsk team (photo: URCS)

As the contracting of staff took longer than anticipated, most teams (7) were operational from 20 April onwards. In the case of the Donetsk MHU the activities were started in July-August following the funding cycle of the back donor, Finnish Red Cross. A central level MHU Steering Committee was established in September 2017 led by the URCS MHU Coordinator

with representation of Red Cross stakeholders, including ICRC. The MHUs had monthly meetings for all eight MHUs which were also used as training platforms: two trainings were organised in October and November 2017, financed by the EA, concentrating on practical topics such as treatment of patients with cardiovascular problems. The Steering Committee was also crucial in the work of harmonising the practical work done by MHUs into one standard URCS MHU approach. It was also used to find solutions to the main challenges in MHUs under discussion - the need to strengthen the pharmaceutical support to improve the distribution/storage of medicines at local level and the adoption of more coherent joint standards for care (pending the approval of national standards by Ukrainian Health Authorities). Another challenge was related to the coordination with local health authorities (Oblast and Rayon level) – as these were done case-by case with each authority, in case of similar activities in future, sufficient time should be allocated to coordination by MHU teams and general management to maintain two-way flow of information to avoid duplication of activities.

Outcome 2: The effects of displacement are alleviated of women, children and families affected by the crisis by provision of psychosocial support

Outputs	Activities
<p>Output 2.1: 4,000 additional women and children among IDPs and 1,000 demobilised servicemen will benefit from PSS activities conducted by URCS</p>	<ul style="list-style-type: none"> • Programme setup, identification of locations and formation/setting up the team. The teachers and local community members will be included into the team as trainers and volunteers • Induction of PSS specialists in the medical team and training of the team members • Contextualization, translation and printing of guidelines and tools from IFRC PSS Reference Centre • Formation of support groups among IDPs and host families, facilitated by trained staff and volunteers • Conduct of PSS activities in communities with high concentration of affected population • Identification of people at risk or severely affected individuals; referral to a second-line counselling service • Monitoring, reporting, regular review and evaluation of the programme implementation
<p>Output 2.2: PSS support is provided to the staff and volunteers carrying demanding tasks</p>	<ul style="list-style-type: none"> • Formation of support group among staff and volunteers to provide the PSS support to the staff and volunteers of other projects • Provision of PSS support to staff and volunteers of URCS

Achievements, challenges and lessons learned

Psychosocial support (PSS) activities were continued in 2017 with the support from the IFRC EA. In March 2017, URCS launched a new PSS project 'Support to affected population of Ukraine in strengthening resilience and resuming normal life' funded by the Government of Japan through the IFRC EA. In this project, PSS activities were continued in three target areas - Kyiv and Odessa Regions and Kyiv City. In addition, PSS support activities were continued in Kherson from April onwards and expanded to Dnipro from June 2017, with support from the EA and using the same methodology.

The operational focus remained the same as before - support to vulnerable IDPs, demobilised servicemen and their families were provided. In total 2,362 persons - demobilised servicemen and their families, as well as women and

children internally displaced persons (IDPs) were reached with psychosocial support, provided with 7,693 PSS services. The details are as follows:

Table 2. PSS services provided to beneficiaries from April 2017 to November 2017

Region	Categories of beneficiaries	Total beneficiaries			Total # of beneficiaries
		Children	Women	Men	
Kyiv City	Internally displaced women and children	87	108	0	195
	Demobilised servicemen and their families	50	74	300	424
Kyiv City total		137	182	300	619
Kyiv Region	Internally displaced women and children	105	53	0	158
	Demobilised servicemen and their families	75	83	115	273
Kyiv region total		180	136	115	431
Odesa Region	Internally displaced women and children	76	106	0	182
	Demobilised servicemen and their families	10	14	64	88
Odesa region total		86	120	64	270
Dnipro region (since June 2017)	Internally displaced women and children	20	19	0	39
	Demobilised servicemen and their families	54	24	80	158
Dnipro region total		74	43	80	197
Kherson Region	Internally displaced women and children	139	189	0	328
	Demobilised servicemen and their families	174	51	292	517
Kherson region total		313	240	292	845
PSS TOTAL		790	721	851	2,362

PSS was provided to demobilised servicemen and their family members and to IDPs (focusing on IDP women and children). The assistance was provided through organising meetings of support groups and consultations, conducting art sessions, master-classes, creative trainings, excursions, family activities, trainings for children, outdoor seminars and social activities organised together with the local population.

There were consultations provided to the demobilised servicemen to support the recovery process and rehabilitation to civilian life. The topics centred around life awareness and acceptance of one's condition, need for psychological knowledge, the desire for personal and social change, redirection of negative emotions, solutions of social issues and difficulties with employment. Sessions were also given to demobilised servicemen's family members on issues related to reintegration to family life after their service. These sessions aimed at developing the personal potential, improving the skills and easing the psycho-emotional load on the family members either affected by the conflict directly or by the situations experienced by the head of family as servicemen. Individual counselling sessions were conducted in safe spaces specifically created within the project framework and during visits to the hospitals. Joint activities, such as outdoor family seminars, excursions to historical or cultural sights, helped to distance beneficiaries from pressing problems and provided peer-to-peer support in a more relaxed setting. Similar activities were also organised for IDP women and children, ranging from support groups for IDP women and mothers, to master classes such as felting, painting and fitness for women and children.

Since 2016, many of the group activities were conducted in mixed groups with IDPs and demobilised servicemen and their family members with reported positive dynamics regarding sharing of experiences. One example of this was in Kherson where demobilised servicemen made a playground specifically for IDP children. In 2017, there was an effort to conduct more joint activities with the local community. In Bila Tserkva, Kyiv Region, an 'Arboretum of Peace' was built together with the host community and PSS beneficiaries. An overview of PSS activities per beneficiary group can be found in the table below.

Table 3. Overview of PSS activities per beneficiary group

Beneficiary group	Number of people reached	Number of services provided	Activities
Wounded demobilised servicemen	811	1,560	Hospital visits, support groups, art classes, outdoor activities, individual counselling, family activities
Family members of demobilised	649	1,623	Individual counselling, small scale trainings, creative activities, master-classes, excursions, family activities
IDPs women	475	2,597	Information sessions, support groups, excursions, master-classes, creative activities, individual counselling
IDPs children	427	1,913	Master-classes, excursions, games, outdoor activities, Trainings using "Children resilience programme", creative/English speaking classes, counselling
Total Direct Beneficiaries	2,362	7,693	

Other citizens (indirect beneficiaries)	23,779	Informational dissemination about PSS through groups in social networks, websites, printing materials, PR events; support to family members of direct beneficiaries
Volunteers and staff	804	Support groups, small-scale seminars, trainings, working meetings, team building activities

Support for staff and volunteers was also provided in target regions. In total, over 800 staff and volunteers benefitted from activities that took place in the form of working coordination meetings, support groups, respond groups, and master classes. In addition, more recreational activities such as tea ceremonies, excursions, visits to theatres were also organised for the volunteers. The main goal of the events was to form a strong, stable and psychologically strong team of staff and volunteers, which will continue to be a powerful driving force for the activity in the National Society.

There were fewer challenges reported in 2017, which is credited to the fact that the programme is now running for its third consecutive year and largely managed by the same team in URCS headquarters with most branches and volunteers having been previously involved in the implementation. Cooperation with local authorities and NGOs was well established and there were fewer issues with beneficiary communication and obtaining data from the authorities regarding the beneficiary groups than in 2016. According to a beneficiary satisfaction survey conducted by URCS in November 2017, almost all (99 per cent) of the responders considered the activities to be of good quality and corresponding to the needs of the responder (97 per cent). The project also raised the image of URCS among other humanitarian actors, local authorities and the general population in Ukraine. The URCS humanitarian services were highly recognised by the local authorities and targeted beneficiaries. The URCS National Committee and regional branches received numerous requests from the beneficiaries for continuation of the support and thanked URCS and IFRC for the services provided.



Opening of a playground for IDP children in Kherson, November 2017 (photo: URCS)

Great needs in PSS support and positive, visible results of effectiveness of PSS activities in URCS led to a plan for formation of a separate PSS Department in URCS starting from 2018. IFRC will also contribute and support URCS in developing the PSS structure and methodologies in the future. Two delegates, one PSS Delegate from the Japanese Red Cross and one from the IFRC Office in Geneva conducted a monitoring visit in July 2017. The Delegates assisted the URCS staff and volunteers in enhancing the quality of the support provided to beneficiaries and the capacities of regional and district branches as well as in developing a long-term and sustainable form of PSS delivery strategy.

Outcome 3: Readiness of Red Cross First Aid teams is increased to provide timely first aid services for IDPs

Outputs	Activities
Output 3.1: URCS first aid teams are ready to serve in case of further escalation of violence (in coordination with ICRC)	<ul style="list-style-type: none"> Setting up six additional ERTs and first aid posts in six regions Training of 250 volunteers and 100 staff on First Aid Procurement and provision of First Aid kits to the trained staff and volunteers Provision of First Aid services in conflict affected regions and to IDPs

Achievements, challenges and lessons learned

Most of the activities under Output 3.1. were conducted in the beginning of the EA Operation in 2014. The activities focused on equipping and training URCS First Aid responders at the onset of the crisis (please see Section B. Operational Strategy and Plan for an overview of assistance). Some training support was given in 2017 from this EA to support one training of trainers for first aid trainers and two trainings for URCS staff and volunteers. As of 30 November 2017, URCS has 48 certified trainers who will further facilitate the trainings for staff while 313 additional trainers have a certificate for no less than five years. The general population received training on First Aid in 6-hour, 12-hour and 48-hour programmes. The details are given below.

Table 4. Number of people benefitting from First Aid courses (educational courses and training certification)

First Aid Training	# of persons trained
1. Number of trainers with actual certificate (valid for no less than 5 years)	48
2. Number of instructors with actual certificate (valid for no less than 5 years)	313
6 - hours programme (without certificate)	7,409

3. Number of persons who took the URCS educational courses for the population in 2017	12 - hours programme (with certificate)	3,844
	48-hours programme (with certificate)	60
	Master classes	11,313
4. Number of seminars for the First Aid instructors in 2017		10
5. Number of qualified instructors for the seminars		58

Shelter/Non-food items

Outcome 4: The immediate household and thermal needs of the target population are met

Outputs	Activities
Output 4.1: 2,000 families (6,000 people) are provided with unconditional cash grants to cover their most urgent needs during the winter season	<ul style="list-style-type: none"> Setting up teams in new regions, mobilisation and orientation of volunteers on distribution mechanism Re-tendering and selection of financial service provider Identify, register and verify beneficiaries for cash transfers Provide unconditional cash grants to 2,000 families Carry out market monitoring Conduct post-distribution process and impact monitoring Evaluation and documentation of the programme

Achievements, challenges and lessons learned

The cash for winterisation output was not carried out from the EA budget in 2017. As such, priority was given to the cash and voucher programme, reported under Output 5.1., where additional beneficiaries were selected, and given support to purchase food and NFI items in October-November 2017 in Donetsk and Zaporizhia regions.

In addition, warehouse replenishment was conducted as an additional activity - 2,500 blankets and 660 sets of bed linen were purchased and distributed to URCS regional warehouses in Avdeevka in Donetsk Region and Krasnogorovka in Lugansk region from February to November 2017. Replenishment of goods was done in regional warehouse in Balakleya, to accommodate aid given to people affected by an explosion at a local warehouse. In addition, a container for first aid kits was procured and placed in URCS central warehouse.

Food Security, Nutrition and Livelihoods

Outcome 5: The target population's food insecurity has been reduced

Outputs	Activities
Output 5.1: 4,000 people will receive food support via cash transfer programme in four distribution rounds	<ul style="list-style-type: none"> Setting up the team, mobilisation of volunteers and provide orientation on distribution mechanism Identify, register and verify beneficiaries for cash transfers. Training of the team on the implementation mechanism and reporting Re-tendering and selection of financial service provider Provision of cash to 4,000 individuals to purchase food and hygiene items (4 rounds/months) Monitoring, reporting, evaluation and documentation of the use of cash

Achievements, challenges and lessons learned

This outcome was added to the EA during revision 2 in June 2015. The original output of reaching 20,000 people was revised upwards in December 2016 by adding 4,000 beneficiaries to be supported in 2017.

For 2017, URCS distributed unconditional cash grants and vouchers to 2,124 IDPs and conflict-affected people in Dnipro, Donetsk and Zaporizhia regions. Each beneficiary received 1-3 grants (UAH 2,200 per grant) intended to cover basic food and hygiene needs of the beneficiary and his/her household for four months: The number of grants given per beneficiary depended on the vulnerability category to which he or she belonged – older people, disabled and single-headed households with one child received one grant, households with 2-4 children received two grants and households with five or more children received three grants.

In total, 2,557 grants were distributed. The details on the beneficiaries are given in the tables on the following page.

Table 5. Cash and voucher beneficiaries per age group and region

Region	Gender	Grants	0-17	18-64	65+	# of beneficiaries	# of grants
Dnipro	Female	1	0	200	114	514	736
		2	0	178	0		
		3	0	22	0		

	Male	1	0	58	39	107	119
		2	0	8	0		
		3	0	2	0		
Zaporizhia	Female	1	0	237	388	748	889
		2	0	105	0		
		3	0	18	0		
	Male	1	0	65	139	207	211
		2	0	2	0		
		3	0	1	0		
Donetsk	Female	1	0	231	131	410	459
		2	0	47	0		
		3	0	1	0		
	Male	1	0	93	40	138	143
		2	0	4	1		
		3	0	0	0		
TOTAL			0	1,272	852	2,124	2,557

The original target figure of 4,000 was revised downwards to 1,700 in mid-2017 due to lack of funds pledged to the REA. The distributions were started in Dnipro region in May 2017 with 504 beneficiaries who received a total of 697 grants. A second four-month round followed in August 2017 in Dnipro, Lyman (Donetsk) and Zaporizhia with a target figure of 1,306 beneficiaries. As more funding was secured for the activity, a third round of distributions for 314 beneficiaries was started in October in Dnipro, Lyman (Donetsk) and Zaporizhia. The assistance was meant for four months, which meant that each grant was distributed in four monthly allocations of UAH 550 each. For the third round of beneficiaries, the grants were distributed in two allocations in October and November 2017 due to time constraints as the Emergency Appeal was soon to end (December 2017).

The support was given as a combination of cash grants and supermarket vouchers. The first grant was given as an unconditional cash grant through a bank and those entitled to a second and third grant received them as supermarket vouchers redeemable at a local supermarket chain. Both service providers, Privat Bank and supermarket chain Brusnichka, were chosen following a tender process. Beneficiaries could purchase what they needed, with the exception of alcohol and tobacco.

Table 6. Cash and voucher beneficiaries disaggregated by vulnerability category

Region	Multi-child	Disabled people	Single parent	Older people
Dnipro	159	210	143	109
Zaporizhia	97	249	132	477
Donetsk	49	270	123	106
TOTAL	305	729	398	692

Although URCS had previous experience with distribution of vouchers, this was the first time that unconditional cash was distributed. The main challenges included some errors in the beneficiary database which prevented beneficiaries from receiving SMS messages. In addition, people changed telephone numbers without informing URCS, making communication challenging. Some beneficiaries were not able to collect their grants due to having to move to different regions. Towards the end of the implementation period, a technical error in the service provider's mass email notification system meant that many beneficiaries did not receive notification of the arrival of the next grant allocation. Most issues were eventually resolved by URCS staff. Nevertheless, this meant a lot of extra work for the team at all levels, especially towards the last two months of the implementation period when a decision to add more cash and voucher beneficiaries was made (cash/voucher activities were largely conducted by the same people implementing the livelihoods component which also had its busiest period during the final months of the operation). As a lesson learned, URCS will allocate more resources to beneficiary feedback mechanisms and ensure better coordination with service providers to minimize technical problems and ensure improved customer service from the providers to the beneficiaries.

Outcome 6: Livelihoods are protected, and negative coping strategies reduced among affected populations/households

Outputs	Activities
<p>Output 6.1: 850 working age persons will receive the support to establish small businesses or start income generation by purchasing required tools.</p>	<ul style="list-style-type: none"> • Setting up the team, orientation and training on the programme tools and transfer modalities/mechanisms • Baseline study /Household Survey • Re-tendering and selection of financial service provider • Identification, verification and selection of 50 beneficiaries for the pilot stage of the project • Training of the selected beneficiaries and developing business plans • Conditional cash transfer to 50 selected beneficiaries for piloting the project. • Monitoring of the pilot project, lessons learnt and modification of the programme based on the results • Identification, verification and selection of 800 beneficiaries for scale up of the piloted approach • Provision of conditional cash grants to 800 individuals to setup the businesses (first tranche) • Monitoring including post distribution • Transfer of conditional cash grants to 800 individuals to enhance the businesses (second tranche) • Monitoring including post distribution, evaluation and documentation of the use of cash grants
<p>Output 6.2: 500 working age persons will receive vocational trainings to build the skills and obtain jobs</p>	<ul style="list-style-type: none"> • Design of the programme, setting up the team, orientation and training of the staff/volunteers • Purchase of the equipment for vocational trainings/hiring the services of institutes/advocacy of programme • Training of 500 people on IT, electrical and tailoring skills • Monitoring, reporting and evaluation and documentation of the programme

Achievements, challenges and lessons learned

After a needs assessment conducted in September 2016 more focus was placed on addressing the early recovery income generation and livelihoods needs of the conflict affected people. The prolongation of the conflict had led to increased unemployment and inadequate agricultural production which in turn led to higher food insecurity. With this in mind, URCS decided to carry out Livelihoods support in 2017 through conditional cash grants (CCG) to support small-scale business production of conflict affected people. In total, 164 beneficiaries successfully completed the livelihoods programme in two locations (Lyman and Berdiansk) in Donetsk and Zaporizhia Regions during 2017. The selected participants were IDPs and conflict affected local people who fulfilled one or more of the four general criteria determined by URCS required to receive assistance (please see “Food Security, Nutrition and Livelihoods”, Outcome 5 for details). The original target figure of 800 beneficiaries was revised down to 160 due to lack of funds.



URCS volunteers observing mobile phone repair business in Slovyansk, Donetsk Region in November 2017 (photo: URCS)

The programme was first piloted in Lyman in March-July 2017 with 48 selected beneficiaries. After the pilot a second phase was implemented in Lyman and Berdiansk in September-November 2017 with 118 beneficiaries. The process in both phases was started with participatory process with the local employment centres and with village leaders to explain the purpose of the project and to pass the information to the potential participants. Beneficiaries were also reached through advertisements in local newspapers. A one-day training on how to prepare business plans was organised in both locations to those interested in participating to the programme. By the end of the process, 250 beneficiaries submitted business plans, out of which 166 passed the review and selection process.

Each applicant received a maximum net grant of CHF 1,000 for a small-scale business plan approved by URCS Livelihoods team and IFRC Delegate. The grant was transferred to the beneficiaries via the selected service provider, Privat Bank. The reception of the second tranche was subject to successful utilisation of the first instalment. Beneficiaries were visited by URCS regional/headquarters livelihood team before receiving the second tranche. Out of the 166 beneficiaries who started the programme, two were dropped after the first tranche was disbursed, as they

were unable to show proof of purchase of items as per their business plan, and were in breach of the agreement signed with URCS.

Some of the most popular livelihoods activities included purchase of livestock (cows, geese or rabbits), sewing and clothes' repair, hairdressing, baking and equipment repair/handyman services. After the completion of the activities, a set of round-table events were organised at local level, where some of the beneficiaries showcased their business plans and ideas to the local population and authorities. These events also doubled as marketing events for the beneficiaries' businesses and was seen to have a value in the integration of IDPs into their new communities. In total the 164 households (558 beneficiaries) benefitted from the support received through the Livelihoods grants. The details of the participants per region can be found in the table below.

Table 7. Participants of the URCS Livelihoods project in 2017

Gender	# of project participants		Total
	Lyman	Berdiansk	
Women	98	53	151
Men	9	6	15
TOTAL	107	59	164

Post distribution monitoring (PDM) was conducted after the submission of the first tranche. All beneficiaries were visited and a PDM-form was filled, including information on the usage of money, feedback on the process with Red Cross and Privat Bank and preliminary estimates by beneficiaries on the income generated so far. There was no large scale PDM conducted after the second tranche due to time constraints, nevertheless some of the beneficiaries from the pilot phase in Lyman were visited in November 2017 and interviewed by the Livelihoods Officer and URCS Media Officer. In addition, a video on the Livelihoods activities in Lyman was produced for general distribution and for donors. As URCS is planning to continue livelihoods activities in 2018 the plan is also to visit beneficiaries from 2017 for analysis on success and sustainability of the planned activities.

Table 8. Vulnerability categories of beneficiaries to URCS Livelihoods project in 2017

Region	Vulnerability Categories				Total
	Single headed	Disabled	Older people	Multi-children families	
Zaporizhia	28	10	6	15	59
Donetsk	36	29	16	24	105
TOTAL	64	39	22	39	164

The activities conducted in 2017 were the first time URCS had implemented livelihoods support. There was a delay of 1-2 months due to negotiations with national authorities regarding tax-exemption status for humanitarian activities – in the end tax exemption was not granted due to change of government policy, which also had a significant budget implication to the operation. A lessons-learned meeting organised jointly by the URCS Livelihoods and Food Security teams in November 2017 concluded that despite the inexperience of URCS, the activity was implemented successfully. The process did require a lot of work from the team members especially towards the end of the implementation period (September-November) when in addition to the livelihoods activities the teams were dealing with additional beneficiaries in food security. With regard to general project management, more trainings should be given to project management staff on PMER in regional and district level, especially related to finance procedures and overall reporting. Another recommendation was to strengthen the beneficiary selection process - have interviews with all applicants and consolidate the criteria for the business plan selection. In addition, strengthening of the CEA measures in the outreach phase and as part of PDM and post-project monitoring should be undertaken. One advantage was the presence of the experienced IFRC Delegate with Cash Transfer and Livelihoods who assisted in the planning phase and was present most of the implementation phase. He also drafted the URCS Food Security and Livelihoods guidelines with support of the URCS team. URCS will incorporate the lessons learned gathered throughout the process and renew their guidelines for 2018.

The output 6.2: "500 working age persons will receive vocational trainings to build the skills and obtain jobs" was not implemented due to lack of funds.

National Society capacity building

Outcome 7: The National Society capacity is increased to respond to the consequences of the crisis and other emergency/disaster situations

Outputs	Activities
<p>Output 7.1: The disaster management capacity of URCS staff and volunteers including members of Emergency Response Teams (ERTs) is enhanced in assessments and distributions</p>	<ul style="list-style-type: none"> • Training of 20 staff members on emergency response at national level • Formation of a disaster response team with staff and volunteers of URCS (including members of ERTs) from six regional branches • Support URCS at the Branch level (six branches) in updating contingency, crisis and response plans • Two additional trainings for 50 staff and volunteers of the National Society on CTP • Signing of framework agreements with service providers including supermarkets and financial institutions • Revision of Cash Transfer Programming (CTP) tools based on the Lesson Learnt from the emergency operation • Data management and bookkeeping training for 15 staff and volunteers

Achievements, challenges and lessons learned

The emergency response team training, updating of contingency plans, data management and bookkeeping training and formation of disaster response teams were not conducted due to lack of funds. Support for strengthening of Disaster Management of URCS is highlighted as a critical component of the IFRC Operational Plan with URCS for 2018. One training on relief and Cash Transfer Programming (CTP) was conducted on 2-3 March 2017 in Dnipro Region. In total, 16 participants from Dnipro Region and Lyman District Branch attended the training. Framework Agreements were signed with service providers - Privat Bank (cash transfers) and Brusnichka Supermarket (cash voucher transfers) for the 2017 activities. Both service providers were selected after a tender process following IFRC Global Procurement Procedures.

IFRC Cash Transfer Delegate and URCS CTP team developed draft operational guidelines for the use of cash in Food Security and Livelihoods in Ukraine. The guidelines were piloted during the activities in 2017 and adjustments were made based on feedback received from the lessons learned sessions in Dnipro and Kyiv in November 2017. The document, when finalised, will be used in future URCS cash and livelihood operations.



Lessons-learned seminar for URCS Cash and Livelihoods team in Dnipro, November 2017
(photo: IFRC)

Outputs	Activities
<p>Output 7.2: A new financial management and accounting system is put in place that allows for project management and donor reporting linked to activities under the Emergency Appeal</p>	<ul style="list-style-type: none"> • A financial management and accounting software is put in place at URCS headquarters and 12 Regional branches • Preparation of donor financial reports using the project management function of the accounting software • Training on the new system and procedures for finance staff
<p>Output 7.3:</p>	<ul style="list-style-type: none"> • Development and implementation of a communications and media outreach plan focusing on the emergency response and needs of IDPs in Ukraine

<p>The current staff is trained and new staff is to be recruited to boost the communication capacities of URCS</p>	<ul style="list-style-type: none"> • Development of Standard Operating Procedures for national as well as regional level on communication with external partners, beneficiaries as well as within RC/RC Movement • Conduct two workshops for 50 staff and volunteers from 25 branches (including district) on audio-visual skills, community engagement and working with the media • Provision of necessary equipment and tools to URCS branches for effective communication and image building • Five awareness campaigns at regional level to raise the profile of the emergency, the work of URCS and to recruit emergency response volunteers
<p>Achievements, challenges and lessons learned</p>	
<p>Activities under outputs 7.2 and 7.3. were not conducted due to lack of funds. Regarding communications and media outreach, URCS has been producing regular updates on the EA on its print and electronic media. A video focusing on livelihoods pilot project in Lyman (Donetsk Region) was produced in 2017.</p>	

Quality Programming / Support Services

<p>Outcome 8: Effective support is provided and ensured to the affected population</p>	
<p>Outputs</p>	<p>Activities</p>
<p>Output 8.1: Additional assistance is considered where appropriate and incorporated into the plan</p>	<ul style="list-style-type: none"> • Ensure that any adjustments to initial plans are informed by continuous assessment of needs • Conduct post-action surveys to determine the level of satisfaction among beneficiaries
<p>Output 8.2: The management of the operation is informed by a comprehensive monitoring and evaluation system</p>	<ul style="list-style-type: none"> • Develop and utilize a comprehensive monitoring and evaluation system to support monitoring of the progress (including midterm and final evaluation, trainings of staff on PMER and lessons learnt activities)
<p>Output 8.3: Mechanisms are in place to facilitate two-way communication with and ensure transparency and accountability to conflict affected people</p>	<ul style="list-style-type: none"> • Provide appropriate information, including on the scope and content of projects, to conflict affected people through URCS, partner mass communication channels and other media • Ensure that targeted beneficiaries and other affected people can deliver feedback on the programmes and report any complaints, in confidence • Improve coordination with governmental authorities on emergency preparedness and response activities in all operational regions
<p>Achievements, challenges and lessons learned</p>	
<p>There were several needs assessments conducted during the operation – essential given that the number of people requiring assistance in Ukraine grew quickly and their needs became more varied as the conflict continued. The EA was revised three times and by the time of the second revision in June 2015 the operation had grown into a large complex emergency response with multiple sectors of assistance. Even though the scaling up of the operation was justified when measured against the situation in country in 2015, it nevertheless meant an unprecedented challenge to URCS and its partners’ response capacity.</p>	
<p>To support with the scaling up, IFRC re-opened its country office in August 2015 and later also employed a full-time Cash Transfer Delegate to assist URCS to become operational in this sector. In retrospect, although there was some short term technical support available from PNS and IFRC, the operation would have benefitted from a stronger overall project management support from IFRC from the onset of the operation. There was also a big turnover of local staff with only few key persons remaining in the operation from the beginning. This meant that more emphasis was put on the actual implementation whereas some aspects of PMER - reporting at initial phases, received less attention. Despite this, URCS could carry out the activities and strengthen its capacities. Psychosocial support is now one of URCS core activities and will be established as its own programme department in URCS from 2018 onwards. Health activities have been extended beyond the traditional visiting nurses programme through strengthening the First Aid and MHU activities. Relief assistance is now almost exclusively done through cash and voucher programming and livelihoods, a previously unknown sector to URCS, is now part of URCS regular activities, bridging the gap between short-term relief assistance and longer-term development work.</p>	
<p>As the operation progressed, more PMER modalities were put in place - beneficiary surveys were used since 2016 in PSS. A post-distribution survey was conducted in the livelihoods activity after 50 per cent of the initial grant was distributed in 2017. The MHU component also planned a beneficiary survey for all the eight URCS-managed MHUs in early 2018, taking into account also the beneficiaries serviced through the four MHUs supported from the EA.</p>	
<p>In cash/voucher and livelihoods sectors the community engagement and accountability (CEA) feedback mechanisms were utilised by the beneficiaries, especially at the final and busiest months of the project implementation. Although</p>	

this proved that the CEA mechanism worked, it did put a lot of strain on URCS project staff at local and national level. The reason for many contacts/complaints was largely due to technical problems with the service providers (text messages informing beneficiaries about the arrival of next grant payment were not reaching all beneficiaries). Despite technical support offered by the service provider, many beneficiaries chose to contact URCS for complaints/advice. The lesson learned for URCS was to plan sufficient resources to cater for its own CEA and strengthen the coordination with the service provider mechanism in future interventions.

PMER consolidation remains a key organisational development activity for URCS for 2018. IFRC has supported this with its in-country PMER Delegate since late-2017, ensuring that lessons learned from the EA will be taken into account in designing URCS PMER Plan of Action.

URCS coordinated its activities with governmental authorities, relevant ministries and local authorities and municipal administration. In the context of the PSS project, this also included working with local hospitals, building on the work and lessons learned from 2015-2016, when URCS started working with PSS more extensively. MHUs signed partnership agreements with local authorities, including between Lugansk Regional Organisation of URCS and the Regional Department of Health. Despite these milestones, one recommendation from the MHU context is to ensure that the overall project management (local levels supported by national-level) has sufficient time from the start of implementation to maintain the already established networks and expand them – this work involves many levels of administration and is time consuming.

D. THE BUDGET

The Revised Appeal budget was **CHF 7,856,533**, total income was **CHF 5,763,326** (appeal coverage 73%), and the total expenditure was **CHF 5,707,255**. The remaining balance of **CHF 56,071** will be transferred to the Development Operational Plan 2018 of Ukraine. Partners/Donors who have any questions in regards to this balance are kindly requested to contact Olga Dzhumaeva (please refer to contact information below) within 30 days of publication of this final report.

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1. Click [here](#) to return see the final financial report
2. Click [here](#) to return to the title page

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct](#) for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGOs) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Humanitarian Response \(Sphere\)](#) in delivering assistance to the most vulnerable. The IFRC's vision is to inspire, **encourage, facilitate and promote at all times all forms of humanitarian activities** by National Societies, with a view to **preventing and alleviating human suffering**, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:



Save lives,
protect livelihoods,
and strengthen recovery
from disaster and crises.



Enable **healthy**
and **safe** living.



Promote **social inclusion**
and a culture of
non-violence and **peace**.

Disaster Response Financial Report

MDRUA007 - Ukraine - Complex Emergency

Timeframe: 13 déc. 13 to 31 déc. 17

Appeal Launch Date: 12 mai 14

Final Report

Selected Parameters

Reporting Timeframe	2013/12-2018/3	Programme	MDRUA007
Budget Timeframe	2013/12-2017/12	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

I. Funding

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
A. Budget		3 186 630	4 669 903			7 856 533	
B. Opening Balance							
Income							
Cash contributions							
American Red Cross		186 314	10 695			197 009	
Austrian Red Cross			12 151			12 151	
British Red Cross		146 454	383 411			529 865	
Charities Aid Foundation (from Shell*)			19 366			19 366	
Danish Red Cross		58 469	23 275			81 744	
European Commission - DG ECHO		446 398				446 398	
Finnish Red Cross			12 860			12 860	
Finnish Red Cross (from Finnish Government*)			840 855			840 855	
Iraqi Red Crescent Society			1 000			1 000	
Irish Red Cross Society		1 889	5 434			7 323	
Italian Government Bilateral Emergency Fund			60 805			60 805	
Japanese Government		120 000	768 317			888 317	
Japanese Red Cross Society			86 563			86 563	
Other		1 648	2 035			3 684	
Qatar Red Crescent Society			10 148			10 148	
Red Crescent Society of Azerbaijan			5 145			5 145	
Red Crescent Society of the Islamic Republic of Iran			20 000			20 000	
Red Cross of Monaco			18 185			18 185	
Swedish Red Cross		647 722	150 544			798 266	
Swedish Red Cross (from Radiohjälpen (Sveriges Television (SVT) Foundation*)			69 116			69 116	
The Canadian Red Cross Society		28 660	35 420			64 080	
The Canadian Red Cross Society (from Canadian Government*)		21 688	16 222			37 911	
The Netherlands Red Cross (from Netherlands Government*)		1 276 265				1 276 265	
The Netherlands Red Cross (from Netherlands Red Cross Silent Emergency Fund*)		52 528				52 528	
C1. Cash contributions		2 988 036	2 551 546			5 539 582	
Inkind Personnel							
Danish Red Cross		156 831				156 831	
Finnish Red Cross			24 320			24 320	
Irish Red Cross Society		7 780				7 780	
The Canadian Red Cross Society		34 813				34 813	
C3. Inkind Personnel		199 424	24 320			223 744	
C. Total Income = SUM(C1..C4)		3 187 460	2 575 866			5 763 326	
D. Total Funding = B + C		3 187 460	2 575 866			5 763 326	

* Funding source data based on information provided by the donor

II. Movement of Funds

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
B. Opening Balance							
C. Income		3 187 460	2 575 866			5 763 326	
E. Expenditure		-3 182 667	-2 524 588			-5 707 255	
F. Closing Balance = (B + C + E)		4 793	51 278			56 071	

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Subsector:	*		

All figures are in Swiss Francs (CHF)

III. Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability		
A						B	A - B	
BUDGET (C)			3 186 630	4 669 903		7 856 533		
Relief items, Construction, Supplies								
Shelter - Relief	265 014		165 014			165 014	100 000	
Construction - Housing			15 613			15 613	-15 613	
Construction - Facilities			6 941			6 941	-6 941	
Clothing & Textiles	401 706		328 176	101 900		430 075	-28 369	
Food	1 056 500		767 393	84 788		852 180	204 320	
Water, Sanitation & Hygiene	155 772		83 684	72 089		155 772	0	
Medical & First Aid	762 853		165 115	239 290		404 404	358 449	
Teaching Materials	162 934			211 785		211 785	-48 851	
Utensils & Tools	158 557		104 858	58 216		163 074	-4 518	
Other Supplies & Services	59 027		47 182	12 768		59 950	-923	
Cash Disbursement	1 558 600		275 137	403 593		678 730	879 870	
Total Relief items, Construction, Sup	4 580 964		1 959 111	1 184 428		3 143 539	1 437 425	
Land, vehicles & equipment								
Vehicles			33 289			33 289	-33 289	
Computers & Telecom	55 066		28 254	42 433		70 688	-15 622	
Office & Household Equipment	50 721		13 541	41 178		54 719	-3 998	
Total Land, vehicles & equipment	105 787		75 084	83 612		158 696	-52 909	
Logistics, Transport & Storage								
Storage	6 721		4 383	6 597		10 981	-4 260	
Distribution & Monitoring	212 582		100 030	28 010		128 040	84 542	
Transport & Vehicles Costs	7 432		5 113	29 654		34 768	-27 336	
Logistics Services	12 277		12 277			12 277	0	
Total Logistics, Transport & Storage	239 012		121 804	64 262		186 066	52 946	
Personnel								
International Staff	626 698		281 185	197 151		478 337	148 361	
National Staff	16 504		3 594	78 288		81 882	-65 378	
National Society Staff	608 067		130 883	279 254		410 138	197 929	
Volunteers	34 128		28 533	12 813		41 346	-7 218	
Total Personnel	1 285 397		444 196	567 507		1 011 703	273 694	
Consultants & Professional Fees								
Consultants	88 668		44 108	16 121		60 229	28 439	
Professional Fees	59 483		64 267	44 334		108 601	-49 118	
Total Consultants & Professional Fees	148 151		108 375	60 455		168 830	-20 679	
Workshops & Training								
Workshops & Training	264 734		101 070	97 365		198 435	66 298	
Total Workshops & Training	264 734		101 070	97 365		198 435	66 298	
General Expenditure								
Travel	132 157		81 886	40 531		122 417	9 740	
Information & Public Relations	317 467		33 122	124 409		157 531	159 936	
Office Costs	202 345		48 238	87 105		135 343	67 002	
Communications	52 203		6 385	33 853		40 238	11 965	
Financial Charges	6 462		1 315	-433		882	5 580	
Other General Expenses	12 624		4 264	3 423		7 687	4 937	
Shared Office and Services Costs	5 531		1 460	878		2 338	3 193	
Total General Expenditure	728 790		176 670	289 767		466 438	262 352	
Indirect Costs								

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Subsector:	*		

All figures are in Swiss Francs (CHF)

III. Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability		
	A					B	A - B	
BUDGET (C)			3 186 630	4 669 903		7 856 533		
Programme & Services Support Recove	477 935		181 145	151 000		332 145	145 791	
Total Indirect Costs	477 935		181 145	151 000		332 145	145 791	
Pledge Specific Costs								
Pledge Earmarking Fee	24 364		11 220	20 393		31 613	-7 250	
Pledge Reporting Fees	1 400		3 992	5 800		9 792	-8 392	
Total Pledge Specific Costs	25 764		15 212	26 193		41 405	-15 641	
TOTAL EXPENDITURE (D)	7 856 533		3 182 667	2 524 588		5 707 255	2 149 277	
VARIANCE (C - D)			3 962	2 145 315		2 149 277		

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Subsector:	*		

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IV. Breakdown by subsector

Business Line / Sub-sector	Budget	Opening Balance	Income	Funding	Expenditure	Closing Balance	Deferred Income
BL2 - Grow RC/RC services for vulnerable people							
Disaster management	1 734 879		1 740 161	1 740 161	1 740 161	0	
Shelter	1 451 750		1 447 299	1 447 299	1 442 507	4 793	
Subtotal BL2	3 186 630		3 187 460	3 187 460	3 182 667	4 793	
BL3 - Strengthen RC/RC contribution to development							
Psychosocial support	645 816		768 317	768 317	768 294	22	
Migration	4 024 087		1 807 550	1 807 550	1 756 294	51 256	
Subtotal BL3	4 669 903		2 575 866	2 575 866	2 524 588	51 278	
GRAND TOTAL	7 856 533		5 763 326	5 763 326	5 707 255	56 071	



International Federation
of Red Cross and Red Crescent Societies

REPORT

THE UKRAINE: COMPLEX EMERGENCY OPERATION

LESSONS LEARNT WORKSHOP

29 November 2017, Kyiv City, UKRAINE

Background

The conflict in Ukraine started as civil unrest in November 2013 and escalated into an armed conflict in the Eastern regions of the country. Ukrainian Red Cross Society (URCS) responded to the humanitarian needs from the start of the protests in Kyiv in late 2013. This was initially done by mobilizing its first aid rapid response teams in the capital and other major cities, supported by the IFRC Secretariat's Disaster Relief Emergency Fund (DREF). As the conflict expanded, the assistance provided by URCS grew into a complex humanitarian operation involving relief, health and livelihoods interventions and provision of psychosocial support to the affected population.

The IFRC supported activities were implemented over a period of four years, ending in December 2017. To contribute to the URCS organisational learning, the National Society convened a workshop for staff and volunteers involved in the implementation of activities as part of the Ukraine: Complex Emergency Operation to reflect on the work done over the past four years, discuss what worked well and what could be improved, and make recommendations to ensure improved future programming.

The discussions held in Kyiv built on work done at a similar workshop held in Dnipro Oblast, which focused on the Livelihoods activities implemented.

The session agenda, process and results

Participants included fourteen URCS Regional staff members and Regional Coordinators experienced with implementing Emergency Appeal programming from Dnipro, Zaporizhia, Berdyansk, Lyman, Kharkiv, Poltava, Vinnytsia, Sumy, Kherson, Chernihiv, Sievierodonetsk, Kyiv City and Kyiv Region. Nineteen representatives from URCS headquarters in Kiev also participated in the session. A list of participants can be found at Annex 1.

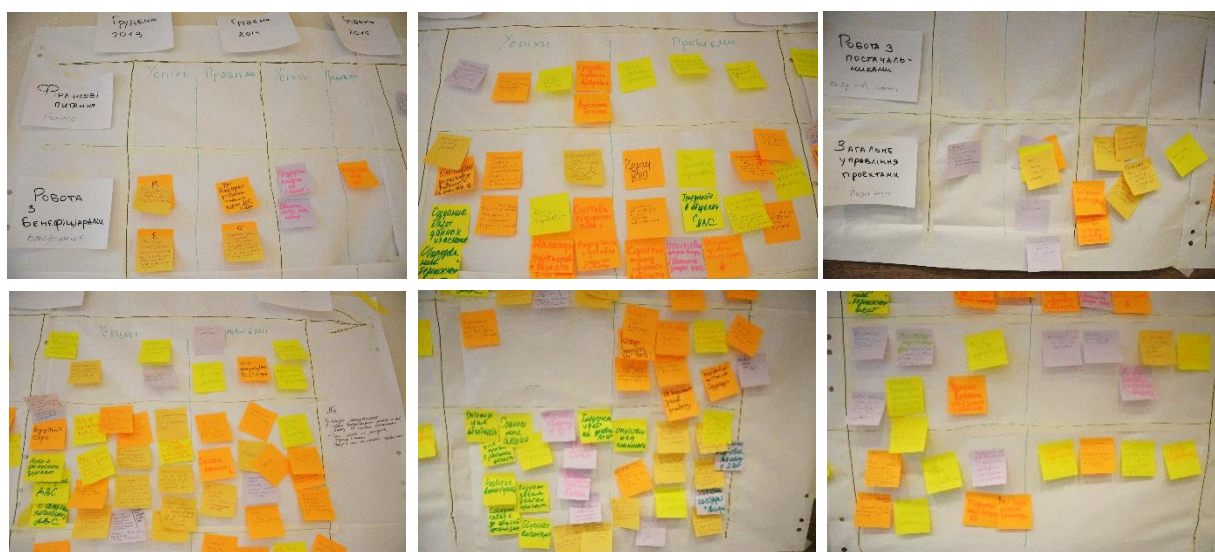


Participants at the URCS Ukraine: Complex Emergency Lessons Learnt Workshop, held in December 2017
Source: URCS

The methodology used was a mix of power point presentations, group and plenary discussions. After welcome remarks from the URCS and the IFRC, participants were asked to think about their activities and the period of the emergency operation in which they were implemented, then place their activity on a time-line which was set up on one of the meeting-room walls. This gave all participants an overview of all the work and the variety of sectors that were covered as part of the emergency appeal. Participants were then asked to reflect on the achievements and challenges which they experienced, and place these written ideas on the timeline.

The activities implemented could be grouped according to four sectors – Health, Relief, Livelihoods and Psychosocial Support (PSS), while the achievements and challenges were categorised according to Finance, Work with Beneficiaries, Work with Suppliers and General Project Management.

When all thoughts were reflected on the timeline, participants discussed their observations. The photos below depict the thoughts reflected on the timeline, and a detailed translation can be found at Annex 2.



Participants at the URCS Ukraine: Complex Emergency Lessons Learnt Workshop reflected on the achievements and challenges over the four-year operation and placed their thoughts along a timeline.
Source: URCS

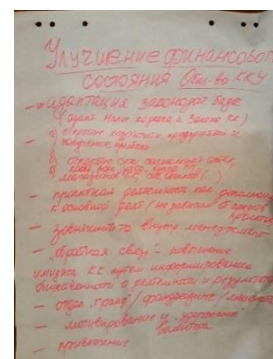
After the Timeline exercise, participants were informed on the work of different components of the Emergency Appeal and their achievements. PowerPoint presentations were delivered by the First Aid, PSS and Mobile Medical Unit teams (Annex 3).

Following these activities, participants were divided into groups according to four themes: Finance, Work with Beneficiaries, Work with Suppliers and General Project Management. The objective of the group discussions was to identify the challenges that were experienced and what recommendations could be put forward to prevent such challenges from occurring in the future. The recommendations of the groups are presented below.

Finance

The group discussing the theme of 'finance' provided recommendations on what could be improved and the ways in which these can take place. A summary of the points is included below:

1. The legislation should be adapted (taxation code and law on RC) after which some actions, not possible under existing law, could be done, such as:
 - Additional fund-raising activities;
 - Opening a chain of social pharmacies (low priced items);



9. URCS needs to invite external consultants to assess and estimate possible risks.

General Project Management

The group discussing project management issues divided their presentation four main points as follows:

1. Timing:
 - There should always be left some spare time to deal with *force majeure* and unforeseen challenges;
 - The time frame for implementation should be realistic;
 - Interventions should be based on the needs of the beneficiaries;
2. Planning (volume of work):
 - Plan of work should take into consideration the local legislation, needs of beneficiaries, risks
 - Everything should be known about the planned events in the framework of the project;
 - Working in the culture of task planning (e.g. to conduct a training needs consideration for time frame and many other factors);
 - Team motivation.
3. Communication:
 - Internal:
 - Keep the staff (experience);
 - Clear communication (transfer of information, reports on work stage up and down the hierarchy – from national level to district and vice versa);
 - Communication channel (Skype with teams in the beginning of the project in definite day and hour, on teas can get and give information, discuss issues);
 - External (image):
 - Budgeting of contacts maintenance with Mass Media and NGOs;
4. Reporting:
 - Rules, instructions given in advance;
 - Visits are made not only by coordinator but also financial person in the beginning and in the middle of the project (not in the end);
 - Regional employment contracts should be done by National Headquarters and not by the regions;
 - Templates of technical tasks, documents, Agreements are given to regional organizations by HQ;



After each of the groups presented back to the plenary, the workshop was closed and all participants received a certificate of participation. Present at the closing ceremony were the President of the URCS as well as the IFRC Head of Country Office, who both expressed appreciation to the implementation team for their dedication and often challenging work accomplished during the Ukraine: Complex Emergency Operation, in the service of the conflict-affected population in Ukraine.

Conclusions and recommendations

The Lessons Learnt Workshop gave URCS implementation teams the opportunity to sit together to discuss the challenges faced during the four years of implementation of activities and make recommendations for improved implementation in future. The next step will be to incorporate the recommendations in preparation for the start of implementation of 2018 projects.



International Federation
of Red Cross and Red Crescent Societies

REPORT

THE UKRAINE: COMPLEX EMERGENCY OPERATION

LESSONS LEARNT WORKSHOP

Food Support & Livelihoods

13 – 14 November 2017, Dnipro, UKRAINE

Background

The Emergency Appeal started in 2014 and was aimed at support for people that were affected by the conflict. In 2017 in the framework of the Emergency Appeal in Ukraine: Complex Emergency” project, URCS was implementing programmes based on cash support given through the bank in two components – Food support and Livelihoods. This type of intervention was implemented by URCS for the first time as previous cash support was given only through vouchers and Livelihoods support was implemented for the first time. In the 2017 Emergency Appeal project there were also components of Mobile Medical Units (MMUs) and Psychosocial Support (PSS) but on the Lessons Learnt workshop only Food support and Livelihoods teams were invited as other components were conducting their own sessions on lessons learnt.

The Lessons learnt workshop was organized to compile experience of the teams working in food support and livelihoods components from Lyman (Donetsk region), Zaporizhia, Berdyansk (Zaporizhia region) and Dnipro to share it with personnel that will be implementing livelihoods and other programmes using cash in Ukraine. During the workshop, participants - the teams’ members in both components, could discuss successes and challenges, ways of solving and avoiding them and give some recommendations for future activities.



The session agenda and methodology

The workshop was held over 2 days and used a mix of group work, PowerPoint presentations and plenary discussions. At the end, the participants came up with a list of recommendations which will improve implementation of future livelihoods programming and using cash as a modality for delivery of relief. Facilitators of the workshop were:

- George Gigiberia – OD Delegate, IFRC
- Harri Hiekkanen – Disaster Management Delegate, IFRC
- Taiciya Postovoitenko – Finance Manager, IFRC
- Ivan Koshtura – Program Manager
- Kateryna Grechka – Program Officer

- Olena Ovsianikova – Program Officer
- Hanna Dehtyaryova – Project Finance Coordinator

During the first day, participants received the information on the Emergency appeal results from 2014 till 2016, could present the activity they implemented in their regions as well as discuss the key issues and positive experiences in the project.

Opening session. This session started with remarks from the Head of Dnipro regional organization, Lyudmyla Lashko as host of the workshop and Programme Manager, Ivan Koshtura that greeted the participants and introduced the facilitators. Representatives of IFRC, George Gigiberia and Harri Hiekkänen greeted all the participants, appreciated their presence on the workshop and wished them productive work during these two days. After opening, participants introduced themselves and shared their expectations, among which were:

- to get to know the general results of the project,
- to share experience and get new knowledge for future activities,
- to analyze mistakes,
- to find ways to solve some issues in the activities
- to get to know about future support and projects.

Session 1.1. In this session, the Programme Manager gave a general overview of the Emergency Appeal and “Ukraine: Complex Emergency” project activities, its components and results.

Session 1.2. During this session financial staff of HQ gave general results and comments for the “Ukraine: Complex Emergency” project activities as well as some advice to regional teams on making final reports.

Sessions 2.1 – 2.2. Regional teams presented activities their teams were implementing, results, challenges and successes. On the second day, teams were discussing their experience and the challenges they had already identified.

Second day Opening session. On this session the results of the first workshop day were presented and the list of the common issues discussed.

Session 3.1. This was a group work session during which the teams worked on issues they faced during their work in the project. The issues and challenges of every project team were divided into four categories: Issues in financial processes, Issues with service providers, issues in work with beneficiaries and challenges in the general project management process. The groups were formed in the way that each group contained a project coordinator (or substitutional volunteer) and volunteers from different project regions. Groups could discuss



the issues they had to deal with and develop the list of recommendations to improve future work. After work on their specific categories, each team presented its view and other groups could add something or offer their way of solving or avoiding such issues. The regions presented the following issues and recommendations.

1. Financial processes

No	Issue	How to solve	How to avoid
1	District organizations having bank account	Informational support from national level	The financial operations should be, preferably held by regional organization. If this is impossible, there should be a person on district level that should be dealing with this account;
2	No financial monitoring		Monitoring visits of financial project coordinator are required 2-3 times per project period;
3	Some of organization did not have updated information on financial documentation and standards		<ul style="list-style-type: none"> - The full package of all documents that is needed for project work, including financial standards should be given to the project team in the beginning of a project; - Trainings on financial standards need to be given to financial specialists on regular basis;
4	Organizations have problems with purchasing procedures	Informational support from central level is needed	<ul style="list-style-type: none"> - The documents and standards on conduct of purchases should be given to all project teams in the beginning of a project; - Trainings and informative sessions on purchasing procedures standards should be conducted for regional teams.

2. Service providers

No	Issue	How to solve	How to avoid
1	More than 60% of beneficiaries did not receive SMS with information of support on their names from Service Provider	<ul style="list-style-type: none"> - Beneficiaries should be informed that this can happen and keep contact with them; - the information on the date of transaction should be given to regional teams before launching the payment; 	Such cases, as well as ways of Service Providers and the organization's reaction on them should be written in the agreement.

No	Issue	How to solve	How to avoid
		- The Service Provider needs to be informed on the issue and react on them;	
2	Some Banks did not have the new data of beneficiaries or initially input it incorrectly and see them as mistakes made by URCS	The beneficiary should be informed that data he/she is providing to URCS should correspond to information that is in the bank and he/she needs to monitor the data updating in the bank themselves.	The Service Provider's staff should be informed where to check data and what to do in such cases.
3	The Bank as Service Provider did not accept powers of attorney from guardians of elderly or disabled beneficiaries of the project	The beneficiaries' data in the register for payments was changed into the data of their guardians by URCS staff and copies of documents were added to the beneficiaries' profiling.	It would be good discuss this issue with the Service Provider before concluding the Agreement
4	Service Provider's hotline does not provide necessary information to beneficiaries	Information is given by Service Provider on the request of URCS National Headquarters staff and given to beneficiaries	The point of informing beneficiaries should be clearly stated in the agreement with Service Provider

3. Work with beneficiaries

No	Issue	How to solve	How to avoid
1	Migration pattern of beneficiaries	If beneficiaries received vouchers and cannot use them in the region they are going to, they need to use them before leaving or return voucher to the organization with the written explanation. Such voucher can be given to different beneficiary	Beneficiaries should be informed on the project duration and ways of delivering the support to be able to plan the receiving and on places where support can be received/used in case of changing location
2	Some of Livelihoods beneficiaries do not provide the reports as requested		Livelihoods and food beneficiaries should receive a booklet with information on what support is provided, what is required from them and, if there should be some reporting, how they need to make it right way
3	Too many people not fitting the vulnerability criteria are demanding support	The beneficiaries, not complying with the criteria are informed that they are not receiving support in this project but they can seek for information on further projects on web page of the organization or in social media pages of the organization	There should be better informing of beneficiaries on the requirements and criteria of the project

No	Issue	How to solve	How to avoid
4	No connection with some beneficiaries	Text messages were sent to such beneficiaries so that they could get to know when they will switch on the phone that the Red Cross is trying to find them; Information on such beneficiaries is gathered through other IDPs, neighbours and NGOs	In the beginning of the project, beneficiaries should receive the booklet with a memo that they need to inform RC if they have changed/lost their phone and provide the organization with new data
5	Some of beneficiaries misbehave when asking the organization for support	The staff and volunteers try to calm them down	Trainings on conflict resolution and PSS should be conducted for the staff and volunteers

4. Challenges in general project management process

No	Issue	How to solve	How to avoid
1	No cell phones for the project, staff and volunteers are using their phones and put money on them from their own pocket	There is possibility to put money on own phones via project but there will be some percentage deducted from reimbursement as per URCS policy (19.5%)	The phones bought in other projects should be used and money put on it according to inner procedures of URCS
2	In some projects car is needed for reaching beneficiaries in far district places	If URCS organization has car, its usage and maintenance is paid from the project that is using it after the coordinator's written request.	There should be car given to the region/district for such activities on a written order of Director General or there should be purchasing procedure conducted on regional level for using external service provider for transfers.
3	Not enough information and communication with national level	The information should be given from districts to regional level and then to national level and districts should be informed about it. The communication is made through e-mail and phone calls	There should be organigram in place that is given to all project coordinators where all the layers for communication and reporting would be shown.

Session 4. This was a plenary discussion on the Operational Guidelines for Food and Livelihoods that were made during the project by team in HQ and aimed to support staff in work with cash programmes in future. During the discussion participants received information on the aim, structure and contents of the Guidelines and could comment on general information given. They presented their view and comments on the draft of the Guidelines and its application in the Ukrainian context.

At the end of the Lessons Learnt Workshop, facilitators and participants discussed the overall result of the two days and which expectations were satisfied and only the expectation on the information about future projects was left to next year. IFRC Delegates, with support of national team gave the teams' members Certificates in appreciation for their work in the project.

Facilitators thanked the teams for their work in the project and highlighted the importance of sharing experiences.



Annexes:

1. Agenda
2. PowerPoint presentations