



Ira and her dog at the office of the local Red Cross Branch in Vinnytsia, where they are packing food parcels for internal displaced persons (IDPs). Source: IFRC, Ukraine, 29 April 2022.

Appeal №: MGR65002	To be assisted: 3.6 million people	Appeal launched: 28/02/2022
Glide №: OT-2022-000157-UKR	DREF allocated: 1 million CHF	Disaster Categorization: RED
Operation End date: 29/02/2024	Operational Strategy Revision #: 1	Date: 23/05/2022

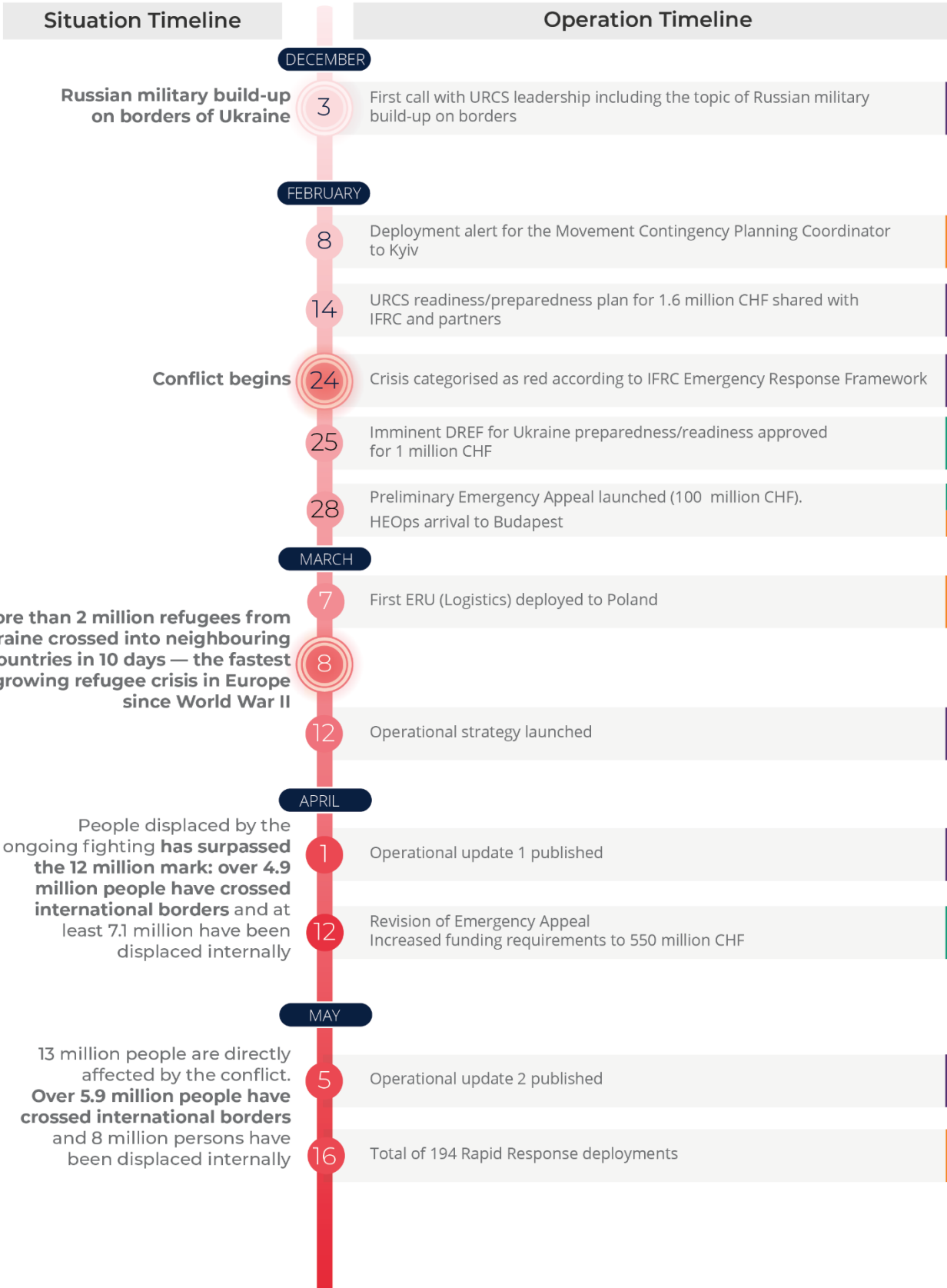
Revised IFRC Funding requirement: 550 million CHF
Revised Federation-wide funding requirement: 1.2 billion CHF
To assist: 3.6 million people



- Planning & Strategy
- Deployments
- Funding

Timeline of Operation

Ukraine and Impacted Countries Crisis



OPERATIONAL STRATEGY REVISION

The armed conflict in Ukraine has caused tragic loss of human life, destruction of cities and civilian infrastructure, and massive displacement of people inside the country and across borders to neighbouring countries and beyond. Although active since 2014, the conflict escalated in late February 2022 as hostilities spread to most parts of the country. It has led to critical concern for the protection of civilians, especially for those trapped in urban centres. While it has necessitated a massive scale-up in providing humanitarian aid across the country, humanitarian access remains challenging.

Although the geographic scope of hostilities has reduced compared with the first few weeks of the crisis, the needs of people across Ukraine, including refugees/displaced populations and those remaining in hard-hit areas, continue to deteriorate. Hundreds of thousands remain without or have reduced access to water, gas, electricity, and mobile communications. At the same time, internally displaced persons (IDPs) in western Ukraine face challenges securing adequate shelter and finding ways to support themselves and their families. The Red Cross Red Crescent Movement has been scaling up its response to respond to the increasing needs within Ukraine as well as in the neighbouring countries.

This Operational Strategy is part of a Federation-wide approach, focusing on activities across 3 following priorities, with an overall focus on National Society Strengthening.

- 1) Health and Care, including Water, Sanitation, and Hygiene (WASH);
- 2) Integrated Assistance, including Shelter, Multi-Purpose Cash, and Livelihoods;
- 3) Protection and Prevention.

Federation-wide approach

Consistent with the priority given to membership coordination in the Agenda for Renewal, the IFRC Secretariat continues to strengthen its coordination with the membership at both strategic and operational levels as an utmost priority. The Operation Strategy is part of a **Federation-wide Framework and membership coordination**, based on the response priorities of the Operating National Society and in consultation with all Federation members contributing to the response, leveraging the capacities of all partners to maximize the collective humanitarian impact and ensure linkages between all response activities.

The approach reflected in this Operational Strategy includes

- A **Federation-wide country needs assessment and implementation plan** with common indicators
- A **Federation-wide funding ask** to ensure linkages between all response activities (including multilateral, bilateral and activities funded domestically by National Societies and assist in leveraging the capacities of all members of the Federation in the country to maximize the collective humanitarian impact.
- a **Federation-wide monitoring and reporting framework** to standardize monitoring and reporting and ensure accountability and transparency. The Federation-wide monitoring covers reporting on different activities of National Societies, standard indicators across the IFRC, and financial information. Key messages and communication packages were sent to all National Societies timely and consistently for each emergency response operation. The data collected through this process is shared on the GO platform with public visibility and draws a global picture of the response.

SITUATION ANALYSIS

More than 6 million¹ people have fled Ukraine into neighbouring countries since Russian troops entered Ukraine on February 24. Most of those fleeing Ukraine have entered immediate neighbouring countries, primarily Poland, Romania, Russia, Hungary, Moldova, and Slovakia (see map below for estimated figures), but it has also included the movement of people to further countries in western Europe and beyond. Regarding presence of refugees in

¹ [UNHCR](#), 13 May 2022.

Ukraine's non-neighbouring countries, Germany, Czech Republic, and the United Kingdom have indicated the highest number of refugees' registrations for international protection.

Updated: 23 May 2022

Magnitude of People Crossing Ukraine's Borders Ukraine and Impacted Countries Crisis



The number of people moving into neighbouring countries continues to be much lower than at the start of the conflict. At the same time, more than 1.6 million Ukrainians entered back Ukraine since 28 February 2022. (This figure reflects cross-border movements which can be pendular and does not indicate sustainable returns).² IFRC is closely monitoring the flow of people to anticipate needs and situations, which change daily.

A further 8 million are estimated to be internally displaced within Ukraine, approximately half of whom originally resided in the eastern regions of the Country.³

Critical infrastructure has been affected, damaged, or destroyed, including more than 1,600⁴ educational facilities and approximately 200⁵ health facilities. Many pharmacies are closed, and stocks of medicines are low, leaving people without access to health care and life-saving medicines. Hundreds of thousands of people are living without access to basics, such as water, food, and electricity.

Access to medical supplies, food, water, utilities, and other vital goods and services deteriorates, which pushes people to seek refuge to meet their basic needs. For those who have left Ukraine, people without social and family networks are increasingly struggling to find accommodation. Host families face increased pressure to offer support in the immediate and longer-term. After two years of responding to the Coronavirus disease (COVID-19) pandemic, health systems in neighbouring countries are also struggling to meet increasing demands. Given the nature of this crisis, people affected will face long-term mental health needs that those existing resources may not be able to support.

² *Ibidem*

³ [IOM Ukraine Internal Displacement Report](#), 3 May 2022.

⁴ [The Ukrainian Ministry of Education and Science](#), 13 May 2022.

⁵ [WHO Surveillance System for Attacks on Health Care](#), 13 May 2022.

Severity of humanitarian conditions



Significant damage to infrastructure in Ukraine. Military activity has impacted crucial supply chains and restricted access to vital services and goods in many parts of Ukraine, with a heavier impact on the central and eastern parts of the country and sporadic damage in the western part, which to date is less affected by ongoing hostilities. **Direct infrastructure damage is estimated to be at over 790 billion CHF.**⁶



Critical medical supplies are becoming increasingly scarce, including medications and oxygen, putting growing pressure on an already deficient healthcare system. According to the World Health Organization (WHO), the health system in Ukraine has been severely disrupted, with around 300 health facilities situated in areas affected by hostilities and 1,000 health facilities in changed areas of control.⁷ The high concentration of IDPs in the east of the country is overstressing the existing health facilities. Moreover, healthcare staff and facilities themselves are impacted in the hostilities, harming the security and delivery of impartial and efficient health care.



The shortage of agricultural labourers and inputs, destruction of food systems assets and infrastructure, and the reduced access to arable land will likely **limit domestic production and food availability in Ukraine markets over the coming few months**. Some rural households are likely to have above-average levels of food stocks and/or financial resources, which will provide some buffer as livelihoods and incomes are disrupted by the conflict. However, if the war continues and spreads, there will be increased pressure until food from the next harvest becomes available in the summer, assuming planting can occur.⁸



1.4 million people are currently without running water across eastern Ukraine. Hostility-related damage to infrastructure and power cuts put an additional 4.6 million people across Ukraine at risk of losing access to piped water.⁹



More than 90% of people crossing borders are women, children, older people, people with disabilities, and other groups facing different vulnerabilities and risks.¹⁰ In times of conflict, there are increased risks of conflict-related sexual violence, trafficking for sexual exploitation, sexual exploitation and abuse of vulnerable groups, and pre-existing and increased displacement related risks of violence.



Migration flows in this crisis continue to be complex. While more than 8 millions of internally displaced persons remain in Ukraine, millions of refugees have fled to neighbouring countries and beyond creating a population movement of more than 13.6 millions of persons (this includes the combined number of those displaced internally as well as refugee fleeing across borders)¹¹. Many have crossed the border back and forth to check on their houses and family members or access specific assistance in neighbouring countries. There are also differences between the first wave of refugees/displaced people who left Ukraine, who may have had more access to resources, while those left behind or crossing now with far less access to financial and other types of support. The most urgent needs for refugees and displaced people include access to basic assistance, health support, mental health and psychosocial support, support with accommodation, access to relevant information, protection, and access to ways to support themselves and their families through cash and livelihoods assistance. Moreover, according to the Ukrainian public authorities, on the 12th

⁶ [Kyiv School of Economics. 18 April 2022.](#)

⁷ [OCHA. Ukraine: Humanitarian Impact. Situation Report. 15 April 2022.](#)

⁸ [Food and Agriculture Organization \(FAO\). Ukraine - Humanitarian response update. 11 April 2022.](#)

⁹ [OCHA. Ukraine: Humanitarian Impact. Situation Report. 15 April 2022.](#)

¹⁰ UNHCR, Ukraine Regional Refugees Response Plan and Flash Appeal, April 2022.

¹¹ IOM, Ukraine International Displacement Report, General Population Survey, round 4, 3 May 2022.

of April more than 870,000 Ukrainians have returned to the country since the start of conflict. According to other sources¹², as already highlighted, is estimated that since the end of February more than 1.6 million Ukrainians entered back the Countries. This data, which it cannot still be considered a clear trend, has to be taken in consideration to start to plan a long-term perspective support to returnees.



Neighboring countries' **capacities to provide long-term and safe shelter** are being severely stretched. In Poland, where half of all displaced people from Ukraine have arrived, shelter is being provided primarily by citizens in their private homes. But local officials in Poland are increasingly concerned the goodwill toward refugees/displaced people will begin to decline, and temporary housing capacities are uncertain.¹³



The conflict is strongly affecting children's access to education: in Ukraine, schools either are operating in distance modalities or have suspended learning activities while for the children that have left the country the main barriers are language and transportation. Within the 8 million IDPs in Ukraine, 52 per cent of displaced household are reporting at least one child between 5 and 17.¹⁴ Around half of those who have fled the country are children.



The conflict in Ukraine is also unleashing a **three-dimensional crisis in food, energy, and financial markets**. Soaring staples prices, energy price hikes and supply shortages are increasing pressure on households worldwide in the poorest countries, likely to push up to 323 million people into acute levels of food insecurity.¹⁵ The Russian Federation and Ukraine produce around 30 per cent of the world's wheat and barley, one-fifth of its maize, and over half of its sunflower oil. In addition, the Russian Federation is the world's top natural gas exporter and second-largest oil exporter. Belarus and the Russian Federation also export around a fifth of the world's fertilizers.¹⁶ Preliminary analysis suggests that as many as 1.7 billion people in 107 economies are exposed to at least one of three risks, mostly in Africa, Asia and the Pacific, and Latin America and the Caribbean.¹⁷

¹² UNHCR, 13 May 2022

¹³ [The Wall Street Journal. April 4, 2022.](#)

¹⁴ UNICEF, Ukraine Humanitarian Situation Report No. 12, 10 May 2022

¹⁵ [UN. Global Impact of war in Ukraine on food, energy and finance systems. 13 April 2022.](#)

¹⁶ [OCHA. Ukraine: Humanitarian Impact. Situation Report. 15 April 2022.](#)

¹⁷ [UN. Global Impact of war in Ukraine on food, energy and finance systems. 13 April 2022.](#)

CAPACITIES AND RESPONSE

National Society response capacity



Ukrainian Red Cross Society capacity and ongoing response

Core areas of operation



Number of staff: **535**

Number of branches: **224**

Number of volunteers: **2,500 active volunteers with another 3,000 registering across the country within one week, supported by a new onboarding mechanism**

The aim of the Ukrainian Red Cross Society (URCS), founded in 1918, is to ensure human life protection and to prevent and mitigate human suffering during armed conflicts and natural disasters. The URCS also supports the medical services and public healthcare services, assisting the public authorities of Ukraine in their humanitarian activities. Since 2014, URCS has responded to the needs of persons affected by the conflict in the Donbass

Almost 800,00 people have received assistance from the URCS with the release of **emergency relief stocks**, the voluntary evacuation of people trapped by the conflict, the delivery of food, water and hygiene items to people taking refuge in shelters, and first aid and psychosocial support (PSS) interventions. Together with the Movement partners, URCS continued providing emergency health services to internally displaced and public health authorities (through medicines and medical supplies) and plans to significantly **scale up its health response**.

URCS is coordinating with local authorities to **holistically assist internally displaced people**, many of whom will not or cannot cross the border into a neighbouring country. This includes the scaling up of assistance at Humanitarian Service Points as well as reception centres which are being established in schools and other community buildings to accommodate a growing number of internally displaced people. Importantly, in the current phase of the crisis, we are also seeing people who fled the country return, and the distinct needs of those returning will also be considered throughout the provision of assistance. **Cash assistance** is being considered a key modality. URCS also continues to coordinate with neighbouring National Societies, with the support of IFRC and ICRC where relevant to support **people crossing borders**.

Relief assistance includes food items, water, hygiene kits, blankets, shelter items, and medicine dispatched to seven regions in Ukraine. Humanitarian cargo was received from several Partner National Societies. The ICRC also works closely with the URCS across the country. Across the response, special attention will be given to **Protection Gender and Inclusion (PGI)** in view of the multifaceted risks and needs of the affected population.

Capacity and response of neighbouring countries¹⁸



Polish Red Cross

Core areas of operation



Number of staff: **5,724**

Number of branches: **220**

Number of volunteers: **Nearly 40,000 volunteers, with thousands more joining since the crisis began, including newly-arrived displaced persons**

The Polish Red Cross (PRC) has been present countrywide since 1919, running 2,261 programs (blood donors clubs, rescue teams, youth clubs, etc.) and working on dissemination of International Humanitarian Law (IHL), Restoring Family Links (RFL) and tracing services, voluntary blood donation, social care and assistance to vulnerable groups, health and environmental sustainability promotion, first aid training, education programs, and providing humanitarian assistance in crises and disasters domestically and abroad. Before the current situation started, PRC responded to the humanitarian needs of migrants, including refugees/displaced people arriving from Belarus in October 2021.

The PRC has reached 207,000 people with relief assistance. Over 4,000 people have received primary health services or has been referred to public health institutions.

Additional to assistance provided by PRC, 5 trucks of relief items containing mattresses, blankets, kitchen sets, and hygiene parcels were shipped to Vinnytsia, Ukraine, 3 trucks to Suceava, Romania, and 1 truck to Ternopil, Ukraine. Other than relief item distributions, 23 Generators were received through the IFRC pipeline in the warehouse. The warehouse contract which will allow IFRC to increase the storage of goods and relief items. The warehouse is fully functional in Lublin. At this stage of the operation, 2 warehouses in Lublin are online.



Hungarian Red Cross

¹⁸ The number of staff and branches in this section is included as reported by National Societies in the 2020 annual Federation-wide data collection. A local unit is defined as a National Society subdivision that works directly with the community – this can include local chapters, branches, regional and intermediate offices, and headquarters.

Core areas of operation



Number of staff: **951**

Number of branches: **1,548**

Number of volunteers: **Approx. 12,000**

The Hungarian Red Cross (HRC) was established in 1818, and its main tasks include blood donor recruitment, first aid, social welfare, disaster management and Red Cross Youth activities. Its Tracing Service restores family links broken due to armed conflicts or natural disasters. The HRC county, town and area branches cover the entire country. Unconditional help and the permanence of charity are how the Red Cross cares for the weak and vulnerable with its volunteers.

Since the beginning of the crisis, Hungary has received at least 465,000 newly displaced people over the Ukrainian border, plus a significant number of people via bordering countries. Many of the newly arrived displaced people transit through Hungary to go further into Europe. HRC quickly mobilised at the onset of the conflict to provide **life essential goods** and operate health posts (primary care, first aid, psychosocial first aid, and emergency referrals) near the border. Information points and temporary shelters have also been established at the Záhony train station and border crossings. Some 6,800 volunteers have been actively involved in the response to date. Over 126,000 people have been reached through relief assistance. While 17,000 people have received hygiene supplies, over 10,000 people were supported through psychosocial services.

To add to the activities already realised, the HRC is in discussions for a mid- to long-term shelter strategy for displaced people who plan to stay in Hungary.



Slovak Red Cross

Core areas of operation



Number of staff: **419**

Number of branches: **959**

Number of volunteers:	4,404
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The activities of the Red Cross in Slovakia territory date back to the establishment of the Czechoslovak Republic in 1918. In Slovakia, branches were gradually established in cities, such as Banská Štiavnica, Nitra, Bratislava, and Košice. Since then, in compliance with the Geneva Conventions and their additional amendment protocols and the resolutions of international conferences of the Slovak Red Cross Society (SRC) and Red Crescent Movement, the SRC has performed essential duties in times of peace or warfare.

The SRC is present at all three of the country's border crossings with Ukraine, providing services, such as warming shelters, referral to essential services, and first aid. The crisis quickly spread away from the borders, with many refugees finding temporary accommodation across the country. With this shift, SRC is quickly scaling up support not just along the routes where people are on the move, but also scaling support for livelihoods, referrals for social services, and other medium- to long-term support for people who are staying in Slovakia. This support includes psychosocial support and providing child-friendly spaces, including in overnight shelter sites; providing social services, particularly referral for services, including education, healthcare, and registration for legal status; providing first aid, health assessments, referrals to clinical care, and COVID-19 testing; meeting basic needs through cash, voucher and in-kind programming; RFL and tracing; and supporting existing and preparing for expanded access to temporary shelters for people on the move.

Since the conflict started the **SRC has reached:**

- **More than 173,500 people with relief assistance.**
- 3,000 people supported with PSS.
- 26,600 people supported or accompanied in official procedures.
- Some 19,800 people received primary health services or referred to public health institutions.

Branches in communities with significant numbers of hosted refugees/displaced people are already shifting to longer-term programming, with a particular focus on shelter, livelihoods, education, social services, and other integration services.



Red Cross Society of the Republic of Moldova

Core areas of operation



Number of staff:	14
Number of branches:	20
Number of volunteers:	1,300 active volunteers

The Moldova Red Cross Society (MRCS) mission is to assist vulnerable people in coping with the effects of emergencies and socio-economic crises by mobilizing the power of humanity and ensuring appropriate means and services to protect human life and dignity.

Since the beginning of the humanitarian crisis, 8 Branches of the MRCS have been organizing donation points where people can drop donations of food and warm clothes for the displaced people. People offer hot tea, warm food, and personal protective equipment (masks) for COVID-19. MRCS volunteers are visiting the placement centres to provide support for people displaced, play with children, and help in preparing food and other necessary support. Older adults, people with disabilities, and families with many children need a particular focus.

The supply chain has been established in collaboration with DHL to mobilize additional household items within the region. Thus, based on the MCRS agreement, 2,100 mid-thermal blankets will be submitted and will allow completion of the requirement of 6,000 blankets.



Romanian Red Cross

Core areas of operation



Number of staff: **50**

Number of branches: **47**

Number of volunteers: **6,000 registered volunteers, and is scaling up its activities, engaging more volunteers**

The Romanian Red Cross (RRC) was founded on 4 July 1876, in Romania and began work in the present headquarters of the Colțea Hospital in Bucharest. The RRC is the only humanitarian organization in the country which has clear duties as an auxiliary to public authorities, especially in the field of prevention and intervention in case of disaster.

The Romanian Red Cross (RRC) volunteers across all border branches have been deployed at all border crossing points and are distributing food, water, essential household items, hygiene products, and SIM cards to newly arriving displaced persons.

On 25 February, per the National Disaster Response Strategy, a Crisis Cell was established within RRC to plan and respond nationwide. The cell then implemented a nationwide collection and transportation of relief items to the northern and eastern border stations and refugee centres. **A humanitarian convoy of 18 trucks with relief from RRC, Italian Red Cross and Turkish Red Crescent left for Ukraine on 4 March, heading to the warehouse in Chernivtsi in Ukraine.** Supported by Danish Red Cross, RRC has established a logistics hub at the border with Ukraine in Suceava. This hub acts as an entry point for goods and supplies destined for Ukraine.



The Russian Red Cross Society

Core areas of operation



Number of staff: **300**

Number of branches: **600**

Number of volunteers: **Approx. 20,000**

The Russia Red Cross Society (RRCS) provides assistance to vulnerable populations in health and care, disaster management, humanitarian values, and organisational development. Since May 2017, the IFRC and the Russian Red Cross Society have been implementing projects that provide humanitarian assistance to 10,000 most vulnerable conflict-affected displaced people from eastern Ukraine in the Russian Federation.

Following the movement of people from Donbas area, from 18 February, RRCS has been providing food, winter clothing, hygiene items, mental health, and psychosocial support (MHPSS), RFL, health promotion and infectious disease prevention, and cash and voucher assistance in temporarily accommodation points (TAPs) located on the territory of the Russian Federation. **As of 5 March 2022, the RRCS delivered more than 187 tons of humanitarian aid for displaced people.** The hotline of the RRCS receives hundreds of requests from Ukraine and Russia daily. Most of the requests are related to the possibility of evacuation of civil population, humanitarian corridor and issues of detained persons.

The RRCS activated its internal emergency coordination mechanism in the Rostov regional branch and adjacent branches delivered assistance to the region. The RRCS joined local authorities in Rostov in the primary assessment of the situation and needs of people arriving in the region and accommodated in temporary facilities. The RRCS is recruiting additional volunteers to assist with relief efforts in the region, training them on the principled humanitarian approach of the Movement and the Code of Conduct.

The RRCS continues to leverage domestic resources, coordinating and collecting in-kind humanitarian aid in different regional branches to provide humanitarian assistance to displaced people from Donbas as long as needed, while also working closely with ICRC and IFRC in line with the Movement principles and approach.



Belarus Red Cross

Core areas of operation



Number of staff: **424**

Number of branches: **158**

Number of volunteers: **Approx. 17,000**

The Belarus Red Cross (BRC) is the largest humanitarian organization in Belarus, present in all 158 districts. BRC works in humanitarian aid (including COVID-19 response), home-based care and active ageing, community mobilization, health promotion and disease prevention, disaster response, and refugees' integration. BRC has also been responding to other population movements since mid-2021 which has impacted an estimated 20,000 people spread across several countries, mainly Belarus, Poland, and Lithuania, and continues providing support to 700 people in the dedicated logistics centre.

BRC is assisting with the provision of hygiene kits and food and coordinating with both local authorities and international actors (including IOM and UNHCR). BRC has reached some 1,000 people with relief assistance. Psychosocial support was provided to nearly 1,000 people. Around 630 people have been assisted with temporary accommodation. 201 Telephone Helpline processed 155 requests. 391 requests for RFL received. 557 people passing through the point Gden received assistance. 2,075 services were provided at the Poddobryanka border crossing point (for people coming from Ukraine to receive services and returning) – meals, referral for medical support, PSS, and availability of mobile pharmacy. 81 people passing through Novaya Huta received assistance.

BRC is following developments closely and mobilizing its teams for further provision of assistance in Belarus to displaced persons from Ukraine. It is in close cooperation with the border services of the Republic of Belarus, the Department of Citizenship and Migration of the Ministry of Internal Affairs of the Republic of Belarus, and international partners to ensure maximum preparedness for the changing situation. The Ministry of Foreign Affairs of the Republic of Belarus, the State Border Committee of the Republic of Belarus, and BRC signed an agreement on cooperation in humanitarian assistance to migrants to ensure effective coordination of joint actions to assist migrants. BRC also works closely with IFRC and ICRC, which have offices in Minsk.

Capacity and response of secondary impacted countries

In addition to countries bordering Ukraine, the impact of the crisis is also affecting countries beyond immediate neighbouring states. In the first instance, this includes other European countries receiving increasing numbers of refugees and displaced people, particularly diaspora countries and countries where they have connections or family members/friends. National Societies in these countries are using domestic capacities and funding to support these new arrivals.

National Societies Response Ukraine and Impacted Countries Crisis



	Food	CTP	RFL	MHPSS	Shelter	Transport	Relief	Health	First Aid	CEA	WASH
Portuguese Red Cross			○								
Spanish Red Cross	○	○	○	○	○	○	○				
French Red Cross	○	○	○	○			○	○	○	○	
Italian Red Cross				○	○		○			○	
Irish Red Cross	○			○						○	
British Red Cross										○	
Islandik Red Cross				○	○					○	
Belgium Red Cross	○		○		○		○	○	○	○	
Belgium Red Cross (Flem.)					○						
Netherland Red Cross	○	○	○	○	○	○	○	○	○	○	○
German Red Cross							○	○	○	○	
Danish Red Cross	○		○				○	○		○	
Norwegian Red Cross			○	○							
Swedish Red Cross			○	○	○					○	
Finnish Red Cross			○	○						○	
Lithuanian Red Cross	○			○	○		○	○		○	○
Latvian Red Cross	○				○		○		○		○
Estonian Red Cross			○	○	○						
Czech Red Cross					○		○		○		
Red Cross of Montenegro											
Austrian Red Cross			○	○	○				○		
Malta Red Cross			○								
Bulgarian Red Cross	○				○		○			○	○
Bosnia & Herzegovina Red Cross	○		○	○				○			
Croatian Red Cross	○		○	○	○						
Red Cross of Serbia			○	○			○				
Hellenic Red Cross	○	○								○	
Magen David Adom		○	○				○		○	○	
Luxembourg Red Cross					○						
Monaco Red Cross				○							
Slovenian Red Cross	○		○	○	○						○
Swiss Red Cross				○						○	

Approximately 80% of the 54 National Societies in the IFRC Europe region have reported actions in response to the situation. These actions are related to their response domestically, internationally, or in raising resources for the response in Ukraine. The IFRC has established a support and monitoring strategy for the National Societies beyond Ukraine and immediate neighbouring countries and a matrix for the prioritization of resources based on the needs and operational strategies of each National Society. The strategy seeks spaces for coordination, peer

support, knowledge management, resource allocation, and technical support in an adequate and orderly manner.

The IFRC has also established a mechanism to provide support to nationals temporarily stranded in foreign countries (outside of Europe and the Central Asia Region) who face short-term difficulties in terms of basic needs and are supported by Red Cross Red Crescent National Societies upon the request of authorities. The main services are focused on providing information through fixed and mobile Humanitarian Service Points (HSPs) and the provision of health services, re-establishment of family contacts, psychosocial support, distribution of humanitarian aid (water, food, clothing), and shelter solutions.

The impact of the crisis is also seen at a global level, where countries in other regions of the world are starting to see this affecting economic and food security terms.

Red Cross Red Crescent Movement capacity and response

IFRC Membership Coordination (to support the Federation-wide approach)

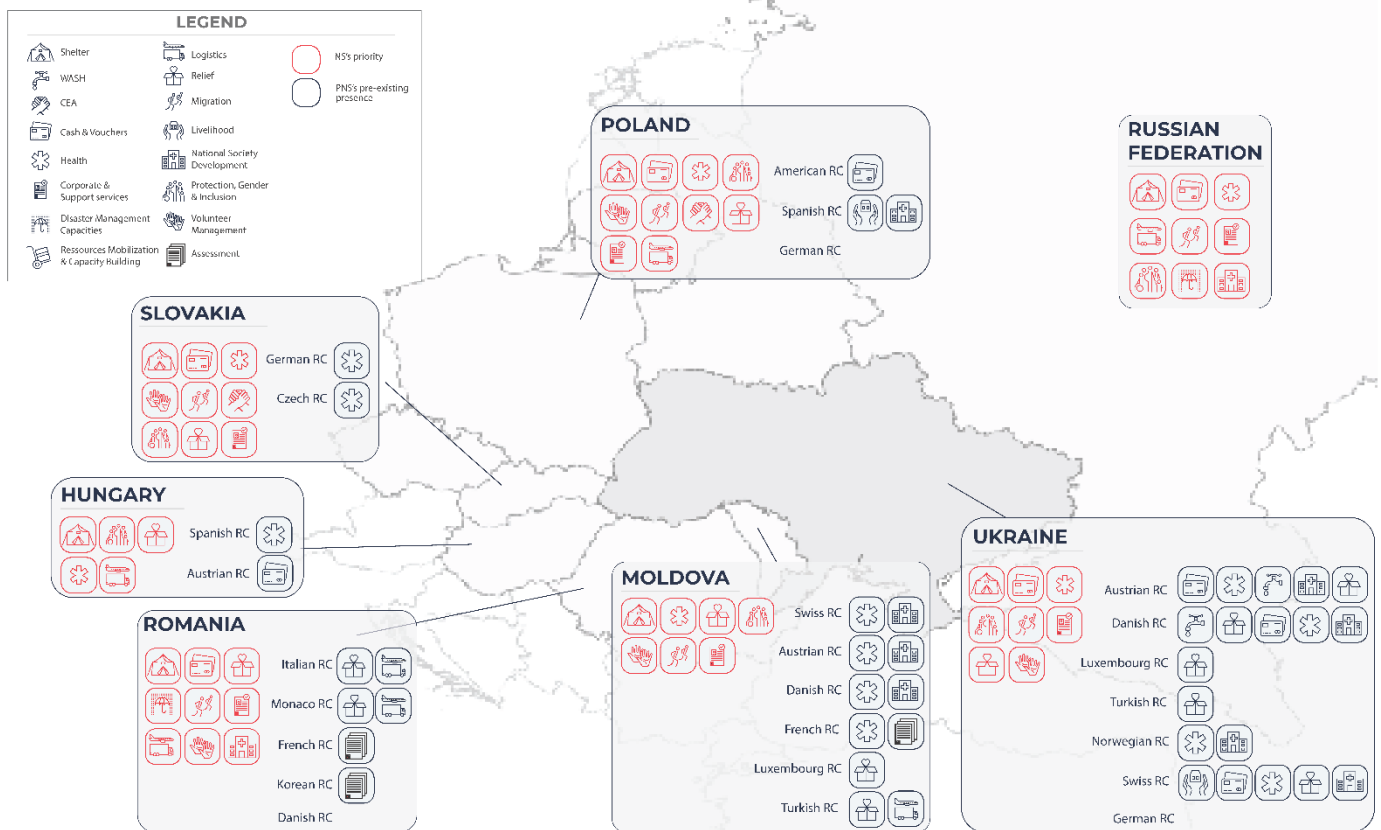
The scale and extent of this crisis are unprecedented and have mobilized a significant response from across the IFRC-wide network. Many National Societies have responded internationally to support the sister National Societies, like URCS, either through the IFRC Appeal or through bilateral support between member National Societies, while many others are working in their own countries to support people arriving.

Since the launch of the Emergency Appeal and the activation of the IFRC surge system, 194 IFRC Rapid Response personnel from 25 National Societies and IFRC Secretariat staff had been deployed to support the National Societies in Ukraine, Poland, Slovakia, Hungary, Romania, Russia, and Moldova.

In Ukraine, the IFRC is represented by its Secretariat and several Partner National Societies with an established presence in-country: Austrian Red Cross, Danish Red Cross, German Red Cross, Luxembourg Red Cross, Norwegian Red Cross, Swiss Red Cross, and Turkish Red Crescent. Partners are working to ensure that URCS has the appropriate technical and management support and the human resources capacity to deliver that much-needed response. To ensure effective Membership coordination, the IFRC has mobilized membership coordination support through the Regional Office for Europe to build appropriate channels for membership engagement and coordination at regional and across all country levels in Ukraine, neighboring countries, and countries beyond those bordering Ukraine. Deployment of a rapid response Membership Coordinator to coordinate the Partner National Societies support across this response operation allowed for National Societies' discussion on priority areas of engagement in the affected countries, sharing information on challenges in the response, and identification of solutions to ensure that all the members can engage in an adequate response. A Senior Membership Coordinator has also been deployed to ensure meaningful coordination at the national programme level and bring coherence to all partners working in different country regions.

Through the coordination with the [Red Cross EU Office](#) IFRC maintains the coordination relations between the members and EU decision-makers and stakeholders, sharing the operational highlights and the extensive experience and expertise of the membership in this response. From the beginning of the operation, a member of the surge team was deployed to this office to liaise directly with the operation and contribute to the coordination.

An International Coordinating Group (ICG) It has met several face-to-face as well as remotely both in person in Budapest and in Ukraine, with 22 National Societies participating.



Movement coordination

Building from the learnings of the SMCC initiative and spirit, the response to the crisis in Ukraine has been a full response from the entire Red Cross and Red Crescent Movement, bringing in the expertise and capacities of all actors. In view of the complex, intricate and multi-layered nature of this crisis, and given the scale and diverse nature of the needs, it is of utmost importance for our Red Pillar, the Red Cross and Red Crescent Movement, to continue working in full complementarity to maximize our humanitarian response and impact.

Based on decisions of the mini-summits meetings held in almost all countries covered by this appeal (Ukraine, Poland, Moldova, Russia, Hungary), the centrality of the hosting National Societies has been reaffirmed as the principal conveners in their own countries, with support of IFRC and ICRC as co-conveners, based on agreed roles and responsibilities. The primary responsibility of the convening role is to bring around the table all the Movement components that wish to contribute to the collective response as per their available resources and know-how. In addition, strategic coordination between the two international components remains a priority at all levels of operational implementation. This is supported by Movement coordination between the IFRC and ICRC at the regional level, through the two Regional Offices and at a technical support level in Geneva. An Administrative Services Agreement has been signed between IFRC Global Services Centre and ICRC in Budapest to facilitate the establishment of the ICRC regional office since mid-March 2022. This mechanism is replicable in other countries as needed.

In Ukraine, the Movement has built on the robust, existing Movement Coordination functions and relationships to support coordination with URCS at the center. A Movement Coordination Officer has been deployed and has set up a Movement Coordination framework of strategic, operational, and technical level meetings and support. Already, there have been strategic meetings between the URCS, IFRC and ICRC and operational meetings, including Partner National Societies. There are also specific meetings already set up to work in complementarity on specific areas of priorities for the response.

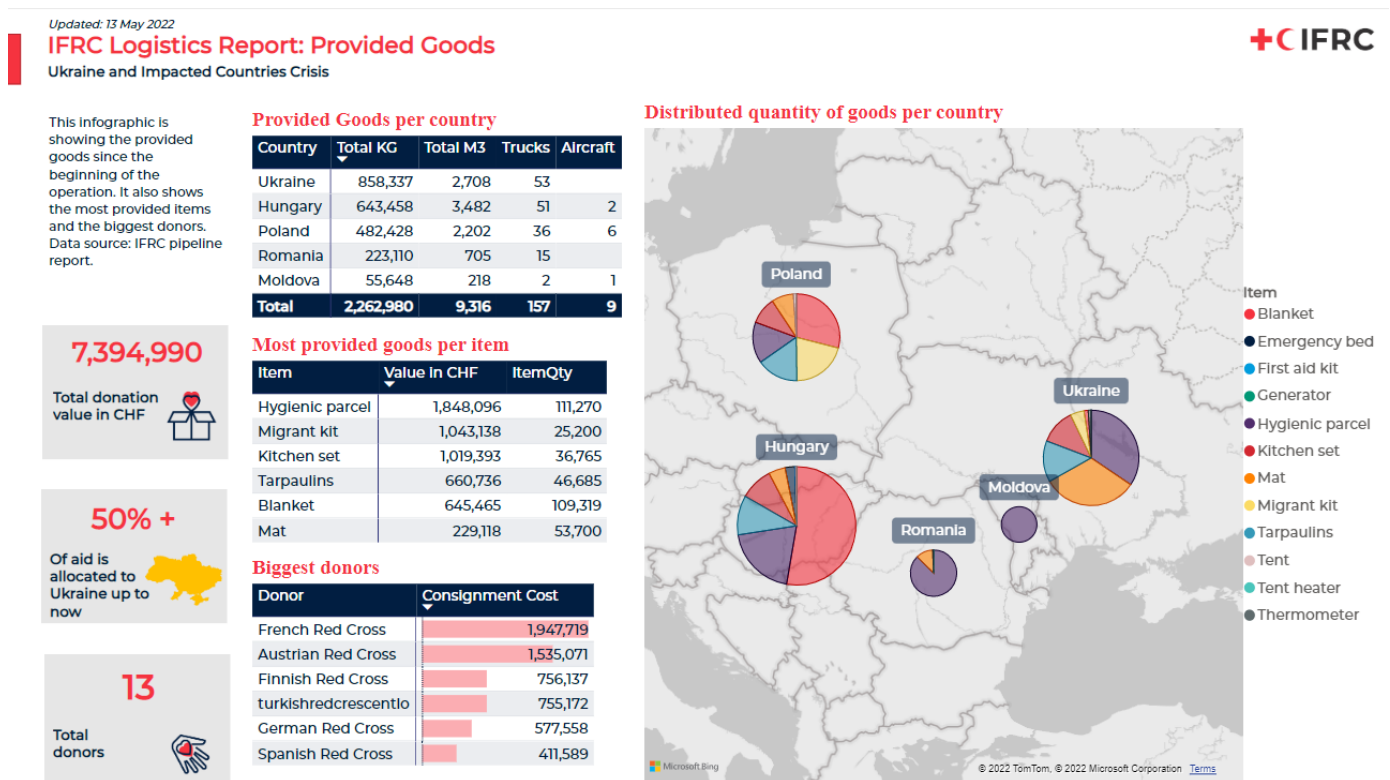
The Movement has also been working together to provide joint Logistics channels to supply the URCS warehouses. The IFRC and ICRC work together with the Danish Red Cross in the southwest and the German Red Cross and Finnish Red Cross in the northwest. This strong coordination will continue to be led by URCS with technical and human resources support from the Movement.

In those countries neighboring Ukraine, the IFRC is working closely with the National Societies to develop a clear strategy and plan to respond to the rapidly evolving situation in each context. This has included working with Partner National Societies in each country to provide the technical and human resources support scaling needed services for people on the move or staying in their countries. This includes support for areas, such as cash scale up or volunteer management and deployment of digital solutions. The ICRC is also engaged in four of these countries – Belarus, Moldova, Poland, and Russia.

Given the sensitivities of this context, official communications from IFRC, ICRC, and affected National Societies are being crafted in close coordination and cooperation. All Movement partners carefully consider messages to ensure the safety of volunteers and staff directly involved in the response operations and access and acceptance in the affected areas, and trust by local communities and all parties involved.

Joint Logistics and Procurement action

IFRC Logistics Teams are coordinating logistics efforts and ensuring that relief items reach people in need in all impacted countries. The Operational Procurement structure has been established, and functioning logistics structure have been established in Poland (Lublin), Ukraine (Chop, Chernivtsi), Hungary (Bucharest and Debrecen), Slovakia, and Romania. An operating supply chain has been established in Poland, Hungary, Romania, and Moldova. **Over 2 million kilograms** of aid have been delivered thanks to coordinated logistics efforts with ICRC, Danish Red Cross, Finnish Red Cross, Italian Red Cross, Kizilay and all neighbouring countries.



Procurement is working to support the National Societies with focus on establishing framework agreements regarding transportation, warehousing, supplier of various goods and services as well as Financial Support Providers (FSP) and Cash Voucher Assistance (CVA) program.

In total, Logistics has supported the transportation of approximately 140 trucks, 2,300 tons of goods from the mobilization table, as well as more than 3,000 tons of goods from bilateral donation to Ukraine and the neighboring countries. Approximate 75% of the total volume has been delivered to Ukraine, and the main items include food parcels, hygienic items, blankets, and household items. **This achievement is done in cooperation with National Societies, such as URCS, HRC, Danish Red Cross, Italian Red Cross, Turkish Red Crescent, Polish Red Cross, German Red Cross, and ICRC.**

Fleet team is managing 90 Vehicles in 7 countries, which have been mobilized from different sources (i.e., local car rental companies, loaned vehicles from Land Rover, and procured vehicles in Europe and from the United Arab Emirates). These vehicles include ambulances, minibuses, four-wheel drive vehicles, and cars for regular use.

For mid-term approaches, IFRC and Movement Logistics are focusing on the URCS mobilization, procurement of food, equipment, and prefabricated shelter, winterization planning, supporting CVA and planning for contingency for various scenarios. These will be done through by integrating local markets and utilization of partnership capacities.

For long-term strategies, the focus will be on capacity building of the National Societies' competencies and capacities in procurement, asset management (i.e., stock, fleet, equipment), contingency planning, supply chain management, stock/warehouse management, and reporting. The regional and national level Strategic Planning for Logistics Emergency Response will aim at integrating markets and partnership while integrating the aspects of CVA. Green Response and localization will also play a major role in the coming years. Value chain aspects, digitalization, market analysis, compliance/audit, legal references, and Logistics Code of Conduct are framing the strategic outlook.

In the Europe region the resources of IFRC and ICRC create a unique synergy, evolving as both organizations are building up their regional structures. There is a joint tripartite mobilization of URCS, IFRC and ICRC, working together on transportation, warehouse, fleet, custom clearance, accessing stocks, digitalization, and especially merging procurement activities and volumes, allowing the Red Pillar to be stronger in the humanitarian sector.

International Humanitarian Stakeholder capacity and response

The scale of the crisis in Ukraine is leading to the mobilization of the entire international humanitarian community. The UN system under OCHA's coordination, and with its humanitarian partners have launched [coordinated emergency appeals](#) for a combined US\$ 4.1 billion (Flash Appeal for US\$ 2.25 billion, and Regional Refugee Response Plan (RRP) for US\$ 1.85 billion, and Humanitarian) to urgently deliver humanitarian support to people in Ukraine and refugees/displaced people in neighboring countries. Challenges to scaling up are being reported through OCHA-led coordination meetings at the global and country-level in view of the fluid situation in Ukraine, and the absence of pre-existing presence and set-up in neighbouring countries. UN agencies and humanitarian partners are being reminded by IFRC of the importance of building on local response capacities, in line with Grand Bargain commitments.

The unprecedented solidarity displayed by all sectors of society also brings a wealth of organised and non-organised humanitarian support both within and outside Ukraine. While capacity is greatly enhanced by this solidarity, coordination challenges are significant.

Gaps in the response

Shelter: Many people are passing through and temporarily staying in reception/collective centres. These reception/collective sites are often insufficiently prepared, and there is a need to support the authorities to improve the conditions for people in communal settings, supporting short-term settings, and exploring medium term solutions. Nevertheless, most refugees/displaced people are staying with host families or have rented accommodation such as hotels and apartments. For those renting and those with host families, these situations may not be sustainable given the limited resources of both displaced and host families. Moreover, for those

staying in guest houses and hotels, who may have arrived and were paying a reduced rate (such as a rate supported by government) there is now pressure to leave with businesses wanting to charge full rates for the peak-season in the summer. Host family situations and collective centres may not always meet shelter adequacy standards and afford adequate risk management for dignity and protection (especially PSEA).

Food security: Although 2021 food stocks are available in Ukraine, supply chains have collapsed, and fuel costs have increased prices and reduced food availability in the market. Loss of employment and income has reduced the ability of many to afford staple foods when available.

Health: With the ongoing hostilities and large-scale displacement of people into neighboring countries, access to health care continues to pose a challenge, with limited or disrupted access to medicines in some areas, severe disruptions in critical services and supply lines, and a lack of transport restricting movement. Gaps also exist in provision of MHPSS as current location of approx. 95% of relocated Ukrainians is unknown, and provision of information to this group about access to support is a challenge. Furthermore, provision of support to those hosting Ukrainians faces the same challenge. A platform needs to be built with clear access to support.

Traditionally MHPSS has not been a large activity in the region and thus existing MHPSS capacity is weak and National Society development needs to be one of the primary focus of the response in order to ensure a stronger MHPSS capacity, access and provision – going forward.

Since MHPSS activities are largely dependent on volunteer capacity, the lack of volunteers and weak volunteer management infrastructure is reflected in lower capacity to carry out MHPSS activities.

Water Sanitation, and Hygiene (WASH) Promotion: Hygiene items and drinking water continue to be in high demand in some areas of Ukraine and Moldova. It also must be considered that private donations to Civil society in all countries might stop at one point, possibly before Cash interventions have been rolled out. Persons with disabilities and older people have been identified as being the most vulnerable groups affected in the Ukraine response with specific hygiene needs which are not adequately addressed through mainstreamed hygiene kits.

Migration and Displacement. While for the internal displaced population the most urgent needs are related to the access to basic services, for the people that have fled the country there is also a need of information related to legal protection, EU mechanism on international and temporary protection. To fill this gap, provision of legal aid and counseling at RCRC Humanitarian Service Points and transit/reception centers or shelters is critical to ensure that they are able to make informed decisions allow them to undertake medium to long term planning. More widely, a strong focus on provision of general information to IDPs and refugees is crucial for an effective response.

Protection, Gender and Inclusion:

The war is impacting women and men in different ways and is exacerbating pre-existing inequalities. According to OIM Ukraine Internal Displacement Report, 63% of the IDPs are women, 52 % infants (5-17), 23% people with disabilities and 55% older persons (>60). Key gaps that have been identified for these specific targeted population include **safe Referral pathways** for sexual and Gender-Based Violence (SGBV) survivors, **prevention and response mechanisms** on human trafficking at borders, access to health services including access to **sexual and reproductive health (SRH)**, with various groups needing access to specialized medication and treatment (hormone therapy for example), lack of **safe and accessible accommodation** for women and the LGBTQIA+ community.

On a more institutional level, among the different humanitarian actors in the field a huge gap is Safeguarding and Prevention of Sexual Exploitation and Abuse (PSEA). Many organizations on the ground need important improvements in capacity building, reporting mechanisms, policies or codes of conduct that guarantees a safe environment for all.

Logistics: While humanitarian access remains limited in many areas, competition for logistics and transportation assets (such as trucks and drivers) is increasing, especially in hardest-hit areas. Scarcity of fuel continues to be reported. Planning stages become of critical importance as market scarcity, Global supply chain interruptions,

fluctuating prices, long production and delivery lead times, energy shortages and scenario uncertainties are limiting Red Cross and Red Crescent services and impacts. National Societies and IFRC logistics and procurement capacities are in focus of capacity building among all affected countries to increase RCRC impact.

OPERATIONAL CONSTRAINTS

While during the first wave, most refugees and displaced people seemed to have the economic means to support themselves and English skills to mobilize, there are reports that the profile of refugees/displaced people is now changing and that more women with children and older persons are among recent returnees.

A different kind of vulnerabilities can be envisaged as the context constantly changes. A lack of updated detailed assessments of protection risks and vulnerabilities affects operational planning and delivery.

In addition to a continuously challenging and rapidly changing security environment, hostilities in Ukraine and large-scale population movement cause workforce shortages, dysfunctional markets, destruction of the vital primary industries, disconnected logistics networks, broken health services and closure of educational institutions. The disruption of significant infrastructure, major supply chains, and livelihoods lead to an economic decline on households and individual levels, leading to poverty and weakening society's resilience and fallouts in the energy sectors. These factors are highly disruptive to operational planning and delivery and require agile and adaptable approaches.

Humanitarian diplomacy remains a critical function in this crisis, which requires complementary and collective advocacy among Movement partners at varying levels of the operation. This includes careful consideration of the auxiliary role and Red Cross laws of National Societies and the provisions of the Geneva Conventions and their operational resonance. Movement responsibilities under international humanitarian law are fundamental to this response. Just as important is our advocacy for access to humanitarian assistance and basic services for all migrants and displaced people, irrespective of status and at all points of vulnerability along their routes. This will require a longer-term vision as the situation evolves and the needs of both refugee and host communities' change.

During the first phase of the operation, volunteer capacity for scale-up was identified as one of the limitations for the timely implementation of the planned activities. National Societies with the support of the membership are developing plans to strengthen their volunteer programmes for activities scale-up in parallel to the use of digital solutions that demand fewer physical human interactions.

Limited capacity in Support Services (Human Resources, Administration, Finance, etc.) at the national society headquarters and branches but also in the IFRC regional office was identified at the beginning of the response. Some back up was provided by the Global Services Centre and priority should be given to strengthen Corporate Services to support the effective delivery of relief as well as strengthening national societies' capacity.

Community engagement and accountability capacity and systems in-country, particularly for feedback was identified early on as a key area and gap in neighbouring countries. Pre-existing capacity in Ukraine was severely affected also. Feedback provides a way to listen to affected people's concerns (displaced people, refugees, host communities), their priorities, respond to queries and to identify any rumours and misperceptions, particularly important in this response where misinformation is prominent. Furthermore, the lack of a comprehensive overview of the multiple resources for information and knowledge on the channels that people prefer and trust is also a gap with multiple apps and products being developed by different organisations but in isolation. A harmonized approach is needed to enable easy access to information for affected people to reliable information and effective feedback processes.

Vision:

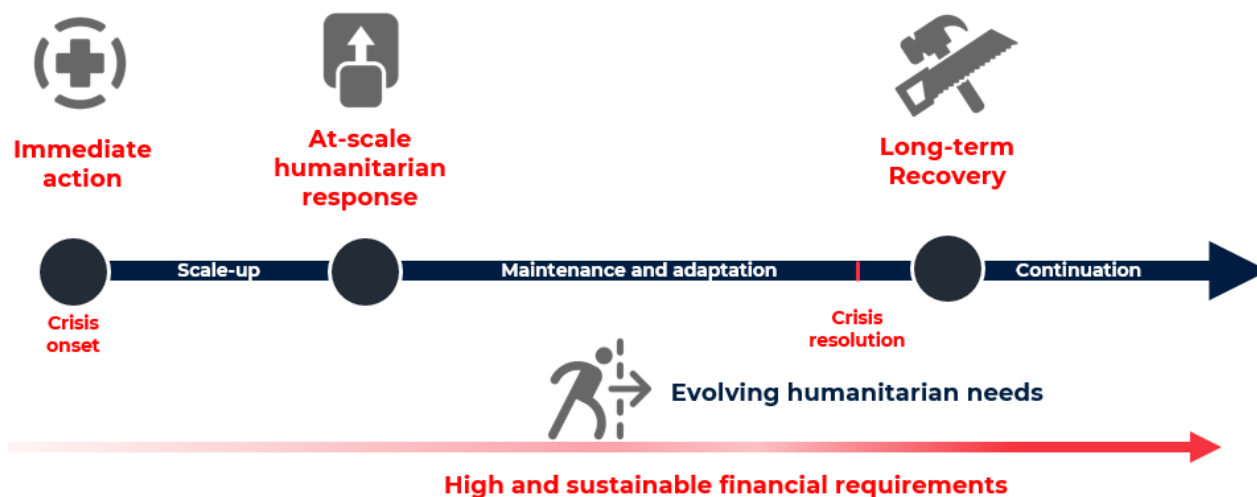
The IFRC Secretariat, with its member National Societies, has launched a **Federation-wide response plan for 1.2 billion Swiss francs**, which aims **to assist 3.6 million people affected over two years** along three main

pillars: Food & Water, Health & Care, sanitation and hygiene services (WASH), with integrated assistance support (which includes Shelter, Housing and Settlements, Livelihoods, and multi-purpose cash assistance) with the establishment and scaling up of Humanitarian Service Points, and protection and prevention while taking into account the seasonal constrains. Globally, more than 50 National Red Cross and Red Crescent Societies have supported the response to date. The IFRC Secretariat is supporting this Federation-wide response plan by appealing for 550 million Swiss francs to scale up support to National Societies in Ukraine and neighbouring countries.

Every National Society has its own individual profile, historical background, development, structure, systems, activities, and capacity. IFRC supports individual responses in each country outlined in the [country level plans](#) by National Society. The country-level response plans are currently being revised to reflect the changing realities on the ground along with the capacities and strategies of Operating National Societies (ONS), the IFRC Secretariat and all external partners supporting the ONS bilaterally. The country-level plans place the Operating National Society at the centre of the response, and are part of the **Federation-wide approach**.

Implementation of the operational strategy should happen in parallel to the ongoing activities at the local level following the localisation agenda. IFRC will ensure a coordinated approach of all Movement components to National Societies' development initiatives aiming for sustainable development and growth of each organisation involved. Choices and decisions made in the context of operational strategy consider the long-term impact on National Societies in the holistic, sustainable approach beyond the term of the operational strategy.

Ukraine and Impacted Countries - Operational Phases



Provision of essential items such as water and food

Food and Water security

National Societies will keep supporting the population below the poverty line with essential items to secure basic survival, such as access to food and water. 35% of harvestings will be missed this year due to the fact that agricultural land is part of the ongoing conflict and access to seed is not possible. In these regards, a sharp increase in food prices in addition to upcoming food shortages, access to basic items will not be possible for thousands of people. Especially worrying are the indicators for next winter season where in addition to food shortages also the energy crisis will affect in full scale. In addition to these elements cash voucher assistance shall

address the basic and livelihood needs, as well as education and daily expenditures related to individuals and family demographics.



Health & Care including Water, Sanitation and Hygiene (WASH)

Mental Health and Psychosocial Support / Community Health

National Societies will continue to support healthcare services and public authorities in assisting the affected population. The focus is on care in the community, medical services through first aid; mobilising emergency medical teams and support to HSPs; containment of COVID-19; health and hygiene promotion and community-based activities; prevention and management of communicable diseases; restoring and maintaining access to treatment and follow ups of chronic conditions. Stress and emotional distress of communities affected are addressed, and National Societies will provide Mental Health and Psychosocial Support, including psychosocial First Aid and identification and referral services.



Integrated assistance

Multi-purpose Cash, Shelter and Livelihoods

An integrated assistance approach will be implemented, including multi-purpose and conditional cash where possible. The strategy includes immediate humanitarian support needed for people affected to help them meet their basic needs in the short term with cash and voucher assistance. In the mid and longer-term, support will meet and safeguard their shelter and livelihoods needs with sectorial programming implemented through conditional cash. This will also include support with housing adequacy and security of tenure for Shelter to identify suitable accommodation. This will support for both refugees/displaced people and host families who are hosting them, as required. For shelter in Ukraine, support with transitional shelter and repair is also intended. For Livelihoods in Ukraine, this may consist of support to reequip and recapitalise small businesses and restart small holder food production. Support to refugees/displaced populations in neighbouring countries to access labour markets and employment will also be provided. This will be implemented by National Societies with coordination and support from the IFRC while further efforts will be made to align with other humanitarian actors and reduce duplication.

In the short-term (three to six months), the IFRC is coordinating cash assistance for 360,000 people in Ukraine and neighboring countries. The longer-term (24 months) intervention intends to address the population's needs as the crisis evolves and, with all hope, transitions into recovery. Through the IFRC membership, **cash assistance will be continued to be provided in a coordinated manner, through various financial service providers and support mechanisms with the different actors present in each country, including local governments. The operation will continue to target people according to their specific needs including refugees, people on the move and host communities. Assistance will continue to be provided to people in situations of highest vulnerability during the journeys; passage and stay in border areas; immediately upon arrival in host countries; and having settled in host countries. Focus will be given to those who are experiencing severe difficulties in terms of accessing public services or other policies in the host country.**



Protection and Prevention

Protection, Gender, and Inclusion (PGI), Community Engagement and Accountability (CEA), Migration and Displacement

Longer-term: Disaster Risk Reduction, Education, and Environmental Sustainability

The response will integrate Protection and Prevention, identifying and addressing refugees'/displaced populations' needs and taking into account age, gender, and diversity considerations. National Societies will be supported in employing a people-centred approach, in line with the IFRC's practice and commitments. Community Engagement and Accountability (CEA) and PGI will continue to be critical components of the operation to ensure that support is based on people's diverse needs.

Given the high numbers of women, children and minority groups, the response will ensure that NS will be able to establish safe, dignified and quality protection and inclusive interventions, increase awareness on SGBV and TiP risks, and mitigate and respond to protection issues; as well as establish accountability mechanism that aim at preventing, mitigating and responding to safeguarding risks (such as sexual exploitation and abuse, and child safeguarding).

The main priorities will be **assessing risks and needs of the affected population and addressing violence, discrimination and exclusion, upholding the principles of do no harm and non-discrimination and ensuring dignity, access, participation, and safety across operations through ensuring** PGI core competencies for all Red Cross Red Crescent Staff and Volunteers; providing information and facilitating access to essential services; protecting and RFL; setting Child Protection services; disseminating referral pathways; raising awareness among affected people on feedback and safeguarding mechanisms. The PGI strategy will focus on NS and affected population, in technical coordination with the IFRC and all Movement partners in order to find synergies and best practices in the field; in parallel to external coordination.

The specific vulnerabilities linked to displacement are given due attention, including setting up **Red Cross Red Crescent Humanitarian Service Points**¹⁹ in Ukraine and in neighbouring countries, at the border and in other strategic points. This is ensuring access to essential services and information for people on the move. Digital information services are being provided and further developed

Anticipated risks and adjustments in operation

The rapidly changing context and changing situation of the IDPs and refugees/displaced population being constantly on the move requires a continued dynamic process of planning that responds to the needs of the affected people and can be adjusted when needed. Different profiles of people to be targeted are being identified, and the National Societies are updating their services to accommodate the affected population's needs. This will include further analysis and adaptations to the operational strategy based on the needs of people if refugees/displaced populations move beyond neighbouring countries.

Detailed assessments of host families are still ongoing, and the strategy will need to be adjusted when more detail is available. Digital communications with people assisted, for example for cash assistance, will be leveraged to deepen understanding of people's changing needs. IFRC will further develop and revise its operational strategy as the trajectory of the crisis becomes clearer and the scope and scale of humanitarian needs and Red Cross and Red Crescent operations. Security Risk Management (SRM) is well integrated as an essential enabler into IFRC's risk management framework to ensure it effectively carries its duty of care responsibilities, protects its assets and donor investments, and promotes sustained and safe access to assist individuals impacted by the armed conflict in Ukraine and impacted countries.

Building on a robust structure including the Global Security Unit (GSU) in Geneva, a Regional Security Coordinator (RSC) based in Budapest and dedicated field level Security Coordinator(s) where necessary, the IFRC will be in a strong position to cooperate with all Movement partners (ICRC, HNS and PNS) and other stakeholders in systematically assessing safety and security risks, implementing effective risk mitigating measures and formulating contingency plans fit for purpose.

This SRM structure will not only provide strong decision-making support to managers at all levels but strengthen operational effectiveness and provide SRM capacity building opportunities for HNS and PNS staff and volunteers.

¹⁹ Red Cross Red Crescent Humanitarian Service Points are safe, welcoming, and strategically located spaces where migrating and displaced people can access reliable support.

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Targeting

People to be assisted and protected

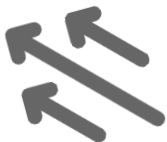
The number of people affected is fluid due to the developing situation both in Ukraine and in neighbouring countries and the current lack of data, access, and assessments. However, based on estimations provided by local authorities and Red Cross Red Crescent National Societies, **the total number of people affected by the conflict can be estimated to be up to 18 million**, with over 14 million displaced internally or fleeing the country.

In all countries, the National Societies are uniquely positioned to respond as auxiliary to the public authorities in the humanitarian field. While the situation develops, the Red Cross has exclusive access and is currently the only actor that can deliver humanitarian assistance at scale in many contexts. The IFRC's wider membership is contributing to the response in support of affected National Societies. Complementarity between this Emergency Appeal and the action of the International Committee of the Red Cross (ICRC) is ensured through country-level coordination mechanisms at strategic, operational, and technical levels, and with IFRC and ICRC senior leadership oversight.²⁰

The 3.6 million people targeted by the operation fall into three categories defined in the immediate response strategy:



People in Ukraine, including displaced persons and returnees, host communities and those sheltering in places that the Ukrainian Red Cross Society can reach. Millions of people are directly affected by the conflict in Ukraine, and there are an estimated seven million people displaced within the country, with widespread destruction to housing, facilities, and livelihoods assets. This will be done in close coordination with the ICRC to reach maximum impact.



People on both sides of the borders, attempting to cross to safety. Many lack the capacity to support their basic needs including food, water, shelter, and sanitation while National Societies have a permanent and flexible local presence. Support to border areas is also coordinated with the ICRC as per the evolution of the conflict.



People in neighbouring countries and beyond who face short-term difficulties in terms of basic needs, as well as long-term socio-economic risks and recovery needs (including people temporarily stranded in foreign countries and supported by Red Cross Red Crescent National Societies upon the request of authorities).

Considerations for protection, gender, and inclusion:

Ukraine has more than 130 ethnic groups (Census 2001), minority language groups and other groups with specific vulnerabilities, risks, and capacities. These include the Roma community, older people, people with disabilities, and LGBTIQ+ communities. As the armed conflict escalates, the number of people displaced grows every day within Ukraine and across international borders. This includes Ukrainian nationals and people of

²⁰ See page 16 for details on membership and Movement coordination.

different nationalities, including migrant workers, students, asylum seekers, refugees/displaced people, and undocumented migrants living in Ukraine. Men, women, boys and girls face additional challenges concerning the conflict. Most men aged 18 to 60 have remained in the country. Therefore women, children, people with disabilities and older people make up the majority of those attempting to leave conflict-affected areas, cross borders into neighbouring countries and seek assistance and protection. There is a robust Ukrainian diaspora worldwide, following historic and more recent migration flows. Migration pathways are likely to be diverse, depending upon cultural, economic, and family links.

Groups of concern and at high risk of further harm include:

- **Older people:** particularly older women, as they are more marginalized and economically vulnerable than older men due to a gender pay gap. Many also have impairments and disabilities.
- **People with disabilities:** data and information on the number and situation of people with disabilities are limited, although stigma, lack of specialised support services and physical barriers mean that children with disabilities are more likely to be placed in specialised boarding schools or institutions where about half of the children have a disability or developmental delay (UNICEF, 2021). Many people with disabilities have difficulty evacuating safely and travelling to onward destinations.
- **Third-country nationals'** with legal and protection needs, including migrant workers, asylum seekers and refugees/displaced people who were in Ukraine, as well as students and undocumented migrants from Africa, Middle East and South Asia, many of whom lack comprehensive consular assistance.
- **Ethnic minority groups** for inclusion and access along migration pathways and in reception countries. In particular, the Roma population faces ongoing discrimination in Ukraine and neighboring countries with a lack of civil status documents limiting access to critical services including health and education.
- **Women and girls:** according to a CARE rapid assessment, cases of gender-based violence (GBV) have increased since the onset of the crisis. This is due to the break of family support systems resulting in harmful coping mechanisms (only an estimated 15% of GBV cases are reported) (CARE Rapid Gender Assessment). Women (including older women) and girls face the risk of SGBV and associated adverse health effects, psychological stress, and trauma, with often encompassing long-term consequences. Their extreme socioeconomic vulnerability puts displaced people at risk of trafficking in persons and sexual exploitation.
- **Pregnant women and lactating mothers** with specific needs related to sexual and reproductive health.
- **Separated family members**, in particular children and unaccompanied minors, families of the missing and dead.
- Members of the **LGBTQI+** community at risk of discrimination.
- **Single-parent** families facing additional socioeconomic difficulties.
- People with chronic **illnesses**, particularly HIV and tuberculosis, need access to medical care.
- **Ukrainian men** 16 to 60 years old who were injured, demobilized, traumatized, including those with disabilities. There are reports that fighting-age men crossing the borders face hostility from refugee families in the reception centres.

There is a high variability of digital literacy amongst these groups, which has impact on access to them, and for them to access to services which is considered in the operational strategy.


As the conflict and humanitarian crisis intensify, misinformation and contradictory information will likely increase, which will impact people's safety and access to services. Ensuring coordinated and consistent information to affected populations will be central to the response based on information needs, people's preferred communication channels and evolving trends. Understanding trends in misinformation (ref rumour tracking) will further help coordinate, prioritise consistent information provision.

In line with IFRC migration and displacement policies, reflecting the principled humanitarian approach of the Movement, assistance, and protection for people on the move will be provided based on priority need and not on legal status or category.

PLANNED OPERATIONS²¹

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

(MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT / COMMUNITY HEALTH)

	Health & Care	45 million CHF
Objective:	Most vulnerable displaced people are provided with high-quality health and care services including MHPSS.	
Priority Actions:	<p><u>In Ukraine:</u></p> <ul style="list-style-type: none"> • Provision of Psychological First aid services. • Identification and referral of those who require specialized mental health and psychological help. • Deployment of trained psychosocial mobile teams linguistically and culturally capable of serving vulnerable populations in neighbouring countries. • Provision of MHPSS support to community health workers and volunteers. <p><u>In Ukraine and in neighboring countries:</u></p> <ul style="list-style-type: none"> • Capacity building for National Society staff and volunteers in terms of implementing PSS focal points and volunteer management focal points to build capacity for MHPSS activities and resilience in staff and volunteers. <p><u>In Neighboring countries:</u></p> <ul style="list-style-type: none"> • Set up of hotlines for MHPSS in affected countries. 	
Priority Actions:	<p>Community Health and Medical Services Provision of a range of health services, including:</p> <p><u>In Ukraine:</u></p> <ul style="list-style-type: none"> • First aid services to persons fleeing from and inside Ukraine and the returnees • Primary health care services through fixed and mobile health units • Care and support to chronic conditions through home care <p><u>In Ukraine and in neighboring countries:</u></p> <ul style="list-style-type: none"> • Health promotion and community-based health activities within Ukraine and among the temporary settlements in neighboring countries • Prevention and management of communicable diseases. • Containment of COVID-19 pandemic (prevention, detection, testing, access to COVID 19 vaccination); distribution of face masks and hand sanitizers; ensuring access to testing, treatment, and safe isolation • Addressing increased risks of transmission of vaccine-preventable diseases, especially polio and measles. Risk Communication and Community Engagement (RCCE) for frequent immunization to prevent vaccine-preventable diseases • Addressing needs of people with disabilities, older people and those prone to both non-communicable diseases and infectious diseases • Support most vulnerable refugees to access health services and overcome financial barriers with conditional unrestricted cash 	

²¹ The following section and foremost funding requirement breakdown reflect the IFRC Secretariat Ask

- Address stigma, discrimination, and social exclusion related to access to health services for marginalized groups of communities
- Capacity building for Red Cross community health workers and volunteers.

Priority Actions:

Emergency health Medical Services:

In Ukraine and in neighboring countries:

- Deployment of Emergency Response Unit (ERUs) as per the expressed needs of the national governments and the National Societies.
- Establishment of mobile clinics and/or health teams to meet the needs of in and out-migration
- Point of entry screening for priority health needs (COVID-19 vaccination, routine immunization for children, people on anti-retroviral therapy, tuberculosis treatment, people with diabetes, etc.)
- Referral linkages to specialized centers for critical care
- Provision of emergency reproductive, maternal, child health care
- Capacity building of National Societies health staff/volunteers in public health in emergency operations.



Water, Sanitation and Hygiene

30 million CHF

Objective:

Comprehensive WASH support is provided to the most vulnerable people, resulting in an immediate reduction in the risk of water-related diseases and improvement in dignity for the targeted population.

Priority Actions:

Emergency assistance to cover basic needs through essential hygiene items and distribution of drinking water

- Assessment of WASH needs at humanitarian service points, border crossings, transport hubs, other collective centers and host communities with a focus on meeting the needs of vulnerable and marginalized groups (continued through all phases of the operation)
- Ensuring the target population has access to hygiene items through a kiosk system.
- Distribution of drinking water

Mid-term support to cover basic WASH needs

In Ukraine

- Ensuring the IDPs have continuous access to hygiene items through cash and voucher assistance or in-kind materials, including menstrual hygiene items and hygiene items for older people and persons with disabilities.
- Assessment of WASH infrastructure repair and rehabilitation needs.
- Where identified as needed rehabilitation and provision of inclusive and safe toilets, shower facilities and safe water.
- Provide technical support to National Societies e.g. water testing, technical solutions on infrastructure, and WASH for PGI needs.

In transit/destination countries

- Support to hosting arrangement (essential hygiene items) and support to short-term accommodation in transit centers/Refugee Accommodation Centers (RAC). For example, to upgrade shelter adequacy e.g. toilets and water connections.
- Hygiene promotion for the targeted population using IFRC HP in Emergencies guidelines.
- Support National Societies to mitigate COVID-19 and other infectious diseases through hygiene promotion and provision of handwashing facilities.

- Where identified as needed, provide multisectoral assistance through mobile service points through health and hygiene promotion and distribution of hygiene kits.

Long-term support to cover basic WASH needs

In Ukraine


- Provision and rehabilitation of WASH infrastructure to increase safety and security of all installations in damaged houses and community facilities (e.g., schools, community centers, etc.) when the context allows it.

In transit/destination countries

- Ensuring the target population has continuous access to hygiene items through cash and voucher assistance or in-kind materials, including menstrual hygiene items.
- Continue hygiene promotion activities for the targeted population.
- Continue supporting National Societies to mitigate COVID-19 and other infectious diseases through hygiene promotion.
- Provide assistance to undertake minor WASH infrastructure repairs/improvements at the community level to facilitate longer hosting arrangements.

INTEGRATED ASSISTANCE

(SHELTER, HOUSING AND SETTLEMENTS, MULTI-PURPOSE CASH, LIVELIHOODS)

	<p>Shelter, Housing and Settlements</p>	<p>150 million CHF</p>
<p>Objective:</p>	<p>Communities in crisis-affected areas restore and strengthen their safety, well-being and longer-term recovery through shelter and settlement solutions.</p>	
<p>Priority Actions:</p>	<p>Emergency assistance to cover basic needs through essential household items: Identification of needs, procurement (as required while CVA systems are in place to replace in-kind support), distribution and monitoring of essential household items (clothing, blankets, bed linen, mattress, foldable beds, tarps, etc.) tailored to specific needs of target groups (directly to families or at reception/transit centres (short-term accommodations facilities).</p> <p><u>Support provided in Ukraine and impacted countries.</u></p> <p>Emergency/early recovery shelter assistance: Assessment of shelter needs and existing service gaps in defining tailored shelter responses. Provision of temporary shelter solutions through a variety of different options:</p> <ul style="list-style-type: none"> • <u>In Ukraine:</u> Construction of transit sites (with prefabricated shelter units) to accommodate people who are transiting through Lviv and Uzhhorod or accommodate them when the conflict is over while reconstruction takes place. Possible support for Improvement of facilities used as accommodation (e.g., reception centers); hosting arrangements and rental assistance (if the existing rental market stock can absorb it). Provision of sealing kits to undertake essential repairs in damaged infrastructure/houses if required. • <u>In transit/destination countries:</u> support to hosting arrangement (to cover extra utility costs, purchase of essential items or food), short-term rental assistance, support to short-term accommodation in transit centres/Refugee Accommodation Centers – RAC. For example, to upgrade shelter adequacy e.g. privacy screening/partitioning, or for longer-term more substantial upgrades. <p>Recovery shelter assistance: Assessment of shelter needs and existing service gaps in defining tailored shelter responses. Provision of shelter solutions to cover long-term needs through a variety of different options:</p> <ul style="list-style-type: none"> • <u>In Ukraine:</u> Repair/Reconstruction assistance to retrofit/rebuild the damaged houses and community facilities (e.g., schools, community centers, etc.) when the context allows it. • <u>In destination countries:</u> Support to facilitate the integration of the displaced families into the receiving new communities through host family support and rental assistance while the context does not allow families to return. In some rural contexts, as in Moldova, assistance can be provided to undertake minor repairs/improvements of the houses and infrastructure (WASH component) at the community level to facilitate longer hosting arrangements or favorable rental contracts. This will facilitate integration and acceptancy. <p>Conditional CVA for Shelter is included under Shelter, Housing and Settlements and it will be the implementing modality used for Rental assistance and host family support in most cases. It will be conditional to ensure the associated programming occurs that is required to</p>	

facilitate access to safe accommodation and reduce the risk of eviction and abusive practices (cross reference with the CVA section).



Multi-purpose cash assistance

245 million CHF

Objective:

The most vulnerable displaced communities have their needs addressed through the use of cash.

Priority Actions:

This short-term intervention (3 to 6 months) will focus on basic needs of Refugees from Ukraine, internally displaced people who remain in Ukraine or those who have returned to Ukraine. The intention is to reach up to 100,000 households in Ukraine and 50,000 households in the countries immediately bordering Ukraine. It will be implemented by National Societies with coordination and strategic support from IFRC. Efforts will be made to align actions with other humanitarian actors and reduce duplication.

Design and Implementation

- Modality will remain Multipurpose Cash Assistance (MPCA) but will remain flexible to adapt where MPCA may not be accepted by the government
- Delivery: Visa/MoneyGram (continue FSP procurement for Mastercard for use in Ukraine)
- Establishment of a self-registration and digital verification system to greatly scale up operations in May and the months beyond.

Coordination and Advocacy

- Participation and in some countries co-chairing Cash Working Groups. IFRC further advocates for such groups where they don't yet exist. Advocacy and Coordination with other stakeholders will continue in areas where CVA has not yet been accepted as a modality or where the distribution of multipurpose cash has not been approved. If we are successful in advocating for change, we will support the process of agreeing on transfer values, targeting criteria, training of volunteers, and setting up procedures and systems for implementation
- Coordination through the ROE and Cash Peer Working Group, bi-lateral CVA related activities and responses using CVA in outer ring countries

Long-term (24 months) intervention will look to address long term needs as defined by sectoral leads (shelter, health, WASH, Livelihoods) of refugees who have left Ukraine and remain in neighboring countries as well as those who remained or are returning to Ukraine. Implemented by National Societies with overall coordination and strategic support from IFRC. Efforts will be made to align actions with other humanitarian actors and reduce duplication. Delivery: Local FSPs suited for values aligned to defined by sectoral goals. These budgets will remain with the sectors regardless of modality.

- Shift modality to restricted and conditional cash and vouchers
- Support in financial and human resource capacity building, systems and tools of National Societies to continue to expand CVA as a modality
- Identification and support to contract additional regional or local FSPs to appropriately distribute cash and vouchers
- Build partnerships with the key line ministries including social policy and digital transformation
- Explore and align approaches to existing social protection mechanisms in each country



Livelihoods

10 million CHF

Objective:

Communities in crisis-affected areas and the displaced can recover their livelihoods, while refugees' access to employment opportunities is improved

Priority Actions:

Immediate short-term needs:

In Ukraine:

Continue immediate food security and livelihoods support through provision of flexible multi-purpose cash grants, until people can reestablish their livelihoods either where they have settled or returned to their place of origin.

- Assess social assistance support available to those internally displaced and continue to gather information on specific livelihoods needs through secondary data and coordination with other agencies.
- Consult on livelihoods interventions across sectors including health, shelter, and WASH, ensuring PGI and critical cross cutting components are fully integrated. Coordinate with Federation partners and ICRC to ensure a complementary livelihoods support within a Federation-wide approach.
- Provide URCS Livelihoods Unit with resources and technical support to develop livelihoods interventions complementing URCS strategic priorities and wider humanitarian response.

In neighboring countries:

Monitor Ukrainian Refugee access to social assistance support, identifying specific unmet livelihood needs. Support National Society planning to assist refugee access to local employment.

Mid to long-term needs in Ukraine:

Depending on the needs, options could be identified to provide agricultural assistance in rural areas and small business support in urban/semi-urban areas. Utilizing CVA where feasible and through or aligned to social protection mechanisms.

Assist small business and small producers to re-start:

- Facilitate individuals to return to previous employment through replacing productive assets, re-equipping, recapitalizing small business, and limited financial support until income streams reestablish.
- Provide or facilitate additional formal and on the job training where specific skills are needed, such as artisans and craftsmen to engage with reconstruction.
- Promote employment in other priority sectors such as health and social care to ensure MHPSS support can be integrated into the livelihoods programme.

Support small holder production:

- Support asset protection and replacement, agricultural inputs for next planting season, small livestock and veterinary care, and repair of damaged infrastructure through cash or in-kind as appropriate.
- Replicate successful models and established good practice. Partner with other organizations with specific expertise.

Strengthen livelihoods capacity:

- Build livelihoods skills and experience. Draw on training and technical assistance from the IFRC Livelihoods Resource Centre to build the capacity of National Societies Livelihoods Unit and implementing branches.

- Collaborate with food security and livelihoods (FSL) partners to share the reach and community presence and contribute to the FSL Cluster to share impact and experience.

In neighboring countries:

Support access social assistance mechanisms:

- Refer or provide required guidance to ensure refugees receive assistance they are entitled to.
- Ensure refugee entitlements are understood using CEA and other National Society communication mechanisms.

Support refugees with gaining employment and integration into the local labour markets:

- Promote employability through language training, qualification recognition and work experience, training, work permits, market analysis and job placement.
- Support to income generating self-employment.
- Provide information on available skills training and employment opportunities through National Society CEA and other information sharing mechanisms.

PROTECTION AND PREVENTION

(PROTECTION, GENDER, AND INCLUSION (PGI), COMMUNITY ENGAGEMENT AND ACCOUNTABILITY (CEA), MIGRATION AND DISPLACEMENT, EDUCATION

LONGER-TERM: DISASTER RISK REDUCTION, ENVIRONMENTAL SUSTAINABILITY)



Protection, Gender and Inclusion

16.6 million CHF

Objective:

The different people impacted, displaced by or refugees fleeing the crisis are safe from harm including violence, discrimination and exclusion, and their needs and rights are met.

Priority Actions:

The response will identify, and address refugees and people displaced needs, considering age, gender, and diversity in Ukraine and transit/destination countries with:

- Collection and analysis of sex-age and disability disaggregated data in assessments across sectors, including conducting PGI standalone assessments as needed
- Understanding the needs on the ground through analysis of the specific risks, vulnerabilities and capacities of the affected population to inform and support the response in each country in coordination with National Societies and other relevant parties.
- Provision of technical support to National Societies to enhance the integration of Dignity, Access, Participation and Safety (DAPS) principles as a key framework for programming, including the Minimum Standards for PGI in Emergencies,
- Support capacity sharing of key PGI competencies for all RCRC Staff and Volunteers involved in ongoing humanitarian work.
- Strengthening the capacity of RCRC staff and volunteers to provide timely and accurate information regarding existing referral pathways for persons at risk or

exposed to any form of abuse or violence, discrimination and/or exclusion (e.g. SGBV, trafficking in human beings, sexual exploitation and abuse, among others),

Short and Mid-term

In Ukraine and transit/destination countries:

Mitigating Child Protection risks with provision of essential child-centred services and Child Friendly Spaces, distribution of Children kits and educational materials, identification and reporting of unaccompanied minors, advocacy and information about accessing education and basic services.

- Supporting NS in establishing/enhancing Safeguarding systems to prevent and address harm, exploitation, and abuse issues; service mapping and referral pathways dissemination and awareness.
- Mapping/disseminating service mapping.
- Development and inclusion of messages on preventing and responding to SGBV, referrals, trafficking in persons, legal status and related information, access to services targeting marginalized groups of communities (e.g health services and others) and related to people with disabilities and inclusion.
- Promotion of inclusion through sensitization and training staff and volunteers to apply DAPS principles in supporting people with specific needs and at risk of exclusion in Ukraine and in neighboring countries on accessing services.
- Close collaboration and coordination with Migration and CEA to ensure synergies and complementarity in service provision
- Promote inclusion within the National Societies and communities for minorities and support minorities in accessing services and sensitize for non-discrimination in local services.
- Support and coordination with ICRC and National Societies in provision of RFL services and strengthening capacity in the protection in the Movement approach.
- Ensuring access and distribution of Dignity Kits and related information.

Long Term

In Ukraine and transit/destination countries:

- Continue supporting the NS in assessing the needs in Child Protection to adapt the activities accordingly, strengthening capacity and focusing in ensuring access for education with conditional cash and providing capacity building for teachers.
- Continue supporting National Societies to establish safeguarding systems (develop internal Policies in Prevention and response to Sexual Abuse and Exploitation and child safeguarding, reporting pathways, feedback, etc.) and continuing monitoring the systems and their quality.
- Embed PGI approach and activities in the Outreach Clinic mobiles through: dissemination of life-saving information, sensitization on protection risks (especially in SGBV and THB) and legal entitlements, keep up to date referral pathways, facilitating access to services, and outreaching groups at risk of exclusion and people with disabilities.
- Continue mainstreaming DAPS (dignity, access, participation, safety) principles into programming to support sector programs ensuring specific needs, vulnerabilities and capacities of the affected populations inform the design and implementation of the emergency and recovery programs and include the Minimum standards for PGI in Emergencies.
- Provide technical support to RCRC Hotlines about protection issues, information and referrals.
- Continue supporting coordination with ICRC (RFL and protection) as well as clusters and SWGs mechanisms,
- Guarantee technical coordination with ICRC, Regional office, clusters offices and PNSs.

Child protection in Ukraine and transit/destination countries:

- Procurement and distribution of Education materials.
- Coordination with specialized agencies and organizations to ensure access to education for children.
- Capacity building and sensitization for teachers.
- Strengthening capacity and support activities with Children.
- Adapting and supporting tools and material to promote children's integration into the national education systems.



Community Engagement and Accountability

5 million CHF

Objective:

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

Priority Actions:

Overall approach

Integrate Community Engagement and Accountability (CEA) approaches across the response and support staff and volunteers with skills, tools and systems to engage affected communities effectively. Develop CEA sector-specific approaches in cash and vouchers assistance (CVA), health and shelter. Strengthen National Society capacity in cooperation with other sectors including PGI, IM, Migration, HD and Communication. Combine in-person activities e.g. anchored in humanitarian services points with digital approaches for maximum reach in **a hybrid CEA approach**.

In Ukraine – the first focus is on immediate emergency information provision through volunteers and the rapid re-establishment of a URCS information centre. This provides critical information to affected people and a channel for feedback, receiving more than 10,000 calls each week upon opening. Volunteer perspectives and contacts with affected people across the country will also be a key route for engagement.

CEA will focus on the CVA interventions and develop scaled up processes to ensure affected people's access to information and feedback process for the programmes' relevance, effectiveness, countability and to inform any needed adaptation. CEA will also build on the URCS' well-established role in the COVID-19 response to support broader health risk communication, address stigma and promote awareness of access to a range of health services. Processes in shelter programmes will also be scoped.

URCS, IFRC and ICRC will work with all Movement partners to develop a collective, coherent CEA approach across drawing on established URCS policies and Movement agreed standards and tools. A working group is established co-chaired by URCS, IFRC and ICRC.

In neighbouring countries - the initial focus of CEA is on emergency information provision and support to the establishment and implementation of the emergency CVA programme. It will continue to expand this area to ensure that systems are in place to provide needed, relevant information to people eligible for assistance and that feedback mechanisms are in place to track its accessibility, relevance, effectiveness, accountability and to inform any needed adaptation.

Immediate response

Ensuring affected people's access to relevant, timely information

- Assess evolving information needs and preferred communication channels including access for minority groups such as linguistic minorities, people with disabilities and those without digital access
- Provide timely, accurate and trusted information through multiple channels
- Anchor some information and feedback services in humanitarian service points

Facilitate consultation and feedback so affected people’s priorities shape the response

- Facilitate participation in assessment and programme design processes
- Establish community feedback mechanisms that receive and respond to feedback
- Track and respond to perceptions and feedback including any rumours relating to assistance and the Red Cross identified through combined media/social media monitoring and community-based approaches.

Strengthen National Society capacity in key CEA skills

- Reinforce CEA capacities with dedicated human resources at headquarters and branch levels
- Develop customized, rapid training and coaching to put CEA into action
- Build CEA volunteer teams in National Societies

Extended response and recovery

Strengthen sector specific approaches

- Build dedicated CEA approaches to support the expanding and evolving CVA programmes
- Develop broader health risk communication, information on access to health service
- Scope CEA support to shelter solutions

Strengthen community connections

- Monitor trends in community perceptions and attitudes including in relation to host communities and displaced people
- Respond to any community concerns through communication and community-based activities

Ensuring voice and perspectives of affected people inform humanitarian diplomacy

- Link key messages from feedback data to humanitarian diplomacy key messages
- Explore community-based evidence needs and potential research/other processes to gather rapid, robust evidence

Cooperation and coordination

- Establish frameworks and mechanisms for Red Cross Movement consistency in CEA
Participate actively in inter-agency CEA/AAP/CWC coordination systems and joint initiatives



Migration and displacement

8.8 million CHF

Objective:

Specific vulnerabilities of people on the move, including those internally displaced are analyzed and their needs and rights are met with dedicated humanitarian assistance, protection and humanitarian diplomacy interventions, in coordination with relevant stakeholders and sectors.

Priority Actions:

Emergency Response: Meeting Basic Needs
In Ukraine and transit/destination countries:

- Continue the scaling up, enhancement and establishment of HSPs to meet the needs of the affected population: internally displaced persons and returnees in Ukraine, refugees/displaced people in neighboring countries.
- Focus on the provision of core services at HSPs including: information on rights and access to services, First Aid, MHPSS, CVA, PGI, Food and in-kind items, support for transportation for people with disabilities and referrals to specialized support (with regards to PSS, protection, legal services etc.)
- Continue training National Societies' staff and volunteers to build capacity on the specific needs and vulnerabilities of IDPs and refugees/displaced people in coordination with PGI, CEA and other relevant sectors.
- Continue engaging in assessing the needs of the affected population
- Continue engaging in assessments of different sites that serve refugees/displaced people, including reception centers, temporary accommodation sites, and arrival points (e.g., train stations) to ensure the continued provision of dedicated assistance and protection services to affected populations outside of HSP locations.

Medium Term Support

In Ukraine and transit/destination countries:

- Develop and implement an in-depth referral pathway that provides affected people access to specialized services in relation to PGI (e.g., child protection, trafficking in persons), MHPSS, legal support, etc.
- Liaise with UN Agencies to coordinate the provision of services offered at both HSPs and Blue Dots where relevant and appropriate to avoid duplication of services and compliment support being offered.
- Provide dedicated technical support to National Societies to develop their capacities related to migration and displacement to respond to the specific needs of refugees/displaced populations in line with the Movement framework on Migration (IFRC Policy on Migration, IFRC Migration Strategy etc.).
- In coordination with other sectors, ensure that the shifting and differential needs of affected populations are understood for example in relation to accommodation needs, MHPSS, CEA and PGI, to ensure a holistic response.
- Create opportunities for peer to peer sharing among affected National Societies on lessons learned and best practices in relation to migration and displacement and the implementation of HSPs.

Longer Term Support

In Ukraine:

- Provide tailored support for those returning to Ukraine, ensuring that the specific needs and risks are understood and that operational strategies take into account scenarios where there are significant scale returns.

In transit/destination countries:

- Implement and scale-up community centers to serve the longer-term needs of refugees/ displaced people with services such as vocational training, language classes, MHPSS and other support as appropriate.

In Ukraine and transit/destination countries:

- In coordination with other sectors, identify and implement livelihoods initiatives to enable recovery for affected populations and strengthen resiliency.
- Strengthen community connections and contribute to social cohesion between refugees, IDPs and host communities through innovative inclusion activities and integration processes (e.g., perception surveys, activities bringing communities together etc.)

- Continue facilitation of opportunities for NS to have peer to peer exchanges on migration and displacement, including on challenges in the region and identification of ways forward.

Ongoing Support Throughout the Response

In Ukraine and transit/destination countries:

- Support the ongoing analysis of data, trends and profiles of affected populations and the specific gaps in assistance and protection for refugees/displaced people, especially those most vulnerable, to support specific interventions, coordination and referrals by National Societies.
- Work across sectors to promote and ensure a holistic approach to affected populations' specific needs, including identifying the most at risk and working closely with PGI and CEA approaches.
- Support National Societies in engaging in humanitarian diplomacy with governments and other stakeholders to promote protection, assistance and inclusion of affected populations.
- Reinforce the auxiliary role, where relevant, of National Societies in the field of migration and displacement and the principled humanitarian approach of the IFRC and the Movement, including through facilitating and supporting MOUs and other policy approaches.

Guarantee a Federation-wide approach in migration and displacement involving expertise and know-how of RCRC National Societies in the emergency response but also in the long and medium-term support.



Environmental Sustainability

1 million CHF

Objective:


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

Priority Actions:

- Raise awareness with National Societies on the principles of Green Response and practical actions they can take to improve environmental sustainability.
- Produce key messages and infographics on 'greening' the Ukraine response.
- Minimize packaging of distributed items and/or use biodegradable packaging, such as eco-friendly bags. Reduction of waste by applying reverse logistics where possible.
- Ensure separation of waste and recyclables, especially expected high volume of single-use plastics from assistance provided to refugees and internally displaced people, including at Humanitarian Service Points. If local waste management systems are overwhelmed, private suppliers will be contracted to supplement capacity.
- The National Society Supply Chain Management as well as infrastructure such as warehouses established will segregate and recycle waste, and take eco-friendly approaches in stages of planning, implementation, review and reverse.
- Reassemble and pack unsolicited and non-standard items to reduce waste and packaging. Donated items are distributed first before any procured materials. Inappropriate donations are discouraged to avoid potential waste.
- Needs-based planning and procurement including prioritizing local production with acceptable environmental and ethical standards where possible.
- Compliance and due diligence checks on supplier code of conduct and general terms and conditions, especially environmental standards.

- Ensure appropriate choice of vehicles (IFRC, National Society) matched to field needs, to reduce fuel consumption and carbon emissions. Some National Societies are considering use of electric vehicles for urban areas.
- Environmental screening of longer-term sectoral interventions especially shelter, WASH, to identify specific local environmental risks, and ensure the impact on the local environment is minimised. Mitigating actions will be integrated into sectoral plans to address any issues identified.
- Promote use of renewable energy for selected sectoral activities, also for any scale-up of National Society branch or field offices. Warehouses established in different countries will integrate solar energy if feasible.
- Support National Societies to start the development process of an Environmental Policy for their own organization, and to adopt the new *Climate & Environment Charter for Humanitarian Organisations*.
- Optimizing fleet management to increase the efficiency and reduce carbon footprint.

Enabling approaches

	National Society Strengthening	15.3 million CHF
Objective:	National Societies respond effectively to the wide spectrum of evolving crises and their auxiliary role in disaster risk management is well defined and recognised.	
	<p>Support the National Societies response effectiveness through:</p> <ul style="list-style-type: none"> • Collection of information (through rapid readiness check) on National Societies' institutional response capacity at HQ and strategic branch locations to identify critical actions to enable immediate service delivery and continuous analysis of the National Societies response capacity (it includes relevant information for sectoral/ technical and support services teams). Application of the Rapid response checklist return results regarding immediate operational capacity scale up needs in Romania, Moldova, Hungary, Russia so far. Discussions are ongoing with Ops managers and NS DM focal points on how to create interventions that will bridge the gap till longer term activities can be identified and implemented. It facilitates a simple operational tracking system between surge rotations and inform NS and operations managers decisions and learnings. • Identification and resourcing of critical Disaster Management and migration & Displacement needs across National Societies (HQ and Branch level) to include material, equipment, procedures, and HR essential requirements. • Provision of technical support to establish and/or strengthen systems required for effective disaster response management, which includes, but not exclusively: • Support to National Societies to ensure Contingency plans, business continuity plans, scenario planning are reviewed/updated as needed relevant to the operational context; • Support National Societies in assessing emergency needs in close collaboration with technical and sectoral teams. <p>National Response Teams capacity scale up and ensure minimum operational requirements are met in regard to volunteers recruiting, training, and equipping in</p>	

coordination with NSD and Volunteering activities. The first NRT workshop took place from 4-5 of May in Sarajevo and involved 7 NS all within the 3rd ring countries affected by Ukrainian crisis. The approach will assist NS to integrate new curriculum and common standards across trainings. In the second phase NS will be supported to pilot new trainings in their countries. Through this activity NSs will have more people trained according to latest NRT standards and will be better prepared in case of larger influx of migrants and refugees to scale up support, eventually will be able to support neighboring countries with essential HR capacity when/if needed.

National Societies' capacity in Supply Chain Management enhancement by setting up framework agreements on country and regional level (logistics + Procurement + CVA + customer care) achieve improved service level for programmes to increase the cost benefit leverage, increase quality, become timelier, integrating markets and partner capacities, improving the ecological and ethical food print while fostering its financial and funding security:

- Focusing on market integration, procurement capacity building on national and branch levels, assuring financial service providers access to all Movement partners. Providing access to all logistics services to movement partners. Enabling monitoring and reporting competencies according to the Movement and donor requirements and standards.
- Improvement of logistics capacity: procurement of vehicles and trucks to carry on the operations; establishment of warehouses in key locations of the country; replenishment of aid stocks.
- Training of National Society logistics function, priority in warehouse management and procurement.

Capacity strengthening activities for continued contribution to maintain operational efficiency:

- Emergency Management tools (EOC, Incident command center etc;) Standard Operating Procedures; coordination mechanisms; information management; etc.
- Strengthening targeted technical capacity such as emergency needs assessment, information management, integrated sectorial capacity;
- Internal coordination with IFRC surge technical sectors lead on (migration, Cash, CEA, Shelter, Wash, NSDiE) and External Coordination with partner NSs
- Assess and strengthen NS Capacity in Administrative Services to ensure that national policies, procedures and staff trainings remain after the operations.
- Assess overall digital maturity of NS and support strengthen this;
 - Check capacity of using data & digital in the NS (people side), to motivate and support them to hire the best profiles in
 - Strengthen case management systems, especially relevant as the situation becomes chronic (this is a gap all over the RCRC.)
 - Data protection, to help them to safely manage the data of people affected

Objective:

Operational impact is enhanced through supported scale up of National Societies capacities while safeguarding long-term development goals

Priority Actions:

Development support activities are cross-sectoral. They address the critical process of supporting National Societies' leadership to manage the continuity of the National Societies' programmes, core activities and effective service delivery, and to enable the sustainable growth of the National Societies in order to do no harm to each National Society through the response phase.

Considering the impact of the crisis, a number of National Societies in Europe requested support to strengthen and boost their operational, functional, and structural capabilities including branch strengthening, volunteer management, security and protection, youth engagement as well as leadership development support. Limited core resources stretch all aspects of organizational capabilities and further limit development advances that are essential for an increasingly complex humanitarian context in which our membership operates. Therefore, urgent steps are needed to strengthen all sides of National Societies' sustainability based on the individual needs of Ukraine and Impacted Countries National Societies.

To ensure the implementation of the Operational Strategy, development efforts require a holistic approach which is applied and shaped individually to Ukraine and the neighbouring National Societies according to their needs. It is focused on reducing risks, promoting sustainable resource management, and increasing capability and opportunities for sustainability of National Societies to ensure long-term and relevant humanitarian support for the affected population.

The IFRC continues support of National Societies to develop their capacities for domestic resource mobilization, as a way to ensure resources for their work, lessen their need for international assistance and increase their sustainability.

Reinforce National Societies' operational capacity to respond to the crisis:

Effective fulfillment of the National Societies' auxiliary role and managing requests and relationship with government and partners both at international and national level as well as increasing donors' requirements and expectation on the National Societies and its branches. National Societies capacity to deal with growing request and relationship are essential. Therefore, IFRC supports initiatives and enlarge the opportunities to strengthen or re-engineer the National Societies auxiliary role to the public authorities. These efforts also seek to support these NS to be better prepared for a more digital world.

To ensure the long-term success of humanitarian actions, Federation support for the National Societies' Leadership development includes:

- Support the leadership to ensure the capacity to sustain operations through the *increase of domestic fundraising*, while maintaining and increasing *regular income generation*.
- Strengthen the leadership capacity to timely implement *risk management mechanisms* and ensure *business continuity*.
- Reinforce agile systems and policy/procedures development: HR, Finance, Communication, IT.
- Reinforce capacity to improve internal and collective coordination and positioning as well as navigating in development and establishing NSD coordination mechanism on country level led by the leaders of the National Societies.
- Support NS with use of data & digital tools where it can increase scale, relevance and efficiency.

To sustain humanitarian services at HQ and local branch levels Federation supports National Societies to:

- Ensure National Societies' development is guided individually based on the maturity, needs, and priorities of each National Society considering available resources.
- Enhance National Societies ability to provide relevant services specializing in areas with potential to become regular income generation opportunities.

- Enabling National Societies to procure, operate and run supply chain activities according to appeal and donor requirements in acquisition of donor support.
- Enhancing HR competencies and capacities.
- Early design accompanying self-sufficiency approaches for long-term sustainability of branches.
- Support the National Societies through NSDiE surge position and NSD coordinator positions tailored for individual National Societies accompanied by specific technical expertise wherever needed, with a later mid-term and long-term support approach to support National Societies with organizational assessments and development.

Strengthening of National Societies Branches and Volunteering development

National Societies capacity to immediately scale up with its response plays a significant role, especially at branch level. Currently branches in Ukraine as well as neighboring countries are in the frontline providing aid to the population on the move. For this reason, it is essential to focus on the development support to local branches to work more effectively and efficiently and increasing the capacities to achieve greater quality and capacity for impact delivery while enabling cross-border branch-to-branch communication and collaboration, to provide effective and efficient aid to increase operational efficiency.

For structural capacity enhancement of identified strategically located National Society branches in Ukraine and neighbouring countries, the provision of the National Societies infrastructure (renting & retrofitting rehabilitation of offices or setting up temporary solutions when the above is not possible) and equipment, requested means of communication and connectivity equipment (hardware and software) to support the operation including vehicles, radio and IT equipment, are essential to enable National Societies to be fully operational locally. IFRC supports recruitment of human resources where it is critical as well as complement with surge deployments whenever necessary.

NS reported the need to mobilize high number of volunteers on one hand and on the other having to deal with the influx of spontaneous volunteers. To avoid the National Societies' exhaustion, development support is provided for mobilization and managing volunteers, assistance in recruitment, implementation and dissemination of volunteer management systems in the headquarters and local branches, development of agile Standard Operating Procedures for spontaneous volunteers and conducting rapid inductions and trainings, provision of specialized first aid kits, and ensuring protection, security and inclusion as well as implementation of volunteer insurance. The IFRC ensures knowledge of the National Societies about opportunities in mobilizing resources to implement Volunteer Management and Youth Engagement projects as well as knowledge and access to YABC course, IFRC Youth Engagement Strategy implementation toolkit, support Youth-led initiatives within NSs, with a focus on strong linkages with the Youth Networks in the Region.

Branches which are close to the borders are supported with established first aid posts in transit areas and with competencies in stock and warehouse management, procedures and forms, inclusive systems, procurement, and supply chain management in general.

Coordination of the National Society Development support efforts

The development support for Ukraine and Impacted countries requires the collective engagement of the membership to respond at scale, and offering the space to link

bilateral, multi-lateral and consortia-based approaches under one comprehensive umbrella of **One National Society Development Action Plan** in each country. IFRC ensures coordination of all NSD support to the National Societies involved in the operations, at the country and branch level, avoiding any duplications and maximizing short- and long-term development; thereby also contributing to enlarge and reflect the collective footprint of the Movement in the following areas:

- Legal base development.
- Leadership development and support.
- Human Resources.
- Strengthening of integrity (preventive and early warning actions).
- Volunteering development and youth engagement.
- Branch strengthening,
- Programme and core activities development.
- Financial Management System improvement.
- Resource mobilisation and fundraising.
- Communication. Risk Communication and Awareness.
- Enhancing project management system (PMER).
- Logistics, Warehousing, and Infrastructural Capacity.
- Digital transformation, including Information management (IM).

The IFRC mobilises resources for Strengthening the National Societies leveraging on the expertise and long cooperation among PNSs ensuring effective coordination and maximization of impact, trust, and credibility. IFRC coordinates with the National Societies to bring the relevant and timely expertise to cover the urgent needs of Ukraine and Impacted Countries National Societies in their organizational capacities.



Coordination and Partnerships

2.95 million CHF

Objective:

Technical and operational complementarity is enhanced through cooperation among IFRC membership and with ICRC.

Priority Actions:

IFRC Membership Coordination

Engage the IFRC membership to ensure a well-coordinated response to this crisis, as per the focus of the IFRC Agenda for Renewal for Strategy 2030 (see Federation-wide approach section):

- Implement a Federation-wide monitoring and reporting framework to standardize monitoring and reporting and ensure accountability and transparency.
- Ensure a dedicated position in Ukraine on membership coordination.
- Develop a longer-term approach to membership coordination to ensure continuation and sustainability beyond the surge period.
- Consolidate the longer-term ambitions and priorities of the membership.
- Ensure linkages within the IFRC and the various offices involved in this response on membership coordination, including the Brussels EU office.

Ensure IFRC governance oversight and mobilization of National Societies at the leadership level across the membership

- Facilitate the work of the Governing Board Oversight Group on Ukraine and support the reporting of this group to the Governing Board.

Regularly engage existing National Society groups in the IFRC Network on the operation and strategic issues, such as the ICG and the NS Advisory Group.

Movement Cooperation and coordination

Continue to engage within the Movement in line with the SMCC principles to maximize collective the impact of the Movement. Set up Movement Coordination agreements and coordination mechanisms in all relevant contexts. Ensure IFRC and ICRC Coordinated appeals and regularly produce joint information material, including “Movement pictures” documents. Deploy a Movement coordination officer to Ukraine to facilitate solid Movement coordination.

Humanitarian Diplomacy (HD) and engagement with external partners

The HD strategy focuses on ensuring that the role and mandate of National Societies is understood, that humanitarian principles are safeguarded, and that people on the move, irrespective of their background or status, enjoy access to the life-saving assistance and protection that they need.

The conflict in Ukraine and impacted countries is an example of a complex humanitarian crisis in which the value of humanitarian diplomacy continues to be recognized but is not without its challenges. In a highly politicized context, the need to break down key humanitarian issues and identify opportunities for advocacy becomes increasingly pressing. Humanitarian diplomacy in this operation includes positioning IFRC and its members in discussions with external actors, such as public authorities and in multilateral fora. A strong and clear position on humanitarian issues is a means to effective advocacy on behalf of affected people. IFRC ensures that designated resources exist within the Federation-wide operation to promote the need for humanitarian diplomacy actions and to facilitate discussions among National Societies on key humanitarian advocacy issues. This informs the efforts of National Societies to undertake humanitarian diplomacy with their respective back donors and stakeholders at country level.

IFRC encourages and supports National Societies – as auxiliaries to their public authorities – to play a critical role in humanitarian diplomacy and the safeguarding of humanitarian principles. Focused on advancing the interests of the people affected by disasters or crises, humanitarian diplomacy is a key tool to ensure safe and unimpeded access and deliver assistance to vulnerable populations. It involves interpreting information at both operational and policy levels, providing analytical insights to inform policy and programming, and identifying appropriate levers of influence to promote better humanitarian outcomes. Humanitarian diplomacy can take the shape of silent diplomacy vis-à-vis key stakeholders in governments and civil society with the aim of persuading them to act on a specific issue in a way that enables access to services or rights, or a more public approach with the aim of influencing public opinion or raise awareness. It is something that every Red Cross Red Crescent representative within this operation engages in during their everyday interactions with their immediate environment, when providing services or engaging with the local authorities.

To effectively play a facilitating role in HD, IFRC leverages expertise from across its network. This includes bringing together IFRC Humanitarian Diplomacy expertise in Budapest, Brussels, Geneva, and New York while soliciting additional support from ICRC and National Societies.



**IFRC Secretariat
Services**

17.35 million CHF

Objective:

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

Establish IFRC Regional Emergency Operation Center in Budapest, and IFRC presence in Ukraine, and neighboring countries to ensure coordinated support to the National Societies and the IFRC network responding to the emergency. Key focus:

Operational Management

- Establishment and strengthening of 8 Operation coordination mechanism supporting National Societies in impacted countries. Through the presence of IFRC staff in Ukraine and in the neighboring countries, IFRC aims to strengthen the operations management capacities of IFRC and the respective NS, providing day to day support in the setup, planning, implementation and monitoring of the operation.
- 1 Operations cell is integrated into the IFRC Budapest regional office, ensuring the overall management of the operation as well as increased technical support to the impacted countries for the response and recovery planning.

Legal Services

- Provision of strategic legal advice and development of legal solutions for the IFRC and its members, tabling on IFRC status as an international organization, to:
 - manage risks and ensure compliance within a multi-country operational environment and complex and fast changing legal environment;
 - establish the legal set-up of the multi-country operation and deployment of staff;
 - enhance coordination and the operational footprint of the IFRC and its members;
 - enhance grant making and partnerships with key stakeholders in and outside the Movement;
 - provide advice on commercial contracts including for the purchase of humanitarian supplies,
 - provide advice on the use of the logo and compliance with the fundamental principles;
 - enhance accountability and transparency in relation to the trust, integrity and safeguarding agenda, as well as the duty of care towards staff;
 - navigate a complex operational environment with an important number of sanctions and other restrictions;
 - facilitate the use of technology and handling of personal data for humanitarian activities in light of the data protection and privacy framework; and
 - engage with the national authorities at the highest level, including on privileges, immunities and facilities for operational purposes.

Logistics

- Establishing a strong and performance oriented Regional Logistics Hub in Europe in joint structures with ICRC and National Societies, building synergies and structure towards Red Cross and Red Crescent Impact and Market Position.
- Assess, evaluate, implement, and adjust the supply chain in Poland, Slovakia, Hungary, Romania, Moldova, Russia, Belarus and Ukraine for a Movement-wide approach.
- Receive, forward and process relief goods for distribution and aid services to assist the affected population.
- Provide regional and national procurement services to National Societies; enable National Societies procurement through immediate capacity building and help desk services for competence improvement and procurement compliance.
- Enable CVA through logistics/CVA support as well as market analysis

Priority Actions:

- Coordinate and cooperate with donors, suppliers, and partner National Societies.
- Provide transport services to move goods and people, and fleet and driver management.
- Establish regional disaster response and program support capacity based on self-sustainable supply chain mechanism.
- Improve preparedness levels by increasing interoperability between National Societies, Movement Partners and private sector.
- Enabling procurement competencies so National Societies can conduct purchases according to the appeal requirements.
- Enabling logistics preparedness on elements of customer care management, custom clearance and relationship with local authorities, integrated framework agreements with the private sectors in transport, fleet, forwarding agents, warehousing, general procurement, and services in alignment with the national disaster response plan, national law, market context, legal status, and HR competencies
- Enabling assurance in quality management, compliance management (including the compatibility with IFRCs engagement on reducing its carbon footprint emission), audit management, supplier code of conduct, legal competencies in SCM and digital transformation to be compatible with the evolving market requirements.
- Digital transformation for strategic, tactical, and operational decision making.
- Market analytical competencies for interoperability and market inclusion.
- Establishing customer care, key account management and help desk.

Corporate Services

In Budapest, the Europe Regional Office and the Global Services Centre are establishing One-Team approach to Corporate Services with the aim of optimizing the technical capacity of each office, of allowing smooth and effective operational and relief delivery and of reducing the stress on personnel with effective procedures. This includes

- Setup of Administration services: Welcome services and Reception for Surge teams and Visitors, VIP management, travel services, hotel booking, conferencing and meeting services, translation and interpretation, secretarial and admin assistance to programmes and operations, housing, driving, personnel registration, Protocol and relations with local authorities, administrative onboarding, legal and insurance compliance.
- Building management: setup workstations with full equipment and network connection, especially to integrate Surge personnel.
- Provide IT support desk, IT training to new personnel, IT assets and stock management, support to online meetings.
- Prepare Administrative Services Agreement with ICRC and Partner National Societies and supervise the implementation.
- HR support: full recruitment process including job description design, grading, interviews, contracts negotiation, payroll and benefits, travel planning; onboarding and offboarding, general HR coordination, setup PSS support, safeguarding, HR Health, HR advice to managers, relations with HR agencies, access to HR pools, planning of staff rotation and long-term employment, conflict resolution, HR training and learning, HR support to Country Delegations and Country Cluster offices.
- Finance support: planning and budgeting, account booking, payable and receivable, review donor project proposals and financial compliance, pledge validation, support to audit, finance coordination with procurement, HR, payroll, and administration, banks' relationships, internal control, payments, treasury and finance coordination, finance reports and analysis.

Digital transformation: increase capacity and capability for use of data and digital

- Support National Societies and the operational teams to strengthen data management capacity and capability and develop digital solutions and capabilities that increase the speed, quality, reach and effectiveness of the humanitarian services.
- Support National Societies to assess their digital maturity level, and develop digital maturity growth plans and prioritised investment needs, for short and longer term.
- Support National Societies in Ukraine and neighbouring countries with easy-to-use tools to support community engagement, communication, needs assessment, and provision of referral information and other forms of digital direct aid across program sectors.
- Digitalization of supply chain and logistics data for decision making on strategic, tactical, and operational level.

Information management

Approach:

- **Proactively develop IM systems, solutions and capacity to meet National Society and IFRC operational and decision-making needs.** This includes continuous scenario monitoring and situational analysis, management of IFRC network data services (GO, KoBo, DEEP), coordination of operational data requirements (3w & inter-agency IM & analysis), informing and implementing needs assessments and analyses, developing data management (collection, visualisation and analysis) solutions for National Society & IFRC Disaster Management, CVA, CEA, sectoral and PMER colleagues, as well as deliver training on IFRC IM best practices and onboarding for NS to IFRC network IM communities of practice, e.g. SIMS.

Immediate priorities

- Provide ongoing situational analysis, scenario-based planning, operational and logistic mapping, needs analysis and data visualisation services for IFRC network stakeholders, supported by SIMS, the IFRC's global emergency IM network, and using the inter-agency DEEP platform
- Support National Societies to reinforce IM capacities and systems, including responsible activity data collection, management and analysis, aiming for greater transparency and evidence-based decision-making
- Develop sustainable systems to collect, manage and visualize IFRC network data, including an emergency focused who-what-where (3w), National Society asset and Humanitarian Service Point mapping system on IFRC GO to enable enhanced response monitoring and coordination
- Coordinate and implement digital and information management solutions to enable, e.g. CVA & CEA scale-up
- Support data collection and analysis in terms of stakeholder dynamics and barriers to effective humanitarian action, and provide the information needed for effective external engagement and humanitarian diplomacy.

Capacity and mid-term support

- Capacity strengthening of National Societies is fundamental to the IM approach to this emergency.
- Digital and information experts collaborate with National Societies to adapt or develop digital and IM systems, including branch mapping, activity tracking, CVA & CEA (IM) solutions; as well as provide rapid practical skills development for volunteers and staff including on mobile and geographic data collection, information analysis, needs assessments and responsible data management
- Develop / rollout training and peer network programmes to build sustainable digital capacity with dedicated technical staff in National Societies

Monitoring and evaluation

- Development and launching of the [Federation-wide Planning, Monitoring and Reporting framework](#) of the operation.
- Providing Planning, Monitoring, Evaluation and Reporting (PMER) support in all countries with stationed or roaming profiles, to ensure Federation-wide planning, developing, and maintaining sustainable monitoring tools and workflows, and supporting internal and Federation-wide, as well as donor reporting. Contribute to longer-term capacity building of National Societies.
- In the first phase of the operation an internal operational review will be conducted to assess the progress made towards operational and strategic goals of the IFRC-wide response in Ukraine and the seven neighbouring countries, and to formulate recommendations to inform future programming in those countries and the wider response. A final evaluation will also be conducted at the end of the operation.
- Develop follow up mechanism to ensure the implementation of the recommendations from the reviews and evaluation.

Communications

A communications strategy is being developed in parallel and aligned with the priorities identified in this operational stagey. The following four objectives form the backbone of the strategy:

1. Positioning IFRC and impacted National Societies as key and trusted partners in the response.
2. Showcasing the strength of the Movement in coming together to support those in need.
3. Positioning IFRC's added value within the Movement.
4. Building the communications capacity of impacted National Societies through longer-term support.

The communications strategy will align with the Budapest Commitments by putting the needs of affected **people first**. It will take a people-centered approach and focus on needs and impact, while safeguarding vulnerable people and personnel. It will do no harm and ensure dignity, access, participation and safety. It will **tell the story** of our work in the short and longer-term and ensured continued investment in media and communications to support all partners. It is consistent with the Agenda for Renewal, keeping **National Societies and their volunteers front and centre** and supporting them to grow through the crisis. It will **promote the visibility of National Societies** and support their auxiliary role. The strategy will also advance National Society communications development to address acute needs while investing in long-term sustainability.

External communications will continue to be prioritized as it has been from the beginning to increase public awareness of the humanitarian challenges being tackled by the Red Cross and Red Crescent and to strengthen the quality and targeting of the IFRC's global messaging and advocacy work. Opportunities to speak as one Movement will be continuously explored, in order to speak and act with one unified voice to build trust, uphold our reputation and position National Societies as leading community actors.

National Society and IFRC media outreach, audio-visual production, social media engagement and digital communication will be integrated as much as possible. IFRC National Staff and/or support for National Society communications staff are a big part of the strategy. National Societies' communications efforts will be supported and

amplified at the global level through the production and distribution of high-quality content for social media, and hard-hitting media and advocacy messages.

Tools and resources will be developed to support bilateral and quiet diplomacy to ensure policies and practices of decision makers in government and other stakeholders promote the interests of vulnerable people, including those in Ukraine, those who have left Ukraine and the communities who may be hosting them.

Security

Ensure strong security management in view of the complexity of the operational context, in close coordination with ICRC. Increasing assessments, capacities and analysis for National Societies and field teams responding in the orange areas according to the Security Framework.

Given the situation inside Ukraine, staff and volunteers' safety and security remain a key priority. Coordination in this regard between IFRC, URCS and ICRC is ongoing on all levels (Geneva, regional and country level). For the security, IFRC will maintain a proactive security management approach in the IFRC Orange Security Phase Area and will continue to closely monitor and assess the security situation while continuously updating the IFRC Orange Security Phase Area map as the security situation evolves. IFRC currently manages security for all IFRC Surge deployed personnel, IFRC staff and integrated National Societies in accordance with its own security management framework. Additionally, in Ukraine the IFRC continues its support to the URCS and to complement ICRC security management system.

Risk management

Systematic risk management will be an integral part of the operation to ensure effective and efficient use of resources. Mechanisms have been put in place to ensure proactive monitoring of the adequacy and effectiveness of risk responses and timely remediation of deficiencies. Embedding risk management into the Emergency Operation helps manage risks before they materialize and supports risk-informed decision making. Therefore, a risk management plan for the operation is developed.

Risks identified are being translated into capacity building elements incorporated into the operational plans. Operational priorities are being developed considering some of the risks and weaknesses identified and will therefore include a capacity-building component. Key risks to the delivery and mitigation measures for the response at the initial phase include, but are not limited to:

- Security and safety-related risks to staff and volunteers for access to people in need in targeted locations are expected to pose the most significant operational challenges. The security risk will continuously be closely monitored throughout this response. Security assessments have been conducted to help plan the response areas (considering access, operational feasibility, and duty of care) and mitigate identified potential risks. The IFRC security plans will apply to all IFRC staff throughout the operation. Area-specific Security Risk Assessments will be conducted; risk mitigation measures will be identified and implemented.
- Further violence would devastate Ukraine's already weakened infrastructure. Food and fuel shortages are likely to be acute, public services rendered nonfunctioning. The volatile geopolitical situation increases the risk of the spread of the conflict in the region. This could limit the business continuity of Membership activities. IFRC is closely monitoring the status and, together with Movement partners, will assess the need to adjust the scale, volume, and outreach of its response accordingly to respond to the needs of a growing number of people.
- As we live in a connected global economy, the conflict and the sanctions bring an economic impact stretching beyond Ukraine's borders. Critical supplies are becoming increasingly scarce already and will impact energy

and food supplies, make it difficult to provide aid to people affected and cause delays/disruptions in IFRC response. Risks to our supply chain and logistics, including the cash and voucher assistance, are mapped and are considered in the Selection and decision-making processes. Selection of service providers will happen with due consideration of the impacts of the growing number of sanctions and other restrictions and liability/security considerations.

- The numerous sanctions and other restrictions measures that have been adopted are likely to adversely impact humanitarian action. For instance, there is a risk that suppliers and service providers, including financial institutions, whose supplies and services are required for humanitarian action take a de-risking approach, imposing more restrictions than required by law. The components of the Movement are carefully analyzing the precise impact of sanctions and other restrictions measures on their ability to operate.
- There is an increased potential for negative publicity, public perception, or uncontrollable events to harm IFRC's reputation (globally, regionally or in-country), affecting IFRC's ability to complete its mission (loss of donor support, partner/government disengagement, people affected distrust etc.). Therefore, reputational risk management is of the utmost importance throughout the operation's lifecycle. Communication and Humanitarian diplomacy teams are working on managing reputational risks, such as emblem misuse, fake fundraising campaigns for the Red Cross surfacing on social media, messaging around unsolicited goods and volunteers, handling media inquiries, and providing support to the NSs in their operational and risk communications.
- There is an increased risk of fraud and corruption and diversion of aid, given the size and volume of the operation. Oversight and management controls are in place and will be strengthened, including monitoring and support to National Societies to introduce measures to prevent fraud and corruption and monitor risky operations by National Societies. A feedback and complaint mechanism will be implemented for recipients of distributed items to provide direct feedback on the distribution exercise. Clear roles and responsibilities will be agreed upon throughout the operation's structure with suitable coordination mechanisms. The Selection of people to be assisted and aid delivery processes will be clearly communicated to all affected populations.
- IFRC staff, volunteers, and the affected population, particularly women and girls travelling alone, could be at risk of exploitation, abuse, and harassment. The refugees Ukraine hosts are also at particular risk from other countries such as Afghanistan and Belarus. Therefore, it is essential to assess risks, needs, vulnerabilities, and capacities related to PGI and ensure robust and trustworthy safeguarding mechanisms. Prevention of Sexual Exploitation and Abuse (PSEA) is a part of the Red Cross and Red Crescent's commitment to 'do no harm', and IFRC has zero-tolerance for sexual exploitation and abuse. The Movement approach to SEA is underpinned by the Fundamental Principles of humanity and impartiality. Relevant policies and procedures are in place for PSEA, including the code of conduct, PSEA Policy, Child Safeguarding Policy and anti-harassment policy. Compliance with those policies will be closely monitored and followed up. Mechanisms are also in place for safe reporting and response, using a survivor-centred approach.
- Data breach and cyber security threats are increasing. There has been an upwards trend in data breach and cyber-attacks, and those have already begun against Ukrainian financial and government services. The increased cybersecurity threats have increased the number of phishing/ fraudulent cases targeting both IFRC and National Societies to obtain sensitive information or financial data. To avoid disruption to IFRC systems and operations, critical assets, and sensitive information loss, IFRC has cyber security high on the agenda. Multi-factor authentication and background protective measures are also available.
- Some of the risks identified could impact the pace and coordination mechanisms of the operation and therefore are being continuously assessed and mitigated to an acceptable level, also keeping in mind the humanitarian imperative.
- The COVID-19 pandemic is still a serious concern as other airborne diseases. Ukraine and many neighbouring countries have low vaccination rates, which increases the vulnerabilities and needs of people on the move. COVID-19 prevention and protection measures will be applied to protect the people affected and Red Cross Red Crescent staff and volunteers.
- The potential broader ramifications for future multilateral cooperation on critical issues like arms control, cybersecurity, nuclear nonproliferation, energy security, counter-terrorism, and political solutions elsewhere (i.e., in Syria, Libya) could have wider impacts on the humanitarian sector, stretching response capacities to

the extreme. Rising global energy and food prices and increasing inflation will hit disadvantaged people the most. The IFRC is engaging with its membership to reflect on possible scenarios with impacts beyond Europe.

- There is a risk that the fighting could also impact the safety and activities of nuclear reactors. However, all limits are still within the acceptable range to protect the reactors. Although attacks may cause concern, it is noted that the Ukrainian nuclear power plants are resistant and built with comprehensive safety systems having reactor protection to prevent the release of radioactive substances. A specialist in technological hazards is embedded into the IFRC operational management team and liaises closely with relevant international actors to monitor developments.

Quality and accountability

Federation-wide monitoring and reporting has been launched and will be ensured across all countries and Federation partners, with a harmonised list of indicators, regularly collected and reported to represent a complete picture of the IFRC network solidarity and response efforts. Regular internal reporting will be maintained, while adhering to IFRC standards in external reporting. IFRC PMER and IM teams will engage with all operating National Societies, for consultation and support in establishing/maintaining the necessary systems and practices for regular monitoring. Evaluation and learning will be ensured by conducting a cross-country final evaluation per country, and if feasible, Federation-wide, cross-country lessons learned workshops.

The Federation-wide list of indicators, defined for the initial phase of the operation is as follows (the list has been updated and will include new indicators as the operation evolves):

Sector	Indicator description
Health	# of people reached with primary health services and/or referral to public health institutions
Health	# of people reached by National Society mental health and psychosocial support services
Health	# of people trained in first aid
WASH	# of people reached with hygiene supplies
Integrated (Shelter, Cash) assistance (Shelter, livelihoods, Cash)	# of people reached with relief assistance for basic needs (food, clothing, hygiene, medicines and other essential items)
Shelter	# of people assisted with temporary collective accommodation
Shelter	# of people reached with rental assistance
Shelter	# of host families supported to welcome people fleeing from Ukraine
Shelter	# of people accommodated by host families
CVA	# of people reached with conditional and/or unconditional cash and voucher assistance
CVA	Amount of cash distributed
PGI	# of children welcomed in child-friendly spaces
PGI	# of people reached with PGI activities
Migration	# of people assisted with transportation /evacuation
Migration	# of Humanitarian Service Points/ distribution points established
Migration	# of people supported and/or accompanied in official procedures
CEA	# of NS with established feedback mechanisms
NS Strengthening	# of volunteers involved in the operation
NS Strengthening	# of National Societies that provide insurance for all their volunteers
NS Strengthening	# of branches responding
NS Strengthening	# of NS with an advocacy strategy

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Reference



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