



URCS ONE PLAN 2023-2025

Humanitarian Action,
Resilience
& Recovery

Sustainable
development
& Qualified Services

Auxiliary Role
and Humanitarian
Diplomacy

ENDORSED BY :



OCHA | IASC

Inter-Agency
Standing Committee



HUMANITARIAN AID

12 MILLION
PEOPLE



TIMELINE
3
YEARS

HUMANITARIAN ACTION, RESILIENCE & RECOVERY

SUSTAINABLE DEVELOPMENT & QUALIFIED SERVICES

AUXILIARY ROLE AND HUMANITARIAN DIPLOMACY

URCS ONE PLAN

2023-2025



FUNDING
1.5.
BILLION
USD



RECOVERY

5 MILLION
PEOPLE



FOREWORD

With enforced IAC and the following increase in needs and the expectation for the Ukrainian Red Cross Society (URCS) to respond as a strong national actor present in the whole country, the URCS sees the needs to expand to fulfill its duty. With its auxiliary status, the URCS does its best to supplement and compliment the government structures to reduce the suffering of vulnerable people in need, including communities that are very hard to reach and cannot be reached with aid and services by other structures and actors. The URCS is recognized as a strong support system for the people and the government of Ukraine, and it is with this increased demand for the URCS that the plan is made. The URCS One Plan 2023-25 is about reaching people, covering gaps, empowering communities and local organizations, complimenting the government, building a strong URCS, and **“Attained clear pathway to Ukraine’s Resilience, Reconstruction & Recovery”**.

The One Plan showcases just the tip of the programming opportunities that a strong and knowledgeable local actor is mainstreaming. It has been guided by strategies related to innovation and approaching the response through the lens of opportunities that a highly developed context with a strong government is providing.

The One Plan includes the four traditional key areas of URCS's work (Home Based Care, Health Promotion and Disease Prevention, Relief Distribution, and Search & Rescue), that are in the core of the URCS mandate and operations. However, as communities in Ukraine have a strong need for many other types of humanitarian assistance, the plan also includes the provision of other important services that the URCS and its branches around the country are and will be engaged in.

The One Plan is formulated to contribute to achieving the URCS vision **“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 One Plan is supported by many actors and donors and while we look to engage more, we are highly appreciative of all involvement and contributions that are allowing us not only to tailor the design of the activities and provide support to those in need, but also build a strong local Red Cross that is present within its local communities.

The One Plan portrays a strong Red Cross Red Crescent Movement in Ukraine and a true joint effort to make the URCS a centre of excellence for humanitarian action in the country.

On behalf of the URCS Governing Board, I would like to take this opportunity to congratulate and express gratitude to all those who have been associated with this process and product, and have dedicated their untiring efforts to producing the One Plan. We look forward to the active participation of all branches, departments, programmes/projects, staff members, youth and volunteers, Movement partners and assistance from the Government Ministries, Non-Government Organizations, UN agencies, individuals, and the general public for effective and timely implementation of this plan in the greater interest and the ultimate benefit of the people who need our help.

Maksym Dotsenko
Director General
Ukrainian Red Cross Society

CONTENTS

List of acronyms	5
Overview	6
Bilaterally Participating Partners	9
Contextual Analysis	10
 PILLAR 01.	
HUMANITARIAN ACTION, RESILIENCE AND RECOVERY	14
Healthcare	16
Mobile Health Units	16
Health Infrastructure Rehabilitation	18
Health Promotion and Disease Prevention	20
Home Based Care	22
Rehabilitation	24
Mental Health and Psychosocial Support.....	24
Physical and Mental Rehabilitation	26
Recovery.....	28
Shelter and settlements.....	28
Livelihoods.....	30
Cash and Voucher Assistance.....	32
Disaster Management	34
Relief	34
Disaster Risk Management / Disaster Risk Reduction.....	36
Civil Protection.....	38
Search and Rescue	40
Protection and Education	42
Restoring Family Links.....	42
First Aid	44
Climate Change Adaptation.....	46
War Risks Education.....	48
International Humanitarian Law.....	50
Education in Emergencies.....	52
Quality Control and Accountability	54
Community Engagement and Accountability.....	54
Protection, Gender and Inclusion.....	56
Planning, Monitoring, Evaluation and Reporting	58
 PILLAR 02.	
SUSTAINABLE DEVELOPMENT AND QUALIFIED SERVICES	60
Finance Development.....	62
Resource Mobilisation Development	64
Human Resource Development	66
Branch and Volunteer Development.....	68
Youth Development	70
Digital Transformation	72
Communications Development.....	74
Legal Base Development	76
Logistics, Fleet and Procurement Management.....	78
 PILLAR 03.	
AUXILIARY ROLE AND HUMANITARIAN DIPLOMACY	80
URCS Auxiliary to Government	82
Movement Advocacy and Humanitarian Diplomacy	84
Humanitarian Advocacy Capacity Building	86
Annex 1. Localization Efforts	88
Annex 2. List of Indicators.....	90

LIST OF ACRONYMS

AAP	Accountability to Affected People
BraVo	Branch and Volunteer
CCA	Climate Change Adaptation
CEA	Community Engagement and Accountability
DM	Disaster Management
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EiE	Education in Emergencies
ERP	Emergency Response Plan
ERT	Emergency Response Team
GoU	Government of Ukraine
FOM	Families of Missing
HBC	Home Based Care
IAC	International Armed Conflict
IASC	Inter-Agency Standing Committee
ICRC	International Committee of Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
IHL	International Humanitarian Law
LLH	Livelihood
MHPSS	Mental Health and Psychosocial Support
MHU	Mobile Health Unit
MoFA	Ministry of Foreign affairs of Ukraine
MoH	Ministry of Health of Ukraine
MoVA	Ministry of Veterans Affairs of Ukraine
MCTID	Ministry of Communities, Territories, and Infrastructure Development of Ukraine
MoSP	Ministry of Social Policy of Ukraine
MoU	Memorandum of Understanding
NS	National Society
NSD	National Society Development
OD	Organizational Development
OP	One Plan
PGI	Protection, Gender and Inclusion
PMER	Planning, Monitoring, Evaluation and Reporting
PNS	Partner National Society
PSS	Psychosocial Support
RCRC	Red Cross Red Crescent
RFL	Restoring Family Link
SAR	Search and Rescue
SESU	State Emergency Service Ukraine
SO	Strategic/Specific Objective
TOT	Training of Trainers
TWG	Technical Working Group
UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs
URCS	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 on the Ukraine territories taking controlled by the Russian armed forces. While it has necessitated a massive scale-up of provision of humanitarian aid across the country, humanitarian access remains challenging. This One Plan (OP) reflects the priorities of the Ukrainian Red Cross Society (URCS) developed with the support of its Partner National Societies (PNSs), the IFRC Secretariat, and ICRC for 2023-2025. The plan is designed to showcase envisioned auxiliary role of the URCS to the Ukrainian government in tackling humanitarian and recovery challenges. The OP is aligned with the Humanitarian Response Plan (HRP) and is fully endorsed by the UN.



Cars delivering humanitarian aid. Bucha. June 2022.

KEY STRATEGIC DEVELOPMENT PARTNERS OF THE URCS ONE PLAN:

Ministry of Foreign Affairs of Ukraine (MoFA)

Ministry of Health of Ukraine (MoH)

Ministry of Social Policy on Ukraine (MoSP)

Ministry of Veterans Affairs of Ukraine (MoVA)

Ministry of Communities,
Territories and Infrastructure Development (MCTID)

Ministry of Reintegration of Temporary Occupied
Territories of Ukraine (MTOT)

State Emergency Services of Ukraine (SESU)

International Federation of Red Cross
and Red Crescent Societies (IFRC)

United Nations Office for the Coordination
of Humanitarian Affairs (UN OCHA)

Inter-Agency Standing Committee (IASC)
Clusters

GOAL OF THE URCS OP:

Attained clear pathway to Ukraine's Resilience,
Reconstruction & Recovery

Strategic Priorities for the URCS for the next 3 years:

In the Five-Year 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 DIRECTION HAS BEEN ADOPTED TO REALISE THE VISION:

- + **01** Providing a wide range of socially oriented services at the local level and in communities
- 02** Building the Society's financial stability
- 03** Building local organizations through cooperation with communities and partners
- 04** Human resource development
- 05** Digital transformation of the Society's work
- 06** Development of the Society as an organization that can provide expertise to the humanitarian sector

THE ONE PLAN FULLY ALIGNS WITH THE URCS STRATEGY 2021-2025



Considering the need for scaling up humanitarian response in the country, the URCS operational/programmatic focus for the coming three years (2023-2025) will be:

- Healthcare Services (Mobile Health Unit (MHU), Health Infrastructure Rehabilitation, Health Promotion and Disease Prevention, Home-based Care (HBC))
- Rehabilitation (Mental Health and Psychosocial Support (MHPSS); Physical and Mental Rehabilitation)
- Recovery (Shelter and Settlements, Livelihoods, Cash and Voucher Assistance (CVA))
- Disaster Management (Relief Distribution, Disaster Risk Management (DRM)/Disaster Risk Reduction (DRR), Civil Protection, Search and Rescue (SAR))
- Protection and Education (Restoring Family Links (RFL), First Aid (FA), Climate Change Adaptation, War Risks Education, 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))
- Support Service and National Society Development (Finance Development, Resource Mobilisation Development, Human Resource Development, Branch and Volunteer Development, Youth Development, Digital Transformation, Communications Development, 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 (OP)

Russia's military attacks against Ukraine, which started on 24 February 2022, have caused widespread death, destruction, displacement and suffering, and left at least 18 million people in urgent need of humanitarian assistance and protection in 2023. It includes over 6 million internally displaced people (IDPs), over 7 million not displaced people and over 4 million returnees. The highest severity of needs is among people that are living in areas not under the Government of Ukraine's control and in areas directly affected by active hostilities¹. In response to this critical and exceptional humanitarian crises, the URCS has been addressing the needs of IDPs, returnees and host population. The URCS and the RC Movement Partners - IFRC, International Committee of Red Cross (ICRC) and 15 participating Partner National Societies (PNS) - 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 WFP, IOM, Save the Children, WHO and other key international actors and agencies to deliver the results at scale.



¹. Ukraine | Humanitarian Action

Distribution of humanitarian aid. Kherson. February 2023.

BILATERALLY PARTICIPATING PARTNERS

Austrian Red Cross

British Red Cross

Canadian Red Cross Society

Danish Red Cross

French Red Cross

German Red Cross

ICRC

IFRC

Italian Red Cross

International Organization for Migration (IOM)

Japanese Red Cross Society

Korean Red Cross

Luxembourg Red Cross

Norwegian Red Cross

Save the Children

Spanish Red Cross

Swedish Red Cross

Swiss Red Cross

Turkish Red Crescent Society

World Food Programme (WFP)

World Health Organization (WHO)



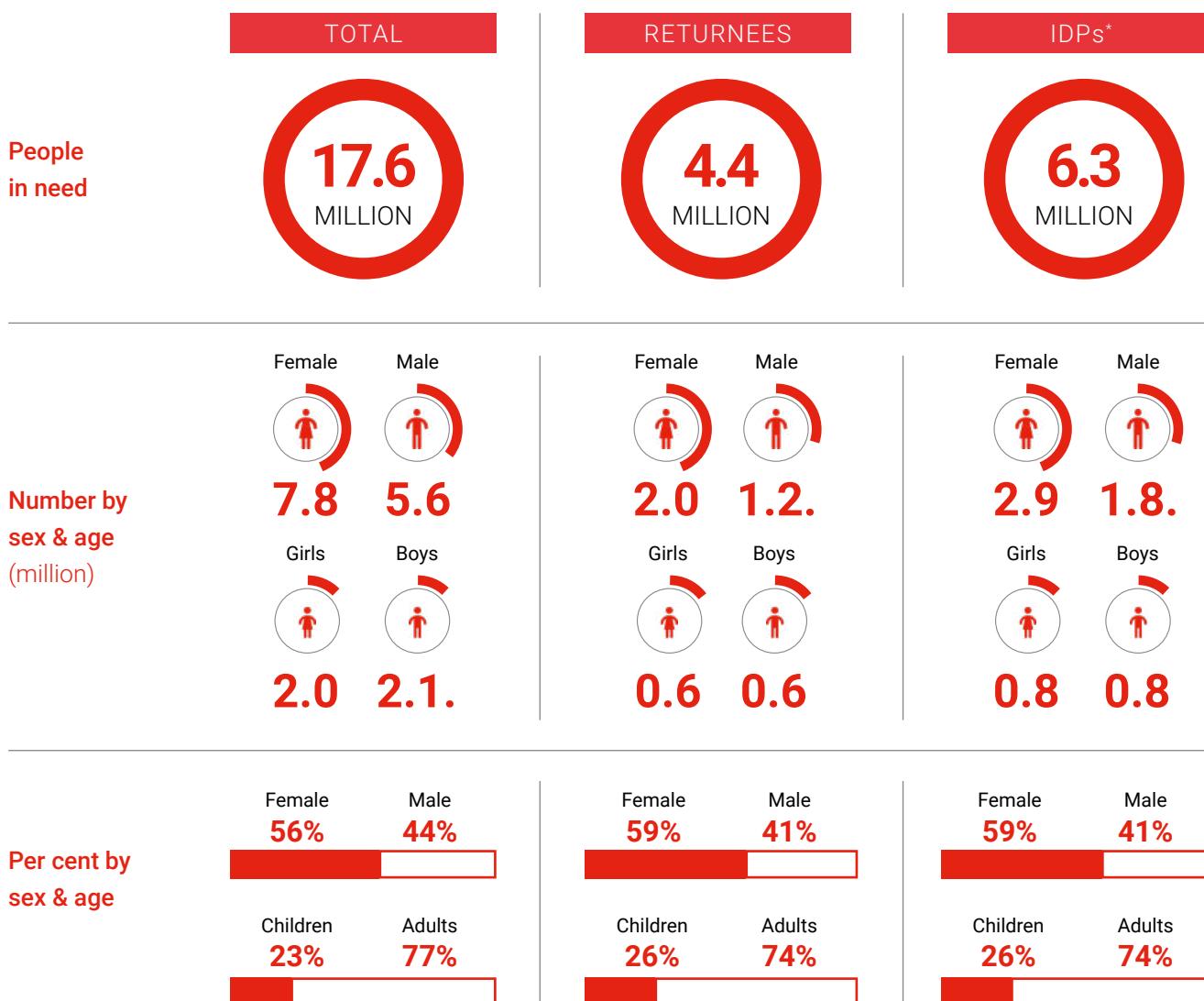
Record of Ukraine in cardiopulmonary resuscitation. Kamianets-Podilskyi. September 2022.

CONTEXTUAL ANALYSIS

General overview: political, social, demographic, economic issues

IAC with the Russian Federation (RF) in Ukraine started in 2014, which further escalated on 24 February 2022 after the Russian military attacks against Ukraine and carried out missile attack all over the country, purposely targeting military and civilian infrastructure. The military attacks resulted in further taking control of the territory of Ukraine by the Russian armed forces and annexation of the territories of Luhansk, Donetsk, Zaporizhzhia and Kherson and their official recognition as federal subjects of RF.

According to the data of the State Statistics Service of Ukraine as of 1 February 2022, the population of Ukraine was 41,130,432 people (excluding Crimea and Sevastopol). It is estimated that the conflict has affected 24 million people in Ukraine, while the number of people in need of humanitarian assistance has increased from 2.9 million before 24 February 2022 to 17.6 million in January 2023¹. Humanitarian organizations in Ukraine have also dramatically scaled up their operations, reaching over 15.8 million people through the end of 2023, including 1 million in areas under the temporary military control of the RF, where access remains a challenge. While the number of humanitarian organization has increased five-fold, over 700.²

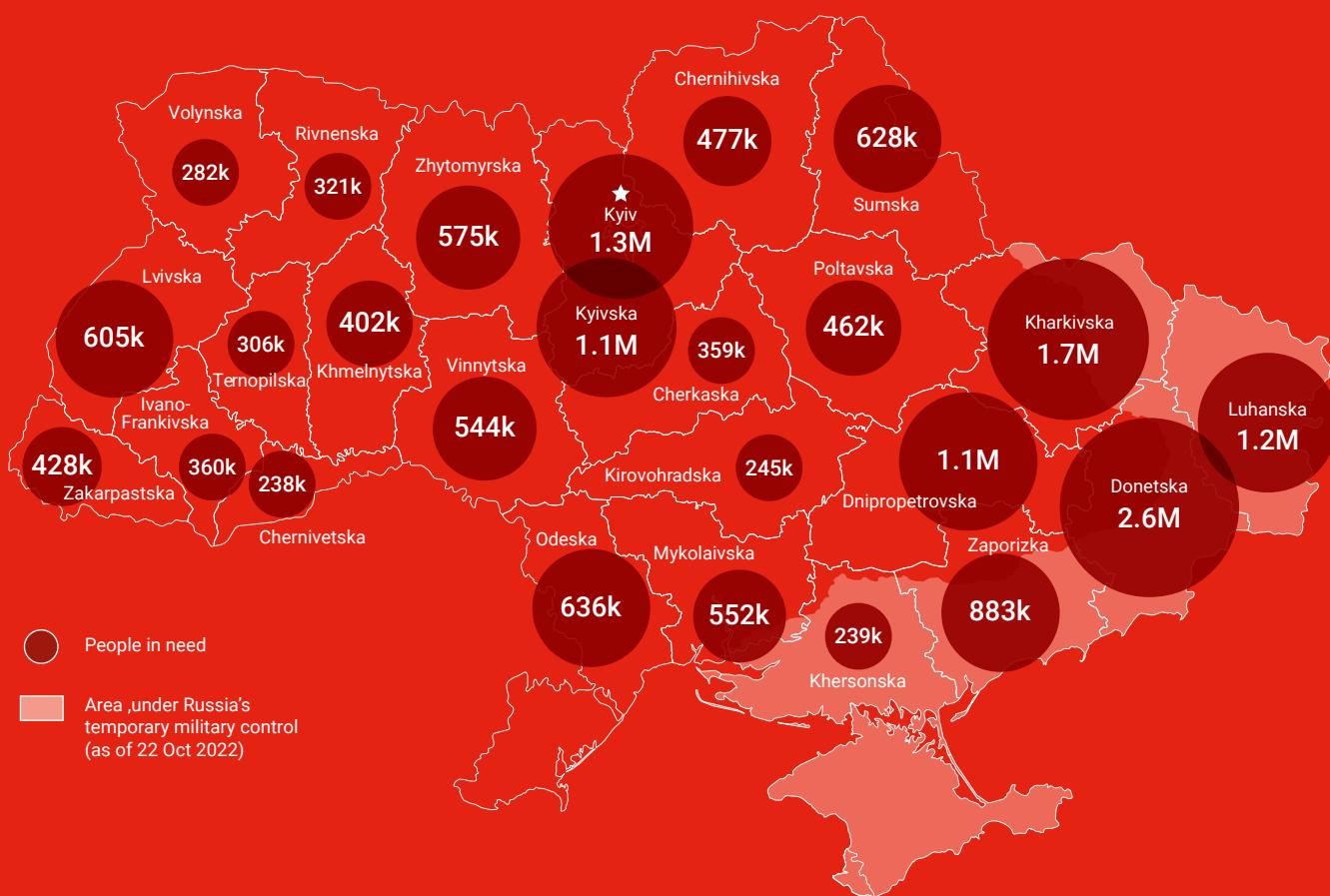


* Internally displaced people

¹. Ukraine Humanitarian Needs Overview 2023 (December 2022) [EN/UK] - Ukraine | ReliefWeb

². <https://reports.unocha.org/en/country/ukraine/>

OVERALL PEOPLE IN NEED



AFFECTED

21.3.
MILLION

PEOPLE IN NEED

17.6
MILLION

SEVERITY OF NEEDS (%)

52%

0%

13%

27%

Minimal

Stress

Severe

8%

Extreme

27%

Catastrophic

The ongoing armed violence and rapidly deteriorating security environment throughout the country has put hundreds of millions of lives at risk. The intense military escalation has resulted in loss of life and injuries. The Office of the UN High Commissioner for Human Rights (OHCHR¹) recorded thousands of civilian casualties in the country. Also, conflict escalation has resulted in the mass movement of civilian population throughout the country. According to the IOM², there are around 6 million IDPs in Ukraine and slightly over 5 million returnees (including returns of former IDPs from other locations within Ukraine, as well as self-reported returns from abroad), mostly to Kyiv, northern and eastern part of Ukraine. Displacement dynamics remain fluid. Apart from that, millions of people (mostly women and children) fled Ukraine to neighbouring countries: according to UNHCR reports³, around 8 million refugees from Ukraine were recorded across Europe, while around 5 million refugees from Ukraine were registered for Temporary Protection in EU.



Distribution of humanitarian aid in Chernobyl. March 2023.

Direct damage to Ukraine's infrastructure (residential and non-residential real estate) during the active phase of the military attacks and active hostilities reached around USD 136 billion (estimated by KSE, as of end-November 2022). The provision of public services, e.g., water, electricity, heating, emergency health and social services, is under severe pressure, and people's access to health care is limited. In the areas which are not under the control of the government of Ukraine, primary services

such as banking, social transfers and transport have been severely affected, as have basic services, such as health, water, and electricity, and local administration functions. Close to a million people on the new territories of the Ukraine controlled by the Russian armed forces are estimated to be stranded in areas most affected by active fighting, as some people have chosen to stay or have been unable to flee. With the continuation of the military attacks against Ukraine and resulted insecurity, supply chains are also likely to be disrupted for a prolonged period. Massive shelling has led to water and electricity cuts in residential areas across the country.

The IACIAescalation is projected to deepen and expand humanitarian needs among millions of Ukrainians. Apart from physical damage from the conflict, the socio-economic situation of people in Ukraine is also significantly impacted. It is estimated that, in 2022, the GDP of Ukraine has decreased by 30.4% [+/-2%] (according to the Ministry of Economy of Ukraine), while the level of consumer inflation reached 26.6% (the Ministry of Economy of Ukraine⁴). In addition, the local currency has already devalued by 25% (official exchange rate by the National Bank of Ukraine). By the end of 2022, the number of those officially registered unemployed reached 186,500 people (Ministry of Finance⁵). According to the survey done by IOM⁶, as of end July 2022, 60% of IDPs lost their jobs after the conflict escalation (among those who were employed prior to the conflict). The need for employment and re-establishing livelihood are mentioned to be key concerns among IDPs and people in general; there is a need to link potential employees with potential employers where businesses are being re-established.⁷ Older people face severe income shortages, due to low pension levels and difficulty accessing pension payment points due to discriminatory attitudes, lost governmental control over some territories and physical barriers; according to HelpAge⁸ survey, nearly every older person affected by conflict (99%) relies on a pension as their main source of income, which means these barriers to the income source have a significant impact.

The World Food Programme (WFP) projected an exponential rise in food insecurity across all regions of Ukraine. About 11.1. million people are estimated to need access to food and livelihood services (OCHA⁹). According to WFP, 20% of the people of Ukraine have insufficient food consumption and one in three families are to apply negative coping strategies, which is especially concerning in Eastern and Southern Ukraine, where one in every two families is facing challenges in putting food on their table.

About 8.3 million people are estimated to be in need of access to shelter and essential household items to cover basic needs (likely to increase because of continuing hostilities, OCHA). The conflict resulted in civilian casualties and displacements. Some displaced persons are taking refuge in public spaces and reception centres with inadequate amenities.

About 14.6 million people are estimated to be in need of health and nutrition assistance (OCHA). Power shortages, lack of medicines and medical supplies, understaffing, damaged infrastructure, disruptions in fuel supplies, increased prices, and disruptions to water systems have affected the functioning of health facilities. There were over 700 attacks on healthcare facilities recorded in Ukraine, which heavily impacts the access to health care. According to WHO¹⁰, there are about 350,000 and 55,000 people with human immunodeficiency viruses (HIV) and Tuberculosis (TB) in Ukraine, respectively. Of these, approximately 140,000 and 14,000 are receiving treatment and medical supervision for HIV and TB, respectively.

Due to the conflict escalation, TB, HIV, and viral hepatitis treatment programmes have been disrupted, impeding access to medicines, interrupting testing and delaying treatment (it is particularly acute in non-government-controlled areas, where people are facing dire challenges in accessing medical attention or critical medication). Moreover, around 900,000 diabetes patients in Ukraine could suffer due to the limited availability of insulin; while access to treatment for NCDs, including cardiovascular disease, hypertension, chronic kidney disease and respiratory disease epilepsy and cancer was also established as a challenge. Also, UNICEF¹¹ estimated that 2 million children under 5 and pregnant and breastfeeding women are in need of life-saving nutrition services in Ukraine. Moreover, there is a disruption of vaccination services and surveillance, which lead to an increased risk of outbreaks of vaccine-preventable diseases. Even prior to the conflict, vaccination coverage in Ukraine was already particularly low for polio, measles and hepatitis B, while the level of COVID-19 vaccination was among the lowest in Europe (35%).



Crossing the destroyed bridge. Kyiv region. March 2022.

1. <https://www.ohchr.org/en/news/2022/08/ukraine-civilian-casualty-update-15-august-2022>
2. https://dtm.iom.int/sites/g/files/tmzbd1461/files/reports/IOM_Gen%20Pop%20Report_R11_IDP_ENG_0.pdf
3. <https://data.unhcr.org/en/situations/ukraine>
4. <https://www.kmu.gov.ua/en/news/spozhyvcha-inflatsiia-za-pidsumkamy-2022-roku-stanovyla-266-tse-suttievo-menshe-prohnoziv#:~:text=Ministry%20of%20Economy%3A%20Consumer%20inflation,Cabinet%20of%20Ministers%20of%20Ukraine>
5. <https://index.mfin.com.ua/ua/labour/unemploy/register/2022/>
6. https://dtm.iom.int/sites/g/files/tmzbd1461/files/reports/IOM_Gen%20Pop%20Report_R7_final%20ENG_updated%20logo.pdf
7. DRC/URCS Assessment report, 25 July 2022. Needs assessment. Humanitarian challenges and needs deriving from the large-scale conflict escalation in Ukraine since 24 February 2022.
8. <https://www.helpage.org/newsroom/press-room/press-releases/ukraine-crisis-disproportionately-affecting-older-people/>
9. <https://reliefweb.int/report/ukraine/ukraine-flash-appeal-march-december-2022>
10. <https://www.who.int/publications/i/item/WHO-EURO-2022-5152-44915-64177>
11. <https://www.unicef.org/ukraine/en/documents/ukraine-humanitarian-situation-report-26-april-2022>

PILLAR 01.

HUMANITARIAN ACTION,
RESILIENCE AND
RECOVERY

HEALTHCARE



SUB-SECTOR | MOBILE HEALTH UNITS

	Number of people in need:	1,750,000
	Number of people targeted:	70 000
	Number of Partners:	12
	Funding Requirement (USD):	10,000,000

Need Analysis: Access to health care in Ukraine continues to be severely impacted due to security concerns, restricted mobility, broken supply chains and mass displacement. In 2022, over 700 attacks on health care facilities were reported, resulting in injuries and deaths. These attacks deprive people of urgently needed care, endanger health-care providers, and undermine health systems. The damage caused by the conflict escalation and envisioned post-conflict crisis led to an estimated loss of the primary healthcare sector capacity to provide services to the population in the affected regions in north, south and east of the country by 5-20%. Additionally, the healthcare facilities in the regions with a high concentration of displaced population experience increased workload in service provision, due to increased need in the healthcare services in those areas. In such circumstances, the URCS mobile health units (MHUs) are able to improve access of the vulnerable population to primary health care services, especially in remote areas, address challenges by providing medical and social services and complement the efforts of the public health sector.

Sectoral Strategy and Priorities



The URCS MHUs are planned to be launched throughout the entire country with the support of PNSs. During the next three years, the priorities will be to review the MHUs framework to ensure the URCS unified approach to mobile service provision with 100 MHUs throughout Ukraine that respond to the needs of population in varying context (e.g., conflict-affected areas, areas with high concentration of displaced persons); to elaborate the strategic approach to strengthen the URCS health and care capacity in providing health and social services (including MHU contingency planning and issuing of medical license); and to conduct feasibility study and service design to consider range of approaches, e.g. - Emergency Button service; Telemedicine; FA/Medical Services, Emergency Medical Service (Ambulance), Event Medics, First Responders, Mass Casualty Incidents (link with ERT), Multifunctional Dispatch Centre).



Assistance to victims after a missile strike. Kyiv. June 2022.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To ensure the URCS auxiliary role and complementary relevant support to and strengthening of the existing public primary healthcare services through mobile healthcare provision.	SO 1.1. % of government healthcare services representatives report that MHUs have strengthened primary health care system;	80%	80%	80%	80%
2. To 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 2.1. # of people reached with MHU services;	200,000	250,000	250,000	700,000
	SO 2.2. # of primary health care consultations;	300,000	250,000	250,000	800,000
	SO 2.3. # of people provided with medications;	150,000	200,000	200,000	550,000
	SO 2.4. % of people referred to appropriate healthcare support;	3%	3%	3%	3%
	SO 2.5. % of satisfied people who received the services from the MHUs;	85%	85%	85%	85%
3. To ensure holistic approach to community health through intersection of MHUs activities with other URCS health-related activities (e.g., HVN/HBC, FA, TB/HIV, Health Infrastructure rehabilitation).	SO 3.1. % of MHUs have integration with HVN/HBC, MHPSS, FA, HIV/TB;	25%	35%	50%	50%



Helping a woman during evacuation. Irpin. February 2022.

SUB-SECTOR**HEALTH INFRASTRUCTURE REHABILITATION**

	Number of people in need:	3,500,000
	Number of people targeted:	750,000
	Number of Partners:	4
	Funding Requirement (USD):	105,000,000



Six powerful generators handed over by the Cherkasy Region Organisation of the Ukrainian Red Cross to critical infrastructure facilities in the region. Cherkasy region. March 2023.

Need Analysis: On the subsequent return of the refugees and IDPs, one of the major challenges the local population and the international community are facing is the rehabilitation of Ukraine's public health infrastructure, which has sustained enormous damage as a result of fighting. According to the MoH, since the start of the escalation of the IAC in Ukraine, over 600 medical facilities have been partly damaged and over 100 fully destroyed. The infrastructure rehabilitation is currently being addressed in Kyiv, Sumy, and Zhytomyr regions. It is estimated that health infrastructure rehabilitation caused by the conflict requires USD 35 billion. Ongoing activities and assessments of damaged facilities mostly in Kyiv region (August 2022) showed that the most frequent damage to health infrastructure concern windows, facades, and roofs. Most of the damage of health facilities in Kyiv region are light and can be quickly repaired. As MHUs are in high demand, there is a need to access the villages and cities where they provide services and adapt one room for medical consultations with running water, toilets and proper sanitation, and furniture.

Sectoral Strategy and Priorities



- Conduct assessment and align the needs of health infrastructure rehabilitation in the areas of URCS MHUs operation.
- Rehabilitate health facilities focusing on small-scale repairs (e.g., windows, roofs, facades).
- Create efficient coordination mechanism with state authorities both at national and regional levels to position the URCS and establish a sound relationship with the health authorities.
- Identify ways for intersection and support of other URCS health related activities (e.g., ask medical staff to re-evaluate current situation in terms of medicines and equipment regarding IDPs influx in the area of coverage, so that URCS can have a better understanding of the needs and gaps).



Ukrainian Red Cross together with the Coca-Cola Foundation provided humanitarian aid. Kyiv region. May 2023.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To contribute to an improved operational environment and effective functioning of primary health infrastructure to ensure health service are provided to the population in need.	SO 1.1. # of primary health facilities rehabilitated and fully operational (urban/rural area);	2	6	6	14
	SO 1.2. # of healthcare centres built;	2	12	10	24
	SO 1.3. # of rural health post established/restored;	5	10	15	30
	SO 1.4. # of installed generators for medical institutions;	50	50	50	150



Secretary General of the Swedish Red Cross visits Ukraine. Kyiv region. March 2023.

SUB-SECTOR | HEALTH PROMOTION AND DISEASE PREVENTION

	Number of people in need:	4,000,000
	Number of people targeted:	495,000
	Number of Partners:	4
	Funding Requirement (USD):	1,500,000

Need Analysis: Ukraine is characterised by a high prevalence of human immunodeficiency virus (HIV) and tuberculosis (TB). In WHO European Region, Ukraine is among two countries responsible for 75% of newly diagnosed HIV cases, and among eighteen countries that bear 85% of TB burden. The conflict in Ukraine has caused severe disruption to prevention and awareness services, especially with many people fleeing the conflict. Among the affected are the 260,000 people estimated to be living with HIV in Ukraine at the time when the conflict escalated. This includes 152,000 people on antiretroviral (ARV) therapy, medication that needs to be taken daily for people living with HIV to remain alive and well. The conflict has affected everyone in Ukraine, including people living with HIV and key populations—such as people who use drugs, sex workers—who are often stigmatized, marginalized, and can experience severe discrimination. Ukraine has long struggled with TB before the emergence of COVID-19 and spreads in a similar manner. In Ukraine, around 30,000 new cases are recorded annually, which makes it one of the world's highest rates of drug-resistant tuberculosis. Conflict escalation and the humanitarian crisis have a negative impact on TB and DR-TB in Ukraine.

Delayed diagnosis of TB and DR-TB results in delays to initiation of appropriate treatment, eventually leading to poor treatment outcomes, which will be aggravated by undiagnosed and, as a result, untreated TB cases, thus, to continuous transmission of infection in communities. Low-risk perception on acquiring HIV and stigma-associated fear is among the reasons for not taking a test. That, in turn, undermines timely case detection and efficiency of an overall HIV and TB response. Effective awareness and prevention activities require continuous reaching of many people.

Sectoral Strategy and Priorities



Developing partnership with public health authorities to support their efforts in TB/HIV awareness raising and prevention including developing inter-sectorial collaborations, awareness campaigns on TB & HIV targeting both general public and vulnerable groups and addressing issues of prevention and stigma and discrimination; forming a trained pool of the URCS staff and volunteers knowledgeable on delivering TB/HIV awareness and prevention activities to general public and key risk population (people who use drugs, sex workers); identifying ways of linking TB/HIV activities with other URCS activities (e.g. MIU, MHPSS, home care) to improve access of people to information and services (e.g. rapid testing, overdose prevention, referrals, risk communication, stigma and discrimination prevention, condom distribution PrEP, PEP) are the key interventions of the URCS.



President of the Ukrainian Red Cross and President of the Austrian Red Cross during a working visit. Kyiv. February 2023.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To strengthen the URCS role in health promotion and disease prevention, awareness and referral to specialized health institutions.	SO 1.1. # of people covered with awareness sessions and print materials on health promotion and disease prevention;	45,000	150,000	300,000	495,000
2. To strengthen the URCS capacity to conduct activities in health promotion and disease prevention.	SO 2.1. # of the URCS staff and volunteers trained on health promotion and disease prevention;	25	60	120	180
	SO 2.2. # of URCS multi-year strategy on health promotion and disease prevention;		1		1
3. To 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, FA).	SO 3.1. # of health promotion and disease prevention activities are integrated into MHU, MHPSS, HVN/ HBC services;			1	1



Consultation with a doctor. Chernihiv. November 2022.

SUB-SECTOR | HOME BASED CARE

	Number of people in need:	1,050,000
	Number of people targeted:	30,000
	Number of Partners:	9
	Funding Requirement (USD):	51,000,000

Need Analysis: Based on the feedback from the URCS branches, delivering home based care (HBC) services to the communities is challenging, especially due to the increased number of IDPs with the majority of the older population. That has accelerated request for the URCS HBC service from the population and community leaders in the context of the limited capacity of social protection services in rural remote areas of Western Ukraine. During the large-scale military operation in Ukraine, the URCS has improved access of the vulnerable population to HBC services and complemented the efforts of the public health and social protection sector. The people targeted by HBC services are older people with limited mobility and limited access to care from family/close social network and/or social protection services. To deliver impactful support, the URCS should aim to cover the whole Ukraine where safety circumstances allow service delivery.



The Ukrainian Red Cross takes care of hundreds of people.
Kirovohrad region. September 2022.

Sectoral Strategy and Priorities



In the context of increased HBC services demand, the following are the priorities for the sector:

- Finalize the URCS strategy on HBC and establish URCS service delivery framework including rules and regulations, the URCS HBC activities definitions, algorithms and quality standards of HBC service provision.
- Optimize and further enhance the quality of HBC management and service provision through staff training, improvement of data collection and reporting tools and mechanisms, integration of PGI and MHPSS concerns and principles and adherence to relevant minimum standards, and the establishment of CEA mechanisms.
- Provide quality HBC services in all regions of Ukraine, including rural and remote areas.
- Develop URCS HBC training system for public and the URCS staff and volunteers including developing regulations, guiding notes, education curriculum, learning materials, certification system.
- Establish a trained pool of home visiting nurses (HVN)/ HBC providers among the URCS staff and volunteers.
- Ensure that the URCS teams at the branch level have capacity, expertise and receive relevant technical and training support from the URC HQ team to conduct quality home care services.
- Increase the access of medical service needs at home in coordination with public health authorities and develop interventions that extend social services to include medical and palliative care.
- Position URCS role in home care provision and to find sustainable business models for the service in the partnership with public authorities.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To ensure the URCS complementary and relevant support to, and strengthening of the existing public HBC service, through HBC activities.	SO 1.1. # of people reached with HBC services;	12,000	20,000	30,000	30,000
	SO 1.2. % of people who received HBC services stating that this service is relevant and satisfies their needs;	80%	80%	80%	80%
2. To strengthen the auxiliary role of the URCS to public health and social authorities through ensuring sustained wide coverage of the URCS HBC activities and by advocating for this role.	SO 2.1. # of regions covered with the URCS HBC services;	25	25	25	25
	SO 2.2. % of the URCS local branches involved in providing HBC services;	40%	50%	70%	70%
3. To position the URCS as a provider and expert in delivering education and training on HBC both for public and the URCS staff and volunteers.	SO 3.1. # of the URCS HBC providers;	2,000	3,500	5,000	5,000
	SO 3.2. % of HBC providers trained in HBC;	60%	85%	100%	100%
	SO 3.3. # of people trained in HBC (public);	1,500	1,500	3,000	6,000



A doctor of mobile health unit during her work. Ternopil. July 2022.

REHABILITATION



SUB-SECTOR | MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT

	Number of people in need:	3,500,000
	Number of people targeted:	250,000
	Number of Partners:	7
	Funding Requirement (USD):	5,000,000

Need Analysis: Active hostilities have exacerbated chronic mental health problems and have caused high levels of acute psychological distress among all age groups. Increasing the needs for psychosocial support which had already increased as a result of the COVID-19 pandemic¹. UNICEF states that children in conflict-stricken areas and those displaced by the conflict continue to be disproportionately negatively affected mentally. The survey conducted by Help Age² similarly shows that the vast majority (96%) of older people are experiencing conflict-related mental health issues. Finally, there are indications that vulnerable women need psychological support, including on issues linked to gender-based violence.

Communities are experiencing an increase in psychological distress particularly anxiety, panic, grief, symptoms of depression, aggression and irritability, nightmares, acute stress and some cases of post-traumatic stress disorder (PTSD). Causes of psychological distress include ongoing conflict, difficult living conditions, financial difficulties, homelessness, fear of future attacks, loss, exposure to atrocities, IAC crimes, death and violence, identifying dead loved ones, forced displacement and disruption in education or employment³.

1. Needs Assessment, Humanitarian challenges and needs deriving from the large-scale conflict escalation in Ukraine since 24 February 2022. DRC. 25 July 2022

2. <https://www.helpage.org/newsroom/press-room/press-releases/ukraine-crisis-disproportionately-affecting-older-people/>

3. Mental Health & Psychosocial Support Rapid Situational Analysis Ukraine—Kyiv, Odessa & Lviv, International Medical Corps

Furthermore, social work in Ukraine is stretched as child psychologists and social workers are equally impacted by the IAC.

Sectoral Strategy and Priorities



Considering the intensified need of mental health and psychosocial services, the URCS will focus on community-based psychosocial support such as creating functioning PSS Centres (at least 25) in communities all over Ukraine; providing basic PSS services, including child-friendly spaces, recreational activities, social events and family activities, awareness raising sessions for adults through financing of activities and when needed, technical support in expanding existing and developing new activities.



Hugs of support. Kyiv oblast. April 2022.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To improve psychosocial wellbeing of the people affected by the IAC in Ukraine through community-based mental health and psychosocial support service provision.	SO 1.1. # of people covered with basic psychosocial support services;	90,000	90,000	45,000	225,000
	SO 1.2. # of people accessing focused psychosocial and psychological support activities;	3,000	5,000	7,000	15,000
	SO 1.3. # of target population trained in provision of the PFA;	200	300	400	900
	SO 1.4. % of people accessing MHPSS activities report they have contributed positively to their psychosocial wellbeing;	75%	75%	75%	75%
2. To ensure supportive and caring working environment is achieved and sustained for the URCS staff and volunteers through structured support.	SO 2.1. # of the URCS staff and volunteers participating in peer sessions, self-care etc;	1,000	1,300	1,300	3,600
	SO 2.2. % of staff and volunteers who report they have improved wellbeing after accessing regular support activities in the workspace;	75%	75%	75%	75%
3. To ensure MHPSS programmes are sufficiently staffed, and staff and volunteers are confident, knowledgeable, and skilled.	SO 3.1. # of volunteers and staff trained in MHPSS;	1,000	800	400	2,200
	SO 3.2. % of staff and volunteers who report increased knowledge and skills;	75%	75%	75%	75%

SUB-SECTOR**PHYSICAL AND MENTAL REHABILITATION**

	Number of people in need:	4,000,000
	Number of people targeted:	200,000
	Number of Partners:	10
	Funding Requirement (USD):	245,000,000

Need Analysis: Physical and mental support through rehabilitation centres is a current need in Ukraine as people are suffering from stress created by the conflict, however, detailed assessment of the rehabilitation needs is missing. According to the State Statistics Service, as of January 1, 2021, there are 2,703,000 people with disabilities in Ukraine, including 163,900 children, 222,300 people with disabilities of the first group, 900,800 of the second group, 1.4. million - of the third group. During the IACIAC the number of people that were severely injured increased. Former militaries, as well as civilians will need physical rehabilitation, and around 10% of the population of need services ranging from psychological consultations to mental rehabilitation. According to the Ministry of Veterans Affairs estimation, there will be 2,000,000 demobilized servicemen and 2,500,000 family members of demobilized servicemen in Ukraine. A large percentage of them will need both physical and psychological help.

Sectoral Strategy and Priorities



Improving the access to physical and mental rehabilitation services is the key sectoral strategy. Establishing rehabilitation centre in the strategic locations of the country focusing on the most affected population and providing mental and physical rehabilitation services (provision of physical means for rehabilitation (prostheses, orthoses, hearing aids, wheelchairs, etc.), teaching people to use rehabilitation tools, providing psychological support to people with physical injuries (basic counselling, psychotherapy, rehabilitation of people with mental disorders, psychosocial rehabilitation of people which will include support groups, basic PSS activities for people in the centres) as well as outside the rehabilitation centre services such as psychosocial rehabilitation - the process of adaptation and return of a person with a disability to the community (support groups, family events, social events with communities, information campaign on acceptance of people with disabilities into the community, psychosocial support of family members who have people in need of rehabilitation) and micro-grants and educational courses for people with injuries to help them receive new skills/education, are the sectoral priorities/interventions.



We support everyone. Kherson. November 2022.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To improve access to physical and mental rehabilitation services in Ukraine through rehabilitation centres.	SO 1.1. # of rehabilitation centres created in Ukraine;	2	4	8	14
	SO 1.2. # of people that receive physical or mental support through rehabilitation centres;	200	400	800	1,400
2. To improve wellbeing of people with physical or mental injuries after the IAC and their families by provision of needed psychosocial and psychological services.	SO 2.1. % of people accessing support in the rehabilitation centres who report increased physical or mental health wellbeing;		75%	75%	75%



Meeting with a doctor after 40 years. Vasylkiv. March 2023.

RECOVERY



SUB-SECTOR | SHELTER AND SETTLEMENTS

	Number of people in need:	10,000,000
	Number of people targeted:	1,000,000
	Number of Partners:	12
	Funding Requirement (USD):	675,700,000

Need Analysis: Based upon the IOM survey in December 2022¹, around 6 million people are estimated to be IDPs and 5 million people are estimated to be returnees (IDPs and from abroad). According to the previous IOM survey (round 8, August 2022), 30% of IDPs and 6% of returnees indicated they are staying in host family arrangements whether these be friends or family, whereas 3% of IDPs indicate they are living in collective centres, 48% are renting accommodation, while 1% of IDPs are reporting that they do not know where they will sleep tonight/homeless. One third (33%) of IDPs have sighted that their home has been damaged by attacks and from IOM Survey (round 7 as of 23 July 2022) 16% of IDPs sighted that damage was the reason for not returning. Building/reconstruction materials have been found to be in the top 3 pressing needs, with 8% of non-displaced, 3% of IDPs and 6% of returnees highlighting this need. While the survey in IOM in December 22 indicates that with decreased temperatures around one in four IDP respondents identified that they need and lack solid fuel (23%), which is slightly more than the non-displaced population (19%). The primary solid fuel needed by IDP households is wood (24%).

Sectoral Strategy and Priorities



The URCS has defined a broad range of winterization support primarily focused on shelter and settlements and access to household items. It is aimed to respond to the needs of the displaced, non-displaced and returnees. It is particularly important that areas of non-displacement and returnees are supported to decrease the caseload expected in displaced areas. Such interventions include household items Winter distribution for families and collective centres; rental assistance; host family support; light and medium house repairs; collective centres refurbishment/heating/utility bills payment/ rehabilitation/winterization; community infrastructure (e.g. educational facilities); community (town) heating equipment; prefabricated housing; full housing reconstruction.



The first days after de-occupation. Kyiv region. April 2022.

1. <https://dtm.iom.int/reports/ukraine-internal-displacement-report-general-population-survey-round-11-25-november-5>

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To support internally displaced people with access to safe and adequate shelter.	SO 1.1. # of people assisted with heating equipment at household level;	50,000	50,000	50,000	150,000
	SO 1.2. # of people reached with cash for the IDP and host families through the MCTID of Ukraine;	100,000	75,000	50,000	225,000
	SO 1.3. % of people assisted through cash for host families through the MCTID report that the amount provided is sufficient;	80%	80%	80%	80%
	SO 1.4. # of repaired collective centres ² ;	50			50
	SO 1.5. # of people reached with housing as temporary accommodation facility;	1,000	1,500	2,000	4,500
2. To support Non-displaced people and returnees with access to safe and adequate shelter and recover.	SO 2.1. # of people assisted with heating equipment at household level;	50,000	50,000	50,000	150,000
	SO 2.2. # of people reached with housing as permanent accommodation facility;	1,000	1,500	1,500	4,000
	SO 2.3. # of cash support for people who have lost their houses due to the war actions;	17,000	16,000	10,000	43,000
	SO 2.4. # of 0% mortgage for the IDPs from the occupied territories;	3,075	3,075	3,075	9,225
	SO 2.5. # of people assisted with light repair of the private houses;	51,250	51,250	51,250	153,750
3. To support recovery of essential community infrastructure/ services.	SO 3.1. # of people reached with public infrastructure support;	150,000	150,000	150,000	450,000
	SO 3.2. # of people reached with community (town) heating equipment and/or network repairs;	50,000	100,000	150,000	300,000
	SO 3.3. # of essential community infrastructure received winter utilities coverage support;	50	30	20	100
	SO 3.4. # of people reached through the utility coverage support of essential community infrastructure/services;	350,000	262,500	175,000	787,500

2. <https://dtm.iom.int/reports/ukraine-internal-displacement-report-general-population-survey-round-11-25-november-5>

SUB-SECTOR | LIVELIHOODS

	Number of people in need:	9,300,000
	Number of people targeted:	1,860,000
	Number of Partners:	3
	Funding Requirement (USD):	30,000,000

Need Analysis: The socio-economic situation of people in Ukraine is also significantly impacted. It is estimated that, in 2022, the GDP of Ukraine has decreased by 30.4% (according to the Ministry of Economy of Ukraine¹), while the level of inflation reached 26.6% (the Ministry of Economy²). To add, the local currency has already devaluated by 25% (official NBU exchange rate). In late 2022, the number of those officially registered unemployed has reached 186,500 people (Ministry of Finance³). According to the survey done by the IOM⁴, as of end July 2022, 60% of IDPs lost their jobs after the conflict escalation among those who were employed prior to the conflict. The need for employment and re-establishing livelihood is mentioned to be key concerns among IDPs and people in general; there is need to link potential employees with potential employers where businesses are being re-established. Older people face severe income shortages, due to low pension levels and difficulty accessing pension payment points due to discriminatory attitudes, lost governmental control over some territories and physical barriers; according to HelpAge⁵ survey, nearly every older person affected by conflict (99%) relies on a pension as their main source of income, which means these barriers to the income source have a significant impact.

1. <https://www.kmu.gov.ua/en/news/minekonomyky-poperedno-otsi-niuiie-padinnia-vvp-v-2022-rotsi-na-rivni-304>

2. <https://www.kmu.gov.ua/en/news/spozhyvcha-inflatsiia-za-pid-sumkamy-2022-roku-stanovyla-266-tse-suttevo-menshe-prohno-ziv#:~:text=Ministry%20of%20Economy%3A%20Consumer%20inflation,Cabinet%20of%20Ministers%20of%20Ukraine>

3. <https://index.mfin.com.ua/ua/labour/unemploy/register/2022/>

4. https://dtm.iom.int/sites/g/files/tmzbd1461/files/reports/IOM_Gen%20Pop%20Report_R7_final%20ENG_updated%20logo.pdf

5. <https://www.helpage.org/newsroom/press-room/press-releases/ukraine-crisis-disproportionately-affecting-older-people/>

Sectoral Strategy and Priorities



Livelihoods (LLH) programme supports the most vulnerable to recover and protect their (basic) productive assets in coordination with other programmes of the URCS. The LLH assistance will be integrated with Shelter, MHPSS and NSD programmes promoting micro-support and vocational trainings. Particularly, priorities for the LLH assistance in the coming years will be to re-establish the livelihoods, through strengthening entrepreneurship and professional skills, support to micro businesses and Start-ups and improving access to information on employment and social benefits as well as enhancing the URCS' staff and volunteers' capacity and skills to develop and deliver livelihoods services.



Event Kids day Red Cross. Kyiv. July 2022.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To provide Livelihood assistance to the affected population.	SO 1.1. # of rural households provided with resources to enhance their agriculture-based livelihoods and productive capacities to support their self-sufficiency;	3,000	5,000	5,000	13,000
	SO 1.2. # of individuals receiving new professional skills and competencies;	1,000	10,000	100,000	111,000
	SO 1.3. # of IDPs employed with the URCS support;	1,000	10,000	100,000	111,000
	SO 1.4. # of micro businesses established in the retaken territories;	150	300	1,000	1,450
	SO 1.5. # of micro businesses supported with training/guidance;	500	1,500	3,000	5,000
	SO 1.6. # of start-ups funded on social entrepreneurship;	15	30	50	95
	SO 1.7. % of people reported satisfaction across all LLH programmes;	80%	80%	80%	80%
2. To ensure URCS' staff and volunteers are skilled to develop and deliver LLH services.	SO 2.1. # of volunteers and staff trained in LLH;	50	10	10	70
	SO 2.2. % of staff and volunteers who report increased knowledge and skills;	80%	80%	80%	80%

SUB-SECTOR

CASH AND VOUCHER ASSISTANCE

 Number of people in need:	17,000,000
 Number of people targeted:	550,000
 Number of Partners:	7
 Funding Requirement (USD):	300,000,000

Need Analysis: The conflict has caused severe supply chain disruptions, the destruction of production facilities and infrastructure, reduced supply, increased production costs, and significant forced migration within Ukraine and outside. According to the State Statistics Service of Ukraine¹, food prices rose significantly as result of the conflict; raw food prices increased by 37.5 percent and processed food prices by 22.6. percent compared to last year. IDP household income declined significantly since February 2022: 47 percent of IDP survey responders indicated that they are not earning any money; particularly acute among IDPs in the central and southern regions. In each IOM survey, cash assistance is expressed as the most pressing need for IDPs, returnees and non-IDPs.

The IAC has resulted in a deep contraction of the economy that has led to a sharp reduction of household incomes, expanding unemployment and as food and non-food prices continue to grow, more and more vulnerable households (IDPs, returnees and other population groups) have seen their purchasing power decimated and struggle to meet their basic needs including food and non-food items and utilities costs. Displacement is expected to be unpredictable, especially in winter, as the cost of living continues to grow and access to fuel and heating will be challenging in some parts of the country, stressing the need for a continued flexible humanitarian response.

*Since 2023, the URCS is the co-chair of the IASC Cash Working Group (CWG), together with OCHA and IOM.

Sectoral Strategy and Priorities



The URCS HQ aims to focus on delivering multi-purpose cash (MPC) and other types of cash and voucher assistance (CVA) at scale across the country, supporting the government to reach people in need across all regions, ensuring humanitarian principles are applied and no-one is left behind. This can be achieved by building mainly, but not exclusively, on the URCS partnerships with different Government Ministries and ensuring a coordinated and harmonized approach to cash delivery across the country. It enables the URCS to capitalize on agreements with financial service providers at national level such as the contract with PrivatBank. Branches can play a key role in identifying complementary assistance, referrals and community engagement when relevant. At branch level, preference is for the use of vouchers. Cash used as a modality to achieve sector specific outcomes will be under sectoral plans, and the CVA team will provide respective sectors with technical advice (i.e., cash for light shelter repairs). The vision in the near future is that the URCS would have a CVA data management system and common delivery system that can be used by all Movement partners engaged in cash and vouchers assistance and this is one of the objectives in this planning.



Distribution of humanitarian aid. Uzhgorod. November 2022.

1. <https://www.ukrstat.gov.ua/>

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To ensure recovery of vulnerable individuals and communities through multi-purpose CVA.	SO 1.1. # of people in vulnerable categories are supported through MoSP centralized payments;	5,000	10,000	20,000	25,000
	SO 1.2. # of people in vulnerable categories are supported through MoVA centralized payments;	25,000			25,000
	SO 1.3. # of people are supported through MToT centralized payments in the retaken territories from Russia;	300,000	300,000	300,000	900,000
	SO 1.4. # of people are supported with vouchers locally through the URCS branches network;	50,000	50,000	50,000	150,000
2. To empower the URCS key role in internal (RCRCM) and external CVA coordination and delivery.	SO 2.1. # of Cash Management System that is integrated with the GoU CVA services and platforms is in place for the URCS;	1			1



Voucher aid. Zaporizhzhia. June 2022.

DISASTER MANAGEMENT



SUB-SECTOR | RELIEF

	Number of people in need:	17,000,000
	Number of people targeted:	5,000,000
	Number of Partners:	17
	Funding Requirement (USD):	30,000,000



Providing assistance at the railway station. Kyiv. March 2022.

Need Analysis: Since February 2022, IDPs and other conflict-affected populations are lacking food, hygiene, and household items assistance all over Ukraine. The URCS regional organizations along with their local branches are working non-stop in strong coordination with local authorities and emergency services, and the URCS HQ coordinated with the Ministries at national level to ensure the URCS auxiliary role to the government to be able to satisfy the growing needs of the vulnerable people in Ukraine.



Volunteers working at the crossing in Demydiv. Kyiv region. March 2022.

Sectoral Strategy and Priorities



Movement Partners are supporting the URCS pipeline with in-kind and cash donations. The URCS Relief unit strongly coordinated with Logistics department to work out and manage pipelines and to proceed with further dispatch from LogHubs to URCS regional organizations. Priorities of the relief department in the coming years will focus on:

- Manage the URCS Mobilization Table (revise overall needs every quarter according to the collected data from regions; develop and improve the Relief Department tracking tools; and continue local procurement if cash donated).
- Distribute the relief materials to people in need.
- Create the catalogue of types of humanitarian aid in Ukraine.
- Contribute to the government winterization assistance to satisfy the winterization related needs.
- Coordinate with Movement partners who conduct Relief activities or support the Relief structure.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To support 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	42,000,000
	SO 1.2. # of people covered with food items;	600,000	500,000	300,000	1,400,000
	SO 1.3. # of people covered with hygiene items;	600,000	500,000	300,000	1,400,000
	SO 1.4. # of people covered with household items (kitchen sets, sleeping kits, etc.);	600,000	400,000	400,000	1,400,000
	SO 1.5. % of target population who received assistance are satisfied;	85%	85%	85%	85%



Volunteers of the Emergency Response Team help a victim at the scene of an accident. Odesa. Summer 2022.

SUB-SECTOR**DISASTER RISK MANAGEMENT /
DISASTER RISK REDUCTION**

	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

Need Analysis: The ongoing conflict escalation has caused massive multi-sectoral needs, widespread disruption and/or strains to public infrastructure, and is increasing exposure to hazards and risks for the local population significantly. Recognising that local organizations and service providers, such as the URCS, have an indispensable role in responding to humanitarian needs and crises, their response capacities need to be reinforced and connected, required to increase resilience and preparedness of national response and affected populations. This is valid on two levels:

1. Institutional Level: Strengthen the capabilities of the URCS in Disaster Risk Management (and Response) on national, inter-regional and regional level, with involvement of the URCS regional branches and branches, and closely coordinated with Governmental and other stakeholders' response and preparedness capabilities and structures.

2. Community Level: It is crucial to strengthen community first responders' capacity to act as locally and early as possible, and to ensure that community response structures (official and unofficial) are equipped with the right skills and tools to carry out a community-led emergency response - strategically and operationally connected to the respective regional and national governmental DRM systems.

Sectoral Strategy and Priorities

The URCS will be strengthening the disaster risk management, with a focus on disaster preparedness and disaster risk reduction programming to continue supporting communities in responding to hazards and mitigating risks:

- Develop a national DRM-DRR staffing structure, including identifying focal points at branch level and specifying role of ERT engagement.
- Undertake capability assessments of the URCS at both branch and national level, with outcomes determining curriculum and training roll out (possibility of inclusion: FED, DPAS, FA, PFRA, and enhanced vulnerability & capacity assessments (eVCA)).
- Develop a contingency plan to facilitate an appropriate response to new emergencies including for situations of displacement and natural hazards – which can include rapid response protocols. This to include stakeholder analysis and engagement planning.
- Set up and train community emergency response structures who are involved in emergency preparedness (vulnerability & capacity assessments, awareness, mitigation projects, monitoring early warning systems (EWS), simulations & drills, (early) action & contingency planning, etc.) and in emergency response (FA, activation of response plans, evacuations, referrals, coordination & management, etc.) Investigate opportunities to digitalize engagement.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To ensure disaster management prepared across Ukraine.	SO 1.1. # of policies/procedures/tools developed, enhanced and completed;	3	5	5	13
	SO 1.2. # of people trained on FEP;	25	50	100	175
	SO 1.3. # of communities supported with DRRMP;	40	100	150	290
	SO 1.4. # of people reached on preparedness and risk reduction and recovery dissemination activities;	200,000	400,000	500,000	1,100,000
	SO 1.5. # of the URCS staff trained on DPAS;	50	80	100	230
	SO 1.6. # of trainers on DRR/DRM;	5	25	25	55
	SO 1.7. # of instructors trained on DRR/DRM;	25	50	100	175
	SO 1.8. # of users of the Disaster Alert/Preparedness App;	300	1,500	4,000	5,800



Emergency response teams working at the site of a rocket attack. Kyiv. October 2022.

SUB-SECTOR | CIVIL PROTECTION

 Number of people in need:	1,500,000
 Number of people targeted:	300,000
 Number of Partners:	1
 Funding Requirement (USD):	26,000,000



A cat that survived the occupation. Kyiv oblast. April 2022.

Need Analysis: Considering the IAC ongoing in Ukraine, the ability to respond to emergencies of civil services has been reduced due to the extreme workload, and the inability to work in the recently retaken territories. Based on the results of the first assessment made by the Evaluation Team and following Technical Advisory Mission carried out by Italian RC in support of the URCS, the main needs came to light are the following:

- Implementation of the organization and coordination of Emergency Response Team (ERT) structure, the information flow, SOPs, activation protocols with disassociation action/person in order to maintain system operative 24/7.
- Augmented preparedness and response capacities of the URCS, with additional training, materials, equipment and vehicles.
- Implementation of collaborations and agreements with different stakeholders, with consequential modification of the emergency plan based on the new gained capacities of the URCS.

Sectoral Strategy and Priorities



In order to improve the interventions and to reach civil protection needs, few operative steps have been identified such as Modification of ERTs' guidelines at all levels; Engagement of new ERT Volunteers; capacity building through ERT trainings provision; Motivational and psychosocial support for volunteers and staff; equipment, materials and vehicles; SOPs and activation protocols (both internal and external with stakeholders i.e. SESU); Population Awareness raising to increase resiliency.



Evacuation of the population through a temporary crossing built by volunteers of the Ukrainian Red Cross. Kyiv region. March 2022.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To build the structure of disaster response.	SO 1.1. # of established and functioning Interregional Centres;	3	4	5	5
	SO 1.2. # of established and functioning Rural Development Centres;	23	24	25	25
	SO 1.3. # of established functioning Disaster Response Units;	7	15	20	20
	SO 1.4. # of procedures that need to be developed for the formation of a single multi-component emergency response service URCS;	7	5	2	14
2. To enhance the capacities of the URCS in the framework of the emergency response of different nature.	SO 2.1. % of volunteers trained under the unified ERT volunteer training programme;	70%	80%	90%	90%
	SO 2.2. % of ERTs that according to the results of quarterly performance evaluation (do not have urgent needs for support and are satisfied with the process of development of the direction in the region);	50%	60%	70%	70%



Evacuation from Irpin. Kyiv region. March 2022.

SUB-SECTOR | SEARCH AND RESCUE

	Number of people in need:	2,000,000
	Number of people targeted:	160,000
	Number of Partners:	1
	Funding Requirement (USD):	6,000,000

Need Analysis: The URCS Search and Rescue (SAR) plays a significant auxiliary role to the government of Ukraine. SAR Teams are composed of semi-professional volunteers that are trained in FA, paramedics, SAR and camp management. The URCS SAR has a protocol agreement with SESU, and it acts upon it in cases of various emergencies, including the ongoing IAC. As an example, during missile hits on civilian objects, the URCS SAR Teams are at the sites jointly with SESU, largely working in the yellow and green zones (danger levels). In 2022, the URCS SAR led the majority of evacuation convoys in Ukraine, thus evacuating close to 300,000 people from the territories where Russian armed forces have taken control and besieged settlements.

Since the escalation of the IAC, the needs for urban SAR increased significantly.

Based on the results of the first assessment made by the Evaluation Team and following Technical Advisory Mission carried out by Italian RC in support of the URCS, the main area where SAR are carried out are the following:

- WEST (Chernivtsi, Ivano-Frankivsk, Lviv, Zakarpattia)
- SOUTH (Odesa, Mykolaiv, Kherson, temporary suspended in Crimea and Kropyvnytskyi)

After meeting with the URCS and SESU, the willingness to increase their collaboration in this sector is very high, so improving the URCS' training and equipment could create a great opportunity for this to happen. Therefore, main needs are training and simulation; materials/equipment; creating a new SAR specialization; and hiring specialists in each area and in as many regions as needed.

Sectoral Strategy and Priorities



The following operative steps (priorities) of SAR have been identified for the URCS:

- Organize new specialization course within the URCS including both theoretic and operative part.
- Provide motivational and psychosocial support for volunteers and staff.
- Purchase new equipment and materials.
- Develop trainings/simulations; revise the URCS plan, SOPs, activation protocol.
- Communicate with SESU to find out revised needs, in order to organize a better plan for the first next three years, eventually revise existing agreements.



Emergency response teams working at the site of a rocket attack. Kyiv. October 2022.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To be part (inclusion of the URCS) of the Emergency Response Service into the state emergency response system as an equal partner.	SO 1.1. # of people provided with evacuation services;	10,000	10,000	10,000	30,000
	SO 1.2. # of people supported in search and rescue missions;	30,000	50,000	50,000	130,000
	SO 1.3. % of activities carried out by ERT jointly with the SESU;	30%	50%	60%	60%
	SO 1.4. # of regions where ERT is involved in planned exercises of State Emergency Service teams and other services involved in emergency response;	15	20	25	60
2. To improve the capacity of the URCS specialists and ERT volunteers to respond to the Emergency Situation.	SO 2.1. % of volunteers and employees of the Emergency Response Service who have undergone ERT certification trainings;	30%	50%	80%	80%



Emergency response teams working at the site of a rocket attack. Kyiv. October 2022.

PROTECTION AND EDUCATION



SUB-SECTOR | RESTORING FAMILY LINKS

	Number of people in need:	80,000
	Number of people targeted:	5,000
	Number of Partners:	2
	Funding Requirement (USD):	900,000

Need Analysis: Considering the dynamic conflict situation in Ukraine, the needs for restoring family links (RFL) in different geographical regions are constantly changing as well as the numbers of affected people to be served by the URCS Tracing Service in different geographical locations. It is assumed that the most of the existing RFL needs will prevail within the next 1-2 years. The URCS/ICRC are currently concentrating their efforts on the collection of information about the separated and missing persons, with the primary focus on the protected persons, under the Geneva Conventions, to support the UA authorities (including the National Information Bureau of Ukraine) to assume their responsibilities under IHL to account for missing persons; transmit information on the protected people of the adverse party in their hands and bring answers to the families; and accompany the families. The information on the missing persons is collected and transmitted to the CTA (Central Tracing Agency) as safe repository of the information.

From 24 February, over 25,000 people contacted the RCRC Movement seeking or giving information on close ones. The URCS has always been a reliable partner for the ICRC in RFL/Missing activities. From the beginning of the Donbas conflict and since the start of the IAC in Ukraine. Today, there is a need for the URCS to organize themselves for the efficient collection of cases and development of the strategy for further follow up of the cases on the Ukrainian side, whenever relevant. The URCS needs to be ready to

engage in the emergency relief programme for the families (including the ones from the Donbas conflict). It is evident that there is an increased involvement of the URCS Tracing Service in response to the RFL needs, however this would need to be further developed for better service. Whilst live monitoring and information gathering is ongoing, when the situation allows, the conducting of an RFL needs assessment will give further insight into RFL needs, in particular of vulnerable groups (such as unaccompanied children and non-Ukrainians within the country etc.)

Sectoral Strategy and Priorities



For further strengthening the RFL services, priorities are to be focused on re-establishing and maintaining family contacts and tracing unaccounted for in IAC in Ukraine; responding to the needs of the Families of Missing (FOM); and capacity building/strengthening of the URCS in RFL.



The Ukrainian Red Cross provides psychological support to affected people. Kharkiv region. March 2022.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To re-establish and maintain family contacts and tracing unaccounted for in IAC in Ukraine.	SO 1.1. # of cases registered in accordance with the set criteria in RFL guidelines - registration records of the database - the progress of the case;	2,000	2,000	1,000	5,000
	SO 1.2. % of contacts with ENQs (enquirers) for revision of the cases – statistic from the database;	80%	80%	80%	80%
2. To respond the needs of the Families of Missing (FOM).	SO 2.1. # of regions covered with RFL services;	25	25	25	25
	SO 2.2. # of the URCS local branches involved in RFL activities;	25	25	25	25
	SO 2.3. # of events/sessions/ FOM visits;	12	12	12	36
3. To build and strengthen capacity of the URCS in RFL.	SO 3.1. # of people received training;	24	24	24	72
	SO 3.2. # of volunteers involved in implementation of RFL activities;	5	10	10	25



A social helper visits an older person in need of home-based care. Lutsk. January 2023.

SUB-SECTOR | FIRST AID

	Number of people in need:	30,000,000
	Number of people targeted:	500,000
	Number of Partners:	5
	Funding Requirement (USD):	2,000,000

Need Analysis: Due to large-scale military attacks against Ukraine, the needs for FAFA knowledge and skills are increasing rapidly. That is based on large number of requests both from individuals and organizations. The URCS possesses expertise in delivering FA training to population. More than a thousand people in the country are trained weekly in FA by the URCS. At the end of the training, some of the trainees receive FA kits. The URCS considers FA is a skill that can and should be taught to everyone.

Sectoral Strategy and Priorities



- Advocate for more relevant legislation: Amendments to the Law on Emergency Medical Care. Formulation of a state-level definition of FA.
- Work on improving the legal and regulatory framework for FA training, defining the level of accreditation for outside organizations, making changes to training of drivers of programmes, setting up driver training programmes.
- Procure FA equipment.
- Digitalize the FA by launching a mobile app.
- Develop the additional facilities and services (children's activities, smartphone add-ons, etc.)

- Create FA educational materials and develop learning materials for people with disabilities, targeting both participants and instructors.
- Establish regional centres for training and professional development of the Association's teaching staff and strengthening capacity of the regional and district offices of the URCS.
- Adapt the FA course to the IAC conditions.
- Set up FA training and methodical centres for training staff and volunteers operating in all regions of Ukraine.
- Establish regional centres for training and professional development of the trainers and instructors and strengthening capacity of the regional and district offices of the URCS.
- Create a blended learning approach (on-line course and practice in the branches).
- Create and organize of the simulation centre (space).
- Identify opportunities for intersection and integration of other URCS health activities where relevant with the FA to ensure holistic approach to community health.



First aid training for IDP kids. Kyiv region. May 2023.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To improve the legal framework on FA	SO 1.1. # of laws and regulations developed (and endorsed)	1	2	2	5
2. To expand the FA reach and adapt the FA teaching materials: experience of working in the IAC conditions.	SO 2.1. # of people trained in FA	100,000	150,000	250,000	500,000
	SO 2.2. # of the URCS instructors trained in FA	460	520	600	600
3. To expand the FA reach and adapt the FA teaching materials: experience of working in the IAC conditions.	SO 3.1. % of hard to reach individuals report that FA courses are inclusive	5%	15%	30%	30%



First Aid training for pets. Kyiv. May 2023.

SUB-SECTOR | CLIMATE CHANGE ADAPTATION

	Number of people in need:	30,000,000
	Number of people targeted:	5,000,000
	Number of Partners:	5
	Funding Requirement (USD):	2,000,000

Need Analysis: The URCS is planning to work together with others to protect the vulnerable against climate change impacts. Climate change directly affects the Red Cross and Red Crescents' core mandate: assistance to the most vulnerable. The increase in the number of weather-related disasters puts an enormous strain on capacities of the URCS and SESU to project and respond to natural disasters, as more operations and systems are to be put in place. The main purpose of this climate change adaptation (CCA) programme is to build community capacity for adapting appropriate measures in changing patterns of climate and reduce the risk of climate change. The IFRC Disaster Risk Reduction framework and guidelines has identified key issues, gaps and recommendation in climate change adaptation and disaster risk reduction. Particularly, the framework is helpful for assessing community risk, communication, partnership, and advocacy and integrating climate change into tools, trainings, plans and strategies.

Sectoral Strategy and Priorities



Disaster Risk Reduction, disaster preparedness and increased disaster response should be confirmed and embedded as key elements of national climate change adaptation strategies are the major priorities of the climate change adaption programme. The focus must remain firmly on a proactive, solution-based approach to address the unavoidable changes in climate-related risks. The URCS must strengthen disaster response system at all levels and enable systematic early humanitarian action to be triggered by early warning. Climate change adaptation efforts must prioritize people and communities where vulnerabilities are the highest. Adaptation must be fully integrated into longer term disaster risk reduction, sustainable development, and poverty reduction strategies. Local level preparedness and risk reduction actions should be recognized as key elements in adapting to climate change. National adaptation strategies must address the issue, not only at national level, but also by engaging and empowering local people, local government, and local civil society. CCA campaigns, facilitations on climate dialogues and regional strategy development, establishment of the climate surveillance centre and forecast based action are some of the prioritized interventions of the URCS.



Director General of the Ukrainian Red Cross and Secretary General of the International Federation of Red Cross and Red Crescent Societies. Borodyanka. December 2022.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To facilitate CCA discussions and the effects of the IAC on the environment.	SO 1.1. # of CCA campaigns made;		5	10	15
	SO 1.2. # of people reached through CCA campaigns;		2,500,000	5,000,000	5,000,000
	SO 1.3. # of micro grants provided to entrepreneurs and startups to facilitate climate dialogs and regional strategies;			25	25
2. To support controlling and measuring effects of the CCA on the territory of Ukraine.	SO 2.1. # of Public Health and Climate Surveillance Centre established and integrated with the PHC;	1			1
	SO 2.2. # of Forecast Based Action Mechanisms established in Carpathian Region;		1		1



Delivery of generators to address heavy disruptions of power supply. Kyiv. May 2022.

SUB-SECTOR | WAR RISKS EDUCATION

	Number of regions in need:	25
	Number of people targeted:	204,000
	Number of Partners:	3
	Funding Requirement (USD):	25,000,000

Need Analysis: War Risks Education (WRE) is needed in Ukraine to support the affected population or their families in economies disrupted by the IAC, civilians often have no choice but to go for the livelihood activities in areas they know are contaminated with mines and explosive remnants of war. Given the current conditions, a significant part of the territory of Ukraine is contaminated with mines and explosive remnants of war, which has resulted critical increase in the life threat and health of civilians. Several factors, such as the increasingly prolonged nature of humanitarian crises, urbanization of hostilities, large-scale displacement of the population and the widespread use of improvised explosive devices (IEDs), lead to a sharp increase in the number of injured and deaths in the country. Considering the presence of mines and unexploded ordnance (UXO) has significant socio-economic consequences, which leads to the lack of alternative sources of income, people are forced to carry out dangerous activities, such as fishing in mine-contaminated waters and farming in mine and explosive remnants of war (ERW) contaminated areas. To reduce the risks posed by mines and ERW, the URCS conducts outreach activities, in the affected communities, to raise awareness among the population on safe behaviour rules related to mines and ERW and disseminate other relevant information based on current identified needs and risks.

Beyond the WRE and engagement of the URCS in the government strategy of demining and relevant education, the URCS is looking to engage in awareness for the context related CBRN education and policymaking related to weapons solicitation and illicit trafficking.

Sectoral Strategy and Priorities



Raise the public awareness on different IAC related risks including illicit trafficking, use of weapons and explosive devices (e.g., mine) and chemical, biological, radiological, and nuclear threats is the main sectoral strategy of the War Risks Education Units. Sectoral priorities include implementation of activities related to the survey of territories for the presence of explosives within its borders, marking of contaminated and/or possibly contaminated with explosives (non-technical survey); implementation of measures aimed at legal, psychosocial, rehabilitation support to mine and ERW affected population and their family members; prevention of illegal trafficking and use of weapons as well as risks associated with chemical, biological, radiological and nuclear threats.



Training for volunteers of the emergency response team. Kyiv. June 2022.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To support awareness of mine action.	SO 1.1. # of people reached with mine and explosive remnants of the IAC awareness services;	48,000	68,000	88,000	204,000
	SO 1.2. # of regions annually covered by mine risk education;	16	24	25	25
2. To engage in discussions on illicit trafficking and use of weapons.	SO 2.1. # of analyses conducted (with recommendations, including improvements to the regulatory framework) on the situation with illicit trafficking and use of weapons and explosive devices;	1	1	1	3
3. To educate population on armed conflict spillover risks related to chemical, biological, radiological and nuclear threats.	SO 3.1. # of people reached with information services on chemical, biological, radiological and nuclear threats;	48,000	68,000	88,000	204,000
	SO 3.2. # of analyses (with recommendations, including improvements to the regulatory framework) on reducing potential threats to civilians in terms of chemical, biological, radiological and nuclear threats;	1	1	1	3



First Aid training. Ivano-Frankivsk. Summer 2022.

SUB-SECTOR | INTERNATIONAL HUMANITARIAN LAW

	Number of people in need:	30,000,000
	Number of people targeted:	500,000
	Number of Partners:	7
	Funding Requirement (USD):	1,400,000

Need Analysis: International humanitarian law (IHL), also referred to as the laws of armed conflict, is the law that regulates the conduct of the IAC. It is a branch of international law that seeks to limit the effects of armed conflict by protecting persons who are not participating in hostilities and by restricting and regulating the means and methods of the conflict available to combatants. In the current context of Ukraine, IHL is very relevant and essential to protect the rights of the affected population. Due to the rapid increase of needs and the active conflict affecting the whole territory of Ukraine, the cases of misuse of the RC emblem have been increased. Also, critical media coverage about the RC's work in Ukraine has been increased. There is a misunderstanding and manipulation to some extent, and it is quite common in such a complex operational and media environment that needs to be clarified properly. Furthermore, the auxiliary role of the URCS provides a unique position to bring that knowledge in its efforts to influence international, national, and local policy agendas to increase the circumstances for the people affected to live safer and more dignified lives despite the conflict. The URCS auxiliary role encompassing both their work on IHL dissemination and engagement and advocacy with the Ukrainian authorities on IHL and other priority agendas is one of three pillars in their strategic vision covering 2023-2025.

Sectoral Strategy and Priorities



IHL sectoral strategy of the URCS is to raise the awareness of the IHL and advocate for the IHL rights and support the vulnerable people in need. Particularly, the URCS is prioritizing the public campaigns/activities on RC mandate and Emblem and capacity building of the staff and volunteers as well as other key stakeholders (academics, human rights experts and defenders, schoolteachers, journalists, higher educational institutions staff, civil servants, police and military personnel, diplomats, etc.) on international humanitarian law.



Jagan Chapagain, Secretary General of the International Federation of Red Cross and Red Crescent Societies. Kyiv region. December 2022.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To strengthen efforts to ensure protection of the Red Cross Emblem in Ukraine.	SO 1.1. # of public awareness activities on RC Emblem (public awareness campaigns, public interviews/articles on RC Emblem, sessions for general public on RC Emblem, video materials on RC Emblem);	15	15	15	45
	SO 1.2. # of successful interventions on misuse cases;	20	20	20	60
	SO 1.3. # of the URCS volunteers/staff trained on RC Emblem protection (including senior regional branch management);	500	500	500	1,500
	SO 1.4. # of audience coverage by public campaign on RC Emblem;	120,000	120,000	120,000	360,000
2. To increase awareness on IHL and Fundamental principles.	SO 2.1. # of the URCS volunteers and staff trained on IHL;	500	500	500	1,500
	SO 2.2. # of people trained on IHL (academics, human rights experts and defenders, school teachers, journalists, higher educational institutions staff, civil servants, police and military personnel, diplomats, etc);	3,000	3,000	3,000	9,000
	SO 2.3. # of MoU signed with the key educational institution;	5	5	5	15
	SO 2.4. # of IHL events/sessions/seminars;	45	55	65	165
3. To enhance the URCS auxiliary role in IHL.	SO 3.1. # of joint activities (public campaigns, IHL awareness rising events);	5	5	5	15
	SO 3.2. # of MoU (formal cooperation) with key authorities;	5	5	5	15
	SO 3.3. # of representatives from national and local authorities participated in IHL activities (with the support of URCS);	100	130	150	380
	SO 3.4. # of international events and initiatives the URCS joined and participated in;	5	5	5	15

SUB-SECTOR | EDUCATION IN EMERGENCIES

	Number of people in need:	300,000
	Number of people targeted:	40,000
	Number of Partners:	3
	Funding Requirement (USD):	500,000

Need Analysis: From the armed conflict, 337 educational institutions were destroyed and 3,136 were damaged. Mostly, mostly schools in Donetsk (428), Kharkiv (267), Kyiv (117), Mykolaiv (81), Zaporizhzhia (80), Kherson (75), Chernihiv (68), Luhansk (65) and Dnipropetrovsk (40) regions were affected. As of end-2022, altogether 450 children have been reported dead, and 332 children are missing. To tackle the challenges brought by the conflict in the education sector, children, teachers, and parents need constant support with additional training and adaptation in reference to the changing context. Moreover, there is also a need for ongoing training aimed at maintaining the psycho-emotional state, stress resistance and stress management skills, life skills, FA, knowledge of mine danger and rules of conduct during shelling, etc which needs to be incorporated in the learning curriculum.

Sectoral Strategy and Priorities



Education in Emergencies (EiE) aims to promote quality education protecting cognitive development and supports psychosocial well-being for the children affected by the conflict. In this critical time, EiE offers children a sense of hope ensuring inclusive and equitable education. EiE priorities for 2023-25 are conducting an assessment of the educational needs of the population in the retaken territories and those that suffered from hostilities as well as supporting educational institutions by providing the necessary resources and training including FA, psycho-social support, life skills and mine danger awareness.



We care and give children a great mood. Vinnytsia. May, 2022.



The future is in our hands! Vinnytsia. May 2022.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To prepare a methodological base for education in emergencies as part of the activities of the Red Cross Society of Ukraine.	SO 1.1. # of regions covered with the EiE strategies with the Education Departments;	5	10	15	15
	SO 1.2. # of methodological framework for emergency response documents;	1	1	1	3
2. To restore and stabilize education infrastructure.	SO 2.1. # of schools repaired and/or equipped with CFS;	5	10	20	35
	SO 2.2. # of people benefited through EiE project;	5,000	15,000	20,000	40,000



Conducting an educational event on psychosocial support for children. Poltava. November 2022.

QUALITY CONTROL AND ACCOUNTABILITY



SUB-SECTOR | COMMUNITY ENGAGEMENT AND ACCOUNTABILITY

	Number of Partners:	7
	Funding Requirement (USD):	3,500,000

Need Analysis: There is currently no regular and systematic dialogue with the affected people and communities, which indicates that those who are most in need may have restricted access to support and those who were able to receive support might not have access to feedback channels to be able to share information on the received aid or complain on eventual incidents. Complaint systems integrating referral pathways for handling sensitive feedback are integrated part of feedback systems. Establishing dialogue with affected people through feedback systems will enable the URCS to build a trusting relationship with the affected communities and understand and respond to community preferences and capacities in operational planning. It also will allow the URCS to ensure that the dignity, access, participation, and safety (DAPs) of all affected communities is maintained. The URCS has limited experience in Community Engagement and Accountability (CEA) approaches, which means that work to mainstream and scale up CEA systems is beginning for a standing start. Since March 2022, IFRC has been supporting the URCS in developing the Information Centre as the central feedback system, providing lifesaving information to affected people, as well as collecting feedback to inform the URCS programmes. In May 2022, the CEA/ Accountability to Affected People (AAP) Technical Working Group (TWG) was set up to support the URCS in ensuring access to relevant & timely information sharing, and needs-based and participatory programming, putting affected people at the center of decision-making, as well as to support coordination and collaboration among Movement partners in order to ensure that the CEA approach is mainstreamed across the URCS interventions and branches in a coordinated and coherent way.

Sectoral Strategy and Priorities



CEA aims to ensure that the diverse needs, priorities, and preferences of the affected population influence the design and implementation of the response at all phases through meaningful community participation, with an emphasis on the inclusion of marginalized populations. To facilitate this, CEA needs to be integrated across the response and be supported through dedicated CEA staff at the HQ and branch levels. Dedicated and trained staff will be able to further support the capacity strengthening of the key branch level staff and volunteers involved in the implementation of different programmes and their activities. Tools and systems to engage with affected communities effectively also need to be developed and their rollout supported by the trained staff and volunteers. CEA approaches, processes and systems will be integrated across sectors and programmes, particularly in the areas of CVA, Shelter, Relief, Health, and Livelihoods, or respectively, in Winterization Programme, MHUs and other sectoral or multisectoral programmes. The URCS will work with all the Movement partners in country to develop a collective and coherent CEA approach, integrating where possible PGI considerations to avoid duplication and promote cohesion, which draws on established URCS policies and Movement agreed standards and tools.



Over 1400 items of essential equipment and materials were delivered by the Ukrainian Red Cross. Kupiansk. November 2022.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To ensure communities are more resilient to crises because they can make informed decisions and perceive the Red Cross as a trusted organization.	SO 1.1. % of people report that they have received needed and enquired information from the URCS;	30%	50%	70%	70%
	SO 1.2. % of people that trust the URCS and that it acts in their best interest;	50%	60%	70%	70%
2. To facilitate participation of affected people and utilize community feedback to make operational changes.	SO 2.1. % of people who received a response to their feedback or complaint;	50%	70%	85%	85%
	SO 2.2. # of participatory planning sessions held with community members;	4	4	4	12
3. To strengthen and institutionalize CEA at all levels in the URCS.	SO 3.1. # of departments and leadership trained on CEA;	5	15	15	35
	SO 3.2. # of CEA staff/volunteers appointed or recruited NC;	2	1	1	4



Distribution of humanitarian aid. Chornobyl. February 2023.

SUB-SECTOR | PROTECTION, GENDER AND INCLUSION

	Number of Partners:	5
	Funding Requirement (USD):	500,000



Humanitarian aid to the population. Kharkiv region. November 2022.

Need Analysis: Since 24 February 2022, one third of Ukrainians have been forced from their homes. This is the largest humanitarian displacement crisis in the world today. The demographic profile of those who have been impacted, and the nature of the conflict has exacerbated pre-existing risks including trafficking, exploitative labour, family separation and sexual exploitation and abuse, including of children. In times of conflict, there are increased risks of conflict-related sexual violence, trafficking for sexual exploitation, sexual exploitation and abuse of vulnerable groups, and pre-existing and increased displacement-related risks of violence. More than 90% of the affected people are women, children, older people, people with disabilities, and other groups facing different vulnerabilities and risks. Within Ukraine, increased risks have also been identified, perhaps more notably among children. The conflict has severely weakened the protective environment around children, making them even further vulnerable to violence, abuse, neglect, and exploitation. Discrimination and practical barriers to accessing services is also a risk, particularly for identified groups of refugees such as stateless people, third country nationals and groups such as Roma, persons with disabilities, older persons, and LGBTIQA+, as a result of less protective legal frameworks and discriminatory practices.

Sectoral Strategy and Priorities



The main priority for the URCS in the coming years is to mainstream Protection, Gender, and Inclusion (PGI) into programming, implementation, and reporting. Through its PGI, and Safeguarding work, the URCS aims to prevent and respond to issues of violence, discrimination, and exclusion, while ensuring that people are safe from harm, respected and their rights are guaranteed.

- Protection means addressing violence and keeping people safe from harm.
- Gender and diversity are about addressing discrimination and understanding people's different needs, risks, and capacities.
- Inclusion means actively addressing exclusion by meaningfully involving and engaging excluded people in our work.

Safeguarding refers to our responsibility to keep people safe from any form of harm caused by the misuse of power by making sure that our staff, volunteers, programmes, and communications do no harm to children and adults, nor expose them to abuse or exploitation.



Measures of psychosocial support. Vinnytsia. May 2022.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To integrate PGI into all programmes, operations, and services.	SO 1.1. % of staff with basic knowledge and skills to provide information to PGI;	40%	70%	85%	85%
	SO 1.2. % of programmes and projects that are scored high on GAM and are gender aware;	20%	50%	80%	80%
2. To build and develop internal capacity within the URCS.	SO 2.1. % of staff and volunteers trained on prevention of sexual exploitation, abuse, child safeguarding;	30%	50%	100%	100%
	SO 2.2. # of people supported with specialized activities on preventing or responding to violence, sexual exploitation and abuse;	1,000	1,500	2,000	4,500



Crossing the destroyed bridge. Kyiv region. March 2022.

SUB-SECTOR**PLANNING, MONITORING, EVALUATION
AND REPORTING**

 Number of Movement Partners:	5
 Funding Requirement (USD):	2,500,000



Youth Humanitarian Forum. Kyiv. March 2023.

Need Analysis: Planning, monitoring, evaluation and reporting (PMER) are essential part of any organization to sustain for the longer term. PMER is also an integral part of any project managed within the organization. Good PMER in the organization leads to quality results-based management, allowing better implementation of the programmes and projects towards the shared mission; promote organizational learning and knowledge sharing; and uphold accountability towards the donors as well as the people served. At the moment, there is a limited PMER capacity within the URCS. There is almost no existing PMER capacities at the regional or branch levels. PMER is yet to be introduced into the organizational culture of the URCS for the staff and volunteers to understand the role of PMER in their activities and for the entire organization. The URCS is also lacking PMER guidelines, comprehensive M&E tools, and reporting templates to ensure the accountability and compliance not just for the donor-driven projects but for the entire accountability and transparency of the organization. Since the start of the operation related to the conflict escalation, certain tools were introduced to ensure the planning and monitoring of the operation and activities such as this one movement plan and indicator tracking table (ITT) for the response operation are few initiatives in this regard.

Sectoral Strategy and Priorities

The URCS will have mainstreamed PMER system with trained staff overseeing the country PMER work. All project staff will have M&E responsibilities in their respective sectors. Project PMER plan tightly linked with the project implementation plan will be developed before the start of implementation. The PMER plan defines a sample to monitor each planned activity; define frequency and scale with which we will monitor quantitative and qualitative aspects of different outputs; define what intended outcomes we will be assessing to see whether we are on track to achieve the intended outcome or not. Particularly, distribution and post-distribution monitoring of field activities will be conducted to ensure that these activities are conducted well, followed by determining corrective actions and tracking them. The progress data will be fed into monthly and quarterly project reports submitted to the country office through information management system, indicating progress against the agreed objectives and highlighting challenges faced on the ground. This data is regularly analysed by technical and management staff to make informed adjustments and decisions at the programme implementation level.

In December 2025, PMER Unit will carry out the final assessment to capture learning from the projects and measure whether the planned interventions have achieved its intended impact and how we can apply this learning while planning new programmes in the future. Creating PMER structure within HQ and in the regions; developing uniform PMER standards for the URCS sectors and departments and engagement of PMER colleagues during the entire process of project cycle by programme and OD staff (since the start to the end) to ensure the results-based management and proper decision-making are the major priorities of the PMER unit at the moment.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To create robust PMER system.	SO 1.1. # of PMER guideline (with clear structure, roles and responsibility) developed and implemented;	1			1
	SO 1.2. # of PMER multi-year plan of action is approved and functioning;	1			1
	SO 1.3. % of OP indicators have reference sheets, proper methodology and are measured;	100%	100%	100%	100%
2. To engage PMER unit in all strategic planning and evaluation.	SO 2.1. % of all sectors have long-term strategies and operational plans;	50%	100%	100%	100%
3. To oversee indicators monitoring across all projects.	SO 3.1. % of projects where at least 5% for M&E is budgeted;	80%	100%	100%	100%
	SO 3.2. % of projects supported by the PMER Unit;	100%	100%	100%	100%



Youth Humanitarian Forum. Kyiv. March 2023.

PILLAR 02.

SUSTAINABLE DEVELOPMENT AND QUALIFIED SERVICES

OP will focus on supporting a strong National Society. The main interventions under NSD will be National Society development at the URCS National Headquarters (NHQ) and capacity enhancement at the local units (regions and branches); and in both cases enhancing the sustainability of all forms of resources. At NHQ level, strong support will be given

to make the URCS the well support services integrated National Society, while at unit level, important efforts will be done to help the unites to reach to the most vulnerable population to deliver relevant services and to prepare for and respond to armed conflict and to preserve and strengthen principled humanitarian action in all contexts.

SUB-SECTOR | FINANCE DEVELOPMENT

 Number of the URCS entities	HQ, 25 regional branches, 200 local branches
 Number of Partners:	2
 Funding Requirement (USD):	1,000,000

Need Analysis: The Finance Development project plan 2022-2024 is heavily derived from the insights provided by the Needs Assessment performed in October 2021 by the Norwegian Red Cross Global FD team via the ICRC delegation. The Project seeks to address the gaps identified during the needs assessment to support the URCS in improving its financial management capacities, such that they can efficiently implement their humanitarian mandate effectively. The plan covers several activities that the URCS can undertake to improve decision making by adopting a risk based organizational approach, enhance transparency and accountability leading to increased public and donor confidence restructuring of its finance department to improve its effectiveness and efficiency and improved financial reporting & analysis through a customizable ERP.

Within the Finance department, the URCS plans to shift to a function-based structure from the existing project-based structure such that the focus is on its own financial performance. The URCS also intends to increase the occurrence & quality of external audits and cover a gap of over 5 years has re-commenced this process via hiring a Big Four audit firm. In 2023, the URCS is laying the foundations for external audits, recruitment of key personnel, sourcing for ERP and starting development of key frameworks. In 2023 and 2024, the URCS expects implementation to be steady.

Sectoral Strategy and Priorities



The key sectoral strategy is to improve accountability, transparency & governance in the URCS. The priorities for the finance department is to improve financial management by performing external audit, establishing compliance & risk management; performing internal audit; developing anti-fraud & corruption policy including whistle blowing mechanism; analysis of internal controls over major processes to reduce the risk of fraud and corruption (HR, Procurements, warehousing and cash handling) and improving efficiency and effectiveness of Internal Controls within the URCS and increasing efficiency, reliability and relevance of financial reporting and departmental structure.



Evacuation. Irpin. February 2022.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To improve financial management which is grounded in a due diligence/needs assessment at the HQ and (select) branch level.	SO 1.1. Plan of action developed for FD in NHQ and branches - % of implementation;	30%	60%	100%	100%
	SO 2.1. # of internal audit report produced;	4	4	4	12
2. To improve accountability, transparency & governance.	SO 2.2. % of actions recommended by the external audit completed;	80%	80%	80%	80%
	SO 2.3. % of staff is aware of their authority/responsibility and documents are approved by relevant persons;	60%	80%	100%	100%
3. To increase efficiency, reliability and relevance of financial reporting and departmental structure.	SO 3.1. % of departments are covered with automated financial reports through the new accounting software;	30%	65%	100%	100%



Volunteers are informing population about mine risks. Odesa. March 2023.

SUB-SECTOR

RESOURCE MOBILISATION DEVELOPMENT

 Number of Partners:	1
 Funding Requirement (USD):	2,000,000

Need Analysis: The Fundraising Department (FD) is one of the youngest departments in the URCS structure. Many initiatives were developed from scratch. Before the conflict in Ukraine, it had 5 employees and small funding. On the first day of the IAC and till August, there were only 2 people in the department. Human resources were not enough for efficient functioning. About 115,000 individuals have donated to the URCS since 24 February 2022, 1,655 of them have become regular donors. Also, about 500 companies have also made donations. The URCS is not only not ready to deal with such big numbers of donors who decided to help Ukraine since the beginning of the IAC, it also lacks efficient tools, and marketing materials to communicate properly with them. Biggest challenges for the resource mobilization now include retaining a large foreign donor base. To retain and increase the donor base and using the inflow of donations and time given to create financial stability based on Ukrainian donors alone are the main priority of the URCS.

Sectoral Strategy and Priorities



For now, all the financing of FD comes from NSIA programme and Capacity Building Fund financing which is enough for 2022 year only. More staff is being hired. But there is still big demand to finance fundraising activities in 2023-2025. The Resource Mobilization Policy is in the process of implementation. It could potentially provide part of the financing required (at least 50%). If we have an additional source of financing from a partner, we could greatly increase our fundraising activities. If there could be the support of some of our fundraising goals, we would be able to provide additional value to the Ukrainian Red Cross and to the people of Ukraine.



1,000 food and hygiene kits received by the residents of Chornobaivska community. Kherson region. February 2023.



URCS hands over construction materials for the reconstruction of damaged buildings. Kyiv region. June 2022.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To build an efficient fundraising department and making donations a reliable and predictable source of income for the URCS.	SO 1.1. % increase for corporate and individual donations in the total pool of funds received by the URCS;		8%	10%	10%
	SO 1.2. Total amount of individual donations made;	3,500,000	3,675,000	4,042,500	11,217,500
	SO 1.3. Total amount of corporate donations made;	7,500,000	8,250,000	9,075,000	24,825,000
	SO 1.4. # of individual donors;	7,000	9,000	12,000	28,000
	SO 1.5. # of individuals donations;	32,000	36,800	44,160	112,960
	SO 1.6. # of corporate donors;	124	135	147	406
2. To retain the URCS individual and corporate donors acquired with Direct Dialogue activities.	SO 2.1. # of individual donors who made a second donation;	2,500	2,750	3,025	3,025
	SO 2.2. # of regular donors;	1,500	2,500	4,000	8,000
	SO 2.3. # of corporate donors who made a second donation;	35	39	42	116



Humanitarian aid. Irpin. April 2022.

SUB-SECTOR

HUMAN RESOURCE DEVELOPMENT

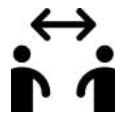
	Number of Movement Partners:	3
	Funding Requirement (USD):	320,000

Need Analysis: In the URCS Strategy for 2021-2025, human resource (HR) development was identified as one the key strategic priorities. Since the conflict escalation and the expansion of the URCS activities to ensure a proper response to the crisis, the number of staff members and volunteers have dramatically increased. Thus, currently even more so, there is a strong need of streamlining the recruitment process, conducting salary and benefits benchmarking and developing systems and processes for all HR activities. This can be achieved by having a human resources department with specialized staff members for recruitment and HR administration to handle different activities. Although there is an external consulting firm providing support in recruitment, policy development and other activities, however, to have a sustainable and robust in-house HR department, which is ready to meet the increasing requirements of the organization, there is a need to increase the number of staff members in the HR department vis-à-vis having a segregation of duties within the team.



Delivery of humanitarian aid. Kyiv metro. February 2022.

Sectoral Strategy and Priorities



To achieve the above strategic HR objective, there is a need for follow-up on the existing URCS strategy document to see the progress made so far and the prioritization of activities with clear timelines and resource needs. Some of the activities can be initiated immediately, while some would need a long-term follow-up and external support, including in-house or external legal/technical support.

- Development and implementation of the HR policies including a comprehensive HR handbook covering most of the HR policy aspects, benefits and compensation policy, and recruitment policy.
- Use of online platforms for recruitment and other HR management functions.
- A benchmarking survey to make the benefits package more competitive within the URCS determined percentile band can help the organization position itself well and attract and retain better talent.
- An organization chart for different departments and office locations along with position title standardization would be helpful for uniform application of policies and understanding of the team structures.
- Onboarding process map with clear roles, responsibilities and mandatory training list would help ensure a quality onboarding of new staff and volunteers.
- Performance development plans and follow-up with people managers, with access to trainings.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To develop robust HR Policies and Procedures.	SO 1.1. # of new policies and procedures developed and rolled out;	2	1	2	5
	SO 1.2. # of HR handbook covering most of the common topics developed;		1		1
2. To ensure appropriate Human Resources team structure.	SO 2.1. # of materials on developing responsibilities (both recruitment and personnel administration);	43	22	23	88
	SO 2.2. % of HR staff compared to total headcount in the URCS;	30%	30%	25%	85%
3. To position the URCS as an attractive employer to attract and retain quality talent.	SO 3.1. # of applications per open position;	15	9	11	35
	SO 3.2. % of satisfied staff and volunteers of working at the URCS;	59%	65%	90%	90%
	SO 3.3. # of activities that have increased staff motivation;	6	11	17	34
	SO 3.4. % of staff who stayed after their probationary period;	90%	90%	90%	90%

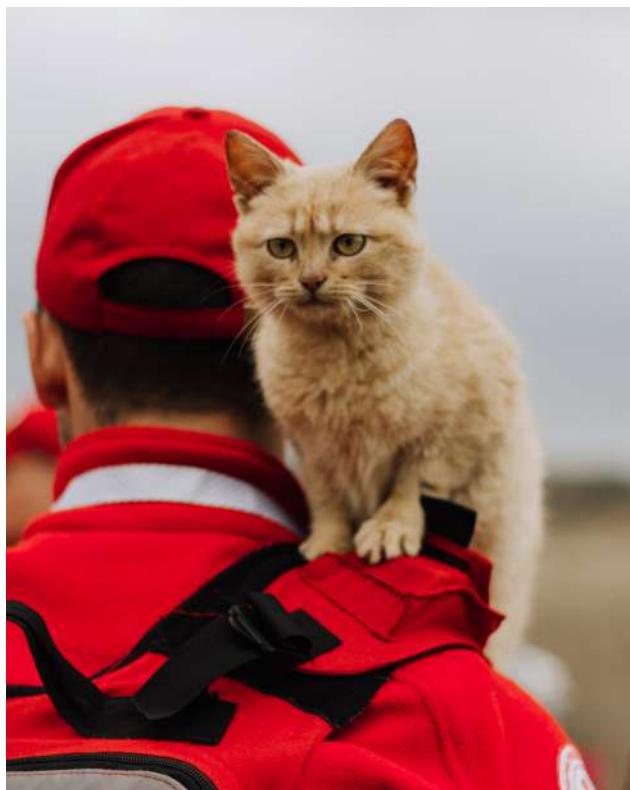


Training of mine safety instructors. Chernihiv. September 2022.

SUB-SECTOR**BRANCH AND VOLUNTEER DEVELOPMENT**

 Number of regional branches:	24/25
 Number of local branches:	146/200
 Number of Partners:	8
 Funding Requirement (USD):	45,000,000

Need Analysis: The needs of the volunteers were assessed based on the previous research leading up to the creation of the 2021-2025 URCS Volunteer Engagement Strategy as well as on the survey of the URCS volunteers led by the IFRC in May-June 2022. The findings clearly stated that there is a need to empower the local branches to provide the services to the most vulnerable population effectively and timely manner. For this, volunteer development, their capacity building and retention is essential.



We help everyone who needs it. Kyiv region. April 2022.

Sectoral Strategy and Priorities



The key strategy for branch and volunteer (BraVo) development is to empower the local branches and volunteer development to deliver humanitarian support in the current crisis as well as developing a sustainable structure for the future. BraVo priorities are listed as below:

- Strengthen the organizational capacity by mentoring and support to the local branches.
- Advisory and hands-on support on branch development, leadership, and volunteer management.
- Organizing sustainable activities such as helping with project development, resource mobilization and tools
- Promoting of internal and external communication systems.
- Creating the URCS International Training Centre.
- Development and implementation of Institutional Participation Strategy ensuring the fuller participation of volunteers in the organizational and associative life; improvement of the URCS Volunteer Development Unit capacity: Volunteer Cycle Protocols, Training Content Factory, Strengthening Participation and Engagement.
- Establishing regional Volunteer Centres in every Regional Branch, and in every local branch.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To empower, support, and manage the URCS volunteers to ensure their increased engagement in the URCS existing activities and services.	SO 1.1. % of staff and volunteers satisfied with training and support received;	75%	85%	90%	90%
	SO 1.2. % of regular volunteers as compared with January 1, 2023;	110%	120%	130%	130%
	SO 1.3. # of regional branches that use an online and/or offline National Training Centre, Volunteer Centre;	5	10	26	26
	SO 1.4. # of local branches that have premises for volunteers created and operational;	50	100	136	136
	SO 1.5. % of volunteers in decision-making positions at the regional and local branches;	10%	10%	30%	30%
2. To ensure that the URCS branches have a system of attraction, training, support, retention, and development of all team members.	SO 2.1. % of the local URCS branches to administrative districts (coverage);	70%	80%	100%	100%
	SO 2.2. % of local branches all over Ukraine meeting the standard;	15%	40%	60%	60%
	SO 2.3. % of the team members express satisfaction of the local branch teams with its activities (scope of tasks, activity conditions, training, recognition of contribution, self-realization, influence on decision-making);	70%	80%	80%	80%
3. To ensure branch recognition from the population, authorities, business, public and charitable organizations.	SO 3.1. % of the branches have 3 and more revenue sources, each of which amounts to not less than 15%, but not more than 70% of the total budget;	15%	40%	60%	60%



New Ukrainian Red Cross first Aid instructors trained. Zhytomyr. August 2022.

SUB-SECTOR | YOUTH DEVELOPMENT

 Number of Partners:	2
 Funding Requirement (USD):	15,000,000

Need Analysis: For the period of 2016-2022, the URCS adopted new Policies, Strategies, Regulations, instructions, and procedures as well as updated the existing ones. Various assessments conducted by the URCS and external partners and specialists both recorded the achieved successes in various activities and identified the areas that need to be improved in the very near future. On the other hand, it is necessary to evenly distribute efforts across the entire territory of Ukraine, given that many results have been achieved only in certain districts or regions covered by the projects.

The needs of the youth were assessed based on the previous research leading up to the creation of the 2021-2025 URCS Youth Engagement Strategy, as well as statistics on youth quantity and movement provided by the state authorities.



Psychosocial support measures. Uzhhorod. June 2022.

Sectoral Strategy and Priorities



Some youth activities might take place within the BraVo development programme; it is expected that special Youth-Humanitarian Education programmes will be undertaken. There should be youth coordinators at the regional and partially local level, as well as youth coordinator and assistant(s) at the national level, with clearly delineated roles and responsibilities. It is aimed to integrate into existing and upcoming state and local programmes of volunteer and youth development.

The priority interventions are:

- Establishing regional Youth and Volunteer Centres in every Regional Branch, and in every local branch – having dedicated teams and premises available for Youth & Volunteer work inside the local branch.
- Implementation of programmes aimed at young people in a local community where the branch functions - YABC, Life Skills, Sprint, and general educational activities for the population covering IHL, climate adaptation, blood donation, humanitarian advocacy – inside the Youth and Volunteer Centres or outside - in educational institutions (schools, universities) and other platforms.
- Sustainability achieved through the initial building of partnerships with state and local authorities - as part of the state policy for the development of human capital in the country, as well as through resource mobilization activities with population and private sector.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To increase the share of youth in decision-making processes and leadership positions.	SO 1.1. # of regional branches where Youth Centre is established;	2	12	25	25
	SO 1.2. # of local branches where premises for youth exist;	50	100	136	136
	SO 1.3. % of youth in decision-making positions at the regional and local branches;	5%	5%	20%	20%
	SO 1.4. % of the URCS engaged youth that feel satisfied and interested in further cooperation with the URCS;	50%	60%	70%	70%
2. To improve relevance and quality of youth related activities through active involvement/ engagement of youth from within communities.	SO 2.1. # of people that benefited from the activities of Youth Centres and spaces and youth-related activities by the end of 2025;	6,000	30,000	64,000	100,000



Distribution of fresh pastries for IDPs. Zaporizhzhia oblast. June 2022.

SUB-SECTOR | DIGITAL TRANSFORMATION

 Number of the URCS entities	HQ, 25 regional branches, 200 local branches
 Number of Partners:	5
 Funding Requirement (USD):	5,000,000

Need Analysis: Digital Transformation as a full-fledged and systemic activity stream was launched in the URCS in 2021 after the approval of the new URCS National Strategy 2021-2025 setting the URCS Digital Transformation as one of long-term objectives in National Society Development and in line with IFRC Strategy 2030. In November 2021, ICRC performed the assessment of the URCS digital processes and needs in HQ and regional network and provided Digital Strategy support to the URCS – a recommended set of priorities and objectives by 2025 also reviewed and prioritized together with Swiss Red Cross IT Expert, which laid the foundation of the URCS Digital Transformation Action plan.



Peer-to-peer support is provided constantly at the URCS Information Centre. Lviv. August 2022.

Sectoral Strategy and Priorities



5-day training «Youth as agents of behavioural change». Kyiv region. 2020.

The strategic aim in the URCS Digital Transformation is to build one people-centric system allowing functionalities such as programme/project management, volunteer management (profiling), member management, affected people management, donor management, other contacts registration, internal communication, reporting and business intelligence. Providing these services would ensure a strong added value to various stakeholders and ensure that the databases are constantly up to date. This would allow the URCS to save resources currently assigned to transforming paper record to digital, be able to react quickly in difficult situations and foster data-driven decision making. This could only be achieved with everyone working in the same system, which would become a critical asset in the normal functioning of the URCS. Some of the priorities are deployment of an additional data centre for duplicating and protection of the URCS data; optimization and support of IT infrastructure; upgrading of Hardware and Software for local branches; designing the data architecture/warehouse for the organization; replacement of the current ERP with ERP Odoo to unify the work of all Departments on one online platform; development of digital marketing and targeted advertising for the URCS; training to staff and volunteers on cyber security, information processing, digital literacy, data protection and data collection, Power BI courses and other analysis tools; and improve the digital literacy of staff and volunteers.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To develop IT infrastructure, cyber security, and data protection standards.	SO 1.1. Plan of action developed for FD in NHQ and branches - % of implementation;	80%	80%	80%	80%
	SO 1.2. % of equipment that receive regular IT security updates;	50%	70%	80%	80%
2. To develop and implement an ERP system at the HQ and regional levels.	SO 2.1. % of project implementation at the HQ level;	40%	80%	100%	100%
	SO 2.2. % of actions recommended by the external audit completed;		50%	70%	70%
3. To increase data collection and analysis in digital form.	SO 3.1. % of departments are using data collection methodology/workflow;	60%	85%	100%	100%
	SO 3.2. % of the collected information about the assistance provided is stored in digital format;	65%	80%	90%	90%
4. To increase digital literacy of the URCS staff and volunteers.	SO 4.1. # of organized trainings for employees and volunteers each year;	20%	45%	70%	70%
	SO 4.2. # of digital employees (IT and IM) in URCS regional branches;	2	4	4	10
		5	15	25	25



Lively working meetings of the aid team of the Cherkasy regional organisation of the Ukrainian Red Cross. Cherkasy. March 2023.



Specialists process and analyse information about the needs of the regions and prepare shipments. Cherkasy. March 2023.

SUB-SECTOR

COMMUNICATIONS DEVELOPMENT



Number of Partners:

5



Funding Requirement (USD):

12,000,000

Need Analysis: Today, about 20 million Ukrainians need information about the humanitarian situation in the country. At the moment, the URCS is providing the population of Ukraine with access to relevant information on humanitarian issues. This way, the population is more resilient to emergencies because they can make informed decisions and have confidence in the information they receive from the Red Cross. Timely information is an important form of assistance, as information can save lives and contributes to faster adaptation of people to the changed living conditions. However, the URCS is limited with its human, technical and funding capacities. Currently, there are no communication officers in the regions, therefore, there is no capacity to fully cover the situation on the ground and make the URCS activities visible in the humanitarian domain.



Operators at the Information Center are supporting affected people from all over Ukraine by providing essential information to people in need. Lviv. August 2022.

Sectoral Strategy and Priorities



Information session. Kyiv. 2019.

The main strategy for the communication development is to make the URCS work visible to the wider population and make reputational image of the URCS by enhancing the communication for transparency and accountability. The following are the prioritized activities for the communication development:

- Recruitment of communication officers for the URCS National Committee and in the regions.
- Organization of an analytical centre to study humanitarian situation in the country. Since there is no analytics on the humanitarian situation in the country, this will help identify the exact number of affected people and determine what kind of aid is needed. By creating an analytical centre, we will be able to assess how effective the work of the Red Cross was during the IAC in Ukraine. The data of the analytical centre will be also used to provide assistance in the post-conflict period.
- Creation of a media holding: TV channel, studio, YouTube channel, information site, production of podcasts to provide timely, accurate and reliable information through multiple and accessible channels in appropriate languages.
- Conducting forums to discuss the humanitarian situation in the country.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To provide the population of Ukraine with access to relevant, timely and effective information on humanitarian issues, thus, to increase the influence of the RCRC movement as a leader on humanitarian issues in Ukraine.	SO 1.1. RCRC Reputation Ranking is maintained at certain percentile of positive opinion (%);	60%	65%	75%	75%
2. To facilitate participation and feedback so affected people's priorities shape the response.	SO 2.1. # of people reached with the URCS media channels (subscribers);	238,000	357,000	625,000	625,000
3. To be recognized as a leading organization to create public dialog on humanitarian issues.	SO 3.1. # of forums held (humanitarian/working group);	2	2	2	6
	SO 3.2. # of round tables organized;	2	2	2	6
	SO 3.3. # of events held to discuss the humanitarian situation;	2	2	2	6



Volunteers are informing about mine danger. Odesa. March 2023.

SUB-SECTOR | LEGAL BASE DEVELOPMENT

	Number of Movement Partners:	5
	Funding Requirement (USD):	700,000

Need Analysis: Together with the increase in number of needs, the type of needs has also changed. To be relevant and provide services to people who need support, the regulatory framework for the URCS activity on assistance provision to the most socially disadvantaged population should be revised as well. Thus, the regulatory framework of the URCS will be updated in accordance with the needs and changes occurring in the country at the governmental level to enable assistance provision to the vulnerable population.



International Rehabilitation Forum. Lviv. April 2023.

Sectoral Strategy and Priorities



It is aimed to establish strong legal base for the URCS to serve the vulnerable population as per the globally established Red Cross Mandate. In this regard, the priorities are outlined as below:

- Discussion between the Society's members and external experts, and legal analysis of the draft law on «The Ukrainian Red Cross Society» and amendments to the relevant codes.
- Discussion of the draft Law of Ukraine on «The Ukrainian Red Cross Society» with the Joint ICRC/IFRC Statutes Commission (Geneva).
- Advocacy campaigns to promote the draft laws.
- Data processing and creation of a real estate database.
- Working with local self-government bodies to create favourable conditions for lease of state and communal property by the Society's local branches.
- Creation of a database of enterprises that illegally use the Red Cross emblem.
- Sending warning letters regarding the illegal use of the Red Cross emblem (on a permanent basis).
- Protection of interests regarding the illegal use of the Red Cross emblem in court proceedings (on a permanent basis).
- Analysis of the legislative framework regarding the possibility of introduction of the obligatory FA course of the URCS in driving schools.
- Development of draft amendments to legislative acts that needs to be changed (amended) to legally establish obligatory FA course of the Society in driving schools.
- Advocacy campaign on changes to legislative acts in accordance with the above line.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To ensure necessary legal base for the URCS.	SO 1.1. # of Changes to the Law of Ukraine on «The Ukrainian Red Cross Society» and the necessary amendments to the Tax Code, Customs Code and Budget Code to the Verkhovna Rada (Parliament) of Ukraine;		1		1
2. To ensure proper assets management of the URCS.	SO 2.1. # of database created and maintained (the URCS real estate);	1			1
3. To strengthen the protection of the URCS emblem use.	SO 3.1. # of positive court decisions on cases regarding the prohibition of illegal use of the Red Cross emblem;	2	3	5	10



Evacuation. Irpin. February 2022.

SUB-SECTOR**LOGISTICS, FLEET AND PROCUREMENT MANAGEMENT**

 Number of Movement Partners: **5**

 Funding Requirement (USD): **8,000,000**

Need Analysis: Considering the evolving nature of the conflict in Ukraine, the URCS is set to be fully independent and prepared in logistics, procurement, and fleet management to assist the rapid mobilisation of logistics operations in response to an emergency. In 10 months after the military attacks against Ukraine, the URCS opened six logistics hubs (Kyiv, Vinnytsia, Chernivtsi, Chop, Lviv, Kropyvnytskyi), and actions aimed at introducing new standards into work processes were taken. The Department of Logistics, Fleet and Procurement has started intensified work immediately in all directions by the limits of its functionality. However, today's context of events in the country, considering the scale and coverage of almost the entire territory of Ukraine, requires a more global approach to the development of logistics in the Ukrainian Red Cross Society at all levels.

Sectoral Strategy and Priorities

Effective logistics management is an essential part of the humanitarian services to deliver the aid more swiftly. Logistics preparedness, including the fleet and procurement, are a catalyst for change, helping the aid sector to move from evolution to transformation. The primary objective of any logistics strategy is to deliver the right products to the right people at the right time and at the least possible cost. The URCS is mainly focused to develop the guidance package on running logistic structure at different layers (national, regional and branch level); standardize the processes in logistics, warehouse management, fleet, and procurement; build up and develop the logistic structure of the URCS and retaken territories, strengthen the capacity of the regions and branches on the procurement process, develop and implement cargo transportation generation project.



Work of Emergency response team at the site of the explosion. Vinnytsia. July 2022.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
Logistics Management					
1. To facilitate development of warehouse logistics at the national and regional level.	SO 1.1. % of warehouse employees who received (relevant warehouse logistics) training;	70%	80%	100%	100%
	SO 1.2. % of warehouses in the regions that have successfully passed the «checklist» control;	70%	80%	100%	100%
	SO 1.3. % of warehouses in the regions that are equipped with the necessary equipment;	100%	100%	100%	100%
2. To facilitate development of operational capacities in receiving, providing, accounting, and reporting of humanitarian and charitable aid.	SO 2.1. % of regional organizations that submit reports to the state authorities in accordance with the current legislation;	40%	60%	100%	100%
	SO 2.2. % of employees who received relevant logistics training on managing humanitarian aid;	40%	60%	100%	100%
Fleet Management					
3. To ensure capacity development in transport management.	SO 1.1. % of employees who received relevant training in fleet;	50%	70%	100%	100%
	SO 1.2. % of vehicles that undergo timely (according to the regulations) maintenance and insurance;	100%	100%	100%	100%
Procurement Management					
4. To scale the development of procurement capacity at national and regional level.	SO 1.1. % of regional organizations involved and actively using Airtable in their work;	30%	60%	100%	100%
	SO 1.2. % of employees who received procurement training;	70%	80%	100%	100%
	SO 1.3. % of regional organizations that carry out independent procurement under the URCS HQ protocols;	30%	60%	100%	100%

PILLAR 03.

AUXILIARY ROLE AND HUMANITARIAN DIPLOMACY

The main interventions on Auxiliary Role and Humanitarian Diplomacy will focus on further consolidating and strengthening the URCS role as a leading auxiliary partner in addressing humanitarian crises and recovery in Ukraine. This includes increasing URCS' contribution to the formation of international,

regional, and national policies and regulations specific to Ukraine from a humanitarian perspective through the appropriate intermediaries, as well as building capacity within the organization to effectively advocate and respond to humanitarian needs in the country.

SUB-SECTOR**URCS AUXILIARY TO GOVERNMENT**

 Number of Movement Partners:	3
 Funding Requirement (USD):	295,000

Need Analysis: The auxiliary role of a National Society is a unique and vital partnership that involves mutual obligations and benefits, where public authorities and the National Society work together to supplement or substitute public humanitarian services. To maximize its impact and ensure sustainability, the URCS aims to bolster its auxiliary status and recognition by the Ukrainian government, particularly in the ongoing conflict in Ukraine and the post-conflict recovery phase.



Visit of the President of the Italian Red Cross to Ukrainian Red Cross. Kyiv. March 2023.

The URCS will focus on enhancing its auxiliary role and legal foundations, as well as increasing its presence in areas such as International Humanitarian Law, healthcare, social policy, disaster management, and response (these thematic priorities were defined during comprehensive internal auxiliary assessment and workshop that took place in November 2022). By securing its auxiliary recognition and establishing itself as a trusted partner to the government, URCS will be better positioned to advocate for the rights of vulnerable populations and secure funding for its humanitarian efforts in the short-term and long-term. This auxiliary recognition will also enhance the URCS's ability to provide localized response and promote positive economic and social outcomes, ultimately contributing to good governance and sustainable development in Ukraine.

Sectoral Strategy and Priorities



To achieve the objective of positioning URCS as a preferred partner of the government in the humanitarian sector, the following steps require prioritisation:

- Develop and implement the URCS humanitarian diplomacy strategy and plan based on the conducted auxiliary assessment.
- Develop a mechanism of sub-group management that would unite URCS staff members from the relevant field (health; legal; disaster management; IHL; communication) for the joint advocacy campaign toward auxiliary role strengthening.
- Define key positions and narratives around URCS's auxiliary role; including mechanism for its promotion.



Director General of the Red Cross of Ukraine at the photo exhibition «We are close». Kyiv. February 2023.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To position URCS as a preferred partner of the government in the humanitarian sector.	SO 1.1. # of laws or regulations drafted to be passed/amended with the support of the URCS that positively influence the URCS role and recognition;	1	2	4	7
	SO 1.2. # of implemented information campaign to promote "positive" URCS narratives;	2	4	4	10
	SO 1.3. # of MoUs and agreements signed with the GoU, recognizing the URCS auxiliary role;	2	5	5	12



The leadership of the Ukrainian Red Cross held a meeting with the Secretary General of the Norwegian Red Cross. Kyiv. December 2022.

SUB-SECTOR**MOVEMENT ADVOCACY
AND HUMANITARIAN DIPLOMACY**

 Number of Movement Partners: **3**

 Funding Requirement (USD): **250,000**

Need Analysis: The international nature of the armed conflict, its regional impact, as well as the reputational crises it has led to for the Movement as a whole; all result in a need for a well-coordinated humanitarian diplomacy response at the national, regional, and international level.

The URCS aims to better support the Movement in this process, and influence policies and legislation specific to Ukraine from a humanitarian perspective. This would be achieved through the appropriate channels, in full coordination with the Movement actors, and by developing relationships with Ukrainian missions in key capitals so as to improve the recognition and understanding of the Movement activities and mandates.

Sectoral Strategy and Priorities

To achieve the objective of support and influence the Movement's advocacy and communications at a national, regional, and global level, the following steps require prioritisation:

- Create and formalize the Advocacy Working Groups with engagement of key Movement Partners.
- Develop plans of action to advance the agreed Movement-wide advocacy strategies and strengthen external engagement synergies of URCS positioning with Movement partners.



Training on International Humanitarian Law. Kyiv. March 2023.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To support and influence the Movement's advocacy and communications at a national, regional and global level.	SO 1.1. # of external Movement events that engage stakeholders or public on the importance of the Red Pillar for Ukraine's response;	5	5	5	15
	SO 1.2. Adaptation of Seville Agreement 2.0 and joint statement are available;	*			*
	SO 1.3. # of joint statements and strategies on key Protection matters (IHL, POWs, forced displacement);	3	2	1	6
	SO 1.4. # of IFRC/URCS and MoFA joint plans (incl. drafted documents) on support to Ukrainian refugees and returnees;	1	1	1	3



Press event on the results of the work of the Ukrainian Red Cross over 300 days of war. Kyiv. December 2022.

SUB-SECTOR**HUMANITARIAN ADVOCACY
CAPACITY BUILDING**

 Number of Movement Partners:	3
 Funding Requirement (USD):	200,000

Need Analysis: The capacity and resources of a National Society's advocacy and diplomacy unit play a crucial role in the success of its humanitarian mission. To effectively advocate for the rights of vulnerable populations and secure funding for its humanitarian efforts, the URCS must have a well-trained and well-equipped advocacy and diplomacy unit.



Activities of the Odesa Regional Organisation of the Ukrainian Red Cross. Odesa. May 2022.

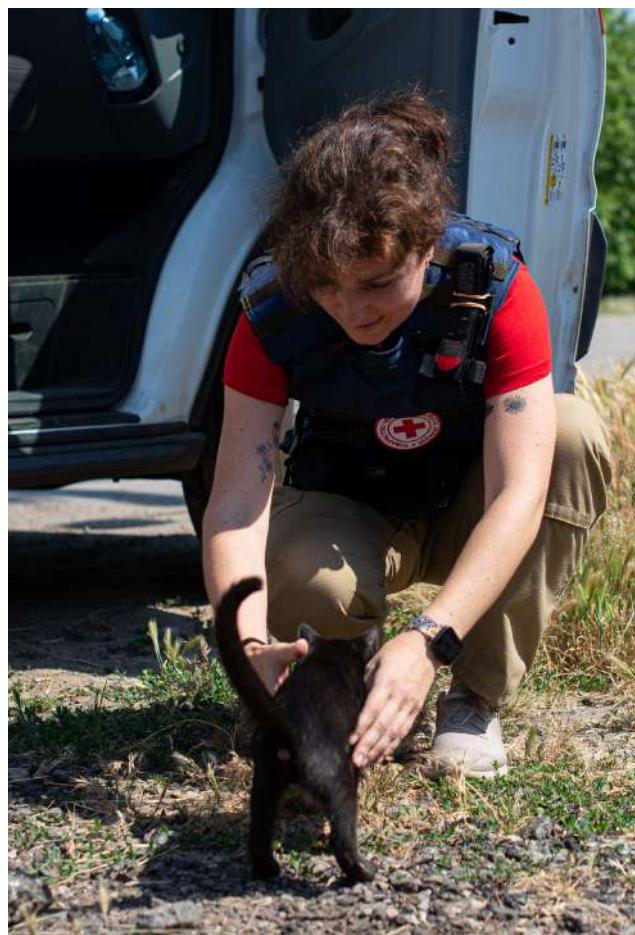
To increase its advocacy capacity, URCS will focus on systematic education for its leadership, staff, and volunteers on national, regional, and local levels on the subjects of advocacy and diplomacy. This will ensure that URCS has a well-informed and equipped team that can effectively advocate for the rights of vulnerable populations and secure funding for its humanitarian efforts.

In addition to building capacity, the URCS must also ensure the structural management and sustainability of its advocacy and diplomacy efforts. To achieve this, URCS will prioritize securing sustainable funding sources, establishing strong partnerships with relevant stakeholders in the advocacy and diplomacy field, and having a well-functioning advocacy and diplomacy unit within the organization.

Sectoral Strategy and Priorities

To achieve the objective of to build capacity and secure sustainable resources for URCS Humanitarian Diplomacy and Advocacy efforts, the following steps require prioritisation:

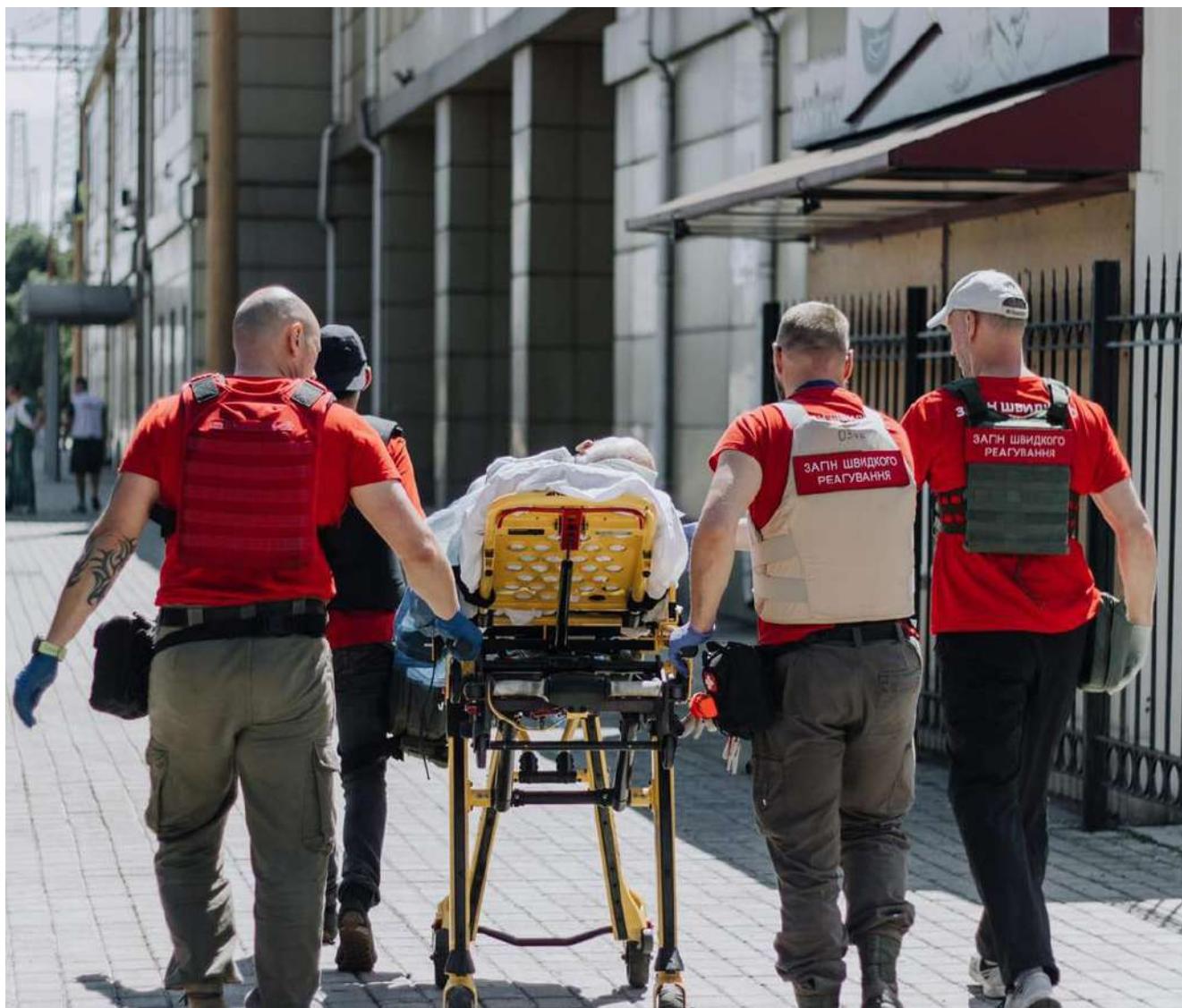
- Establish and formalise a dedicated advocacy and diplomacy unit within URCS (recruit staff secure funds).
- Create a mechanism for learning and exchange of knowledge and best practices on advocacy and humanitarian diplomacy for URCS staff and key partners.



A volunteer of the Emergency Response Team with a cat. Zaporizhzhia oblast. Summer 2022.

Specific Objectives, Indicators and Targets

SPECIFIC OBJECTIVE	INDICATOR	TARGET			TOTAL
		Year 1	Year 2	Year 3	
1. To position URCS as a preferred partner of the government in the humanitarian sector.	SO 1.1. # of standardized training curriculum developed on humanitarian diplomacy and advocacy;	1			1
	SO 1.2. # of URCS and Partner staff trained on humanitarian diplomacy and advocacy;	50	100	100	250
	SO 1.3. % of long-term programmes allocate a minimum of 0.5% of funds to HD and Advocacy;	10%	30%	30%	30%



Evacuation of people with reduced mobility. Donetsk region. June 2022.

ANNEX 1. LOCALIZATION EFFORTS

LOCALIZATION AND THE NATIONAL SOCIETY'S AUXILIARY ROLE

Since February 2022, Ukraine has been repeatedly put forward as 'the next tipping point for humanitarian aid reform'.¹ However, as it is often the case in major crises that attract unprecedented amounts of donor funding, the incredible surge of new community-based humanitarian actors of different capacities has been accompanied by reduced local leadership and funding. A unique feature of the URCS as a local humanitarian actor is its auxiliary role to Ukraine's public authorities in the humanitarian field, which allows it to work closely with government and access affected populations, while maintaining neutrality, impartiality, and independence. Historically, this auxiliary relationship has been especially strong in areas such as disaster management and civil protection, as well as healthcare. This auxiliary role, combined with a network of branches that reach throughout the country, also mean that the URCS is a key partner for response, recovery and reconstruction efforts. As a National Society, the URCS has as well been playing a unique role in providing humanitarian aid for people and communities affected by the IAC.

A NATIONAL SOCIETY'S ANALYSIS OF LOCALIZATION

As a major local humanitarian organization working historically both in conflict and non-conflict affected area, the URCS is uniquely placed to comment on the evolution of localization efforts. Since 2014, the country has seen a growing localization of aid, building on a rich civil society repurposing some of its activities toward humanitarian work. Localization in Ukraine, beyond genuine efforts to empower local actors, serves as a modality to meet security and access constraints to reach the most vulnerable. As such, many efforts, rather than empowering local actors, encompass transfer of risk from international towards national actors without being accompanied by the necessary investment in strengthening capacities.



Packing of humanitarian aid. Kyiv. May 2022.

Prior to February 2022, there were approximately 150 national NGOs operational in humanitarian response². In the first three months following the scaled IAC, almost 1,700 newly formed entities applied for local NGO or charity registration³, and thousands more operate throughout the country as volunteer led networks. It is worth noting that, while the number of national and international NGOs involved in humanitarian programming has increased substantially, this number has dropped in the east of the country. The URCS remains one of the few organizations with a countrywide remit.

¹. <https://www.thenewhumanitarian.org/analysis/2022/07/25/Ukraine-aid-reform-local-donors-neutrality>

². https://www.humanitarianoutcomes.org/sites/default/files/publications/ukraine_review_2022.pdf

³. Ibid.

FACILITATING LOCALIZATION IN THE HUMANITARIAN SECTOR AT LARGE: CAPACITY AND COORDINATION

In localizing the agenda Ukraine, there is a need for more assessments and localization that is done through local perspective as well. The URCS is well placed to provide leadership on this matter. Since 2014, it has shown resilience and determination in pursuing a significant re-organization agenda while trying to ramp up its programmes and technical capacities.

Therefore, the URCS plans to work with key actors, such as the NGO Forum on how to engage with local humanitarian actors, and provide its own expertise to support capacity building, organizational development, and the transition to more systematically from emergency aid to the provision of sustainable, accountable, and quality services.

Coordination is another key aspect of localizing humanitarian aid in Ukraine, and one which OCHA has signalled a will to reform at a global policy level. On paper Ukraine's context -with strong capacity of local authorities and NGOs -would seem ideal for piloting more localized coordination mechanisms; to date government actors and civil society organizations have not been meaningfully included.

With this in mind, the URCS plans to further develop strategic partnerships with key local NGOs, INGOs and UN actors, to further its role in providing localized co-leadership of UN clusters and recovery coordination platforms; using both its auxiliary role and its network of branches to improve the involvement of local populations and relevant authorities.



Bicycle volunteers deliver humanitarian aid to people with reduced mobility. Mykolaiv region. May 2022.

FURTHERING LOCALIZATION IN THE MOVEMENT: COMPLEMENTARITY AND COMPARATIVE ADVANTAGES

Ukraine and the URCS engagement have been one of the priorities for the RCRC Movement to test its vision for localization, including by piloting the Strengthening Movement Coordination and Cooperation (SMCC) process, and implementing the Seville Agreement 2.0. Within this global context, the URCS sees both the need and opportunity to further shift the Movement's footprint in Ukraine towards a response that is led by the Host National Society. The URCS sees the potential for more work with the IFRC, ICRC and PNS to continue improving partnership practices and resource allocation. Therefore, in the spirit of some of the policies and agreements detailed above, the URCS' localization vision for Ukraine in 2023-2025 includes: Increased investment of flexible, multi-year funding into long-term, local solutions led by URCS; which include contributions towards sustainable business models and fundraising instruments (5-10% from the budgets).

- IFRC and PNSs gradually reduce their operational and administrative costs, ensuring that 90% of funding can go directly to the URCS.
- IFRC and PNSs shift 100% hire of local staff.
- Movement Partners and the URCS to ensure transfer of knowledge plans to the URCS, and proper phasing out of the technical support staff and WGs established in 2022 and 2023.
- Channel funding through programmes and OP, rather than create multiple separate projects, and to rationalize necessary reporting.
- All URCS Participating Partners (Movement and any other) support the URCS organizational development when implementing long-term projects.
- All organized forums and discussions on Ukraine and concerning the URCS are agreed on with the URCS and the URCS is properly briefed and has time to consider its participation.
- RCRC Movement is to consider and advocate for the URCS as a priority organization for direct funding allocations that are to be used to respond to the needs inside Ukraine.

ANNEX 2. LIST OF INDICATORS

Sector	Sub-sector	Indicators (3-5 key indicators)	Targets Y1(2023)	Targets Y2(2024)	Targets Y3(2025)	Total
Healthcare	Mobile health units (MHU)	1. To ensure the URCS auxiliary role and complementary relevant support to and strengthening of the existing public primary healthcare services through mobile healthcare provision.	SO 1.1. % of government healthcare services representatives report that MHUs have strengthened primary health care system;	80%	80%	80%
		2. To 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 2.1. # of people reached with MHU services;	200,000	250,000	250,000
			SO 2.2. # of primary health care consultations;	300,000	250,000	250,000
			SO 2.3. # of people provided with medications;	150,000	200,000	200,000
			SO 2.4. % of people referred to the appropriate healthcare support;	3%	3%	3%
		3. To ensure holistic approach to community health through intersection of MHUs activities with other URCS health-related activities (e.g., HVN/HBC, FA, TB/HIV, Health Infrastructure rehabilitation).	SO 3.1. # of MHUs have integration with HVN/HBC, MHPSS, FA, HIV/TB;	25%	35%	50%
	Health Infrastructure rehabilitation	1. To contribute to an improved operational environment and effective functioning of primary health infrastructure to ensure health service are provided to the population in need.	SO 1.1. # of primary health facilities rehabilitated and fully operational (urban/rural area);	2	6	6
			SO 1.2. # of healthcare centres built;	2	12	10
			SO 1.3. # of rural health post established/restored;	5	10	15
			SO 1.4. # of installed generators for medical institutions;	50	50	150
	Health promotion and disease prevention	1. To strengthen the URCS role in health promotion and disease prevention, awareness and referral to specialized health institutions.	SO 1.1. # of people covered with awareness sessions and print materials on health promotion and disease prevention;	45,000	150,000	300,000
		2. To strengthen the URCS capacity to conduct activities in health promotion and disease prevention.	SO 2.1. # of the URCS staff and volunteers trained on health promotion and disease prevention;	25	60	120
			SO 2.2. # of URCS multi-year strategy on health promotion and disease prevention;		1	1
		3. To 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, FA).	SO 3.1. # of health promotion and disease prevention activities are integrated into MHU, MHPSS, HVN/HBC services;		1	1

Sector	Sub-sector	Indicators (3-5 key indicators)	Targets Y1(2023)	Targets Y2(2024)	Targets Y3(2025)	Total	
	Home-visiting nurses/ home-based care	1. To ensure URCS complementary and relevant support to, and strengthening of the existing public HBC service, through HBC activities.	SO 1.1. # of people reached with HBC services;	12,000	20,000	30,000	30,000
			SO 1.2. % of people who received HBC services stating that this service is relevant and satisfies their needs;	80%	80%	80%	80%
		2. To strengthen the auxiliary role of the URCS to health and social authorities through ensuring sustained wide coverage of URCS HBC activities and by advocating for this role.	SO 2.1. # of regions covered with URCS HBC services;	25	25	25	25
			SO 2.2. % of URCS local branches involved in providing HBC services;	40%	50%	70%	70%
		3. To position URCS as a provider and expert in delivering education and training on HBC both for public and URCS staff and volunteers.	SO 3.1. # of URCS HBC providers;	2,000	3,500	5,000	5,000
			SO 3.2. % of HBC providers trained in HBC;	60%	85%	100%	100%
			SO 3.3. # of people trained in HBC (public);	1,500	1,500	3,000	6,000
Rehabilitation and Support	Mental Health and Psychosocial Support	1. To improve psychosocial wellbeing of the people affected by the IAC in Ukraine through community-based mental health and psychosocial support service provision.	SO 1.1. # of people covered with basic psychosocial support services;	90,000	90,000	45,000	225,000
			SO 1.2. # of people accessing focused psychosocial and psychological support activities;	3,000	5,000	7,000	15,000
			SO 1.3. # of target population trained in provision of the PFA;	200	300	400	900
			SO 1.4. % of people accessing MHPSS activities report they have contributed positively to their psychosocial wellbeing;	75%	75%	75%	75%
		2. To ensure supportive and caring working environment is achieved and sustained for URCS staff and volunteers through structured support.	SO 2.1. # of the URCS staff and volunteers participating in peer sessions, self-care etc;	1,000	1,300	1,300	3,600
			SO 2.2. % of staff and volunteers who report they have improved wellbeing after accessing regular support activities in the workspace;	75%	75%	75%	75%
		3. To ensure MHPSS programmes are sufficiently staffed, and staff and volunteers are confident, knowledgeable, and skilled.	SO 3.1. # of volunteers and staff trained in MHPSS;	1,000	800	400	2,200
			SO 3.2. % of staff and volunteers who report increased knowledge and skills of MHPSS provision after trainings;	75%	75%	75%	75%
	Physical and Mental Rehabilitation	1. To improve access to physical and mental rehabilitation services in Ukraine through rehabilitation centres.	SO 1.1. # of rehabilitation centres created in Ukraine;	2	4	8	14
			SO 1.2. # of people that receive physical or mental support through rehabilitation centres;	200	400	800	1,400

Sector	Sub-sector	Indicators (3-5 key indicators)	Targets Y1(2023)	Targets Y2(2024)	Targets Y3(2025)	Total
		2. To improve wellbeing of people with physical or mental injuries after the IAC and their families by provision of needed psychosocial and psychological services.	SO 2.1. % of people accessing support in the rehabilitation centres who report increased physical or mental health wellbeing;		75%	75%
Recovery	Shelter and Settlements	1. To support internally displaced people with access to safe and adequate shelter.	SO 1.1. # of people assisted with heating equipment at household level;	50,000	50,000	150,000
			SO 1.2. # of people reached with cash for the IDP and host families through the MCTID of Ukraine;	100,000	75,000	225,000
			SO 1.3. % of people assisted through cash for host families through MCTID report that the amount provided is sufficient;	80%	80%	80%
			SO 1.4. # of repaired collective centres';	50		50
			SO 1.5. # of people reached with housing as temporary accommodation facility;	1,000	1,500	2,000
		2. To support Non-displaced people and returnees with access to safe and adequate shelter and recover.	SO 2.1. # of people assisted with heating equipment at household level;	50,000	50,000	150,000
			SO 2.2. # of people reached with housing as permanent accommodation facility;	1,000	1,500	1,500
			SO 2.3. # of cash support for people who have lost their houses due to the war actions;	17,000	16,000	10,000
			SO 2.4. # of 0% mortgage for the IDPs from the occupied territories;	3,075	3,075	3,075
			SO 2.5. # of people assisted with light repair of the private houses;	51,250	51,250	153,750
	3. To support recovery of essential community infrastructure/ services.		SO 3.1. # of people reached with public infrastructure support;	150,000	150,000	450,000
			SO 3.2. # of people reached with community (town) heating equipment and/or network repairs;	50,000	100,000	150,000
			SO 3.3. # of essential community infrastructure received winter utilities coverage support;	50	30	20
			SO 3.4. # of people reached through the utility coverage support of essential community infrastructure/services;	350,000	262,500	175,000
	Livelihoods	1. To development of the department through assistance to the affected population.	SO 1.1. # of rural households provided with resources to enhance their agriculture-based livelihoods and productive capacities to support their self-sufficiency;	3,000	5,000	5,000

Sector	Sub-sector	Indicators (3-5 key indicators)	Targets Y1(2023)	Targets Y2(2024)	Targets Y3(2025)	Total
URCS	Livelihoods	SO 1.2. # of individuals receiving new professional skills and competencies;	1,000	10,000	100,000	111,000
		SO 1.3. # of IDPs employed with the URCS support;	1,000	10,000	100,000	111,000
		SO 1.4. # of micro businesses established in the retaken territories;	150	300	1,000	1,450
		SO 1.5. # of micro businesses supported with training/guidance;	500	1,500	3,000	5,000
		SO 1.6. # of start-ups funded on social entrepreneurship;	15	30	50	95
		SO 1.7. % of people reported satisfaction across all LLH programmes;	80%	80%	80%	80%
		2. To ensure URCS' staff and volunteers are skilled to develop and deliver Livelihoods services.	SO 2.1. # of volunteers and staff trained in Livelihoods;	50	10	10
			SO 2.2. % of staff and volunteers who report increased knowledge and skills;	80%	80%	80%
	Cash and Voucher Assistance	1. To ensure recovery of vulnerable individuals and communities through multi-purpose CVA.	SO 1.1. # of people in vulnerable categories are supported through MoSP centralized payments;	5,000	10,000	20,000
			SO 1.2. # of people in vulnerable categories are supported through MoVA centralized payments;	25,000		25,000
			SO 1.3. # of people are supported through MToT centralized payments in the retaken territories from Russia;	300,000	300,000	300,000
			SO 1.4. # of people are supported with vouchers locally through the URCS branches network;	50,000	50,000	50,000
		2. To empower URCS key role in internal (RCRCM) and external CVA coordination and delivery.	SO 2.1. # of Cash Management System that is integrated with the GoU CVA services and platforms is in place for URCS;	1		1
DM	Relief	1. To support 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
			SO 1.2. # of people covers with food items;	600,000	500,000	300,000
			SO 1.3. # of people covers with hygiene items;	600,000	500,000	300,000
			SO 1.4. # of people covers with household items (kitchen sets, sleeping kits, etc.);	600,000	400,000	400,000
			SO 1.5. % of target population who received assistance are satisfied;	85%	85%	85%

Sector	Sub-sector	Indicators (3-5 key indicators)	Targets Y1(2023)	Targets Y2(2024)	Targets Y3(2025)	Total
1. To ensure DM Preparedness coverage across Ukraine.	Disaster Risk Management/ Disaster Risk Reduction (DRM/DRR)	SO 1.1. # of policies/procedures/tools developed, enhanced and completed;	3	5	5	13
		SO 1.2. # of people trained on FEP;	25	50	100	175
		SO 1.3. # of communities supported with DRRMP;	40	100	150	290
		SO 1.4. # of people reached on preparedness and risk reduction and recovery dissemination activities;	200,000	400,000	500,000	1,100,000
		SO 1.5. # of URCS staff trained on DPAs;	50	80	100	230
		SO 1.6. # of trainers on DRR/DRM;	5	25	25	55
		SO 1.7. # of instructors trained on DRR/DRM;	25	50	100	175
		SO 1.8. # of users of the Disaster Alert/Preparedness App;	300	1,500	4,000	5,800
	Civil Protection	SO 1.1. # of established and functioning Interregional Centres;	3	4	5	5
		SO 1.2. # of established and functioning Rural Development Centres;	23	24	25	25
		SO 1.3. # of established functioning Disaster Response Units;	7	15	20	20
		SO 1.4. # of procedures that need to be developed for the formation of a single multi-component emergency response service URCS;	7	5	2	14
	2. To enhance of the capacities of the URCS in the framework of the emergency response of different nature.	SO 2.1. % of volunteers trained under the unified ERT volunteer training programme;	70%	80%	90%	90%
		SO 2.2. % of ERTs that according to the results of quarterly performance evaluation (do not have urgent needs for support and are satisfied with the process of development of the direction in the region);	50%	60%	70%	70%
		SO 1.1.# of people that are provided with evacuation services;	10,000	10,000	10,000	30,000
		SO 1.2. # of people supported in search and rescue missions;	30,000	50,000	50,000	130,000
	Search and Rescue (SAR)	SO 1.3. % of activities carried out by ERT jointly with the SESU;	30%	50%	60%	60%
		SO 1.4. # of regions where ERT is involved in planned exercises of State Emergency Service teams and other services involved in emergency response;	15	20	25	60

Sector	Sub-sector	Indicators (3-5 key indicators)	Targets Y1(2023)	Targets Y2(2024)	Targets Y3(2025)	Total	
		2. To increase the capacity of URCS specialists and ERT volunteers to respond to the Emergency Situation.	SO 2.1. % of volunteers and employees of the Emergency Response Service who have undergone ERT certification trainings;	30%	50%	80%	80%
Protection & Education	Restoring Family Links (RFL)	1. To re-establish and maintain family contacts and tracing unaccounted for in IAC in Ukraine.	SO 1.1. # of cases registered in accordance with the set criteria in RFL guidelines - registration records of the DB - the progress of the case;	2,000	2,000	1,000	5,000
			SO 1.2. % of contacts with ENQs (enquirers) for revision of the cases – statistic report from the DB;	80%	80%	80%	80%
		2. To respond to the needs of the Families of Missing (FOM).	SO 2.1. # of regions covered with RFL services;	25	25	25	25
			SO 2.2. # of URCS local branches involved in RFL activities;	25	25	25	25
			SO 2.3. # of events/sessions /FOM visits;	12	12	12	36
		3. To build and strengthen capacity of the URCS in RFL.	SO 3.1. # of people of trainings provided;	24	24	24	72
			SO 3.2. # of volunteers involved in implementation of RFL activities;	5	10	10	25
	First Aid	1. To improve the legal framework on FA.	SO 1.1. # of laws and regulations to be passed developed;	1	2	2	5
		2. To expand the FA reach and adapt the FA teaching materials: experience of working in the IAC conditions.	SO 2.1. # of people trained in FA;	100,000	150,000	250,000	500,000
			SO 2.2. # of URCS instructors trained in FA;	460	520	600	600
	Climate Change Adaptation	3. To fit with the IFAA (International FA Attestation) improvement plan.	SO 3.1. % of hard to reach individuals report that FA courses are inclusive;	5%	15%	30%	30%
		1. To facilitate CCA discussions and the effects of the IAC on the environment.	SO 1.1. # of CCA campaigns made;		5	10	15
			SO 1.2. # of people reached through CCA campaigns;		2,500,000	5,000,000	5,000,000
			SO 1.3. # of micro grants provided to entrepreneurs and startups to facilitate climate dialogs and regional strategies;			25	25
	2. To support controlling and measuring effects of the CCA on the territory of Ukraine.	SO 2.1. # of Public Health and Climate Surveillance Centre established and integrated with the PHC;	1				1
			SO 2.2. # of Forecast Based Action Mechanisms established in Carpathian Region;		1		1
	War Risks Education	1. To support awareness of mine action.	SO 1.1. # of people reached with mine and explosive remnants of the IAC awareness services;	48,000	68,000	88,000	204,000
			SO 1.2. # of regions annually covered by mine risk education;	16	24	25	25

Sector	Sub-sector	Indicators (3-5 key indicators)	Targets Y1(2023)	Targets Y2(2024)	Targets Y3(2025)	Total	
		2. To engage in discussions on Illicit trafficking and use of weapons.	SO 2.1. # of conducted analyses (with recommendations, including improvements to the regulatory framework) on the situation with illicit trafficking and use of weapons and explosive devices;	1	1	1	3
		3. To educate population armed conflict spill over risks related to chemical, biological, radiological and nuclear threats.	SO 3.1. # of people reached with information services on chemical, biological, radiological and nuclear threats;	48,000	68,000	88,000	204,000
			SO 3.2. # of analyses (with recommendations, including improvements to the regulatory framework) on reducing potential threats to civilians in terms of chemical, biological, radiological and nuclear threats;	1	1	1	3
International Humanitarian Law (IHL)	1. To strengthen efforts to ensure protection of the Red Cross Emblem in Ukraine.	SO 1.1. # of public awareness activities on RC Emblem (public awareness campaigns, public interviews/articles on RC Emblem, sessions for general public on RC Emblem, video and printing materials on RC Emblem);	15	15	15	45	
		SO 1.2. # of successful interventions on misuse cases;	20	20	20	60	
		SO 1.3. # of URCS volunteers/staff trained on RC Emblem protection (including senior regional branch management);	500	500	500	1500	
		SO 1.4. # of audience coverage by public campaign on RC Emblem;	120,000	120,000	120,000	360,000	
		2. To increase awareness of IHL and Fundamental principles.	SO 2.1. # of URCS volunteers and staff trained on IHL;	500	500	500	1,500
		SO 2.2. # of people trained on IHL (academics, human rights experts and defenders, school teachers, journalists, higher educational institutions staff, civil servants, police and military personnel, diplomats, etc.);	3,000	3,000	3,000	9,000	
		SO 2.3. # of MoU signed with the key educational institution;	5	5	5	15	
		SO 2.4. # of IHL seminars/ sessions/other events;	45	55	65	165	
		3. To enhancing the URCS auxiliary role in IHL.	SO 3.1. # of joint activities (public campaigns, IHL awareness rising events);	5	5	5	15
		SO 3.2. # of MoU (formal cooperation) with key authorities;	5	5	5	15	
		SO 3.3. # of representatives from national and local authorities participated in IHL activities (with the support of URCS);	100	130	150	380	
		SO 3.4. # of international events and initiatives on IHL that URCS joined and participated in;	5	5	5	15	

Sector	Sub-sector	Indicators (3-5 key indicators)	Targets Y1(2023)	Targets Y2(2024)	Targets Y3(2025)	Total	
	Education in emergencies (EiE)	1. To prepare a methodological base for education in emergencies as part of the activities of the Red Cross Society of Ukraine.	SO 1.1. # of regions covered with the EiE strategies with the Education Departments;	5	10	15	15
			SO 1.2. a methodological framework for emergency response documents;	1	1	1	3
		2. To restore and stabilize education infrastructure.	SO 2.1. # of schools repaired and/or equipped with CFS;	5	10	20	35
			SO 2.2. # of people benefited through EiE project;	5,000	15,000	20,000	40,000
	Community Engagement and Accountability (CEA)	1. To ensure communities are more resilient to crises because they can make informed decisions and perceive the Red Cross as a trusted organization.	SO 1.1. % of people report that have they have received needed and enquired information from the URCS;	30%	50%	70%	70%
			SO 1.2. % of people that trust URCS and that it acts in their best interest;	50%	60%	70%	70%
		2. To facilitate participation of affected people and utilize community feedback to make operational changes.	SO 2.1. % of people who received a response to their feedback or complaint;	50%	70%	85%	85%
			SO 2.2. # of participatory planning sessions held with community members;	4	4	4	12
		3. To strengthen and institutionalize CEA at all levels in URCS.	SO 3.1. # of departments and leadership trained on CEA;	5	15	15	35
			SO 3.2. # of CEA staff/volunteers appointed or recruited NC;	2	1	1	4
	Protection, Gender and Inclusion (PGI)	1. To integrate Protection, Gender and Inclusion (PGI) into the all programmes, operations and services.	SO 1.1. % of staff that have the basic knowledge and skills to provide information on PGI;	40%	70%	85%	85%
			SO 1.2. % of programmes and projects that are scored high on GAM and are gender aware;	20%	50%	80%	80%
		2. To build and develop internal capacity within the URCS.	SO 2.1. % of staff and volunteers trained on prevention of sexual exploitation, abuse, child safeguarding;	30%	50%	100%	100%
			SO 2.2. # of people supported with specialized activities on preventing or responding to violence, sexual exploitation and abuse;	1,000	1,500	2,000	4,500
	Planning, Monitoring, Evaluation and Reporting (PMER)	1. To create robust PMER system.	SO 1.1. # of PMER guideline (with clear structure, roles and responsibility) developed and implemented;	1			1
			SO 1.2. # of PMER multi-year plan of action is approved and functioning;	1			1
			SO 1.3. % of OP indicators have reference sheets, proper methodology and are measured;	100%	100%	100%	100%
		2. To engage PMER unit in all strategic planning and evaluation.	SO 2.1. % of all sectors have long-term strategies and operational plans;	50%	100%	100%	100%
		3. To oversee indicators monitoring across all projects.	SO 3.1. % of projects where at least 5% for M&E is budgeted;	80%	100%	100%	100%

Sector	Sub-sector	Indicators (3-5 key indicators)	Targets Y1(2023)	Targets Y2(2024)	Targets Y3(2025)	Total	
		SO 3.2. % of projects supported by the PMER Unit;	100%	100%	100%	100%	
Support & NSD	Finance Development	1. To improve financial management which is grounded in a due diligence/needs assessment at the HQ and (select) branch level.	SO 1.1. Plan of action developed for FD in NHO and branches - % of implementation;	30%	60%	100%	100%
		2. To improve accountability, transparency & governance.	SO 2.1. # of internal audit report produced;	4	4	4	12
			SO 2.2. % of actions recommended by the external audit completed;	80%	80%	80%	80%
			SO 2.3. % of staff is aware of their authority/responsibility and documents are approved by relevant persons;	60%	80%	100%	100%
		3. To increase efficiency, reliability and relevance of financial reporting and departmental structure.	SO 3.1. % of departments are covered with automated financial reports through the new accounting software;	30%	65%	100%	100%
	Resource Mobilization Development	1. To build an efficient fundraising department and making donations a reliable and predictable source of income for the URCS.	SO 1.1. % of increase for corporate and individual donations in the total pool of funds received by the URCS;		8%	10%	10%
			SO 1.2. Total amount of individual donations made;	3,500,000	3,675,000	4,042,500	11,217,500
			SO 1.3. Total amount of corporate donations made;	7,500,000	8,250,000	9,075,000	24,825,000
			SO 1.4. # of new individual donors;	7,000	9,000	12,000	28,000
			SO 1.5. # of individual donations;	32,000	36,800	44,160	112,960
			SO 1.6. # of corporate donors;	124	135	147	406
	Human Resources Development	2. To retain URCS individual and corporate donors acquired with Direct Dialogue activities.	SO 2.1. # of individual donors who made a second donation;	2,500	2,750	3,025	3,025
			SO 2.2. # of regular donors;	1,500	2,500	4,000	8,000
			SO 2.3. # of corporate donors who made a second donation;	35	39	42	116

Sector	Sub-sector	Indicators (3-5 key indicators)	Targets Y1(2023)	Targets Y2(2024)	Targets Y3(2025)	Total
		SO 3.3. # of activities that have increased staff motivation;	6	11	17	34
		SO 3.4. % of staff who stayed after their probationary period;	90%	90%	90%	90%
	Branch and Volunteer Development	1. To empower, support, and manage the URCS volunteers to ensure their increased engagement in URCS existing activities and services.	SO 1.1. % of staff and volunteers satisfied with training and support received;	75%	85%	90%
			SO 1.2. % of regular volunteers as compared with January 1, 2023;	110%	120%	130%
			SO 1.3. # of regional branches that use an online and/or offline National Training Centre, Volunteer Centre;	5	10	26
			SO 1.4. # of local branches that have premises for volunteers created and operational;	50	100	136
			SO 1.5. % of volunteers in decision-making positions at the regional and local branches;	10%	10%	30%
		2. To ensure that URCS branches have a system of attraction, training, support, retention, and development of all team members.	SO 2.1. % of local URCS branches to administrative districts (coverage);	70%	80%	100%
			SO 2.2. % of local branches all over Ukraine meeting the standard;	15%	40%	60%
			SO 2.3. % of the team members express satisfaction of the local branch teams with its activities (scope of tasks, activity conditions, training, recognition of contribution, self-realization, influence on decision-making);	70%	80%	80%
		3. To ensure branch recognition from the population, authorities, business, public and charitable organizations.	SO 3.1. % of the branches have 3 and more revenue sources, each of which amounts to not less than 15%, but not more than 70% of the total budget;	15%	40%	60%
	Youth Development	1. To increase the share of youth in decision-making processes and leadership positions.	SO 1.1. # of regional branches where Youth Centre is established;	2	12	25
			SO 1.2. # of local branches where premises for youth exist;	50	100	136
			SO 1.3. % of youth in decision-making positions at the regional and local branches;	5%	5%	20%
			SO 1.4. % of the URCS engaged youth that feel satisfied and interested in further cooperation with URCS;	50%	60%	70%
		2. To improve relevance and quality of youth related activities through active involvement/ engagement of youth from within communities.	SO 2.1. # of people that benefited from the activities of Youth Centres and spaces and youth-related activities by the end of 2025;	6,000	30,000	64,000
	Digital Transformation	1. To develop IT infrastructure, cyber security and data protection standards.	SO 1.1. % of successful closed tickets/requests to the helpdesk;	80%	80%	80%

Sector	Sub-sector	Indicators (3-5 key indicators)	Targets Y1(2023)	Targets Y2(2024)	Targets Y3(2025)	Total	
		SO 1.2. % of equipment that receive regular IT security updates;	50%	70%	80%	80%	
		2. To develop and implement an ERP system at the HQ and regional levels.	SO 2.1. % of project implementation at the HQ level;	40%	80%	100%	100%
			SO 2.2. % of project implementation at the regional level;		50%	70%	70%
			SO 2.3. % of HQ users who actively interacting through the digital platform;	60%	85%	100%	100%
		3. To increase data collection and analysis in digital form.	SO 3.1. % of departments are using data collection methodology/ workflow;	65%	80%	90%	90%
			SO 3.2. % of the collected info on the assistance provided is stored in digital format;	20%	45%	70%	70%
		4. To increase digital literacy of URCS staff and volunteers.	SO 4.1. # of organized trainings for employees and volunteers each year;	2	4	4	10
			SO 4.2. # of digital employees (IT and IM) in URCS regional branches;	5	15	25	25
	Communications Development	1. To provide the population of Ukraine with access to relevant, timely and effective information on humanitarian issues, thus, to increase the influence of the RCRC movement as a leader on humanitarian issues in Ukraine.	SO 1.1. RCRC Reputation Ranking is maintained at certain percentile of positive opinion (%);	60%	65%	75%	75%
		2. To facilitate participation and feedback so affected people's priorities shape the response.	SO 2.1. # of people reached with the URCS media channels (subscribers);	238,000	357,000	625,000	625,000
		3. To be recognized as a leading organization to create public dialog on humanitarian issues.	SO 3.1. # of forums held (humanitarian/working group);	2	2	2	6
			SO 3.2. # of round tables organized;	2	2	2	6
			SO 3.3. # of events held to discuss the humanitarian situation;	2	2	2	6
	Legal Base Development	1. To ensure necessary legal base for URCS.	SO 1.1. # of Changes to the Law of Ukraine "About the Ukrainian Red Cross Society" and the necessary amendments to the Tax Code, Customs Code and Budget Code to the Verkhovna Rada (Parliament) of Ukraine;		1		1
		2. To ensure proper assets management of the URCS.	SO 2.1. # of database created and maintained (the URCS real estate);	1			1
		3. To strengthen the protection of the emblem use.	SO 3.1. # of positive court decisions on cases regarding the prohibition of illegal use of the RC emblem;	2	3	5	10
	Logistics	1. To facilitate development of warehouse logistics at the national and regional level.	SO 1.1. % of warehouse employees who received (relevant warehouse logistics) training;	70%	80%	100%	100%

Sector	Sub-sector	Indicators (3-5 key indicators)	Targets Y1(2023)	Targets Y2(2024)	Targets Y3(2025)	Total
Humanitarian Operations		SO 1.2. % of warehouses in the regions that have successfully passed the "checklist" control;	70%	80%	100%	100%
		SO 1.3. % of warehouses in the regions that are equipped with the necessary equipment;	100%	100%	100%	100%
	2. To facilitate development of operational capacities in receiving, providing, accounting and reporting of humanitarian and charitable aid.	SO 2.1. % of regional organizations that submit reports to the state authorities in accordance with the current legislation;	40%	60%	100%	100%
		SO 2.2. % of employees who received relevant logistics training on managing humanitarian aid;	40%	60%	100%	100%
	Fleet	SO 1.1. % of employees who received relevant training in fleet;	50%	70%	100%	100%
		SO 1.2. % of vehicles that undergo timely (according to the regulations) maintenance and insurance;	100%	100%	100%	100%
	Procurement	SO 1.1. % of regional organizations involved and actively using Airtable in their work;	30%	60%	100%	100%
		SO 1.2. % of employees who received procurement training;	70%	80%	100%	100%
		SO 1.3. % of regional organizations that carry out independent procurement under the URCS HQ protocols;	30%	60%	100%	100%
Auxiliary Role and Humanitarian Diplomacy	URCS Auxiliary to Government	SO 1.1. # of laws or regulations drafted to be passed/amended with the support of the URCS that positively influence the URCS role and recognition;	1	2	4	7
		SO 1.2. # of implemented information campaign to promote "positive" URCS narratives;	2	4	4	10
		SO 1.3. # of MoUs and agreements signed with the GoU, recognizing the URCS auxiliary role;	2	5	5	12
	Movement Advocacy and Humanitarian Diplomacy	SO 1.1. # of external Movement events that engage stakeholders or public on the importance of the Red Pillar for Ukraine's response;	5	5	5	15
		SO 1.2. Adaptation of Seville Agreement 2.0 and joint statement are available;	*			*
		SO 1.3. # of joint statements and strategies on key Protection matters (IHL, POWs, forced displacement);	3	2	1	6
		SO 1.4. # of IFRC/URCS and MoFA joint plans (incl. drafted documents) on support to Ukrainian refugees and returnees;	1	1	1	3

Sector	Sub-sector		Indicators (3-5 key indicators)	Targets Y1(2023)	Targets Y2(2024)	Targets Y3(2025)	Total
	Humanitarian Advocacy Capacity Building	1 To position URCS as a preferred partner of the government in the humanitarian sector	SO 1.1. # of standardized training curriculum developed on humanitarian diplomacy and advocacy;	1			1
			SO 1.2. # of URCS and Partner staff trained on humanitarian diplomacy and advocacy;	50	100	100	250
			SO 1.3. % of long-term programmes allocate a minimum of 0.5% of funds to HD and Advocacy;	10%	30%	30%	30%



URCS ONE PLAN

2023-2025



/redcrossukraine
REDCROSS.ORG.UA

COMMITTED RED CROSS AND RED CRESCENT MOVEMENT PARTNERS



CANADIAN
RED CROSS



Deutsches
Rotes
Kreuz



DANISH
RED
CROSS



croix-rouge française



BritishRedCross



Cruz Roja Española



SwedishRedCross

Swiss Red Cross



AUSTRIAN RED CROSS

croix-rouge
luxembourgeoise



ENDORSED BY :

