

# STRATEGY

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HUMANITY



IMPARTIALITY



NEUTRALITY



INDEPENDENCE



VOLUNTARY SERVICE



UNITY



UNIVERSALITY

20

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# FUNDAMENTAL PRINCIPLES OF INTERNATIONAL MOVEMENT OF RED CROSS AND RED CRESCENT

## Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all nations.

## Impartiality

International Movement makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

## Neutrality

In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.

## Independence

The Movement is independent. The National Societies, while assisting in the humanitarian services to their governments and subject to the laws of their respective countries, must always maintain their autonomy to be able to act anytime in accordance with the principles of the Movement.

## Voluntary Service

In its voluntary relief, the International Movement is not prompted in any manner by desire for gain.

## Unity

There can be only one Red Cross or one Red Crescent Society in any country. It must be open to all. It must carry on its humanitarian work throughout its territory.

## Universality

The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

## PRESIDENT



Current humanitarian challenges in the world are creating new demands for all organizations that protect humanity, kindness and peace. The Ukrainian Red Cross Society is no exception. With 100 years of experience in helping the most vulnerable categories of the Ukrainian population, URCS is working in emergency mode due to the armed conflict in Donbass. The ever-changing situation compels the Red Cross to seek answers to the questions: «How to build capacity?

How to help those who need it in the most effective way?

Decentralization, which mirrors state processes in the country as a whole, and is in the interests of the main humanitarian actors, requires URCS to strengthen its capacity and to ensure the sustainable development of activities and services of the Red Cross in the field.

URCS's Strategy 2018-2020 is an extremely important document outlining our main goals and priorities. Employees and volunteers of the URCS of all levels (district, city, region) took part in its creation, as well as Red Cross and Red Crescent Movement partners. This is extremely valuable, because the Strategy outlines a common vision of our future in Ukraine. In my opinion, our strategic goals for 2020 are realistic and well-balanced, therefore, by joint efforts, they will serve as a catalyst for qualitative changes in the URCS in particular and in the humanitarian sector of our country in general.

Ivan Usichenko

A handwritten signature in black ink, appearing to read 'Usichenko'.

## DIRECTOR GENERAL



The year 2017, during which the Strategic Plan 2018-2020 of our Society was created, was not a smooth one. The armed conflict in the eastern part of the country had been ongoing for 4 years, the social and economic situation had deteriorated considerably, in turn worsening the humanitarian crisis in the country. URCS remained without significant state financial support, which, during almost all the years of Ukraine's independence, had built up and maintained the Society's activities in the area of medical and social support.

Obviously URCS needs reforming to ensure the development of the main areas of activity and services that meet today's challenges, the introduction of modern technologies, especially in the areas of communication and accounting, the development of human resources and the development of volunteering in URCS as a basis for ensuring the integrity of the Red Cross in Ukraine.

The development of branches of the Society at all levels, especially branches at district and territorial community levels in the future is an important task for URCS for the coming three years. It will be a joint effort to implement this Strategy, requiring excellent team work between the representatives of districts, regions, the National Committee and Movement partners, to give URCS the opportunity to resume its importance, and to develop services that provide the population with assistance as required by our times.

Lillia Bilous

A handwritten signature in black ink, appearing to read 'Lilija Bilous'.

### Thanks to our partners:

Ukrainian Red Cross Society expresses its deep gratitude to the partners of the International Movement of the Red Cross and Red Crescent: the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies and partner National Societies for years of constant support in the implementation of the humanitarian mission in Ukraine in general, and their contribution to the development of the Society's Strategic Development Plan 2018-2020 in particular.

# UKRAINIAN RED CROSS SOCIETY

## OUR **VISION**

A leading humanitarian organization in Ukraine with strong capacity that provides safety and well-being to those who need help across the entire country.

## OUR **MISSION**

To mobilize the power of humanity and to provide the most essential for those who need it most, through a network of Ukrainian Red Cross Society branches even in the most distant parts of the country.





## WHO WE ARE

The largest humanitarian organization in Ukraine with a hundred years' experience that in times of armed conflict and natural disaster protects human life, prevents and alleviates suffering, and also assists its public authorities in their activities in the humanitarian sphere. URCS is part of the International Movement of the Red Cross and the Red Crescent, the largest humanitarian network in the world.



## OUR ACTIVITIES

In the event of an emergency, the Society ensures delivery and distribution of the necessary **humanitarian and charitable assistance** depending on the needs identified through appropriate assessments and resources. The Society supports the **Emergency Response Fund**, maintains emergency stocks, and develops and implements cash transfer programs.

**Emergency relief:** The Society is part of a nationwide emergency response system. The President of the Society is a member of the State Commission on Manmade and Environmental Safety and Emergencies. The Society coordinates its own activities with those of state authorities, local self-government bodies, and other existing stakeholders in this area. For this purpose the Society has established **Emergency Response Teams** consisting of specially equipped and regularly trained volunteers and staff. The Society develops specialized capacities of individual teams with regard to team member qualifications, geographical location, and local social and economic situation.

If the **affected population requires shelter**, the Society has a mobile field camp, which can be deployed to shelter up to 250 people.

**Psychosocial support:** Red Cross Centers provide support groups and safe space to help vulnerable populations in overcoming the psychological and social problems associated with crisis. Their main goal is to renew the emotional health of individuals and communities.

**First Aid School:** the Society is intensively involved in health and safety issues. It conducts first aid training for the general population according to programs certified by the Global First Aid Reference Centre of the International Federation of Red Cross and Red Crescent Societies. The activities are carried out as services of the Red Cross Centers and meet beneficiary and trainees' needs.

**Restoring Family Links:** Tracing and Restoring Family Links is one of the oldest services of the International Red Cross and Red Crescent Movement. The experience accumulated over the years is used to trace family members, find out what has happened to relatives, with whom contact has been lost, and locate combatants missing or captured in conflict.



A word cloud of humanitarian activities in various colors and sizes. The words are arranged in a circular pattern, with some words appearing multiple times. The colors include shades of blue, green, yellow, orange, pink, and purple. The words are of different font sizes, with some being significantly larger than others.

CHARITY  
MEDICAL AND SOCIAL CENTRES  
SUPPORT  
FIRST AID SCHOOL  
ASSISTANCE  
BLOOD DONATION  
PSYCHOSOCIAL SUPPORT  
EMERGENCY RESPONSE TEAM  
SOCIAL COHESION  
CARE  
MOBILE HEALTH UNITS  
EDUCATION  
VOLUNTEERS  
MINE RISK EDUCATION  
SAFER BEHAVIOUR RELATING TO MINES  
TRACING SERVICES  
FIRST AID  
VOLUNTEERING  
BENEFICIARIES  
INTERNALLY DISPLACED PEOPLE  
EMBLEM PROJECT  
EMBLEM  
MEDICAL AND  
BLOOD DONATION

## OUR ACTIVITIES

**Home-Visiting Nurse Service:** a unique combination of medical and social services and care for lonely elderly people who can not work, disabled people, war veterans and veterans of work, and other groups in need within the framework of existing programs and projects of the Society. Home-Visiting Nurse Service staff and volunteers provide home based care, render medical and social assistance at Red Cross Centers, and manage medical loan centres and clothes banks operating in Red Cross Centers.

AND SOCIAL CENTERS

INTERNALLY DISPLACED PEOPLE

TECTION

PSYCHOSOCIAL SUPPORT

EM PROTECTION

EDUCATION

ALTH UNITS

PLE

TRACING SERVICE

CHARITY

BLOOD DONATION

YOUTH MOVEMENT

INTERNATIONAL HUMANITARIAN LAW

ICIARIES

YOUTH

FIRST AID

SOCIAL COHESION

ME CARE SERVICE

SUPPORT

CARE

TION

HEATING POINTS

TRACING SERVICE

RVICE

EDUCATION

BLOOD DONATION

INTERNATIONAL HUMANITARIAN LAW

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**Risk Awareness and Safer Behaviour relating to mines:** the Society attracts volunteers from local communities to raise awareness of mine risk and mine and explosive remnants of war safe behavior rules among vulnerable populations. Efforts are focused on informing communities in the conflict zone, as well as internally displaced people.

**International Humanitarian Law and Protection of the Emblem:** the Society is developing an extensive system to disseminate knowledge of international humanitarian law through engaging volunteers and staff, and establishing Red Cross Information Centers in educational institutions. Continuous activities to protect Red Cross and Red Crescent Emblems are carried out by all branches of the Society.

**Social cohesion:** complexes of social activities of the Society, aimed to promote the culture of non-violence and peace.

**Health education activities:** URCS health education programs address sanitary and hygiene issues, disease prevention and promote healthy lifestyles through public awareness campaigns and activities. Information campaigns are conducted by Red Cross branches on the relevant International and World Days, bringing together volunteers and staff throughout the country.

**Blood donation:** information campaigns to form the base of blood donors, especially among young people, are regularly implemented by Red Cross volunteers and employees. The Society provides continuous support to health authorities in non-remunerated blood donation promotion among the population. Red Cross organizations' activities include outreach work, celebration of Donor Days, honoring donors of blood and blood components. URCS ensures that donors receive state benefits and takes part in resolution of their social and domestic problems.



# OUR STRATEGIC OBJECTIVES 2018-2020

## I. Emergency preparedness and response

Prevention and response to emergencies are one of the most important activities of the Ukrainian Red Cross Society. Every day, large-scale or local emergency situations affect people's lives throughout Ukraine. The impact of emergencies is permanent and creates complex problems that can not be solved easily. A large number of incidents are accidents.

The armed conflict in the East of Ukraine is creating new challenges for women, men, children, and elderly people living in the affected areas, and those people who have had to leave their homes.

**In order to provide qualified support to disaster-affected populations throughout Ukraine, we are:**

- Developing systems and procedures for providing emergency support to affected populations in accordance with IFRC standards, including the construction of logistics potential;
- Strengthening our emergency preparedness and response capacity at the national, regional and local levels through the creation of unified system of disaster prevention and response;
- Operating within the Unified State System of Emergency Prevention and Response;
- Developing a system for managing cooperation with volunteers; constantly training volunteers and staff to respond to emergencies;
- Supporting communities to prepare for and respond to emergencies and conflicts.
- Providing assistance to the victims of an emergency, creating emergency stocks in the case of emergencies;
- Improving the quality of tracing and restoring family links services to citizens both at the national and local level, and develop new directions to these services according to needs;
- Establishing and supporting an Emergency Response Fund.

### Indicators:

- National Society standard operating procedures for disaster response are tested and adapted;
- National Society's structure is developed, volunteers and staff are provided with basic means for assistance provision, regular relevant trainings are conducted;
- Proper communication and coordination are ensured within the Unified State Emergency Response System;
- A system to communicate with and coordinate volunteers is tested and adapted;
- Emergency stocks, both in kind and cash, are created at national, regional and local levels;
- Activity in the area of tracing and restoring family links is reformed in accordance with existing needs, systems and tools are upgraded;
- Emergency Response Fund is established; available resources are sufficient for response activities.



# OUR STRATEGIC OBJECTIVES 2018-2020

## II. We help people to stay physically healthy and develop resilience to psychosocial challenges

We respond to the needs of the growing number of people made vulnerable by economic change and the armed conflict in the East of Ukraine through strengthening our unique network of Red Cross Centers\*, delivering medical and social assistance and psychosocial support to socially vulnerable populations and victims of emergencies and armed conflict.

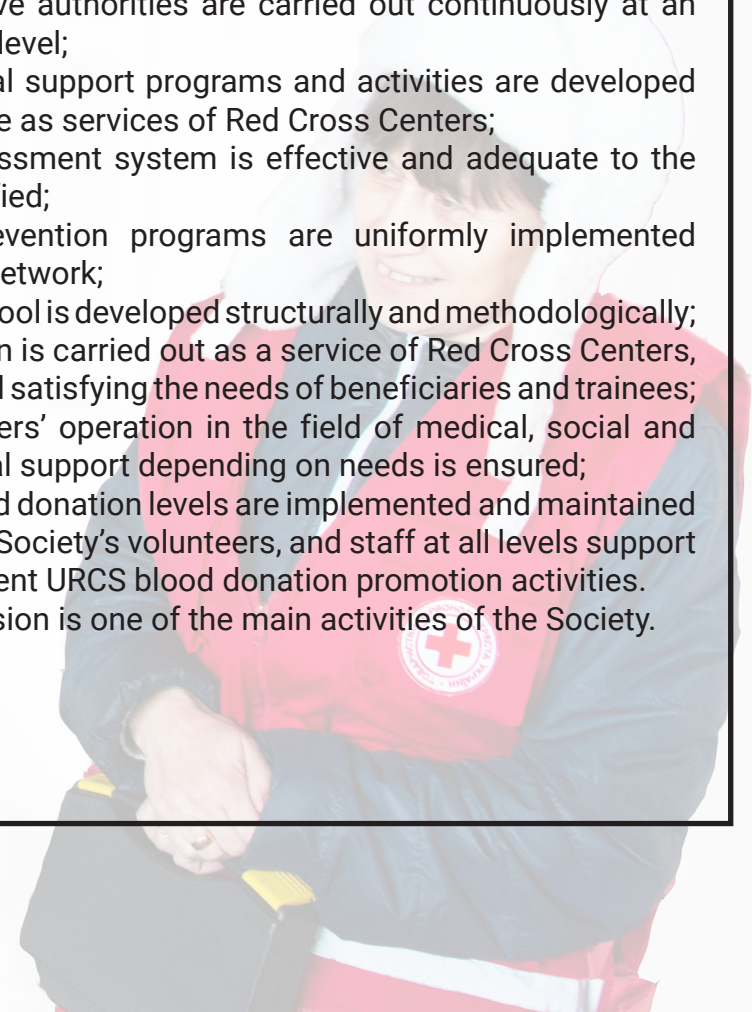
### To develop the Red Cross Centers network we are:

- Working in close cooperation with local authorities to identify urgent medical and social assistance and psychosocial support needs, and mobilizing resources to cover these needs;
- Improving the quantity and quality of our psychosocial support services, developing long-term projects delivered by staff and volunteers;
- Continuing to strengthen the National Society's capacity to carry out prevention work for infectious and non-communicable diseases; promoting a healthy lifestyle;
- Providing first aid training across the population, developing further activities of the First Aid School;
- Mobilizing Mobile Health Centres to satisfy urgent needs in medical, social and psychosocial areas;
- Promoting unpaid blood donation;
- Contributing to the construction of social cohesion in order to prevent discrimination and promote the culture of non-violence and peace in the society.

\* Red Cross Centers are centers for implementation of the National Society's activities, which provide services to population and develop volunteer activities.

### Indicators:

- Cooperation and communication with local self-government and executive authorities are carried out continuously at an appropriate level;
- Psychosocial support programs and activities are developed and available as services of Red Cross Centers;
- Needs assessment system is effective and adequate to the tasks identified;
- Disease prevention programs are uniformly implemented across the network;
- First Aid School is developed structurally and methodologically; the operation is carried out as a service of Red Cross Centers, covering and satisfying the needs of beneficiaries and trainees;
- Mobile centers' operation in the field of medical, social and psychosocial support depending on needs is ensured;
- Unpaid blood donation levels are implemented and maintained through the Society's volunteers, and staff at all levels support and implement URCS blood donation promotion activities.
- Social cohesion is one of the main activities of the Society.



# OUR STRATEGIC OBJECTIVES 2018-2020

## III. Strengthening cooperation and ensuring high quality communication

The complexity of the challenges facing the National Society require us to work more efficiently, communicating and cooperating effectively both within the National Society, and with other humanitarian agencies with complementary skills and resources. In particular, we will continuously deepen cooperation with the authorities at all levels, also building strong relationships with private sector actors, other non-profit organizations and the media.

Continuous improvement of level and quality of communication and cooperation within the Red Cross and Red Crescent Movement is a priority. We consciously build cooperation and communication with all Movement components present in Ukraine and supporting the URCS with their activities complementing one another to provide competent assistance and attract the best practices and expertise. Communicating with recipients of assistance and involving communities in building a constructive dialogue in accordance with our mission are of great importance.

### In order to improve our effective communication and coordination we are:

- Updating information management tools within the National Society;
- Creating new tools to facilitate effective interaction of representatives of all Movement components in Ukraine and abroad;
- Working hard to strengthen cooperation with state authorities and representatives of local self-government, and developing relations with territorial communities;
- Expanding our ability to communicate «Who We Are» and «What We Do for Ukraine»;
- Improving beneficiary communication that allow to gain better acceptance by target communities;
- Providing the development and dissemination of knowledge about international humanitarian law and mine risk awareness, implementing the development of necessary informational projects for the population;
- Increasing of social responsibility level, monitoring and protecting the use of the Red Cross and Red Crescent Emblems.

### Indicators:

- Effective internal communication is ensured through functioning up-to-date procedures;
- System for coordination of activities and communication of all Movement components present in Ukraine is maintained;
- Coordination and communication within the Society is facilitated through the latest IT technologies;
- Cooperation with public services and local self-government bodies is strengthened at all levels of the Society's branches; the Society's activities are implemented through joint projects and provision of relevant services by Red Cross Centers;
- Dissemination of knowledge of international humanitarian law and mine risk awareness is ensured through implementation of programs and projects at the Society's Information Centers\* with developed volunteers' network.
- Effective procedures for monitoring and control of the emblem usage through interaction between the Society's branches at all levels and public services are implemented;
- URCS develops its capacities to elaborate online services and capabilities.

\* Red Cross Information Centers - centers for implementation of educational activities in the field of mine security, international humanitarian law, emblem protection, sanitation and blood donation.



# OUR STRATEGIC OBJECTIVES 2018-2020

## IV. Building strong, reliable and transparent National Society

Changes in Ukraine in recent years have brought a new meaning to the priority areas of the National Society. Learning from international best practices in National Society development has become a priority for the National Society. A developed OD concept for the National Society has been developed and made a big contribution to the long term process of reforming the Society's activities.

URCS is particularly focused on the development of local Red Cross branches in order to provide a high level of service to the victims of emergency situations, armed conflict, and provision of regular services to socially vulnerable populations.

Capacity building, creating additional strengths and capacities at the regional level and the resource mobilization at the local level contribute to the security and well-being of those in need of our assistance.

### To restore the capacities of the Society we are:

- Developing conscious membership in the Society and working on its popularization;
- Focusing on developing the Society's activity at the district level;
- Ensuring development of volunteers' activities in all areas;
- Becoming increasingly attractive to volunteers and qualified staff, conducting regular trainings and developing our volunteer and staff capacity;
- Attracting more young people as members and volunteers in the Society, providing appropriate support and feedback opportunities to them within the branches;
- Providing appropriate communication and regular trainings for leaders and managers in order to effectively manage the National Society;
- Improving the material and technical provision of the Society at all levels, providing relevant accounting system;
- Strengthening our ability to mobilize resources, developing financial sustainability of the main activities of the Society;
- Reviewing our internal procedures to improve its functioning, updating and automating our processes to ensure transparent accounting and accountability in the financial and human resources sectors, improving financial management practices in accordance with international accounting and reporting standards;
- Reviewing our Statute, Laws and the legal basis of the Society in order to ensure the effectiveness of our activities.

### Indicators:

- URCS membership base grows consistently;
- URCS human resources grow consistently;
- HR policy and procedures are implemented at all levels of the Society;
- Red Cross Centers deliver relevant and effective services;
- System to prepare and train staff and volunteers meets needs;
- Youth is involved both in the Society's activities and in decision-making at all levels;
- Transparent monitoring and reporting procedures establish trust through ensuring the Society's transparency at all levels;
- Core National Society activities are developed and financially sustainable;
- The Society's legal base is reviewed and effectively utilized; the Society's legal service is permanently established and satisfies needs of all levels.
- All the Society's branches are equipped with necessary equipment and means of communication.





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