



Summer activities for families fleeing Ukraine were organized by the Red Cross of North Macedonia. Photo: RCNM.

Emergency appeal No: [MGR65002](#)

Timeframe of this response plan:
Until 31 December 2025

Number of people to be assisted: 1,300 persons on the territory of RCNM

Federation-wide funding requirement: **1,540,558 CHF**
IFRC Secretariat funding requirement: **1,337,164 CHF**

EXECUTIVE SUMMARY / TRANSITION STRATEGY

The operation to assist the people displaced from Ukraine to North Macedonia will be extended until the end of 2025. Through its activities, the Red Cross of North Macedonia will continue to assist the displaced population through **health activities, mental health, and psychosocial support**. As part of the plan the RCNM will help the most marginalized people affected by the Ukraine crisis through distribution of vouchers for hygiene items and clothing, focusing on women with children, pregnant women, single parents, and older people, particularly those with health problems or traveling alone. Protection activities as part of the response will continue until 2025 with a focus on humanitarian service points (HSP), through which food parcels will continue to be distributed, and child friendly spaces (CFS). RCNM will also focus on NSD to further strengthen its capacity to implement activities and prepare for future crises.

NEEDS ASSESSMENT AND TARGETING

Refugee Situation and National Society Priorities North Macedonia



National Society Priorities



6,410

Total number of Refugees

Data Source: IFRC, UNHCR; Date Produced: 21/02/2023
Disclaimer: Statistics are compiled mainly from data provided by authorities. While every effort has been made to ensure that all statistical information is verified, figures represent an estimate. Inauguration of information and sources is performed on a continuous basis. Therefore, amendments to figures may occur, including retroactively.

Humanitarian impact of the crisis and resulting needs¹

More than 80% of the people fleeing the conflict in Ukraine and arriving in the Republic of North Macedonia are women, including mothers with young children, and people over 65. These are also the most marginalized groups and most of them are unemployed and lack a stable income. Like migrants and refugees fleeing other parts of the world and transiting through the so-called Western Balkan migratory route, the people fleeing the conflict in Ukraine experience a lack of food and hygiene items, health care, education, accommodation, after school activities and lack access to the asylum/refugee protection system in the country. In total, 6,410² people fleeing Ukraine are estimated to have arrived in North Macedonia.

Unlike migrant groups who are mainly transiting through the country, people fleeing Ukraine are expected to stay in North Macedonia until the end of the conflict in Ukraine and live among the local population (accommodation is not provided by the government, so people are renting on the open market, staying with relatives or host families providing free housing). They are accepted by the local community without visible signs of impatience, prejudice and

¹ [IFRC GO - North Macedonia](#)

² Number of refugees (6,410) is by the end of January 2023

xenophobia. Due to the registration status of most of the people coming to North Macedonia from Ukraine (not seeking asylum), they do not have free access to state provided health, mental health, psychological support services, medicines, or emergency medical treatment.

Assessment of needs is based on meetings with focus groups among people fleeing the conflict in Ukraine, meetings with associations of people displaced from Ukraine in the Republic of North Macedonia, and the results of post distribution monitoring with questionnaires as part of cash and voucher assistance (CVA) activities. The number of people fleeing Ukraine to North Macedonia is small, which allows the staff of the Red Cross of North Macedonia (RCNM) to have continuous communication and personal interaction with those among the affected people who are receiving help, such as during the distribution of humanitarian aid, at registration points, or during other activities. The operation targets mainly people with disabilities, people over 65, and mothers with young children, who are the biggest groups needing assistance among the people fleeing Ukraine. In total, the operation targets 1,300 people with humanitarian assistance. The staff monitors their satisfaction with the support that has been provided and inquires about the needs in the coming months. Their suggestions are taken into full consideration as part of project design. The assessment showed that there is a continuous need for financial assistance, support in accessing health facilities and medicine, extracurricular activities for children, venues for social interaction (child friendly spaces aligned with Movement standards³), and courses in Macedonian language.

Prioritization of needs and target groups

The RCNM provides referral to facilitate integration of displaced people from Ukraine into society and to ensure that important services are being made available by relevant institutions. Due to the registration status of most of the people coming to North Macedonia from Ukraine, they do not have free access to state provided health, mental health, psychological support services, medicines, or emergency medical treatment (this issue is being addressed by the RCNM through humanitarian diplomacy to take into account the special circumstances of people fleeing the conflict in Ukraine). The RCNM is also providing basic relief items, financial support, and activities to ensure social inclusion through child friendly spaces, extracurricular activities for children, and summer camp. All these services and support have been identified as important needs by the people fleeing the conflict in Ukraine.

Specifically, the RCNM is prioritizing children, women with children, older people, and people with health problems. Due to their age, medical conditions or family circumstances, lack of financial means and inability to work these groups of people have been identified as those who are the most in need of humanitarian assistance from the National Society. (See RCNM needs assessment dashboard [IFRC GO - North Macedonia](#), for further details).

³ <https://pscentre.org/?resource=operational-guidance-for-child-friendly-spaces-in-humanitarian-settings&selected=single-resource>

CAPACITIES AND RESPONSE

National Society capacity

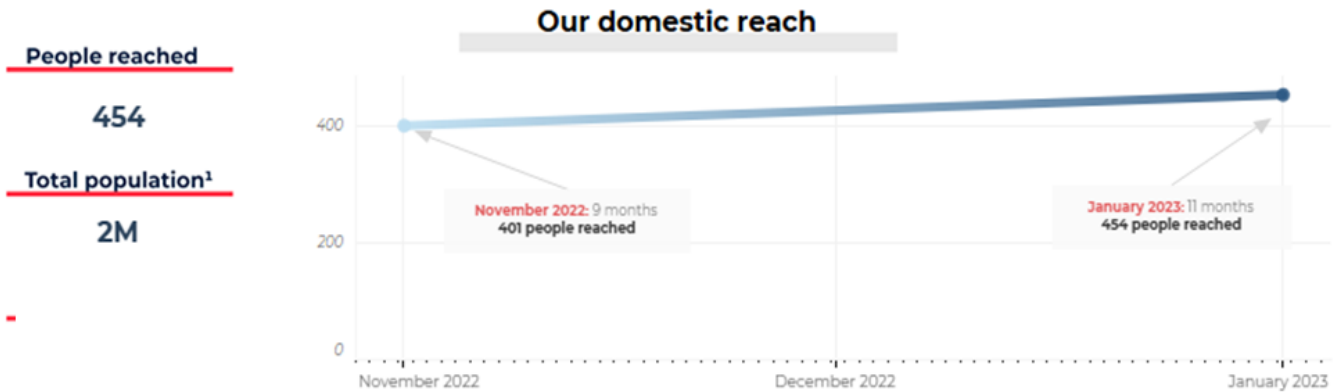


Red Cross of North Macedonia

2022 Federation-wide Country overview

Total income: **CHF 550,641**

Total expenditure: **CHF 190,300**



People reached by sector

CVA	Health	Migration	PGI	Relief	Shelter	WASH
352	143	15	75	454	53	454

In-country partners

**As reported to the Federation-wide Data System up until December 31, 2022*



Explore more:
<https://go.ifrc.org/emergencies/5854#federation-wide>

For details on the National Society's ongoing response to the crisis, please refer to [IFRC GO](#).

<p>National Society role in the national response</p>	<p>The RCNM is an auxiliary to the government. As part of its leading role in the national response framework (since 2015) RCNM coordinates all humanitarian activities in the country targeting migrants, asylum seekers, and refugees, including persons fleeing Ukraine.</p> <p>Operations are planned in cooperation with Ministry of Labor and Social Policy as the leading national body on migration, the Ministry of Interior, the Ministry of Foreign Affairs, the Directorate for Protection and Rescue, and the Crisis Management Center. RCNM is part of the Crisis Committee of the State and the Central Government body for Crisis Management. RCNM is part of the Interdepartmental Group on Migration policy initiated by the Government of North Macedonia.</p> <p>State institutions and other NGOs fully recognize the key role of the Red Cross, the capacities that are at its disposal. The RCNM is an equal member in all decision-making bodies on this issue.</p>
<p>Key areas of scale-up and strength</p>	<p>The City Red Cross of Skopje and the municipal organizations of the Red Cross registered large numbers of displaced people from Ukraine and there has been a corresponding large increase in demand for services to which the NS has responded by greatly expanding its material and technical resources. There has been an increased engagement of volunteers and professional staff in relation to the operation. Involved Red Cross units have strengthened their skills and capacity in providing psychological support to the people fleeing the conflict in Ukraine, as well as staff and volunteers engaged in the response. Logistics and warehousing units (2 warehouses) have been handling greatly increased volume due to the increased need for delivery of emergency supplies and cash to the affected population.</p> <p>The City Red Cross of Skopje has extensive experience in implementing activities to support refugees and migrants in reception centres. Through the Global Route-based Migration Programme and the previous humanitarian crisis, the NS has also extensive experience with different types of HSPs, including mobile units, as well as activities to support evacuees from Afghanistan and coordination of the support for people from Ukraine. Other Red Cross units in the country have considerable volunteer capacity and mostly 2-3 employees, but limited experience in working with displaced people. Thus more coordination, training and retraining is required to enhance their response capacity.</p>
<p>Areas of new / additional capacities developed</p>	<p>The National Society has built expertise in the delivery of cash and voucher assistance (CVA), which is a major part of its response to the Ukraine crisis. The RCNM has also taken a leadership role as the only organization that provides structured psycho-social support and operates child friendly spaces. The NS has also taken on an important role in supporting people fleeing the conflict in Ukraine in accessing health services in the country.</p> <p>The National Society has improved its expertise in needs assessment, using new data collection tools such as KoBo, as well as focus groups. A KoBo form has also been created for registration of people fleeing the conflict in Ukraine.</p> <p>The RCNM has increased its coordination capacities and strengthened its cooperation with governmental institutions through its participation in coordination meetings with the government and a special group founded by the Ministry of Interior supporting people fleeing Ukraine.</p>

1. National Society partners

Name of Partner	Health & Care	Integrated Assistance	Protection & Prevention	NS Capacity Building	Details
IFRC	☒	☒	☒	☒	<p>Support for the National Society through the C4S project activity aimed at supporting migrants and people on the move, strengthening cooperation with neighboring NSs, and strengthening the organization's capacities for crisis response and similar crisis situations;</p> <p>Support for displaced persons from Ukraine in RCNM (Response plan for 2025)</p>
Swiss Red Cross	☒	☒	☒	☒	<p>Support for the National Society in providing humanitarian assistance to people fleeing the conflict in Ukraine.</p> <p>Support for refugees, migrants and persons on the move and support for local integration of persons under international protection.</p> <p>Healthy Aging Project</p>

OPERATIONAL STRATEGY

Scenario Planning

Scenario	Impact	Mitigating actions
Scenario 1. Reduced or stable migratory flow, but few people return to Ukraine.	Needs remain at a current level, leaving people dependent upon humanitarian support. This will be applicable for those who are either marginalized or responsible for children or older people in their households and are unable to obtain any employment.	Adjust the criteria for provision of humanitarian support based on the priorities and needs of people from Ukraine staying in North Macedonia.
Scenario 2. Increased migratory flow, funding is insufficient.	Increased needs, and reduced resources lead to lack of necessities and a worsening humanitarian situation.	Distribute available stocks, prioritizing the most urgent needs and most marginalized among new arrivals. Fundraising at domestic level and through Movement Partners.
Scenario 3. Increased migratory flow, funding is sufficient.	Increased needs, capacity of NS is strained because of expanding operations. Humanitarian situation is stable.	Increased coverage of affected population, using labor efficient technologies to prevent delays of relief delivery and reduce workload on staff.

Scenario 4. Reduced migratory flow, and most people seek to return to Ukraine.	Needs will be reduced, but most marginalized groups require support to move back.	Creation of new criteria for provision of humanitarian support, facilitating access to mechanisms for successful return to home country.
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People to be assisted

Overall sex and age breakdown of people targeted

Cumulative overall targets since the beginning of the operation, Federation-wide

Sex-age group	Total
Males over 18 years of age	145
Males under 18 years old	325
Females over 18 years old	505
Females under 18 years of age	325
Total number of people to be assisted	1,300⁴

ONGOING AND PLANNED OPERATIONS


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

(MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT / COMMUNITY HEALTH)

 Health & Care	Overall target: 350	
	Female > 18: 189	Female < 18: 54
	Male > 18: 52	Male < 18: x 55
Objective:	Most marginalized displaced people are provided with high-quality health and care services including MHPSS.	
Priority Actions:	Activities:	
Primary health services and/or referral to public health institutions	<ul style="list-style-type: none"> • Provide community-based health services to displaced people from Ukraine. • Disseminate the information through Humanitarian Service Points to displaced people from Ukraine to access the public health system in North Macedonia, with particular attention to support for people with special needs. • Organize group workshops on topics related to health promotion and disease prevention. 	


⁴ Direct assistance will be provided to 525 people affected by Ukraine crisis while 775 people from local community will benefit from indirect assistance.

	<ul style="list-style-type: none"> Strengthen local referral pathways to specialized health services, including mental health services.
Mental Health and psychosocial support services (MHPSS)	<ul style="list-style-type: none"> Provide structured psychosocial support through face-to-face sessions in collective shelters as well as for people in private accommodation mainly through group activities but also if needed on individual basis for people identified as the most marginalized. Support the most marginalized people, mainly women, children, and older people (60+), with psychosocial support through outreach group activities and workshops. Organize dedicated recreational and afterschool activities for children in child friendly spaces. Organize creative and multicultural workshops for people displaced from Ukraine and engage the local population in such activities to facilitate social cohesion and integration. Provide adequate psychological first aid to people affected by the crisis in Ukraine through counselling, referrals, and other social and other socio-economic activities. Adapt relevant materials on psychological first aid and disseminate through different channels including social media. Document and gather lessons learnt from the MHPSS response undertaken by the NS. Organize trainings and workshops for staff and volunteers of RCNM at national and local level on mental health, community-based psychological support.
People trained in First Aid	<ul style="list-style-type: none"> Organize trainings and workshops for staff and volunteers of RCNM at national and local level on first aid. Strengthen capacities within RCNM and increase the scope of commercial first aid.
People trained in MHPSS	<ul style="list-style-type: none"> Training of volunteers and staff to provide psychological first aid & psychosocial support to people affected by Ukraine crisis. Organize trainings and workshops for staff and volunteers of RCNM at national and local level on first aid including psychological first aid. Ensure that first aid and psychological first aid training are part of new staff and volunteer's onboarding. Enhance and sustain MHPSS capacity beyond the Ukraine crisis by including the local population in the services and building partnerships with local institutions.
Cash for health	<ul style="list-style-type: none"> Provide cash assistance to people above age of 60 years and people with chronic diseases affected by Ukraine crisis to get free access to the state health institutions at the primary, secondary and tertiary levels, and prescribed medicines. Create document on lessons learned from the cash for health intervention and share it with wider audience for dissemination of knowledge.
WASH	Overall target: 350

	Female > 18: 189	Female < 18: 54
	Male > 18: 52	Male < 18: x 55
Objective:	Comprehensive WASH support is provided to the most marginalized people, resulting in immediate reduction in risk of water related diseases and improvement in dignity for targeted population.	
Priority Actions:	Activities:	
People reached with hygiene supplies (also listed under CVA)	<ul style="list-style-type: none"> • Support most marginalized among people displaced from Ukraine such as older adults and children by distributing vouchers for hygiene items. • Support the most marginalized women among those displaced from Ukraine through distribution of vouchers for menstrual hygiene management. • Conduct post distribution monitoring on a regular basis. 	

INTEGRATED ASSISTANCE

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

 Shelter, Housing and Settlements	Overall target: 350	
	Female > 18: 189	Female < 18: 54
	Male > 18: 52	Male < 18: 55
Objective:	Communities in crisis-affected areas restore and strengthen their safety, well-being and longer-term recovery through shelter and settlement solutions.	
Priority Actions:	Activities:	
Relief assistance for basic needs	<ul style="list-style-type: none"> • Provide seasonal assistance for clothing and footwear through CVA twice a year for summer and winters. • Distribute food parcels to people affected by Ukraine crisis at humanitarian service points (HSP). • Conduct post distribution monitoring on a regular basis. 	
Cash and Voucher Assistance	Overall target: 1,050 ⁵ persons	
	Female > 18: 528	Female < 18: 154

⁵ The number includes 35 host families.



Male > 18: 210

Male < 18: 158

Objective:

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

Priority Actions:

Activities:

Conditional and/or unconditional cash and voucher assistance

- Support the most marginalized people affected by Ukraine crisis through monthly unconditional cash or vouchers assistance to cover their monthly dietary needs for a period of 18 months.
- Support provision of basic needs to the most marginalized among the local population through CVA.
- Conduct post distribution monitoring on a regular basis.
- Cash assistance to people affected by Ukraine crisis above age of 60 years and people with chronic diseases to provide free access to the state health institutions at the primary, secondary and tertiary levels, and prescribed medicines (also listed under health sector).

Contingency plan

- Provide one-off multipurpose cash assistance to displaced people from Ukraine in case of further escalation or increases in arrivals.

NS capacity building in CVA

- Develop and adopt tools⁶ and templates available on Cash Hub, CEA Hub and PGI guidance for CVA interventions.
- Sign framework agreements with supermarkets and financial services providers for implementation of CVA interventions.
- Adopt most appropriate data management solution to collect and manage the registration data.
- Train staff and volunteers on CVA.


People reached with hygiene supplies (also listed under WASH)

- Support most marginalized among people displaced from Ukraine such as older people and children by distributing vouchers for hygiene items.
- Support the most marginalized women among those displaced from Ukraine through vouchers for menstrual hygiene management.
- Conduct post distribution monitoring on a regular basis.

⁶ PGI-sensitive CVA checklist/CVA section of PGI minimum standards in emergencies. Links available on Movement [CashHub](#), [CEA toolkit](#) and IFRC [PGI](#) page

PROTECTION AND PREVENTION

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

	Protection, Gender and Inclusion	Overall target: 1,300	
		Female > 18: 505	Female < 18: 325
		Male > 18: 145	Male < 18: 325
Objective:	The different people impacted, displaced by or fleeing the crisis are safe from harm including violence, abuse and exploitation, discrimination and exclusion, and their needs and rights are met.		
Priority Actions:	Activities:		
Children welcomed in child-friendly spaces	<ul style="list-style-type: none"> Facilitate integration of children within local communities by organizing afterschool activities in already established child friendly spaces. 		
PGI activities	<ul style="list-style-type: none"> Develop, map, and disseminate safe referral pathways for child protection, sexual and gender-based violence and other protection risks. Test and update referral pathways to ensure that displaced people from Ukraine have accurate and relevant information. Ensure referrals to case management, as well as follow-up and accompaniment services for health, social services, protection, and human trafficking support centres. Develop and disseminate messages on preventing and responding to Sexual and Gender-Based Violence (SGBV), trafficking in persons, legal status, and related information, in particular for marginalized groups such as persons with disabilities. Assess, monitor, and analyse PGI issues and trends, including through analysis of sex, age, and disability disaggregated data. Organize summer camp for families with children accompanied by the Red Cross volunteers. Organize Macedonian language classes through a certified school/trainer for foreigners, with face to face and online classes for children and adults to facilitate social integration and future employability within North Macedonia. Facilitate local networking along with language support through associations, clubs, religious institutions, sports organizations, etc. Develop medium to long term action plan for PGI mainstreaming across sectors with RCNM, including development of relevant policies and plans for organizational development. Improve mechanisms for sex, age, disability disaggregated data collection and reporting linked to minimum standards scorecards. Develop tailored training packages on PGI (including SGBV prevention and response, Safeguarding, the survivor-centred approach, PGI in 		

	<p>Emergencies, use of safe referral pathways and managing sensitive complaints and feedback) for NS staff and volunteers.</p> <ul style="list-style-type: none"> • Deliver basic PGI training to a selection of staff and volunteers covering anti-trafficking, gender-based violence, child safeguarding and protection from sexual exploitation and abuse.
Prevention and Protection of sexual exploitation and abuse and safeguarding	<ul style="list-style-type: none"> • Disseminate information about Safeguarding (PSEA and Child Safeguarding) to general population with special focus on people displaced from Ukraine. • Map of services and dissemination of referral pathways, including the establishment/strengthening of specific mechanisms and guidelines for the National Society, to ensure safe and dignified referral services
RFL	<ul style="list-style-type: none"> • Provide RFL services (messages, calls, access to the platform).



Community Engagement and Accountability

Overall target: 1,300

Female > 18: 505

Female < 18: 325

Male > 18: 145

Male < 18: 325

Objective:	The diverse needs, priorities and preferences of the affected communities guide the response ensuring a people-centered approach through meaningful community participation.
Priority Actions:	Activities:
Establishing NS feedback mechanisms	<ul style="list-style-type: none"> • Manage effective feedback mechanisms for the Ukraine response, including a helpline with Ukrainian-speaking operators, social media, and face-to-face channels. • Set up one central case management system for categorizing and tracking community feedback collected through different feedback mechanisms such as focus group discussions, semi-structured interviews, post distribution monitoring as well as at the humanitarian service points (HSP) and the helpline. • Strengthen electronic needs assessment, registration and feedback system using Kobo toolbox through different links and QR codes. • Ensure the operationalization and continuity of CEA systems and support. • Appoint focal point for CEA within RCNM. • Train RCNM staff and volunteers on CEA fundamentals, including responding to feedback (including procedures and training on managing sensitive feedback and complaints). • Establish one CEA system within NS serving the needs of all programmes and services provided by the NS.
Collecting community feedback and using it	<ul style="list-style-type: none"> • Carry out regular needs assessment, monitoring following digital data collection as well as through face-to-face focus group discussions and semi structured interviews to capture needs, priorities, and perceptions of people receiving humanitarian aid.

	<ul style="list-style-type: none"> • Collect community feedback through post distribution monitoring for all services provided by the RCNM. • Monitor social media groups with the participation of displaced people from Ukraine to track feedback, rumours, and complaints among the displaced population. • Process collected data and provide appropriate response against the needs/requests in a timely manner. • Organize regular coordination meetings with the associations of Ukrainians in the Republic of North Macedonia, aimed at sharing information on the planned activities, monitoring the situation, responding to the needs of the people who initially contacted these associations and redirecting them to appropriate assistance. • Strengthen the existing helpline of RCNM for the Ukraine crisis with updated information about all programmes and referrals. 	
Information as aid	<ul style="list-style-type: none"> • Provide relevant and timely information in Ukrainian and Russian languages about available services to the displaced population through different face to face and social media channels. • Develop flyers containing information about RCNM and services provided. • Disseminate programme and services updates to people affected by Ukraine crisis and local population. 	
National Society capacity strengthening	<ul style="list-style-type: none"> • Appoint focal point for CEA within RCNM • Train RCNM staff and volunteers on CEA fundamentals, including responding to feedback. 	
 Migration and Displacement	Overall target: 1,300	
	Female > 18: 505	Female < 18: 325
	Male > 18: 145	Male < 18: 325
Objective:	Specific vulnerabilities of displaced populations and people on the move are analyzed and their needs and rights are met with dedicated humanitarian assistance, protection, and humanitarian diplomacy interventions, in coordination with relevant stakeholders.	
Priority Actions:	Activities:	
Humanitarian service points (HSPs) providing services to refugees/displaced people	<ul style="list-style-type: none"> • Ensure provision of humanitarian services through already established HSPs in local RCM Branches. • Establish new HSPs or mobile HSPs at key border crossings in case of increases in new arrivals. 	

ENABLING APPROACHES

NATIONAL SOCIETY STRENGTHENING, COORDINATION AND PARTNERSHIPS



National Society Strengthening

Objective:	National Societies respond effectively to the wide spectrum of evolving crises and their auxiliary role in disaster risk management is well defined and recognized.
Priority Actions:	Activities:
Branch and volunteer management development	<ul style="list-style-type: none"> • Provide strategic support to RCNM headquarters to achieve its goals of Transformation 2028, a five-year initiative of the NS, by replicating and cascading it to the local branches. • Strengthen capacities of the RCNM local branches by supporting core staff functions in addition to the branch secretaries, which could involve responsibilities for volunteer management, local partnerships, and programme coordination. • Develop a specific training programme for branch leaders covering both the directors and governance, as well as youth. • Organize branch assessments (BOCA) to strengthen the capacities within branches. • Support both the headquarters and branches of RCNM with capacity building and resources, including staffing. • Develop and implement a uniform volunteer management approach, including procedures for recruiting volunteers, onboarding process, retention, recognition approaches and exit process. • Improve the engagement and capacity of long-term volunteers by ensuring access to systematic learning and opportunities to acquire additional skills through IFRC online courses or face-to-face trainings. • Prepare regular opportunities for volunteers' recognition through events at national and/or international level. • Improve the visibility of volunteers (equipment, promotion of achievements, and recruitment campaigns). • Conduct regular coordination meetings engaging all branches. • Organize workshops for volunteers for a coordinated approach and more successful implementation of the operation.
Youth Engagement	<ul style="list-style-type: none"> • Ensure participation of volunteers from youth clubs in activities to support people displaced from Ukraine, with a focus on children in the children's corner (child-friendly space) and through the youth clubs in the Red Cross organizations throughout the country. • Ensure volunteers engagement to support for the summer camp and activities for social integration.

	<ul style="list-style-type: none"> • Induct volunteers with Ukrainian/Russian language skills to better support people displaced because of the crisis in Ukraine.
Programs Development	<ul style="list-style-type: none"> • Organize exchange/study visit of PNS and to the neighboring National Societies peer to peer support and applying positive practices from other national societies and strengthening the capacities of the people who will implement the program. • Carry out market assessment and services provider institutions. Identify and signed framework agreements with most suitable service provider (bank, post office and/or supermarkets). • Strengthen and sustain capacities within RCNM by adopting RCRCM CVA preparedness approach for future interventions. • Mainstream CEA and PGI across sectors and interventions. • Set up one central case management system for categorizing and tracking community feedback collected, through different feedback mechanisms such as focus group discussions, semi structure interviews, post distribution monitoring as well as at the HSPs and the helpline. • Strengthen NS capacities through preparedness for effective response and engaging additional staff on emergency needs assessment, CEA, PGI, IM and CVA.
Humanitarian Diplomacy and Strengthening Auxiliary Role	<ul style="list-style-type: none"> • Ensure continued engagement with relevant ministries including health and social welfare ministries. • Strengthen partnerships with UN agencies, international and local actors present in the country.
Logistic Development Support	<ul style="list-style-type: none"> • Participate in regional/cluster level learning events organized by IFRC and PNSs. • Strengthen capacity in the National Society in logistics, procurement, market assessments and analysis, fleet and management. • Improve the warehousing and carry out the repairs in the national warehouse to ensure safe and secure storage of items for current and future stocks.
Human Resource Development	<ul style="list-style-type: none"> • Identify areas of improvement for HR development, such as revision of remunerations, revision of HR rules and regulations, onboarding and recruitment process to sustaining trained HR workforce.
PMER Development	<ul style="list-style-type: none"> • Engage staff and provide trainings on PMER systems, templates and information/data management.
Resource Mobilization Capacity Building	<ul style="list-style-type: none"> • Strengthen fundraising approaches of RCNM through visibility and campaigns on ongoing projects and services provided by RCNM. • Engage with private sector and other relevant actors. • Develop trainings for RC branches on fund raising strategies within RCNM. • Support branches to develop and implement income generation activities. • Train branch staff on local fundraising and partnerships.

	<ul style="list-style-type: none"> • Contribute to achieving the goals of Transformation 2028 of RCNM.
Communication Development Support	<ul style="list-style-type: none"> • Strengthen the image of RCNM among key stakeholder within the country through organizing different national- and local-level events. • Adapt training on communications and train staff and volunteers.



IFRC Secretariat Services

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:	Activities:
Operational Management	<ul style="list-style-type: none"> • The operational team aims at supporting the activities of the operation, as well as capacity building of the National Society. The operational team is supported by the IFRC Country Cluster Delegation in Sarajevo as well as the IFRC Regional Office in Budapest. • In operations management there is a focus on developing technical capacity of the National Society, especially in information management related work such as beneficiary registration, advanced CVA tools, and standardized PDM and needs assessments.
Corporate Services	<ul style="list-style-type: none"> • Support the operation in North Macedonia with services such as HR, administration, logistics, and finance, including the strengthening of RCNM support services.



Coordination and Partnerships

Objective:	Technical and operational complementarity is enhanced through cooperation among IFRC membership.
Priority Actions:	Activities:
Movement Coordination	<ul style="list-style-type: none"> • Organize regular coordination and programme related meetings among RCNM technical staff, IFRC Cluster and Regional Office sectoral specialist.

	<ul style="list-style-type: none"> • Ensure regular coordination with Swiss Red Cross and IFRC to maintain coordinated actions and support.
External Coordination	<ul style="list-style-type: none"> • Maintain regular coordination with the Ministry of Labor and Social Policy, the Ministry of Interior, the Ministry of Foreign Affairs, the Ministry of Health, the Directorate for Protection and Rescue, Crisis Management Center, Working Group on Migration policy initiated by the Government of North Macedonia. • Participate in coordination meetings organized by the governmental institutions, especially those for support of the displaced persons from Ukraine founded by the Ministry of Interior of RNM. • Coordinate with the Embassy of Ukraine in the Republic of North Macedonia

Quality and accountability

For the operation's Federation-wide indicator framework and data collected, please refer to [IFRC GO](#).

ANNEX 1: NATIONAL SOCIETY RESPONSE PLAN – FEDERATION-WIDE FUNDING REQUIREMENT THROUGH VARIOUS CHANNELS

Total	NS Fundraising	Through IFRC	Swiss Red Cross
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FUNDING REQUIREMENTS

Planned Operations	1,162,138	998,427	163,711
Shelter and Basic Household Items	78,719	63,126	15,593
Livelihoods			
Multi-purpose Cash	732,332	702,311	30,021
Health and Care	211,348	145,882	65,466
Water, Sanitation & Hygiene	22,530	14,838	7,692
Protection, Gender and Inclusion	84,352	59,289	25,063
Community Engagement and Accountability	12,981	12,981	
Education	19,876		19,876
Migration			
Risk Reduction, Climate Adaptation and Recovery			
Environmental Sustainability			
Enabling Approaches	378,420	338,737	39,683
Coordination and Partnerships	71,409	33,654	37,755
Secretariat Services	118,070	118,070	
National Society Strengthening	188,941	187,013	1,928
Total	1,540,558	1,337,164	203,394

Contact information

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

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- **Secretary General:** Sait Saiti saiti@redcross.org.mk , phone: +389 2 3 114 355
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In the IFRC

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Reference



Click here for:

- [Link to the Emergency Appeal and updates](#)