



URCS ONE PLAN 2023-2027

Humanitarian Action,
Resilience
& Recovery

Sustainable
development
& Qualified Services

Auxiliary Role
and Humanitarian
Diplomacy



HUMANITARIAN AID

12 MILLION
PEOPLE



TIMELINE

5
YEARS



FUNDING

1.5
BILLION
USD



RECOVERY

5 MILLION
PEOPLE

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LIST OF ACRONYMS

ADWG	Humanitarian Advocacy and Diplomacy Working Group
Alliance UA CSO	Alliance of Ukrainian Civil Society Organizations
ARV	Antiretroviral
CBRN	Chemical, Biological, Radiological, and Nuclear
CCA	Climate Change Adaptation
CEA	Community Engagement and Accountability
CSO	Civil Society Organisation
DM	Disaster Management
DPAS	Defence Priorities and Allocation System
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DR-TB	Drug-Resistant Tuberculosis
EiE	Education in Emergencies
EORE	Explosive Ordnance Hazard Awareness and Risk Prevention Training Initiative
ERP	Enterprise Resource Planning
ERT	Emergency Response Team
EU	European Union
FA	First Aid
FAP	Paramedic Health Points
FLA	Family Links Answers
GBV	Gender-Based Violence
GDP	Gross Domestic Product
HBC	Home-Based Care
HeRAMS	Health Resources and Services Availability Monitoring System
HIV	Human Immunodeficiency Virus
HPDP	Health Promotion and Disease Prevention Program
HQ	Headquarters
HR	Human Resources
HNRP	Humanitarian Needs and Response Plan
IAC	International Armed Conflict
IASC	Inter-Agency Standing Committee
ICRC	International Committee of the Red Cross
IDP	Internally Displaced Person
IFRC	International Federation of Red Cross and Red Crescent Societies
IHL	International Humanitarian Law
IM	Information Management

IOM	International Organisation for Migration
INGO	International Non-Governmental Organisation
IT	Information Technology
MDM	Mobile Device Management
MFA	Ministry of Foreign Affairs
MHPSS	Mental Health and Psychosocial Support
MHU	Mobile Health Unit
MoD	Ministry of Defence
MoH	Ministry of Health
MPCA	Multi-Purpose Cash Assistance
MSE	Micro and Small Enterprise
NFI	Non-Food Item
NGO	Non-Governmental Organisation
NSD	National Society Development
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the United Nations High Commissioner for Human Rights
PGI	Protection, Gender, And Inclusion
PHC	Primary Healthcare Centre
PMER	Planning, Monitoring, Evaluation, and Reporting
RBM	Results-based management
RCRC	Red Cross and Red Crescent
RDNA3	Third Rapid Damage and Needs Assessment Report
RFL	Restoring Family Links
RM	Resource Mobilisation
SAR	Search and Rescue
SESU	State Emergency Service of Ukraine
SGBV	Sexual and Gender-Based Violence
TB	Tuberculosis
UAH	Ukrainian Hryvnia
UN	United Nations
URCS	Ukrainian Red Cross Society
USD	United States Dollar
WASH	Water, Sanitation, and Hygiene
WatHab	Water and Habitat
WFP	World Food Programme
WHO	World Health Organisation
YABC	Youth as Agents of Behavioural Change Initiative



FOREWORD

As the Ukrainian Red Cross Society (URCS) continues to respond to the growing needs of the vulnerable populations all over the country, we recognize the increasing importance of our role as a national civil society actor and stakeholder in all key processes in the country. Especially in the times of International Armed Conflict (IAC) and pursuit of parallel reconstruction and recovery activities, our auxiliary role is the key that allows us to support and complement the efforts of the Ukrainian government in various humanitarian and development areas in Ukraine.

Besides being a recognized social, educational and medical service provider, the URCS is the only structured and recognized emergency organization in civil protection system of Ukraine. Since 2022, the Ukrainian Red Cross proved to have the most access and capabilities to respond in coordination with the civil protection authorities and concentrated on the hard to reach and underserved by other agencies areas. The challenges we face are significant, but so is our commitment to alleviating suffering and building resilience.

Our 2023-2027 One Plan is an extension of the previous version of the 2023-2025 One Plan, and it captures all the changes in the approaches the URCS is taking to adapt the largest Ukrainian humanitarian organization to serve and help the nation. This plan outlines URCS pathway towards resilience, reconstruction, and recovery and focuses on critical dimensions of the crisis and challenges that Ukraine faces. We hope that One Plan timeframe will overlap into the period of fair and just peace for Ukraine.

The success of this plan will be driven by the strong partnerships we have forged with donors, government, and partners across the Red Cross Red Crescent Movement. We are deeply grateful for their continued support and contributions, which allows us to reach those who are affected and in need. Together, we are working to establish the URCS as a centre of excellence in humanitarian action, not just for today, but for the long-term future of Ukraine.

On behalf of the URCS Governing Board, I extend my heartfelt thanks to everyone involved in shaping and implementing this plan. We look forward to the continued collaboration of all branches, staff, volunteers, and partners to bring this vision to life and make a lasting impact on the lives of those we serve.

Maksym Dotsenko
Director General
Ukrainian Red Cross Society

OVERVIEW

The international armed conflict (IAC) on the territory of Ukraine has caused tragic loss of human life, destruction of cities and civilian infrastructure, and unprecedented massive displacement of people inside the country and across borders to neighbouring countries and beyond. Active since 2014, the conflict has escalated in late February 2022, as hostilities spread to most parts of the country. It has led to critical concern for the protection of civilians, especially for those trapped in occupied and contested territories. While it has necessitated a massive scale-up of provision of humanitarian aid across the country, humanitarian access remains challenging. This plan reflects the priorities of the Ukrainian Red Cross Society (URCS) developed with the support of its Partner National Societies (PNSs), the International Federation of Red Cross and Red Crescent Societies (IFRC) Secretariat and the International Committee of Red Cross (ICRC) for 2023-2027. The plan is designed to showcase envisioned auxiliary role of the URCS to the Ukrainian government in tackling humanitarian and recovery challenges, is aligned with the Humanitarian Response Plan (HRP).



Responding to a massive missile attack in Kyiv, December 29, 2023

KEY STRATEGIC DEVELOPMENT PARTNERS OF THE URCS ONE PLAN

Ministry of Foreign Affairs of Ukraine (MoFA)
Ministry of Internal Affairs of Ukraine (MoIA)
Ministry of Health of Ukraine (MoH)
Ministry of Social Policy of Ukraine (MoSP)
Ministry of Veterans Affairs of Ukraine (MoVA)
Ministry of Economy of Ukraine (MoE)
Ministry of Communities and Territories Development (MCTD)
Ministry of National Unity of Ukraine (MoNU)
Ministry of Education and Science of Ukraine (MoES)
State Emergency Services of Ukraine (SESU)

Red Cross and Red Crescent Movement Partners
Alliance of Ukrainian Civil Society Organizations

GOAL OF THE URCS ONE PLAN:

Achieve a transformative pathway for Ukraine’s sustainable resilience, inclusive reconstruction, and accelerated recovery by fostering innovation, partnerships, and lasting impact

Ukrainian Red Cross Brief Overview:

Ukrainian Red Cross is the largest humanitarian organization in Ukraine in all categories: geographical coverage, number of staff, number of volunteers, preparedness and emergencies capacities, funding.

Number of volunteers	7500
Number of staff	5,000
Number of Emergency Response Team (ERT) volunteers	500
Number of URCS branches	200

Geographical coverage: 100% of all government-controlled areas; 65% - 75% communities are covered with one or more activities.

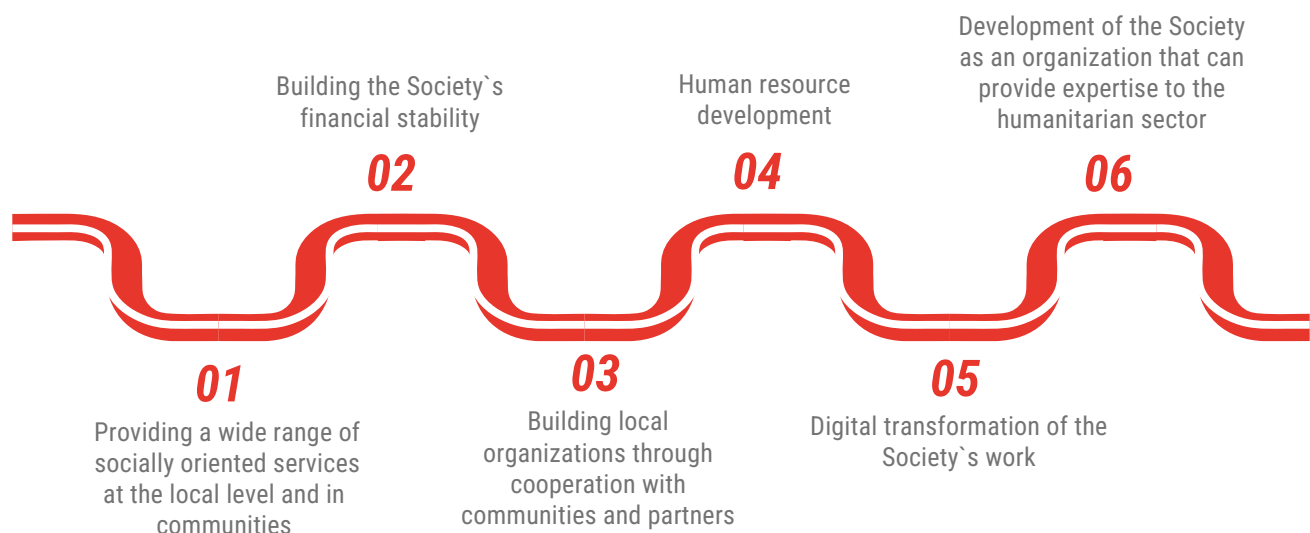
The level of funding vis-à-vis One Plan has been and is estimated to be close to 50% based on the mid-term review.

*The URCS is expanding its advocacy and fundraising capabilities to move closer to the set funding target and the goal of the One Plan. The mentioned entails exploration of existing and new partnerships with stakeholders engaged in Humanitarian, Peace and Development Nexus.

Strategic Priorities for the URCS:

In the Five Years' Strategy of 2021-2025, the URCS has been envisioned as "a powerful and socially recognized organization that responds with public participation to humanitarian and social challenges, turning compassion into action. We help those who need it the most!"

The following strategic development direction has been adopted to realise the vision:



The update of the strategic direction ensures that this One Plan is fully aligned with the URCS Strategy 2021-2025. Insights and feedback from the One Plan Mid-term Evaluation (MTE) serve as a key foundation for this revision and inform the development of the next five-year Strategy (2026-2030).

The program and response priorities have been reviewed, and the formulation of the One Plan reflects both the lessons from the past and the evolving needs and scenarios of the ongoing conflict.

ACHIEVE A TRANSFORMATIVE PATHWAY FOR UKRAINE'S SUSTAINABLE RESILIENCE, INCLUSIVE RECONSTRUCTION, AND ACCELERATED RECOVERY BY FOSTERING INNOVATION, PARTNERSHIPS, AND LASTING IMPACT



Considering the need of scaling up humanitarian response in the country, the URCS operational/ programmatic focus for the coming three years (2025-2027) are:

- Health and Social Care Services (Mobile Health Unit (MHU), Health Promotion and Disease Prevention, Long Term Care and Active Aging (LTCAA))
- Rehabilitation (Mental Health and Psychosocial Support (MHPSS); Physical and Mental Health Rehabilitation (PMHR))
- Recovery (Water and Habitat (WatHab), Socio-economic Recovery, Innovative Financing and Cash Transfer Programming (IFCTP))
- Disaster Management (Relief Distribution, Disaster Risk Management (DRM)/Disaster Risk Reduction (DRR), Civil Protection, Emergency Response and Search & Rescue (SAR))
- Access and Protection (Explosive Ordinance Risk Education (EORE), Restoring Family Links (RFL), Civil Military Cooperation (CIMIC))
- Humanitarian Education (Climate Change Adaption (CCA), First Aid, International Humanitarian Law (IHL), Education in Emergencies (EIE))
- Quality Control and Accountability (Community Engagement and Accountability (CEA), Protection Gender and Inclusion (PGI), Planning Monitoring Evaluation and Reporting (PMER), Information Management (IM))
- Support Service and National Society Development (Internal Audit, Risks Management, Security, Finance Development, Resource Mobilisation Development, Human Resource Development, Branch and Volunteer Development, Services Standardization, Youth Development, Digital Transformation, Communications Development, Risks Management, Legal Base Development, Logistics, Fleet Management, Procurement)
- Strengthen Auxiliary role and humanitarian diplomacy to accelerate the support to the most vulnerable population

Purpose of the URCS One Plan

Imposed IAC by Russia on the territory of Ukraine, which escalated across the country on 24 February 2022, has caused widespread death, destruction, displacement and suffering, and left at least 17.6 million people in urgent need of humanitarian assistance and protection¹. In 2025, it is estimated that 12.7 million people are in need of humanitarian aid. This includes 2.8 million internally displaced people (IDPs) and 9.9 million war-affected non-displaced people². The highest severity of needs is among people living in areas not under the government control and in areas directly affected by active hostilities³. In response to this critical and exceptional humanitarian crises, the URCS has been addressing the needs of internally displaced people, returnees and host population. The URCS and its Red Cross and Red Crescent (RCRC) Movement Partners - the IFRC, the ICRC and many PNSs - have been conducting a large-scale humanitarian response to deliver life-saving humanitarian assistance and services through bilateral programmatic support. Beyond the RCRC Movement, the URCS has partnered with UN and multiple International Organizations to deliver the results at scale.

The URCS One Plan is a multi-year strategic plan designed to unify and coordinate the humanitarian efforts of URCS, its RCRC partners, and other stakeholders. By consolidating all programs and projects under a single, integrated approach, the plan enhances transparency, operational efficiency, and accountability.

Aligned with URCS's broader strategic objectives, the One Plan ensures that all interventions—ranging from emergency relief to resilience-building and long-term recovery—are contextually relevant, scalable, and sustainable. It strengthens the organization's capacity to adapt to the evolving needs of conflict-affected populations while expanding its institutional and operational capabilities.

Ultimately, the One Plan fosters a cohesive and strategic response, maximizing collective impact through coordinated actions and delivering targeted support to the most vulnerable communities.

Bilaterally Participating Partners

Argentine Red Cross
Austrian Red Cross
British Red Cross
Canadian Red Cross Society
Czech Red Cross
Danish Red Cross
Estonian Red Cross
Finnish Red Cross
Food and Agriculture Organization (FAO)
French Red Cross
German Red Cross
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
IMPACT Initiatives
International Committee of the Red Cross
International Federation of Red Cross and Red Crescent Societies
International Organization for Migration (IOM)
Irish Red Cross
Italian Red Cross
Japanese Red Cross Society
Korean Red Cross
Latvian Red Cross
Lithuanian Red Cross
Luxembourg Red Cross
Médecins Sans Frontières (MSF)
Norwegian Red Cross
Polish Red Cross
Refugees International
Save the Children
Spanish Red Cross
Swedish Red Cross
Swiss Red Cross
Turkish Red Crescent Society
World Food Programme (WFP)
World Health Organization (WHO)

¹ Ukraine | Humanitarian Action

² Humanitarian Needs and Response Plan (HNRP), 2025

³ Ukraine | Humanitarian Action

Reconstruction and EU integration direction

Ukrainian Red Cross has been invited to lead on multiple international forums related to Ukraine's development. Current recovery and reconstruction of Ukraine has progressed to political and economic dimensions and key documents such as Resilience, Recovery and Reconstruction Plan, Ukraine Facility, etc. have appeared. Ukrainian Red Cross strongly identifies its role in creation and implementation of services as well as human capital development for Ukraine's present and future.

Key direction for reconstruction will be partnerships with Ministries to facilitate changes on national level and partnerships with hromadas (communities) of Ukraine to ensure decentralized reconstruction models, participation and local leadership. The URCS is set to revise and rebuild operational capacities towards partnerships with hromadas in the centre from 2025.

Opened EU accession negotiations for Ukraine in 2024 reassure the direction the country is looking to take. Ukrainian Red Cross transformation is in line to adhere to EU accession processes and reporting standards, and the URCS is a strong partner in many reforms and legislatures that are part of the path.

Ukrainian Red Cross Europe regional leadership

Ukrainian Red Cross is one of the strongest National Societies in Eastern Europe and sees that the experience it gained in response to more than 10 years of warfare and significant organizational development capacities can and shall be shared with neighbouring countries. The URCS seeks to establish expertise centres related to National Society Development in Emergency, Innovation and Research and Disaster Management (conflict-specific). Moreover, the URCS sees strong partnerships with neighbouring countries to be able to address current and future challenges.

Ukrainian refugees' return to Ukraine is a difficult and very important topic. Discussions on the will of the Ukrainians to return, temporary protection status extensions and Ukraine's need of Ukrainians to be a part of reconstruction can be either complimentary or conflicting. The URCS and the RCRC Movement shall have a clear vision on its role regarding this complex topic. The URCS positions itself as a core representative of the civil society of Ukraine and the RCRC Movement for these discussions.

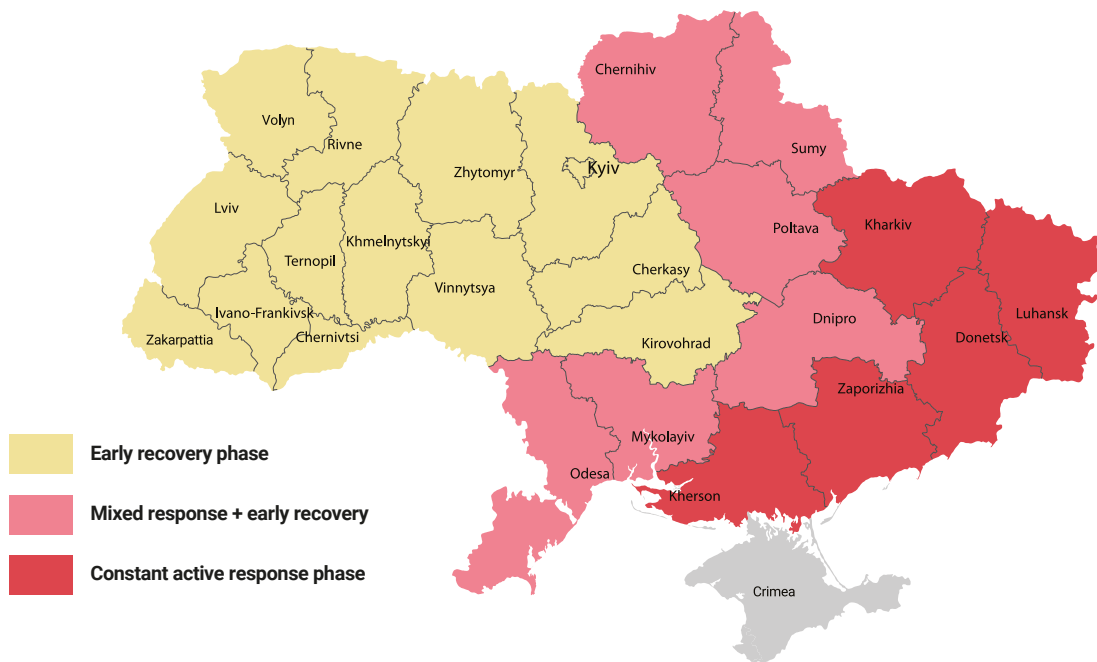
2025 Geographical division for early recovery and emergency:

Ukrainian Red Cross from 2025 develops a new geographical division that is there to guide the URCS and URCS partners on the approaches to the modalities of support. This map outlines a mid-term approach for the delivery of humanitarian services and recovery efforts. Regions marked in yellow are identified as ready for early recovery programming, focusing on infrastructure redevelopment, integration, livelihood restoration, and economic stability. In these areas, regular services and integration efforts will take precedence, with no further relief activities or basic needs assistance planned beyond 2025. Exceptions can be made only for heating season response and in a case of significant conflict escalations.

In contrast, regions marked in red represent areas still in an active response phase, where the primary focus remains on humanitarian aid, addressing basic needs, and ensuring population protection. Humanitarian efforts in these regions will continue to prioritize immediate relief and protection services. Regions marked in pink are in a transitional stage, requiring both ongoing humanitarian response and early recovery interventions to meet evolving needs.

Moreover, yellow regions, and to a certain degree pink regions, are expected to receive package funding for recovery-focused projects in 2025. Meanwhile, red and potentially pink regions will benefit *from* larger-scale humanitarian interventions and projects aimed at addressing immediate needs. In accordance with this geographical division, tailored packages and instructions have been developed for each category, outlining sectoral priorities for inclusion/exclusion, as well as detailed response and implementation strategies.

In case of agreements to stop active warfare for permanent period that will allow further reconstruction activities expansions, pink regions will move to yellow and red will move to pink.



Note: Certain areas within Kharkiv Oblast are experiencing a mixed operational response, encompassing both emergency interventions in active conflict regions and early recovery efforts in regions bordering Poltava Oblast.

New Ventures and Funds

The Ukrainian Red Cross is introducing a forward-thinking approach of creation of funds and self-sustained ventures, and fully URCS owned legal entities aim at significantly bolstering organizational resilience and enhancing community impact through generation of reinvested in humanitarian action income. This model advocates for a comprehensive strategy that balances operational efficiency with long-term sustainability and introduces innovative approaches in further development.

A critical element of this model is the development of innovative service delivery mechanisms. These are designed to address specific needs in ways that are both scalable and adaptable. The Ukrainian Red Cross plans to enhance its service reach and efficiency through deployment of social, healthcare, educational for-profit and social impact solutions.

Financial sustainability is another key aspect of this model. The proposed ventures and funds will include diversifying funding sources and revenue streams to reduce reliance on traditional donor support. This involves launching of revenue-generating programs, and forging partnerships with the private sector. By establishing a diversified financial base, the Ukrainian Red Cross aims to ensure the long-term viability of its initiatives and maintain operational flexibility.

Below are key Ventures and Funds of Ukrainian Red Cross

- First Wave (commercial services holding company)

- College of Ukrainian Red Cross, School of Nursing
- National Online Platform for Continuous Professional Development of Nurses
- First Aid School
- Research Centre
- Red Roof Management (assets management and HoReCa)
- PharmaClinic (commercial primary healthcare and pharmacy)
- URCS Investment Fund
- URCS Endowment Fund
- URCS Emergency Pooled Fund

Given the pursuit to engage more funding into One Plan and ensure URCS sustainable structure over a long period of reconstruction and recovery, it would be paramount to ensure partnerships and investments into the URCS ventures and funds. RCRC Movement support is especially critical to push this agenda forward and create true formula of the sustainable NS that can fulfil its statutory obligations many years from now.

(Summary of Innovative Ventures: Refer to Annex I for Details)

CONTEXTUAL ANALYSIS

General overview: political, social, demographic, economic issues

The IAC between Ukraine and the Russian Federation (RF) began in 2014 and escalated significantly on 24 February 2022, with a large-scale military invasion by the Russian forces. The invasion included widespread missile attacks targeting military and civilian infrastructure across Ukraine. The Russian forces gained control over additional territories: Luhansk, Donetsk, Zaporizhzhia, and Kherson regions, which were later unilaterally annexed and recognised as federal subjects of the RF.⁴

As of February 2022, Ukraine’s population was approximately 41.13 million, excluding the Autonomous Republic of Crimea, Sevastopol and part of Donbass.⁵ The conflict has had a profound impact on Ukraine’s demographic landscape, affecting an estimated 24 million people. The number of people in need of humanitarian assistance surged from 2.9 million before the escalation to 17.6 million by end-2022⁶. In 2023, Humanitarian organisations in Ukraine have scaled up their operations significantly, reaching over 15.8 million people by the end of 2023, and 8.4 million people (60% females) in 2024, with the support of 600 humanitarian organisations⁷.

The ongoing violence and deteriorating security situation have placed millions of lives at risk, however, it is estimated that, in 2025, the number of people in need will constitute 12.7 million people⁸. The conflict has resulted in substantial civilian casualties and mass displacement. According to the Office of the UN High Commissioner for Human Rights (OHCHR), thousands of civilian casualties have been recorded. The conflict has also led to significant internal displacement; in January 2025, the International Organisation for Migration (IOM) reports approximately 3.67 million internally displaced persons (IDPs) and around 4.24 million returnees either from abroad or internal displacement⁹. Many returnees have moved back to Kyiv, northern, and eastern Ukraine. However, the displacement situation remains fluid. Additionally, millions have fled Ukraine to neighbouring countries, with around 6.86 million Ukrainian refugees currently recorded globally, including 6.3 million across Europe¹⁰. Approximately 4.2 million Ukrainians are registered for temporary protection in European Union (EU) countries.¹¹

4 HNRP, 2025
5 State Statistics Service of Ukraine, 2022
6 Humanitarian Response Plan, 2023
7 OCHA, Ukraine
8 HNRP, 2025
9 IOM Ukraine Internal Displacement Report: General Population Survey Round 19 (January 2025)
10 UNHCR Ukraine Refugee Situation
11 Temporary protection for persons fleeing Ukraine - monthly statistics

TABLE 1: KEY HUMANITARIAN INDICATORS (UPDATED FOR 2025)

Indicator	Value	Source
Population of Ukraine (excluding Crimea)	35,600,00	HNRP, 2025
People Affected by the Conflict	16,300,000	HNRP, 2025
People in Need of Humanitarian Assistance	12,710,000	HNRP, 2025
Internally Displaced Persons (IDPs)	3,665,000	IOM, 2025
Ukrainian refugees globally	6,863,000	UNHCR, 2025
Ukrainian Refugees in Europe	6,303,000	UNHCR, 2025

Impact on Infrastructure and Essential Services

The conflict has caused extensive damage to Ukraine’s infrastructure. Direct damage to residential and non-residential real estate was estimated at USD 152 billion as of December 2023, while recovery and reconstruction needs are estimated at almost US\$486 billion considering an (ambitious) 10-year period to meet them.¹² The provision of public services such as water, electricity, heating, emergency health, and social services is severely strained. In areas not under Ukrainian government control, primary services, including banking, social transfers, and transport, are severely disrupted, along with basic services like health, water, electricity, and local administration.¹³ Approximately one million people in Russian-controlled territories are trapped in regions most affected by active combat, unable or unwilling to flee. Continued military operations and insecurity are expected to prolong disruptions to supply chains, and extensive shelling has led to widespread water and electricity outages in residential areas.¹⁴

12 World Bank RDNA 3 Report, February 2024, p. 10
13 HNRP, 2024
14 HNRP, 202419

TABLE 2: INFRASTRUCTURE AND ECONOMIC IMPACT

Economic Indicator	Value	Source
Estimated Direct Damage to Infrastructure	USD 152 billion	World Bank RDNA 3 Report, 2023
GDP Contraction (2024 vs 2021)	-22%	Ministry of Economy of Ukraine, 2023, 2025
Inflation Rate, year-on-year (2022 vs 2021)	26.6%	Ministry of Economy of Ukraine (MoE), 2023
Inflation Rate, year-on-year (2024 vs 2023)	12%	MoE, 2025
Currency Devaluation	25%	National Bank of Ukraine, 2025

Socio-economic Impact

The escalation of the conflict has significantly worsened socio-economic conditions in Ukraine. The country's real GDP fell by 29.1% in 2022, driven by the economic disruptions caused by the conflict, including sanctions and halted trade¹⁵. Although in 2024, the GDP increased from 3.4% (NBU) to 3.6% (MoE), still overall since 2021, the GDP fell by 22%¹⁶. In 2022, inflation soared to 26.6% and in 2024 to 12%, reducing household purchasing power.¹⁷ The local currency, the Hryvnia, has devalued by 25% by end-2024¹⁸. By the end of 2024, 94,000 people were officially registered as unemployed, making around 14% unemployment rate¹⁹.

Older populations are particularly vulnerable to economic impacts due to limited access to pensions, low pension levels, and restricted access to payment points. These challenges have been exacerbated by physical barriers and loss of government control in some areas. Nearly all older individuals affected by the conflict (99%) rely on pensions as their main source of income, which has severe implications given these access challenges.²⁰

Humanitarian Needs and Food Security

Needs remain widespread across Ukraine, with one-third in extreme need, as of December 2024. The crisis remains severe, with Livelihoods, Protection, and Health emerging as the most pressing needs

across REACH-assessed regions. Despite extensive humanitarian assistance efforts, most households in need report not having received any aid in the past year. Cash assistance remains the top preferred aid form, especially among vulnerable groups. Households living near the frontline and border with the Russian Federation face the most extreme needs and have distinct needs profiles²¹.

The World Food Programme (WFP) forecasted a dramatic rise in food insecurity throughout Ukraine. Approximately 5 million people require food and livelihood support.²² According to the WFP, 20% of Ukrainians have insufficient food consumption, and one in three families are resorting to negative coping strategies. People are particularly affected in Eastern and Southern Ukraine, where one in two families face severe food shortages.²³

In addition, around 6.9 million people need access to shelter and essential household items to meet basic needs, a figure expected to rise with ongoing hostilities.²⁴ Many displaced individuals are sheltering in overcrowded public spaces and temporary centres with inadequate amenities, complicating the humanitarian response.²⁵

Health and Nutrition Challenges

Approximately 9.2 million people require health and nutrition assistance.²⁶ Shortages of power, medicines, and medical supplies, understaffing, damaged infrastructure, fuel supply disruptions, rising prices, and water supply issues have severely hampered the functioning of health facilities. More than 2,200 attacks on healthcare facilities have been reported, significantly impacting access to medical care.²⁷ WHO estimates indicate approximately 158,800 people have HIV²⁸. Also, Ukraine still have rather high rates of tuberculosis.

UNICEF reports that two million children under five, pregnant women, and breastfeeding mothers need life-saving nutrition services. With vaccination rates for polio, measles, hepatitis B, and COVID-19 among the lowest in Europe at 35% before the conflict,²⁹ disruption to vaccination services and surveillance has heightened the risk of outbreaks of vaccine-preventable diseases in Ukraine.

The conflict in Ukraine presents complex and severe challenges across political, social, demographic,

15 National Bank of Ukraine, 2023

16 Ukraine War Economy Tracker by Centre for Economic Strategy, 2025

17 Ministry of Finance, 2025

18 National Bank of Ukraine, 2025

19 Ministry of Finance of Ukraine, 2025

20 HelpAge, 2023

21 REACH Ukraine | Multi-Sector Needs Assessment (MSNA) 2024 - Contextualized Composite Indicator Analysis Brief, December 2024

22 HNR, 2025

23 WFP, 2023

24 HNR, 2025

25 HNR, 2024, p21

26 OCHA, 2025

27 SURVEILLANCE SYSTEM FOR ATTACKS ON HEALTH CARE (SSA) (who.int)

28 On the frontline of the fight against HIV: Ukraine's resilience and WHO's support

29 UNICEF, 2023, p11

and economic dimensions. A coordinated, multi-sectoral response from both local and international humanitarian actors is essential. The URCS One Plan provides a comprehensive framework to guide the organisation's efforts in relief, recovery, and resilience-building, fostering sustainable recovery and long-term stability.

Links to Reviewed Documents

1. Humanitarian Needs and Response Plan (HNRP) 2025 - [Download PDF](#)
2. IOM Displacement Tracking Matrix Reports - [Visit Site](#)
3. REACH Ukraine | Multi-Sector Needs Assessment (MSNA) 2024 - Contextualized Composite Indicator Analysis Brief, December 2024 – [Visit Site](#)
4. State Statistics Service of Ukraine - [Visit Site](#)
5. SURVEILLANCE SYSTEM FOR ATTACKS ON HEALTH CARE (SSA) – [Visit Site](#)
6. UNHCR Ukraine Refugee Situation - [Visit Site](#)
7. World Bank RDNA 3 Report - February 2024 - [Download PDF](#)

Role of the URCS in Recovery

General overview of political, social, demographic, economic issues in Ukraine presented in previous chapters, has shown how urgently recovery measures are needed. With a wealth of knowledge, experience, and a network of skilled experts dedicated to providing vital recovery and humanitarian assistance, the URCS is at the forefront of these efforts. The URCS is in a unique position to handle the complex rehabilitation needs of the Ukrainian people because of its strong foundation, which is based on both local knowledge and international best practices. Recovery is an integral part of humanitarian activity, not only something that is done after a disaster. While emergency relief activities are critical for saving lives in the immediate aftermath of a disaster, the established resilience and sustainability in impacted communities requires including an early recovery strategy.

A wide range of projects are part of the URCS's recovery framework, aim to rebuild vital social, healthcare, educational infrastructure in parallel insuring human capital capacities and readiness of all levels of society to meaningfully and fully participate in the recovery efforts. In addition, fostering livelihoods and job opportunities is essential to the healing

process because it enables people and communities to reclaim their independence and have a new start. The recovery is horizontal liner that passes across all spheres. It means that recovery efforts in Ukraine are becoming the responsibility of all URCS departments and units that shall see clearly Nexus approach and pathway.

It was determined that the recovery strategy encompasses multiple operational areas, necessitating a structured approach to prioritization. To define these priorities, two complementary methods were employed: a bottom-up approach, which evaluated the URCS's existing capacities, resources, and interests in specific areas; and a top-down approach, which assessed the availability of partnerships and funding opportunities within the broader recovery landscape.

As a result, two levels of prioritization were established. The first level focuses on sectors where the URCS possesses significant expertise, resources, and the ability to engage immediately. These include Water and Habitat (WatHab) and Socio-economic Recovery, encompassing Livelihoods support and Human Capital training/reskilling initiatives. As well as Physical Rehabilitation and Mental Health and Psychosocial Support.

The second level comprises activities that, while promising, face obstacles preventing immediate engagement. These include areas such as Civil Protection, reconstruction of facilities, and energy support initiatives. These second-priority activities require either the launch of related programs, internal preparations, or specific arrangements within URCS to enable effective participation.



Emergency team at residential building attack – Kyiv, July 2024
Photo by Pavlo Petrov



Providing aid to residents of Velyka Dymarka in cooperation with the Coca-Cola Foundation _ Kyiv, May 2023.

PILLAR 1:

HUMANITARIAN ACTION, RESILIENCE AND RECOVERY

Each area of intervention is designated with specific letters as follows:

E = Emergency, indicating that URCS classifies the sector's activities as addressing a humanitarian emergency.

R = Recovery, indicating that URCS classifies the sector's activities as falling within the scope of early recovery and recovery efforts.



HEALTH AND SOCIAL CARE

The Ukrainian Red Cross Society (URCS) takes a comprehensive approach to health services, covering emergency response (through Mobile Health Units), infrastructure repair, and long-term health initiatives focused on disease prevention and health promotion. Mobile Health Units (MHUs) play a critical role in complementing the existing healthcare system, adapting services to meet evolving needs. They collaborate with the Ministry of Health at various levels to improve healthcare access for vulnerable populations, particularly IDPs, while ensuring coordinated referrals for specialised care. These efforts align with the Red Cross and Red Crescent principles, providing free and impartial care and integrating with URCS sectors like home-based care (HBC), healthy aging (HA) and mental health and psychosocial support (MHPSS).

Strategic planning for MHUs includes rapid health needs assessments and coordination with international organisations and local branches to provide tailored healthcare responses. Collaboration with humanitarian actors ensures that services target at-risk populations without duplicating efforts. MHUs are flexible, allowing redeployment in emergencies in partnership with URCS Emergency Response Teams (ERTs).

The URCS's broader health strategy also emphasises health promotion and disease prevention. Its Health Promotion and Disease Prevention (HPDP) programme, currently being piloted, focuses on empowering communities through health literacy and preventive measures, with plans for nationwide expansion by 2025. Additionally, the URCS's HBC strategy targets vulnerable older adults, integrating psychosocial support and expanding services to remote areas. This strategic focus ensures that the URCS strengthens its auxiliary role in public health by providing comprehensive care, from emergency responses to long-term health solutions.

The need for healthy ageing activities is vital to preserving physical, mental, and emotional well-being as individuals grow older. Engaging in activities such as regular exercise, maintaining a balanced diet, fostering mental stimulation, and encouraging social interaction can significantly contribute to preventing chronic illnesses, enhancing cognitive abilities, and improving overall quality of life. Recognising this necessity, URCS has established networks of Healthy Ageing Clubs at the community level. These clubs provide essential support, helping individuals navigate the ageing process more effectively, build resilience, and enjoy fulfilling and active lives in their later years.



Aid station set up during hospital rescue – Kyiv, July 2024. Photo by Rostyslav Reznichenko

SUB-SECTOR | Mobile Health Unit

“Strengthening Public Healthcare and Community Resilience Through Adaptive Mobile Health Units and Integrated URCS Health Services”

 Number of people in need	1,750,000
 Number of people targeted	1,000,000
 Number of partners	12
 Funding requirements (USD)	12,000,000

NEEDS ANALYSIS

The URCS launched MHUs to provide temporary primary healthcare support in conflict-affected areas of Ukraine, starting in 2015. These MHUs are designed to fill gaps in healthcare access, especially in regions most impacted by the ongoing conflict. The number of MHUs increased significantly after the escalation of conflict between Russia and Ukraine in 2022, with more than 120 units deployed. The programme aims to support state health authorities, offering medical assistance as a short-term solution rather than a permanent replacement for existing healthcare systems.

MHUs operate primarily in hard-to-reach areas, identified through mobile needs assessments based on criteria such as physical distance from healthcare facilities or lengthy travel times. They function in two main scenarios: red zones, where active conflict has damaged or disrupted healthcare infrastructure, and amber zones, where there is no active conflict but there is a security threat and an overwhelming demand for healthcare services from displaced populations. In red zones, MHUs serve as emergency substitutes for state services, while in amber zones they temporarily support local healthcare systems burdened by the influx of IDPs.

The flexibility and adaptability of MHUs are essential for addressing the rapidly changing situation in Ukraine. Attacks on healthcare facilities, supply chain disruptions, and mass displacement continue to severely limit access to healthcare. In 2022-2024, more than 2,200 attacks on healthcare facilities were reported, leading to destruction and significant damage and undermining healthcare system. MHUs address these challenges by providing medical and social services, especially in remote or heavily displaced areas, complementing the work of the state health system and improving access for vulnerable populations.

Sectoral Strategy and Priorities

The MHUs aim to complement rather than replace the existing healthcare system and adjust their services based on evolving needs and available resources, maintaining a cost-effective approach and integrating with other URCS sectors like home-based care and MHPSS. URCS MHUs support primary healthcare by collaborating with the Ministry of Health (MoH) at national, regional, and local levels, enhancing access to basic health services for vulnerable groups such as IDPs. They coordinate with local healthcare providers, including facilitating referrals for specialised care to ensure continuity of services. **Following a range of meetings with the MoH in 2024 and 2025, the request has been provided to the URCS to establish clinics and obtain licences to receive government compensation for the medications and patients that MHUs serve.**

Given that MHUs are a temporary mechanism to address the needs, the aim to fulfil the government request to gradually transfer MHUs to sustainable government funding will be done in collaboration with the URCS's owned clinic that already has necessary licences adoptable in the MHU cooperation. MHUs that will not be able to fit in the clinic cooperation model will have an exit strategy by the end of 2027 through Mobile Rehabilitation Teams and/or social taxi.



Mobile medical teams at work – Kherson Region, July 2023

Specific Objectives, Indicators and Targets

Specific Objective	Indicator	Targets					Total
		2023	2024	2025	2026	2027	
1. Develop an effective, adaptive, and transformative model of MHUs, functioning during conflict and in the post-conflict context, that both respond to the needs of vulnerable communities and public health sector priorities	SO 1.1 # of people supported by MHU services	200,000	250,000	250,000	200,000	200,000	1,100,000
	SO 1.2 # of primary health care consultations	300,000	375,000	375,000	300,000	300,000	1,650,000
	SO 1.3 # of consultations where medication is provided	150,000	281,250	281,250	150,000	0	862,500
	SO 1.4 % of consultations resulting in referrals to the appropriate healthcare support	8%	3%	3%	3%	3%	3%
	SO 1.5 % of people who reported satisfaction with MHU services	85%	85%	85%	95%	95%	95%
	SO 1.6 # of functioning mobile health units	126	115	70	70	70	70



The participation of the Red Cross of Ukraine in a large-scale training involving various services working at emergency sites, May 7, 2023.

SUB-SECTOR | Health Promotion and Disease Prevention

“Strengthening URCS Capacity in Health Promotion, Disease Prevention, and Integrated Community Health Services”

	Number of people in need	4,000,000
	Number of people targeted	495,000
	Number of partners	4
	Funding requirements (USD)	2,000,000

NEEDS ANALYSIS

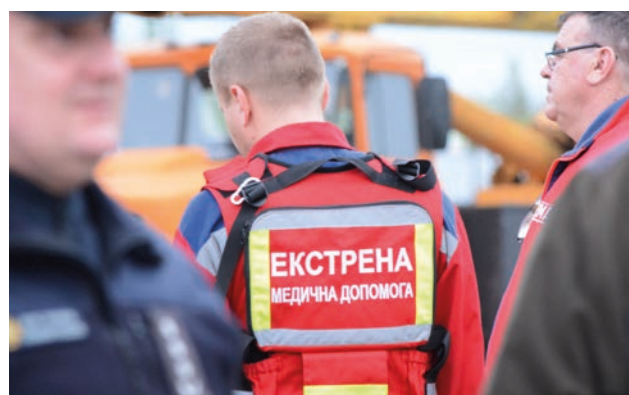
Ukraine faces a significant burden of HIV and tuberculosis (TB). The ongoing conflict has severely disrupted prevention, diagnosis, and treatment services, affecting both HIV and TB responses. Among the 245,000 people living with HIV in Ukraine, many struggle to access essential antiretroviral (ARV) therapy, while key populations such as drug users and sex workers face heightened stigmatisation and discrimination. The conflict has also worsened the situation for TB, particularly drug-resistant TB (DR-TB), as delayed diagnosis and treatment lead to poor outcomes and continued transmission within communities. Stigma, low-risk perception, and fear of testing further undermine efforts to control the spread of HIV and TB.

Health promotion and disease prevention in Ukraine, both heavily impacted by the conflict, are vital to addressing both communicable and non-communicable diseases. Ukraine faces additional challenges with high prevalence rates of behavioural risk factors such as smoking, alcohol consumption, poor diet, and low physical activity. The URCS health promotion efforts, based on WHO guidelines, focus on empowering people to take control of their health by addressing these risk factors and promoting preventive services like immunisation. However, the conflict has severely hampered these initiatives, exacerbated the country's health crisis, and led to delays in diagnosis and treatment, worsening health outcomes for both chronic and infectious diseases. Continuous outreach and awareness activities are essential to mitigate the long-term health impacts of the conflict.

Sectoral Strategy and Priorities

The URCS's Health Promotion and Disease Prevention programme focuses on community-based health education and primary prevention to reduce the risk of chronic diseases and other health issues. The programme aims to collaborate with public health authorities for TB/HIV awareness and prevention, train URCS staff and volunteers to deliver these activities, and link them with other URCS programmes to improve access to health services. The HPDP approach emphasises empowering individuals and communities to make informed decisions about their health, enhancing awareness of health risks, and promoting preventive measures such as testing, vaccinations, and health consultations. By integrating health communication across the URCS's various initiatives, the programme aims for a holistic approach to addressing health concerns, particularly in vulnerable and geographically isolated populations.

The programme also strengthens the URCS's role in the health sector by fostering partnerships with local authorities and other organisations. With a well-developed structure and trained teams, HPDP contributes to the URCS's vision of becoming a key player in health promotion. The programme pilot in Kirovograd and Vinnytsya regions, which ran until November 2024 focused on developing models that can be scaled nationwide by 2025. The initiative includes community health literacy assessments, targeted health communication, and integration with other URCS programmes, such as mental health and disaster response, ensuring a comprehensive and community-driven approach to health promotion and disease prevention.



The participation of the Red Cross of Ukraine in a large-scale training involving various services working at emergency sites, May 7, 2023.

Specific Objectives, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Strengthen the URCS role in health promotion and disease prevention, awareness and referral to specialised health institutions	SO 1.1 # of people reached with HPDP activities	45,000	150,000	250,000	250,000	250,000	945,000
	SO 1.2 # of oblasts covered by HPDP activities	-	3	13	18	23	23
	SO 1.3 % of beneficiaries adhering to the recommended health-related behaviours	-	-	70%	80%	90%	90%
	SO 1.4 % of people who reported satisfaction with HPDP activities	-	-	75%	90%	100%	100%
2. Strengthen the URCS capacity to conduct activities in health promotion and disease prevention	SO 2.1 # of staff and volunteers trained to deliver HPDP activities	25	60	180	270	330	330
3. Ensure holistic approach to community health through intersection of health promotion and disease prevention activities with other URCS health related activities (MHUs, home care, MHPSS, first aid, rehabilitation)	SO 3.1 # of people reached with HPDP activities integrated into other sub-sectors	-	-	10,000	15,000	20,000	45,000

SUB-SECTOR | Long-term Care and Active Aging

“Strengthening URCS Role in Long-term Care and Active Aging: Enhancing Public Support, Advocacy, and Community Engagement for Older Adults Well-being”

 Number of people in need	400,000
 Number of people targeted	120,000
 Number of Partners	10
 Funding Requirement (USD)	6,000,000

Long-term care refers to a range of services designed to meet the medical, personal, and social needs of individuals who have chronic illnesses, disabilities, are socially isolated or other conditions that limit their ability to perform everyday activities independently.

Long-term care can be provided in various settings, including a person's home, assisted living facilities, or nursing homes, depending on their needs and preferences. It aims to ensure quality of life and dignity while addressing the ongoing physical, emotional, and social requirements of the individual.

NEEDS ANALYSIS

Long-term care (LTC) services in Ukraine face significant challenges due to the ongoing conflict and the influx of IDPs. With the older people comprising 17.7% of the population³⁰, there has been a heightened demand for the URCS's services, especially in rural and remote areas where local public administrations struggle to provide adequate social protection. The URCS has been instrumental in filling this gap, complementing the public health and social sectors to improve access to care for older adults with limited mobility and support networks. However, safety considerations limit the full expansion of services across the country, despite the URCS's presence in most regions.

Currently, the URCS provides HBC services in all regions except Luhansk and Crimea, with 1,339 social helpers assisting 7,755 older adults, many of whom have disability or limited mobility. The growing number of older IDPs in the western and central regions, coupled with the inability of public social workers to meet all care needs, has further strained URCS resources. The main challenges are the increasing demand for services and limited financial and human resources. This lack of institutional, technical, and personnel capacity exacerbates the

gap in delivering essential home-based care services during the ongoing conflict.

Overall, the role of LTC services has expanded significantly, becoming an integral part of a complex recovery strategy. URCS has developed a complex system of social services and skilled social workers, making its LTC initiatives not only vital for the older people but also a crucial support for governmental efforts in addressing the new social program.

Sectoral Strategy and Priorities

The URCS's comprehensive HBC strategy is designed to enhance the quality, management, and delivery of services across Ukraine, with a particular focus on vulnerable older adults. Key objectives include staff training, improving data collection and reporting tools, integrating social services with mental health and psychosocial support, and ensuring community engagement. The URCS foresees expanding HBC services to remote areas, strengthening a well-trained pool of home-visiting nurses, and improving collaboration with public health authorities to ensure broader access to medical and palliative care at home.

Collaboration with public entities is vital to ensuring the sustainability and resilience of these services, and there are plans to explore various business models and support mechanisms, including outsourcing and grant schemes.

The URCS HBC strategy aligns with its broader 2021-2025 goals, targeting older adults and integrating psychosocial support and community awareness initiatives. The URCS has a long-standing history in home care, beginning in 1961 with a patronage service for older people, which transitioned to a more modern approach in 2017. The URCS foresees initiating commercial HBC services through collaboration with local public administrations (and/or central government bodies), using procurement methods for public services, outsourcing schemes, targeted grants, etc.

While the URCS HBC services are well established, new opportunities arise to cover assisted living facilities. The state-led policy emphasizes the necessity of deinstitutionalization of long term-care, so more people are expected to be transferred from nursing homes to assisted living facilities. URCS is intended to utilize the existing capacity to become a strong and reliable provider of new LTC services.

³⁰ [Ukraine Population 2021](#)

In the context of Long-Term Care, URCS has prioritized Home-Based Care and Active Aging services. This focus ensures that our efforts are directed toward providing comprehensive, client-centered care that addresses the full spectrum of older adults' needs. Our approach is holistic, integrating physical, emotional, and social support, including assistance with daily living activities (DLA) and psychosocial care. By prioritizing HBC and AA, URCS aims to offer personalized, in-home care that promotes independence, enhances quality of life, and ensures older adults remain engaged and supported within their communities. This strategic focus reflects our commitment to meeting the evolving needs of the elderly while fostering a more inclusive, sustainable, and community-based model of care.

Active Aging Clubs are a network of community-based initiatives supported by URCS and established jointly with communities. Active Aging Clubs aim to promote healthy, active, and fulfilling lifestyles for older adults by providing opportunities for physical, mental, and social engagement. These clubs serve as a platform for seniors to participate in activities like exercise classes, educational workshops, arts and crafts, and group outings, fostering a sense of community and belonging. By encouraging regular interaction and lifelong learning, Active Aging Clubs help combat loneliness, improve mental health, and enhance overall well-being. Their purpose is to empower older adults to stay physically fit, socially connected, and mentally sharp, contributing to a vibrant and independent aging process.



Strategic planning seminar on healthcare organized by the Ukrainian Red Cross Society – Kyiv, May 24–25, 2023.



Public health awareness campaign on disease prevention and health promotion – Kyiv, July 3, 2023.

Specific Objectives, Indicators, and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Provide complementary and relevant support to strengthen existing HBC services by enhancing the URCS's HBC activities	SO 1.1 # of people supported by HBC services	-	7,000	8,000	10,000	12,000	12,000
	SO 1.2 % of people who reported satisfaction with and relevance of HBC services	-	80%	80%	85%	90%	90%
	SO 1.3 # of visits made by HBC providers	-	835,000	910,000	1,300,000	1,500,000	4,545,000
	SO 1.4 # of services provided to beneficiaries by HBC providers	-	6,000,000	8,000,000	11,000,000	13,000,000	38,000,000
2. Strengthen the URCS's role in supporting public health and social services by expanding the reach of the URCS's home-based care activities and advocating for its importance to local authorities	SO 2.1 # of settlements covered with HBC services	-	600	800	800	800	800
3. To position the URCS as a recognized provider and expert in delivering home-based care training for public sector professionals and the URCS staff	SO 3.1 # of HBC providers	-	1,000	1,200	1,250	1,300	1,300
	SO 3.2 % of HBC providers trained in HBC	-	85%	100%	100%	100%	100%
4. Build connections between the older population, communities, and authorities to reduce social isolation among older citizens, and support their transition from recipients of social aid to active participants and organisers within their communities	SO 4.1 # of functioning active aging clubs	-	-	58	116	140	140
	SO 4.2 # of events organised by active aging clubs	-	-	2,000	4,000	5,000	5,000
	SO 4.3 # of people visits in active aging club activities	-	-	20,000	40,000	50,000	50,000
5. Improve the qualifications of home-based care social helpers through recognised certification, thereby enhancing social services in Ukraine and strengthening the URCS's HBC offerings	SO 5.1 # of certified social helpers in HBC	-	-	500	700	1,300	1,300

REHABILITATION



The URCS is strategically focused on expanding access to physical and mental rehabilitation services, with particular emphasis on underserved rural and remote areas. One key initiative deploys mobile rehabilitation units to these regions, which bring essential services such as psychosocial support and assistive technology physical rehabilitation sessions and provide assistive technology and materials for home modification directly to individuals who otherwise lack access. This mobile approach ensures that vulnerable populations receive both physical and mental health care, enhancing recovery outcomes for those unable to travel to formal rehabilitation centres.

A core element of the URCS's rehabilitation strategy will focus on social reintegration, particularly for veterans and their families. The URCS plans to conduct social adaptation retreats that will provide social and psychological support for the families and strengthen the physical rehabilitation component at the same time. The URCS will also create inclusive sports areas and playgrounds in communities to provide access for people with disabilities to outdoor sports infrastructure and facilities that offer both physical rehabilitation and psychosocial support. These spaces will provide veterans and their families with training and activities designed to promote social adaptation and strengthen family bonds. Additionally, the URCS will focus on building capacity at national and regional levels to reduce stigma, promote evidence-based rehabilitation practices, and equip healthcare workers, educators, and URCS personnel with the necessary skills to address the needs of veterans and their families. Family members and caregivers will also receive training to better assist their loved ones in the rehabilitation process.

In parallel, the URCS will prioritise MHPSS by creating community-based PSS spaces across Ukraine. These spaces will offer tailored interventions for children, youth, and adults, ensuring their access to emotional support, child-friendly areas, and community-building activities. The scalable MHPSS interventions will be integrated across various URCS sectors, including health, rehabilitation, and disaster response, ensuring a holistic and coordinated approach to mental health care. URCS staff and volunteers will receive specialised training to enhance their confidence and expertise in delivering consistent and high-quality support throughout these programmes.



Working meeting for regional teams on the Ukrainian Red Cross "Home Based Care" initiative – Kyiv, May 2023.

SUB-SECTOR | Physical and Mental Health Rehabilitation

“Enhancing Access and Quality of Rehabilitation Services in Ukraine: Integrating Physical, Mental, and Social Support for Comprehensive Recovery”

 Number of people in need	4,000,000
 Number of people targeted	200,000
 Number of partners	10
 Funding requirement (USD)	24,500,000

NEEDS ANALYSIS

Improved access to physical and mental support and preparation of additional rehabilitation staff are some of the greatest needs in Ukraine. Before the conflict, it was estimated that more than half of the population would benefit from rehabilitation services to support them to participate in their local communities, including 2,703,000 people living with disabilities, 163,900 of them children. Since the armed conflict began, the numbers of people that have been severely injured has risen. According to the MoH, over the two years of the full-scale invasion, the number of people living with disabilities has increased by 300 000.

Former military personnel, as well as civilians, need physical rehabilitation and around 10% of Ukraine's population will need specialised MHPSS. According to Ministry of Veterans Affairs estimates, by the end of the war there will be 2,000,000 demobilised service members and 2,500,000 family members of demobilised servicemen in Ukraine. Global war statistics suggest that, usually, close to 30% of servicemen are get disabilities during war, which means that a large percentage of veterans will need both physical and psychological help, as well as support with social adaptation, which may become one of the main challenges for Ukrainian society.

While Ukraine's rehabilitation services are most advanced during the acute phase of care, significant gaps remain in after-hospital and community-based rehabilitation. These gaps include limited access to follow-up care, assistive equipment, and trained professionals, which can lead to unsuccessful recovery and further complications. Over the next few years, the government will focus on further

development of community-based rehabilitation; however, efforts to bridge the gap between hospitals and communities, including homes, need to be addressed now. Without continuum of care in the

community and at home, patients can lose skills and functions obtained in hospitals. Mental health support is also crucial, especially for those dealing with injuries or disabilities; however, only a small percentage of healthcare providers are trained in MHPSS.

Sectoral Strategy and Priorities

Enhancing access to both physical and mental rehabilitation services is a central strategy, implemented through several key initiatives.

One approach involves deploying mobile rehabilitation units to towns, villages, and rural areas. By bringing care to these locations, the programme aims to ensure that those who are unable to reach rehabilitation centres and those who need continued rehabilitation after their hospital stay to enhance recovery can still receive the support they need.

Another key focus is on social adaptation through establishing inclusive sports areas and playgrounds. These initiatives are designed specifically for veterans and their families across the country, providing essential services such as MHPSS, physical rehabilitation, and training to help individuals reintegrate into social life and reconnect with their families.

Additionally, the URCS will conduct capacity building and information campaigns at both national and regional levels. Nationally, the emphasis will be on promoting evidence-based rehabilitation practices and fostering inclusive societies by reducing stigma and bias. Local initiatives will target healthcare and educational institutions, as well as URCS staff and volunteers, offering training and information sessions to enhance their capacity to deliver rehabilitation services. Family members and caregivers will also receive informational support to help them better assist their loved ones.

Specific Objectives, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Improve access to physical and mental rehabilitation services in Ukraine through rehabilitation spaces and mobile rehabilitation units	SO 1.1 # of people supported by MRU services	-	1,500	2,000	2,000	2,500	8,000
	SO 1.2 # of sessions provided by MRU	-	8,320	15,000	15,000	20,000	58,320
	SO 1.3 # of assistive devices/equipment delivered to people	-	1,200	2,100	2,100	3,000	8,400
	SO 1.4 # of rehabilitation centres/ spaces established and functioning	-	5	5	5	5	20
	SO 1.5 # of people supported by the rehabilitation centres/ spaces	-	1,500	1,500	1,500	1,500	6,000
2. Support mental and social needs of the beneficiaries together with physical rehabilitation to promote faster beneficiary recovery and social adaptation	SO 2.1 # of social adaptation retreats conducted	-	8	24	24	24	80
	SO 2.2 # of people who attended social adaptation retreats	-	240	720	720	720	2,400
	SO 2.3 # of play and sports grounds created	-	2	14	14	20	50
3. Strengthen the quality of rehabilitation services through skills development and to raise awareness of rehabilitation in the community	SO 3.1 # of trainings conducted	-	100	500	500	500	1,600
	SO 3.2 # of people who attended rehabilitation trainings	-	1,000	5,000	5,000	5,000	16,000
	SO 3.3 # of awareness raising sessions on rehabilitation conducted	-	100	500	500	500	1,600
	SO 3.4 # of people who attended awareness raising sessions on rehabilitation	-	1,500	6,500	6,500	6,500	21,000

SUB-SECTOR | Mental Health and Psychosocial Support

“Strengthening Psychosocial Well-being in Ukraine: Enhancing Community-Based MHPSS Services and Integrating Support Across URCS Sectors”

 Number of people in need	15,000,000
 Number of people targeted	290,000
 Number of partners	9
 Funding requirement (USD)	7,000,000

NEEDS ANALYSIS

Before the conflict escalation on 24 February 2022, Ukraine already had a high mental health burden. Mental health disorders were the country's second-highest disability burden, impacting 30% of the population before the war³¹. The war in Ukraine and the resulting displacement of millions of people has³² negatively impacted the mental health and psychosocial well-being of individuals and communities across the country and region. The MoH estimates that 15 million people might require psychosocial support due to the war, with three to four million potentially requiring medical treatment.

Particularly vulnerable groups include older people, wives of combatants, people with disabilities, children, IDPs, families of veterans, and families of missing people. While each group has different needs, all have expressed an overall feeling of anxiety from the stress of martial law, frequent bombings, and worries about the future. In addition, many people expressed grief and loss not only for their loved ones, but also for their lives before the conflict.

Mental healthcare is significantly underfunded, with approximately only 2.5% (or USD 6.25 per capita) of healthcare expenditure allocated to mental health. There is a need to provide capacity building and caring activities for MHPSS field workers, volunteers, government entities, non-governmental organisations (NGOs), community leaders, and professionals who have been exposed to high levels of stress and have had to change their practices rapidly to adapt to the war.

Long-term psychological consequences may impact families, relationships, and people's general ability to trust, cooperate, and contribute productively to society. Access to MHPSS services is crucial to strengthen individual and collective resilience and mitigate the risk of severe and long-lasting consequences.

Sectoral Strategy and Priorities

In response to the growing need for MHPSS, the URCS will prioritise the implementation of community-based psychosocial support. This will include establishing fully functioning psychosocial support (PSS) spaces in communities across Ukraine, creating accessible environments where individuals can receive the care they need. The URCS will also provide essential PSS services, such as child-friendly spaces, recreational activities, social events, family-oriented activities, and awareness-raising sessions for adults. These services are designed to promote emotional well-being and strengthen community ties.

Furthermore, focused psychosocial and psychological support will be offered for both children and adults. The URCS will employ scalable models of intervention, incorporating programmes specifically for children and youth, counselling services, and psychoeducation for adults. This approach ensures that diverse age groups receive appropriate care tailored to their needs.

In addition, psychological support will be provided to individuals and groups requiring specialised assistance, with supervision of lower-level interventions to ensure quality and effectiveness. MHPSS will also be integrated into various URCS sectors, including Health, Rehabilitation, Emergency Response Teams (ERT), Disaster Management (DM), and Restoring Family Links (RFL) to ensure a comprehensive and coordinated approach to mental health across the various areas of operation.

Taking care of staff and volunteers, as well as building the capacity of teams to deliver qualitative services, are main cross-cutting focuses for all MHPSS activities, whether provided directly to beneficiaries or integrated into other sectors.

31 HUT Mental Health in Ukraine April 2023 Report

32 IOM Ukraine Regional Response—1 Year Special Report

Specific Objectives, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Improve psychosocial well-being of the population affected by the conflict escalation in Ukraine through access to needs-informed community-based mental health and psychosocial support services	SO 1.1 # of people supported through basic psychosocial support activities	350,000	300,000	150,000	100,000	75,000	975,000
	SO 1.2 # of unique beneficiaries out of the total number of people who attended basic psychosocial support activities	82,000	45,000	45,000	30,000	20,000	222,000
	SO 1.3 # of people supported through focused psychosocial and psychological support activities	3,000	48,000	30,000	30,000	30,000	141,000
	SO 1.4 % of people who reported MHPSS support activities contributed positively to their psychosocial wellbeing	75%	75%	75%	75%	75%	75%
	SO 1.5 # of people trained in the provision of PFA	200	1,200	1,200	900	900	4,400

2. Build the capacity of the MHPSS staff and volunteers to be confident, knowledgeable, skilled and properly supported to fulfil their role in developing and implementing MHPSS programmes	SO 2.1 # of volunteers and staff trained in MHPSS, including PFA	1,000	800	400	400	300	2,900
	SO 2.2 % of staff and volunteers involved in MHPSS provision who demonstrated increased knowledge after the trainings	75%	75%	75%	75%	75%	75%
	SO 2.3 # of MHPSS staff and volunteers who participated in peer sessions, self-care etc	6,500	18,000	10,000	8,000	8,000	50,500
	SO 2.4 % of MHPSS staff and volunteers who reported improved wellbeing after accessing regular support activities in the workplace	75%	75%	75%	75%	75%	75%
3. Mainstream the MHPSS needs of beneficiaries and consider in the activities of other URCS sectors by support and preparation of the people involved to the service delivery	SO 3.1 # of volunteers and staff trained in PFA provision	900	3,000	1,000	700	500	6,100
	SO 3.2 # of volunteers and staff who participated in other MHPSS trainings	50	150	200	200	200	800
	SO 3.3 % of staff and volunteers who demonstrated increased knowledge and skills after the training	75%	75%	75%	75%	75%	75%
	SO 3.4 # of staff and volunteers of other URCS sectors who participated in peer sessions, supervision, self-care etc.	3,000	2,000	1,000	500	500	7,000

RECOVERY



The URCS Recovery Strategy is designed to address the evolving needs of Ukraine's recovery, focusing on two core units: the Water and Habitat (WatHab) Unit and the Socio-economic Recovery Unit. These units are central to providing targeted recovery support across critical sectors. The WatHab Unit leads efforts to restore vital infrastructure, ensuring access to clean water, sanitation, and housing for vulnerable populations, including the internally displaced, non-displaced, and returnees. Meanwhile, the Socio-economic Recovery Unit focuses on restoring food systems, creating sustainable livelihoods, and fostering community resilience through comprehensive recovery programming. Together, these units drive the core recovery efforts, ensuring that the most vulnerable populations receive essential support.

The recovery strategy is a complex, multi-sectoral process that integrates with other URCS activities, such as health services, emergency response, disaster management, and education. This holistic approach is reinforced by aligning with the recovery framework of the International Federation of Red Cross and Red Crescent Societies (IFRC), prioritizing capacity strengthening within the National Society and its branches to enhance future response capabilities. By integrating these efforts across sectors, the URCS Recovery Department not only addresses immediate recovery needs but also contributes to building long-term resilience.



The strategy complements Ukraine's national recovery agenda, ensuring that URCS's efforts are aligned with sustainable development goals, including human capital recovery, socio-economic resilience, social infrastructure, and green transitions. Through ongoing collaboration with government ministries, local authorities, and international partners, the URCS strengthens its role as a key partner to the government, supporting national recovery initiatives. This comprehensive approach positions URCS as a critical driver of Ukraine's recovery, addressing immediate needs while fostering a resilient and sustainable future for all communities.



Population evacuation conducted by Ukrainian Red Cross rescue teams – Kherson, April 2024.

SUB-SECTOR | Water and Habitat

“Supporting Displaced and Affected Populations with Housing, Water, Sanitation, Community Infrastructure Recovery, and URCS WatHab Capacity Strengthening”

 Number of people in need	7,900,000 (Housing) 9,600,000 (WASH)
 Number of people targeted	1,642,000
 Number of partners	13
 Funding requirement (USD)	149,600,000

NEEDS ANALYSIS

The ongoing international armed conflict in Ukraine has profoundly impacted millions of lives, leading to forced displacement, family separation, and widespread damage to vital infrastructure. Since the escalation of the conflict, essential services across the country have deteriorated, with civilian infrastructure frequently targeted. This has deepened the humanitarian crisis, particularly in regions already facing acute needs. The destruction of housing and infrastructure has left many without proper shelter and basic services such as energy, water, sanitation, healthcare, and education, creating significant gaps in humanitarian support.

According to the Third Rapid Damage and Needs Assessment (RDNA3) report, housing is the most affected sector, with 10% of Ukraine’s total housing damaged or destroyed between February 2022 and December 2023, leaving millions homeless. Other critical sectors, including water, sanitation, and hygiene (WASH), have also suffered—for example, the June 2023 destruction of the Kakhovka Dam caused massive flooding and water shortages, affecting hundreds of thousands. The humanitarian needs are substantial, with over 12.7 million people requiring assistance in 2024, including 6.9 million needing shelter and non-food items (NFIs) and 8.5 million in urgent need of WASH support³³. The conflict continues to disrupt access to healthcare and education, exacerbating the crisis.

In response to the evolving needs, since 2022 the URCS Water and Habitat (WatHab) Unit has expanded its scope to align its multisectoral humanitarian assistance with Ukraine’s National Recovery

Strategy. The unit focuses on improving access to essential community infrastructure, housing, water, and sanitation, particularly in conflict-affected areas near

frontlines and in both urban and rural regions impacted by the crisis. Implementing this multi-year strategy successfully depends on coordinating closely with local authorities and other URCS sectors. The strategy also addresses critical challenges in the energy sector, emphasises winterisation efforts, and promotes best practices within integrated recovery approaches. In addition, it prioritises continuous capacity building to strengthen the URCS’s long-term capacity to manage and deliver humanitarian programmes.

Sectoral Strategies and Priorities

The WatHab Unit is one of the cornerstones of the URCS’s Recovery Strategy, focusing on community recovery efforts by providing humanitarian assistance to critical community infrastructure, housing, clean water, adequate sanitation, and safe shelter to stabilise communities and prevent further deterioration after a conflict. Key priorities include enabling the restoration of critical community services and rehabilitating homes and community infrastructure, all of which are essential for public health and restoring normalcy for displaced and affected populations.

The unit works closely with local authorities, international partners, and affected communities to ensure sustainable interventions that are aligned with Ukraine’s broader recovery goals. The WatHab strategy supports both immediate emergency needs and long-term recovery, coordinating with national and local authorities, including the Ministry of Reintegration, MoH, and the State Emergency Service of Ukraine (SESU). The strategy adopts a multidisciplinary approach to enhance the URCS’s capacity at all levels, using two implementation methods: a National Committee (NC) programme-driven approach for national impact and a branch-level approach for direct community engagement. Both methods prioritise community participation and strong coordination.

WatHab coordinates with other URCS departments for comprehensive support, integrating community engagement and accountability (CEA) and protection, gender, and inclusion (PGI) to ensure interventions are responsive. Regular collaboration with RCRC Movement partners the ICRC and the IFRC, and with external forums, ensures standardised and impactful interventions, enhancing the URCS’s visibility and recognition among donors and partners.

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Specific Objectives, Indicators, and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Support internally displaced, affected non-displaced, returning and resettling populations with access to safe and adequate housing, water and sanitation	SO 1.1 # of people supported through water and/or sanitation assistance	-	100,000	100,000	100,000	100,000	400,000
	SO 1.2 # of people supported through housing assistance	-	2,500	2,500	2,500	2,500	10,000
	SO 1.3. # of people supported through heating and energy assistance and/or equipment	-	30,000	25,000	20,000	15,000	90,000
	SO 1.4 % of people who reported satisfaction across all WatHab programmes		80%	80%	80%	80%	80%
2. Support recovery of essential community infrastructure/ services	SO 2.1 # of people reached with public infrastructure and service support	-	60,000	100,000	120,000	150,000	430,000
	SO 2.2 # of communities and facilities supported with through social infrastructure support	-	100	120	140	160	520
	SO 2.3 # of communities supported through water and sanitation support	-	100	100	100	100	400
3. Strengthen the capacity of the URCS WatHab unit to respond to scaling needs	SO 3.1 # of WatHab staff and volunteers who received basic technical trainings	-	125	125	150	150	550
	SO 3.2 # of water supply and distribution missions (ERU) ready for deployment across the country	-	10	15	20	20	65
	SO 3.3 # of URCS service points equipped to respond to emergency shelter and energy needs	-	200	200	100	100	600

4. Contribute to an improved operational environment and effective functioning of primary health infrastructure to ensure health services are provided to the population in need	SO 4.1 # of primary and secondary health facilities rehabilitated and fully operational	5	25	25	25	25	105
	SO 4.2 # of healthcare centres built	10	10	10	10	10	50
	SO 4.3 # of installed generators for medical institutions	300	50	50	50	50	500
	SO 4.4 # of people in catchment area supported through the rehabilitated health facilities	250,00	125,000	125,000	125,000	125,000	750,000



An explosion occurred in a 16-story building in one of the districts of Kyiv, June 22, 2023.

SUB-SECTOR | Socio-economic Recovery

“Strengthening Vulnerable Populations’ Resilience, Supporting Entrepreneurship, and Building URCS Capacity for Recovery Services”

 Number of people in need	7,280,000
 Number of people targeted	136,000
 Number of partners	10
 Funding requirement (USD)	35,608,750

NEEDS ANALYSIS

In 2024, the workforce in Ukraine reduced by 12%, constituting 15.2 million people, with employment mainly in the agriculture, industry, and trade sectors. Also, Ukraine was a leader in digital labour platforms, particularly in information technology (IT) freelance work. However, the war has severely disrupted the labour market, disproportionately affecting vulnerable groups such as women, youth, people with disabilities, older adults, and minorities. Many women have been forced to take on multiple jobs and leadership roles within their households due to the conflict.

Sectoral Strategies and Priorities

The URCS has developed a Socio-economic Recovery Plan for 2023-2027 to address these challenges and support vulnerable populations. The plan focuses on three strategic pillars:

- **Emergency Livelihoods Assistance:** Providing rural marginalised households with resources to recover and enhance their agriculture-based livelihoods and productive capacities.
- **Socio-economic Restoration Support:** Offering vulnerable individuals ‘REBOOT’ services to facilitate human capital integration in the current context. The service assists individuals with career guidance, job search support, training, and grants to restart income-generating activities, including micro-enterprises and social businesses. This service will be integrated into

the URCS’s standard package of services under its recovery programming, as well as with the community centres planned across all regional

branches; online REBOOT services will expand the reach.

- **Microeconomic Initiatives:** Implementing needs-based outreach assistance in affected communities to support microeconomic initiatives that will include cash assistance for income generation and support for small and micro enterprises.

The plan emphasises a comprehensive recovery approach, integrating socio-economic empowerment, protection, health, and psychosocial support while also exploring sustainable strategies, such as social enterprises. The URCS aims to enhance its capacity to implement these interventions nationwide, working closely with regional staff and volunteers through continuous engagement, training, and capacity-building efforts.

The URCS will continue to leverage its experience in socio-economic recovery, particularly in conflict areas, by using a needs-based approach to tailor interventions to local contexts. Collaboration with government ministries, international organisations, private companies, and Red Cross partners will be key to supporting socio-economic reintegration, maintaining subsistence agriculture, and expanding recovery programmes. Coordination with neighbouring National Societies will ensure quality and alignment in programme development and implementation.



Signing of a Memorandum of Cooperation with the Ukrainian Center for Human Rights Protection, June 28, 2023.

Specific Objectives, Indicators, and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Strengthen the capacity of the most vulnerable populations to recover and safeguard their essential productive assets, in coordination with other URCS programmes, including during the winter season	SO 1.1 # of rural households provided with resources to recover and enhance their agriculture-based livelihoods and productive capacities to support their resilience	1,000	3,000	5,000	5,000	5,000	19,000
2. Assist vulnerable households in rebuilding their Socio-economic recovery by enhancing entrepreneurship and professional skills, providing support for small businesses, and improving access to employment information	SO 2.1 # of individuals who received labour guidance for reskilling and professional development	-	3,750	3,750	4,500	4,500	16,500
	SO 2.2 # of people who received training in new professional skills and competencies	1,000	3,200	4,100	4,100	4,100	16,500
	SO 2.3 # of Individuals employed with the URCS's support	-	1,000	1,000	1,500	1,500	5,000
	SO 2.4 # of micro businesses supported	150	300	1,200	1,200	1,200	4,050
	SO 2.5 # of individual entrepreneurs supported through training/guidance for their entrepreneurship	500	500	500	600	600	2,700
	SO 2.6 % of people who reported satisfaction across all Livelihoods programmes	80%	80%	80%	80%	80%	80%
3. Enhance the skills and capacity of the URCS staff and volunteers to develop and deliver socio-economic recovery services	SO 3.1 # of volunteers and staff trained in providing livelihoods support	50	50	125	150	150	525
	SO 3.2 % of volunteers and staff trained who demonstrated increased knowledge	80%	80%	80%	80%	80%	80%

SUB-SECTOR | Innovative Financing and Cash Transfer Programming

“Strengthening Vulnerable Communities and MSE Recovery through Cash Transfers, Institutional Readiness, and Sustainable Financing Innovations”

 Number of people in need	17,000,000
 Number of people targeted	550,000
 Number of partners	11
 Funding requirement (USD)	400,000,000

NEEDS ANALYSIS

The economy has suffered significantly, with households experiencing drastic reductions in income and becoming increasingly dependent on government aid, humanitarian support, and financial assistance from friends or relatives. In 2024, it was estimated that 9 million people in Ukraine are driven to poverty, reversing 15 years of development progress and exacerbating inequalities, especially affecting women, children, and people with disabilities. Coping strategies, such as cutting back on essential expenses, has increased, potentially harming long-term health and well-being.³⁴

Looking ahead to 2025-2027, the humanitarian crisis is expected to worsen, especially if attacks on critical infrastructure escalate during the winter. Continuous support is crucial to help vulnerable populations meet their urgent humanitarian and recovery needs, given limited access and the looming risk of heightened hostilities affecting protection. Cash assistance remains the preferred form of support, due to its flexibility in meeting the diverse needs of various affected population groups.

Sectoral Strategies and Priorities

The URCS is dedicated to expanding its use of cash transfer programmes beyond basic humanitarian needs to support various sectoral outcomes—including livelihoods, health, and shelter—while

contributing to building community resilience. By investing in its cash platform, enhancing cash capacity, and ensuring operational readiness, the URCS aims to deliver accountable and sustainable cash assistance at both national and regional levels. In 2024, the URCS engaged in humanitarian and

recovery efforts, aligning with Ukraine’s Recovery Plan and collaborating with partners to support the emergency response, as well as long-term resilience and reconstruction projects.

Between 2022 and 2023, the URCS significantly expanded its cash and voucher assistance programmes, becoming one of Ukraine’s leading actors in this area. In 2023, the URCS reached approximately 223,000 people with multi-purpose cash assistance (MPCA), particularly in newly liberated areas and through targeted support for veterans living with severe disabilities. Beyond MPCA, the URCS also provides cash for sectoral outcomes, including monthly cash support for IDP-hosting households under the *Prykhystok* programme, winter cash assistance, and cash for home-based care and rehabilitation. The URCS is focused on institutionalising quality cash interventions across multiple sectors, ensuring inclusivity, protection, and accountability. The organisation has been recognised for its effective cash delivery, co-chairing the Inter-Agency Standing Committee (IASC) Cash Working Group, and continues to invest in its cash platform, systems, and partnerships to enhance its role in Ukraine’s recovery efforts. In 2025-2027, the URCS will further engage with new partners to support the transition from the emergency response to long-term resilience and reconstruction.

Starting in 2024 and beyond, the URCS will scale up cash transfer programming by enhancing the cash capacity and operational readiness of its regional organisations, with limited support from the URCS National Committee. The focus will include mainstreaming cash and microfinancing as a support modality across various sectors, institutionalising it within disaster management and relief responses, connecting with initiatives for social protection like PeReHID, supporting economic stability of micro and small business enterprises through receiving seed or accelerator funding and lending, expanding the URCS’s cash platform integration with internal and external systems, and promoting cash coordination and localisation efforts. From 2025 the URCS looks to invest into long-term platform RESPOND for rapid MPCA.

The URCS will also promote innovative financing initiatives as the strategies to mobilise new sources of funding and create financial tools that address specific economic and social challenges in economic recovery. These initiatives go beyond the traditional financial mechanisms the URCS provides by incorporating innovative financing approaches such

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as digital tools, crowdfunding platforms, impact investing, and sustainability-linked financial products. The URCS enhances financial inclusion and supports the growth of micro and small-sized enterprises to drive sustainable development. By leveraging technology, collaboration, and creative financial solutions, the URCS's innovative financing initiatives aim to unlock capital, reduce barriers to funding, and create lasting, positive impacts on communities and economic recovery.

Specific Objectives, Indicators, and Targets

The innovative financing sector is further subdivided into three distinct sub-sectors, with the objectives, indicators, and targets for each sub-sector outlined below:

Sub-sector: Cash transfer programming and capacity building and operational readiness

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Support the recovery of vulnerable people and communities through quality and accountable cash transfer programming (sectoral cash and MPCA)	SO 1.1 # of people supported through cash assistance to cover priority needs	-	100,000	100,000	100,000	100,000	400,000
	SO 1.2 amount of cash (UAH) transferred to people supported by cash assistance to cover priority needs	-	435,000,000	435,000,000	435,000,000	435,000,000	1,740,000,000
	SO 1.3 # of people supported through vouchers via the URCS network		3,000	2,000	5,000	3,000	13,000
	SO 1.4 amount of cash value (UAH) transferred via vouchers to people		33,000,000	22,000,000	55,000,000	33,000,000	143,000,000
	SO 1.5 % of people who reported satisfaction with the cash and voucher programmes	-	80%	80%	80%	80%	80%
2. Support the CTP coordination and localisation agenda in Ukraine	SO 2.1 # of localisation and CVA initiatives that the URCS is leading on or supporting		3	3	4	3	13
3. Cash transfer programming and operational readiness institutionalisation across the URCS	SO 3.1 # of staff and volunteers who completed CVA related trainings and courses		100	100	200	100	500

Microfinancing and MSEs lending

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Support the recovery of MSEs and start-ups via provision of microfinancing and lending support	SO 1.1 # of entrepreneurs trained and coached via business incubators and/or accelerators	-	100	200	300	400	1,000
	SO 1.2 # of start-ups/social MSEs, self-employed that have completed business plans	-	50	100	200	300	650
	SO 1.3 # of businesses that received seed or accelerator grants	-	50	100	200	200	550
	SO 1.4 amount of cash (UAH) transferred to MSEs via grants	-	35,000,000	75,000,000	100,000,000	150,000,000	360,000,000
	SO 1.5 # of MSEs that received lending support	-	60	60	120	120	360
	SO 1.6 amount of cash (UAH) lent to MSEs	-	42,000,000	42,000,000	84,000,000	84,000,000	252,000,000
	SO 1.7 % of people who reported satisfaction with the MSE grants and lending programme	-	80%	80%	80%	80%	80%

Innovations in sustainable financing

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Develop and support of innovations in sustainable financing	SO 1.1 # of innovative financial tools and solutions created	-	1	3	5	5	14
	SO 1.2 # of new or improved innovative financial bank products introduced to the market	-	1	2	3	3	9
	SO 1.3 # of MSEs that successfully raised funds through the social business innovative platforms, products, tools and solutions	-	-	200	300	400	900
	SO 1.4 # of investors engaging with the social business innovative platforms, products, tools and solutions	-	-	10	20	30	60
	SO 1.5 amount of capital (UAH) raised by MSEs through the social business innovative platforms	-	-	50,000,000	75,000,000	100,000,000	225,000,000

DISASTER MANAGEMENT



Movement partners play a critical role in supporting the URCS pipeline through in-kind and cash donations, efficiently managed by the Relief Unit in collaboration with the Logistics Department. These resources are distributed from logistics hubs to URCS regional organisations to ensure aid reaches those in need. Priorities for the coming years include managing the URCS mobilisation table with quarterly updates based on regional data, improving tracking tools, and facilitating local procurement for cash donations. Additionally, a detailed catalogue of humanitarian aid is being developed, and the URCS will support government-led winterisation efforts to address seasonal needs.

The URCS is committed to strengthening disaster risk management (DRM) by improving disaster preparedness and disaster risk reduction (DRR) efforts. This involves creating a national DRM-DRR staffing structure, identifying branch-level focal points, and defining the roles of ERTs. Capability assessments will be conducted at both the national and branch levels, shaping the curriculum for training programmes on topics such as first aid, Defence Priorities and Allocation System (DPAS), and advanced vulnerability assessments. The URCS will develop a contingency plan to ensure a robust response to future emergencies, including displacement and natural hazards, while also exploring opportunities to digitalise community engagement and enhance local emergency response structures.

To further strengthen its role within Ukraine's civil protection system, the URCS aims to enhance regional involvement and formalise partnerships with entities like SESU through policies and memorandums of understanding (MoUs). Key operational priorities include updating ERT guidelines, recruiting volunteers, and providing capacity-building training. The URCS will also focus on expanding specialised missions in newly de-occupied areas, renewing equipment, and analysing beneficiary feedback to improve service quality. Additionally, the URCS will collaborate with state services and prepare teams in regions where ERTs have closed, establishing new units in underserved areas to ensure comprehensive emergency response coverage across the country.



Annual meeting of Rapid Response Unit volunteers of the Ukrainian Red Cross Society – Kyiv, August 2023.

SUB-SECTOR | Relief

“Providing Timely Humanitarian Assistance to Support the Most Vulnerable”

 Number of people in need	17,000,000
 Number of people targeted	5,000,000
 Number of Partners	17
 Funding Requirement (USD)	40,000,000

NEEDS ANALYSIS

Since the escalation of conflict in February 2022, there has been a significant surge in the essential needs of IDPs and conflict-affected populations, including food, hygiene, and household items. The URCS regional organisations, in collaboration with their local branches, are engaged in ongoing coordination with local authorities, emergency services, and the URCS National Committee. This concerted effort extends to coordination with national ministries in its auxiliary role to the government, enabling the organisation to address the escalating needs of vulnerable populations effectively.

The Relief Unit is committed to addressing the urgent and evolving humanitarian needs in the region. Its core purpose is to mobilise and distribute the in-kind aid and oversee reporting on it. In anticipation of a potential decrease in external funding for the Relief Programme and the high saturation of humanitarian actors distributing essential goods, the URCS is preparing to adapt the programme to address anticipated challenges and position the organisation strategically over the long term in disaster risk response and management, and civil protection.



Delivery of humanitarian aid to communities in the Chernobyl Exclusion Zone – Kyiv Region, September 2023

Sectoral Strategy and Priorities

Movement partners play a crucial role in bolstering the URCS pipeline through in-kind and cash donations. The Relief Unit, in collaboration with the Logistics Department, ensures the efficient management of resources, moving them from logistics hubs to URCS regional organisations. In the coming years, priorities will include overseeing the URCS mobilisation table with quarterly updates based on regional data, enhancing tracking tools, and facilitating local procurement for cash donations.

Additionally, efforts will focus on the systematic and equitable distribution of relief materials to people in need across all regions. A detailed catalogue of humanitarian aid in Ukraine is also planned. The URCS will contribute to government-led winterisation initiatives to address winter-related needs and continue working with Movement and external partners to strengthen the overall structure of the Relief Unit.



Joint simulation exercise on hydraulic structure emergencies – Kyiv, July 2, 2023

Specific Objectives, Indicators, and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Support the most vulnerable with timely humanitarian assistance	SO 1.1 # of people covered with basic relief assistance	1,800,000	1,400,000	1,000,000	1,000,000	1,000,000	6,200,000
	SO 1.2 # of household kits distributed	600,000	400,000	400,000	400,000	400,000	2,200,000
	SO 1.3 # of individual kits distributed	-	250,000	150,000	150,000	150,000	700,000
	SO 1.4 % of people who reported satisfaction with relief assistance	85%	85%	85%	85%	85%	85%



Distribution of food packages to residents of the Kherson region, July 2023.

SUB-SECTOR | Disaster Risk Management/Risk Reduction

“Ensuring Comprehensive Disaster Management Preparedness Across Ukraine”

 Number of people in need	30,000,000
 Number of people targeted	1,100,000
 Number of Partners	5
 Funding Requirement (USD)	12,000,000

NEEDS ANALYSIS

The ongoing escalation of the conflict has resulted in massive multi-sectoral needs, widespread disruption at a large scale, and/or strains on public infrastructure, while significantly increasing the local population's exposure to hazards and risks. Local non-governmental organisations and service providers, such as the URCS, play an indispensable role in responding to these humanitarian needs and crises. Their response capacities require strengthening and integration in order to increase the preparedness and resilience of Ukraine's national response. This will work at two levels:

Institutional Level: Strengthening the capability and potential of the URCS in DRM and response at the national, inter-regional and regional levels will require the involvement of URCS regional offices/branches and branches and need to be coordinated closely with government and other stakeholders to enhance response and preparedness capabilities and structures.

Community Level: Strengthening the capacity of community-level first responders is essential to enable timely and effective action at the local level. Formal and informal community response structures must be equipped with the appropriate skills, tools and equipment to implement community-led emergency response under effective leadership. These efforts should be strategically and operationally linked to regional and national governmental DRM systems. The unit will provide specialised services to communities and local authorities to ensure a comprehensive and inclusive disaster risk reduction strategy at all levels.

Sectoral Strategy and Priorities

The URCS will enhance its DRM initiatives, focusing on disaster preparedness and risk reduction to better support communities in responding to hazards and mitigating risks. This will involve establishing a national DRM-DRR staff structure, identifying focal points at branch level, and defining the role of ERTs. Capacity assessments will be conducted at both regional and national levels, the results of which will inform training curricula and programmes. Training may cover topics such as first aid, MHPSS, advanced vulnerability and capacity assessment (eVCA), and climate change adaptation (CCA). Additionally, the URCS aims to strengthen intersectoral collaboration and partnerships with state structures at the national level and with local self-government bodies (communities), ensuring comprehensive preparedness and response measures are in place to address emergency situations effectively.

Additionally, the URCS will develop a comprehensive contingency plan to ensure effective responses to future emergencies, including frontline displacement, increased numbers of IDPs, and natural disasters, with provisions for rapid response protocols. This will include conducting stakeholder analyses and planning engagement strategies. Community emergency response structures will be established and trained in emergency preparedness tasks such as vulnerability assessments, early warning systems (EWS), mitigation projects, and contingency planning, as well as emergency response activities, including first aid, evacuation and coordination efforts. The URCS will also explore opportunities to digitalise community engagement. In addition, a pilot project to establish decontamination centres at the regional level is planned to increase the awareness of the local population and practice skills for addressing chemical, biological, radiological and nuclear (CBRN) damage. The department will provide specialised services to communities and local authorities to ensure a comprehensive and inclusive DRR strategy is implemented at all levels.

Specific Objectives, Indicators, and Targets

Specific objective	Indicators	Targets					
		2023	2024	2025	2026	2027	Total
1. Ensure disaster management prepared across Ukraine	SO 1.1 # of DM-related internal policies/ procedures/tools developed and implemented	3	5	2	2	2	14
	SO 1.2 # of community members and authorities trained (on FEP, DPAS, CBDRR, CBDRM, CCA, etc.)	25	50	150	200	200	625
	SO 1.3 # of EOCs established within the URCS regional branches	-	-	-	3	5	8
	SO 1.4 # of regional branches with a contingency plan	-	-	8	10	6	24
	SO 1.5 # of staff and volunteers trained on DRR/ DRM topics	-	30	30	30	30	120
	SO 1.6 # of people qualified as trainers on DRR/DRM	-	3,020	3,020	3,020	3,020	12,105
	SO 1.7 # of people qualified as instructors on DRR/ DRM	-	15	10	14	20	59
	SO 1.8 # of practical CBRN simulation trainings conducted in cooperation with the State Emergency Service and local government	-	-	2	2	2	6
	SO 1.9 # of people reached on preparedness and risk reduction and recovery dissemination activities	100,000	200,000	250,000	300,000	300,000	1,150,000

SUB-SECTOR | Civil Protection

“Enhancing URCS Capacity in Ukraine’s Civil Protection System through Regional Engagement, SESU Collaboration, and Formalised Partnerships”

 Number of people in need	1,500,000
 Number of people targeted	350,000
 Number of Partners	1
 Funding Requirement (USD)	35,000,000

NEEDS ANALYSIS

The ongoing conflict in Ukraine has significantly diminished the capacity of civil services to respond to emergencies has diminished, primarily due to an overwhelming workload and operational challenges in recently reclaimed territories. An initial assessment by the Evaluation Team, supported by a technical advisory mission from the Italian Red Cross in support of the URCS, identified several key needs.

Of these, the priority is organising and coordinating the ERT structure, including managing effective information flow and establishing standard operating procedures (SOPs) and activation protocols, while ensuring 24/7 operation. Another priority is to enhance the URCS’s preparedness and response capabilities with additional training, equipment, materials, and vehicles. Additionally, forming partnerships and agreements with various stakeholders will result in adjustments to the emergency response plan that reflect the URCS’s newly acquired capacities.



Opening of a modular settlement for internally displaced persons with Iryna Vereshchuk and the Ukrainian Red Cross – Poltava, July 22, 2023.



Sectoral Strategy and Priorities

The URCS has identified several key operational steps to enhance interventions and meet civil protection needs. These include updating ERT guidelines at all levels and recruiting and training new ERT volunteers. In addition, the URCS will offer MHPSS to volunteers and staff, and equip them with the necessary materials, vehicles, and protocols. SOPs and activation protocols will be refined, both internally and in coordination with key stakeholders such as SESU to improve response efforts. Raising public awareness to strengthen community resilience is also a priority.

At the legislative level, efforts will focus on revising laws related to the URCS’s role in civil protection. Establishing permanent and efficient collaboration between the URCS and SESU at the institutional level is a key priority. Strengthening local engagement with regional state bodies and organisations responsible for civil protection will also be emphasised. An assessment of the URCS’s internal capacities will help identify subdivisions and sectors that can be integrated into the Unified State Civil Protection System (USCPS), ensuring alignment with state and regional needs. Additionally, internal interaction algorithms will be developed to facilitate the effective execution of tasks assigned to the URCS within the USCPS framework.

Specific Objectives, Indicators, and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Integrate the URCS National Committee and Regional Branches into the USCPS functional and territorial subsystems and monitor fulfilment of commitments	SO 1.1 # of regional branches integrated into the territorial sub-systems of the USCPS	-	10	12	0	0	22
2. Strengthen local governments' civil protection capabilities through effective resource mobilisation and knowledge transfer	SO 2.1 # of hromadas that have received support (financial, material, human) in the field of civil protection from the URCS	-	200	200	200	200	800
3. Strengthen Ukraine's civil protection capacities at national and European levels through strategic positioning and specialised support in critical areas	SO 3.1 # of practical events the regional branch participated in, organised by SESU or in the framework of USCPS	-	13	20	20	20	73
	SO 3.2 # of policies and documents that the URCS has signed with SESU to regulate the URCS's involvement in civil protection	-	9	20	20	20	69



Running children's safety event in Kyiv mall – Kyiv, April 2023. Photo by Oleh Lehenkyi

SUB-SECTOR | Emergency Response, Search & Rescue

“Strengthening the URCS as a Key Partner in State Emergency Response: Building Structure, Capacity, and Specialist Training for Effective Disaster Response”

 Number of people in need	2,000,000
 Number of people targeted	200,000
 Number of Partners	11
 Funding Requirement (USD)	10,000,000

NEEDS ANALYSIS

The URCS's ERTs play a significant role as auxiliary to the government of Ukraine through the State Emergency Service of Ukraine, the state mechanism responsible for responding to emergencies. ERTs are composed of semi-professional volunteers who are trained in first aid (FA), paramedics, search and rescue (SAR), and camp management.

URCS ERTs operate under a protocol agreement with SESU responding to various emergencies, including the ongoing international armed conflict. They provide search and rescue, first aid, psychological first aid, evacuation, transportation, food and drink, charging facilities, and safe and warm spaces. For example, during airstrikes and missile strikes on civilian targets, URCS ERTs work alongside SESU, primarily in the yellow and green danger level zones (moderate to low danger levels). In 2022, URCS ERTs led the majority of evacuation convoys in Ukraine, evacuating close to 300,000 people from the territories where Russian armed forces had taken control and besieged settlements.



Annual Gathering of Rapid Response Unit Volunteers of the Ukrainian Red Cross Society, August 2023

Sectoral Strategy



and Priorities

The URCS has identified several operational priorities to enhance its ERTs. One is to develop a transportation programme that incorporates medical staff to increase the reach and effectiveness of assistance to people in need. This will enable teams to respond faster and offer immediate medical support during emergencies.

Another priority is to expand specialised missions, particularly in newly de-occupied territories or areas where the frontline is shifting. This will ensure that the URCS remains adaptive to evolving needs. Additionally, formalising collaborations through MoUs with state services such as medical forces will provide greater access to those in need, further enhancing the URCS's outreach.

To improve service quality, the URCS plans to update equipment and offer advanced training to volunteers. It will also analyse beneficiary feedback to identify ways to expand and enhance services. Furthermore, the URCS will aim to prepare teams in regions where ERTs have been shut down and establish new teams and units in cities where they currently have no presence.

Specific Objective, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Establish the URCS's identity as a partner of the state emergency response system in providing Emergency Response Services	SO 1.1 # of people reached through all ERT services	30,000	50,000	50,000	50,000	50,000	230,000
	SO 1.2 # of people assisted during or following military attacks	-	1,500	1,500	1,500	1,500	6,000
	SO 1.3 # of people assisted through heating points		2,000	4,800	5,000	5,000	16,800
	SO 1.4 # of mobile heating points	-	20	48	50	50	168
	SO 1.5 # of joint SESU operational field activities	-	25	50	50	50	175
	SO 1.6 # of regions where the ERT is involved in planned exercises of SES units and other services involved in emergency response	15	20	25	25	25	25
2. Build emergency response structure of the URCS	SO 2.1 # of established and functioning interregional response centres	3	4	5	5	5	5
	SO 2.2 # of established and functioning Emergency Response teams	23	24	25	25	25	25
	SO 2.3 # of ERT volunteers	-	800	1,000	1,500	2,000	2,000
3. Enhance the capacities of the URCS in the framework of the emergency response through proper training of URCS specialists and ERT volunteers	SO 3.1 # of volunteers trained under the unified ERT volunteer training programme	-	-	500	1,000	1,500	1,500
	SO 3.2 # of volunteers and employees of the Emergency Response Service who have completed international ERT certification training	-	25	25	25	25	100
	SO 3.3 % of team members who expressed satisfaction regarding scope of tasks, activity conditions, training, recognition of contribution, self-realisation, influence on decision-making	-	65%	80%	80%	80%	80%



Annual Gathering of Rapid Response Unit Volunteers of the Ukrainian Red Cross Society, August 2023

ACCESS AND PROTECTION



The URCS leads mine risk awareness sessions across 14 regions of Ukraine, focusing on heavily affected areas, such as Kyiv, Chernihiv, and Kharkiv. These sessions, supported by local authorities and in coordination with entities like UkrPoshta, aim to educate postal workers and other vulnerable groups on the risks of explosive ordnance. The Explosive Ordnance Hazard Awareness and Risk Prevention Training (EORE) initiative, carried out in collaboration with the State Emergency Service and National Police, also incorporates mine action coordination groups in regions like Chernihiv to ensure community needs are addressed effectively in demining efforts. The URCS also implements the Risk Awareness and Safer Behaviour Programme, with support from the ICRC, to educate at-risk populations, particularly IDPs.

Since the 2022 invasion, the URCS has significantly expanded its reach, recruiting and training volunteers to become certified mine risk instructors. These volunteers undergo a four-day course that equips them with skills in communication and the psychological aspects of discussing sensitive risks such as CBRN threats. Currently, 170 volunteer instructors operate across the 14 regions delivering sessions to educate the public on safer behaviours around explosive hazards. In addition to mine risk awareness, the URCS is increasing the public's knowledge of CBRN safety and other war-related threats. The programme not only raises awareness among civilians but also provides valuable education to URCS volunteers and staff about how to handle these dangers effectively.

In parallel, the URCS's Tracing Service continues to reunite families separated by the conflict and other crises. The service manages a robust tracing database that, by 2022, contained over 323,000 information units and works in partnership with the ICRC's Family Links Answers (FLA) database to ensure secure, privacy-compliant data management. Despite challenges such as limited resources and emotional strain on beneficiaries, the Tracing Service remains a crucial support for families searching for missing relatives. It also plays a preventive role by managing sensitive information securely, helping families maintain contact during conflicts, natural disasters, and migration. As a vital part of the Global Restoring Family Links Network, the Tracing Service strengthens the URCS's capacity to meet the needs of families of the missing.



Distribution of humanitarian aid, Nikopol, July 2023.

SUB-SECTOR | Explosive Ordnance Risk Education

“Raising Awareness of Explosive Ordnance, Weapon Risks, and War-Related Threats through Volunteer-Led Training and Public Education”

 Number of people in need	1,750,000
 Number of people targeted	900,000
 Number of partners	5
 Funding requirements (USD)	25,000,000

NEEDS ANALYSIS

Ukraine is currently the most mined country in the world, with 174,000 km² of its territory considered dangerous because of explosive contamination, including mines and unexploded ordnance in 2022. As of 2024, mine action efforts have reduced this hazardous area to 144,000 km², with 30,000 km² of fields, forests, and water areas cleared for use. Despite these efforts, clearing the entire country could take seven to ten years for each year of hostilities. In 2023, Ukrainian sappers focused on demining liberated areas, restoring infrastructure, and inspecting 274,000 hectares of agricultural land, successfully returning 208,000 hectares to farmers. However, mine-related incidents continue to harm civilians, with 780 casualties, including 251 fatalities, recorded between December 2022 and September 2023. Ukraine also ranks fifth globally in civilian casualties from anti-vehicle and tripwire mines.

The URCS's War Threat Awareness Department plays a crucial role in educating the public about the risks of explosive ordnance. Its outreach activities, conducted by volunteers, target diverse groups with individual and group formats. Public awareness initiatives include educational classes, quests, and drawing competitions to teach safe behaviour in dangerous situations. The URCS also collaborates with enterprises at risk of exposure to explosive hazards. Additionally, the department trains staff and volunteers who work in hazardous environments, providing briefings on risk prevention and ensuring their safety while conducting professional activities in high-risk areas.

Sectoral Strategies and Priorities

Volunteer instructors from the URCS have been conducting mine risk awareness sessions in 14 regions of Ukraine, with support from state and local authorities. Through an agreement with Ukrposhta, these sessions have been held for postal workers in areas heavily affected by mines, including Kyiv, Chernihiv, Kharkiv, and others. The EORE initiative is implemented both independently by URCS specialists and in collaboration with local authorities, the State Emergency Service, and the National Police. In regions like Chernihiv, Mine Action Coordination Groups have been formed to better assess community needs in demining and risk prevention. With support from the ICRC, the URCS has implemented the Risk Awareness and Safer Behaviour Programme since 2015, focusing on educating vulnerable populations, particularly IDPs and those in at-risk areas.

Since the 2022 invasion, the programme's reach has expanded, with volunteer instructors now operating across 14 regions. The programme begins by recruiting and training volunteers, who undergo a four-day course to become certified mine risk instructors. As instructors, they deliver awareness sessions in both individual and group formats, educating the public about explosive hazards and safer behaviour. They are trained not only in communication but also in the psychological aspects of conveying sensitive information, such as about risks related to CBRN threats. Currently, 170 volunteer instructors are active in EORE, and efforts are underway to enhance public knowledge on CBRN safety as part of their broader risk prevention work.



Arrangement of the equipment and materials for the mine risk education session held for farmers - Chernihiv Region, May 21, 2023

Specific Objective, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Raise awareness of the risks associated with explosive ordnance and other weapons through awareness-raising activities by volunteer trainers	SO 1.1 # of people informed about the risks of explosive devices, other types of armaments, and safer behaviours	-	90,000	100,000	50,000	50,000	290,000
	SO 1.2 # of informational sessions conducted	-	5,000	6,500	5,000	5,000	21,500
2. Raise public awareness of the risks associated with various types of weapons and munitions, including chemical, biological, radiological and nuclear threats	SO 2.1 # of people covered by informational activities regarding threats posed by chemical, biological, radiological, and nuclear threats	-	68,000	88,000	50,000	50,000	256,000
3. Raise awareness of war-related threats among volunteers and staff of local URCS organisations	SO 3.1 # of volunteers and staff who received informational services regarding war-related threats	-	900	1,300	1,000	1,000	4,200



Mine risk education session for farmers — Chernihiv Region, May 21, 2023

SUB-SECTOR | Restoring Family Links

“Re-establishing Family Links, Supporting Families of the Missing, and Strengthening URCS Capacity in Restoring Family Links (RFL)”

 Number of people in need	80,000
 Number of people targeted	5,000
 Number of partners	2
 Funding requirements (USD)	900,000

NEEDS ANALYSIS

Within the dynamic context of the conflict in Ukraine, the needs for restoring family links in various geographical regions are constantly changing, as do the number of people benefiting from the URCS's Tracing Service in different locations. The URCS assumes that most of the current RFL needs will continue over the next one to two years. The URCS and the ICRC are currently concentrating their efforts on collecting information about separated and missing persons, focusing primarily on protected persons under the Geneva Conventions. These efforts support the Ukrainian authorities (including the National Information Bureau of Ukraine) in fulfilling their obligations under international humanitarian law (IHL) to account for missing persons; transmit information about protected persons of the adverse party in their custody and provide answers to the families and accompany them through the process. Information about missing persons is collected and transmitted to the Central Tracing Agency (CTA) as a secure repository.

Since February 24, over 25,000 beneficiaries have contacted the RCRC Movement seeking or giving information about their loved ones. The URCS has consistently been a reliable partner for the ICRC in RFL and missing persons activities, both since the beginning of the conflict in Donbas areas and since its escalation throughout Ukraine. Currently, the URCS needs to enhance its organisational capacity to identify cases and develop a strategy for following up on the cases on the Ukrainian side, whenever relevant. It also needs to prepare to engage in emergency relief programmes for families, including those affected by the Donbas conflict. While the URCS Tracing Service has been increasingly involved in responding to RFL needs, further development is required to improve service delivery. Live monitoring and information gathering is ongoing; however, when the situation permits, conducting an RFL needs assessment will

provide deeper insights, particularly regarding the needs of vulnerable groups such as unaccompanied children and non-citizen within Ukraine.

Sectoral Strategy and Priorities

The Tracing Service focuses on reuniting families separated by the ongoing international armed conflict, natural disasters, and migration. It provides tracing and support services to families who have lost contact with relatives, regardless of nationality. A key priority is helping families whose relatives have gone missing due to the conflict in Ukraine. Utilising a dedicated “Tracing” database—which contained 323,742 information units as of 2022—the service ensures secure data management to support long-term restoration of family links. Information is also shared with the ICRC's Family Links Answers (FLA) database via secure channels like Aspera Faspex for joint processing and investigation, adhering to strict privacy regulations.

The service faces several challenges, including the emotional toll on beneficiaries affected by the conflict, limited human resources to manage ongoing requests related to past events, and a lack of public awareness about the service at the regional level. Despite these challenges, the Tracing Service continues to respond to requests, support families, and help prevent disappearances by securely managing and processing confidential information with modern tools. The service remains an essential part of the Global Restoring Family Links Network, aiding families both now and in the future.



Awareness-raising event ‘The Resilience of Volunteer Spirit – A Key to Community Social Cohesion!’, October 2023

Specific Objective, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Re-establish and maintain family contacts and tracing unaccounted individuals in IAC in Ukraine	SO 1.1 # of tracing cases initiated and processed in regions in accordance with the set criteria in RFL guidelines	2,000	2,500	2,500	2,500	2,500	12,000
	SO 1.2 # of tracing cases registered into the URCS "Trace" database	2,000	2,500	2,500	2,500	2,500	12,000
	SO 1.3 # of contacts with enquirers regarding revision of the cases	6,000	6,500	6,500	6,500	6,500	32,000
2. Respond to the needs of the Families of Missing (FOM)	SO 2.1 # of RFL staff and volunteers responding to the RFL needs of beneficiaries	35	40	40	40	40	40
	SO 2.2 # of RFL and tracing requests received and processed by local branches and National Committee	20,000	20,000	15,000	10,000	10,000	75,000
	SO 2.3 # of socialising events/informational meetings/visits to FOM	150	200	200	200	200	950
3. Build and strengthen capacity of the URCS in RFL	SO 3.1 # of the URCS volunteers provided with RFL trainings and involved in RFL activity from other sectors	20	20	20	20	20	20
	SO 3.2 # of people involved in implementation of RFL activities in URCS branches	-	10	10	10	10	10

SUB-SECTOR | Civil Military Cooperation

“Enhancing URCS Capacity in Ukraine’s Civil Military Cooperation through National and Regional Engagement, Ministry of Defence Collaboration, and Formalized Partnerships”

 Number of people in need	20,000
 Number of people targeted	6,830
 Number of partners	2
 Funding requirements (USD)	1,240,000

NEEDS ANALYSIS

Due to the ongoing IAC in Ukraine, the capacity of government to respond to war-related needs have diminished, primarily because of an overwhelming workload. An initial assessment conducted by URCS revealed several key needs.

Proper and dignified management of the dead is one of the three key pillars of humanitarian response and a fundamental factor in facilitating identification of the deceased and helping families discover the fate of their loved ones. Due to the increase in losses of military personnel of Ukraine’s Defence Forces, the existing infrastructure is overwhelmed, including storage spaces (morgues) and specialized vehicles. The substandard conditions lead to further challenges with identification and puts pressure on families during the burial process.

The URCS priorities are:

- proper transportation using own specialized vehicles and dedicated teams;
- support for morgues with repair and temporary refrigerator containers;
- supporting face recognition, DNA testing and other measures to increase the chances of successful identification.

People released from captivity (civilians and militaries) face overlapping vulnerabilities, including psychological and physical trauma, loss of livelihoods, and isolation in their own communities. The existing social welfare and healthcare system has a limited capacity for specific groups.

Sectoral Strategy and Priorities

To enhance interventions and meet the needs, several key operational steps have been identified.

URCS will cover the whole process of transportation of dead bodies, which include onboarding drivers, providing consumables, and supporting proper coordination. The given process encompasses the procurement of refrigerated vehicles, which are designed and equipped specifically for the intended purpose. The technical quality is based on formal standards developed jointly with the ICRC, which include SOPs, cleaning guidelines and specifications.

URCS will assess short and mid-term needs of morgues to ensure that the support covers the most acute needs. The refrigerator containers are to be designed and built locally utilizing existing experience and expertise.

URCS will be working with the Ministry of Defence to find the gaps in the identification process and provide the support for better identification.

URCS will support the transit centre for people released from captivity based on needs assessment and using the available in-kind items and funding to cover the existing gaps. Support can include provision of basic items, including mattresses, bed linen, or hygiene items.

URCS will support people released from captivity via existing URCS services at community level, including legal consultations, psychosocial support, rehabilitation, cash grants, and vocational training, while also using the referral mechanism.



Large-scale emergency response training - Kyiv, February 2024

Specific Objective, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Enhance the URCS's capacity in Ukraine's civil military cooperation through national and regional engagement, collaboration with the Ministry of Defence, and formalised partnerships	SO 1.1 # of families supported to receive their loved one for burial at home	-	800	1,000	1,000	1,000	3,800
	SO 1.2 # of morgues benefitting from increased storage capacity	-	-	10	10	10	30
	SO 1.3 # of people released from captivity that are supported with basic items in transit centres	-	-	500	500	500	1,500
	SO 1.4 # of people released from captivity that are supported by URCS in the post-transit stage	-	-	500	500	500	1,500



Summit 'The Veteran's Path from Military Service to Civilian Life' - Kyiv, May 2024

HUMANITARIAN EDUCATION



The URCS is strategically expanding its climate change adaptation activities, focusing on building resilience in vulnerable communities and ensuring proactive responses to climate-related crises. These efforts will be closely integrated with the disaster risk reduction (DRR) and disaster risk management (DRM) sub-sectors, incorporating early warning systems to trigger timely humanitarian actions. Although climate change is a relatively new focus for the URCS, the organisation plans to establish a dedicated climate adaptation sub-sector and pilot key initiatives through 2025. This will include scaling up projects and implementing forecast-based mechanisms, especially in regions like the Carpathians, where floods are prevalent. The URCS aims to be a critical player in climate resilience by enhancing collaboration with local and national authorities, research institutions, and entrepreneurs through micro-grants and partnerships.

In parallel, the URCS continues to strengthen its role in disseminating international humanitarian law and protecting the Red Cross emblem. Since 2014 and especially following the escalation of conflict in 2022, the URCS has expanded its IHL activities, targeting key societal groups like academics, diplomats, and volunteers in high-risk regions. Through established partnerships with ministries and government bodies, the URCS plays a leading role in the correct use of the Red Cross emblem and IHL enforcement. Guided by its Humanitarian Diplomacy and Advocacy Strategy, the URCS focuses on providing expert support for IHL implementation, organising national and international events, and raising public awareness about the emblem and IHL. These activities ensure that the URCS remains at the forefront of humanitarian law dissemination and protection efforts across Ukraine.

Education and first aid remain central to the URCS's mission. In 2023, the organisation introduced the Education in Emergencies (EiE) Department, which focuses on supporting students and educators in conflict-affected areas. Partnering with various international Red Cross societies, the EiE programme addresses urgent educational needs through school rehabilitation, the provision of educational materials, and youth engagement activities. At the same time, the URCS's longstanding first aid programme, legally recognised and trademarked by the Ministry of Justice, aims to expand accessibility and adapt to the evolving needs of the Ukrainian population,

particularly vulnerable groups. The URCS continues to enhance its first aid training programme through digital platforms, integrating telemedicine, and developing specialised materials, ensuring that communities across Ukraine receive vital emergency response education.



Training on International Humanitarian Law for Ukrainian Red Cross Staff
- Kyiv, October 2023

SUB-SECTOR | Climate Change Adaptation

“Monitoring and Managing Climate Change Adaptation Impacts in Ukraine”

 Number of people in need	30,000,000
 Number of people targeted	5,000,000
 Number of partners	5
 Funding requirements (USD)	2,000,000

NEEDS ANALYSIS

The URCS is collaborating with various partners to protect vulnerable communities from the impacts of climate change, which directly aligns with its humanitarian mission. Climate change is anticipated to increase the frequency and severity of weather-related disasters in Ukraine, putting pressure on the URCS and SESU to respond effectively. The CCA programme aims to build society’s capacity to mitigate risks by adapting to changing weather patterns, thereby protecting lives, health, and well-being. The URCS will integrate CCA into broader disaster risk reduction efforts, using guidelines from the IFRC to assess risks, foster partnerships, and enhance communication and advocacy on climate-related crises.

The URCS will focus on disaster preparedness at local, regional, and national levels by embedding climate adaptation strategies into sustainable development and poverty reduction plans. Key initiatives include establishing a climate surveillance centre, promoting forecast-based actions, and addressing the intersection of health and climate change. The warming climate is expected to exacerbate public health issues such as vector-borne diseases, waterborne illnesses, and respiratory conditions caused by air pollution. The URCS will foster environmental responsibility by promoting water conservation, energy efficiency, and cleaner energy sources, all while addressing the long-term impacts of the ongoing armed conflict on local communities.

Sectoral Strategies and Priorities

The URCS’s CCA activities will focus on ensuring that authorities, communities, and the URCS take proactive measures to anticipate, prepare for, and

respond to climate-related crises in coordination with the DRR and DRM sub-sectors. Efforts will prioritise vulnerable communities, integrating early warning systems into disaster response to trigger systematic early humanitarian actions. While the URCS has experience in disaster response and public information campaigns, the specific focus on climate change is relatively new. Therefore, from now until the end of the One Plan in 2025, the URCS will establish a climate adaptation sub-sector, initiate pilot projects, and begin scaling up key activities.

Integrating CCA into existing URCS sub-sectors, especially disaster management, will be a priority. This includes building forecast-based mechanisms and anticipatory actions for flood responses in the Carpathians and addressing other crises like heat waves. The URCS will also establish a Public Health and Climate Surveillance Centre in Ivano-Frankivsk to explore the climate-health nexus and contribute to national and local strategies. Partnerships with national actors and research organisations will be explored, and micro-grants will support climate-smart entrepreneurs, further solidifying the URCS’s role in the climate sector.



Activities of the Ukrainian Red Cross Rapid Response Units in the Zaporizhzhia Region, January 2024

Specific Objectives, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Support controlling and measuring effects of the CCA programme on the territory of Ukraine	SO 1.1 # of CCA assessments	0	0	0	0	1	1
	SO 1.2 # of CCA pilots	0	0	0	0	3	3
	SO 1.3 # of Forecast Based Actions piloted in Carpathian Region	0	0	0	0	1	1
	SO 1.4 # of publications from the Health and Climate Surveillance Centre established and integrated with PHC	0	0	1	0	0	1



Memorandum of cooperation between the Ukrainian Red Cross Society and the State Labor Service of Ukraine, September 2023.

SUB-SECTOR | International Humanitarian Law

“Enhancing IHL Collaboration through Public Campaigns, Authority Cooperation, and Capacity Building”

 Number of people in need	30,000,000
 Number of people targeted	500,000
 Number of partners	7
 Funding requirements (USD)	1,400,000

NEEDS ANALYSIS

In the current international armed conflict, the importance of international humanitarian law is greater than ever, though it faces increasing challenges. Misuse and misunderstanding of the Red Cross emblem pose serious risks to URCS staff, volunteers, and partners. The URCS has a strong foundation in IHL and can draw on expertise within the Movement to enhance its role in protecting the emblem and promoting IHL. The IHL Commission, established in 1998 through the URCS’s humanitarian efforts with Ukrainian authorities, plays a key role in advising on IHL developments, monitoring compliance, and promoting the law at the national level. However, a 2021 report by Global Rights Compliance highlights gaps in Ukraine’s legal framework for prosecuting war crimes, protecting civilians, and safeguarding cultural property.

The report further identifies shortcomings in dissemination and training on IHL across key groups in Ukraine, including the armed forces, police, university students, public officials, and the general public. The URCS has prioritised stakeholder engagement, with an emphasis on women’s meaningful participation, which is recognised as a factor for positive change in humanitarian efforts. The ongoing conflict amplifies the urgency of implementing IHL not only for military personnel, but also for civilians. Moreover, the frequent misuse of the Red Cross emblem requires enhanced efforts to ensure its lawful and protected use, given its vital role during conflicts.

Sectoral Strategies and Priorities

The URCS has a unique mandate as both an auxiliary to the government and a key player in the dissemination of IHL. With years of experience in promoting IHL, the URCS is well-positioned to address the current challenges, particularly through its collaboration with government bodies like the National IHL Commission and several ministries. The Commission, though largely inactive since 2017, has the potential to become a vital forum for addressing protection and dissemination issues, with the URCS playing a leading role. The organisation has also been proactive in promoting the correct use of the Red Cross emblem, partnering with the Ministry of Defence (MoD) and the MoH, and recently signing an MoU with the MoD to further enhance IHL dissemination.

Since 2014, and especially following the escalation of conflict in February 2022, the URCS has expanded its IHL activities significantly, focusing on densely populated areas and regions where implementing IHL is critical. The target audience now includes academics, journalists, youth activists, diplomats, and volunteers, among others. The URCS has also established partnerships with key ministries, reinforcing its role in Red Cross emblem protection and IHL enforcement. The URCS’ efforts are guided by its Humanitarian Diplomacy and Advocacy Strategy, which emphasises engagement with national authorities, providing expert support for IHL implementation, and organising joint events to promote IHL at both national and international levels.



Signing of the Manifesto on the creation of the Alliance of Ukrainian Civil Society Organizations, September 2023.

Specific Objective, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Increase public awareness and protection of the Red Cross (RC) emblem by conducting public awareness campaigns, addressing cases of misuse, and training the URCS volunteers and staff, including senior regional branch management, on the proper use and protection of the emblem	SO 1.1 # of public awareness activities on the RC emblem	15	15	15	15	15	75
	SO 1.2 # of successful interventions on misuse cases	20	20	20	20	20	100
	SO 1.3 # of volunteers and staff trained on RC emblem protection	500	500	500	500	500	2,500
2. Expand knowledge of International Humanitarian Law (IHL) by training URCS volunteers, staff, and key societal groups, establishing partnerships with educational institutions, and organising IHL seminars and events	SO 2.1 # of URCS volunteers and staff trained on IHL	500	500	500	500	500	2,500
	SO 2.2 # of people external to the URCS trained on IHL	3,000	3,000	3,000	3,000	3,000	15,000
	SO 2.3 # of IHL educational events	45	50	50	50	50	245
3. Strengthen collaboration on International Humanitarian Law (IHL) by conducting joint public campaigns, formalising cooperation with key authorities, engaging national and local representatives in IHL activities, participating in international IHL initiatives, and improving IHL knowledge among community and national actors	SO 3.1 # of joint activities (public campaigns, IHL awareness rising events)	5	5	5	5	5	25
	SO 3.2 # of representatives from national and local authorities who participated in IHL activities with the support of the URCS	100	130	150	150	150	680
	SO 3.3 % of trained community and national actors who demonstrated improved knowledge of IHL	-	85%	85%	90%	100%	100%

SUB-SECTOR | Education in Emergencies

“Strengthening Protection, Safety, and Access to Education for Enhanced Well-being and Continuity”

 Number of people in need	300,000
 Number of people targeted	40,000
 Number of partners	3
 Funding requirements (USD)	500,000

NEEDS ANALYSIS

Since February 2022, 365 educational institutions have been destroyed and 3,698 damaged, with Donetsk, Kharkiv, and Dnipropetrovsk regions being the most affected³⁵. Learning disruptions persist due to ongoing attacks, electricity shortages, and a lack of access to technology, especially in areas where schools lack adequate shelters, learning materials, and internet. While some schools are using blended learning modes, issues with overcrowded and unsafe shelters further restrict access to quality education. In Kyiv region, parents report that shelters are often wet, making children sick, which limits consistent in-person learning.

Additionally, millions of children require psychosocial support, and displaced children face social adaptation challenges. Economic difficulties have led to reduced spending on education, impacting vulnerable groups like internally displaced children and those near active hostilities. Significant gaps remain in the provision of critical education services, particularly in explosive ordnance risk education and psychosocial support, with 2 million children lacking EORE and 1.3 million without adequate mental health support. Despite ongoing efforts, coverage for these services is insufficient, highlighting the need for urgent intervention by organisations like the URCS and other humanitarian groups.



Training on truck driving during emergencies for Ukrainian Red Cross employees, October 2023.



Information and awareness-raising event «The Resilience of Volunteerism – the Key to Community Social Cohesion!», October 2023.

Sectoral Strategies and Priorities

The URCS is active across all regions, providing first aid training, mine risk education, and psychological support) kits to families. Through strong partnerships with national and regional education authorities, the URCS organises its education activities in a structured, multidisciplinary way. Teachers and parents often serve as volunteers. The Movement for Education (M4E) pilot programme, supported by the Norwegian Red Cross, enhances access to education by coordinating efforts between the URCS, the ICRC, and the IFRC. The M4E programme focuses on building capacity through coaching, developing technical tools, and strengthening coordination with the ICRC and other National Societies to improve education services for vulnerable groups, especially in conflict-affected areas.

In 2023, the organisation established the Education in Emergencies (EiE) Unit to support students and educators in conflict-affected areas. In collaboration with IFRC, ICRC and PNSs including the Danish, Spanish, Norwegian, Luxembourg, and Italian Red Cross, the EiE programme addressed urgent educational needs through school rehabilitation, the distribution of learning materials, and youth engagement initiatives. Working alongside other URCS departments such as First Aid, EORE, and Psychosocial Support, the EiE Department piloted a needs-based, adaptive approach grounded in continuous assessment and co-designed interventions.

In regions heavily impacted by conflict and displacement, such as Dnipro and Mykolaiv, the programme played a complementary role in ongoing humanitarian efforts. However, following a strategic review by URCS management and prioritisation of key

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focus areas, it was decided to phase out the standalone EiE unit. Elements of the programme particularly those related to mine risk education, youth education and first aid education will be integrated into existing URCS programmes to maintain continuity and impact.

Specific Objective, Indicators and Targets

Specific objective	Indicators	Targets		Total
		2023	2024	
1. Enhance protection, safety and well-being of, in and around education	SO 1.1 # of regions implementing the EiE strategy	5	10	15
2. Enhance access to and continuity of education	SO 2.1 # of schools involved in the activities of EiE	5	10	15
	SO 2.2 # of people covered by the EiE programme	5,000	15,000	20,000
	SO 2.3 % of people who reported satisfaction with the quality and appropriateness of the EiE programme	85%	85%	85%



Equipping the hospital in the city of Vyshneve with solar panels with the support of the Ukrainian Red Cross, October 2023.

SUB-SECTOR | First Aid

“Strengthening First Aid Legal Framework, Expanding Reach, and Enhancing Digital Accessibility in Conflict Contexts”

 Number of people in need	30,000,000
 Number of people targeted	500,000
 Number of partners	5
 Funding requirements (USD)	2,000,000

NEEDS ANALYSIS

The ongoing conflict in Ukraine has severely hindered access to essential health services, particularly first aid training and emergency response. The URCS plays a vital role in providing lifesaving first aid training, especially in conflict-affected and remote areas. As hostilities have intensified, the demand for first aid skills has grown among the general population, volunteer responders, and staff due to the rise in injuries and limited access to professional medical care. Expanding and adapting first aid training programmes is crucial to strengthening community resilience and preparedness.

First aid remains an essential and mandated activity, aimed at equipping individuals with critical skills to reduce injury-related morbidity and mortality. In the context of widespread military attacks, this responsibility has become even more pressing. The need for first aid training extends to all population groups, particularly vulnerable and at-risk individuals who are disproportionately affected by the conflict. Ensuring broad access to these life-saving skills is critical to addressing the heightened risks and emergencies that arise during such challenging times.



Training youth in first aid techniques – Kharkiv, May 2024. Photo by Andrii Vlasyk

Sectoral Strategy and Priorities

First aid training is a strategic priority for the URCS and the organisation is legally recognised by Ukraine’s Cabinet of Ministers as an official training centre. Established more than 70 years ago, the programme gained international status in 2011 and was trademarked by the Ministry of Justice in 2019. The URCS programme is integral to various state-level agreements and aims to enhance the legal framework surrounding first aid. Efforts focus on revising certification processes, updating methodologies, and creating specialised training for individuals with disabilities to expand accessibility and effectiveness.

The URCS is committed to improving first aid training through digital platforms, integrating telemedicine, and commercialisation strategies for financial sustainability. Key initiatives include expanding e-learning tools, creating new first aid products, and forming strategic corporate partnerships. Additionally, the URCS aims to strengthen community engagement by partnering with local NGOs and institutions to increase access to first aid in underserved areas. Efforts to improve training quality include developing specialised materials for vulnerable groups and establishing regional hubs for the professional development of trainers to maintain consistent standards.



Presentation of a first aid book written in Braille, September 2023.

Specific Objectives, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Expand the FA reach and adapt the FA teaching materials applicable to IAC context	SO 1.1 # of people trained in First Aid	100,000	150,000	150,000	150,000	150,000	700,000
	SO 1.2 # of new URCS instructors trained in First Aid	460	500	500	500	500	2,460
	SO 1.3 # of people with disabilities trained in First Aid	-	150	150	150	150	600
	SO 1.4 # of people who completed the training «First Aid for Pets»	-	150	150	150	150	600
	SO 1.5 % of people who reported learning new implementable skills in First Aid	-	-	50%	70%	80%	80%
2. Enhance digital accessibility and efficiency of the First Aid training	2.1 % of training programmes available in digital format	-	10%	50%	70%	100%	100%



Training Sumy responders in first aid — Sumy, July 2024

QUALITY CONTROL AND ACCOUNTABILITY



The Quality Control and Accountability Department encompasses Planning, Monitoring, Evaluation, and Reporting (PMER), Information Management (IM), Community Engagement and Accountability (CEA), and Protection, Gender, Inclusion (PGI) and Safeguarding. Effective PMER and IM are crucial for the URCS to be able to achieve long-term sustainability and manage projects efficiently. PMER facilitates results-based management, enhancing programme implementation, knowledge sharing, and accountability to both donors and communities. However, PMER is not yet fully integrated into the URCS's organisational culture, especially at regional and branch levels, which limits its effectiveness. To overcome these issues, the URCS is working on developing comprehensive PMER and IM guidelines, refining monitoring and evaluation tools, and enhancing reporting mechanisms to improve data management, protection, and quality, and to ensure transparency.

CEA is also critical to the URCS's operations. It ensures that the needs and feedback of affected communities shape programmes and services. CEA efforts have faced challenges due to limited staff and decentralised operations, but the URCS remains committed to building a stronger CEA system. The organisation has recently expanded its CEA Unit and is working to fully integrate CEA at all levels, with a focus on building trust with communities and ensuring inclusive humanitarian responses. CEA approaches are already being applied across programmes such as mobile health units and psychosocial support, with efforts aimed at improving staff training and feedback mechanisms.

The URCS is also focused on strengthening institutional policies around PGI, as well as safeguarding. The goal is to ensure that programmes prevent harm and address the needs of vulnerable and marginalised groups, especially in situations of violence or discrimination. The PGI and Safeguarding Unit is working with government ministries and NGOs to develop policies, train staff on gender-based violence (GBV) response, and map referral pathways for survivors. These efforts aim to institutionalise PGI and safeguarding within the URCS, ensuring that all humanitarian activities are inclusive, survivor-centred, and responsive to the diverse needs of affected populations.



Conducting joint rescue operation and assessment in Sviatoshynskyi – Kyiv, April 2025. Photo by Valeriia Butko

SUB-SECTOR | Community Engagement and Accountability

“Building Community Resilience Through Trust, Participation, and Institutionalising CEA in URCS Operations”

 Number of Partners	8
 Funding requirement (USD)	4,000,000

NEEDS ANALYSIS

Humanitarian needs in Ukraine span multiple sectors, with vulnerable groups, including the older people, people with disabilities, and minorities, particularly affected. However, there are critical gaps in access to humanitarian aid, especially for rural communities and those reliant on in-person interactions, particularly as communication networks have been compromised by cyber-attacks and infrastructural damage. Digital communication, a key tool for disseminating aid information, has proven less effective for marginalised populations who may not have access to digital devices or have the technical knowledge to navigate online platforms.

CEA is a vital cross-cutting theme that interacts with all URCS programmes and operations. CEA enhances the effectiveness, sustainability, and quality of these efforts by ensuring that community needs and feedback are integrated throughout the programme cycle, from assessment to evaluation. CEA helps the URCS understand and adapt to the changing needs of the communities it serves, manage expectations, and improve coordination with other agencies, donors, and government entities. By building trust and fostering community-led solutions, CEA enables stronger relationships between the URCS and affected populations, facilitating safer access for staff and volunteers.

The URCS's efforts to enhance CEA have been challenged by competing priorities, limited staff capacity, and decentralised operations across its branches. Although the URCS has received a substantial amount of feedback from affected communities, integrating this feedback into action has been hindered by inadequate systems at the local level and the absence of dedicated CEA staff in many branches. Nonetheless, URCS leadership is committed to improving community participation and ensuring that humanitarian response is more inclusive. Strengthening CEA approaches, increasing staff training, and adapting tools to the Ukrainian context are crucial steps toward building a sustainable system that prioritises accountability and community engagement in relief efforts.

Sectoral Strategies and Priorities

Since 2014, the URCS has applied CEA approaches in various of its programmes, including mobile health units, community first aid, risk awareness, and psychosocial support, with the recent expansion of a dedicated CEA Unit to mainstream these approaches. In 2023, the CEA Unit expanded its team to include roles focusing on sectoral and regional support, feedback analysis, and collaboration with various levels of the organisation. This enhanced structure aims to fully integrate CEA at the national, oblast, and branch levels. The overarching goal of CEA is to ensure that the diverse needs and preferences of affected communities guide URCS operations and that communities perceive the Red Cross as a trusted partner. CEA will be essential for delivering the URCS strategic vision and supporting the organisation's broader humanitarian and development goals. This approach is informed by the Movement-wide Minimum Commitments for CEA, focusing on participation and feedback, information as aid, behaviour change communication, and evidence-based advocacy.



Info Center staff operating the hotline of the Ukrainian Red Cross Society - Lviv, April 2024

Specific Objectives, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Ensure communities are more resilient to crises because they can make informed decisions and perceive the Red Cross as a trusted organisation	SO 1.1 % of people who reported that they knew how to provide feedback	30%	50%	70%	80%	90%	90%
	SO 1.2 # of volunteers and staff trained in CEA and information provision	100	300	300	300	300	1,300
	SO 1.3 % of volunteers and staff who demonstrated increased knowledge in CEA	-	30%	30%	50%	80%	80%
2. Facilitate participation of affected people and utilise community feedback to make operational changes	SO 2.1 # of requests/ feedback/ complaints received by Information Centre (only by phone)	100,000	150,000	180,000	180,000	180,000	790,000
	SO 2.2 % of people who received a timely response to their feedback	50%	75%	80%	95%	95%	95%
	SO 2.3 % of requests/ feedback/ complaints that were successfully addressed	65%	80%	90%	95%	95%	95%
3. Strengthen and institutionalise CEA at all levels in the URCS	SO 3.1 # of programmes which have integrated budget for CEA activities	-	10	20	20	20	20

SUB-SECTOR | Protection Gender and Inclusion and Safeguarding

“Strengthening URCS Institutional Capacity in PGI and Safeguarding for Comprehensive Programme Integration and Incident Prevention”

 Number of Partners	5
 Funding requirement (USD)	750,000

NEEDS ANALYSIS

The full-scale war has triggered a severe humanitarian crisis, displacing millions both internally and across borders. Nearly 5 million people remain internally displaced, while 8 million have become refugees, with 90% of them being women and children. The conflict has intensified pre-existing gender vulnerabilities, including heightened risks of trafficking, family separation, and sexual and gender-based violence (SGBV). These issues are compounded by the lack of adequate safeguarding mechanisms and support services for SGBV survivors, underscoring the need for stronger institutional measures to address these challenges.

To tackle these issues, the URCS is focusing on strengthening its institutional policies and structures for safeguarding and PGI. The goal is to create safe, inclusive programming that prevents harm and responds effectively to violence and discrimination. By mainstreaming PGI into its sectoral activities, the URCS aims to ensure equitable access to services for vulnerable and marginalised populations. This includes implementing a systematic do-no-harm approach in all interventions and ensuring dignity, safety, and participation for all affected people, especially those facing violence, discrimination, and exclusion.



Awareness-raising campaign dedicated to the anniversary of Russia's full-scale invasion of Ukraine, February 2024

Sectoral Strategies and Priorities

PGI and safeguarding are essential, cross-cutting components of the URCS's mission. These approaches ensure that the vulnerabilities, barriers, and risks faced by different groups, especially marginalised populations, are addressed. Societal structures and power dynamics affect access to resources and protection, requiring PGI mainstreaming across all URCS activities to achieve the organisation's mission of helping vulnerable populations and preventing humanitarian crises. PGI aims to address violence, discrimination, and exclusion by analysing social inequalities and collaborating with government entities and organisations to provide comprehensive support, especially for survivors of GBV.

The URCS's PGI and Safeguarding Unit works in partnership with key stakeholders, including government ministries and NGOs, to enhance diverse people's safety, dignity, and participation in humanitarian action. This includes developing and implementing PGI-related policies, conducting staff training on PGI standards and GBV response, and mapping referral pathways for GBV survivors. The Unit's efforts focus on institutionalising PGI in the URCS through policy development, capacity building, and fostering partnerships with external organisations. Through these initiatives, the URCS seeks to strengthen its safeguarding mechanisms, ensuring that its humanitarian activities are inclusive, survivor-centred, and responsive to the needs of all affected populations.



Rescuing elderly woman from drone strike rubble — Kyiv, October 2022. Photo by Pavlo Petrov

Specific Objective, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Strengthen the URCS institutional capacity on PGI	SO 1.1 # of URCS policies, strategies and guidelines where PGI Unit provided input	-	3	2	4	4	13
2. Integrate Protection, Gender and Inclusion (PGI) into all programmes, operations and services	SO 2.1 % of URCS staff that have signed the URCS PGI Policy	-	300	300	300	300	1,200
	SO 2.2 # of staff and volunteers who received PGI-related training	-	300	300	300	300	1,200
	SO 2.3 # of PGI modules to be included into sectoral/programme trainings	-	5	5	5	5	20
	SO 2.4 # of oblasts that have completed referral pathways	-	20	25	-	-	25
3. Strengthen URCS institutional capacity on safeguarding and ensure adequate mechanisms are in place to support prevention and response to safeguarding incidents	SO 3.1 # of URCS programmes for which safeguarding guidelines were created and implemented	-	5	5	5	5	20
	SO 3.2 # of URCS staff and volunteers trained on safeguarding	-	300	300	300	300	1,200
	SO 3.3 % of URCS branches which have undertaken a safeguarding self-audit	-	20%	25%	40%	60%	60%

SUB-SECTOR | Planning, Monitoring, Evaluation, and Reporting

“Establishing a Comprehensive PMER System for Strategic Planning, Evaluation, and Project Monitoring”

Number of Partners	5
 Funding requirement (USD)	3,000,000



NEEDS ANALYSIS

Planning, monitoring, evaluation, and reporting are vital for the long-term sustainability of any organisation and play a key role in project management. Effective PMER supports quality results-based management, leading to improved programme and project implementation aligned with the organisation's mission. It also fosters organisational learning, knowledge sharing, and accountability to both donors and the communities served. However, the URCS currently faces limited PMER capacity, particularly at the regional and branch levels. PMER has not yet been fully integrated into the organisational culture, making it difficult for staff and volunteers to recognise its importance in their activities and within the broader organisation.

To address these gaps, the URCS needs to develop PMER guidelines, establish comprehensive monitoring and evaluation tools, and enhance reporting mechanisms, with a focus on data quality assurance. This will ensure accountability and transparency to URCS programmatic development and implementation across all the organisation's operations, in line with the URCS One Plan. Since the conflict escalation, some tools, such as the One Plan online progress tracking system and six-month reporting, have been introduced to improve planning and monitoring. As of 2023, six-month data collection has been initiated based on the URCS One Plan indicators, but there is still a need for regular (monthly) data tracking and validation from field operations.

Sectoral Strategy and Priorities

The URCS adopts a results-based management (RBM) approach to enhance performance and accountability toward its stakeholders, particularly the communities it serves. This approach applies across all branches, services, and leadership levels within the organisation. RBM focuses on institutional learning, which is critical for improving programmes and achieving the URCS's mission efficiently and sustainably. Evaluations play a key role in this process by reflecting on the successes and challenges of programmes, ensuring that intended impacts are achieved. The PMER Unit supports strategic goals by fostering transformational learning, quality-focused programming, and transparency, ensuring that all actions align with the URCS's vision.

To operationalise PMER, the unit focuses on key activities such as strategic and operational planning, monitoring, policy development, capacity building, and evaluations. These actions are integrated across all levels of the organisation, ensuring systematic reporting and data collection for informed decision-making. The PMER Unit's functions have expanded significantly, particularly in the regions, and now include robust planning, monitoring, and evaluation practices, which are critical for assessing programme effectiveness. By 2025, a final assessment will be conducted to capture lessons learned and guide future programme planning. Creating a standardised PMER system across all sectors and enhancing staff engagement throughout the project cycle remain the top priorities for the URCS PMER Unit.



Responding to flood emergency with SES Ukraine – Chernihiv region, February 2024. Photo by Natalina Kovaliova

Specific Objective, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1.Create robust PMER system	SO 1.1 % of programme indicators that have reference sheets and proper methodology	100%	100%	100%	100%	100%	100%
	SO 1.2 # of trainings conducted for staff at national and regional level	0	3	5	5	5	18
	SO 1.3 # of lessons learned workshops conducted by PMER unit	0	10	20	20	20	70
	SO 1.4 % of projects where at least 3-10% for M&E is budgeted	80%	100%	100%	100%	100%	100%
	SO 1.5 # of post distribution /activity monitoring surveys conducted with PMER involvement	0	0	30	30	30	90



Capacity-building workshop for Ukrainian Red Cross specialists on delivering assistance to the population – Kyiv, October 2023.

SUB-SECTOR | Information Management

“Enhancing URCS Operations Through Improved Information Management and Decision-Making”

 Number of Partners	5
 Funding requirement (USD)	1,000,000

NEEDS ANALYSIS

The URCS operates in a complex and dynamic environment characterised by rapid changes in needs. Effective information management is crucial for the URCS to be able to respond efficiently, allocate resources optimally, make informed decisions, and ensure accountability. The URCS's operational activities are distributed across a vast and frequently inaccessible geographical area. The geographic dispersion of the organisation presents a significant challenge in terms of data collection, storage, and analysis.

The ever-changing humanitarian context requires immediate access to accurate and up-to-date information. The URCS's capacity to collect, process, and analyse data in a timely manner is of paramount importance for identifying vulnerable populations, assessing needs, and allocating resources effectively. The URCS's information management system is challenged by the complexity of the operating environment, data quality issues, and fragmented systems. Overcoming these challenges requires a comprehensive approach that includes investing in robust information infrastructure, developing the capacity of staff, and implementing standardised data management practices.

Sectoral Strategy and Priorities

The Information Management Unit plays a vital role in ensuring the URCS's success by enabling effective data management and utilisation. The unit focuses on three key pillars, aiming to enhance operational support, strengthen data literacy, and improve data interoperability across the organisation.

- Enhanced Operational Support assists various operational sectors with project implementation by providing comprehensive data services, including collection, processing, storage, analysis, and visualisation of data. This ensures that teams have access to the data they need for informed decision-making.
- Capacity Strengthening focuses on improving data literacy within the organisation. This includes enhancing knowledge of data processes and building the capacity of both the URCS national committee and regional branches to implement digital tools for efficient data collection and management.
- Improved Data Interoperability prioritises monitoring and optimising data flows while standardising unified data sets. By linking different data sources, the IM unit aims to generate new insights and improve overall data integration across the organisation.



Signing of the Memorandum of Cooperation and Partnership between the National Guard and the Ukrainian Red Cross, July 2024

Specific Objective, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Support the URCS operations and programmes to acquire, process, store, and utilise information for more effective management and decision-making	SO 1.1 % of subsectors regularly supported with information management	50%	60%	80%	90%	90%	90%
	SO 1.2 # of dashboards developed/updated in consultation with sectoral teams to facilitate data analysis	50	60	100	130	130	130
	SO 1.3 # of staff and volunteers trained on information management and/or data literacy	-	50	250	300	300	300



Meeting on cooperation with representatives of the British Red Cross, January 2024.



Joint emergency drills with SES Ukraine – Khmelnytskyi region, February 2024. Photo by Natalina Kovaliova

PILLAR 2:

SUSTAINABLE DEVELOPMENT AND QUALIFIED SERVICES



SUB-SECTOR | Finance Development

“Enhancing Financial Management, Accountability, and Governance for Improved Reporting and Efficiency”

 Number of Partners	2
 Funding requirement (USD)	2,000,000

NEEDS ANALYSIS

The Finance Development Plan is based on insights from a needs assessment conducted by the Norwegian Red Cross in October 2021 and a review in July 2023. The assessment revealed that excessive focus on donor reporting and compliance has led to the neglect of internal financial management needs, such as budgeting and treasury management at the corporate level. Organisational financial statements are not produced regularly, and headquarters’ financial audits are delayed. The current finance department is structured around regulatory requirements and donor needs rather than specialised functions, and two parallel structures affect its efficiency. Moreover, the current system lacks control over branch financial management and has poor communication links between headquarters and branches. Additionally, there is a gap in governance oversight at the Board level, as there is no structured committee to monitor financial reporting integrity, audit processes, and internal control systems.

Finance Development aims to address these issues by improving the URCS’s financial management capacities, enabling it to implement its humanitarian mandate effectively. Key activities include shifting the department from a donor-based structure to a function-based one, enhancing audit timing, and strengthening internal controls to reduce risks. It also focuses on improving transparency, accountability, and communication across departments and branches. Governance and senior management roles will be strengthened through revised policies and procedures, enabling more informed decision-making and oversight. The overall goal is to improve the department’s efficiency, the reliability of financial reporting, and internal processes.

Sectoral Strategies and Priorities

Finance Development is transversal, impacting all levels and structural units of the URCS, including headquarters, regional, and local branches. It is closely interdependent with units such as logistics, digital transformation, branch development, and social services standardisation. As one of the six strategic objectives of the URCS National Strategy 2021-2025, Finance Development contributes to enhancing the URCS’s efficiency, effectiveness, transparency, and accountability. Since 2018, Finance Development has evolved, starting as part of the URCS National Transit Strategy 2018-2020 and continuing under the current National Strategy and the Norwegian Red Cross Needs Assessment in 2021. It spans the entire organisation and is currently approaching the midpoint of its current 2022-2025 phase.

Key activities for this phase include conducting assessments of selected branches, bi-monthly progress meetings, and workshops for finance department planning. External auditor Deloitte is responsible for auditing the URCS’s financials from 2017 to 2022, with reports published on the website and findings addressed through corrective plans. Internal audits for 2022 and 2023 are ongoing, while governance reforms are being prepared, including the development of compliance functions, anti-fraud policies, and risk management frameworks. The Finance Manual is being revised, and staff will undergo training on the updated policies. The implementation of a new finance department structure is also part of this phase.



Informing about mine danger in Chernihiv region, February 2024.

Strategic Objectives, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Improve financial management which is grounded in a due diligence/needs assessment/external & internal audits at the HQ and branch level	SO 1.1 % of implementation on the plan of action developed at NHQ and branches	30%	60%	100%	100%	100%	100%
2. Improve accountability, transparency & governance	SO 2.1 # of internal audit reports produced	4	4	6	6	6	20
	SO 2.2 % of actions recommended by the external audit that are completed	80%	80%	80%	90%	100%	100%
	SO 2.3 % of staff who are aware of their authority/responsibility and documents are approved by relevant persons	60%	80%	100%	100%	100%	100%
	SO 2.4 % of internal audit recommendation implemented	0	0	100%	100%	100%	100%
	SO 2.5 % implemented recommendation by Audit Risk, Management and Ethics Committee	0	0	100%	100%	100%	100%
3. Improve efficiency, reliability and relevance of financial reporting and department structure	SO 3.1 % of departments covered with automated financial reports through the new accounting software	30%	65%	100%	100%	100%	100%



Distribution of food kits and ceramic heaters in the city of Romny, February 2024.

SUB-SECTOR | Resource Mobilisation and Fund Development

“Securing Sustainable Funding for the Organisation’s Core Activities by Attracting Donations”

 Number of Partners	3
 Funding requirement (USD)	4,000,000

NEEDS ANALYSIS

The primary mission of the Resource Mobilisation (RM) Unit is to establish sustainable and trustworthy relationships with private donors, both corporate and individual, to increase public confidence in the Red Cross and offer convenient ways to support the URCS. The goal is to secure sustainable funding for the organisation’s core activities by attracting private donations.

The URCS is steadily evolving into a financially independent organisation with a growing share of domestic donors. However, the international armed conflict has significantly impacted resource mobilisation efforts. The ongoing “face-to-face” (F2F) campaign was halted, and most private donations now come from individuals and campaigns abroad, while domestic donations have sharply declined. This decline is due to the economic downturn caused by the war, reduced incomes, potential donors who are now beneficiaries, and more than 8 million Ukrainians becoming refugees. Additionally, some businesses and individuals that continue to support charitable initiatives are directing their donations to the military, either through the state or specialised army aid funds. Reputational challenges in Ukraine also hinder the ability to attract new donors.

The biggest challenge for resource mobilisation is retaining a strong foreign donor base while also building financial stability through Ukrainian donors. The overarching objective is to develop and expand the URCS’s private sector fundraising capacity, making private sector donations a reliable and predictable income source for the URCS and ensuring the retention of both individual and corporate donors.

Fundraising efforts aim to attract valuable unearmarked donations that can support both emergency response and specific areas of activity. Engaging corporate and institutional donors helps fund specific projects and activities, including infrastructure development.

Sectoral Strategy and Priorities

The RM Unit is closely integrated with the Media and Communications Development Unit, as effective communication is essential for engaging private donors. This includes launching fundraising campaigns, preparing presentations for corporate donors, and organising partner events. The RM unit relies heavily on the communications department for marketing activities and gathering photo, video, and story content that highlights the URCS’s work, which is crucial for donor engagement.

Branch and Volunteer Development directly affects resource mobilisation at the regional and local levels. The RM Unit supports branch staff and volunteers in building local partnerships and securing grants from national and international foundations. The success of these efforts contributes directly to the URCS’s mission by increasing the resources and donations necessary to help vulnerable populations. Since its inception in 2019, the RM Unit has evolved, securing funding through the NSIA project and later through a Fundraising Reinvestment Policy, enabling the establishment of a robust fundraising team.

The RM Unit oversees all national level fundraising activities, targeting big businesses and international companies, while also launching mass campaigns across Ukraine. The strategic plan for resource mobilisation through 2027 focuses on expanding individual and corporate donor bases, retaining foreign donors, and engaging the Ukrainian diaspora. The unit’s goal is to ensure financial stability and growth, leveraging corporate partnerships and developing regional branch fundraising capabilities to support the

URCS’s key programmes and initiatives.



Activities of the Ukrainian Red Cross in the city of Okhtyrka, February 2024.

Specific Objectives, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Build an efficient fundraising department and making donations a reliable and predictable source of income for the URCS	SO 1.1 total amount (USD) of individual donations received	2,800,000	2,000,000	2,000,000	2,000,000	2,000,000	10,800,000
	SO 1.2 total amount (USD) of partner and corporate donations received	5,000,000	1,500,000	1,800,000	2,000,000	2,000,000	12,300,000
	SO 1.3 # of new individual donors	2,000	3,000	5,000	6,000	7,500	23,500
	SO 1.4 # of corporate donors	15	24	24	30	30	123
2. Retain the URCS individual donors acquired with F2F activities	SO 2.1 # of retained individual donors who have donated again	1500	2500	4000	5000	7500	20500
	SO 2.2 # of retained corporate donors who have donated again	8	8	10	12	16	54



Distribution of 4,300 food packages to the residents of Kherson – September 2024

SUB-SECTOR | Human Resource Development

“Strengthening HR Policies, Talent Acquisition, and Employee Development for a Competitive and Sustainable Workforce at URCS”

 Number of Partners	3
 Funding requirement (USD)	500,000

NEEDS ANALYSIS

With a growing number of staff and volunteers, it is essential to streamline the recruitment process, conduct salary and benefits benchmarking, and establish comprehensive systems for all human resource (HR) functions, particularly in training, learning, and development. This can be achieved by creating a specialised HR department with dedicated staff members for recruitment, HR administration, learning and development, and staff wellbeing.

Although an external consulting firm currently supports recruitment, policy development, and workflow, a sustainable in-house HR department is needed to meet the organisation’s increasing demands. This will require expanding the HR team and clearly defining roles within the department. Presently, 40 to 50 positions are being recruited and the department aims to manage these tasks independently in the future. Long-term priorities include identifying key positions, establishing a backup system, and addressing staff training and development needs, particularly in corporate services. Additionally, talent management, career planning, and performance management systems should be reviewed and implemented.

Sectoral Strategies and Priorities

The URCS’s development plan for the development of Human Resources Department is centred on several key objectives derived from needs assessments and self-evaluations. One of the main goals is to enhance HR policies and procedures, ensuring they are continuously updated to comply with local legislation. Strengthening the HR team structure is another priority, with a focus on creating

a sustainable team that emphasises duty of care. Talent acquisition is critical, given the organisation’s need to attract high-quality candidates and build a robust workforce.

Another significant objective is to position the URCS as a competitive employer, enhancing its ability to attract and retain skilled talent. The plan involves developing comprehensive onboarding and offboarding processes in collaboration with the relevant departments. In addition, the URCS aims to support staff career planning through its learning and development policy. To improve overall HR efficiency, the department plans to assess current responsibilities, tasks, and workload, and draft recommendations for an optimised team structure, complete with an updated organogram and job descriptions.

Further, the plan includes a review of existing HR policies such as those for recruitment, learning and development, and flexible working arrangements to align with local labour laws. The URCS will participate in the IFRC benchmark review to determine appropriate salary scales; alternatively, it may conduct its own review, which could involve a tender process. New HR processes will be developed and piloted, followed by feedback and adjustments, and comprehensive training for the HR team and line managers will be provided to ensure smooth implementation.



International Training of Rapid Response Unit Volunteers ‘10 Years Together’, July 2024

Specific Objectives, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Develop HR Policies and Procedures (keeping policies updated as per the local legislation)	SO 1.1 # of new policies and procedures developed and rolled out	-	6	6	3	3	18
2. Strengthen the Human Resources team structure by developing a sustainable team structure with the duty of care. Talent Acquisition development should have a priority as this is one of the key needs identified	SO 2.1 # of materials on developing responsibilities (both HR and personnel administration)	-	5	5	5	5	20
	SO 2.2 # of HR-related workshops/ trainings conducted	-	3	3	3	3	12
	SO 2.3 % of HR staff compared to total headcount in URCS	-	25%	25%	25%	25%	25%
3. Position URCS as a competitive employer to attract and retain quality talent	SO 3.1 % of staff retention	-	80%	85%	90%	90%	95%
	SO 3.2 % of staff satisfied with working at the URCS	-	100%	100%	100%	100%	100%
	SO 3.3 # of activities conducted to increase staff motivation	-	2	3	3	3	11
	SO 3.4 % of staff who stayed after their probationary period	-	-	90%	95%	95%	95%
4. Develop a comprehensive onboarding/ offboarding package involving the respective departments, and with the support of the learning and development policy, support the career planning of the staff	SO 4.1 # of staff who attended supportive and reflective meetings to support their wellbeing	-	500	500	500	500	500
	SO 4.2 # of participants in HR-related workshops or trainings	-	20	20	20	20	80

SUB-SECTOR | Branch and Volunteer Development

“Empowering Volunteers, Strengthening Community Engagement, and Mobilising Resources for Sustainable URCS Activities”

 Number of regional branches	25
 Number of local branches	175
 Number of partners	12
 Funding requirements (USD)	16,000,000

NEEDS ANALYSIS

Volunteers’ needs were assessed based on prior research that led to the creation of the 2021-2025 URCS Volunteer Engagement Strategy and a survey conducted by the IFRC in mid-2022. The findings highlighted the need to empower local branches to provide timely and effective services to vulnerable populations. During the escalation of conflict in early 2022, branches developed under the Branch and Volunteer Development (BRaVO) Programme were better prepared for emergency response, demonstrating improved coordination with local authorities, communities, and the URCS headquarters.

The URCS has adopted new policies, strategies, regulations, and procedures related to volunteers, while also updating existing ones. Various internal and external assessments, including OCAC and BOCA, identified achievements as well as areas needing improvement. Many successes were concentrated in specific regions, highlighting the need to distribute efforts more evenly across the country. A strong, national URCS depends on the continuous development of all branches, involving volunteers, members, employees, and partners in coordinated actions to meet the needs of both the organisation and the population.



Joint training of the Ukrainian Red Cross and the State Emergency Service of Ukraine in the Khmelnytskyi region, March 2024.

Sectoral Strategy and Priorities

The Branch and Volunteer Development programme achieved significant progress in 2023–2024, strengthening training, volunteer management, and resource mobilisation efforts. Key milestones included the implementation of BOCA and SAF frameworks, the launch of the Odoo platform for volunteer tracking, and the introduction of new volunteer regulations across 16 regions. Extensive training initiatives, including project management and volunteer leadership programmes, enhanced the capacity of local branches. Additionally, branch development was supported through 2,888 official and 4,191 informal meetings, planning workshops, and knowledge exchange events. Infrastructure investments, such as mini grants, the acquisition of new premises, and over 130 branch repairs, contributed to operational stability.

The Volunteer Development Programme continued to support URCS National Society Development (NSD) projects, focusing on social services, digital transformation, organisational structure, and financial sustainability. Efforts to standardise social services equipped branches with essential tools, business models, and volunteer management guidelines. The programme also facilitated digital transformation by ensuring the computerisation of all local branches, enhancing volunteer management, humanitarian aid distribution, and online membership systems. Further, the programme promoted leadership development, collaboration with local authorities, and resource mobilisation training to ensure long-term sustainability.

Since its launch during the conflict escalation in 2022, BRaVO in Emergency has reinforced 175 local and 24 regional branches, providing staff, security measures, and operational tools. This support has enabled branches to conduct community assessments, deliver humanitarian aid, and establish sustainable services. Key accomplishments include recruiting qualified personnel, distributing mini grants, and improving volunteer management systems. Moving forward, the programme remains committed to empowering volunteers, strengthening organisational stability, and fostering local partnerships to facilitate recovery and long-term resilience across Ukraine.

Specific Objectives, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Empower, support, and manage volunteers to ensure their increased engagement in the URCS existing activities & services and to develop new activities & services relevant for their communities	SO 1.1 # of volunteers nationwide	-	5,000	7,500	8,000	8,000	8,000
	SO 1.2 # of branches involved in Development Programme	-	158	156	150	146	146
	SO 1.3 # of local branches that have operational premises for volunteers and youth	50	100	136	140	146	146
	SO 1.4 % of volunteers in the board of the local branches	10%	10%	30%	30%	30%	30%
2. Ensure that the composition of teams is stable, corresponds to the volume of activity	SO 2.1 % of Raions with presence of a local URCS branch office	70%	80%	100%	100%	100%	100%
	SO 2.2 % of local branches meeting at least 80% of the criteria of the Development programme	15%	40%	60%	65%	70%	70%
	SO 2.3 % of local branch staff and volunteers which expressed satisfaction with their involvement with the URCS	70%	80%	80%	80%	80%	80%
3. Ensure that the organisation is recognised at the local level and that it cooperates and receives the necessary support from the population, authorities, businesses, public/charitable organisations to implement sustainable activities, which includes strengthening various types of resource mobilisation	SO 3.1 % of local branches that have three or more revenue sources	-	40%	60%	70%	80%	80%

SUB-SECTOR | Youth Development

“Empowering Youth Leadership and Enhancing Community-Driven Youth Engagement”

 Number of Partners	2
 Funding requirement (USD)	15,000,000

NEEDS ANALYSIS

Between 2016 and 2022, the URCS implemented new policies, strategies, regulations, and procedures, while also updating existing ones, in line with Strategies on Youth Development and the movement’s Fundamental Principles, with IFRC guidance. Internal and external assessments supported by Movement partners and specialists acknowledged significant successes across various activities, while also highlighting areas for improvement. There is also a need to ensure efforts are distributed more evenly across Ukraine, as many achievements have been concentrated in project-specific regions. The 2021-2025 URCS Youth Engagement Strategy addresses youth needs assessed using prior research and statistics provided by state authorities.

Young people aged 14 to 35 are among the most vulnerable groups in Ukraine, yet they hold immense potential to be agents of change. Before the conflict escalation, only about one-third of Ukrainian youth felt adequately supported by the government in public and political life. However, a survey by the Ministry of Youth in late 2022 found that more than 50% of young people had ideas about how to improve their communities and expressed a willingness to contribute to shaping national youth policies.



Training youth in first aid techniques — Kharkiv, May 2024.
Photo by Andrii Vlasyk

Sectoral Strategies and Priorities

Youth development is a vital component of the URCS mission, contributing to its overall goals and strategic objectives while enhancing its auxiliary role by engaging youth in volunteerism and national development programmes. Youth development has been integrated into various sectoral programmes, such as MHPSS, IHL, and Education in Emergencies, with initiatives like Youth as Agents of Behavioural Change (YABC) and BRaVO. These programmes help foster resilient, active youth, supporting their transition through personal and societal challenges, particularly in the context of armed conflict and displacement. Youth initiatives such as Life Skills, Sprint, and YABC, provide interactive humanitarian education and help build synergies with local communities through youth centres.

The URCS’s Youth Engagement Strategy prioritises children and young people, especially from vulnerable categories, and emphasises humanitarian education as a key area for cross-disciplinary innovation. Youth play a critical role in spreading Red Cross and Red Crescent principles and are seen not only as beneficiaries but also as decision-makers and volunteers delivering services to vulnerable populations. The URCS collaborates closely with the Ukrainian government to integrate humanitarian education into the formal and non-formal education systems, with programmes aimed at developing skills such as active listening and stress management. URCS youth programmes also aim to promote knowledge on sensitive topics such as sex and violence through sexual education and conflict management programmes.

The URCS has made strides in expanding youth participation within its governing bodies and increasing their representation among volunteers, staff, and branch members. Youth development projects in regions like Kirovohrad, Khmelnytsky, Mykolaiv and Kharkiv and Lviv are supported by Danish and Spanish Red Cross partners, who offer human, financial, and methodological resources. These partnerships have led to the establishment of youth centres and the development of training programmes for youth leaders. Additionally, efforts to integrate URCS youth initiatives into state programmes and partnerships with local authorities ensure sustainability, with plans for experience exchange visits to Denmark and Spain for Ukrainian youth.

Specific Objectives, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Increase the share of youth in decision-making processes and leadership positions	SO 1.1 # of youth centres established	-	25	40	45	55	55
	SO 1.2 % of youth in the board of the local branches	-	30%	35%	40%	45%	45%
	SO 1.3 % of young volunteers and staff who expressed satisfaction with their involvement with the URCS	-	70%	80%	81%	82%	82%
2. Improve relevance and quality of youth related activities through active involvement/ engagement of youth from within communities	SO 2.1 # of young beneficiaries of all youth-related initiatives	-	6,000	9,000	12,000	15,000	15,000
	SO 2.2 # of youth-led community initiatives implemented	-	405	530	600	700	700



Event for Families of the Missing in Ternopil, June 2024

SUB-SECTOR | Digital Transformation

“Strengthening IT Infrastructure, Cybersecurity, and Digital Competence through ERP Implementation and Data Management”

 Number of Partners	5
 Funding requirement (USD)	8,000,000

NEEDS ANALYSIS

The strategic goal of the URCS’s Digital Transformation is to create a unified, people-centred system that integrates various functions, including project and activity management, volunteer and member management, donor and beneficiary tracking, and internal communication. This system will enable streamlined yearly and micro-level planning, resource allocation, and result tracking for national and branch activities. Volunteers will be able to manage their own profiles, skills, and expectations, while branches can oversee active and inactive volunteers, members, and beneficiaries. Additionally, the system will manage donor lifecycles, track contacts, and support reporting and business intelligence to enable data-driven decision-making across the organisation.

Implementing this digital system is expected to greatly enhance the efficiency of the URCS by ensuring databases are continuously updated and reducing reliance on paper records. It will also improve response times in emergencies and foster a more informed decision-making process. To achieve these goals, the URCS plans to deploy a data centre for data protection, optimise IT infrastructure, upgrade hardware and software in local branches, and implement a new enterprise resource management (ERP) system (Odoo) to unify departmental operations. Improving the digital literacy of staff and volunteers is a priority for maximising the system’s potential and ensuring smooth functioning across the organisation.



Open House at the Unified Veterans’ Hotline Office, July 2024

Sectoral Strategies and Priorities

The URCS Digital Transformation Programme aims to create a unified IT landscape for current and future initiatives, ensuring transparency, manageability, and results across projects. Launched in 2021 after the approval of the URCS National Strategy 2021-2025, this programme aligns with long-term objectives for National Society development and IFRC Strategy 2030. A significant aspect of this transformation is the implementation of the Odoo ERP, which integrates all activities under Pillar II of the URCS One Plan. After an ICRC assessment in late 2021, a digital strategy support plan was developed, setting the foundation for the URCS Digital Transformation Action Plan.

The programme spans all URCS sectors and branches, introducing various IT infrastructure upgrades and tools, including antivirus and firewall connections, additional data centres for data protection, and Microsoft Azure cloud solutions. The URCS is also acquiring various licenses for software like MS 365 E3, MS E5 security, Odoo ERP modules, Espo CRM, and Zendesk for customer service support. In addition, mobile device management (MDM) systems for remote administration, data architecture modelling, and HelpDesk systems will be implemented to enhance digital efficiency across the organisation.

Beyond infrastructure, the programme focuses on developing comprehensive digital systems, including Odoo modules for procurement, finance, HR, and payroll management, and creating databases for volunteers and beneficiaries. The programme also includes developing an online membership service, a corporate communication portal, and an e-learning platform. To ensure successful adoption, the URCS will provide digital literacy and data protection training for employees and volunteers and purchase necessary equipment and software licenses like Power BI and Adobe Acrobat. These efforts will collectively strengthen the URCS’s operational efficiency and readiness for future challenges.

Specific Objectives, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Develop IT infrastructure, cyber security, and data protection standards	SO 1.1 % of successful closed tickets/requests to the helpdesk	80%	80%	80%	90%	90%	90%
2. Develop and implement an ERP system at the HQ and regional levels	SO 2.3 # of digital transformation projects implemented	-	10	10	10	10	10
3. Increase data collection and analysis knowledge	SO 3.1 # of activated Odoo licenses at HQ level that actively interact with the digital platform	15	150	250	300	500	500
	SO 3.2 # of activated Odoo licenses at regional level that actively interact with the digital platform	-	-	150	200	300	300
4. Increase digital literacy of the URCS staff and volunteers	SO 4.1 # of digital education trainings organised for staff and volunteers	2	4	4	4	4	18
	So 4.2 # of individual staff and volunteers who participated in digital transformation training	-	-	350	350	450	1150



Activities of the Ukrainian Red Cross hotline, April 2024.

SUB-SECTOR | Media and Communications Development

“Positioning the URCS as a Leading Advocate for Public Dialogue on Humanitarian Issues in Ukraine”

 Number of Partners	5
 Funding requirement (USD)	15,000,000

NEEDS ANALYSIS

Currently, around 20 million Ukrainians need critical information about the humanitarian situation in the country. The URCS plays a key role in delivering essential information on humanitarian issues, helping people become more resilient during emergencies by making informed decisions and trusting the information provided by the Red Cross. The timely distribution of information is a crucial form of aid, as it not only saves lives but also helps people adapt more quickly to changing living conditions.

However, the URCS faces challenges in human resources, technical capabilities, and funding. This has led to a shortage of communication officers in various regions, limiting their ability to cover the situation on the ground fully and highlight the URCS’s humanitarian activities effectively. This has compromised their capacity to carry out their missions and reach as many affected individuals as possible. Investing in communication infrastructure and resources will enable the URCS to more thoroughly cover the humanitarian situation and improve outreach to vulnerable communities.



Emergency response after Shevchenkivskiy district attack – Kyiv, July 2024. Photo by Rostyslav Reznichenko

Sectoral Strategy and Priorities

The Media and Communication Development Department plays a key role in supporting the broader strategic objectives, mission, vision, and goals of the URCS. By delivering timely and accurate information, the department helps save lives, increase community resilience, and better prepare the public for emergencies. This contribution aligns the department’s efforts with the URCS’s overall humanitarian mission, strengthening its position as a leading humanitarian organisation in the country.

The department is a vital part of the URCS’s humanitarian efforts. With a history dating back to the early days of the URCS, the department has established itself as a reliable source of communication during crises. Its nationwide coverage ensures that vulnerable communities receive critical humanitarian information when they need it most, reinforcing the URCS’s position as a trusted humanitarian organisation.

The department has also been proactive in forming partnerships with key stakeholders, strengthening the URCS’s auxiliary role and promoting a more integrated approach to addressing humanitarian needs. Through its objectives, the department aims to increase public access to relevant information, ensure affected communities can shape humanitarian responses, and position the URCS as a leading organisation in fostering public dialogue on humanitarian issues. These objectives are designed to enhance the organisation’s influence and reputation in the humanitarian sector.

To achieve these goals, the department undertakes various activities, including establishing media holdings, developing communication campaigns, and organising forums and events. The expected outcomes include increased public awareness of humanitarian issues, greater community participation in shaping responses, and recognition of the URCS as a leader in public dialogue on humanitarian matters. These efforts are aimed at creating a more inclusive, responsive, and coordinated humanitarian system in Ukraine.

Specific Objectives, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Provide the population of Ukraine with access to relevant, timely, and effective information on humanitarian issues, thus, increasing the influence of the RCRC movement as a leader on humanitarian issues in Ukraine	SO 1.1 URCS Reputation Ranking is maintained at certain percentile of positive opinion (%)	60%	65%	75%	78%	80%	80%
2. Facilitate participation and feedback so that affected people's priorities shape the response	SO 2.1 # of people subscribed to the URCS social media channels	238,000	357,000	625,000	650,000	690,000	690,000
3. Be recognised as a leading organisation to initiate public dialogue on humanitarian issues	SO 3.1 # of events held to discuss the humanitarian situation (including round tables and forums)	-	22	22	22	22	88



Opening of the Western Interregional Office of the Ukrainian Red Cross, May 2024.

SUB-SECTOR | Legal Base Development

“Enhancing Legal Support, Property Protection, and Emblem Safeguarding for the URCS”

 Number of Partners	5
 Funding requirement (USD)	1,000,000

NEEDS ANALYSIS

The Legal Base Development Unit manages internal and external organisational matters, including overseeing the governance bodies (Presidium, Board, Congress), managing membership, and developing the organisational structure, with a focus on legal aspects. It also provides legal support to various organisational divisions, ensures proper management of assets (real estate), and participates in drafting legislation relevant to the organisation’s activities.

The Support of Economic Activity sector is responsible for obtaining necessary permits and licenses, handling registration processes (such as LLC registration and document updates), liquidating subordinate legal entities, representing the organisation in legal proceedings, and conducting legal reviews of contracts and agreements for ongoing projects. It also offers legal advice for implementing international programmes within the organisation.

To ensure effective legal support, a lawyer is needed in the interregional offices to assist regional organisations. The legal department requires access to professional databases (e.g., LigaZakon, Yucontrol) and state registers, along with budget provisions for notarial services, official payments, and real estate documentation. Ongoing professional development through courses and seminars, alongside competitive salaries for staff, is essential to maintaining the department’s effectiveness. In certain cases, external legal experts may be involved when specialised knowledge is needed.

Sectoral Strategies and Priorities

The Legal Support Department provides comprehensive legal assistance to all sectors, departments, and projects within the organisation. This includes legal expertise about local regulations, obtaining necessary permits and licenses, developing and approving required documents, reviewing contracts, and ensuring legal protection of the organisation’s interests. The department also plays a crucial role in safeguarding the organisation’s symbols, particularly the emblem, by pursuing legal action against unauthorised use.

In addition to supporting various projects and departments, the Legal Support Department ensures that the organisation operates within the legal framework, thus preventing fines or lawsuits. It monitors the legitimacy of decisions made by the organisation’s governing bodies and ensures timely registration of any changes to constituent documents. Furthermore, the department assists in achieving the organisation’s strategic goals for 2021-2025, providing legal guidance on new and existing activities while analysing opportunities for growth.

The department has a long-standing presence and will continue to ensure that the organisation remains legally compliant. It provides ongoing legal support at both the national and regional levels, including in the Interregional Office in Vinnytsia. Key strategic goals include legal analysis of contracts, minimising risks related to property alienation, and enhancing the protection of the organisation’s emblem, with steps taken to enter real estate into the State Register and initiate lawsuits against unauthorised use of the emblem.



Diplomatic Visit of Ukrainian Red Cross Representatives to Sweden, April 2024

Specific Objectives, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Provide legal support to the activities of the URCS	SO 1.1 # of legal due diligence assessments conducted for civil, commercial and other contracts, including additional agreements	-	360	360	360	360	1,440
	SO 1.2 % of project contracts that received contractual and legal support	-	50%	50%	70%	80%	80%
2. Minimise the risks of illegal alienation of property and making the right constituent documents in line with current legislation	SO 2.1 # of documents submitted to the State Register of Real Property Rights for registration of real estate information of URCS and its organisations	-	2	2	2	2	8
	SO 2.2 # of statutory documents developed for newly established URCS enterprises	-	1	1	-	-	2
	SO 2.3 # of participations in court proceedings	-	6	6	6	6	24
3. Strengthen the protection of the organisation's emblem	SO 3.1 # of legal proceedings initiated to prohibit the unauthorised use of the Red Cross emblem	-	3	3	3	3	12



Panel discussion on the implementation of the Geneva Conventions in Ukraine, June 2024.

SUB-SECTOR | Logistics, Fleet, and Procurement Management

“Strengthening Logistics, Procurement, Fleet, and Aid Management Capacities Across Ukraine”

 Number of Partners	5
 Funding requirement (USD)	10,000,000

NEEDS ANALYSIS

In response to the conflict escalation, the URCS capacities have dramatically increased to be able to provide a proper emergency and recovery response to all those in need. For instance, the URCS has established six logistics hubs across Ukraine and restructured operations to enhance its logistics and procurement capacity, ensuring faster responses and more efficient regional coverage. Expanding logistics at regional levels is essential to improving overall relief operations across Ukraine. Also, the URCS fleet has increased over 6 times from 100 to over 600 vehicles.

Sectoral Strategies and Priorities

The URCS has prioritised effective logistics, procurement, and fleet management to enhance its humanitarian and recovery efforts. These services support various URCS programmes such as relief, shelter, health, and education, contributing to resilience-building in communities. The Logistics Department is responsible for ensuring smooth operations across Ukraine while adhering to national laws and URCS policies, focusing on warehouse logistics, procurement, fleet management, and managing humanitarian aid.

To strengthen logistics, the URCS has outlined specific objectives, including modernising warehouse management through SOPs, optimising storage systems, and automating processes using digital technologies. The organisation also plans to increase staff capacity through training programmes and the development of an ERP system to improve inventory tracking. Similarly, efforts to improve procurement involve analysing current practices, updating SOPs, and enhancing staff training at both national and regional levels to ensure transparent and accountable processes across all operations.

Fleet management improvements will focus on creating SOPs, cost planning, and vehicle maintenance, ensuring that the URCS fleet operates

efficiently. Additionally, operational capacities for receiving, delivering, and reporting on humanitarian aid will be expanded with the help of state authorities and Red Cross partners. These efforts aim to create stable, efficient logistics processes, allowing the URCS to meet growing challenges while ensuring the organisation’s long-term sustainability and ability to support all 25 regions of Ukraine.



Distribution of food packages in collaboration with the World Food Programme – Kherson region, June 2024.

Specific Objective, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
Logistics Management							
1. Develop warehouse logistics	SO 1.1 # of warehouse facilities expanded and owned by URCS that are appropriately equipped	-	2	0	1	1	4
	SO 1.2 # of requests processed for the issuance of goods and material assets	-	1,000	1,000	1,000	1,000	4,000
	SO 1.3 # of staff trained in warehouse management	-	34	34	34	34	168
2. Improve logistics capacity at the national and regional levels	SO 2.1 # of humanitarian and charitable aid delivered to URCS NC	-	1,400,000	600,000	500,000	500,000	3,000,000
	SO 2.2 # of staff trained on managing the donations of humanitarian and charitable aid	-	50	50	50	50	200
Fleet Management							
3. Develop Capacity in fleet management	SO 3.1 # of staff trained on fleet management SOPs and policies	-	50	50	50	50	200
	SO 3.2 # of vehicles maintained and repaired according to internal regulations in a timely manner	-	480	500	500	500	500
Procurement Management							
4. Develop operational capacities on receiving, delivering, accounting, and reporting on humanitarian and charitable aid	SO 4.1 # of staff trained in procurement management	-	50	34	34	34	136
	SO 4.2 # of registered procurement requests			600	600	600	1,800

SUB-SECTOR | Social Services Development and Standardisation

“Initiating Innovative Approaches to Sustainable Social Services and Diversified Financing”

 Number of Partners	9
 Funding requirement (USD)	29,000,000

NEEDS ANALYSIS

The URCS’s key strengths include its extensive national network of local organisations, strong volunteer involvement in serving vulnerable populations, consistent support from international organisations and governments, and close collaboration with the Ukrainian government and local communities.

The URCS’s success hinges on organisational development, adopting innovative technologies and work methods, and delivering efficient and effective services. Professionalising these services is crucial for meeting the needs of vulnerable groups affected by the war. Additionally, developing innovative strategies to ensure the sustainability of services and the organisation as a whole is a top priority.

The main challenges in maintaining service sustainability include diversifying funding sources, recruiting and training professional staff, managing and retaining volunteers effectively, selecting appropriate technologies and methodologies, and implementing systematic approaches to analysing the social service market.

The significant societal changes brought about by the war require organisations to be highly flexible in responding to the needs of the population, communities, and local and national authorities. Addressing the needs of new beneficiary groups, such as veterans and their families, demands innovative social service technologies and projects that have not been previously implemented in the country. Incorporating best practices from international organisations and other countries is essential for developing URCS services.

In light of these considerations, and alongside the BRaVO programme’s efforts to build the URCS’s organisational capacity and sustainability, the National Committee initiated the standardisation and development of social services in 2023.

Sectoral Strategy and Priorities

Developing and standardising social services within the URCS by 2025 will enhance other ongoing NSD projects. Key initiatives include standardising services with essential toolkits, digitising URCS processes for efficient needs analysis, and strengthening financial management at both national and regional levels to ensure sustainability.

The main priorities are to increase volunteer involvement, strengthen branch management for better service delivery, develop capacity for needs-based social activities, and boost resource mobilisation and advocacy efforts through collaboration with local authorities and businesses. Key tasks involve improving business processes, providing regular updates on service development, standardising priority services, developing and testing marketing plans, training personnel, and offering expert support for implementation. Other important tasks include maintaining regular correspondence with the Ministry of Social Policy to align efforts, improve collaboration, develop new policies on social services, and identify niches where URCS can provide services to meet community needs.

The process began in 2023, with a team in place, necessary equipment acquired, and a methodology for service development established. In 2024, the unit also incorporated the Community Centres project, which was later transferred to the sector. A community centre is a safe, inclusive space designed to provide single-window social services to those most in need, and to advocate for community development in cooperation with key stakeholders. The task of the Community Centres Development Sector is to develop a network of community centres based on the scope and requirements of local and regional branches. These centres will contribute to the URCS’s organisational development, community development, and increase the capacity of URCS branches by standardising social services provided in the centres.

Specific Objectives, Indicators and Targets



Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Initiate and develop sustainable social services using innovative business approaches	SO 1.1 # of initiated and piloted new social services, including existing services organised in an innovative way	-	2	2	2	2	8
	SO 1.2 # of standardised existing social services	-	2	2	2	2	8
	SO 1.3 # of regional and local branches providing standardised services	-	2	2	4	4	12
2. Ensure a high level of diversified financing for the URCS services by utilising resources from beneficiaries, businesses, communities, and local and national authorities	SO 2.1 # of established and functioning community centres	-	4	12	28	46	46
	SO 2.2 # projects/ services/areas of Red Cross of activity presented in each community centres	-	5	10	10	10	10
	SO 2.3 # of individual consultations provided by the community centres	-	-	4,200	6,000	8,000	18,000
	SO 2.4 # of group events provided by the community centres	-	-	120	280	460	860
	SO 2.5 % of people visiting community centres who reported satisfaction	-	75%	75%	75%	75%	75%



Professional training for mobile rehabilitation teams, June 2024.

SUB-SECTOR | Risk Management Development

“Strengthening the Risk Management Capabilities of the URCS by Addressing the Gaps”

 Number of Partners	7
 Funding requirement (USD)	500,000

NEEDS ANALYSIS

The Risk Management Development Strategy for 2025-2027 is informed by a comprehensive needs assessment conducted in December 2023. The assessment was conducted by a specialised task force within the organisation, focusing on the current risk management frameworks, compliance protocols, security measures, cybersecurity infrastructure, and data protection policies. The analysis pinpointed significant areas requiring enhancement to fortify the organisation’s resilience against various risks, ensure compliance with evolving regulations, adhere to best practices in security, and safeguard sensitive information.

Sectoral Strategy and Priorities

The main strategy is to strengthen the organisation’s risk management, compliance, security, and data protection capabilities by addressing identified gaps through targeted initiatives that enhance infrastructure and processes. This will ensure alignment with industry standards and regulatory requirements. Key initiatives include revamping the compliance and risk management framework, upgrading security protocols, strengthening data protection policies, and investing in staff training. The timeline spans 2024 to 2027, with a focus on policy development, process implementation, and continuous monitoring to ensure a resilient, compliant, and secure operational environment.

The strategy emphasises building a robust risk management culture, improving organisational practices, and fostering increased stakeholder trust through enhanced decision-making, transparency, and accountability. By adopting a risk-based approach, the organisation aims to position itself as a leader in risk management, ready to adapt to the dynamic risk landscape and emerging technological advancements.

Overall, the strategy provides a structured roadmap for comprehensive risk management, targeting critical areas to fortify the organisation’s posture in an ever-evolving risk environment.



Disseminating the wellbeing message «Health is not just the absence of illness, but also daily care for yourself and your loved ones», Kyiv, July 2024

Specific Objectives, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Improve accountability, transparency & governance	SO 1.1 % of implementation of the Annual Risk Management, Compliance and Security Development Plan	-	100%	100%	100%	100%	100%
	SO 1.2 % of incidents (risk, compliance, security) successfully processed	-	-	35	35	35	35
	SO 1.3 # of days for Integrity line response rate (from registration to decision)	-	90%	100%	100%	100%	100%
2. Build and develop internal capacity in risk management area within the URCS	SO 2.1 # of staff and volunteers who received trainings on risk management, security, and compliance	-	-	300	300	300	900
	SO 2.2 % of staff and volunteers who possess the knowledge and competencies to execute risk management, security, and compliance functions	-	40%	80%	90%	100%	100%



Armenian and Ukrainian colleagues exchange experience on developing social entrepreneurship in communities – Kyiv, April 2025.

PILLAR 3:

AUXILIARY ROLE AND HUMANITARIAN DIPLOMACY

Reinforcing and expanding the URCS's role as a key partner in addressing humanitarian crises and recovery efforts in Ukraine is imperative. This involves enhancing the URCS's influence on international, regional, and national policies related to humanitarian issues in Ukraine, as well as bolstering the organisation's capacity for advocacy and response. It underscores the URCS's responsibility to maintain neutrality and independence while fulfilling its humanitarian mandate, especially amid the ongoing conflict. The strategy is structured around

three primary goals: establishing the URCS as a preferred partner for public authorities, advancing the Movement's advocacy efforts at all levels, and building the URCS's capacity and securing resources for effective humanitarian diplomacy.

Each of these goals is supported by specific objectives and action plans designed to strengthen the URCS's role in humanitarian efforts and ensure its sustainability in the face of ongoing challenges.



SUB-SECTOR | URCS Auxiliary Role to Government

“Positioning the URCS as the Preferred Humanitarian Partner for Public Authorities”

 Number of Partners	5
 Funding requirement (USD)	500,000

NEEDS ANALYSIS

The primary strategic goal is for the URCS to establish itself as the preferred partner for public authorities in the humanitarian sector, particularly in response to the ongoing international armed conflict, extending from emergency actions to recovery and reconstruction efforts. To achieve this goal, the URCS will focus on strengthening its auxiliary position and legal framework, as well as expanding its role in areas such as IHL, healthcare, social policy, and disaster management. By solidifying its auxiliary role and being recognised as a reliable partner by authorities at all levels, the URCS will be better positioned to advocate for vulnerable populations and secure resources for both immediate and long-term humanitarian responses.

As Ukraine’s largest local humanitarian organisation, with an extensive network of staff and volunteers, the URCS has established strong community ties that allow it to reach those most affected by humanitarian crises. Enhancing and clarifying its auxiliary role will improve the URCS’s ability to deliver localised responses while aligning with public authorities’ humanitarian objectives.

Sectoral Strategy and Priorities

The URCS’s auxiliary role is a critical foundation for its wider humanitarian efforts. Strengthening the legal and policy underpinnings of this role and clearly communicating its significance to authorities, parliamentarians, and the public is essential. The objective is to ensure that, through public advocacy and legislative engagement, the auxiliary role of the URCS is more widely understood and its legal basis is reinforced to meet the demands of the current conflict.

The URCS already has a strong legislative framework, supported by laws such as *On Emblems of Red Cross, Red Crescent, and Red Crystal in Ukraine* (1999, amended in 2009) and *On the Ukrainian Red Cross Society* (2002, amended in 2020). However,

the ongoing conflict has highlighted gaps in this framework, particularly regarding the auxiliary role. Amendments proposed in 2021 to address these issues were postponed but are now increasingly critical. Advocating for these changes in a complex legislative environment, with 450 parliamentarians, presents a significant challenge. Public awareness of the URCS’s role remains limited, offering a chance for the society to lead its legislative and public outreach efforts, drawing on successful examples from Red Cross/Red Crescent Societies in Argentina, Mongolia, and Pakistan. The following actions need to be prioritised:

- **Core Position Papers:** Develop key documents and narratives defining the URCS’s auxiliary role, including simple explainers that can be distributed to authorities and stakeholders, modelled after resources like the Australian Red Cross’ *Guide to the Movement for Parliamentarians*.
- **Legislative Review:** Analyse and propose amendments to existing laws, coordinating with the Joint ICRC/IFRC Statutes Commission, to close gaps that limit the URCS’s ability to fulfil its role.
- **Parliamentary Engagement:** Create a plan to engage parliamentarians, build networks, and foster understanding of the URCS’s role, with the aim of passing necessary amendments. Collaborate with other humanitarian organisations where relevant.
- **Public Campaigns:** Launch information campaigns to highlight the URCS’s unique role, focusing on significant aspects like its history in home-based care and emergency response.
- **Localisation Agenda:** Promote the URCS’s localisation efforts, emphasising its role in strengthening locally led humanitarian coordination and capacity building.

Specific Objectives, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Strengthen the URCS's auxiliary positioning and legal foundations	SO 1.1 # of laws or regulations drafted to be passed/amended with the support of the URCS	-	3	2	2	2	9
2: Enhance URCS' auxiliary role in IHL	SO 2.1 # of joint events and public campaigns conducted to promote understanding of the URCS auxiliary role and positioning on national and international levels	-	5	3	3	3	14
3: Reinforce the URCS's auxiliary role in healthcare and social policy	SO 3.1 # of agreements (MoUs) signed with public and local authorities	-	6	10	8	6	30



Staff from the district organizations of the Ukrainian Red Cross participated in the event «Workshop City 2.0: Safety and Protection», Kyiv, September 2024.

SUB-SECTOR | Movement Advocacy and Humanitarian Diplomacy

“Strengthening Humanitarian Advocacy and Diplomacy at National, Regional, and Global Levels”

 Number of Partners	3
 Funding requirement (USD)	250,000

NEEDS ANALYSIS

The URCS aims to strengthen its role in supporting and influencing the Movement’s humanitarian diplomacy on national, regional, and global levels. It seeks to amplify its voice as a local actor in the Movement’s humanitarian diplomacy initiatives, both inside and outside Ukraine, to address issues relevant to the URCS. The international armed conflict, its regional repercussions, and the reputational and operational risks posed to the Movement in this polarised context have highlighted the necessity of a coordinated humanitarian diplomacy strategy.

The URCS aims to contribute to the Movement’s humanitarian diplomacy by positioning itself as a key actor in the ongoing conflict, ensuring the Movement’s influence over policies and legislation specific to Ukraine from a humanitarian perspective. This involves engaging with key foreign capitals and Ukrainian diplomatic missions based there, with the goal of shaping the humanitarian narrative and legislative frameworks that impact IDPs and those who have fled Ukraine. Additionally, the URCS seeks to better align with the Movement’s global and regional advocacy efforts, improving its communication and diplomacy to strengthen its impact.

However, despite recent progress, the URCS’s relationship with the Ministry of Foreign Affairs (MFA) remains weaker compared to other ministries, and the Ukrainian diplomatic community still has a limited understanding of the URCS’s auxiliary role. To address this, the URCS must enhance its strategic engagement in the Movement’s humanitarian diplomacy and ensure a stronger influence on legislation affecting displaced people. This will require systematising evidence-based research and formalising its humanitarian advocacy efforts to maximise its influence in both national and international arenas.

Sectoral Strategy and Priorities

Enhancing humanitarian diplomacy is crucial for positioning the URCS and the Movement as key humanitarian actors in Ukraine and improving the understanding of their mandates. By strengthening relationships with Ukraine’s embassies and permanent missions, the URCS seeks to spread a positive narrative about the Movement’s humanitarian efforts, prevent reputational crises, and ensure its participation in decision-making platforms. This goal is aligned with the Movement’s broader efforts, prioritising key areas such as localisation, large-scale humanitarian response, and social inclusion for crisis-affected populations.

To support this strategic goal, the URCS has developed a comprehensive approach to expand its influence in humanitarian diplomacy through platforms like the Humanitarian Advocacy and Diplomacy Working Group (ADWG) and partnerships with Movement actors such as the ICRC and the IFRC. The URCS aims to contribute to various humanitarian forums related to Ukraine, strengthen its communication with Movement partners, and ensure its voice is included in critical policy discussions. This collaborative approach will focus on recovery, reconstruction, and humanitarian response in Ukraine, enabling the URCS to provide significant added value to the Movement’s advocacy and diplomacy activities.

Additionally, the URCS is focused on influencing legislation and policies that improve humanitarian assistance and protect displaced individuals from Ukraine. This involves mapping policy areas, developing evidence-based position papers, and leveraging Movement partnerships to influence relevant laws. The URCS plans to work closely with the Red Cross EU Office and other Movement partners at the EU level to ensure local-global messaging is aligned and impactful. By doing so, the URCS hopes to systematise its advocacy efforts, expand partnerships, and strengthen its humanitarian diplomacy framework.

Specific Objectives, Indicators and Targets:

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Ensure the recognition of the URCS and the Movement as key humanitarian actors by Ukrainian representation in target capitals	SO 1.1 # of external Movement events that engage stakeholders or the public on the importance of the Red Pillar for Ukraine's response	-	8	8	8	8	32
2. Facilitate the meaningful contribution of the URCS to Movement-wide humanitarian advocacy and diplomacy activities	SO 2.1 # of URCS engagements in diplomatic visits and international events	-	-	10	10	10	30
3. Influence and strengthen the legislation and policies that can improve humanitarian assistance and protect the rights of people displaced from Ukraine	SO 3.1 # of partnerships and contracts established with relevant stakeholders in the advocacy and diplomacy field	-	25	25	25	25	100



Distribution of the food packages to the affected residents, Kherson Region, March 2025

SUB-SECTOR | Humanitarian Advocacy Capacity Building

“Building Capacity and Securing Sustainable Resources for URCS Humanitarian Diplomacy and Advocacy”

 Number of Partners	3
 Funding requirement (USD)	200,000

NEEDS ANALYSIS

The strategic goal of building capacity and securing sustainable resources for the URCS’s humanitarian diplomacy and advocacy efforts is rooted in the need to strengthen ties with stakeholders and decision-makers. This will ensure that all actions are taken in the interest of vulnerable populations, addressing their humanitarian needs. To achieve this, the URCS recognises the necessity for a deep understanding of humanitarian diplomacy and advocacy, as well as an evidence-based approach to persuasion, negotiation, and engagement with public authorities.

In December 2021, with the support of the Danish Red Cross, the URCS successfully piloted an introductory course on humanitarian diplomacy for youth leaders. However, the wider dissemination of the course was paused due to the escalation of conflict in 2022. The URCS now aims to refine and expand this initiative, targeting all staff and volunteers, especially those who regularly engage with public authorities. Strengthening these capacities will enhance the URCS’s ability to respond to ongoing and future challenges effectively.

The URCS has identified a critical need for improving data collection and analysis to support evidence-based advocacy. As part of its One Plan 2023-2025, the URCS will work to expand its humanitarian diplomacy and advocacy efforts by fostering collaboration both within the organisation and externally. This approach will build the capacity of URCS volunteers and staff while also leveraging partnerships with think tanks and other stakeholders to increase the organisation’s influence on humanitarian policy and decision-making.

Sectoral Strategy and Priorities

To ensure the successful implementation of the Advocacy and Diplomacy Strategy, the URCS plans to establish a dedicated, well-functioning advocacy and diplomacy unit. This unit will coordinate efforts across all levels of the organisation, focusing on monitoring and analysing policy developments and humanitarian trends. In addition, securing sustainable funding for these initiatives is a top priority to guarantee the long-term effectiveness of advocacy efforts. This initiative stems from an assessment of staff and volunteer capacity, with a focus on improving knowledge and skills in humanitarian diplomacy and advocacy.

The URCS’s advocacy strategy is centred on building the skills and capacities of its staff and volunteers, especially in light of the heightened urgency caused by the ongoing armed conflict in Ukraine. In December 2021, an introductory course on humanitarian diplomacy for youth leaders was piloted but was not widely implemented due to the conflict. Now, the URCS seeks to expand its training efforts, providing systematic education on humanitarian advocacy and diplomacy to staff at national, regional, and local levels. Additionally, the organisation aims to enhance its data collection and analysis capabilities to support evidence-based advocacy, which is crucial for persuasive and effective diplomatic efforts.

A key part of this strategy is improving internal coordination, communication, and capacity-building mechanisms, which will enable URCS to better engage with stakeholders and expand its advocacy networks. Activities such as hosting webinars, developing training materials, and integrating advocacy training into onboarding processes for new staff are planned. Furthermore, establishing collaborations with think tanks and creating a dedicated humanitarian diplomacy section for on the URCS website will strengthen the URCS’s overall influence in the humanitarian space.

Specific Objectives, Indicators and Targets

Specific objective	Indicators	Targets					Total
		2023	2024	2025	2026	2027	
1. Increase the humanitarian diplomacy and advocacy capacity of the URCS leadership, staff and volunteers on the national, regional and local level and ensure security of structural management and implementation of Advocacy and Diplomacy Strategy	SO 1.1 # of the URCS and Partner staff trained on humanitarian diplomacy and advocacy	-	-	50	50	50	150
2. Facilitate the meaningful contribution of URCS to Movement-wide humanitarian advocacy and diplomacy activities	SO 2.1 # of evidence-based research papers, joint statements, policy briefs, and digests on key advocacy topics	-	-	20	20	20	60



Delivery of protective gear and firefighting equipment to rescuers – Kyiv, September 2024

ANNEX I: BRIEF INTRODUCTION OF INNOVATIVE VENTURES AND FUNDS

1. First Wave - Commercial Services Holding Company:

To ensure an effective and efficient response in the field, First Wave Holding is established for the implementation of typical URCS services through for-profit model to those clients that are ready to compensate for such services. The holding has multiple legal entities created jointly with the URCS branches to accommodate differences per region in social, medical and educational services provided. Typical services are focused on home-based care, vocational trainings, social taxi, social laundry, rehabilitation centres, etc. Austrian Red Cross and Redprenuer provide technical support in local business pilots.

2. College of Ukrainian Red Cross School of Nursing:

Ukraine has been facing difficulties in educating and keeping the nursing professionals in the country. In 2023, the URCS governing board made a decision to establish College of Ukrainian Red Cross and Nursing School as a flagship of the College under it, in order to engage greater in education of nurses and advocacy to popularize nursing profession in the country. French Red Cross is a key partner to promote this development.

In addition to nursing education through the college, URCS is establishing professional standards to improve healthcare services, protect patient rights, and elevate the nursing profession. Supporting research and developing these standards will ensure their effective implementation. URCS is also promoting new nursing specializations to meet societal needs, such as Wound Care Nurse, Visiting Nurse, and Palliative Care Nurse. This initiative strengthens Ukraine's healthcare system while enhancing the reputation, influence, and efficiency of participating organizations.

3. National Online Platform for Continuous Professional Development of Nurses in Ukraine:

The URCS is leading the development of an online platform for Continuous Professional Development (CPD) to enhance the skills of nurses across Ukraine. While CPD has long been a requirement for doctors, it was only recently mandated for nurses in 2024. The URCS is creating a comprehensive digital platform that will serve as a critical tool for ongoing nursing education. This initiative is part of the URCS's broader efforts to strengthen the professionalization of the nursing workforce, ensuring that nurses have access to the latest knowledge and skills to deliver high-quality care.

4. First Aid school and First Aid digital platform:

URCS: has identified several strategic priorities for the First Aid school and First Aid digital platforms is on enhancing digital accessibility and integration by expanding digital training platforms with advanced e-learning tools, mobile apps, and virtual simulations. Additionally, incorporating telemedicine and e-health tools into training programs will provide real-time guidance during emergencies.

Second, achieving financial sustainability through commercialization is a priority. This involves developing a hybrid revenue model with a fee-for-service approach for training and product sales, coupled with strategic partnerships. Innovations in first aid products and services, such as customized kits and subscription-based services, will target both individuals and corporate clients.

Third, strengthening strategic partnerships and community engagement is essential. This includes expanding partnerships with corporate entities and institutions for certified first aid training as part of workplace safety programs and fostering community-based initiatives to spread first aid knowledge, particularly in underserved regions.

5. Research Centre: The Research Centre of the Ukrainian Red Cross Society is designed to strengthen the organization's capacity for evidence-based advocacy, informed decision-making, and humanitarian diplomacy, especially in the context of post-war recovery in Ukraine. The Centre aims to address complex humanitarian challenges by developing innovative, research-based solutions that enhance community resilience and support recovery efforts.

The scope of the Centre's work includes advancing humanitarian aid through technology innovation and evidence-based practice. This will involve improving the quality of data collection, analysis, and advocacy within URCS to ensure that all its efforts are grounded in reliable evidence. The Centre will forge partnerships with domestic and international think tanks and IT centres to drive strategic innovations, particularly in Ukraine's recovery and long-term development. This will help position URCS as a major contributor to policy formation on both national and global levels. German Red Cross and Belgium Red Cross are supporting this initiative.

6. **PharmaClinic – Primary healthcare services and pharmacy network.** PharmaClinic is a healthcare provider acquired by URCS in 2024. The entity has multiple licences for primary healthcare and pharmacy and is already a profitable business. The URCS is looking to reposition itself as a healthcare actor by utilizing licences of the clinic in humanitarian and recovery programs. PharmaClinic will be instrumental in MHU exit strategy, will support URCS in development of Home-based Nursing Care (HBNC) and support branches and First Wave to develop healthcare for-profit activities on local level. As part of its development and engagement in recovery and reconstruction, PharmaClinic looks to expand to 20 branches by the end of 2027.

7. **Red Roof:** Red Roof Management LLC operates in a growing Ukrainian business environment where the demand for professional property and asset management services is increasing, particularly among international companies. The company provides a comprehensive range of services including property management, car rentals, and administrative support, event services, HoReCa, helping businesses establish and manage their operations efficiently. By offering a one-stop solution, Red Roof Management helps its clients navigate operational challenges, saving time and resources while ensuring a smooth entry into the Ukrainian market.

8. **URCS Emergency Pooled Fund:** The URCS has established a financial mechanism known as the Emergency Pooled Fund for Response to provide immediate and flexible resources for humanitarian crises. This fund, supported primarily by contributions from Movement partners, consolidates these resources into a single pool. This structure enables a swift allocation of funds to prioritize needs, bypassing the delays often associated with traditional funding mechanisms.

The pooled approach ensures the rapid deployment of resources, facilitating timely assistance to affected populations and enhancing coordination among humanitarian actors. By addressing critical funding gaps during emergencies, the Emergency Pooled Fund significantly strengthens the capacity to respond effectively and with greater impact.

9. **URCS Endowment Fund:** The URCS, in collaboration with its partners, has established the Ukraine Endowment Fund as a strategic initiative to ensure sustainable and flexible support for its operations. The fund aims to provide a stable, long-term financial resource by adhering to a conservative withdrawal policy and annual growth strategy. This initiative enables the URCS to strengthen financial sustainability, support change management

projects, enhance organizational capacity, and adapt strategies to meet evolving needs. Key objectives include securing support during funding shortages, scaling up infrastructure, and exploring innovative financing models. Grounded in four core pillars—sustainability, institutional capacity, transparency, and organizational effectiveness—the fund is a pivotal step toward ensuring URCS can continue serving vulnerable populations effectively and adaptively.

10. **URCS Investment Fund:** The establishment of the URCS Investment Fund presents a strategic approach to ensuring sustainable support for humanitarian innovation while generating profit that can be reinvested into crisis response. By leveraging creative financial models, this fund aims to encourage resourceful and impactful solutions to social challenges. With investments targeted at scalable innovations, technical capacity building, and sector-specific advancements such as healthcare, food security, and emergency response, the fund would act as both a catalyst for innovation and a reliable source of financial sustainability. This investment fund could utilize profit-making mechanisms akin to venture capital or social impact funds, channelling revenues back into its operations and humanitarian services. It would also prioritize collaboration, fostering partnerships with nonprofits, researchers, and enterprises to co-create and scale transformative solutions. By balancing profit-making with a mission to address pressing societal issues, the fund could support essential areas like relief services, home based care, health services, MHPSS, search and rescue operations while ensuring resources are readily available for crisis situations. This approach empowers stakeholders to innovate effectively, meet critical humanitarian needs, and sustain the fund's impact over time.

ANNEX II – URCS LOCALISATION APPROACH: ALLIANCE WITH CSOS AND STRATEGIC FRAMEWORK

The Alliance of Ukrainian Civil Society Organisations (Alliance UA CSO) is a think tank and initiative group dedicated to promoting local leadership in humanitarian crisis response and laying the groundwork for recovery efforts in Ukraine. Comprising 16 Ukrainian civil society organisations (CSOs) from diverse sectors, including humanitarian aid and capacity building, the Alliance was officially founded in September 2023 following the signing of its manifesto. Established on the Ukrainian Red Cross platform, which is also a member, the Alliance receives financial backing from the British Red Cross and the Danish Red Cross.

The *Locally Led Response Strategy in Ukraine (2024-2029)* outlines a framework for empowering local actors to lead humanitarian responses and recovery efforts following the ongoing crisis. The strategy aims to transition the leadership role from international to local actors, ensuring responses are effective, sustainable, and equitable. The strategy is the result of extensive consultations with multiple stakeholders, including local CSOs, international non-governmental organisations (INGOs), Ukrainian government bodies, and UN agencies. It reflects a unified vision to create a more resilient, inclusive, and localised humanitarian system.

Core Principles

The strategy is built on several core principles:

- **Effectiveness and Inclusivity:** Humanitarian aid should reach those most in need, addressing the specific challenges of gender, age, disability, and minorities.
- **Resilience:** Strengthening local communities and governance structures to handle crises and recovery efforts independently.
- **Empowerment of Local Actors:** Transitioning decision-making and leadership roles to Ukrainian CSOs to reduce dependency on international actors.
- **Do No Harm:** Ensuring that the local ecosystem of civil society remains intact and strengthened, promoting a decentralised approach to decision-making.

Strategic Goals

The strategy is focused on key objectives such as fostering partnerships, building local capacity, and ensuring access to funding for local actors. These

objectives are categorised into specific shifts that include:

- **Partnerships:** Moving toward equal partnerships between local and international organisations, focusing on mutual accountability, risk-sharing, and transparency.
- **Leadership and Policy Influence:** Strengthening the role of Ukrainian CSOs in decision-making for long-term recovery and rehabilitation phases.
- **Coordination:** Ensuring local actors are integrated into humanitarian response mechanisms and governance structures, bridging gaps between national and local levels.
- **Capacity Building:** Empowering local organisations through training and mentorship to handle crisis response and recovery independently.
- **Funding:** Enabling direct access to international funding for local actors while streamlining processes to reduce bureaucratic barriers.

Immediate and Long-Term Targets

The strategy outlines both immediate (12-month) and long-term (5-year) goals. Within 12 months, local actors should see increased representation in coordination systems, and progress should be made toward establishing a Ukrainian-led pooled fund for recovery efforts. Over the next five years, the goal is to have local actors fully leading response efforts, with at least 25% to 50% of international humanitarian funding directly accessed by local organisations.

Accountability and Monitoring

The strategy includes mechanisms to ensure progress is regularly monitored, with key performance indicators tracking advancements in areas such as partnership building, policy influence, coordination, funding, and capacity.

Conclusion

By placing local leadership at the forefront, the strategy aims to create a sustainable, localised response model in Ukraine, which could serve as an example for other crisis-affected countries globally. It aligns with international frameworks like the Grand Bargain and the Charter for Change, advocating for a shift toward locally led humanitarian responses worldwide.

ANNEX III - LONGITUDINAL SURVEY OF UKRAINIAN REFUGEES AND RETURNEES: COLLABORATION WITH IMPACT INITIATIVES

Introduction

Since March 2022, IMPACT has been conducting a monthly longitudinal study of people who fled the escalation of hostilities in Ukraine to understand their mobility patterns, integration trajectories, intentions to return, and how these change over time. With co-funding from donors (USAID, Save the Children), the study has benefited from the support of the Ukrainian Red Cross and the RCRC Movement (IFRC, German Red Cross, Belgian Red Cross, British Red Cross, and Danish Red Cross) from May 2023 through the end of 2024 to fund its rounds of data collection and to collaborate on the design, analysis, and dissemination of the research.

Study objectives and methodology

The longitudinal study takes a unique approach, surveying the same respondents repeatedly over more than two years. This allows for insights into the evolution of their situation and helps to understand the experience of displacement over time. For many, this now includes their experiences both of displacement abroad and return to Ukraine. Reflecting this trend, the longitudinal study sample is now divided between refugees, people who are still living outside Ukraine following their displacement after the 2022 escalation of the war, and those who left Ukraine following the 2022 escalation of the war and have since returned either to their home settlement or have become IDPs elsewhere in Ukraine.

The dataset includes variables on demographics and vulnerabilities, socio-economic status, accommodation, humanitarian needs and assistance, integration, movement intentions, and safety. For returnees to Ukraine, some of the questions the study seeks to answer are: What is the decision-making process of respondents on returning and settling back in Ukraine? What were the predictors of their return? What are the main differences in the situations of those returnees to Ukraine who came back to their pre-war settlement versus those who returned to become IDPs? What are the living conditions, over time, of those displaced from Ukraine, abroad and upon return?

Key findings and their implications for policy and programming

[The decision to return to Ukraine](#) following displacement abroad stems from both pull and push factors, particularly for the most vulnerable: While personal and emotional reasons for returning were those most often reported by respondents, lower levels of income and temporary types of accommodation (e.g., collective sites) abroad are both strong predictors of a refugee's decision to return to Ukraine. In contrast, respondents with higher incomes and those staying in rented flats or apartments supported by governments are more likely to stay in the host country.

Further, the choice of host country abroad carries important consequences for refugees from Ukraine and their likelihood to return. Aspects such as closer cultural proximity and government policies can significantly impact refugee integration over time. For example, Germany's policies can be seen as best practices in integrating language learning with employment search and extending social housing support to refugees from Ukraine. [Refugees from Ukraine in Poland](#), in turn, work in higher proportions than elsewhere, though they find themselves in roles significantly below their qualifications. Single women with children face difficulties in finding any employment and would benefit from specific assistance.

Following their return, [IDPs \(former refugees\)](#) tend to be socio-economically more vulnerable than those able to return to their homes: Push factors such as a lack of housing or employment in their host country abroad lead many to return to Ukraine and become IDPs. Furthermore, when returning and becoming IDPs in Ukraine, people are reportedly more reliant on external financial support (e.g., IDP payments) and less frequently employed than those who are returning from abroad to their home settlements. Less sustainable sources of income for former refugees who become IDPs are coupled with their overwhelming reliance on renting and paying the full cost of accommodation in Ukraine. Targeted support mechanisms such as IDP payments and housing compensation are an economic lifeline for many former refugees who are still unable to return to their original homes.

Many returnees go back to places where they do not necessarily feel safe: Despite the risks, a majority (81%) of surveyed returnees to Ukraine relocated back to their home settlements, predominantly in the east and south, while a substantial proportion of those who return to Ukraine to become IDPs still chose their macro-region of origin. Over half of the surveyed returnees reported feeling somewhat or completely unsafe in their current location.

The composition of families displaced abroad and returning indicates particular challenges and needs: Families with children are overrepresented among those displaced from Ukraine (65% of the households, twice the proportion found in the general Ukrainian population). Over time, the lack of sufficient childcare options compounds difficulties in accessing suitable employment, particularly for single caregivers, both abroad and when returning to Ukraine. For the children themselves, displacement disrupts education, requiring students to shift to remote modes of learning, adapt to education in a foreign language, or attend two school systems in parallel.

Utilisation of the findings for key advocacy strategies and messaging

The longitudinal study findings inform the policies and planning of the Red Cross Movement both within and outside Ukraine, in particular the URCS One Plan and the IFRC Integration and Inclusion Framework. Key questions related to debt, pendular movement, and education contributed to the support the IFRC's research division provided to national Red Cross Societies on these questions, while country-specific reports provided in-depth analysis of the socio-economic conditions of refugees in Poland and Germany. The findings were also presented to inform key advocacy events such as the conference on the 'Current situation of refugees from Ukraine: from emergency response and protection to return and (re)integration', which gathered humanitarian NGOs, government representatives, and research institutions in Kyiv in April 2024.

Collaboration plan for coming year and priority areas

During 2025, the longitudinal study will continue its focus on the displacement of refugees abroad and returnees to Ukraine, with data collection rounds reduced to twice yearly in recognition of the slower pace of change in people's experiences as the crisis becomes more protracted. This will be complemented by a stronger qualitative component to better understand the complexity and details of people's experiences and their decision-making in response to these experiences. In addition, the study will add a component focusing on IDPs within Ukraine to better understand the compounding challenges people face due to protracted displacement and how

these evolve over time. IMPACT will continue to make datasets available to the Red Cross Movement, offer tailored briefings, and provide scope for incorporating additional questions/modules into its work, as well as contributing to joint analysis, advocacy and external engagement around findings.

Publications

Dashboard

[IMPACT, Longitudinal Survey Dashboard \(last update: rounds 17-26\).](#)

Thematic Outputs

[IIMPACT, Longitudinal Brief: Round 18 – Reasons for return. Kyiv \(2024\). \(Українська версія\)](#)

[IMPACT, Longitudinal Situation Overview: Round 19 – Poland Refugees. Kyiv \(2024\). \(Українська версія\)](#)

[IMPACT, Longitudinal Situation Overview: Round 20 – Back to Ukraine, but not home. Kyiv \(2024\). \(Українська версія\)](#)

[IMPACT, Longitudinal Situation Overview: Round 25 – Germany Refugees. Kyiv \(2024\). \(Українська версія\)](#)

Earlier Factsheets

[IMPACT, Longitudinal Factsheet: Round 13 \(2023\). \(Українська версія\)](#)

[IMPACT, Longitudinal Factsheet: Round 14 \(2023\). \(Українська версія\)](#)

[IMPACT, Longitudinal Factsheet: Round 15 \(2023\). \(Українська версія\)](#)

[IMPACT, Longitudinal Factsheet: Round 16 \(2023\). \(Українська версія\)](#)

[IMPACT, Longitudinal Factsheet: Round 17 \(2023\). \(Українська версія\)](#)

Story Map

[Ukraine: Unsafe Returns \(February 2025\)](#)

ANNEX IV – LIST OF INDICATORS

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
Health and Social Care	Mobile Health Unit	1. Develop an effective, adaptive, and transformative model of MHUs, functioning during conflict and in the post-conflict context, that both respond to the needs of vulnerable communities and public health sector priorities	SO 1.1 # of people supported by MHU services	200,000	250,000	250,000	200,000	200,000	1,100,000
			SO 1.2 # of primary health care consultations	300,000	375,000	375,000	300,000	300,000	1,650,000
			SO 1.3 # of consultations where medication is provided	150,000	281,250	281,250	150,000	0	862,500
			SO 1.4 % of consultations resulting in referrals to the appropriate healthcare support	8%	3%	3%	3%	3%	3%
			SO 1.5 % of people who reported satisfaction with MHU services	85%	85%	85%	95%	95%	95%
			SO 1.6 # of functioning mobile health units	126	115	70	70	70	70
	Health Promotion and Disease Prevention	1. Strengthen the URCS role in health promotion and disease prevention, awareness and referral to specialised health institutions	SO 1.1 # of people reached with HPDP activities	45,000	150,000	250,000	250,000	250,000	945,000
			SO 1.2 # of oblasts covered by HPDP activities	-	3	13	18	23	23
			SO 1.3 % of beneficiaries adhering to the recommended health-related behaviours	-	-	70%	80%	90%	90%
			SO 1.4 % of people who reported satisfaction with HPDP activities	-	-	75%	90%	100%	100%
		2. Strengthen the URCS capacity to conduct activities in health promotion and disease prevention	SO 2.1 # of staff and volunteers trained to deliver HPDP activities	25	60	180	270	330	330

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
		3. Ensure holistic approach to community health through intersection of health promotion and disease prevention activities with other URCS health related activities (MHUs, home care, MHPSS, first aid, rehabilitation)	SO 3.1 # of people reached with HPDP activities integrated into other sub-sectors	-	-	10,000	15,000	20,000	45,000
	Long-term Care and Active Aging	1. Provide complementary and relevant support to strengthen existing HBC services by enhancing the URCS's HBC activities	SO 1.1 # of people supported by HBC services	-	7,000	8,000	10,000	12,000	12,000
			SO 1.2 % of people who reported satisfaction with and relevance of HBC services	-	80%	80%	85%	90%	90%
			SO 1.3 # of visits made by HBC providers	-	835,000	910,000	1,300,000	1,500,000	4,545,000
			SO 1.4 # of services provided to beneficiaries by HBC providers	-	6,000,000	8,000,000	11,000,000	13,000,000	38,000,000
		2. Strengthen the URCS's role in supporting public health and social services by expanding the reach of the URCS's home-based care activities and advocating for its importance to local authorities	SO 2.1 # of settlements covered with HBC services	-	600	800	800	800	800
			SO 3.1 # of HBC providers	-	1,000	1,200	1,250	1,300	1,300
		3. To position the URCS as a recognized provider and expert in delivering home-based care training for public sector professionals and the URCS staff	SO 3.2 % of HBC providers trained in HBC	-	85%	100%	100%	100%	100%

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
		4. Build connections between the older population, communities, and authorities to reduce social isolation among older citizens, and support their transition from recipients of social aid to active participants and organisers within their communities	SO 4.1 # of functioning active aging clubs	-	-	58	116	140	140
			SO 4.2 # of events organised by active aging clubs	-	-	2,000	4,000	5,000	5,000
			SO 4.3 # of people visits in active aging club activities	-	-	20,000	40,000	50,000	50,000
		5. Improve the qualifications of home-based care social helpers through recognised certification, thereby enhancing social services in Ukraine and strengthening the URCS's HBC offerings	SO 5.1 # of certified social helpers in HBC	-	-	500	700	1,300	1,300
Rehabilitation	Physical and Mental Health Rehabilitation	1. Improve access to physical and mental rehabilitation services in Ukraine through rehabilitation spaces and mobile rehabilitation units	SO 1.1 # of people supported by MRU services	-	1,500	2,000	2,000	2,500	8,000
			SO 1.2 # of sessions provided by MRU	-	8,320	15,000	15,000	20,000	58,320
			SO 1.3 # of assistive devices/equipment delivered to people	-	1,200	2,100	2,100	3,000	8,400
			SO 1.4 # of rehabilitation centres/spaces established and functioning	-	5	5	5	5	20
			SO 1.5 # of people supported by the rehabilitation centres/spaces	-	1,500	1,500	1,500	1,500	6,000
		2. Support mental and social needs of the beneficiaries together with physical rehabilitation to promote faster beneficiary recovery and social adaptation	SO 2.1 # of social adaptation retreats conducted	-	8	24	24	24	80
			SO 2.2 # of people who attended social adaptation retreats	-	240	720	720	720	2,400

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
		3. Strengthen the quality of rehabilitation services through skills development and to raise awareness of rehabilitation in the community	SO 2.3 # of play and sports grounds created	-	2	14	14	20	50
			SO 3.1 # of trainings conducted	-	100	500	500	500	1,600
			SO 3.2 # of people who attended rehabilitation trainings	-	1,000	5,000	5,000	5,000	16,000
			SO 3.3 # of awareness raising sessions on rehabilitation conducted	-	100	500	500	500	1,600
			SO 3.4 # of people who attended awareness raising sessions on rehabilitation	-	1,500	6,500	6,500	6,500	21,000
	Mental Health and Psychosocial Support	1. Improve psychosocial well-being of the population affected by the conflict escalation in Ukraine through access to needs-informed community-based mental health and psychosocial support services	SO 1.1 # of people supported through basic psychosocial support activities	350,000	300,000	150,000	100,000	75,000	975,000
			SO 1.2 # of unique beneficiaries out of the total number of people who attended basic psychosocial support activities	82,000	45,000	45,000	30,000	20,000	222,000
			SO 1.3 # of people supported through focused psychosocial and psychological support activities	3,000	48,000	30,000	30,000	30,000	141,000
			SO 1.4 % of people who reported MHPSS support activities contributed positively to their psychosocial wellbeing	75%	75%	75%	75%	75%	75%
			SO 1.5 # of people trained in the provision of PFA	200	1,200	1,200	900	900	4,400

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
		2. Build the capacity of the MHPSS staff and volunteers to be confident, knowledgeable, skilled and properly supported to fulfil their role in developing and implementing MHPSS programmes	SO 2.1 # of volunteers and staff trained in MHPSS, including PFA	1,000	800	400	400	300	2,900
			SO 2.2 % of staff and volunteers involved in MHPSS provision who demonstrated increased knowledge after the trainings	75%	75%	75%	75%	75%	75%
			SO 2.3 # of MHPSS staff and volunteers who participated in peer sessions, self-care etc	6,500	18,000	10,000	8,000	8,000	50,500
			SO 2.4 % of MHPSS staff and volunteers who reported improved wellbeing after accessing regular support activities in the workplace	75%	75%	75%	75%	75%	75%
		3. Mainstream the MHPSS needs of beneficiaries and consider in the activities of other URCS sectors by support and preparation of the people involved to the service delivery	SO 3.1 # of volunteers and staff trained in PFA provision	900	3,000	1,000	700	500	6,100
			SO 3.2 # of volunteers and staff who participated in other MHPSS trainings	50	150	200	200	200	800
			SO 3.3 % of staff and volunteers who demonstrated increased knowledge and skills after the training	75%	75%	75%	75%	75%	75%
			SO 3.4 # of staff and volunteers of other URCS sectors who participated in peer sessions, supervision, self-care etc.	3,000	2,000	1,000	500	500	7,000
		1. Support internally displaced, affected non-displaced, returning and resettling populations with access to safe and adequate housing, water and sanitation	SO 1.1 # of people supported through water and/or sanitation assistance	-	100,000	100,000	100,000	100,000	400,000
			SO 1.2 # of people supported through housing assistance	-	2,500	2,500	2,500	2,500	10,000
			SO 1.3. # of people supported through heating and energy assistance and/or equipment	-	30,000	25,000	20,000	15,000	90,000
Recovery	Water and Habitat								

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
			SO 1.4 % of people who reported satisfaction across all WatHab programmes		80%	80%	80%	80%	80%
		2. Support recovery of essential community infrastructure/ services	SO 2.1 # of people reached with public infrastructure and service support	-	60,000	100,000	120,000	150,000	430,000
			SO 2.2 # of communities and facilities supported with through social infrastructure support	-	100	120	140	160	520
			SO 2.3 # of communities supported through water and sanitation support	-	100	100	100	100	400
		3. Strengthen the capacity of the URCS WatHab unit to respond to scaling needs	SO 3.1 # of WatHab staff and volunteers who received basic technical trainings	-	125	125	150	150	550
			SO 3.2 # of water supply and distribution missions (ERU) ready for deployment across the country	-	10	15	20	20	65
			SO 3.3 # of URCS service points equipped to respond to emergency shelter and energy needs	-	200	200	100	100	600
		4. Contribute to an improved operational environment and effective functioning of primary health infrastructure to ensure health services are provided to the population in need	SO 4.1 # of primary and secondary health facilities rehabilitated and fully operational	5	25	25	25	25	105
			SO 4.2 # of healthcare centres built	10	10	10	10	10	50
			SO 4.3 # of installed generators for medical institutions	300	50	50	50	50	500
			SO 4.4 # of people in catchment area supported through the rehabilitated health facilities	250,00	125,000	125,000	125,000	125,000	750,000
	Socio-economic Recovery	1.Strengthen the capacity of the most vulnerable populations to recover and safeguard their essential productive assets, in coordination with other URCS programmes, including during the winter season	SO 1.1 # of rural households provided with resources to recover and enhance their agriculture-based livelihoods and productive capacities to support their resilience	1,000	3,000	5,000	5,000	5,000	19,000

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
		2. Assist vulnerable households in rebuilding their Socio-economic recovery by enhancing entrepreneurship and professional skills, providing support for small businesses, and improving access to employment information	SO 2.1 # of individuals who received labour guidance for reskilling and professional development	-	3,750	3,750	4,500	4,500	16,500
			SO 2.2 # of people who received training in new professional skills and competencies	1,000	3,200	4,100	4,100	4,100	16,500
			SO 2.3 # of Individuals employed with the URCS's support	-	1,000	1,000	1,500	1,500	5,000
			SO 2.4 # of micro businesses supported	150	300	1,200	1,200	1,200	4,050
			SO 2.5 # of individual entrepreneurs supported through training/ guidance for their entrepreneurship	500	500	500	600	600	2,700
			SO 2.6 % of people who reported satisfaction across all Livelihoods programmes	80%	80%	80%	80%	80%	80%
		3. Enhance the skills and capacity of the URCS staff and volunteers to develop and deliver socio-economic recovery services	SO 3.1 # of volunteers and staff trained in providing livelihoods support	50	50	125	150	150	525
			SO 3.2 % of volunteers and staff trained who demonstrated increased knowledge	80%	80%	80%	80%	80%	80%
	Innovative Financing and Cash Transfer Programming	1. Support the recovery of vulnerable people and communities through quality and accountable cash transfer programming (sectoral cash and MPCA)	SO 1.1 # of people supported through cash assistance to cover priority needs	-	100,000	100,000	100,000	100,000	400,000
			SO 1.2 amount of cash (UAH) transferred to people supported by cash assistance to cover priority needs	-	435,000,000	435,000,000	435,000,000	435,000,000	1,740,000,000
			SO 1.3 # of people supported through vouchers via the URCS network	-	3,000	2,000	5,000	3,000	13,000
			SO 1.4 amount of cash value (UAH) transferred via vouchers to people	-	33,000,000	22,000,000	55,000,000	33,000,000	143,000,000
			SO 1.5 % of people who reported satisfaction with the cash and voucher programmes	-	80%	80%	80%	80%	80%

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
		2. Support the CTP coordination and localisation agenda in Ukraine	SO 2.1 # of localisation and CVA initiatives that the URCS is leading on or supporting	-	3	3	4	3	13
		3. Cash transfer programming and operational readiness institutionalisation across the URCS	SO 3.1 # of staff and volunteers who completed CVA related trainings and courses	-	100	100	200	100	500
	Microfinancing and MSEs lending	1. Support the recovery of MSEs and start-ups via provision of microfinancing and lending support	SO 1.1 # of entrepreneurs trained and coached via business incubators and/or accelerators	-	100	200	300	400	1,000
			SO 1.2 # of start-ups/social MSEs, self-employed that have completed business plans	-	50	100	200	300	650
			SO 1.3 # of businesses that received seed or accelerator grants	-	50	100	200	200	550
			SO 1.4 amount of cash (UAH) transferred to MSEs via grants	-	35,000,000	75,000,000	100,000,000	150,000,000	360,000,000
			SO 1.5 # of MSEs that received lending support	-	60	60	120	120	360
			SO 1.6 amount of cash (UAH) lent to MSEs	-	42,000,000	42,000,000	84,000 000	84,000,000	252,000,000
			SO 1.7 % of people who reported satisfaction with the MSE grants and lending programme	-	80%	80%	80%	80%	80%
	Innovations in sustainable financing	1. Develop and support of innovations in sustainable financing	SO 1.1 # of innovative financial tools and solutions created	-	1	3	5	5	14
			SO 1.2 # of new or improved innovative financial bank products introduced to the market	-	1	2	3	3	9
			SO 1.3 # of MSEs that successfully raised funds through the social business innovative platforms, products, tools and solutions	-	-	200	300	400	900
			SO 1.4 # of investors engaging with the social business innovative platforms, products, tools and solutions	-	-	10	20	30	60

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
			SO 1.5 amount of capital (UAH) raised by MSEs through the social business innovative platforms	-	-	50,000,000	75,000,000	100,000,000	225,000,000
Disaster Management	Relief	1. Support the most vulnerable with timely humanitarian assistance	SO 1.1 # of people covered with basic relief assistance	1,800,000	1,400,000	1,000,000	1,000,000	1,000,000	6,200,000
			SO 1.2 # of household kits distributed	600,000	400,000	400,000	400,000	400,000	2,200,000
			SO 1.3 # of individual kits distributed	-	250,000	150,000	150,000	150,000	700,000
			SO 1.4 % of people who reported satisfaction with relief assistance	85%	85%	85%	85%	85%	85%
	Disaster Risk Management/ Risk Reduction	1. Ensure disaster management prepared across Ukraine	SO 1.1 # of DM-related internal policies/procedures/ tools developed and implemented	3	5	2	2	2	14
			SO 1.2 # of community members and authorities trained (on FEP, DPAS, CBDRR, CBDRM, CCA, etc.)	25	50	150	200	200	625
			SO 1.3 # of EOCs established within the URCS regional branches	-	-	-	3	5	8
			SO 1.4 # of regional branches with a contingency plan	-	-	8	10	6	24
			SO 1.5 # of staff and volunteers trained on DRR/DRM topics	-	30	30	30	30	120
			SO 1.6 # of people qualified as trainers on DRR/DRM	-	3,020	3,020	3,020	3,020	12,105
			SO 1.7 # of people qualified as instructors on DRR/DRM	-	15	10	14	20	59
			SO 1.8 # of practical CBRN simulation trainings conducted in cooperation with the State Emergency Service and local government	-	-	2	2	2	6
			SO 1.9 # of people reached on preparedness and risk reduction and recovery dissemination activities	100,000	200,000	250,000	300,000	300,000	1,150,000

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
	Civil Protection	1. Integrate the URCS National Committee and Regional Branches into the USCPS functional and territorial subsystems and monitor fulfilment of commitments sub-systems of the USCPS	SO 1.1 # of regional branches integrated into the territorial	-	10	12	0	0	22
		2. Strengthen local governments' civil protection capabilities through effective resource mobilisation and knowledge transfer	SO 2.1 # of hromadas that have received support (financial, material, human) in the field of civil protection from the URCS	-	200	200	200	200	800
		3. Strengthen Ukraine's civil protection capacities at national and European levels through strategic positioning and specialised support in critical areas	SO 3.1 # of practical events the regional branch participated in, organised by SESU or in the framework of USCPS	-	13	20	20	20	73
			SO 3.2 # of policies and documents that the URCS has signed with SESU to regulate the URCS's involvement in civil protection	-	9	20	20	20	69
	Emergency Response, Search & Rescue	1. Establish the URCS's identity as a partner of the state emergency response system in providing Emergency Response Services	SO 1.1 # of people reached through all ERT services	30,000	50,000	50,000	50,000	50,000	230,000
			SO 1.2 # of people assisted during or following military attacks	-	1,500	1,500	1,500	1,500	6,000
			SO 1.3 # of people assisted through heating points	-	2,000	4,800	5,000	5,000	16,800
			SO 1.4 # of mobile heating points	-	20	48	50	50	168
			SO 1.5 # of joint SESU operational field activities	-	25	50	50	50	175
			SO 1.6 # of regions where the ERT is involved in planned exercises of SES units and other services involved in emergency response	15	20	25	25	25	25
		2. Build emergency response structure of the URCS	SO 2.1 # of established and functioning interregional response centres	3	4	5	5	5	5

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
			SO 2.2 # of established and functioning Emergency Response teams	23	24	25	25	25	25
			SO 2.3 # of ERT volunteers	-	800	1,000	1,500	2,000	2,000
		3. Enhance the capacities of the URCS in the framework of the emergency response through proper training of URCS specialists and ERT volunteers	SO 3.1 # of volunteers trained under the unified ERT volunteer training programme	-	-	500	1,000	1,500	1,500
			SO 3.2 # of volunteers and employees of the Emergency Response Service who have completed international ERT certification training	-	25	25	25	25	100
			SO 3.3 % of team members who expressed satisfaction regarding scope of tasks, activity conditions, training, recognition of contribution, self-realisation, influence on decision-making	-	65%	80%	80%	80%	80%
Access and Protection	Explosive Ordinance Risk Education	1. Raise awareness of the risks associated with explosive ordnance and other weapons through awareness-raising activities by volunteer trainers	SO 1.1 # of people informed about the risks of explosive devices, other types of armaments, and safer behaviours	-	90,000	100,000	50,000	50,000	290,000
			SO 1.2 # of informational sessions conducted	-	5,000	6,500	5,000	5,000	21,500
		2. Raise public awareness of the risks associated with various types of weapons and munitions, including chemical, biological, radiological and nuclear threats	SO 2.1 # of people covered by informational activities regarding threats posed by chemical, biological, radiological, and nuclear threats	-	68,000	88,000	50,000	50,000	256,000
		3. Raise awareness of war-related threats among volunteers and staff of local URCS organisations	SO 3.1 # of volunteers and staff who received informational services regarding war-related threats	-	900	1,300	1,000	1,000	4,200

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
	Restoring Family Links	1. Re-establish and maintain family contacts and tracing unaccounted individuals in IAC in Ukraine	SO 1.1 # of tracing cases initiated and processed in regions in accordance with the set criteria in RFL guidelines	2,000	2,500	2,500	2,500	2,500	12,000
			SO 1.2 # of tracing cases registered into the URCS "Trace" database	2,000	2,500	2,500	2,500	2,500	12,000
			SO 1.3 # of contacts with enquirers regarding revision of the cases	6,000	6,500	6,500	6,500	6,500	32,000
		2. Respond to the needs of the Families of Missing (FOM)	SO 2.1 # of RFL staff and volunteers responding to the RFL needs of beneficiaries	35	40	40	40	40	40
			SO 2.2 # of RFL and tracing requests received and processed by local branches and National Committee	20,000	20,000	15,000	10,000	10,000	75,000
			SO 2.3 # of socialising events/informational meetings/visits to FOM	150	200	200	200	200	950
		3. Build and strengthen capacity of the URCS in RFL	SO 3.1 # of the URCS volunteers provided with RFL trainings and involved in RFL activity from other sectors	20	20	20	20	20	20
			SO 3.2 # of people involved in implementation of RFL activities in URCS branches	-	10	10	10	10	10
	Civil Military Cooperation	1. Enhance the URCS's capacity in Ukraine's civil military cooperation through national and regional engagement, collaboration with the Ministry of Defence, and formalised partnerships	SO 1.1 # of families supported to receive their loved one for burial at home	-	800	1,000	1,000	1,000	3,800
			SO 1.2 # of morgues benefitting from increased storage capacity	-	-	10	10	10	30
			SO 1.3 # of people released from captivity that are supported with basic items in transit centres	-	-	500	500	500	1,500
			SO 1.4 # of people released from captivity that are supported by URCS in the post-transit stage	-	-	500	500	500	1,500

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
Humanitarian Education	Climate Change Adaptation	1. Support controlling and measuring effects of the CCA programme on the territory of Ukraine	SO 1.1 # of CCA assessments	0	0	0	0	1	1
			SO 1.2 # of CCA pilots	0	0	0	0	3	3
			SO 1.3 # of Forecast Based Actions piloted in Carpathian Region	0	0	0	0	1	1
			SO 1.4 # of publications from the Health and Climate Surveillance Centre established and integrated with PHC	0	0	1	0	0	1
	International Humanitarian Law	1. Increase public awareness and protection of the Red Cross (RC) emblem by conducting public awareness campaigns, addressing cases of misuse, and training the URCS volunteers and staff, including senior regional branch management, on the proper use and protection of the emblem	SO 1.1 # of public awareness activities on the RC emblem	15	15	15	15	15	75
			SO 1.2 # of successful interventions on misuse cases	20	20	20	20	20	100
			SO 1.3 # of volunteers and staff trained on RC emblem protection	500	500	500	500	500	2,500
		2. Expand knowledge of International Humanitarian Law (IHL) by training URCS volunteers, staff, and key societal groups, establishing partnerships with educational institutions, and organising IHL seminars and events	SO 2.1 # of URCS volunteers and staff trained on IHL	500	500	500	500	500	2,500
			SO 2.2 # of people external to the URCS trained on IHL	3,000	3,000	3,000	3,000	3,000	15,000
			SO 2.3 # of IHL educational events	45	50	50	50	50	245

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
		3. Strengthen collaboration on International Humanitarian Law (IHL) by conducting joint public campaigns, formalising cooperation with key authorities, engaging national and local representatives in IHL activities, participating in international IHL initiatives, and improving IHL knowledge among community and national actors	SO 3.1 # of joint activities (public campaigns, IHL awareness rising events)	5	5	5	5	5	25
			SO 3.2 # of representatives from national and local authorities who participated in IHL activities with the support of the URCS	100	130	150	150	150	680
			SO 3.3 % of trained community and national actors who demonstrated improved knowledge of IHL	-	85%	85%	90%	100%	100%
	Education in Emergencies	1. Enhance protection, safety and well-being of, in and around education	SO 1.1 # of regions implementing the EiE strategy	5	10				15
		2. Enhance access to and continuity of education	SO 2.1 # of schools involved in the activities of EiE	5	10				15
			SO 2.2 # of people covered by the EiE programme	5,000	15,000				20,000
			SO 2.3 % of people who reported satisfaction with the quality and appropriateness of the EiE programme	85%	85%				85%
	First Aid	1. Expand the FA reach and adapt the FA teaching materials applicable to IAC context	SO 1.1 # of people trained in First Aid	100,000	150,000	150,000	150,000	150,000	700,000
			SO 1.2 # of new URCS instructors trained in First Aid	460	500	500	500	500	2,460
			SO 1.3 # of people with disabilities trained in First Aid	-	150	150	150	150	600

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
			SO 1.4 # of people who completed the training «First Aid for Pets»	-	150	150	150	150	600
			SO 1.5 % of people who reported learning new implementable skills in First Aid	-	-	50%	70%	80%	80%
		2. Enhance digital accessibility and efficiency of the First Aid training	2.1 % of training programmes available in digital format	-	10%	50%	70%	100%	100%
Quality Control and Accountability	Community Engagement and Accountability	1. Ensure communities are more resilient to crises because they can make informed decisions and perceive the Red Cross as a trusted organisation	SO 1.1 % of people who reported that they knew how to provide feedback	30%	50%	70%	80%	90%	90%
			SO 1.2 # of volunteers and staff trained in CEA and information provision	100	300	300	300	300	1,300
			SO 1.3 % of volunteers and staff who demonstrated increased knowledge in CEA	-	30%	30%	50%	80%	80%
		2. Facilitate participation of affected people and utilise community feedback to make operational changes	SO 2.1 # of requests/feedback/complaints received by Information Centre (only by phone)	100,000	150,000	180,000	180,000	180,000	790,000
			SO 2.2 % of people who received a timely response to their feedback	50%	75%	80%	95%	95%	95%
			SO 2.3 % of requests/feedback/complaints that were successfully addressed	65%	80%	90%	95%	95%	95%
		3. Strengthen and institutionalise CEA at all levels in the URCS	SO 3.1 # of programmes which have integrated budget for CEA activities	-	10	20	20	20	20
	Protection Gender and Inclusion and Safeguarding	1. Strengthen the URCS institutional capacity on PGI	SO 1.1 # of URCS policies, strategies and guidelines where PGI Unit provided input	-	3	2	4	4	13
		2. Integrate Protection, Gender and Inclusion (PGI) into all programmes, operations and services	SO 2.1 % of URCS staff that have signed the URCS PGI Policy	-	300	300	300	300	1,200
			SO 2.2 # of staff and volunteers who received PGI-related training	-	300	300	300	300	1,200
			SO 2.3 # of PGI modules to be included into sectoral/programme trainings	-	5	5	5	5	20

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
			SO 2.4 # of oblasts that have completed referral pathways	-	20	25	-	-	25
		3. Strengthen URCS institutional capacity on safeguarding and ensure adequate mechanisms are in place to support prevention and response to safeguarding incidents	SO 3.1 # of URCS programmes for which safeguarding guidelines were created and implemented	-	5	5	5	5	20
			SO 3.2 # of URCS staff and volunteers trained on safeguarding	-	300	300	300	300	1,200
			SO 3.3 % of URCS branches which have undertaken a safeguarding self-audit	-	20%	25%	40%	60%	60%
	Planning, Monitoring, Evaluation, and Reporting	1.Create robust PMER system	SO 1.1 % of programme indicators that have reference sheets and proper methodology	100%	100%	100%	100%	100%	100%
			SO 1.2 # of trainings conducted for staff at national and regional level	0	3	5	5	5	18
			SO 1.3 # of lessons learned workshops conducted by PMER unit	0	10	20	20	20	70
			SO 1.4 % of projects where at least 3-10% for M&E is budgeted	80%	100%	100%	100%	100%	100%
			SO 1.5 # of post distribution /activity monitoring surveys conducted with PMER involvement	0	0	30	30	30	90
	Information Management	1. Support the URCS operations and programmes to acquire, process, store, and utilise information for more effective management and decision-making	SO 1.1 % of subsectors regularly supported with information management	50%	60%	80%	90%	90%	90%
			SO 1.2 # of dashboards developed/updated in consultation with sectoral teams to facilitate data analysis	50	60	100	130	130	130
			SO 1.3 # of staff and volunteers trained on information management and/or data literacy	-	50	250	300	300	300

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
Sustainable Development and Qualified Services	Finance Development	1. Improve financial management which is grounded in a due diligence/needs assessment/ external & internal audits at the HQ and branch level	SO 1.1 % of implementation on the plan of action developed at NHQ and branches	30%	60%	100%	100%	100%	100%
			SO 2.1 # of internal audit reports produced	4	4	6	6	6	20
			SO 2.2 % of actions recommended by the external audit that are completed	80%	80%	80%	90%	100%	100%
		2. Improve accountability, transparency & governance	SO 2.3 % of staff who are aware of their authority/ responsibility and documents are approved by relevant persons	60%	80%	100%	100%	100%	100%
			SO 2.4 % of internal audit recommendation implemented	0	0	100%	100%	100%	100%
			SO 2.5 % implemented recommendation by Audit Risk, Management and Ethics Committee	0	0	100%	100%	100%	100%
		3. Improve efficiency, reliability and relevance of financial reporting and department structure	SO 3.1 % of departments covered with automated financial reports through the new accounting software	30%	65%	100%	100%	100%	100%
	Resource Mobilisation and Fund Development	1. Build an efficient fundraising department and making donations a reliable and predictable source of income for the URCS	SO 1.1 total amount (USD) of individual donations received	2,800,000	2,000,000	2,000,000	2,000,000	2,000,000	10,800,000
			SO 1.2 total amount (USD) of partner and corporate donations received	5,000,000	1,500,000	1,800,000	2,000,000	2,000,000	12,300,000
			SO 1.3 # of new individual donors	2,000	3,000	5,000	6,000	7,500	23,500
			SO 1.4 # of corporate donors	15	24	24	30	30	123
		2. Retain the URCS individual donors acquired with F2F activities	SO 2.1 # of retained individual donors who have donated again	1500	2500	4000	5000	7500	20500
			SO 2.2 # of retained corporate donors who have donated again	8	8	10	12	16	54

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
	Human Resource Development	1. Develop HR Policies and Procedures (keeping policies updated as per the local legislation)	SO 1.1 # of new policies and procedures developed and rolled out	-	6	6	3	3	18
		2. Strengthen the Human Resources team structure by developing a sustainable team structure with the duty of care. Talent Acquisition development should have a priority as this is one of the key needs identified	SO 2.1 # of materials on developing responsibilities (both HR and personnel administration)	-	5	5	5	5	20
			SO 2.2 # of HR-related workshops/ trainings conducted	-	3	3	3	3	12
			SO 2.3 % of HR staff compared to total headcount in URCS	-	25%	25%	25%	25%	25%
			SO 3.1 % of staff retention	-	80%	85%	90%	90%	95%
		3. Position URCS as a competitive employer to attract and retain quality talent	SO 3.2 % of staff satisfied with working at the URCS	-	100%	100%	100%	100%	100%
			SO 3.3 # of activities conducted to increase staff motivation	-	2	3	3	3	11
			SO 3.4 % of staff who stayed after their probationary period	-	-	90%	95%	95%	95%
	Branch and Volunteer Development	4. Develop a comprehensive onboarding/ offboarding package involving the respective departments, and with the support of the learning and development policy, support the career planning of the staff	SO 4.1 # of staff who attended supportive and reflective meetings to support their wellbeing	-	500	500	500	500	500
			SO 4.2 # of participants in HR-related workshops or trainings	-	20	20	20	20	80
		1. Empower, support, and manage volunteers to ensure their increased engagement in the URCS existing activities & services and to develop new activities & services relevant for their communities	SO 1.1 # of volunteers nationwide	-	5,000	7,500	8,000	8,000	8,000
			SO 1.2 # of branches involved in Development Programme	-	158	156	150	146	146
			SO 1.3 # of local branches that have operational premises for volunteers and youth	50	100	136	140	146	146
			SO 1.4 % of volunteers in the board of the local branches	10%	10%	30%	30%	30%	30%

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
		2. Ensure that the composition of teams is stable, corresponds to the volume of activity	SO 2.1 % of Raions with presence of a local URCS branch office	70%	80%	100%	100%	100%	100%
			SO 2.2 % of local branches meeting at least 80% of the criteria of the Development programme	15%	40%	60%	65%	70%	70%
			SO 2.3 % of local branch staff and volunteers which expressed satisfaction with their involvement with the URCS	70%	80%	80%	80%	80%	80%
		3. Ensure that the organisation is recognised at the local level and that it cooperates and receives the necessary support from the population, authorities, businesses, public/charitable organisations to implement sustainable activities, which includes strengthening various types of resource mobilisation							
			SO 3.1 % of local branches that have three or more revenue sources	-	40%	60%	70%	80%	80%
	Youth Development	1. Increase the share of youth in decision-making processes and leadership positions	SO 1.1 # of youth centres established	-	25	40	45	55	55
			SO 1.2 % of youth in the board of the local branches	-	30%	35%	40%	45%	45%
			SO 1.3 % of young volunteers and staff who expressed satisfaction with their involvement with the URCS	-	70%	80%	81%	82%	82%
		2. Improve relevance and quality of youth related activities through active involvement/ engagement of youth from within communities	SO 2.1 # of young beneficiaries of all youth-related initiatives	-	6,000	9,000	12,000	15,000	15,000
			SO 2.2 # of youth-led community initiatives implemented	-	405	530	600	700	700
	Digital Transformation	1. Develop IT infrastructure, cyber security, and data protection standards	SO 1.1 % of successful closed tickets/requests to the helpdesk	80%	80%	80%	90%	90%	90%

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
		2. Develop and implement an ERP system at the HQ and regional levels	SO 2.3 # of digital transformation projects implemented	-	10	10	10	10	10
		3. Increase data collection and analysis knowledge	SO 3.1 # of activated Odoo licenses at HQ level that actively interact with the digital platform	15	150	250	300	500	500
			SO 3.2 # of activated Odoo licenses at regional level that actively interact with the digital platform	-	-	150	200	300	300
		4. Increase digital literacy of the URCS staff and volunteers	SO 4.1 # of digital education trainings organised for staff and volunteers	2	4	4	4	4	18
			So 4.2 # of individual staff and volunteers who participated in digital transformation training	-	-	350	350	450	1150
	Media and Communications Development	1. Provide the population of Ukraine with access to relevant, timely, and effective information on humanitarian issues, thus, increasing the influence of the RCRC movement as a leader on humanitarian issues in Ukraine	SO 1.1 URCS Reputation Ranking is maintained at certain percentile of positive opinion (%)	60%	65%	75%	78%	80%	80%
		2. Facilitate participation and feedback so that affected people's priorities shape the response	SO 2.1 # of people subscribed to the URCS social media channels	238,000	357,000	625,000	650,000	690,000	690,000
		3. Be recognised as a leading organisation to initiate public dialogue on humanitarian issues	SO 3.1 # of events held to discuss the humanitarian situation (including round tables and forums)	-	22	22	22	22	88
	Legal Base Development	1. Provide legal support to the activities of the URCS	SO 1.1 # of legal due diligence assessments conducted for civil, commercial and other contracts, including additional agreements	-	360	360	360	360	1,440
			SO 1.2 % of project contracts that received contractual and legal support	-	50%	50%	70%	80%	80%

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
		2. Minimise the risks of illegal alienation of property and making the right constituent documents in line with current legislation	SO 2.1 # of documents submitted to the State Register of Real Property Rights for registration of real estate information of URCS and its organisations	-	2	2	2	2	8
			SO 2.2 # of statutory documents developed for newly established URCS enterprises	-	1	1	-	-	2
			SO 2.3 # of participations in court proceedings	-	6	6	6	6	24
		3. Strengthen the protection of the organisation's emblem	SO 3.1 # of legal proceedings initiated to prohibit the unauthorised use of the Red Cross emblem	-	3	3	3	3	12
	Logistics, Fleet, and Procurement Management	Logistics Management							
		1. Develop warehouse logistics	SO 1.1 # of warehouse facilities expanded and owned by URCS that are appropriately equipped	-	2	0	1	1	4
			SO 1.2 # of requests processed for the issuance of goods and material assets	-	1,000	1,000	1,000	1,000	4,000
			SO 1.3 # of staff trained in warehouse management	-	34	34	34	34	168
		2. Improve logistics capacity at the national and regional levels	SO 2.1 # of humanitarian and charitable aid delivered to URCS NC	-	1,400,000	600,000	500,000	500,000	3,000,000
			SO 2.2 # of staff trained on managing the donations of humanitarian and charitable aid	-	50	50	50	50	200
		Fleet Management							
		3. Develop Capacity in fleet management	SO 3.1 # of staff trained on fleet management SOPs and policies	-	50	50	50	50	200
			SO 3.2 # of vehicles maintained and repaired according to internal regulations in a timely manner	-	480	500	500	500	500

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total	
				2023	2024	2025	2026	2027		
		Procurement Management								
		4. Develop operational capacities on receiving, delivering, accounting, and reporting on humanitarian and charitable aid	SO 4.1 # of staff trained in procurement management	-	50	34	34	34	136	
			SO 4.2 # of registered procurement requests			600	600	600	1,800	
	Social Services Development and Standardisation	1. Initiate and develop sustainable social services using innovative business approaches	SO 1.1 # of initiated and piloted new social services, including existing services organised in an innovative way	-	2	2	2	2	8	
			SO 1.2 # of standardised existing social services	-	2	2	2	2	8	
			SO 1.3 # of regional and local branches providing standardised services	-	2	2	4	4	12	
		2. Ensure a high level of diversified financing for the URCS services by utilising resources from beneficiaries, businesses, communities, and local and national authorities	SO 2.1 # of established and functioning community centres	-	4	12	28	46	46	
			SO 2.2 # projects/ services/areas of Red Cross of activity presented in each community centres	-	5	10	10	10	10	
			SO 2.3 # of individual consultations provided by the community centres	-	-	4,200	6,000	8,000	18,000	
			SO 2.4 # of group events provided by the community centres	-	-	120	280	460	860	
			SO 2.5 % of people visiting community centres who reported satisfaction	-	75%	75%	75%	75%	75%	
		Risk Management Development	1. Improve accountability, transparency & governance	SO 1.1 % of implementation of the Annual Risk Management, Compliance and Security Development Plan	-	100%	100%	100%	100%	100%
				SO 1.2 % of incidents (risk, compliance, security) successfully processed	-	-	35	35	35	35
				SO 1.3 # of days for Integrity line response rate (from registration to decision)	-	90%	100%	100%	100%	100%

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
		2. Build and develop internal capacity in risk management area within the URCS	SO 2.1 # of staff and volunteers who received trainings on risk management, security, and compliance	-	-	300	300	300	900
			SO 2.2 % of staff and volunteers who possess the knowledge and competencies to execute risk management, security, and compliance functions	-	40%	80%	90%	100%	100%
Auxiliary Role and Humanitarian Diplomacy	URCS Auxiliary Role to Government	1. Strengthen the URCS's auxiliary positioning and legal foundations	SO 1.1 # of laws or regulations drafted to be passed/amended with the support of the URCS	-	3	2	2	2	9
		2: Enhance URCS' auxiliary role in IHL	SO 2.1 # of joint events and public campaigns conducted to promote understanding of the URCS auxiliary role and positioning on national and international levels	-	5	3	3	3	14
		3: Reinforce the URCS's auxiliary role in healthcare and social policy	SO 3.1 # of agreements (MoUs) signed with public and local authorities	-	6	10	8	6	30
	Movement Advocacy and Humanitarian Diplomacy	1. Ensure the recognition of the URCS and the Movement as key humanitarian actors by Ukrainian representation in target capitals	SO 1.1 # of external Movement events that engage stakeholders or the public on the importance of the Red Pillar for Ukraine's response	-	8	8	8	8	32
		2. Facilitate the meaningful contribution of the URCS to Movement-wide humanitarian advocacy and diplomacy activities	SO 2.1 # of URCS engagements in diplomatic visits and international events	-	-	10	10	10	30
		3. Influence and strengthen the legislation and policies that can improve humanitarian assistance and protect the rights of people displaced from Ukraine	SO 3.1 # of partnerships and contracts established with relevant stakeholders in the advocacy and diplomacy field	-	25	25	25	25	100

Sector	SUB-SECTOR	Specific Objective	Indicator	Targets					Total
				2023	2024	2025	2026	2027	
	Humanitarian Advocacy Capacity Building	1. Increase the humanitarian diplomacy and advocacy capacity of the URCS leadership, staff and volunteers on the national, regional and local level and ensure security of structural management and implementation of Advocacy and Diplomacy Strategy	SO 1.1 # of the URCS and Partner staff trained on humanitarian diplomacy and advocacy	-	-	50	50	50	150
		2. Facilitate the meaningful contribution of URCS to Movement-wide humanitarian advocacy and diplomacy activities	SO 2.1 # of evidence-based research papers, joint statements, policy briefs, and digests on key advocacy topics	-	-	20	20	20	60



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