



URCS staff and volunteers distributing relief items

Appeal №: MGR65002	To be assisted: 2 million people	Appeal launched: 28/02/2022
Glide №: OT-2022-000157-UKR	DREF allocated: 1 million CHF	Disaster Categorization: RED

Preliminary IFRC funding requirement: 100 million CHF

To assist: 2,000,000 people

Preliminary Federation-wide funding requirement: 500 million CHF

FUNDING REQUIREMENT

Preliminary Federation-wide funding requirement

IFRC Network Funding requirement	IFRC Secretariat Funding Requirement
400 million CHF	100 million CHF

Breakdown of immediate IFRC Secretariat response

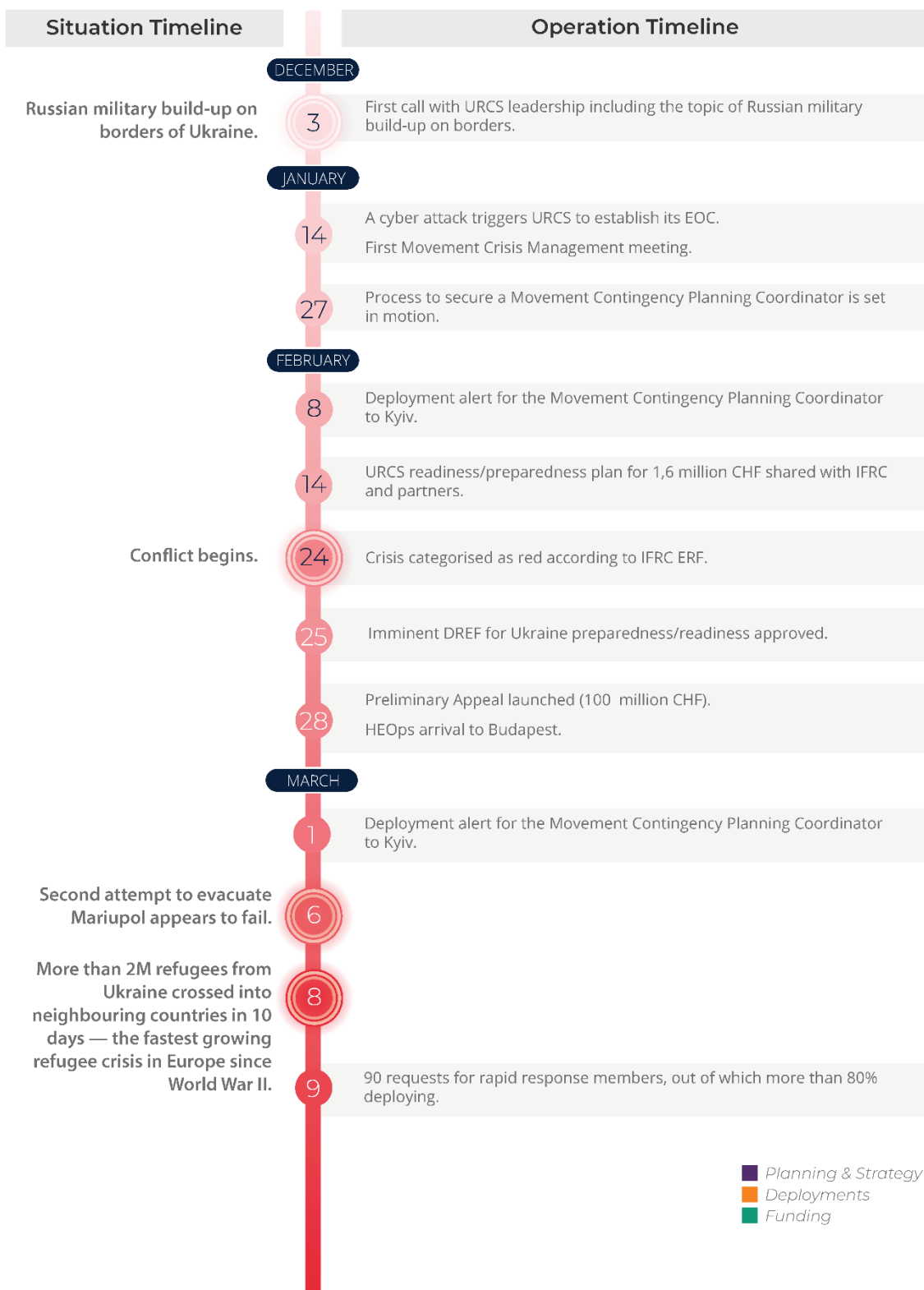
Multi-purpose cash	Shelter	National Society Strengthening	Secretariat Services
		10 million CHF	7 million CHF
	20 million CHF	Livelihoods	Migration
		5 million CHF	5 million CHF
	Health	PGI	WaSH
		5 million CHF	4 million CHF
25 million CHF	14 million CHF		CEA
			2 million CHF
			Coordinati... and Partnerships
			2 million CHF
			Env... 1 mil... CHF

The funding requirement figure is based on the IFRC Secretariat funding ask, and information available on income received and anticipated to date by partner Red Cross Red Crescent National Societies. The allocations of these funds are yet to be decided by the responding National Societies, and more detailed information will follow in the next weeks, as the planning data is collected.

Current funds distribution for the IFRC funding ask is reflective of the identified priorities of immediate and mid-term response, namely: assistance through cash-related interventions, emergency shelter and health, and strengthening of capacity of National Societies in response.



Timeline of Operation Ukraine and Impacted Countries Crisis



DESCRIPTION OF THE EVENT

Updated: 9 March 2022

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



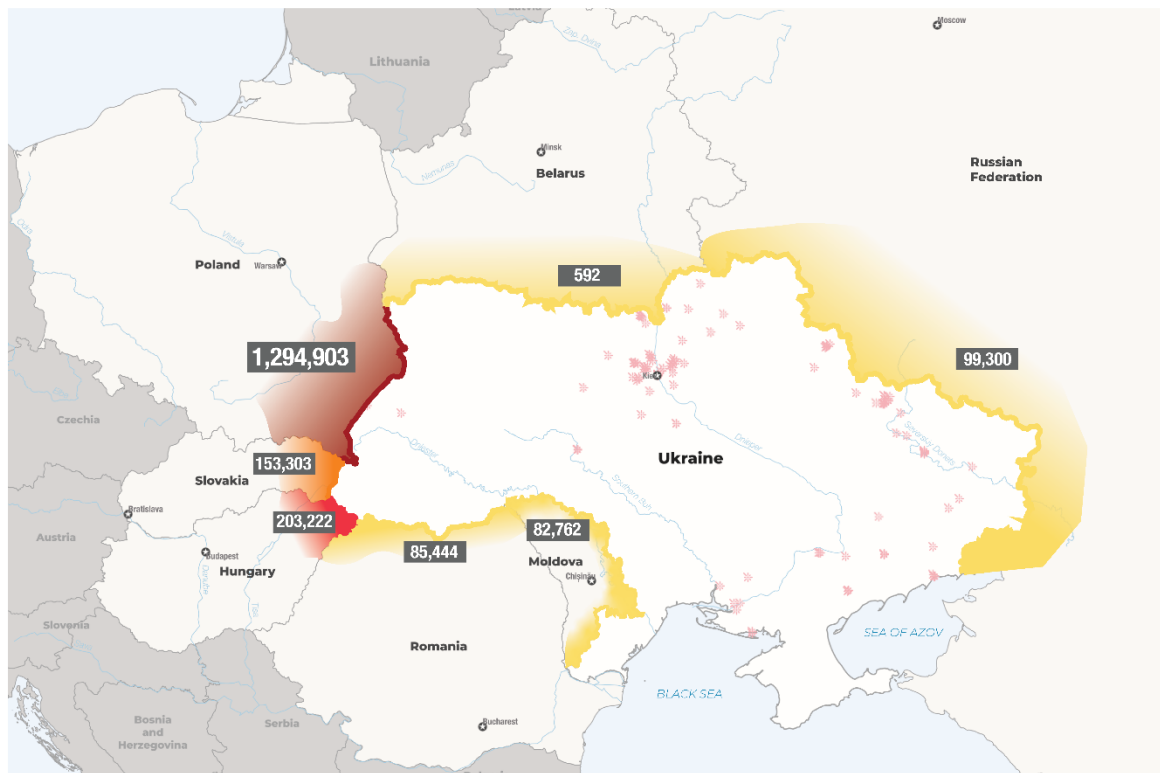
Number of people crossing Ukrainian border since start of military offensive on 24 Feb 2022

- >500,000
- 200,000-499,999
- 150,000-199,999
- 100,000-149,999
- <100,000

- Capital city
- Location of hostilities

More than 4M are displaced within Ukraine.

Source: IOM



The maps used do not imply the expression of any opinion on the part of the International Federation of Red Cross and Red Crescent Societies or National Societies concerning the legal status of a territory or of its authorities. Data source: UNHCR Ukraine Data Portal; 9 March 2022.

Severity of humanitarian conditions

Ukraine is facing a humanitarian crisis that continues to develop every day. As hostilities escalate, a growing number of people are being displaced every day within Ukraine and across international borders, with **2 million having fled the country**¹. Between 24 February and 8 March 2022, OCHA recorded 1,424 civilian casualties, including 516 recorded deaths. The actual human cost of the crisis is likely much higher.

Significant damage to infrastructure as a result of 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 part of the country and sporadic damage in the western part, which to date is less affected by ongoing hostilities. Critical medical supplies are becoming increasingly scarce, including medications and oxygen, putting growing pressure on an already deficient healthcare system. Livelihoods are also seriously affected, and the upcoming crop planting season is likely to fail, threatening food security in the coming year and driving up global food prices since Ukraine is a major agricultural exporter. The large scale displacement of people and sheltering in close quarters is also raising the risk of increased spread of COVID-19. Delivery of assistance to the affected areas of the country requires a dynamic approach that can adapt to the constantly changing situation and level of accessibility.

Ukrainian men between the ages of 18 and 60 are prohibited from leaving the country, which means people crossing borders are predominately women, children, older people, people living with disabilities, and other groups facing different forms of vulnerabilities and risks. The most urgent needs identified by rapid needs

¹ [UNHCR operational data portal](https://data.unhcr.org/)

assessments for people on the move include food assistance, additional reception centres, WASH materials, legal assistance, mental health and psychosocial support and delivery of humanitarian assistance to people waiting to cross borders.

The affected population face different challenges based on where they are:

1. **People in Ukraine**, including displaced persons, host communities and those sheltering in place. Millions of people are directly affected by the conflict in Ukraine, and there are an estimated four million people displaced within the country, and widespread destruction of housing and facilities.
2. **People on the move**, both inside and outside of Ukraine. Many are unable to access their essential needs including food, water, shelter and sanitation.
3. **People in neighboring countries and beyond** who face short-term difficulties in terms of essential needs, as well as medium and long-term socioeconomic risks and recovery needs. Protracted displacement is a likely scenario, with long-term needs in recovery and integration.

The evolving crisis was met with unprecedented level of global solidarity, in societies directly affected by the population movement, but also beyond.

CAPACITIES AND RESPONSE

1. National Society response capacity

1.1 Ukrainian Red Cross Society capacity and ongoing response

More than 100,000 people have already received assistance from Ukrainian Red Cross Society (URCS) with the release of emergency relief stocks, the voluntary evacuation of people from besieged areas, the delivery of food, water and hygiene items to people taking refuge in shelters, first aid and psychosocial support (PSS) interventions. URCS is operating through its Emergency Operations Center (EOC), activated in January 2022. A URCS Contingency Plan was developed in February 2022 and from the first hours of the response, the URCS was able to position itself quickly and started to respond few hours following the events. The safety and security of staff and volunteers remains a priority, although regular contact continues to be a challenge in some areas of the country. Half of the EOC remains in Kyiv and half has relocated to another location to coordinate the response and ensure the continuity of support to 25 regional branches and 200 town and district branches. 150,000 CHF has been transferred to branches to procure essential food and non-food items. URCS has been loaned multiple warehouses by the government and has rented facilities to receive humanitarian aid cargo. Seven hubs in western Ukraine are being established to provide warehousing, logistics support, programme coordination and strengthening of branches – Chernivtsi (in partnership with Danish RC), Lviv, Uzhhorod, Vinnytsia, Ternopil, Ivano-Frankivsk and Khmelnytsky. Essential relief has been provided by Turkish Red Crescent, Polish Red Cross, and Romanian Red Cross. URCS had around 2,500 active volunteers with another 3,000 registering across the country within one week, supported by a new onboarding mechanism.

URCS has an Emergency Response Fund, maintains emergency stocks and develops and implements cash transfer programmes. URCS also works in PSS, first aid in schools, health education, blood donation, restoring family links (RFL), livelihoods programming, international humanitarian law (IHL) and protection of the Red Cross Red Crescent emblem, risk awareness and safer behaviour relating to mines. URCS partners with IFRC, the International Committee of the Red cross (ICRC), Danish Red Cross, German Red Cross, Luxembourg Red Cross, Italian Red Cross and Swiss Red Cross. URCS has also worked in close partnership with the ICRC in the eastern part of Ukraine, which has been affected by armed conflict since 2014.

URCS operational priorities:

- Assistance for people trapped in conflict-affected areas in Eastern Ukraine.
- Assistance including cash and voucher support for people displaced in western and central Ukraine.
- Trauma kits, first aid kits, and medical support to those wounded.

- Advocacy for safe hours, safe passage for civilians and emergency support lines.
- The protection of civilians exposed to the armed conflict, in particular in residential areas, and the protection of civilian infrastructure. Staff, vehicles and buildings bearing the Red Cross emblem are protected under IHL, and the Red Cross Red Crescent emblem must not be misused.
- Enabling supply chain support services.

1.2 Capacity and response of impacted National Societies²

Present in all contexts and closest to people in need; with agility to adapt rapidly to shifting operational areas due to country-wide coverage, Red Cross National Societies are uniquely placed to respond to the emergency.

The auxiliary role of National Societies to public authorities for humanitarian assistance comes very relevant in this context as authorities are not geared to emergency response of such a scale: the formal role of National Societies ensures that they coordinate closely with authorities' response and are not creating a parallel structure. This also links the immediate response to medium and long term when governments will receive less external support.

National Societies play an important role in channeling solidarity of the civil society to those in most need. While very welcome, support coming from all over Europe may be challenging in terms of coordination and efficiency: lots of unsolicited goods creating logistical hurdles and diverting human resources, private initiatives not enabling proper follow-up of people in need of specific assistance etc. National Societies offer a channel to civil society solidarity, can enroll new volunteers with appropriate training and management, as well as ensuring continuity of engagement for the longer-term when the massive support will dry out.

Polish Red Cross

Poland has received over half of the people fleeing Ukraine over the past two weeks, with an estimated 1.4M having crossed the border to date. Since the onset of this crisis, Polish Red Cross (PRC) has been supporting people entering Poland with emergency relief (water, food, clothes, and hygiene items), basic health services through first aid and referral to additional health services. Some districts of the PRC working with local authorities are assisting arriving people with temporary accommodation, relief items, and information. The current humanitarian response is focused on 5 out of 8 border crossings with Ukraine, plus the train station in Przemyśl, serviced by 2 rotating groups of 19 search-and-rescue staff plus volunteers. In addition, PRC staff and volunteers are actively assisting displaced people in Warsaw, Lublin, Rzeszów, and other cities. PRC has been most active out of their Lublin Branch delivering over 10 metric tons daily across the border to the URCS and on to refugees reaching over 8,000 families each day. PRC tracing and restoring family links services are active and collaborating closely with ICRC colleagues and with the support of IFRC, PRC is proactively building its communications. German Red Cross is also present in Poland supporting the response of the National Society.

The PRC has nearly 40,000 volunteers with thousands more joining since the crisis began, including newly arrived displaced persons. The PRC has 697 full-time and 4,724 part-time staff members, 16 districts, 202 branches, and is running 2,261 programs (blood donors clubs, rescue teams, youth clubs, etc.). The PRC has been present country wide since 1919, working on dissemination of IHL, 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 crisis started, PRC was responding to the humanitarian needs of migrants, including refugees, arriving from Belarus since October 2021.

Hungarian Red Cross

Hungary is the second most common crossing point for people fleeing Ukraine, receiving approx. 15 percent of arrivals in the first weeks since the conflict began. Many newly arriving displaced persons transit through Hungary to go further within Europe. The Hungarian Red Cross (HRC) has been assisting in the operation of reception centers operated by border municipalities, and has provided camp beds, blankets, disposable sheets,

² Information on numbers of people entering countries neighboring Ukraine is constantly changing.

as well as COVID-19 prevention supplies to designated reception centers in the eastern part of the country. They are also providing activities for children at health posts and the information centres they run or participate in.

Since establishing its operations in three border towns, Záhony, Lónya and Barabás, HRC participates in the reception and temporary shelter of people displaced at the Beregsurány and Tiszabecs border crossings, providing food, non-food items, and information. In addition to the reception centres and temporary shelters at the border, HRC also supports newly arriving displaced persons with the provision of basic health services through its medical teams at three border locations and are providing medical and psychological support services to newly arrived displaced persons. HRC is also present at Budapest railway station, where people are welcomed with food, hot drinks, as well as information on further travel and accommodation arrangements and options. As people make their way to other areas of the country, HRC branches are also providing services to those newly arrived including PSS, some child friendly spaces and information and relief items.

The response is engaging all branches of HRC, and at least 13 branches of the HRC are assisting in registration of newly arriving displaced persons, providing them with first care jointly with local governments. Some information points are being set up. Branches are coordinating local donations from private and public donors. HRC has launched a fundraising campaign in support of people arriving from Ukraine, mobilized at least 96 volunteers and 120 staff in its regional branches to collect and distribute relief items, and started expanding capacity of two of its warehouses near the border including Aranyosapáti to receive and stock donations of food, essential household items and other items. HRC intends to continue providing health services through its three medical posts and to scale up its logistics activities for channeling donations of essential items to the displaced people. HRC will continue to support the reception centres and provision of accommodation and support at the border and elsewhere in the country, and is exploring other forms of support as per evolving needs and governmental requests for support.

Slovak Red Cross

Since the start of the conflict, more than 100,000 people have crossed into Slovakia from Ukraine. The Slovak Red Cross (SRC) is present at all three of the countries' border crossings, providing services such as warming shelters, referral to essential services, and first aid. As people are quickly moving on from the borders, SRC is quickly scaling up support not just along the border but along the routes where people are on the move. Currently, 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; managing the collection and distribution of essential household items, food, water, and hygiene items; and supporting existing and preparing for expanded access to temporary shelters for people on the move. SRC tracing and RFL systems have been activated and they are collaborating closely with ICRC colleagues in this area.

SRC has a base of 34 branches across the country with more than 3,000 long-term volunteers; in addition, the SRC is training and deploying spontaneous volunteers to support this operation. SRC has a targeted network of healthcare providers, including as a nation-wide COVID-19 testing provider and as a provider of licensed home healthcare workers. SRC also has extensive experience in providing referral to social and government services.

As the situation evolves, SRC will continue to adapt its support to meet the needs of displaced persons and host communities. SRC is assessing needs and the feasibility of cash- and voucher-based programming, along with expanded health, mental health, psychosocial support, and social services programming. SRC is also assessing the needs for and feasibility of large-scale provision of logistical services to support humanitarian needs both in Slovakia and in Ukraine.

Red Cross Society of the Republic of Moldova

Between 24 February and 3 March 2022, over 82 thousand of newly displaced people from Ukraine entered the territory of the Republic of Moldova. Most newly displaced people entered through the Moldova-Ukraine border segment while a few thousands entered through the Moldova-Romania border segment. During the same period, over 80,000 people from Ukraine left the territory of the Republic of Moldova. The offices of the Bureau of Migration and Asylum of the Republic of Moldova have received about 2,000 applications for asylum of which around 1,200 were submitted by Ukrainians.

Branches of the Red Cross Society of the Republic of Moldova (MRC) are organizing donation points where people can drop in donations of food items and warm clothes and the displaced people can take what they need. Hot tea and warm food is offered to people under the MRC tent, as well as personal protective equipment for COVID-19 (masks). MRC volunteers are visiting the placement centres to offer support to people displaced, playing with children and helping in preparing food and other necessary support.

MRC is asking for support to be able to scale-up its action as per needs, and with the expectation of an increase in influx of people with hostilities rising in southern Ukraine. IFRC is already present and is swiftly building up capacities in Moldova. International Red Cross and Red Crescent Movement (the Movement) partner presence includes Swiss Red Cross and the ICRC.

Romanian Red Cross

From 24 February over 85 thousand people in Ukraine have entered Romania from Ukraine as well as from Moldova. 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, in accordance with the National Disaster Response Strategy, a Crisis Cell was established within RRC to plan and respond nationwide. The cell then implemented a nation-wide system of collection and transportation of relief items to the northern and eastern border stations and refugee centers. 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.

RRC has a total of 47 branches and 6,000 registered volunteers, and is scaling up its activities, engaging more volunteers and hiring additional staff in both its headquarters and those branches central to their response, and will increase their capacity to deliver essential services and expand activities, in anticipation of continuing arrivals of newly displaced people from Ukraine.

The Russian Red Cross Society

Following the movement of people from Donbas area, from 18 February, the Russia Red Cross Society (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 RRC 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 RRC 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 Movement principles and approach.

Belarus Red Cross

To date over 500 newly displaced people have crossed the border from Ukraine to Belarus (Ukrainians, third country nationals and Belarusians). Belarus Red Cross (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 is the largest humanitarian organization in Belarus, present in all 158 districts of the country. 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 the integration of refugees. BRC has also been responding to other population movement 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 following developments closely and mobilizing their 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, 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 the area of humanitarian assistance to migrants to ensure effective coordination of joint actions to assist migrants. BRC also works closely with both IFRC and ICRC that have offices in Minsk.

Red Cross Red Crescent response beyond the countries neighbouring Ukraine

The needs of displaced people are likely to continue beyond the neighboring countries, as large numbers continue to move to third countries in Europe and beyond. The scale of displacement will also place pressure on host communities, who will need additional support. Countries with significant Ukrainian diaspora – including Germany, Czech Republic, Spain and Italy – are expected to receive large numbers of newly arriving displaced persons.

Currently, displaced people, refugees and other migrants continue to arrive in Europe in mixed flows. The National Societies based outside of the immediate neighboring region of Ukraine, especially along the main migration routes towards Europe, expect that the humanitarian crisis evolving in Ukraine will require a scale-up of support to a diversity of people on the move, with challenging to ongoing programmes.

Various governments have been engaged in evacuations of their citizens and Ukrainian nationals employed by institutions or organizations from EU countries, the United Kingdom, or the United States. Additionally, several countries currently have populations that want to be reunified or that have been left stranded abroad, unable to return to Ukraine. National Red Cross Red Crescent Societies have been supporting authorities in welcoming or supporting people, conducting COVID-19 screenings, and ensuring basic humanitarian aid, from information to healthcare, referral mechanisms systems, shelter/collective centre management, legal assistance and psychosocial support. Limited requests for IFRC support have been received to date by National Societies and are being addressed.

2. International capacity and response

2.1 Red Cross Red Crescent Movement capacity and response

IFRC membership

Since the launch of the preliminary Emergency Appeal and the activation of IFRC surge system, 93 IFRC Rapid Response personnel have been requested with the majority already deployed from member National Societies and IFRC Secretariat staff to support the Red Cross National Societies in Ukraine, Poland, Slovakia, Hungary, Romania, Russia and Moldova (see below). An IFRC global membership coordinator will work with National Societies involved in, or interested in getting involved in the response, and facilitate their involvement so that the membership works under one umbrella. IFRC will set up a coordination architecture and actively invite the membership to work through this structure.

Within Ukraine, IFRC Rapid Response personnel and staff, alongside URCS, focuses on operational leadership and coordination and adds to the existing presence of IFRC, Danish Red Cross and German Red Cross within Ukraine, whilst Austrian, Italian and Swiss Red Cross have been supporting programmes. Several partner National Societies have expressed an interest in directly supporting the operational response in Ukraine. IFRC, Danish Red Cross, Finnish Red Cross (through logistics ERU deployed to Lublin) and German Red Cross support

URCS in reinforcing logistics and other capacities in western Ukraine and across the country. Multiple emergency support lines have been opened from neighboring countries, enabling a coordinated flow of relief and supplies into key logistics hubs near the border in western Ukraine, complementing existing and newly established URCS capacities. Security capacities have been strengthened with the support of IFRC in a coordinated effort with Movement partners.

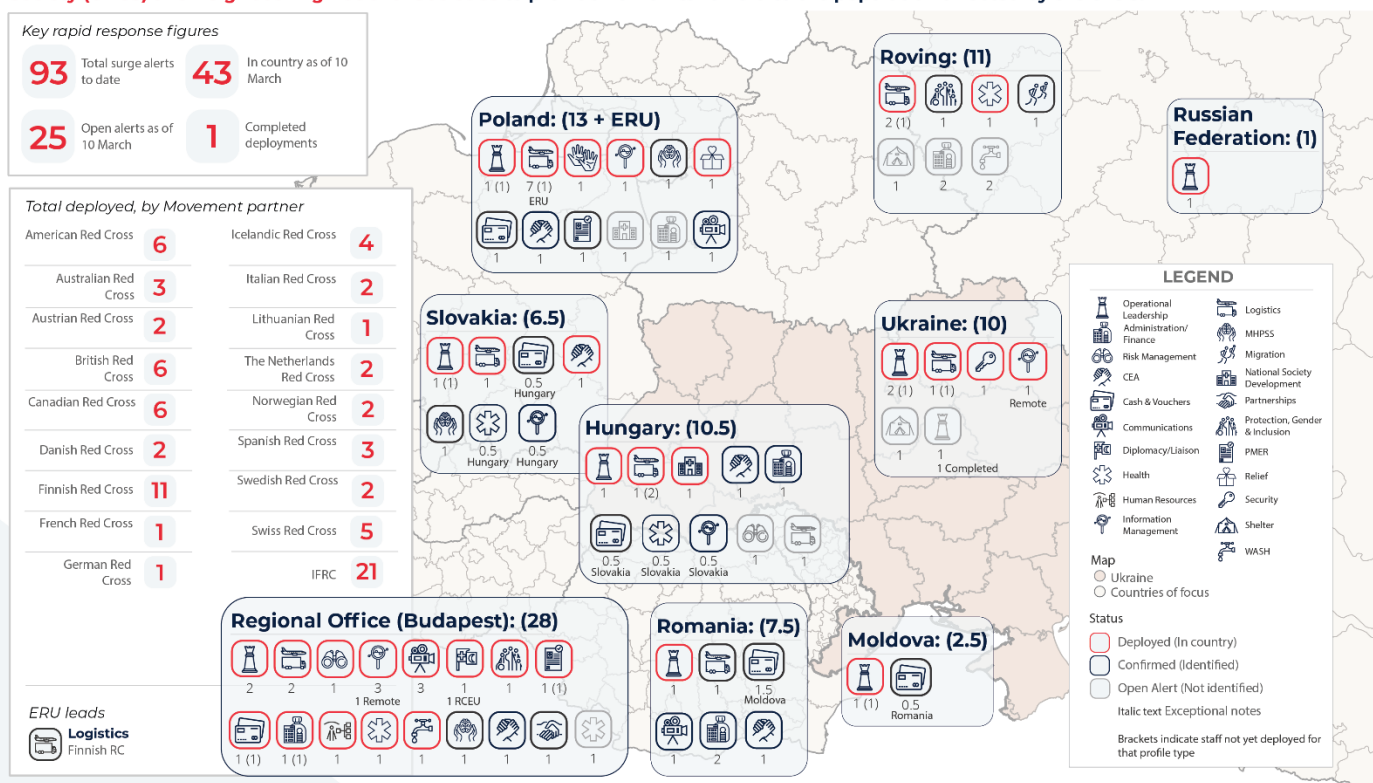
In neighboring countries, IFRC staff and Rapid Response personnel equally support National Societies in scaling-up their operations, coordinating with partners. Logistics capacities of National Societies in neighboring countries are also being reinforced.

Updated: 10 March 2022

Rapid Response/ERU Personnel Deployed Ukraine and Impacted Countries Crisis



The following **Rapid Response / ERU personnel** have been deployed to this operation. This team is supporting the **Ukrainian Red Cross Society (URCS)** and **neighbouring National Societies** to provide humanitarian aid to the population affected by the crisis.



ICRC

The ICRC expanded its presence in Ukraine in 2014, to help protect and assist conflict-affected people in the eastern part of the country. In neighbouring countries, the ICRC has had a permanent presence in the Russian Federation since 1992 and Belarus since 2017. It is now scaling up its operations in response to the current situation, primarily in Ukraine but also in the affected neighbouring countries, working closely with its Movement partners.

Building on existing Movement coordination structures in Ukraine, meetings have been conducted since early February. Similar coordination structures are being activated in other affected countries as per the evolution of the situation. Movement coordination is also being reinforced at the regional level through a platform bringing together IFRC, ICRC, affected National Societies and partner National Societies. IFRC and ICRC also maintain direct links at various levels to ensure strategic coordination.

The close coordination between Movement partners in this crisis ensures maximum collective impact, allowing to leverage the reach of National Societies in their contexts, the coordinated support of the wider IFRC membership, and the unique role of ICRC in armed conflicts.

2.2 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 is gearing up under OCHA's coordination, and with its humanitarian partners have launched coordinated emergency appeals for a combined US\$1.7 billion ([flash appeal](#) for \$1.1 billion and [Regional Refugee Response Plan \(RRP\)](#) for \$550.6 million) to urgently deliver humanitarian support to people in Ukraine and refugees in neighboring countries. Challenges to scaling-up are being reported through OCHA-led coordination meetings at global and country-level in view of the fluid situation in Ukraine, and 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.

3. Gaps in the response

Continuous needs and gap analysis will be critical to effective and efficient operations in this crisis; internally displaced people will face extremely varied conditions within Ukraine, while refugees and other people displaced across borders will face extremely varied conditions in neighboring countries and beyond. In some countries, national governments and municipalities will provide well for crisis-affected people. Other host communities will struggle to support the displaced and to recover from the shocks brought by the conflict. The sheer size and scale of humanitarian need means that any intervention must be well coordinated among partners to ensure consistent and widespread coverage, while locally-based to adjust to contextual realities. As the conflict and displacement continues, National Societies must be ready for deepening disadvantage among displaced communities and host communities.

OPERATIONAL CONSTRAINTS

In addition to a 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 major infrastructure, major supply chains and livelihood are leading to an economical decline on household and individual level, leading to poverty and weakening the resilience of the society, as well as fall outs in the energy sectors. These factors are highly disruptive on operational planning and delivery, and require agile and adaptable approaches.

In neighbouring countries, the massive population movements coupled with unprecedented solidarity pose significant challenges in terms of organization and coordination of support to people in need.

In view of the geopolitical importance of the conflict, humanitarian diplomacy is a critical function in this crisis, which will require complementary and collective advocacy among Movement partners at varying levels of the operation. This will include careful consideration of the auxiliary role and Red Cross laws of National Societies, as well as the provisions of the Geneva Conventions and their operational resonance. ICRC will concentrate on responsibilities under international humanitarian law, while IFRC will prioritize advocacy on access to humanitarian assistance and basic services for all migrants and displaced people, irrespective of status. This includes advocating for preservation of the humanitarian space as well humanitarian services for people at risk, at all points of vulnerability along their routes. In the longer term, this may also include humanitarian diplomacy on the need for durable solutions for displaced communities.

Given the sensitivities of this context, official communications from IFRC, ICRC and affected National Societies are being crafted in close coordination and cooperation. Messages are carefully considered by all Movement

partners to ensure the safety of volunteers and staff directly involved in the response operations, as well as access and acceptance in the affected areas and trust by local communities and all parties involved.

FEDERATION-WIDE APPROACH

The Emergency Appeal is part of a Federation-wide approach, based on the response priorities of the operating National Societies and in consultation with all Federation members contributing to the response. The approach, reflected in this Operational Strategy, will ensure linkages between all response activities (including bilateral activities and activities funded domestically) and will assist to leverage the capacities of all members of the Federation, to maximize the collective humanitarian impact. The preliminary Federation-wide funding requirement comprises an initial estimate of all international support and funding to be channeled to the operating National Societies in the response to the emergency event. It includes the fundraising ask of supporting Red Cross and Red Crescent National Societies, and the fundraising ask of the IFRC Secretariat. It will be adjusted in the coming review of the IFRC Emergency Appeal, and attempt at reflecting also the operating National Societies domestic fundraising ask.

IFRC will establish a Federation-wide coordination structure to (1) ensure close collaboration in the inception of a strategic framework for the operation, (2) coordinate provision of financial, operational and technical support to the impacted National Societies, (3) harmonize and align accountability approaches within the IFRC network.

OPERATIONAL STRATEGY

This immediate response strategy represents a summary of Federation-wide plans and capabilities based on the first two weeks of the crisis response. It has been developed during a period of great change within the crisis itself. IFRC will further develop and revise this strategy as the trajectory of the crisis becomes clearer, as well as the scope and scale of humanitarian needs and Red Cross and Red Crescent operations.

Vision:

To meet the immediate needs of an initial 2 million people affected by the conflict in Ukraine. This will be achieved by supporting people within Ukraine and providing assistance and care to displaced people and host communities in all affected locations. The priorities of immediate and mid-term response identified are assistance through cash-related interventions, emergency shelter and health. The operation will ensure that National Societies, with strong focus at strengthening at branch level, are able to adequately address these needs and be ready to respond to future shocks in a rapidly changing context. The dignity, access, participation and safety of vulnerable people is paramount and will be central to the operation.

Anticipated risks and adjustments in operation

By preparing a short-term operational strategy, IFRC commits itself to an iterative, dynamic process of planning that is responsive to the needs of affected populations. The outcome of the conflict in Ukraine is by no means clear, with several potential future scenarios. Whether Ukraine sees a rapid resolution or protracted conflict within its borders, the operation will need to adapt to the changing realities on the ground – and in all affected countries. National Societies will be supported to prepare for several potential scenarios:

- Regime change within Ukraine and other contested territories.
- Conflict, instability, and situations of violence extending beyond Ukraine.
- Spread of misinformation related to humanitarian actors that limits access to affected areas and hinders the delivery of aid.
- Compassion fatigue, hardening of attitudes and potential backlash against Ukrainian or Russian communities and the organisations that support them.

- The interruption of major infrastructure including power, essential services and information technology to affected and host populations.
- The closure of migration pathways for displaced people.
- New variants or outbreaks of COVID-19 that threaten the health and safety of personnel and affected populations.
- Increasing food insecurity as a result of rising food prices and supply chain difficulties.
- Compounding disasters and extreme weather events including life-threatening heat or cold waves.

Targeting

People to be assisted and protected

The initial 2 million people targeted by the operation fall into 3 categories:

1. **People in Ukraine**, including displaced persons, host communities and those sheltering in place. Millions of people are directly affected by the conflict in Ukraine, and there are an estimated four million people displaced within the country, and widespread destruction of housing, facilities and livelihoods assets.
2. **People on both sides of the borders, attempting to cross to safety**. Many lack capacity to support their basic needs including food, water, shelter and sanitation.
3. **People in neighboring countries and beyond** who face short-term difficulties in terms of basic needs, as well as long-term socioeconomic risks and recovery needs (including people temporarily stranded in foreign countries and supported by Red Cross Red Crescent National Societies upon 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 is growing every day both within Ukraine and across international borders. This includes Ukrainian nationals and also people of different nationalities, including migrant workers, students, asylum seekers, refugees and undocumented migrants that have been living in Ukraine. Men, women, boys and girls are facing different challenges in relation to 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 neighboring countries and seek assistance and protection. There is a strong 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 disabilities.
- **People with disabilities:** data and information on the number and situation of people with disabilities is limited, although stigma, lack of specialized support services and physical barriers mean that children with disabilities are more likely to be placed in specialized boarding schools or institutions where about half of the children have a disability or developmental delay (UNICEF, 2021). Many people with disabilities have faced difficulty evacuating safely and travelling to onward destinations.
- **Third country nationals** with legal and protection needs, including migrant workers, asylum seekers and refugees who were in Ukraine, 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 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 negative coping mechanisms (only an estimated 15% of GBV cases are reported) (CARE Rapid Gender Assessment). Women (including older women) and girls are not only facing the risk of SGBV but also associated negative

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.
- **Female-headed households** and **single parent** families facing additional socioeconomic difficulties.
- People with chronic **illnesses**, in particular HIV and tuberculosis in need of access to medical care.
- **Ukrainian men** 16 to 60 years old – including with disabilities, injured and de-mobilized. There are reports that fighting-age men crossing the borders face hostility from refugee families already in the reception centers.


As the conflict and humanitarian crisis intensifies, 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, based on information needs and evolving trends, will be central to the response.

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 OPERATIONS

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

(MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT / COMMUNITY HEALTH)


 Health & Care	14,000,000 CHF
Objective:	Most vulnerable displaced people are provided with high quality health and care services including MHPSS.
Priority Actions:	<p>Community Health and Medical Services Provision of a range of community health services, including:</p> <ul style="list-style-type: none"> • First aid • Establishment of mobile clinics and health teams; • Point of entry screening for priority health needs (COVID-19 vaccination, routine immunization for children, people on anti-retroviral therapy, TB treatment, people with diabetes, etc.); referral linkages to specialised centres; • Health promotion and community-based health activities; • Prevention, and management of communicable diseases; • Containment of COVID-19 pandemic (prevention, detection, testing, access to COVID 19 immunization); 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 Community Engagement (RCCE) for routine immunization to prevent vaccine-preventable diseases;

	<ul style="list-style-type: none"> • Addressing needs of people with disabilities, older people and those prone to both non-communicable diseases and infectious diseases (jointly with PGI); • Provision of emergency reproductive, maternal, child health care; • Support most vulnerable migrants to access health services and overcome financial barriers with conditional and unrestricted cash transfers; • Address stigma, discrimination, and social exclusion related to access to health services for marginalized groups of communities – together with PGI and CEA; • Addressing chemical, biological, radiological or nuclear health threats; • Capacity building for Red Cross community health workers and volunteers.
Priority Actions:	<p>Mental Health and psychosocial support:</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 neighboring countries; • Provision of MHPSS support to community health workers and volunteers; • Capacity building for National Society staff and volunteers.

	Water, Sanitation and Hygiene	4,000,000 CHF
Objective:	Comprehensive WASH support is provided to most vulnerable people, resulting in immediate reduction in risk of water related diseases and improvement in dignity for targeted population.	
Priority Actions:	<ul style="list-style-type: none"> • Assessment of WASH needs at border crossings, transport hubs and other collective centers; • Assessment of WASH infrastructure repair and rehabilitation needs; • Rehabilitation and provision of inclusive and safe toilets and shower facilities; • Distribution of drinking water; • Hygiene promotion for targeted population using IFRC HP in Emergencies guidelines; • Ensuring target population has access to hygiene items, including menstrual hygiene items, through cash and voucher assistance or in-kind provision of materials; • Ensuring implementation of activities with consideration of environmental impact. 	

INTEGRATED ASSISTANCE

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

	Shelter, Housing and Settlements	20,000,000 CHF
Objective:	Communities in crisis affected areas restore and strengthen their safety, wellbeing and longer-term recovery through shelter and settlement solutions	

Priority Actions:	<p>Emergency assistance to cover basic needs through essential household items: Identification of needs, procurement (as required while cash and voucher assistance (CVA) is in place to replace in-kind support), distribution and monitoring of essential household items (clothes, shoes, blankets, mattress, tarps, heating, etc.) tailored to specific needs of target groups (inside and outside Ukraine directly to families or at collective accommodations).</p> <p>Emergency/early recovery shelter assistance: Assessment of shelter needs and existing service gaps to define tailored shelter responses. Provision of temporary shelter solutions through a variety of different options as support to hosting arrangement (CVA to cover extra utilities cost, purchase of essential items or food), short-term rental assistance, accommodation in collective centers (outside Ukraine transit or destination countries) and accommodation in transit/collective centers/camps or provision of sealing kits to undertake basic repairs in damaged infrastructure/houses (inside Ukraine).</p> <p>Recovery shelter assistance: While the initial focus will be on immediate actions, support will be provided for the development of longer-term solutions to facilitate the integration of the displaced families through the provision of rental assistance (outside Ukraine) and repair/reconstruction assistance to retrofit/rebuild damaged infrastructures and houses when the context allows it (in Ukraine).</p>
 Multi-purpose Cash	25,000,000 CHF
Objective:	The most vulnerable displaced communities are provided with multipurpose cash grants to cover their basic needs
Priority Actions:	<ul style="list-style-type: none"> • Supporting all impacted National Societies to set up an appropriate database management system (RedRose) which will facilitate the accountable distribution of cash. • Establishment of contracts with regional or local Financial Service Providers to ensure the appropriate and safe delivery of CVA. • Supporting National Societies staff and volunteers with basic CVA training to support the administration of large-scale cash programmes. • Establishment of targeting criteria and transfer value amounts aligned and coordinated with government and national Cash Working Group analysis. • Offer a selection of modalities (cash-out agent/prepaid card) to offer flexibility and choice and to overcome possible issues of liquidity. • Organisation of CVA distributions in a timely, secured and accountable way. • Establishment of CEA mechanisms to support the distribution of large-scale cash including feedback mechanisms and support for resolving specific issues related to the cash disbursement. • Establish voucher mechanisms to address specific gaps in services, where appropriate.
 Livelihoods	5,000,000 CHF
Objective:	Communities in crisis-affected areas and the displaced can recover their livelihoods, while refugees' access to employment opportunities is improved

Market and livelihoods assessments: Assessing impact on rural and urban livelihoods in Ukraine and analysing labour markets and access to employment for refugees in neighbouring countries. Includes analysis of social protection schemes in each country of operation, to ensure humanitarian assistance aligns with and builds on existing social protection. This will prepare for livelihoods recovery interventions in Ukraine and support for refugees' employment opportunities in neighboring countries, later in the operation.

Ukraine:

- Enable recovery of livelihoods for conflict-affected communities and returning displaced households in Ukraine, with focus on agricultural assistance in rural areas and small business support in urban areas. Utilising CVA where feasible and through or aligned to social protection mechanisms.
- Rural areas: Livelihood assets protection, repair of damaged irrigation infrastructure, veterinary care for livestock; productive asset replacement and support for next planting season (cash assistance or in-kind as appropriate).
- Urban areas: Assistance to restart small business / micro-economic activities, through cash modalities, building on Ukraine Red Cross extensive experience in this domain.

Priority Actions:


Neighboring countries:

- Support refugees with employability and integration into local labour markets.
- Establish Community Centres for refugees and host communities (learning from Turkish Red Crescent / ESSN approach to refugee crisis): vocational training, language courses, linking to employers, legal/labour market advice, linking to rental and other assistance etc.

PROTECTION AND PREVENTION

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

LONGER-TERM: DISASTER RISK REDUCTION, ENVIRONMENTAL SUSTAINABILITY)

	Protection, Gender and Inclusion	5,000,000 CHF
Objective:	The different people impacted, displaced by or fleeing the crisis are safe from harm including violence, discrimination and exclusion, and their needs and rights are met.	
Priority Actions:	<ul style="list-style-type: none"> • Collection and analysis of sex-age and disability disaggregated data in the needs assessments and any other collection of information and conducting PGI assessments of the needs of the affected populations. • Support to sector programs to ensure 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. • Provision of essential Child Protection services with Child Friendly Spaces, distribution of school materials, mapping of referral services, identification of unaccompanied minors, basic case management when appropriate and advocacy and information about accessing education and health services. • Establishment of a Safeguarding system with specific protocols in place for National Societies, reporting mechanisms, mapping of referral services to prevent and address 	

Sexual Abuse and Exploitation and children are protected from all forms of violence, abuse, exploitation, and neglect.

- Development and inclusion of messages on preventing and responding to SGBV, referrals, trafficking in persons, legal status and related information, access to services, in particular, targeting marginalized groups of communities (e.g health services and others) and related to people with disabilities and social inclusion.
- Ensuring access and distribution of Dignity Kits and related information.
- Supporting the Provision of Restoring Family links services, together with National Societies and ICRC.



Community Engagement and Accountability

2,000,000 CHF

Objective:

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

Priority Actions:

- Integrate Community engagement and accountability approaches across the response and support staff and volunteers with knowledge and capacity to engage affected communities effectively.
- Assessment of community needs, priorities, and context, including preferred ways to receive information, participate and give feedback, as part of rapid assessments.
- Provision of timely, accurate and trusted information that contributes to reducing affected communities vulnerability and to engage in two-way communication, including in the languages of third country nationals.
- Promote actions and information to ensure affected people protect their health and prevent the spread of infection.
- Mapping of existing feedback systems and communication channels (including hotlines and digital platforms) among Movement partners, NGOs, and UN partners, and ensure coordination to avoid duplication and possible confusion.
- Establish community feedback (where they do not exist) and/or effective ways to monitor people's perceptions ensuring data is collected, responded to and used to guide the response.
- Support National Societies to set up and integrate feedback mechanisms into the response, supporting community participation, decision making and increasing trust.
- Roll out approaches to ensure affected people participate in planning and guiding the response.
- Support inclusion of people affected in decision making around defining selection criteria and targeting as well as other programming efforts. Clearly communicate the process and reasons for decisions about prioritization.
- Work with National Societies to develop and reinforce Community Engagement and Accountability capacities including dedicated human resources.



Migration and displacement

5,000,000 CHF

Objective:

Specific vulnerabilities of displaced populations and people on the move are analysed and their needs and rights are met with dedicated humanitarian assistance, protection and humanitarian diplomacy interventions, in coordination with relevant stakeholders.

Targeted assistance and protection services, including through the establishment and scale-up of Red Cross Humanitarian Service Points and working across the sectors of the operation (Humanitarian Diplomacy, CEA and PGI) and with internal/external stakeholders

- Set-up and scale-up of Red Cross Humanitarian Service Points (HSP) at border and other locations, to ensure access to essential services (including assistance and protection) for all displaced populations and people on the move, irrespective of their status. Where relevant, services at HSPs may include: cash and voucher assistance, access to information, WASH, basic health and MHPSS, RFL, protection, including legal assistance and advice on asylum procedures, safe referrals (including SGBV, including anti-trafficking and child protection, where relevant).
- Implementation of HSPs may include rapid pre-assessment of needs and capacities of National Societies to deliver HSP services, or targeted support to scale up existing HSPs, or establish HSPs in new locations. All interventions and support will be provided in line with best practices, and the global digital IFRC HSP toolkit.
- Provision of dedicated assistance and protection services to displaced populations and people on the move, outside of HSP locations, including through local branches and other locations (including for example temporary shelters and settlements). Services may be similar to those provided at HSPs.
- Work across sectors to promote and ensure a holistic approach to the specific needs of displaced populations and other people on the move, including identification of the most at risk, working closely with PGI and CEA approaches.
- Engagement with governments and other stakeholders to promote protection, assistance and inclusion of people in need.

Strengthening National Society Capacity in Migration and Displacement

Priority Actions:

- Provide dedicated technical support to National Societies in their capacities to respond to the specific needs of displaced populations and people on the move, including with :
 - Training staff and volunteers, including volunteers in border regions, on best practices, policies, guidance and tools related to the IFRC and Movement approach to assisting, protecting and advocating for the needs of migrants and displaced populations;
 - Promoting the Movement's approach to migration and displacement and the types of interventions National Societies undertake to meet humanitarian needs, including sharing of best practices, lessons learned and facilitating peer to peer exchange.
 - Supporting peer exchanges in coordination with National Societies across Europe and the PERCO Network, as well as global and cross-regional exchange, including through the IFRC Global Migration Task Force.
- Support National Societies liaison with external stakeholders, including relevant authorities, UNHCR and IOM to coordinate support and ensuring specific rights are respected.
- 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.

Migration and Displacement Analysis of the specific vulnerabilities and needs of displaced populations and people on the move

- Support analysis of data, trends and profiles of displaced people and other people moving across borders, and the specific gaps in assistance and protection for different displaced populations and people on the move, especially the most vulnerable, to support specific interventions, coordination and referrals by National

Societies as well as humanitarian diplomacy where needed to address the needs of vulnerable people.

- Support analysis of both immediate emergency needs, as well as medium- and longer-term needs and changing humanitarian dynamics related to migration and displacement, to inform the broader changing operational strategy, and the specific activities of National Societies.



Environmental Sustainability

1,000,000 CHF

Objective:

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

Priority Actions:

- Minimize packaging of distributed items and/or use of biodegradable packaging. 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 people on the move. If local waste management systems are overwhelmed, will consider private suppliers to supplement capacity.
- Reassemble and pack unsolicited and non-standard items to reduce waste and packaging.
- Needs based planning, sourcing and mobilization including prioritizing local production with 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.
- Environmental screening of longer-term sectoral interventions especially shelter, WASH, to ensure impact on local environment is minimised.
- Promote use of solar energy for selected sectoral activities, also for any scale-up of National Society branch or field offices.
- Raise awareness with National Societies on the principles of Green Response and practical actions they can take.

Enabling approaches



Coordination and Partnerships

2,000,000 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 in order to ensure a well-coordinated response to this crisis, as per the focus for the IFRC Agenda for Renewal for Strategy 2030 (see Federation-wide approach section). Ensure IFRC governance oversight and mobilization of National Societies at leadership level across the membership.

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

Mobilise networks across Europe and globally, and engaging with external coordination mechanisms:

- Support National Societies to identify and analyze barriers to effective response and laws and policies and practices that are not in the interests of vulnerable people and communities and support development of HD messages and strategies.
- Support affected National Societies to engage with their authorities to advocate for the protection of vulnerable people in need in light of the HD priorities identified.
- Support National Societies to engage with country level coordination structures, including the Humanitarian Country Teams, UNHCR led coordination mechanisms and various clusters / sector working groups that exist in order to ensure identification of gaps and facilitation of collaboration at the national level.
- Collaborate with UN agencies and other international humanitarian actors to identify priorities and establish country level collaborations.
- Engage at Geneva and New York levels with the Inter-Agency Standing Committee structures to address operational constraints and promote collaborative action.
- Engage at Brussels, Geneva and New York levels with diplomatic missions to highlight needs and concerns and align across IFRC and with ICRC to coordinate and support effective humanitarian diplomacy by National Societies with their governments on the Ukraine crisis.



**IFRC Secretariat
Services**

7,000,000 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.

Priority Actions:

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

Operational Management

- Establishment of 8 Operation Centers supporting National Societies in impacted countries.
- Operations cell integrated into the IFRC Budapest regional office, ensuring overall management of the operation.

Logistics

- Assess, evaluate, implement and adjust the supply chain in Poland, Slovakia, Hungary, Romania, Moldova and Ukraine for a Movement-wide approach.
- Receive, forward and process relief goods for distribution and aid services to assist affected population.

- Provide regional procurement services to National Societies; enable National Societies procurement through immediate capacity building and help desk services for competence improvement and procurement compliance.
- Sort unsolicited and non-standard relief item donated to National Societies.
- Enable CVA through logistics/CVA support.
- 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.

Information management

- Provide support to National Societies to reinforce IM capacities and systems, including responsible data collection, management and analysis, ensuring greater transparency and accountability and evidence-based decision-making.
- Develop systems to collect, manage and visualize IFRC network data, including an emergency focused who-what-where (3w) system on IFRC GO to enable enhanced response monitoring and coordination.
- 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.

Digital solutions

Support the operational teams to develop digital and data management solutions and capabilities that increase the speed, quality, reach and effectiveness of the humanitarian services and contribute to more digital capable national societies:

- Support National Societies in Ukraine and neighboring 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, through the deployment of a digital solutions resource team within the operational and Geneva based teams.
- Establish a (virtual) helpdesk specifically for foreign nationals stranded within Ukraine and for Ukrainian and Russian nationals stranded in third countries because of their inability to return home. The helpdesk service intends to give basic, practical advice and psychosocial support to stranded persons inside Ukraine, to facilitate psychosocial support and information to their families in their home countries and refer stranded persons and their families to other (expert) parties.

Monitoring and evaluation

Provide 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 reporting. Contribute to longer-term capacity building of National Societies.

Communications

Prioritize external communications 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. Use this to represent the voice of vulnerable people to a global audience, enable enhanced humanitarian collaboration and partnerships, and facilitate resource mobilization.

Ensure coordinated communication between Movement components at all levels, to speak and act with one unified voice to build trust, uphold reputation and position National Societies as leading community actors.

Develop public communications with and for National Societies, integrating National Society and IFRC media outreach, audio-visual production, social media engagement and digital communication. Support and amplify National Societies' communications efforts at the global level through the production and distribution of high-quality and dynamic resources and content for social media, hard-hitting media and advocacy messages.

Develop tools and resource documents 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 a strong security management in view of the complexity of the operational context, in close coordination with ICRC.



National Society Strengthening

10,000,000 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.

Support the National Societies response effectiveness through:

- 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.
- Identification and resourcing of critical Disaster Management 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.
- National Response Teams capacity scale up and ensure minimum operational requirements are met in regard to volunteers training and equipping in coordination with NSD and Volunteering activities.
- 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, sectorial capacity;
 - Internal and External Coordination.

Objective:	Operational impact is enhanced through supported scale up of National Societies capacities while safeguarding long-term development goals
Priority Actions:	<p><i>The following will be tailored for within Ukraine and for the neighbouring National Societies according to needs:</i></p> <p>Reinforce National Societies operational capacity to respond to the crisis:</p> <ul style="list-style-type: none"> • Volunteering: provision to staff and volunteers of protection equipment, specialized first aid kits and means for communication. • Logistic capacity: procurement of vehicles and trucks to carry on the operations; establishment of warehouses in key locations of the country; replenishment of aid stocks. • Structural capacity enhancement: retrofitting of local branches and units to be able to be fully operational; equipment of NS HQ infrastructure and equipment; provision of basic communication and connectivity equipment (hardware and software) to support the operation (radios, laptops, computer licenses, internet connection). • Accountability: enhancement of financial management capacities at branches level <p>NSD in Emergencies (NSDiE):</p> <ul style="list-style-type: none"> • Support the National Societies through NSDiE surge positions accompanied by specific technical expertise wherever needed, with a later mid-term and long-term support approach to support National Societies with organizational assessments. • Ensure National Societies development is guided individually based on the maturity, needs, and priorities of each National Society considering available resources. <p>Support of Leadership strategic decisions:</p> <ul style="list-style-type: none"> • Provide support for the leadership to engage in domestic coordination with authorities, external actors and Movement actors. • Support the leadership to ensure the capacity to sustain operations through increase of domestic fundraising, while maintaining and increasing regular income generation. • Strengthen the leadership capacity to timely implement risk management mechanisms and establish business continuity. • Reinforce agile systems and policy/procedures development: HR / Finance / Communication / IT. • Reinforce capacity for leaders to improve internal and collective coordination and positioning <p>Volunteer management and Youth Engagement:</p> <ul style="list-style-type: none"> • Provide all volunteers involved in operations, including in neighbouring countries, with relevant safety nets such as insurance, visibility items, specific trainings, psychosocial support, and personal protective equipment. <p>Provide tailored support for the <u>neighbouring countries on:</u></p> <ul style="list-style-type: none"> • Volunteer management particularly regarding spontaneous volunteers (such as design of rapid induction to newly recruited volunteers, support in developing volunteer mobilisation strategies, and the development of agile Standard Operating Procedures for spontaneous volunteers); • Volunteer management related activities (mobilization, motivation, turnover, dedicated focal points); • Coordinate access to quick trainings in operational related areas such as WASH, Health, Shelter, PGI.

National Society Branch Strengthening:

Support identified strategically located local branches within Ukraine with equipment and infrastructure for potential autonomous operational response to needs; establish strong connection with the HQ. This will include:

- Renting & retrofitting rehabilitation of offices and local warehouse wherever available, or setting up temporary solutions when the above is not possible;
- Provide basic equipment to be able to function adequately to respond to the needs, including vehicles and communication equipment;
- Support recruitment of human resources critical for the operation; complement with surge deployments whenever critical;
- Establish first aid posts in areas affected and in transit areas.

Support identified strategically located local branches in neighbouring countries and close to the borders with equipment and infrastructure for increased and flexible operational response to needs. This will include:

- Renting & retrofitting rehabilitation of offices or setting up temporary solutions when the above is not possible;
- Enhance equipment to be able to function adequately to respond to the needs, including vehicles and communication equipment;
- Support recruitment of human resources critical for the operation;
- Establish first aid posts in transit areas.

Support establishment of effective linkages between branches within each National Society and establish cross-border branch-to-branch communication and collaboration to increase operational efficiency.

National Society sustainability of actions:

- Enhance National Societies ability to provide relevant services specializing in areas with potential to become regular income generation opportunities to sustain humanitarian services at HQ and local branch levels.
- Early design accompanying self-sufficiency approaches for long-term sustainability of branches.

NSD Coordination:

- Ensure **one** NSD support action plan in each country for the whole duration of the operation.
- Ensure coordination of all NSD support to the National Societies involved in the operations, at country and regional level, avoiding any duplications and maximizing short- and long-term impact.
- Early design learning mechanisms (for National Societies leaders; for the operation) to measure impact of tailored NSD actions and take relevant corrective measures.
- Lead the planning of NSD support to local branches and the Headquarters in the following areas:
 - Strengthening of integrity;
 - volunteering and youth;
 - financial sustainability;
 - systems development,
 - digital transformation;
 - leadership support.

Operational risk management

Risk management plays a crucial role in ensuring that essential assistance reaches communities in need, while safeguarding donor investments made to the operation, as well as IFRC's reputation as a trusted partner of choice. 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.

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 biggest operational challenges. The security risk will continuously be closely monitored throughout this response. Security assessments have been conducted to help plan the areas of response (considering access, operational feasibility, and duty of care) and to mitigate identified potential risks. The IFRC security plans will apply to all IFRC staff throughout the operation. Area specific Security Risk Assessment will be conducted; risk mitigation measures will be identified and implemented.
- There is a risk that the fighting could also have an impact on the safety and activities of nuclear reactors. At present, however, all limits are still within the acceptable range to protect the reactors. Although attack may cause concern, it is noted that the Ukrainian nuclear power plants are resistant and built with comprehensive safety systems having a 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.
- 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 spread of the conflict in the region. IFRC is closely monitoring the situation and together with Movement partners will assess the need to adjust the scale, volume and outreach of its response accordingly to be able to respond to the needs of a growing number of people.
- The conflict and the sanctions bring an economic impact stretching beyond Ukraine's borders. Critical supplies are becoming increasingly scarce already and will likely impact energy and food supplies and could make it difficult to provide aid to people affected and could cause delays/disruptions in IFRC response as well.
- The COVID-19 pandemic and high transmissibility of the Omicron variant is still a serious concern. Ukraine and many neighboring countries have low vaccination rates, that increases the vulnerabilities and needs of people on the move. COVID-19 prevention and protection measures will be applied to protect people affected and Red Cross Red Crescent staff and volunteers.
- There is an increased potential for negative publicity, or public perception, or uncontrollable events to harm IFRC's reputation (globally, regionally or in-country), therefore affecting IFRC ability to complete its mission (loss of donor support, partner/government disengagement, people affected distrust etc.). Reputational risk management is therefore of outmost important throughout the lifecycle of the operation.
- There is an increased risk of fraud and corruption 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 to monitor risky operations by National Societies. A feedback and complaint mechanism will be put in place for recipients of distributed items to provide direct feedback on the distribution exercise. Clear roles and responsibilities will be agreed throughout the operation's structure with good 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 affected population, in particular women and girls traveling alone, could be at risk of exploitation, abuse, and harassment. Also at particular risk are the refugees Ukraine hosts from other countries such as Afghanistan and Belarus. It is therefore 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 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 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-centered approach.

- Cyber security threats are increasing. There has been an upwards trend in the number of cyber-attacks, and those have already begun against Ukrainian financial and government services. The increased cybersecurity threats have already 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.
- 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 for the humanitarian sector, stretching response capacities to the extreme. The rises in 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.

Quality and accountability

Federation-wide reporting will be ensured across all countries and Federation partners, with a harmonised list of indicators, which will be 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, as well as 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 (subject to changes and new indicators as the operation evolves):

Sector	Indicator description
Shelter/ Livelihoods/ WASH	# of people reached with relief assistance for basic needs (food, clothing, hygiene and other essential items)
Shelter	# of people assisted with temporary accommodation
CVA	# of people reached with cash and voucher assistance, including cash for basic needs/multi purpose cash and cash for shelter recovery
WASH	# sanitation facilities provided and or improved
Health	# of people assisted with First Aid and referral to health services
Health	# of people reached by National Society psychosocial and mental health assistance
Health	# of people trained in first aid
Health	# of people assisted with search and rescue
PGI	# of child-friendly spaces established
PGI	# of children assisted with school materials
PGI	# of people assisted with RFL services
Migration	# of people assisted with transportation /evacuation
Migration	# of Humanitarian Service Points/ distribution points established
CEA	# of different community groups consulted on response plans

Environmental sustainability	# of sectors for which environmental sustainability has been considered in operational plan
NS Strengthening	# of volunteers involved in the operation
NS Strengthening	# of National Societies that provide insurance for all of their volunteers
NS Strengthening	# of National Societies engaged in structured capacity strengthening processes
NS Strengthening	# of National Societies trained on disaster law and legislative advocacy
Coordination	# of National Societies that provide bilateral or multilateral support
Secretariat	amount of funds in CHF raised federation-wide related to the crisis
Secretariat	# of international/surge staff deployed

Contact information

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

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Reference



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