

A photograph showing two young men in red and grey Red Cross uniforms pushing a teal-colored stretcher. The stretcher is covered with a light blue sheet and appears to have a patient lying on it. They are moving the stretcher along a paved path next to a building with large windows and a metal railing. A dark-colored van is parked to the left. The scene is outdoors and appears to be during the day.

UKRAINIAN RED CROSS SOCIETY ONE PLAN (2023-2025)

24 MONTHS PROGRESS REPORT

2024

Table of contents

Foreword	3
List of Acronyms	4
URCS ONE PLAN OVERALL ACHIEVEMENT	5
CONTEXT, IMPACT OF THE CRISIS, AND RESPONSE BY STRATEGIC OBJECTIVE	6
PILLAR 01. HUMANITARIAN ACTION, RESILIENCE AND RECOVERY	9
 HEALTH AND SOCIAL CARE.....	10
Mobile Health Unit (MHU).....	10
Infrastructure for Health	12
Health Promotion and Disease Prevention (HPDP)	13
Home-Based Care (HBC)	15
 REHABILITATION.....	17
Mental Health and Psychosocial Support (MHPSS)	17
Physical and Mental Rehabilitation	21
 RECOVERY	24
Water and Habitat (WATHAB).....	24
Innovative Financing and Cash Transfer Programme (IFCTP)	26
Livelihoods.....	29
 DISASTER MANAGEMENT	31
Disaster Risk Reduction (DRR) / Disaster Risk Management (DRM)	31
Emergency Response (ERT)	33
Relief	36
Civil Protection	38
 PROTECTION AND EDUCATION	40
Explosive Ordnance Risk Education (EORE)	40
First Aid	43
International Humanitarian Law (IHL).....	45
Restoring Family Links (RFL)	48

QUALITY CONTROL AND ACCOUNTABILITY	51
Community Engagement and Accountability (CEA)	51
Information Management (IM)	53
Planning, Monitoring, Evaluation and Reporting (PMER).....	55
Protection, Gender and Inclusion (PGI) and Safeguarding	57
PILLAR 02. SUSTAINABLE DEVELOPMENT AND QUALIFIED SERVICES	60
Finance Development.....	60
Resource Mobilisation Development	62
Human Resources Development.....	64
Branch and Volunteer Development (BRaVO)	65
Youth Development	68
Digital Transformation	70
Communication Development.....	72
Legal Base Development	74
Logistics, Fleet, and Procurement.....	76
Social Services Development and Standardisation	77
Risk Management Development	79
PILLAR 03. AUXILIARY ROLE AND HUMANITARIAN DIPLOMACY	82
Humanitarian Advocacy Capacity Building.....	82
Movement Advocacy and Humanitarian Diplomacy	84
URCS Auxiliary to Government	87
Annexes	90
Annex I: Expenditure by Pillar and Sector/Subsector (USD).....	90
Annex II: List Of Partners (Alphabetical order).....	92

Foreword



Mykola Polishchuk, President of the Ukrainian Red Cross

Since the escalation of the war in February 2022, the Ukrainian Red Cross Society (URCS) has focused its efforts on responding to the international armed conflict in Ukraine. I extend my sincere gratitude to our stakeholders and partners for their collective efforts in meeting the needs of vulnerable communities. The URCS One Plan Progress Report, covering a 24-month period, highlights key achievements, sectoral trends, and shifts in the operating context. The contributions of the URCS and the Red Cross and Red Crescent Movement in Ukraine have been widely recognised by the government authorities, private sector, and civil society – not only for the scale of support but also for the role in policymaking, innovation, and the development of digital solutions. Notable progress has also been made in risk management, reporting, quality control, and accountability.

From January 2023 to December 2024, the URCS implemented nationwide programmes across healthcare, disaster management, protection, education, and recovery, while also developing self-sustaining ventures through fundraising and commercial activities.

The URCS has played a key role in winterisation efforts, emergency evacuations, and response activities following attacks that resulted in civilian casualties and damaged healthcare infrastructure. In close coordination with State Emergency Services of Ukraine (SESU), the URCS has provided critical assistance in active conflict zones.

In addition, the URCS has been engaged in cash assistance projects, supporting internally displaced persons (IDPs) and leading rehabilitation and adaptation initiatives, becoming the largest non-governmental provider of these services in the country. By December 2024, the URCS had reached nearly 6.2 million people. On behalf of the URCS Governing Board, I express my sincere appreciation to all donors – including governments, businesses, and individuals, for their trust and continued support. Special thanks are extended to our partners – the Alliance of Ukrainian CSOs, the Government of Ukraine, United Nations agencies, INGOs, the ICRC, the IFRC, Partner National Societies, and wider international community – for their close collaboration.

Above all, I extend my heartfelt thanks to our dedicated staff and volunteers for their unwavering commitment to humanitarian service..

List of Acronyms

BRAVO	Branch and Volunteer	MoVA	Ministry of Veterans Affairs of Ukraine
CCA	Climate Change Adaptation	MCTID	Ministry of Communities, Territories, and Infrastructure Development of Ukraine
CEA	Community Engagement and Accountability	MoSP	Ministry of Social Policy of Ukraine
DM	Disaster Management	MoU	Memorandum of Understanding
DRM	Disaster Risk Management	NS	National Society
DRR	Disaster Risk Reduction	NSD	National Society Development
EiE	Education in Emergencies	OD	Organisational Development
ERP	Emergency Response Plan	OP	One Plan
ERT	Emergency Response Team	PGI	Protection, Gender and Inclusion
GoU	Government of Ukraine	PMER	Planning, Monitoring, Evaluation and Reporting
FOM	Families of Missing	PNS	Partner National Society
HBC	Home-Based Care	PSS	Psychosocial Support
IAC	International Armed Conflict	RCRC	Red Cross Red Crescent
ICRC	International Committee of the Red Cross	RFL	Restoring Family Link
IFRC	International Federation of the Red Cross and the Red Crescent Societies	SAR	Search and Rescue
IHL	International Humanitarian Law	SESU	State Emergency Service Ukraine
LLH	Livelihood	SO	Strategic/Specific Objective
MHPSS	Mental Health and Psychosocial Support	TOT	Training of Trainers
MHU	Mobile Health Unit	TWG	Technical Working Group
MoFA	Ministry of Foreign affairs of Ukraine	UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs
MoH	Ministry of Health of Ukraine	URCS	Ukrainian Red Cross Society

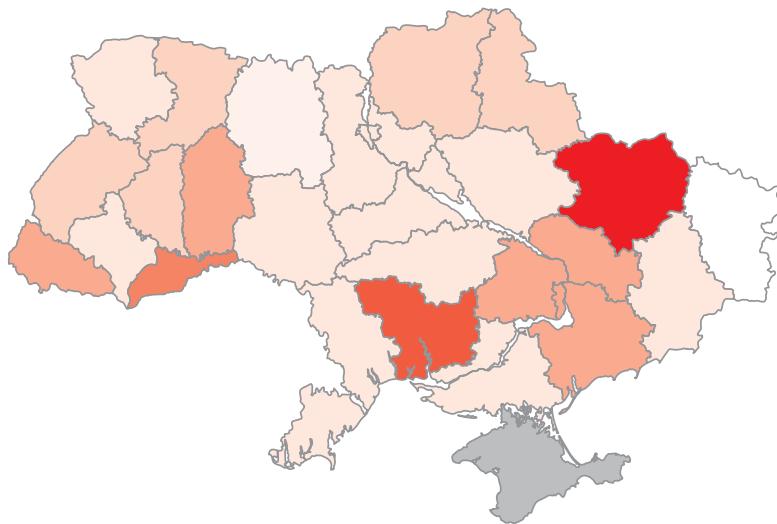
URCS ONE PLAN OVERALL ACHIEVEMENT

The implementation of the Ukrainian Red Cross Society (URCS) One Plan over 24-month period demonstrated substantial progress across all sectors. The key results are summarised below:

- Overall, **9 Sectors** and **35 Sub-sectors** were covered during the reporting, with a total of **272 activities** implemented.
- A total of **6,193,460 people** were reached, and **14,122,724 services** were provided through the activities of the URCS implemented under the One Plan. The age and gender breakdown of the population reached was as follows:
 - **39%** older persons, **34%** adults, **27%** children.
 - Among those reached, **65%** were women, and **35%** were men.

- In total, **964.7 thousand internally displaced persons (IDPs)** and **350.3 thousand people with disabilities** were covered.
- The regions with the highest outreach include **Kharkiv, Mykolaiv, Chernivtsi, Zaporizhzhia, Dnipro, and Khmelnytskyi**. **3 123 319** people were reached in 2023, and **3 070 141** in 2024

These figures reflect the scale and continuity of the URCS response under the One Plan, in line with its humanitarian mandate, supporting humanitarian assistance and recovery efforts in Ukraine amid ongoing challenges.



Partnerships:

- **A total of 36 partners** supported the URCS activities in alignment with the One Plan.
- **A total of 53 partners** provided charitable and humanitarian aid to the URCS, amounting to:
 - **USD 38.2 million** in charitable aid.
 - **USD 60.9 million** in humanitarian aid.

Financial Update:

- **A total of USD 319.9 million** was spent on URCS activities under the One Plan. This represents **20.9%** of the total financial requirement for the 2023-2025 period, including the monetary equivalent of humanitarian and charitable aid provided over the 24-month period (see Annex I for the detailed breakdown of expenditures by sector). These figures reflect the effective mobilisation of resources and partnerships by the URCS, enabling substantial support for its humanitarian operations.

CONTEXT, IMPACT OF THE CRISIS, AND RESPONSE BY STRATEGIC OBJECTIVE

Over the 24-month implementation period of the One Plan, the URCS operated in a complex environment characterised by socio-political challenges and growing humanitarian needs. Guided by the principles of international humanitarian law, the URCS remained committed to alleviating suffering and safeguarding the dignity of individuals affected by the crisis. During this period, vulnerabilities and needs within affected communities increased significantly, underscoring the urgent demand for humanitarian assistance. In re-

sponse, the URCS mobilised its resources and services to address these evolving challenges to deliver timely and essential support. Despite difficult operating conditions, the organisation contributed to strengthening resilience and ensuring continuity of assistance for the most vulnerable populations. As of December 2024, the key achievements of the URCS One Plan, as of December 2024, demonstrate substantial progress across multiple pillars. Selected highlights include:

Pillar 1 Humanitarian Action, Resilience & Recovery:

1. Healthcare: Mobile Health Units (MHUs) reached **1,085,198** people (including repeats). **1,129,889** primary health consultations were delivered, with **1,040,866** people (including repeats) receiving medications. Additionally, **125** MHUs are operating across **23** regions of Ukraine. In healthcare infrastructure, **17** centres were built, and **244**

generators were installed in medical institutions across **13** regions and Kyiv City. Health Promotion and Disease Prevention (HPDP) activities reached **82,533** people, while Home-Based Care (HBC) services reached **7,700** people, with a total of **8,344,856** services provided across **856** settlements.



Event "Empowering Localisation in Ukraine for Long-Term Resilience", organised by the Ukrainian Red Cross and the Alliance UA CSO in Brussels. January 2025

2. Rehabilitation: Mental Health and Psychosocial Support (MHPSS) reached **60,374** unique people across **23** regions and Kyiv City through basic psychosocial support activities, while **64,019** people received focused psychosocial support. Psychological First Aid (PFA) training was provided to **1,827** volunteers and staff. In addition, **22,252** repeat attendances were recorded in internal peer support sessions. Rehabilitation services were delivered to **453** beneficiaries through Mobile Rehabilitation Units (MRU), with a total of **3,184** rehabilitation sessions provided. **2** rehabilitation centres were established, and **54** psychosocial support sessions were conducted for people with physical impairments and their families, covering six regions of Ukraine.

3. Recovery: Water and Habitat (WatHab) team assisted **89,964** people with heating equipment, provided access to clean water for **635,994** people, and supported **160,815** people through public infrastructure repairs. Capacity-building efforts included training **17** staff and equipping branches with **239** emergency power supply systems. Under Livelihoods, **3,071** rural households received agricultural support; **157** IDPs gained employment through targeted assistance, and **150** vulnerable individuals received micro-enterprise grants. In addition, the Cash and Voucher Assistance (CVA) Unit supported the government-led Prykhystok programme by facilitating payments for **202,400** households hosting internally displaced persons (IDPs). More than **UAH 2.95 billion** was disbursed across **23** regions and Kyiv City.

4. Disaster Management: Civil protection activities included **529** events conducted across **23** regions, as well as signing **54** cooperation agreements with SESU. DRR initiatives reached **7,000** people, while **208** individuals received training on Family Emergency Plans. Emergency Response Teams (ERT) assisted **257,568** people and conducted **1,228** operations in coordination with SESU. Relief efforts covered **4,511,195** million people, with the distribution of **894,071** household food parcels and **1,548,351** million non-food items across **24** regions, including Kyiv City.

5. Protection and Education: Within Explosive Ordnance Risk Education (EORE), **297,493** beneficiaries received information on explosive risks, **113,631** schoolchildren were trained, and **1,289** institutions hosted OERE events. However, only **103** individuals received information on threats related to weapons and armament. Under First Aid, **218,542** people were trained, and **682** new instructors were certified. Specialised first aid sessions were delivered for individuals with disabilities and for pet owners. The International Humanitarian Law (IHL) programme conducted **50,521** public awareness activities on the use and protection of the Red Cross emblem, resolved **107** emblem misuse cases, and trained **1,213** staff and volunteers on IHL principles. **11,883** tracing cases were initiated under Restoring Family Links (RFL), **82,729** requests were processed and **24,127** contacts made with enquirers. These activities covered **6** regions and Kyiv City.

6. Quality Control and Accountability: Under Community Engagement and Accountability (CEA), **669** volunteers and staff were trained, **51,523** call requests were processed, and **49** programmes integrated CEA budgets. Under Protection, Gender, and Inclusion (PGI) & Safeguarding, **1,274** staff completed online training, and the PGI and safeguarding policy were drafted based on the conducted risk assessment. All targets under Planning, Monitoring, Evaluation, and Reporting (PMER) were successfully achieved, with all projects supported and **100%** of One Plan indicators measured. The Information Management (IM) team supported **55%** of sectors with data-related activities and developed **53** dashboards, reflecting progress in data management and analysis. While significant achievements were made in training, implementation, and planning, additional efforts are required to strengthen community engagement, complaint handling mechanisms, and safeguarding training.

Pillar 2. Sustainable Development and Qualified Services:

The URCS achieved substantial progress in **volunteer engagement, branch operations, and youth development**. At present, the organisation engages **7,671** volunteers, with **161** branches participating in the BRaVO programme. However, only **39%** of local branches meet operational standards, and **54** branches reported diversified revenue sources. Youth programmes demonstrated strong engagement, with **223** Youth Centres established and **89%** of young volunteers expressing satisfaction, although additional efforts are required to achieve **2025** engagement goals.

The URCS demonstrated notable success in **communication and digital transformation**. Media outreach exceeded targets by reaching over **3.6 million** people, although media engagement events fell below planned levels. In digital transformation, **57** projects were completed, and **97%** of helpdesk tickets were resolved; however, regional digital implementation and user engagement require further strengthening. In **Finance development**, **53%** external audit recommendations were implemented, and **65%** of staff reported awareness of their roles, while full implementation of finance development plan remains ongoing.

In **logistics and procurement**, the URCS processed nearly **2.9** million humanitarian aid units, and close to **300** staff received training in SOPs and policies related to fleet management, warehouse management, and procurement management, reflecting solid logistics performance. This resulted in improving the procurement capacity across **152** branches. The organisation also achieved strong results in **human resource development**, surpassing recruitment and policy targets, and maintaining **100%** staff retention after probation, though faster recruitment is required for critical positions.

The URCS's **resource mobilisation** efforts successfully retained individual donors; however, engagement with regular and corporate donors remains limited. In **legal operations**, **1,527** contracts underwent due diligence, and the organisation demonstrated strong litigation performance, while further progress is required in real estate documentation. **Social service standardisation** is underway, with two standardised services implemented, though expansion across regions remains necessary.

Risk management and compliance efforts are progressing, with **65%** of the development plan implemented and **100%** incidents processed. However, only **100** employees have been trained in risk management principles, indicating the need to further strengthen awareness and cybersecurity knowledge across the organisation. The URCS Integrity Line remains a critical mechanism for promoting transparency and ensuring that all concerns within the organisation are thoroughly investigated.

Pillar 3 URCS Auxiliary Role and Humanitarian Diplomacy:

The URCS has made significant progress in humanitarian diplomacy and advocacy, including the development of four new curriculums for humanitarian advocacy, training of **162** staff members, and formation of **292** new advocacy partnerships. Under the plan, the URCS successfully hosted **41** external Movement events and produced **20** evidence-based strategies on protection-related issues. In addition, **16** laws were drafted with URCS support, **9** public campaigns were organised, and **20** agreements were concluded with public authorities.

These results reflect a wide-reaching impact across multiple sectors within Ukraine's humanitarian landscape.



Youth Diplomatic Forum in Kyiv. December 2024

PILLAR 01. HUMANITARIAN ACTION, RESILIENCE AND RECOVERY

In Ukraine, humanitarian efforts across multiple sectors delivered measurable results. Mobile Health Units (MHUs) provided healthcare to **1,085,198** people, delivering **1,129,889** consultations and distributing medication to **1,040,866** individuals. In addition, **17** healthcare centres were constructed, and **244** generators were installed in healthcare facilities. Mental health support reached over **60,374** people, alongside training activities delivered to volunteers and staff. Recovery efforts supported **89,964** people with heating equipment and **635,994** with access to safe water. Under the Cash and Voucher Assistance (CVA) programme **UAH 2,936,922,858** UAH was disbursed to

202,400 households. Disaster management activities included emergency response assistance to **257,568** people and relief support provided to **4.5 million** individuals, while protection activities reached **205,510** people through mine awareness training. Education and protection programmes also delivered first aid training and implemented public awareness on the use and protection of the Red Cross emblem. Quality control, including Community Engagement and Accountability (CEA), supported project monitoring and protection of vulnerable populations, while further efforts are required to strengthen community engagement and complaint handling mechanisms.



Ukrainian Red Cross Emergency Repairs Programme in Kropyvnytskyi. June 2025

HEALTH AND SOCIAL CARE

Mobile Health Unit (MHU)

USD Financial Expenditure ♦ Expenditure (% of 2023-2025 Budget)		\$15,772,953 ♦ 158%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 2.1 # of people reached with MHU services	1,085,198	700,000	(155%)
SO 2.2 # of primary health care consultations	1,129,889	800,000	(141%)
SO 2.3 # of consultations provided with medications	1,040,866	550,000	(189%)
SO 2.4 # of consultations referred to the relevant healthcare support	95,147	6,000	(>1000%)
SO 2.5 % of people reported satisfaction with MHU services	98% ¹	85%	(115%)
SO 2.6 # of functioning mobile health units	125	70	(178%)

KEY ACCOMPLISHMENTS

1. Standardisation of MHU Activities

Complete standardisation was achieved across all Mobile Health Unit (MHU) operations. Standardised contracts were signed between the Red Cross Oblast Branches and Primary Health Care Centres (PHCC). All personnel engaged in MHU activities are now full-time employees of the PHCCs, further formalising the workforce involved in the delivery of MHU services.

2. Transition to a Unified CRM System

All 23 oblasts with MHU teams have successfully transitioned to a single Customer Relationship Management (CRM) system. The transition was implemented in collaboration with the Digitalisation Department of the Ukrainian Cross- Border Centres (UCBC) and has significantly improved data management and service delivery efficiency. The unified system enables consistent tracking of individuals and more detailed records, supporting improved continuity and quality of care.

3. Launch of Specialised MHU in Odesa Oblast

In June 2024, a multidisciplinary MHU specialising in care for children under 18 with developmental disabilities was launched in Odesa Oblast. The unit is staffed by five specialised professionals and operates under the Memorandum of Cooperation with the Ministry of Health of Ukraine.

4. Geographical Expansion

MHU services were expanded in Dnipro, Sumy, Odesa, and Donetsk oblasts. In addition, several screening MHUs are under preparation for launch in Vinnytsia and Zhytomyr oblasts, aiming to further extend access to primary healthcare services.

5. Reinforcement of Fixed Medical Units in Kherson oblast

A stationary medical unit (fixed medical team) was reinforced in the Pravdyno and Tavriiske communities of Kherson oblast, strengthening access to healthcare services in this frontline area.

¹ Based on April 2024 MHU PDM of 400 respondents

CHALLENGES

1. Reorientation and Regional Focus

There are plans to reorient the MHU services by reducing operations in the western and central parts of Ukraine, in response to evolving needs and the security situation in these regions. The scale of reduction will depend on developments in the frontline regions. Any increase in the number of internally displaced persons (IDPs) may require redeployment of MHUs and reinforcement of primary healthcare resources in affected areas.

2. Transition of Partners

1. The withdrawal of the ICRC from Kharkiv and Sumy oblasts poses a challenge; however, strategic efforts are underway to identify new partners to ensure the continuity of MHU services.



PLAN OF ACTION FOR 2025

1. Reorientation of MHU Services

A strategic reduction of MHUs in the western and central parts of Ukraine is planned for 2025, balanced by an increase in resources for the frontline regions, subject to the prevailing security situation. The department will pursue simplified and less resource-intensive operating models for MHUs, leveraging existing vehicles and resources to optimise healthcare delivery.

2. New Partnerships

Efforts will focus on strengthening partnerships with new donors and organisations to mitigate the impact of the ICRC withdrawal. This includes engagement with local and international partners to sustain MHU operations, particularly in Kharkiv and Sumy oblasts.

3. Adaptation to IDP Needs

Should the number of IDPs continue to increase, additional MHU deployments and reinforced primary healthcare resources will be required in affected areas. Planning will prioritise the expansion of MHU services to respond effectively to changing population dynamics.

SUMMARY

Over the past 24 months, the MHU department has made measurable progress in standardising operations, expanding geographic coverage, and introducing specialised services. The upcoming period will focus on adapting to regional demands, maintaining service continuity in frontline areas, and transitioning to more sustainable operational models in response to funding and security constraints. Strong partnerships will remain essential to the continued effectiveness and sustainability of MHU services.

Infrastructure for Health

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$4,840,276 ♦ 5%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 # of primary and secondary healthcare facilities rehabilitated and fully operational	15	55	(27%)
SO 1.2 # of healthcare centres built	17	30	(57%)
SO 1.3 # of generators installed in healthcare institutions	244	400	(61%)
SO 1.4 # of catchment population supported through the rehabilitated health facilities	2,374,312 ²	500,000	(475%)

KEY ACCOMPLISHMENTS

1. Revitalisation of the “Unbroken” National Rehabilitation Centre in Lviv

A successful collaboration between the Health Infrastructure Rehabilitation Unit and local authorities resulted in the revitalisation of the vital healthcare facility. The revitalisation expanded the centre's capacity for specialised rehabilitation services and improved patient care in the region.

2. Emergency Infrastructure Repairs in Kyiv oblast and Kyiv City

Healthcare facilities were repaired through the installation of new windows and structural components, ensuring the continuity of healthcare services delivery. These emergency repairs supported sustained access to healthcare during periods of heightened operational pressure.

CHALLENGES

1. Sustainability of Revitalised Facilities

While the revitalisation of the “Unbroken” National Rehabilitation Centre in Lviv represents a major achievement, long-term sustainability requires ongoing investment in funding, staffing, and training to maintain quality service.

2. Adapting to Changing Needs

The evolving healthcare context demands flexibility and innovation in rehabilitation services. These adaptations can be constrained by administrative

procedures, particularly during periods of crisis such as public health emergencies or natural disasters.

3. Lack of Human Resources

Ongoing mobilisation process in Ukraine has reduced the availability of personnel for project implementation. In several cases, the roles were previously filled by individuals who are now part of the population affected by mobilisation.

4. Community Engagement and Expectations

Effective management of community expectations and alignment between rehabilitation projects and local needs is essential to building community ownership of health infrastructure investments.

SUMMARY

The revitalisation of the “Unbroken” National Rehabilitation Centre in Lviv and the implementation of emergency healthcare facilities repair in Kyiv represent important advances in strengthening healthcare access and system resilience in a complex operational context through infrastructure support. Persistent challenges remain, particularly related to human resource capacity and the need to adapt to evolving healthcare demands. Continued coordination, operational flexibility, and sustained engagement with local communities will be critical to the long-term effectiveness of rehabilitation initiatives.

² Data for 2024 only

Health Promotion and Disease Prevention (HPDP)

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$651,454 ♦ 43%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 # of people reached with HPDP activities (disaggregated by gender/age)	82,533	495,000	(17%)
SO 1.2 # locations (Hromadas) covered by HPDP activities	571	N/A	N/A
SO 1.3 # of beneficiaries are adhering to the recommended health-related behaviours	27,729	N/A	N/A
SO 2.1 # of the URCS staff and volunteers trained to deliver HPDP communication to communities	224	180	(124%)
SO 2.2 # of training materials produced for ongoing and crisis activities	87	1	(>1000%)
SO 3.1 # of HPDP activities are integrated into other sub-sector (MHU, MHPSS, HBC services)	1,160	1	(>1000%)

KEY ACCOMPLISHMENTS

1. Collaboration with Disaster Victims and Behavioural Change Initiatives

Initial preparations for collaboration with Disaster Victims (DV) were initiated during the reporting period. This initiative focuses on addressing health needs and promoting behavioural change among disaster-affected populations.

With support from the Disaster Charity Organisation (DCO), the second phase of the "Behavioural Change" training was delivered. The training identified the causes of unhealthy behaviours and resulted in the development of targeted handouts to address these issues. This initiative is critical for promoting healthier habits and increased awareness of health risks among vulnerable populations.

2. Social Media Management and Expanded Outreach

"Social Media Management: Communication in Social Networks" online training session was delivered to health consultants and coordinators. The training aimed to strengthen capacity for effective communication across social media platforms.

3. Community-Based Medical Care Collaboration

Partnership with Novomyrhorod Community. Partnership was established with Community-Based Medical Care (CBMC) in the Novomyrhorod community. This collaboration increased outreach and participation in the project activities and supported



the adaptation of health promotion interventions addressing the needs of target groups in the area.

Adaptation of Activities to Community Needs. Project activities were adapted to better respond to identified needs of local target groups, ensuring the relevance and effectiveness of health promotion interventions.

4. Monitoring and Project Expansion in Vinnytsia and Odesa Oblasts

Monitoring Visit to Tulchyn. A monitoring visit was conducted in Tulchyn. During this visit, discussions were initiated to involve children in the project, expanding health promotion activities to younger populations. In addition, a working meeting for experience exchange was scheduled for July 2024, fostering collaboration and knowledge sharing between project stakeholders and health-care professionals.

Monitoring Visit to Khmilnyk: A monitoring visit to Khmilnyk was conducted. Development prospects were identified, including the possibility of cooperation with one of the health resorts in Khmilnyk to host physical activity events. In December 2024, negotiations began regarding the establishment of a youth centre.

Monitoring Visit to Gaivoron: A monitoring visit to Gaivoron involved negotiations with the deputy head of the state administration. The possibility of cooperation with educational institutions to attract young people was considered.

Start of the project in Odesa: Training for volunteers was conducted in Odesa oblast, and the project started its activities in November 2024.

SUMMARY

The Health Promotion and Disease Prevention sub-sector has made progress over the past 24 months, particularly through expanding partnerships, increased use of social media, and targeted behavioural change interventions among vulnerable groups. These initiatives addressed the health needs of disaster-affected populations while adapting activities to better respond to community needs. The groundwork established during this period provides the foundation for strengthening health promotion activities, including planned collaborations and experience-sharing initiatives.

MEDIA

- Tips on healthy living [Instagram](#)
- Review of HPDP reach in 2024 [Telegram](#)
- Beach volleyball competition in Kropyvnytsky [Telegram](#)
- “Strengthening Community Health” sessions in Kropyvnytsky [Telegram](#)
- “Tuberculosis: Symptoms and prevention” session in Zhmerynka [Telegram](#)
- HPDP session for Active Ageing club in Kropyvnytsky [URCS webpage](#) | [Telegram](#)
- Stroke information session in Khmilnyk [URCS webpage](#) | [Telegram](#)
- Physical activity information session for university students in Kropyvnytskyi [Telegram](#)
- Blood pressure measurement session for university students in Kropyvnytskyi [Telegram](#)
- “Community Health Promotion and Disease Prevention” pilot in Odesa [Telegram](#)
- Sessions on healthy living and blood pressure measurement in Rozdilna [URCS webpage](#) | [Telegram](#)
- Individual info session on hypertension for HBC beneficiaries in Odesa [URCS webpage](#) | [Telegram](#)

Home-Based Care (HBC)

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$15,065,659 ♦ 30%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 # of people reached with HBC services	7,700	6,500	(118%)
SO 1.2 % of people who received HBC services and reported that the services were relevant and met their needs	99%	80%	(124%)
SO 1.3 # of visits made by HBC providers	1,023,434 ³	1,750,000	(58%)
SO 1.4 # of services provided to beneficiaries by HBC providers	8,382,234 ⁴	12,500,000	(66%)
SO 2.1 # of settlements covered with URCS HBC services	856	600	(140%)
SO 3.1 # of URCS HBC providers	1,325	1,200	(110%)
SO 3.2 # of HBC providers trained in HBC	1,107	1,200	(94%)

KEY ACCOMPLISHMENTS

1. Expansion of Home Care Services

Home care services are operational in 23 oblasts and Kyiv City, increasing the availability of care nationwide. In 2024, both the number of clients and social assistants increased, indicating a growing demand and service capacity.

2. Improved Measurement and Assessment of the Scope of Services Provided

Collection of indicators on the number of locations, visits, and services enabled a more detailed analysis of the workload and the scale of assistance, ensuring a clearer understanding of the programme's impact and effectiveness.



³ Data for 2024 only

⁴ Data for 2024 only

3. Improvement in Monitoring and Control Systems

The system for monitoring and controlling the work of social assistants has been improved through enhanced feedback collection methods and post-distribution monitoring (PDM) surveys. According to the PDM survey conducted in November 2024, overall satisfaction with the services was high. The majority of beneficiaries reported improvements in their quality of life following support provided by social assistants.

4. Training and Skill Development

Social assistants are trained in the basics of home care, first aid and cardiopulmonary resuscitation (CPR), and psychological first aid, ensuring that social assistants are equipped with the essential skills to provide effective care and respond to emergencies. Training activities continued throughout the second half of 2024 for both new and existing social assistants. At the end of 2024, the certification of social helpers by URCS Nursing School (a nationwide recognized certificate) was initiated.

5. Collaboration with Other URCS Departments

Cooperation with various URCS departments has strengthened the home care programme through the integration of services and support across multiple areas:

- **Mobile Health Units (MHU):** Collaboration on transportation and medical care for home care beneficiaries.
- **Health Promotion and Disease Prevention (HPDP):** Social assistants are informed and educated about community health initiatives.
- **Volunteer Development Department:** Focus on developing the volunteer component within the home care programme, including collaboration with AACs management.
- **Community Engagement and Accountability (CEA):** Social assistants and HBC coordinators receive specialised training.
- **Mental Health and Psychosocial Support (MH-PSS):** Provision of training and support to Volunteer Coordination (VC) teams.

- **Cash and Voucher Assistance (CVA):** Financial assistance is provided to home care beneficiaries, particularly during the winter season, to support the coverage of their needs during challenging periods.
- **Physical and Mental Rehabilitation:** Rehabilitation unit prepared training material to the target populations supported by social assistants.

6. Digitalisation of Information

The digitalisation of programme information through an online case management system was initiated. This step supports streamlined operations, improved efficiency, and enhanced data management capabilities. Preparatory work was completed to enable inclusion of additional oblasts in the case management system in 2025 and beyond.

7. Development of the Active Ageing Programme

Activities focused on developing the Active Ageing Clubs, aimed at promoting health and well-being among older people with strengthening community engagement. A draft concept for Active Ageing Clubs was developed, and district organisations began implementing the initiative with support from BRaVO mini grants, expanding the reach of programme activities.

SUMMARY

Over the past 24 months, the home care programme has made measurable progress. The expansion of services across 23 regions and Kyiv City, combined with the introduction of new performance indicators and a digital case management system, strengthened monitoring and programme management. These developments improved efficiency and care quality. In addition, the expansion of Active Ageing Clubs increased outreach to older populations and contributed to stronger community engagement.

REHABILITATION

Mental Health and Psychosocial Support (MHPSS)

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget	\$7,228,107 ♦ 145%		
Indicators	Achievement (2023 & 2024)	Target 2023 – 2025 (% Achieved)	
SO 1.1 # of people who participated in basic psychosocial support activities	692,193	800,000	(87%)
SO 1.2 # of unique beneficiaries out of the total number of people who attended basic psychosocial support activities	60,374	200,000	(30%)
SO 1.3 # of people accessing focused psychosocial and psychological support activities	64,019	15,000	(427%)
SO 1.4 # of consultations conducted for referral for more specialised MHPSS services	46	3,250	(1%)
SO 1.5 % of people who reported MHPSS support activities contributed positively to their psychosocial wellbeing	93% ⁵	75%	(120%)
SO 1.6 # of target population trained in provision of the PFA	1,827	900	(206%)
SO 1.7 # of external coordination meetings	6	33	(18%)
SO 2.1 # of volunteers and staff trained in MHPSS	2,693	2,200	(122%)
SO 2.2 % of staff and volunteers involved in MHPSS delivery who demonstrate increased knowledge and skills following training	70%	100%	(94%)
SO 2.3 # of the URCS MHPSS staff and MHPSS volunteers participating in peer sessions, self-care etc.6	22,252	6,000	(371%)
SO 3.1 # of volunteers and staff trained in PFA provision	3,621	1,900	(191%)
SO 3.2 # of volunteers and staff participated in other MHPSS-related trainings	136	400	(34%)
SO 3.3 % of staff and volunteers who show increased knowledge and skills after the trainings	78%	100%	(78%)
SO 3.4 # of the URCS staff and volunteers of other URCS sectors participating in peer sessions, supervision, self-care etc.	3,871	6,000	(65%)



⁵ Drawn from an average of four studies conducted in 2023 and 2024, covering 1013 respondents.

KEY ACCOMPLISHMENTS

1. Comprehensive Assessments and Training Development

The MHPSS team conducted rapid assessments to shape their approach to MHPSS, resulting in the development of informational materials and the identification of referral pathways.

Within the framework of the “Social Adaptation of Veterans and Their Families” project, implemented by the URCS in cooperation with the Ministry of Social Policy, two multidisciplinary teams were trained in Khmelnytsky to conduct weekly project visits. The multidisciplinary teams consist of 15 specialists, including psychologists, social workers, and volunteers.

2. Extensive Training Programmes

As a result of the EU4Health trainings, the URCS MHPSS team adapted and delivered training programmes for diverse audiences, including internal staff and volunteers, SESU, police force, social workers, medical professionals, and educators. Training content was adjusted to address the specifics of diverse participant groups, improving relevance, and effectiveness.

Additional psychological first aid (PFA) trainers were recruited at the national level, enabling an increase in the number of training sessions delivered. Recent activities targeted URCS staff and volunteers, mobile health clinics staff, home-based care social workers, and educators across multiple regions of Ukraine, primarily in the west of Ukraine. MHPSS activities continued to reach a growing number of participants, strengthening awareness and preparedness for emergencies at the community level. More than 70% of training participants reported improved knowledge following PFA training, indicating strong training effectiveness across diverse professional categories.

3. Collaborations and International Engagement

The MHPSS team participated in the EU4Health project and attended key forums, including the European Network on Mental Health and Psychosocial Support in Malmö and the 1st Mental Health Forum in Kyiv.

An international experience exchange was conducted in Croatia, with a primary focus on supporting the families of missing persons (FoMs). A further international experience exchange took place in Kazakhstan.

In cooperation with the Ministry of Foreign Affairs, the URCS MHPSS supported the transportation of children of fallen heroes, prisoners of war and missing persons to children’s camps in Bulgaria, Spain and Azerbaijan.

4. Staff and Volunteer Support

In addition to community-based MHPSS activities, staff and volunteers also received MHPSS services, including peer-to-peer support and training on providing care for staff, volunteers, and people living with dementia. Multiple experience sharing workshops were conducted for staff and volunteers across 21 oblasts.

The well-being and training needs of home-based care staff were assessed through online surveys. Based on the findings, targeted events focused on emotional resilience and psychosocial support were organised.

As part of C4SV, a children’s space was established at the URCS National Committee (Kyiv). The purpose of this initiative is to support staff in balancing their professional and family responsibilities. The children’s space operates on every working day, either partially or fully, serving 2 to 5 children, and functions based on the principles of child protection, humanity, confidentiality, and accessibility of service.

5. Partnerships and Networking

Throughout 2024, the URCS MHPSS unit continued to strengthen partnerships with governmental and non-governmental organisations, including Kyiv University and the Ministry of Social Policy. Memorandums of cooperation were signed with regional state administrations, SESU, Department of Education, among others. The MHPSS unit also participated in technical working groups for MHPSS and protection and co-organised social activities to mark Children's Day and Youth Day.

The URCS further partnered with the ICRC to implement the ICRC's intervention "The Book About Me" which uses creative expression, like drawing, to support practitioners or counsellors in reducing children's psychological distress. As of 2024, the regional teams in Chernihiv, Sumy (including the Okhtyrka separate branch), Kyiv, Kirovohrad, Zhytomyr, Vinnytsia, Ternopil, Ivano-Frankivsk, and URCS NC were trained in the use of this intervention.

6. Innovative Projects and Initiatives

A psychosocial support helpline "PSS Helpline" was developed and piloted in Mykolaiv oblast from August to December 2024. During this pilot period, the helpline received 1,861 phone calls.

The MHPSS unit also developed a new intervention focused on individual psychosocial counselling for adults experiencing psychological distress. A dedicated manual for this intervention was prepared, and 445 unique beneficiaries have been reached across 5 oblasts.



Forum "Mental Health and Psychosocial Support in the Ukrainian Red Cross: Integration. Growth. Resilience." April 2025

Additional accomplishments include the implementation of training on the Integrated Supervision Model (ISM), the establishment of child-friendly spaces in Ternopil, and participation in the World Mental Health Day activities.

7. MHPSS' Contribution to Well-being

According to the recent beneficiary monitoring survey, 97% of respondents reported that MHPSS activities had a positive impact on their own or their child's psychosocial well-being. These findings highlight the relevance and impact of URCS MHPSS activities.



Opening of the Ukrainian Red Cross Psychosocial Support Centre in Irpin. February 2024

CHALLENGES

1. Resource and Training Constraints

Limited resources and staffing affected the URCS's ability to fully implement Psychological First Aid (PFA) training across all oblasts. In addition, delays in regional tender procedures affected the organisation of training sessions at a local level. As a result, schedules and resource allocation required adjustment to ensure continued delivery, as planned.

2. Challenges in Remote Areas

Logistical constraints in delivering training and support to remote or conflict-affected areas resulted in uneven service coverage.

3. Adapting to Evolving Needs

Rapidly changing mental health needs, particularly in conflict-affected areas, required timely adaptations to services and training approaches. These adjustments were difficult due to existing resource limitations.

4. Impact of External Factors

Political and economic instability in certain regions hindered the programme implementation and posed reputational risks for the URCS, despite these factors being beyond the organisation's control.

5. Maintaining Quality and Standards

Ensuring consistent quality in MHPSS activities remained a challenge, particularly in the context of collaboration with international organisations and adapting global practices to local contexts, as the programme expanded.

SUMMARY

URCS's MHPSS initiatives demonstrated measurable progress through comprehensive assessments, the development of tailored training programmes, and active international collaborations. Key accomplishments include large-scale PFA training for staff and volunteers, the introduction of innovative projects such as the Integrated Supervision Model, and targeted actions to support staff wellbeing. In addition, partnerships with academic and governmental institutions, alongside a focus on child wellbeing, further strengthened the programme's impact. However, the programme faced challenges related to resource and staffing constraints, logistical difficulties in reaching remote areas, and the need to rapidly adapt to evolving mental health needs in conflict-affected areas. External factors, including political instability, also affected programme continuity and quality. Despite these challenges, the URCS sustained service delivery through the operation of 8 MHPSS centres and 82 MHPSS spaces across Ukraine. A structured system of focused psychosocial support for children and adults has been established, with group psychoeducational sessions and individual non-specialised counselling planned for continued implementation in 2025.



Physical and Mental Rehabilitation

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$1,130,228 ♦ 0.46%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 # of beneficiaries who received services from MRU	468	4,700	(9%)
SO 1.2 # of sessions provided by MRU	3,252	20,800	(15%)
SO 1.3 # of assistive devices/equipment for the home modification delivered to beneficiaries	120	3,320	(4%)
SO 1.4 # of rehabilitation centres/spaces established and functioning	2	8	(25%)
SO 1.5 # of people supported through the rehabilitation spaces/centres	370	1,600	(23%)
SO 1.6 # of sessions provided in the rehabilitation centres/spaces	2,356	16,000	(14%)
SO 2.1 # of psychological and psychosocial sessions conducted for the people with physical impairment and their family members/caregivers	54	870	(6%)
SO 2.2 # of rehabilitation retreats conducted	7	32	(22%)
SO 2.3 # of people who attended rehabilitation retreats	193	1,200	(16%)
SO 3.1 # of trainings provided	145	2,750	(5%)
SO 3.2 # of people who attended trainings	2,189	29,500	(7%)
SO 3.3 # of awareness raising sessions on rehabilitation conducted	65	1,250	(5%)
SO 3.4 # of people who attended awareness raising sessions on rehabilitation	1,058	12,500	(8%)

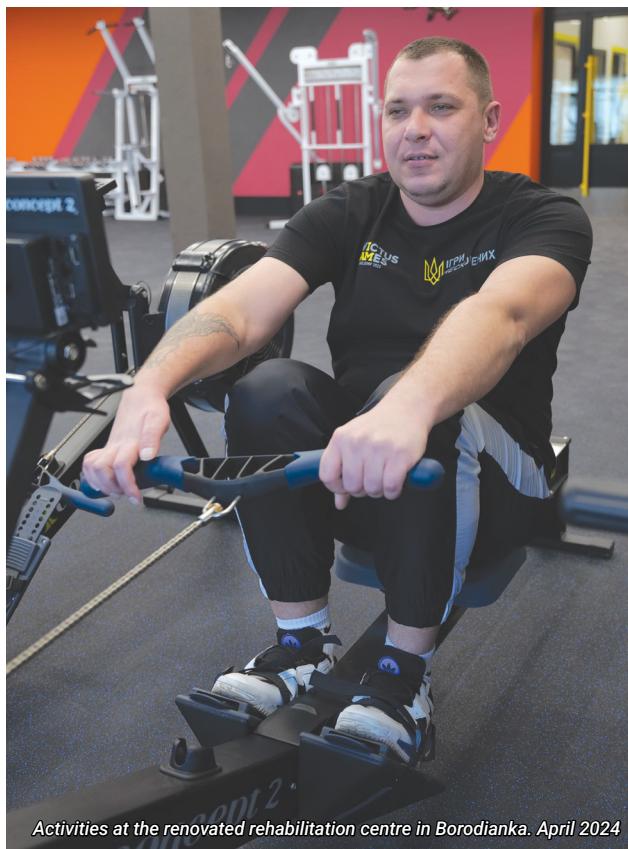
KEY ACCOMPLISHMENTS

1. Expansion of Community Based Rehabilitation

As of December 2024, the physical and mental rehabilitation programme was active in 8 oblasts (Rivne, Ivano-Frankivsk, Dnipro, Poltava, Mykolaiv, Chernihiv, Lviv, and Volyn). Each oblast operates two rehabilitation teams, resulting in a total of 16 teams providing community-based rehabilitation services across Ukraine.

2. Collaboration with Medical Institutions

Meetings were held with representatives of medical institutions providing inpatient physical rehabilitation services. These meetings led to the establishment of a referral system, enabling patients discharged from inpatient care to be integrated into the URCS home rehabilitation programme for continued support. This collaboration strengthens the continuum of care, ensuring continuity of rehabilitation services following hospital discharge.



Activities at the renovated rehabilitation centre in Borodianka. April 2024



The team also serves as co-chair of the WHO technical working group, enabling the URCS to engage closely and collaborate with other stakeholders in this field.

3. Assistive Devices

As part of the home-based rehabilitation services delivered by MRU, needs for assistive devices were assessed, and 120 devices were distributed in 2024. This process enabled the rehabilitation teams to better identify the specific equipment and resources required by beneficiaries to support rehabilitation outcomes and quality of life. Regional teams continue to assess and procure assistive devices, including through the exploration of partnerships with rehabilitation equipment rental points at local branches supported through BRAVO mini grants.

4. Equipping Rehabilitation Teams

Each mobile rehabilitation team was equipped with a physical therapy kit, ensuring access to essential tools and supplies for the delivery of physical rehabilitation services, particularly during MRU home visits. This provision supports consistent service quality and professional standards across rehabilitation services.

5. Continued Professional Development

A series of informational sessions and training workshops were conducted on the regular basis for the rehabilitation team staff, facilitated by leading specialists in physical rehabilitation, including a technical advisor from the Physical and Mental Rehabilitation Department of the URCS National Committee. These sessions focused on strengthening the professional capacity and technical expertise, supporting the delivery of effective rehabilitation services to beneficiaries.

6. Planning and Logistics for Community Rehabilitation

Efficient planning of visits was supported through coordinated logistics, enabling rehabilitation teams to optimise their outreach and support a greater number of beneficiaries. Resources were allocated efficiently, and visit schedules were structured to minimise delays and maximise time spent with beneficiaries. A route planning approach for community rehabilitation teams was developed to further improve operational efficiency.

In addition, the Rehabilitation Prognostics tool was developed to support triage, determine the appropriate number of visits per beneficiary, and to optimise overall logistics planning.

7. Motivational Support for Beneficiaries

Maintaining beneficiary motivation throughout the rehabilitation process was the key focus area of MRU home visits. Rehabilitation teams worked to support sustained engagement with individual rehabilitation plans, recognising that continued participation is essential for achieving long-term physical and mental health improvements. With support from the MHPSS department, all rehabilitation team members were trained in Psychological First Aid (PFA). In addition, physical therapy assistants completed counselling training to strengthen their capacity to provide support for beneficiaries and their caregivers/families.

8. Rehabilitation Retreats

A week-long MHPSS and physical rehabilitation retreat was organised for veterans/demobilised individuals and their family members. The retreat also involved social workers to support the implementation of social adaptation programmes.

CHALLENGES

1. Staffing

Given the broad scope of URCS physical and mental rehabilitation activities, staff recruitment across various professional profiles remains a key challenge. While home visit team members require technical knowledge/experience and undergo an extensive onboarding training process, other roles related to awareness raising, training, and social inclusion require profiles with stronger programme management competencies. The recent engagement of physiotherapy students as URCS volunteers represents one potential approach to mitigating personnel constraints.

2. Rehabilitation Spaces

While progress has been made in optimising community-based rehabilitation through improved planning and logistics for home visits, the URCS continues to explore options to further expand programme reach. Rehabilitation spaces represent one possible solution; however, they cannot operate independently of MRUs. The ongoing rollout of URCS community centres across Ukraine presents a potential opportunity for integrated collaboration.

3. Medical Licensing

Obtaining a medical license remains critical for the URCS to expand the direct provision of rehabilitation and healthcare services. Securing such a license would enable the organisation to broaden its service scope, deliver specialised medical care, and integrate more efficiently into the national healthcare system, supporting long-term sustainability and institutional recognition. However, challenges persist due to strict regulatory requirements, bureaucratic procedures, and complex legal frameworks.

SUMMARY

The achievements in the Physical and Mental Rehabilitation subsector over the past 24 months demonstrate substantial progress in expanding access to rehabilitation services, particularly, URCS rehabilitation programming has been established across the 8 oblasts. The introduction of community-based rehabilitation, the assessment of assistive device needs, and collaboration with medical institutions and technical working groups have strengthened the scope and quality of the URCS support to beneficiaries. These developments, combined with effective logistical planning, comprehensive training, and a focus on beneficiary motivation, reflect a cohesive and impactful rehabilitation programme addressing both physical and mental health needs. This work is further complemented by awareness-raising and training activities aimed at reducing stigma related to disabilities and strengthening community capacity to support rehabilitation services. The expansion of these awareness and training activities is planned for 2025.



RECOVERY

Water and Habitat (WATHAB)

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$35,817,776 ♦ 7%	
Indicators	Achievement (2023 & 2024)	Target 2023–2025 (%) Achieved)	
SO 1.1 # of affected people assisted with heating equipment at household level	89,964	55,000	(164%)
SO 1.3 # people reached through repaired/assisted collective centres	238	3,000	(8%)
SO 1.4 # of people reached with light and medium repairs of houses	43,525	5,000	(>1000%)
SO 1.5 # of affected people reached with provision of clean water and distribution services	635,994	200,000	(318%)
SO 1.6 # of people reached with housing as permanent accommodation facility	280	250	(112%)
SO 1.7 # of people assisted with water and sanitation support	96,352	100,000	(96%)
SO 2.1 # of people reached with public infrastructure support	160,815	100,000	(161%)
SO 2.2 # of people reached with community (town) heating equipment and/or network repairs	18,586	70,000	(27%)
SO 2.4 # of communities supported with water and sanitation support	58	200	(29%)
SO 2.6 # people provided with safe shelters	1,376	2,000	(69%)
SO 3.1 # of WatHab Staff and volunteers received basic technical trainings and are available for response	17	250	(7%)
SO 3.2 # of water supply and distribution missions ready for deployment across the country (ERU)	9	25	(36%)
SO 3.3 # of WatHab trainings to staff related to project management training and are available for response	23	5	(460%)
SO 3.4 # of URCS branches and partners equipped with field kitchen to respond to emergency shelter needs	124	N/A	N/A
SO 3.5 # of URCS branches and partners equipped with emergency power supply equipment to respond to emergency Shelter needs	239	400	(60%)
SO 4.1 % of people who reported satisfaction across all WatHab programmes	87% ⁶	80%	(109%)

KEY ACCOMPLISHMENTS

1. Security as the priority

A new focus area for WatHab activities has been the refurbishment of existing bomb shelters, alongside the installation of temporary shelters for affected populations close to the front line.

2. Restoration of households

Another focus area has been the restoration of damaged households, particularly those not eligible for governmental reimbursements for various reasons.

⁶ Based on 3 PDMs with 767 respondents

3. Reconstruction of Medical Infrastructure

As in 2023 and early 2024, WatHub has continued the rehabilitation of health infrastructure, including the reconstruction of health facilities such as the “Unbroken” rehabilitation centre in Lviv. These efforts support the continuity of essential healthcare services. Further details are provided in the One Plan – Health Infrastructure section.

4. Enhancing Energy Security

Community resilience was strengthened through URCS WatHub measures aimed at securing energy supply for critical infrastructure and residential areas, with the objective of reducing disruptions during power outages.

5. Urban and District Development

In collaboration with BRaVO, WatHub supported municipal and district organisations through mini grant projects. These initiatives focused on strengthening local physical infrastructure, enabling branches to better serve their communities.

6. Housing for IDPs

The construction of 56 individual houses for internally displaced persons (IDPs) was completed in Zhytomyr, providing safe housing and a new start for those in need.

CHALLENGES

1. Navigating Conflict Conditions

Operating under ongoing military threats posed significant logistical and security challenges across multiple regions. This required meticulous planning to ensure staff safety, maintain project timelines, and secure supply chains.

2. Restoration and Reconstruction Efforts

The limited availability of financial resources, skilled labour, and materials during the conflict made it challenging to balance quality, costs, and speed in restoring shelters and medical infrastructure.

3. Energy Security

Ensuring reliable energy supply for critical infrastructure and residential areas under war conditions requires innovative solutions in response to damaged infrastructure and disrupted fuel supply chains

4. Community and Urban Development

Balancing long-term urban development projects with immediate humanitarian needs requires careful prioritisation and strategic resource allocation.

5. Housing for IDPs

Housing construction for IDPs in Chernihiv faced challenges related to site selection, funding, construction standards, and addressing urgent housing demands, all of which required effective management and coordination.

SUMMARY

Over the past two years, the restoration of shelters, reconstruction of medical infrastructure, enhancement of energy security, urban development projects, and provision of housing for IDPs constituted the key accomplishments in supporting conflict-affected communities across Ukraine. These efforts contributed to stabilising living conditions, ensuring access to healthcare, and improving community resilience. However, significant challenges persisted, including operating under military threats, securing financial and material resources, addressing energy security constraints, and balancing immediate humanitarian needs with longer-term development objectives. Despite these constraints, careful planning and effective coordination by the WatHub unit were central to sustaining progress.



Ukrainian Red Cross at a WASH training in Kyiv region. January 2025

Innovative Financing and Cash Transfer Programme (IFCTP)

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$124,968,509 ♦ 42%	
Indicators	Achievement (2023 & 2024)	Target 2023-2024 (% Achieved)	
SO 1.1.1 # of vulnerable people supported with cash assistance to cover priority humanitarian and recovery needs (DM Cash)	13,422	200,000	(7%)
SO 1.1.2 volume (amount) of cash transferred to vulnerable populations supported with cash assistance to cover priority humanitarian and recovery needs (UAH)	241,633,401	21,750,000	(>1000%)
SO 1.1.3: % of vulnerable people supported with cash assistance to cover priority needs reported satisfaction with the programme	97% ⁷	80%	(121%)
SO 1.1.4 # of households hosted IDPs under the Prykhystok programme	202,389 ⁸	N/A	N/A
SO 1.1.5 Amount (UAH) paid to hosting householders under the Prykhystok programme	2,936,922,858 ⁹	N/A	N/A
SO 1.3.1 # of vulnerable people receiving services supported with cash assistance	16,319	30,000	(54%)
SO 1.3.2 volume (amount) of cash transferred to vulnerable populations receiving services supported with cash assistance (UAH)	376,717,971	13,750,000	(>1000%)
SO 3.1.1 # of CVA coordination mechanisms co-chaired by URCS	1	4	(25%)
SO 4.1.1 # of URCS staff and volunteers who have completed CVA-related trainings and courses	290	100	(290%)

KEY ACCOMPLISHMENTS

General for IFCTP Unit

1. Team Expansion and Collaboration

The URCS CVA unit transitioned into the Innovative Financing and Cash Transfer Programming (IF- CTP) unit, establishing 3 sub-sectors: Innovations in sustainable financing, Cash transfer programming, capacity building and operational readiness, and Microfinancing and MSEs lending. The team expanded from three to nine staff members, strengthening technical expertise and institutional capacity for cash assistance programmes.

2. Enhanced Global Engagement

The IFCTP team increased international involvement through participation in global forums, including the KfW Forum, Urban Collaboration Platform, CashHub, and IFRC CVA workshops. These engagements enabled the team to share practical

experience and gain insights into global cash assistance practices. The IFCTP team has also become a member of the Europe and Central Asia CVA Community of Practice within the RCRC Movement. In addition, two global trainings in CVA – CVA Level II and Training of Trainers in CVA – were conducted in Ukraine under the coordination of the URCS IFCTP team.

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

1. CVA Preparedness and Operational Readiness

The team is actively implementing the CVA preparedness and operational readiness plan initiated both at the branch and national levels. This includes delivering CVA trainings for URCS HQ and branch staff, piloting cash programmes, designing

⁷ Based off 8 surveys with a total of 3,215 respondents

⁸ Includes 2022-2023 beneficiaries

⁹ Includes 2022-2023

Charity
Картка благодійника
Українського Червоного Хреста

Charity. Допомагати легко!



Unex Bank and the Ukrainian Red Cross Launch Charity Credit Card for Ukrainians. February 2025

CVA strategy of URCS for the next 5 years and developing the main SOPs for emergency cash programmes and sectoral financial support.

2. National Leadership in Cash Assistance

The URCS IFCTP unit became a leading player in cash assistance, co-chairing the National Cash Working Group and Sub-national Cash Working Group, in close coordination with Clusters and the Task Force, playing a key role in shaping cash strategies.

3. Internal Coordination and Framework Agreements

From 2022 to Q3 of 2024, the IFCTP unit coordinated an Internal Cash Working Group to harmonise CVA approaches within RCRC Movement Partners. In 2023, four framework agreements were drafted and signed with financial service providers.

4. IT Solutions and Tools

The IFCTP unit is actively incorporating IT solutions and digital tools into daily operations, using two cash platforms during 2022-2024 and managing the self-registration mechanism from the end of 2024. The unit has developed and conducted targeted trainings on the use of cash platforms and data management for URCS branch and HQ staff, based on operational needs.

Sub-sector: Microfinancing and MSEs lending

1. REDpreneur Programme

The IFCTP unit coordinated the REDpreneur franchise – a two-year initiative aimed at strengthening business recovery and development in Ukraine through promotion of socially responsible entrepreneurship. The programme provides financial

grants, coaching, and mentoring to support entrepreneurs in starting, recovering or expanding businesses, therefore contributing to economic resilience among vulnerable populations, including internally displaced persons, people with disabilities, veterans, etc.

2. RED HUB Business Incubator

The RED HUB initiative, developed within the REDpreneur.UA project, aims to establish a Social Business Innovation Laboratory operating both online and offline. The initiative is structured around three core pillars: education, ecosystem, and expertise – to ensure that social entrepreneurs have access to the knowledge, networks, and financial assistance required to develop impactful and scalable enterprises. To achieve these objectives, RED HUB is implementing both digital and physical spaces to support education, networking, and business incubation. The digital platform will host online events, communication channels, and learning resources, while the physical hub will provide space for workshops, networking, and mentorship programmes. Planned activities include launch events, forums, workshops, and pitch competitions.

Sub-sector: Innovations in sustainable financing

1. Creating Inclusive Bank Card

In partnership with Master Card and Unex Bank, the IFCTP unit supported the launch of Ukraine's first inclusive bank card "Feel. We are near", developed on the basis of Mastercard Touch Card™ standard to improve accessibility for blind and visually impaired people. The card features a distinctive tactile notch on the side, enabling users to correctly identify and orient the card. This initiative allows

the vulnerable beneficiaries to receive URCS cash assistance and use the card as a regular payment solution in daily life. In addition, the launch of a "Charity" card was announced, enabling Ukrainians to support the Ukrainian Red Cross Society projects. Under this initiative, Unex Bank will transfer 0.5% of each payment made with the card to support priority programmes, including cash assistance to the most vulnerable populations.

CHALLENGES

1. Targeting and Eligibility Verification

Ensuring that assistance reaches the most vulnerable populations, while avoiding the exclusion of those in need or inclusion of ineligible recipients is complex, especially in conflict-affected areas or locations with large displaced populations.

2. Access and Security Issues

Safe cash delivery to recipients can be complicated in conflict-affected or disaster-stricken areas due to logistical challenges, security threats, or political restrictions.

3. Data Privacy and Protection

Ensuring the beneficiaries' personal data protection is crucial to prevent exploitation, identity theft, or data misuse by third parties.

4. Sustainability and Dependency Risks

Prolonged reliance on cash assistance without complementary livelihood programmes maybe increase dependency and limit beneficiaries' ability to transition to self-sufficiency.

5. Assessment, Monitoring and Impact Measurement

Evaluating the effectiveness of cash and microfinancing programmes, tracking spending patterns, and assessing long-term impact requires robust data collection and analysis.

Addressing these challenges requires careful planning, strong partnerships with local stakeholders, and adaptive strategies that balance immediate relief with longer-term initiatives.

SUMMARY

The URCS CVA team demonstrated notable progress through the enhancement of digital solutions and the piloting of sector-specific cash programmes, including Cash for Shelter, Cash for Rehabilitation, Cash for RFL, Cash for Social Protection (under the PeReHID initiative), Winterisation cash programme for Home-based Care beneficiaries, and implementing a Winterisation programme in the east and south of Ukraine, reaching over 13,000 people. Significant efforts were undertaken to strengthen national leadership in Cash and Voucher Assistance and maintain the URCS capacity building and operational readiness. The key accomplishments include successful collaboration with the Movement partners, local NGO actors and cooperation with the Alliance of CSO, as well as internal and external coordination through the Cash Working Group and Clusters, finalising framework agreements, and integrating cash programmes with other sectors. Despite challenges, the IFCTP team's efforts have positioned the URCS as a strong leader of CVA and microfinancing implementation and contributor to the CVA strategy that aligns with the UN Humanitarian Needs and Response Plan (HNRP).



Livelihoods

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$3,562,769 ♦ 12%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1 # of rural households provided with resources to enhance agriculture-based livelihoods and productive capacities, supporting self-sufficiency	3,072	3,000	(102%)
SO 1.1 # of individuals receiving labour guidance for rapid reskilling and professional development	388	7,500	(5%)
SO 1.2 # of IDPs employed with the URCS support	157	2,000	(8%)
SO 1.5 % of people reported satisfaction across all Livelihoods programmes	96%	100%	(96%)
SO 2.1 # of volunteers and staff trained in Livelihoods	52	30	(173%)
SO 2.2.1 # of vulnerable people received MSEs grants	150	750	(20%)

KEY ACCOMPLISHMENTS

1. Continued Collaboration

During 2023-2024, with financial and technical support from international partners, including PNSs, the URCS implemented several successful livelihoods projects. These initiatives can be broadly grouped into three areas: 1) Emergency Livelihoods; 2) Micro economic initiative (MEI); 3) Vocational education and training (VET) (reskilling/upskilling).

2. Emergency LLH

A number of donors, including UN organisations (IOM) and TNC (The Coca-Cola Foundation (TCCF)), pledged finance for operational costs and key budget lines in 2023-2024 to support the implementation of livelihood projects across 8

oblats. The partnership with IOM covered 2 individual projects in 2023 and early 2024; "Livelihood Support for Conflict Affected Population" in Mykolaiv, Kharkiv, Dnipro, Sumy, Poltava, Kherson, Kyiv and Zaporizhzhia oblasts and "In-kind and cash grants for farm owners" in Dnipro, Zaporizhzhia, Kharkiv, Kherson, and Mykolaiv oblasts. This was followed by the "Livelihood support for conflict-affected population" project in coordination with TCCF throughout most of 2024 in Kharkiv and Kherson oblasts.

While the first URCS winterisation programme was launched in October 2023, the second winterisation programme began in the autumn 2024 for the 2024-2025 winter period. This support included both in-kind assistance and cash transfers.



3. Participation and Collaboration with FSLC and LTWG

The URCS actively participated in coordination mechanisms and technical platforms, including the Food Security and Livelihoods Cluster (FSLC), the Ukraine Livelihoods Technical Working Group (LTWG), and the Agriculture Technical Working Group (ATWG). This engagement included regular participation at meetings at local and subnational levels, providing technical inputs to improve coordination of humanitarian organisations in livelihoods, and contributed to development of sectoral guidelines. In particular, the VET Guidelines, Inclusion Guidelines, Technical and Operational Guidance – Emergency Livelihoods Support were developed under the URCS leadership.

The Livelihoods team also supported the active engagement of URCS regional branches in Dnipro, Kherson, Zaporizhzhia, and Kharkiv within the

FSLC subclusters. URCS representatives also contributed to the harmonisation of the food basket conducted in 2024 under the Food & Agriculture Working Group. The recommendations and items lists proposed by URCS Livelihoods team formed the basis of the agreed food basket for humanitarian organisations across Ukraine.

SUMMARY

Over the past 24 months, the Livelihoods subsector has achieved significant milestones. Timely reporting expanded grant opportunities, effective procurement of quality items, and strong collaboration with IOM and TCCF highlight the programme's success. Beyond increasing the number of beneficiaries, the Livelihoods programme demonstrated strong operational capacity, enabling early completion of key activities and effective planning for subsequent phases.



DISASTER MANAGEMENT

Disaster Risk Reduction (DRR) / Disaster Risk Management (DRM)

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget	\$1,280,215 ♦ 11%		
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 # of DM-related internal policies / procedures / tools developed and implemented	3	13	(23%)
SO 1.2 # of people trained on FEP	208	175	(118%)
SO 1.5 # of the URCS staff trained in DRR/DRM	209	100	(209%)
SO 1.6 # of trainers on DRR/DRM	5	6	(83%)
SO 1.7 # of instructors trained on DRR/DRM	24	35	(69%)
SO 1.9 # of communities supported with community-based disaster risk reduction (CBDRR) trainings	208	290	(72%)
SO 1.11 of URCS regional specialists	19	20	95%
SO 1.12 # of people reached on preparedness and risk reduction and recovery dissemination activities	7,000	70,000	(10%)

KEY ACCOMPLISHMENTS

1. Update and Actualisation of Training Materials

In April 2024, the URCS began updating and actualising training materials for Disaster Risk Reduction (DRR) and Disaster Risk Management (DRM) courses and sessions. The update aimed to ensure that the content reflects the latest methodologies and best practices in civil protection and disaster risk management. Training materials were developed for the "Training of trainers in disaster risk management and preparedness", designed to enable URCS DM specialists to roll out Disaster Management (DM) programming in the Regional Organisations and strengthen the capacity of URCS staff.

2. Internal Training and Capacity Building for DM Programming

In May 2024, 25 URCS National Committee staff members of the DM Department joined the Training of Trainers (ToT) on DRR/DRM. The training aimed to equip participants with the knowledge and skills required to effectively train staff of Regional Organisation in disaster risk management.



Two comprehensive training courses on disaster risk management were delivered in August and November 2024 – one theoretical and one practical – to strengthen the capacities of Regional Organisations. 60 employees of URCS Regional Organisations and 18 employees of URCS National Committee were trained, including Heads of URCS Regional Organisations, commanders and deputies of Emergency Response Teams (ERTs), and candidates for regional DM specialist positions. The training aimed at equipping specialists with the skills required to implement DM programming and respond to emergencies at the regional level.

3. Department Structure and Staffing

Regulations and guiding documents for the Disaster Management Department were developed to establish a solid foundation for future DM programming and operations. Recruitment efforts for Disaster Management specialists began in June 2024. The DM department developed its staff structure at the national, interregional and regional levels, ensuring that DM and Database specialists are positioned within each Regional Organisation to support the effective rollout of DM programming.

4. Community Training and Awareness on Emergency Preparedness

Several key training programmes and activities were conducted:

- Training “Preparation of an Emergency Preparedness Plan at the Community Level” was held in May and June 2024. The training was organised in four Hromadas across Chernivtsi and Khmelnytskyi oblasts, with a total of 64 participants. Participants included representatives of Civil Protection Department of Oblast Military Administration, SESU, and local authorities.
- Training “Family Emergency Plan”: Designed both for children and adults, this training supported a total of 153 participants across Mykolaiv, Khmelnytskyi, Chernivtsi, Kirovohrad, and Kyiv Oblasts. In cooperation with the Department of Communication and Marketing, information brochures were developed to

raise public awareness about potential risks in Ukraine. These brochures were widely distributed among the population to improve knowledge of disaster preparedness and emergency response.

The trainings and awareness sessions have strengthened community-level preparedness capacities and provided practical tools for emergency planning and response.

5. Strengthening Local Civil Protection Capacities

In cooperation with the Civil Protection Unit of the DM Department, key activities were carried out to enhance local emergency preparedness capacities:

Support for volunteer fire brigades in Khmelnytskyi oblast.

- Improvement of local safety capacities through the installation of information plates, fire extinguishers, and fire blankets.
- Provision of essential equipment to support functional early warning system, ensuring timely alerts during emergencies.

These actions contributed to strengthening the overall capacity of local civil protection actors and enhancing community resilience.

SUMMARY

The URCS Disaster Risk Reduction and Management Department made notable progress in enhancing emergency preparedness and response capabilities. The key activities include updating training materials, conducting DRR/DRM training for staff and regional specialists, recruiting emergency management specialists, and implementing community-level training programmes. Public awareness was further enhanced through the development and distribution of information brochures on emergency situations. Collectively, these efforts strengthen the URCS's capacity to manage disaster risks and effectively respond to emergencies at both regional and community levels.

Emergency Response (ERT)

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$6,102,887 ♦ 102%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 # of people reached through ERT services	257,568	130,000	(198%)
SO 1.2 # of people assisted during or following military attacks	12,998	3,000	(433%)
SO 1.3 # of people assisted through mobile heating points	7,019	4,000	(175%)
SO 1.4 # of mobile heating points	20	48	(42%)
SO 1.5 # of people reached with evacuation services	19,940	30,000	(66%)
SO 1.6 # of people provided with transportation services	4,999	8,000	(62%)
SO 1.7 # of joint SESU operational field activities	1,228	75	(>1000%)
SO 1.8 # of oblasts where the ERT is involved in planned exercises of SES units and other services involved in emergency response	12	25	(48%)
SO 2.0 # of Interregional Centres established and functioning	6	5	(120%)
SO 2.1 # of Emergency response teams created and functioning	21	25	(84%)
SO 2.2 # of Emergency Response Units established and functioning	11	20	(55%)
SO 2.5 # of ERT volunteers	507	1,000	(51%)
SO 3.2 % of ERTs reporting no urgent support needs and satisfaction with regional ERT development, based on quarterly performance evaluations	45%	100%	(45%)

KEY ACCOMPLISHMENTS

1. Capacity Building. Between July and September 2024, the ER service established 3 new Regional ERTs in Kropyvnytskyi, Cherkasy and Poltava oblasts, resulting in the presence of operational ERTs in every oblast of Ukraine, except for Luhansk and the AR Crimea, which are currently fully occupied.

507 active volunteers are involved in the service, the figure showed a 25% increase from the total number in 2023 (405), demonstrating the efficiency of the service initiatives and teams efforts for staff recruitment, engagement, training and investing, enabling them to remain active members of the service, despite war-related recruitment and retention challenges, such as mobilisation.

2. Response Activities

The ER Service continues to strengthen URCS's relationship with the SESU and its position within the civil protection mechanism. In 2024, ERTs acted 1,276 times alongside SESU and provided assistance at 961 shelling events, a sixfold increase to 2023 (153).



The number of evacuations carried out by the ER service increased sixfold in 2024 – from 306 to 1,886, demonstrating both the effectiveness of special missions in the frontline areas and the intense pressure on these areas. The number of evacuation trains met across Ukraine more than doubled – from 241 to 562 – ensuring evacuated individuals get end-to-end support from URCS.

3. Staffing Structure

The ER service revised its staffing structure to increase the operational capacity and to improve clarity in the division of tasks and responsibilities. This restructuring aimed to maximise efficiency and strengthen cooperation with both internal and external stakeholders. The structure was formally approved, and recruitment for vacant positions commenced.

4. Training and Exercising

In July 2024, the annual Emergency Response service training and exercising event was held outside Kyiv City. Exercises are a critical component in Emergency Response, enabling teams to practice operational procedures in a safe learning environment. This event brought together 200 members of the Emergency Response alongside colleagues from other URCS departments (including MHPSS and CEA), as well as Movement Partners and representatives of their domestic emergency Response teams, including the Italian and Spanish Red Cross. The programme focused on reporting, search and rescue, night rescue, triaging, boat rescue and psychosocial support.

In August 2024, 3 national ER training sessions were conducted outside of Kyiv to strengthen volunteer capacity and further develop volunteer skills. The multi-day trainings (ranging from 5 to 10 days) covered field kitchen training, field camp management training, and ERT training for new volunteers.

5. ER Technical Working Group

The ER Service established the Technical Working Group, which meets on a bi-monthly basis. The Group brings together ER staff and technical specialists from Movement partners. Its purpose is to review achievements, discuss operational challenges and potential solutions – particularly with the support from Movement partners – and address strategic priorities and other key issues relevant to the service.

6. Reporting

In July 2024, the ER service began publishing monthly reports to be shared with ER teams, the wider URCS structure, and partners. These reports present key operational data for the reporting month, highlight notable emergency responses, trainings and exercises, summarize challenges from the previous month, and outline strategic priorities for the months ahead challenges and the strategic priorities for the upcoming months.

7. Strategic Plan 2025

The ER Service developed their one-year Strategic Plan for 2025 with a special focus on increasing capacity, improving operational processes and procedures, establishing a learning culture within the service framework, improving the service sustainability.



Ukrainian Red Cross emergency response team on the ground in Kyiv. June 2025

CHALLENGES

1. National Capacity

Recruitment delays and a lack of qualified candidates have overwhelmed ER staff, which will improve once the planned staffing structure is fully implemented.

2. Regional Capacity

There has been limited staff and volunteer capacity in ERTs at the regional level due to military mobilisation and other social factors. Recruiting staff and reserve volunteers in each oblast could mitigate this.

3. Processes and Procedures

There has been continual improvement of processes and procedures to enhance service delivery, e.g.



the evacuation procedure and spontaneous volunteer procedures. For example, 13 volunteers were involved in response activities following the Okmatdyt Children's Hospital attack.

4. Meetings with Partners

Numerous technical issues resulted in a need for extensive partner meetings, prompting the set-up of a technical working group to enhance support, enabling the ER team to focus on operations.

5. Reporting System CHALLENGES

Transferring data from Airtable to Kobo for One Plan reporting was time-consuming. A meeting with the URCS PMER and IM departments towards the end of 2024 explored ways to streamline the process. The new approach will be tested in early 2025.

SUMMARY

Despite facing a range of challenges, including limited staffing capacity at the national level and volunteer shortages at the regional level, the ER service achieved several key results in 2024. The service strengthened its operational capacity by restructuring its national staffing model and recruiting additional personnel, increased the number of active volunteers by 68% compared to 2023, and established 3 new Regional ERTs in Kropyvnytskyi, Cherkasy and Poltava oblasts. As a result, operational ERTs are now present in all oblasts of Ukraine, with the exception of Luhansk oblast and the Crimea. In addition to regular regional training and exercising, both internal and external, the ER service conducted national training and exercises to further build service capacity. The service remains one of Ukraine's key emergency response actors, supporting nearly 100,000 people in 2024 through more than 15,500 emergency events and activities, particularly in close cooperation with SESU. This sustained engagement has contributed to the formal recognition of the URCS role within regional civil protection legislation. To strengthen visibility and accountability, the ER service introduced a new reporting system and established an ER Technical Working group, creating a structured mechanism to showcase achievements, address challenges, and mobilise partner support.

Relief

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$21,227,163 ♦ 71%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 # of people covered with basic relief assistance	3,869,232	4,200,000	(92%)
SO 1.2 # of household food kits distributed	893,634	170,000	(525%)
SO 1.3 # of individual food kits distributed	880,222	1,400,000	(63%)
SO 1.4 # of household hygiene kits distributed	93,406	65,000	(143%)
SO 1.5 # of individual hygiene kits distributed	850,640	1,400,000	(61%)
SO 1.6 # of household NFI kits (kitchen sets etc.) distributed	661,108	1,400,000	(47%)
SO 1.7 # of individual NFI kits (sleeping kit, matrass, blanket etc.) distributed	885,511	400,000	(221%)
SO 1.8 # of food products not included in the food kit (canned food, cereal etc.) distributed	1,548,521	90,000	(>1000%)
SO 1.9 # of hygiene items not included in the hygiene kit (antiseptic, soap etc.) distributed	1,242,836	70,000	(>1000%)
SO 1.10 # of drinking water distributed	574,597	1,100,000	(52%)
SO 1.11 % of people who reported satisfaction with relief assistance	92% ¹⁰	85%	(108%)

KEY ACCOMPLISHMENTS

1. Collaborations and Response to Missiles Attack Consequences

In coordination with the ICRC, the URCS supported development of the project proposal "Establishment of a Humanitarian Aid Reserve to Respond to Emergencies in Areas Close to the Contact Line". Throughout 2024, relief specialists responded to 26 shelling incidents, providing assistance to more than 1,800 people. In addition, the URCS responded to the social conflict in the Cherkasy oblast, supporting 120 affected individuals.

2. Relief Response in Kharkiv and Donetsk and Financial Support

In August 2024, Kharkiv RO provided dignity kits to women evacuated from areas of active hostilities. Similar assistance was also provided to women evacuated from Donetsk oblast.

Start-up financial support programmes were launched in 9 frontline regions with the support of 5 partners.



¹⁰ Average Satisfaction % is drawn from 5 PDMs conducted in 2023 and 2024, covering 1,733 respondents

3. Evacuation and Immediate Relief at Railway Stations

In September 2024, specialists in Rivne, Volyn and Zakarpattia oblasts met the evacuation trains and provided 968 evacuees with food and water.

4. CVA Relief

In November-December 2024, financial assistance totalling UAH 224,112,000 was provided to 10,672 beneficiaries under the Cash for Winter 2024-2025 project. In December 2024, A Lessons Learned workshop was held for specialists and coordinators of the Housing, Land, and Property (HLP) programme in 9 oblasts where the Cash for winter 2024- 2025 project is being implemented. In addition, 1,880 beneficiaries were newly registered in Zaporizhzhia, Mykolaiv and Kharkiv oblasts and became eligible for cash assistance. Completion of payments to beneficiaries under the Relief Cash programme is carried out in cooperation with the Department of Innovative Finance.

SUMMARY

In the second half of 2024, the URCS continued to provide humanitarian aid and financial support in frontline regions. Specialists responded to multiple missile and combat drone attacks, providing assistance to populations affected by shelling. Women evacuated from conflict zones received dignity kits, while evacuation trains were met in the west of Ukraine with immediate relief assistance. Financial support programmes were implemented in nine regions, with over UAH 224 million disbursed under the Cash for Winter project. Training sessions on Cash and Voucher Assistance were conducted, and partnerships with organisations such as Coca-Cola Beverages helped expand aid efforts. Lessons Learned workshops and additional beneficiary registrations further strengthened preparedness and informed future response activities.



Civil Protection

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$1,114,272 ♦ 4%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 Involvement of URCS regional branches in territorial systems	11	19	(58%)
SO 1.2 # of activities carried out under the Civil Protection Plan activities with SESU	529	27	(>1000%)
SO 1.3 # of URCS units that have preparedness, response and recovery plans	10	20	(50%)
SO 1.4 # of policies and documents signed between URCS and SESU regulating URCS involvement in CP	54	12	(450%)

KEY ACCOMPLISHMENTS

1. Integration into the Unified State Civil Protection System (USCPS)

The inclusion of the URCS in the Plan of Main Civil Protection Measures of Ukraine for 2025 strengthen its role in protecting the population and providing humanitarian support. It enables the URCS to officially participate in national disaster preparedness and response tasks, promoting coordination with government structures and systems, particularly SESU. This was achieved through the active participation of the URCS Civil Protection Unit in coordination meetings, advocating for the organisation's integration into USCPS. This initiative

enhances civil protection capabilities at the state level and provides the URCS with wider opportunities to effectively complete its mission and provide assistance to those who need it the most.

In cooperation with Oblast Military Administrations and SESU, the Civil Protection Unit facilitated the integration of URCS Regional Organisations into USCPS territorial subsystems in 10 oblasts (Zaporizhzhia, Sumy, Vinnytsia, Chernihiv, Rivne, Zhytomyr, Khmelnytskyi, Cherkasy, Kharkiv, Kirovohrad). This will significantly strengthen the role of URCS in civil protection and enhance its preparedness and response capacity in the affected regions.



2. Expanding the Partnership and Legal Regulation

A key achievement was the signing of a Memorandum of Cooperation between the URCS National Committee and SESU, reinforcing long-term collaboration in civil protection and humanitarian assistance. The Civil Protection Unit also facilitated the signing of 22 Memorandums of Cooperation between the URCS regional branches and SESU Main Directorates across all regions.

Regulations for the Civil Protection Unit were also developed as part of the broader regulations of the DM Department of Disaster Management for more effective operations.

3. Training and Support for Disaster Management Specialists

In collaboration with the DRR/DRM Unit, the Civil Protection Unit actively participated in the organisation and facilitation of two training courses on disaster risk management in August and November 2024. These theoretical and practical trainings equipped 16 regional specialists with the skills required to effectively implement DM programming and operate in crisis situations in their regions.

4. Support to Local Civil Protection and Social Institutions Capacities

Preparedness and response capacities of several hromadas in Cherkasy, Khmelnytskyi, Kharkiv, Mykolaiv, Rivne Oblasts were strengthened through the provision of 200 equipment kits for volunteer fire brigades, enhancing fire safety in communities and mitigating risks.

Coordinated by the Civil Protection Unit, a tripartite agreement was signed between the URCS, the Sumy Oblast Military Administration, and BVS Retail LLC to supply liquefied gas to the population. As a result, 787 people in the Okhtyrka district have access to liquefied gas for cooking.

At the end of 2024, URCS began providing fuel materials to social institutions supporting people in difficult life circumstances in Chernihiv, Mykolaiv, Poltava and Sumy Oblasts. Briquettes were distributed to 14 social protection institutions, providing heating to 867 people.

SUMMARY

During the reporting period, the Civil Protection Unit of the DM Department made significant progress in expanding its civil protection activities and strengthening cooperation with the government authorities. These achievements not only strengthen URCS role as a leading humanitarian organisation and civil protection actor in Ukraine but also contribute to strengthening the national civil protection system. Through coordinated efforts with government agencies and international partners, URCS continues to enhance its capacity to support population in crisis and improve preparedness and response effectiveness.



PROTECTION AND EDUCATION

Explosive Ordnance Risk Education (EORE)

Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)
Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget	\$1,274,799 ♦ 5%	
SO 1.1 Total number of beneficiaries informed about the risks of explosive devices, other types of armaments, and safer behaviours	205,510	210,000 (141%)
SO 1.2 Number of regions covered by information campaigns on the risks of explosive devices and other types of armaments	18	25 (68%)
SO 1.3 Number of schoolchildren trained in mine action activities in educational institutions	113,631	100,000 (133%)
SO 1.4 Number of educational institution staff members reached through informational and awareness-raising activities	8,108	11,500 (71%)
SO 1.5 Number of educational institutions where informational events were conducted	1,289	1050 (123%)
SO 1.6 Number of informational sessions conducted	9,689	115,000 (8%)
SO 1.7 # of analyses (including recommendations related to improvement of the regulatory framework) on the situation with illicit trafficking and use of weapons and explosive devices conducted	1	2 (50%)
SO 2.1 Number of beneficiaries covered by informational activities regarding threats posed by the use of various types of armaments and ammunition, including chemical, biological, radiological, and nuclear threats	103	156,000 (<1%)
SO 3.1 Number of volunteers and staff members who received informational services regarding war-related threats	1,639	2,200 (75%)

KEY ACCOMPLISHMENTS

1. Expansion of training programme across Ukraine

The “Explosive Ordnance Risk Awareness and Risk Prevention” training programme was delivered in 18 oblasts (Kyiv region and Kyiv City, Chernihiv, Kharkiv, Sumy, Dnipro, Zaporizhzhia, Kherson, Odesa, Mykolaiv, Donetsk, Lviv, Zhytomyr, Cherkasy, Rivne, Volyn, Vinnytsia, Kropyvnytskyi, and Ivano-Frankivsk). The latter four regions joined the programme in September 2024.

As a result, 9,689 events reached 205,510 beneficiaries (113,631 of them under the age of 18). In addition, 172 briefings were organised, with more than 2,000 participants involved, including URCS volunteers, aiming to inform the public about the risks related to explosive ordnance.



2. Cooperation with the State Emergency Service (SESU)

Cooperation with SESU has been established across most regions, facilitating better communication with partners and allowing for the expansion of the donor base for Explosive Ordnance Risk Education (EORE) programmes. As a result, presentations used in informational sessions for beneficiaries have been enhanced, and support for Safety Classes has been implemented through the introduction of informational stands, which have improved the effectiveness of educational efforts.

3. Agreements with Partner Organisations

Signing agreements with Compact Displacement Points resulted in a significant increase in the number of IDP beneficiaries across regions, allowing the programme to reach a broader audience and address the specific needs of vulnerable populations. The range of partner organisations has also expanded. For example, in Odesa region, informational sessions for JSC "Ukrzaliznytsia" employees have been initiated, which demonstrates an ongoing commitment to providing life-saving information to a wide range of communities and stakeholders.



4. Cooperation with Government Authorities

Productive cooperation with government authorities continues, including a series of informational events on mine safety for civil servants at the Lviv City Council, strengthening the role of government institutions in supporting and promoting EORE activities. In Kyiv, the mine safety instructor team has been strengthened, allowing for broader dissemination of mine safety information. Active collaboration with regional military administrations to implement mine risk minimisation measures has also continued.

5. International Mine Awareness Day and Safety Week Events

In April 2024, open events were organised across all regions to mark the International Mine Awareness Day. In addition to raising awareness of the mine and unexploded ordnance dangers (UXO), it also contributed to the broader demining efforts in Ukraine.

In addition, "Safety Week" was organised in collaboration with other URCS departments and the State Emergency Service. This initiative helped raise the profile of the Mine Safety programme and improve its visibility within the broader URCS framework.

6. Expansion of the Mine Safety Instructor Team

The team of mine safety instructors was expanded in the Odesa, Lviv, Dnipropetrovsk, Kherson, and Zaporizhzhia regions, strengthening regional capacity to deliver EORE programmes. In 2024, 5 offline and six online trainings for instructors were held. A total of 169 individuals successfully completed the training and received instructor certification. These trainings aimed to improve the professional level of mine risk educators, their ability to effectively transfer knowledge to communities, and ensure high quality of public awareness of the risks of explosive hazards.

Surveys from instructors reveal a high level of job satisfaction. Many instructors report improved confidence, particularly in public speaking, as they understand the critical life-saving information they are delivering. As one volunteer mentioned, "I constantly improve my skills – with each session, the fear of public speaking disappears. Because you understand that you are providing necessary information to save lives."

7. Engagement of New Donors and Streamlined Reporting

New donors, including RCRC Movement organisations, have been engaged to support the continued implementation of the EORE programme, further expanding the resources available for mine risk education efforts.

Additionally, the reporting process has been streamlined by introducing Kobo forms for regional reporting. This change has enhanced the efficiency and accuracy of data collection across the regions for a better overview of achievements nationally.

8. Security Infrastructure and Marking of Hazardous Areas

URCS regional organisations have collaborated with educational institutions to establish safety classes. Mine and explosive ordnance materials were delivered to Kyiv, Mykolaiv, Zaporizhzhia, Kherson, and Dnipro to support these classes. In addition, 13,000 marking signs were delivered to Kharkiv and Kherson regions to facilitate the marking of potentially dangerous areas and prevent accidental injuries or deaths. The intention of these efforts is to minimise the risks to the populations in regions that are contaminated with mines and explosive devices.

CHALLENGES

1. Safety of staff, volunteers, and participants

Safety concerns remain one of the primary challenges, particularly in locations that have had confirmed artillery shelling. To address this issue, regional coordinators consider the route for instructors when planning the information sessions, as well as the location. For example, in Kharkiv, information sessions for schoolchildren are planned to be held in "metro schools".

2. Reduced ability to conduct group sessions

With the large number of air raid alerts, it becomes more complicated to conduct group sessions. Male volunteer instructors have also had to reduce their activities due to the risk of mobilisation. To address this issue, the proportion of individual sessions has increased.

3. Organising sessions in educational institutions

While information sessions were traditionally held in educational institutions, a number of factors have made it extremely challenging. This includes the lack of stable power and heating supply, frequent reports of possible attacks, and changing event timings and coordination when classes are forced to switch to online mode. To address this issue, the proportion of online sessions has increased in comparison to offline (in-person) sessions. Additional training was also provided for the instructors on the principles of conducting online information sessions, to equip them with the skill-sets required for the different method of delivery.

SUMMARY

The Explosive Ordnance Risk Education (EORE) sub-sector achieved considerable progress throughout 2024, marked by strengthened cooperation with both government authorities and partner organisations, expanded geography of implementation, an expanded team of mine safety instructors, and increased engagement of beneficiaries. The successful organisation of International Mine Awareness Day and Safety Week events, alongside ongoing donor engagement and improved reporting processes, highlights URCS's commitment to ensuring the safety and education of communities at risk of explosive ordnance. These efforts have created the preconditions for a safer life in the affected regions.

MEDIA

- URCS public Facebook group for mine action [Facebook](#)

First Aid

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$2,118,474 ♦ 106%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 2.1 # people trained in First Aid	218,542	400,000	(54 %)
SO 2.2 # of URCS instructors trained in First Aid	682	600	(113%)
SO 2.3 # of trainings conducted for people with physical disabilities	12	400	(3%)
SO 2.4 # of people with physical disabilities who participated in the research	45	150	(30%)
SO 2.5 # of people who have completed the training "First Aid for Pets"	179	400	(45%)
SO 2.6 # of instructors in the "First Aid for Pets" training	31	30	(103%)

KEY ACCOMPLISHMENTS

1. Collaborations with State-owned Entities

The URCS has established an active collaboration with Ukrzaliznytsia, focusing on providing first aid training to their evacuation line staff. These training sessions were introduced in response to an appeal from Ukrzaliznytsia and aim to enhance the staff's ability to provide crucial first aid during evacuations and emergency situations. Another collaboration was launched with Ukrhydroenergo (hydropower company) to train critical infrastructure employees, resulting in 1,500 individuals trained.



First aid training for the National Police. February 2025

2. Partnership with "Health of the Future" and Pilot Research Project

In 2024, a memorandum was signed with the international charitable foundation "Health of the Future." The purpose of the memorandum is to further share first aid knowledge with people with physical disabilities, specifically those with visual impairments. As part of this collaboration, a children's first aid manual in Braille was created.

In addition, in 2024, a scientific research study was registered in collaboration with the Ministry of Health and the P.L. Shupyk National Healthcare University of Ukraine. The objective of the study, titled "Determining the effectiveness of using the recovery position technique for people with physical disabilities", is to provide empirical evidence to support the adaptation of teaching methodology for the "Recovery Position" module within the URCS first aid training programme for the general public. The research also seeks to develop and propose methods for the social inclusion of people with disabilities through engagement in socially useful pedagogical and social work, including the readaptation of military personnel and civilians who have acquired disabilities as a result of combat operations. The study is being conducted from June 25, 2024, to June 25, 2025. Interim results of the study were published in the scientific article "Readiness of People with Physical Disabilities to Provide First Aid in Emergency Situations" in the scientific journal "Medicine Today and Tomorrow," level B, issue 93 (4).

3. Recertification of First Aid Trainers

Ongoing efforts have been made to ensure the quality and competence of the URCS first aid trainers. Recertification training is being conducted to maintain high standards and ensure that existing trainers are up to date with the latest first aid techniques and best practices.

4. Collaboration with SES

22 "Young Rescuers" support teams have been trained. This programme aims to equip young people with essential first aid skills, preparing them to provide immediate assistance in emergencies and contribute to their communities' overall safety and resilience. In addition, 16 SESU First Aid instructors were trained by the URCS in collaboration with the Central Department of the State Emergency Service to strengthen the teaching staff of the SESU training centres.

5. Pilot Project: "Family Camp"

The first shift of the pilot project "Family Camp" was launched. This initiative is designed to provide emotional and physical support to families with children under 12 years of age who have gone missing. The camp provides a safe environment where families can receive specialised support while also learning critical first aid skills that may help them in future emergencies.

6. 6th Summer School

In August 2024, the 6th iteration of the first aid summer school for instructors was held in Kyiv with the participation of international partners.

7. World First Aid Day

On 14 September 2024, the URCS conducted events to mark the World First Aid Day simultaneously across all regional and district cities of Ukraine, in line with prevailing security considerations.

8. International Guidelines for First Aid and Resuscitation

At the international level, Nadia Yamnenko, an international master trainer in first aid, participated in a working meeting to develop updated international guidelines for resuscitation and first aid.

SUMMARY

IN 2024, the First Aid subsector has made significant progress, particularly in forging partnerships, expanding its reach, and addressing the specific needs of vulnerable populations. The collaboration with Ukrzaliznytsia and the "Health of the Future" foundation, alongside the recertification of trainers and the training of young rescuers, demonstrates the URCS commitment to ensuring that first aid training remains accessible, inclusive, and efficient. The innovative Family Camp initiative further highlights the URCS's focus on providing comprehensive support to families affected by emergencies. Moreover, the URCS held its 6th Summer school for instructors with international partners in Kyiv, marked the World First Aid Day across Ukraine, trained 1,500 "Ukrhydroenergo" employees, and trained 16 State Emergency Service instructors. At the international level, the URCS contributed to the development of updated international guidelines for resuscitation and first aid.

MEDIA

- Training in Kyiv for employees of Credit Agricole bank [URCS webpage](#)
- Training in Kryvyi Rih for employees of Metinvest [Link](#)

International Humanitarian Law (IHL)

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$627,300 ♦ 45%	
Metric Indicators	Achievement (2023 & 2024)	Target 2023 – 2025 (% Achieved)	
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)	50,521	45	(>1000%)
SO 1.2 # of successful interventions on misuse cases	107	60	(178%)
SO 1.3 # of URCS volunteers/staff trained on RC Emblem protection (including senior regional branch management)	1,030	1,500	(69%)
SO 2.1 # of URCS volunteers and staff trained on IHL	1,213	1,500	(81%)
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.)	2,914	9,000	(32%)
SO 2.3 # of MoU signed with the key educational institution	7	15	(47%)
SO 2.4 # of IHL seminars/ sessions/other events	470	165	(285%)
SO 3.1 # of joint activities (public campaigns, IHL awareness rising events)	14	15	(93%)
SO 3.2 # of MoU (formal cooperation) with key authorities	5	15	(33%)
SO 3.3 # of representatives from national and local authorities participated in IHL activities (with the support of URCS)	586	380	(154%)
SO 3.4 # of international events and initiatives on IHL that URCS joined and participated in	26	15	(173%)
SO 3.5 % of trained community and national actors demonstrating improved knowledge of IHL	83%	85%	(98%)

KEY ACCOMPLISHMENTS

1. IHL Events for Students and Educators

An offline lecture was hosted on the Law of Occupation by Professor of International Law at the University of Geneva Marco Sassoli.

An all-Ukrainian IHL conference “Protecting Childhood: The Right to the Future” was held in collaboration with the Institute of International Relations of Taras Shevchenko National University of Kyiv. This also involved an all-Ukrainian IHL Competition for students, which began with a writing stage on memorandums of protection and prosecution followed by a three-day oral round with role playing for the practical application of IHL knowledge.

2. Internal IHL Events for URCS Staff and Volunteers

Lectures on the RCRC Emblem were delivered at the volunteer summer camp in Vinnytsia and Ternopil for URCS volunteers and NC staff.

Volunteer IHL trainers from URCS took part in an exchange visit with their Danish counterparts in Denmark to share experiences and develop new tools for IHL teaching.

A strategic session on the protection of the Red Cross emblem was organised for the URCS Legal department to discuss the results of activities in 2024 and the priorities set for 2025.

3. IHL Summer School and Youth Engagement

The Second IHL Summer School for the Representative of the IHL Commission was successfully conducted, with 60 civil servants and foreign speakers from other National Societies, ICRC and IFRC involved.

The second Youth Humanitarian Forum was held, bringing together youth organisations and associations involved in humanitarian work, focusing on IHL integration in youth-led initiatives.

4. IHL Events and Activities for Authorities

Trainings: A number of trainings were conducted to strengthen knowledge of IHL among audiences including the State Audit Service of Ukraine, Kyiv City Council, Kyiv City State Administration, and the Office of the Ombudsman of Ukraine

A series of events enabled the URCS to further strengthen partnerships with public authorities. These included signing a memorandum of cooperation with the State Audit Service of Ukraine for the integration of IHL into the judicial system, drafting an order with the Ministry of Health on health formations/ vehicles and marking with relevant emblems. In addition, discussions were held with state authorities of the IHL Commission in Ukraine and the National Police of Ukraine on potential cooperation related to the protection of the Red Cross emblem.

Conferences: the URCS participated in the conference "Limiting Violence: 75 years of the Geneva Conventions for the Protection of Victims of War", which served as an important platform for discussing the continued relevance of the Geneva Conventions, their implementation in Ukraine in the context of the international armed conflict, and the challenges posed by the contemporary armed conflicts to international humanitarian law. The URCS also took part in the "Interregional Dialogue on the Protection of Children" event, organised in cooperation with the State Service of Ukraine for Children to exchange experiences, discuss challenges, and develop new approaches to protecting children's rights. Lastly in cooperation with the Supreme Court of Ukraine, the conference "IHL Application in Criminal Proceedings" was hosted.

5. Collaboration with the Ministry of Defense of Ukraine

Over the reporting period, multiple opportunities for cooperation with the MoDU emerged. URCS

consultants were engaged in the development of the voluntary report on IHL implementation. This document, available both in Ukrainian and English, is the first document issued in Ukraine to reflect the country's unique experience in implementing, applying, and sharing knowledge about IHL. In addition, the URCS contributed to the development of several key documents, including "Guideline to Foreigners in the Armed Forces of Ukraine: Essential National Provisions and International Humanitarian Law", a new edition of the "Instruction on the Application of IHL" by the Armed Forces of Ukraine (with particular focus on the section regarding the Red Cross emblem), and other informational materials on key provisions of IHL for servicemen of the Armed Forces of Ukraine, including foreigners and stateless persons.

6. International Engagement and Advocacy

The URCS acted as a co-organiser of a side event on the emblem at the 34th International Conference of the Red Cross and Red Crescent, showcasing URCS's leadership in promoting the correct use of the emblem. Representatives from the Ministry of Defense of Ukraine, the Office of the Ombudsman of Ukraine and the Ministry of Culture and Strategic Communication of Ukraine were also able to attend the conference with the URCS support.

A Memorandum of Cooperation with the International Institute of International Law was signed for future joint activities and mutual participation at IHL events and activities.

A representative from the Office of the Ombudsman of Ukraine was included in the 47th Round Table "From the Battle of Solferino 1859 to the 1949 Geneva Conventions: Challenges and Prospects of International Humanitarian Law" to share the messages of current Ukrainian expertise in IHL.

7. IHL Videos, Publications and Public Campaigns

The second cross-border social media campaign on the emblem protection initiated by the URCS and the ICRC Delegation in Ukraine covered 9 countries. Another campaign was organised for the 75th anniversary of the Geneva Conventions to raise public awareness about the cornerstone treaties in international humanitarian law.

In terms of emblem misuse, the URCS also published "collection of the main sources for the use and protection of the Red Cross emblems in

Ukraine" to highlight the regulatory provisions related to the emblem use. This was complemented by leaflets and videos to facilitate educational outreach on the emblem misuse. A press conference was also held on "Misuse cases of the Red Cross emblem in Ukraine. The importance of protecting the emblem and responsibility for illegal use".

In addition, an interactive experience "If War Comes to You" on the IHL application developed by Danish Red Cross, ICRC and European Legal Support Group was translated and released in Ukrainian for further use on IHL Events and distribution among various target audiences.

8. Capacity Building and Educational Services

The URCS had the opportunity to participate in multiple events throughout 2024 to strengthen its expertise on IHL, including:

- In August 2024, HROMADA Summer School dedicated to IHL and environmental matters.
- In September 2024, British Red Cross Summer School for experience sharing.
- In October 2024, the International Conference "75 years of Geneva Conventions – In October 2024, "Time to Reaffirm Commitments to the Rules of War"
- In November 2024, Bruges Colloquium on IHL "Humanity in War: How Can IHL Keep Its Promises? The Future After 75 Years of Geneva Conventions".
- A strategic planning session for the URCS IHL Unit

MEDIA

- Collection of Primary Sources on the Use and Protection of the Red Cross Emblem in Ukraine publication [URCS webpage](#)
- Voluntary Report on Implementation of International Humanitarian Law [Ministry of Defence](#)
- Forum Interregional Dialogue: A Happy Child in a Caring Family [Photos](#) | [Youtube](#) | [Facebook1](#) | [Facebook2](#) | [Facebook3](#)
- URCS Director General receives award from Ukrainian Parliament Commissioner for Human Rights [URCS webpage](#)
- 2024 summary of URCS IHL activities [URCS webpage](#)
- Posts about the significance of the RCRC emblems [Facebook1](#) | [Facebook2](#)
- Press conference on misuse of Red Cross emblem in Ukraine [Youtube](#) | [Ukraine Crisis Media Center](#)
- All-Ukrainian IHL competition for students [State Tax University](#) | [Facebook](#)
- National Moot Court on IHL competition [Facebook1](#) | [Facebook2](#)

9. Activities on Conflict-Related Sexual Violence (CRSV)

The URCS engaged a consultant on Conflict-Related Sexual Violence (CRSV) conducted online and offline events on CRSV, conducted analytical research and prepared the materials on CRSV. In addition, 5 offline trainings on CRSV were conducted for academics, lecturers, lawyers, police officers, investigators, prosecutors, judges, NGO representatives in Uzhhorod, engaging professionals from Ukraine and France.

SUMMARY

IN 2024, The International Humanitarian Law (IHL) subsector achieved significant milestones, ranging from expanding educational initiatives for students, lecturers, academics, URCS staff and volunteers, governmental officials, civil servants, NGO representatives, lawyers, judges, prosecutors, etc. to engaging in high-level partnerships with the Ministry of Defense of Ukraine, IHL Commission, the Office of the Ombudsman of Ukraine, the Supreme Court of Ukraine and the State Service of Ukraine for Children. The sector successfully conducted major events, enhanced cooperation with international and national stakeholders and IHL advocacy activities and played a key role in promoting the protection of the Red Cross emblem. By building a robust community of IHL trainers, engaging youth, creating printing materials for distribution and expanding educational offerings, URCS has demonstrated a strong commitment to fostering IHL education and implementation across multiple levels.

Restoring Family Links (RFL)

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$444,106 ♦ 49%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 # of tracing cases initiated and processed in regions in accordance with the RFL guidelines set criteria	11,883	7,000	(170%)
SO 1.1.2 # of tracing cases registered in accordance with the RFL guidelines set criteria - registration records of the DB "Trace" (National Committee)	11,486	7,000	(164%)
SO 1.2 # of contacts with ENQs (enquirers) for revision of the cases – statistic report from the DB in NC	24,127	19,000	(127%)
SO 2.1 # of RFL staff / volunteers covering RFL needs of the beneficiaries	30	40	(75%)
SO 2.2 # of RFL and tracing requests received and processed by local branches and NC URCS in general	82,729	55,000	(150%)
SO 2.3 # of socialising events / informational meetings/ visits to beneficiaries (FOM)	364	550	(66%)
SO 3.1 # of URCS volunteers reached with RFL trainings and involved in RFL activity from other sectors	10	20	(50%)
SO 3.2 # of URCS volunteers involved in regular RFL activity	19	10	(190%)

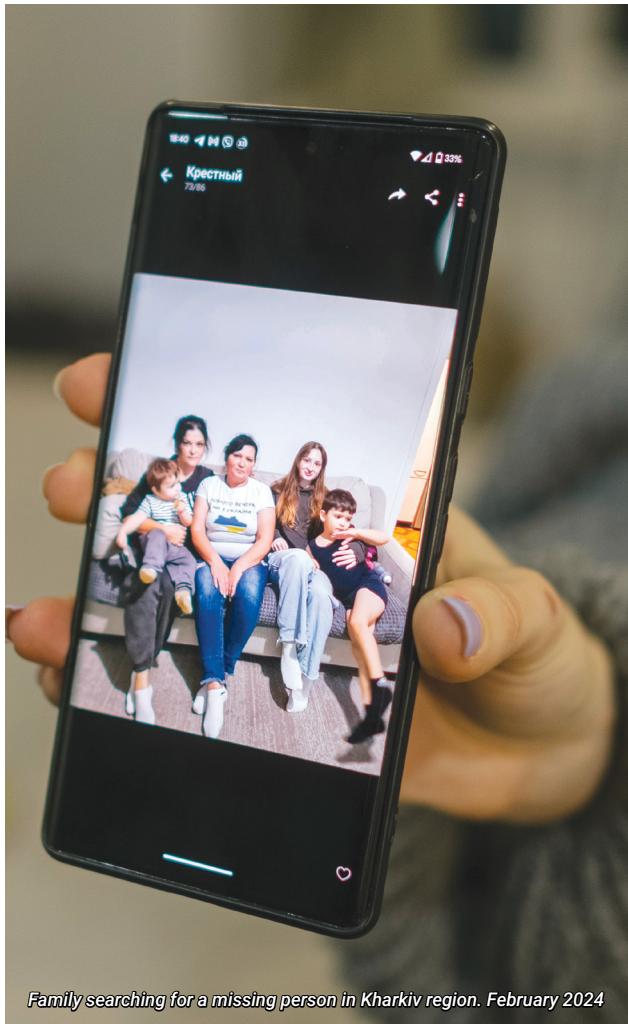
KEY ACCOMPLISHMENTS

1. Role of the URCS in Restoring Family Links

While the primary responsibility for preventing disappearances lies with state authorities, the URCS plays a crucial role in supporting families of the missing, ensuring that they receive assistance and attention they need. Throughout 2024, the URCS continued to work closely with state authorities to highlight issues related to missing persons, enhance local capacity through training and education, and facilitate dialogue between families of the missing and relevant authorities.

2. Requests and Tracing Cases

Throughout 2023-2024, Tracing Service processed 82,729 requests from enquirers, resulting in 11,883 new tracing cases opened, while all other enquirers either received recommendations or clarifications from Tracing Service or were referred to other authorised institutions. 1,440 cases have been processed, with a positive outcome for 927 of them. As of the end of 2024, a total of 12,659 cases is still in progress, reflecting the ongoing search efforts to reconnect families separated by the conflict.



In addition to receiving and processing requests from enquirers, RFL volunteers held 363 socialising meetings/events for families of missing persons (FoM) and provided 3,244 humanitarian kits to families of missing persons and prisoners of War (POW) from vulnerable categories.

3. Families of Missing as a Vulnerability Group

A critical gap exists in the lack of recognition of families of missing persons as a specific vulnerable group among URCS donors. Lacking this, the affected families face significant barriers in accessing essential services and support, further increasing their financial, legal, and emotional pressures. To address this matter, a new vulnerable category “families of missing combatants” was introduced, and assistance programmes tailored to address their unique needs was developed, which can prioritise their access to basic services, financial and emotional support.

4. Emotional and Psychological Support for Families

Families of missing persons and POWs (FoMs) often experience serious psychological distress and require psychological and social support. Discussions are currently underway regarding the establishment of safe spaces for FoMs, including counselling rooms where qualified psychologists can provide individual and family support. Another priority is creating child-friendly spaces within these counselling facilities in the western regions of the country, in response to high demand for individual counselling for families of combatants.

5. Financial and Legal Support for Families

Many families of missing persons face financial hardships, legal challenges, and emotional distress, which requires comprehensive support beyond effort to locate their loved ones. To address these needs, funding opportunities to provide financial assistance to these families were explored in partnership with the Innovative Financing Department, and through engagement with donors. Another approach currently under consideration is adoption of a multi-functional approach combining financial aid, legal assistance, and MHPSS, ensuring that families receive holistic care.

CHALLENGES

1. Lack of Public Awareness and Recognition

The public awareness of the role of Humanitarian Case Workers (HCWs) in Sensitive Tracing Cases (STC) is limited, resulting in the lack of knowledge of families of missing persons about the services available. A comprehensive communication and information strategy to raise awareness of URCS's RFL services and promote the prevention of family separation could help increase recognition of HCWs' roles and build trust within communities. Another measure is to expand the use of the “Don't Get Lost” mobile application, developed by the Tracing Service, which educates children on family separation prevention.

2. Increasing Number of Requests to the Tracing Service

The ongoing conflict in Ukraine results in growing number of families who have lost contact with their relatives, leading to the growing number of requests to the Tracing Service. This capacity gap is being addressed through additional staffing, enhanced technology, and strengthened coordination with other Red Cross societies and the ICRC to manage the increasing caseload. Leveraging technology such as hotlines and mobile applications, together with the standardised branch network system, will facilitate more efficient service delivery.

3. Dynamic Conflict and Changing Territories

The conflict remains dynamic, with affected territories continuously changing and regions experiencing ongoing hostilities that may persist for one to two years. This volatility complicates the service delivery and the tracing of missing persons. In response, URCS RFL applies a flexible operational model that enables the Tracing Service to continue functioning as territorial control shifts. This includes pre-positioning resources, training volunteers in safer or remote regions, and preparing contingency plans. In areas where searches cannot be conducted due to active hostilities, the URCS ensures that all requests are registered and that families are kept informed of the progress, allowing for the follow-up actions to be taken once the security situation permits.

SUMMARY

The Restoring Family Links (RFL) subsector has been crucial in addressing the humanitarian needs caused by the conflict in Ukraine. Through collaboration with the ICRC and national Red Cross and Red Crescent societies, the URCS has processed numerous inquiries, opened tracing cases, and facilitated communication between separated families and government authorities. Despite these achievements, challenges persist in securing donor recognition, providing adequate financial and psychological support, and raising public awareness. Addressing these issues through the creation of new vulnerable categories, enhanced support services, and strengthening the Tracing Service will allow the URCS to continue its vital work in reuniting families affected by the conflict.

MEDIA

- Video about Tracing Services [URCS webpage](#)
- Event in Mykolaiv branch for St. Nicolas Day [Facebook](#)
- MHPSS events at Kryvyi Rih regional branch [Facebook1](#) | [Facebook2](#) | [Facebook3](#) | [Facebook4](#)
- Special meeting in Chernivtsi as part of the Restoring Family Ties programme [Facebook](#)
- Meeting in Kharkiv with ICRC [Facebook](#)
- Event in Vinnytsia regional branch [Telegram](#)
- MHPSS events at Chernihiv regional branch [Facebook1](#) | [Facebook2](#)
- Children's visit to firefighters of the 1st State Fire and Rescue Unit of Rivne [Facebook](#)
- Children's Day celebration in Lviv [Telegram](#)



Ukrainian Red Cross Restoring Family Links and Tracing Service in Zaporizhzhia region. February 2024

QUALITY CONTROL AND ACCOUNTABILITY

Community Engagement and Accountability (CEA)

Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)
SO 1.2 # of volunteers and staff trained in CEA & information provision	669	870 (77%)
SO 1.3 % of volunteers trained in CEA & information provision reported about improved increased knowledge and skills	49%	100% (49%)
SO 2.1 # of participatory planning sessions held with community members	2	12 (17%)
SO 2.2 % of people received a response to their feedback	90%	100% (90%)
SO 2.3 % of complaints resolved and responded back to the complaints provider	85%	100% (85%)
SO 2.4 # of actions made based on reports on community feedback trends	3	15 (20%)
SO 2.5 # of complaints received by the URCS	497	2,800 (13%)
SO 2.6 # of sectoral comparative feedback analysis reports	23	40 (28%)
SO 2.7 # total number of requests/feedback/compliance received by the Information Centre (only by call)	51,523	430,000 (12%)
SO 2.8 # of requests by sector received by the Information Centre	55,769	430,000 (13%)
SO 2.9 # of Information Centre operators	20	26 (77%)
SO 2.10 % of responses from the Information Centre (by phone only)	78%	100% (77%)
SO 3.1 # of volunteers/staff received training on CEA approach	436	870 (50%)
SO 3.2 # of CEA staff/volunteers appointed or recruited NC	17	15 (113%)
SO 3.3 # of programmes which have integrated budget for CEA activities	49	30 (87%)

KEY ACHIEVEMENTS

1. Strengthening the CEA Department and Coordination

A coordination seminar was conducted at the national level aiming to enhance the CEA Department's structure, methodology, and strategic direction. The seminar focused on:

- Refining methodological approaches to community engagement.
- Experience sharing to standardise best practices.
- Strategic planning to integrate CEA across all URCS sectors.



Distribution of food parcels in Kherson. March 2024

As a result, a sectoral development and implementation plan was established, ensuring that CEA principles are embedded across operational sectors. The department structure was finalised, with clear roles and responsibilities defined to enhance efficiency and accountability.

2. Institutionalising CEA in URCS and Partner Programmes

In February 2024, a seminar was jointly organised with the IFRC and Partner National Societies, aiming to:

- Build a shared understanding of CEA within URCS sectoral teams.
- Develop sector-specific integration plans based on self-assessments.
- Strengthen partnerships to ensure a unified and collaborative approach.

This event was a key milestone in embedding CEA into URCS's 2024 work plans and aligning partners on long-term community engagement strategies.

3. Capacity Building: Recruitment and Training

A CEA Development and Support Specialist was recruited to facilitate cross-sectoral integration.

Training sessions and capacity assessments were conducted for regional branches to reinforce CEA principles in field operations.

A new feedback collection channel was introduced via paper forms, ensuring access for communities with limited digital access. Furthermore, a Feedback Dashboard was launched to visualise positive feedback, motivating teams to actively collect and respond to community inputs.

4. Expanding the Information Centre and Strengthening Collaboration

The URCS Information Centre Hotline was officially launched in cooperation with the Ministry of Veterans Affairs, introducing the Unified Veterans Line to facilitate direct support.

Coordination meetings between the Information Centre and the "Restart" programme led to improved service linkages between Activation Points and LLH operators. Initial discussions were held to establish an online Activation Point, further integrating digital feedback channels. A strategic meeting with railway authorities took place to explore CEA applications in transportation services.

5. Increasing Responsiveness

The Information Centre achieved a 90% response rate, demonstrating enhanced efficiency in addressing community inquiries and feedback. This milestone reflects a data-informed approach to improving service quality and responsiveness.

6. Awareness and Capacity Building Initiatives

A joint awareness campaign with the Communications and Marketing Department was launched to increase psychosocial support outreach in vulnerable communities.

The URCS also actively participated in the "CEA in Emergencies" training in Budapest, presenting its CEA framework and Information Centre operations to an international audience, fostering knowledge exchange and best practice sharing.

SUMMARY

Throughout 2023-2024, the URCS demonstrated significant progress in advancing Community Engagement and Accountability (CEA). Key achievements include:

- Establishment of a structured CEA Department with a clear operational framework.
- Enhanced training programmes and capacity-building initiatives for staff and volunteers.
- The successful launch of the Unified Veterans Line, increasing accessibility to essential services.
- Strengthened collaboration with IFRC, Partner National Societies, and government agencies to align CEA strategies with national humanitarian priorities.

These accomplishments reinforce the URCS's commitment to accountability, feedback-driven decision-making, and improving humanitarian services through direct community engagement.

MEDIA

- Latest Updates on CEA Initiatives:
- [URCS Website](#)
- [URCS Facebook](#)
- [URCS CEA Updates](#)

Information Management (IM)

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$361,210 ♦ 18%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 % of sectors supported by IM team on data collection form development, data analysis and dashboard creation	55%	100%	(55%)
SO 1.2 # of data analysis and dashboard developed/updated in consultation with the sectoral team	53	100	(53%)
SO 1.3 # of staff trained on information management or data literacy	80	250	(32%)

KEY ACCOMPLISHMENTS

1. Data Visualisation

The IM team developed, updated, and maintained more than 53 dashboards to ensure the continuity of clear and insightful visualised demonstration of sectoral results. Throughout the second half of 2024, IM team personnel expansion led to support extension to additional units, including Mine Action and Active Ageing Clubs. In addition, 17 new dashboards were created.

2. Streamlined Data Collection and Analysis

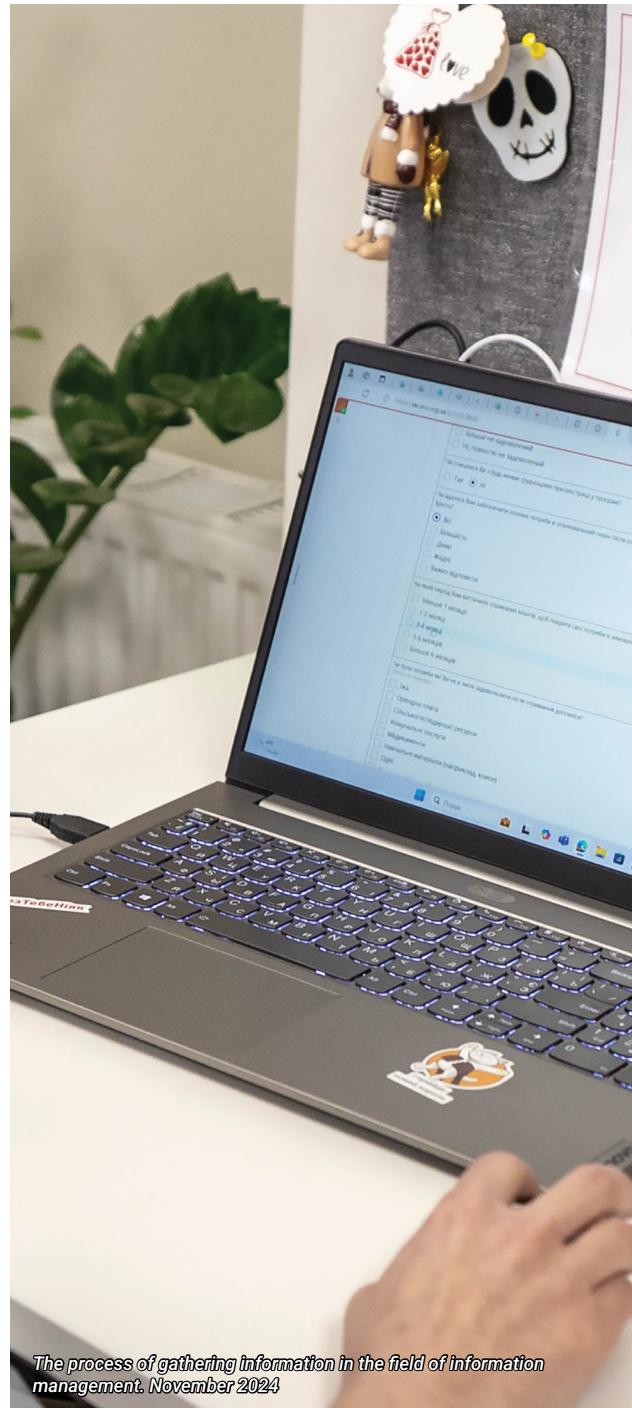
Over 150 Kobo forms were developed to improve the efficiency and effectiveness of field data collection. The IM team cleaned, managed, and analysed the data, translating it into actionable insights through dashboards and comprehensive reports for different sectors. This data management system has strengthened the URCS's capacity to collect, understand, and utilise data more effectively to support operational decision-making.

3. Capacity Building Through Training

In the second half of 2024, capacity building activities continued, with diverse trainings conducted for 80 staff members and volunteers on information management and data-related skills. This investment strengthened staff capacity to effectively work with data and apply it in their day-to-day operations.

4. Scenario Building and Planning Training

The first international training on scenario building and planning was conducted in July 2024, supported by the IFRC IM and PMER teams. This training covered 20 sectoral focal points from the URCS National Committee, along with 4 international participants from Estonia RC and Latvia RC.



CHALLENGES

5. Staff Recruitment

Following internal restructuring in 2024, IM revised its approach to supporting all URCS departments and established additional staff positions at the National Committee. Recruitment efforts are ongoing to ensure adequate IM capacity to support the expanding scope of URCS operations for 2025 and beyond.

6. Differing Programme Needs

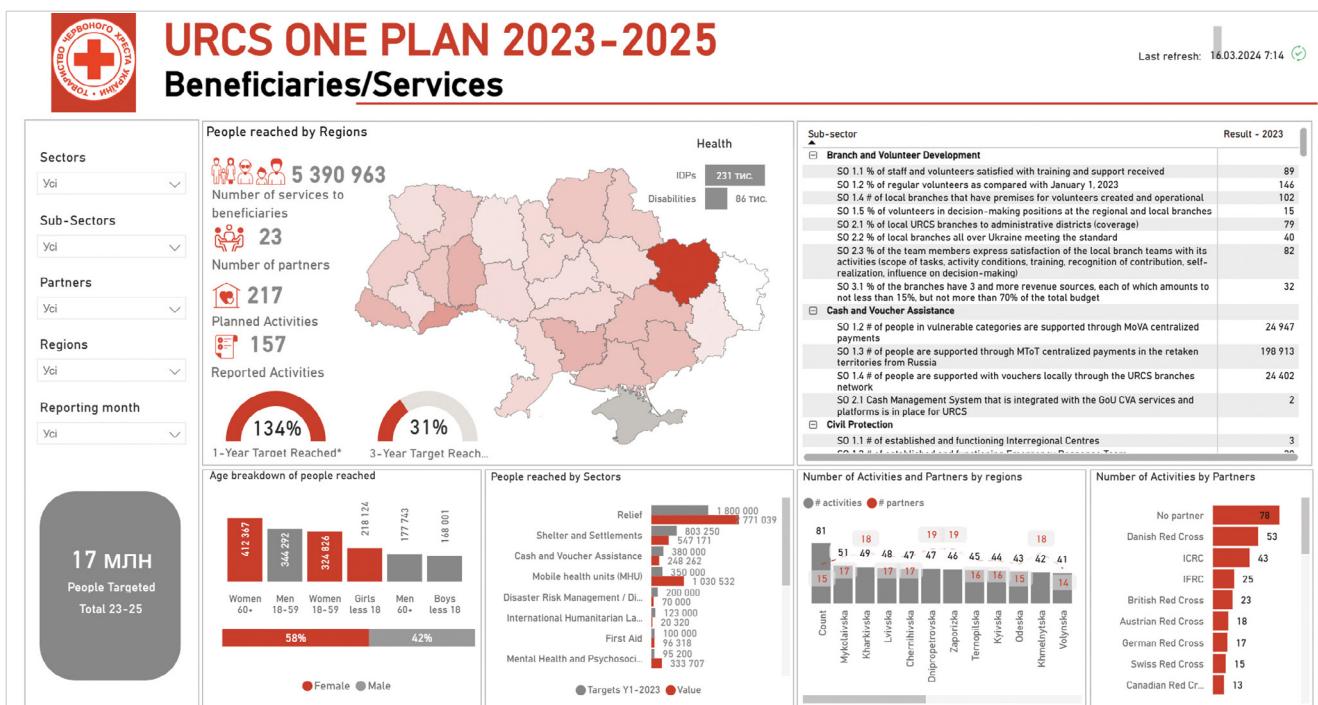
Some URCS programmes require more advanced tracking capabilities than those currently available through KoboToolBox software. Therefore, IM unit is exploring alternative or complimentary tools within existing access and resource constraints to better meet the needs of teams.

7. Policies, Operating Procedures, and other Documentation

Delays have been encountered in updating data management documentation and standard operating procedures (SOPs) that reflect the current operational context. These delays were largely to prioritisation of direct support to programme teams. To address this gap, IM unit has engaged with Partner National Societies and IFRC to receive technical support to address this matter.

CONCLUSION

The Information Management (IM) unit has demonstrated notable progress in supporting the organisation's data-informed decision-making processes. Through the development of robust data collection tools, insightful dashboards, and targeted training programmes, the team has empowered the organisation to make data-informed decisions and improve programme effectiveness. Despite existing challenges, including staff and human resource limitations, the team successfully delivered on key objectives, demonstrating a commitment to providing timely and effective support for URCS programme implementation.



Planning, Monitoring, Evaluation and Reporting (PMER)

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$136,458 ♦ 7%	
Indicators	Achievement (2023 & 2024)	Target 2023 – 2025 (% Achieved)	
SO 1.1 # of PMER guideline (with clear structure, roles and responsibility) developed and implemented	1	1	(100%)
SO 1.2 PMER multi-year plan of action approved and functioning	1	1	(100%)
SO 1.3 % of OP indicators have reference sheets, relevant methodology and measurements	100%	100%	(100%)
SO 2.1 % of sectors have long-term strategies and operational plans	50%	100%	(50%)
SO 3.1 % of projects with at least 5% budgeted for M&E	38%	100%	(40%)
SO 3.2 % of projects supported by the PMER Unit	100%	100%	(100%)
SO 3.3 # of trainings conducted for staff at national and regional level	4	20	(20%)
SO 3.4 # of lessons learned workshop conducted by PMER Unit	1	20	(5%)

KEY ACCOMPLISHMENTS

1. Monitoring and Analysis

In 2024, over 40 studies were conducted for quality assurance, including 12 studies in the second half of the year. These activities comprised post-distribution or post-activity monitoring (PDM) phone surveys with beneficiaries, as well as needs assessments. The findings informed the early stages of programme implementation and provided ongoing feedback and critical insights into programme effectiveness.

Looking ahead to 2025, the PRER unit aims to strengthen engagement with all URCS programmes to establish a systematic activity monitoring schedule. This will be the key mechanism through which PMER will continue to support the quality and effectiveness of URCS programming.

2. Strategic Review and Reporting

The PMER unit continued to lead coordination on the URCS One Plan (2023-2025), with the focus on strengthening transparency and accountability across the organisation. Comprehensive narrative reports and interactive dashboards were developed to showcase progress at the 6-, 12-, and 18-month milestones.

In response to the significant growth of the URCS operations since the adoption of the One Plan 2023-2025, PMER worked closely with all URCS



sectors to revise their indicators and subsector priorities for the One Plan 2025-2027. With the growth of the URCS, the volume of data and information also increased, which is challenging to navigate at times. In response, PMER focused on facilitating high-level summaries and a clearer overall understanding of the URCS operations for a range of different audiences.

In addition, PMER played a central role in organising the field data collection (key informant interviews and focus group discussions) for an external midterm evaluation of the One Plan 2023-2025 progress. This involved liaising closely with heads of regional and local branches to find available participants to be involved in the evaluation and to organise the logistics.

3. PMER Sensitisation

The PMER unit conducted 2 in-depth training sessions to raise awareness of PMER, along with more than 15 sessions focused on the importance of reporting and the core principles of planning, monitoring, evaluation, and learning.

Advanced training sessions were also conducted for staff of the Odesa, Kropyvnytskyi, Mykolaiv, and Kherson regional organisations. The training aimed to enhance knowledge and competencies in the areas of planning, monitoring, evaluation, and reporting. The focus was placed on using practical and relevant examples from the day-to-day activities of the regional organisation personnel. Participants noted that the information provided was highly valuable, the programme content was strong, and they acquired new skills and knowledge. Participants also demonstrated significant interest in comprehensive and in-depth instruction on the use of Kobo Toolbox forms as well as more detailed exploration of project management and grant writing topics, giving the understanding of needs to be covered at the following focused training sessions. In 2025, the PMER unit aims to expand the delivery of advanced training sessions in additional regions. To support this, interregional PMER specialists are currently undergoing training to enable them to deliver the trainings.

4. International Engagement and Capacity Building

In 2024, the URCS PMER unit participated in multiple international workshops, meetings, and training sessions, enhancing the capacity of URCS's evidence-based PMER system, fostering global partnerships, and exchanging valuable insights. The PMER team endeavours to continue learning from their international counterparts and continue to seek ways to help strengthen the quality of URCS programming and to communicate their achievements.

The unit also developed and presented comprehensive summaries of URCS's actions/interventions reported to a wider global audience, including the Situational Report on Emergency Responses in Active Conflict Zones, the Kakhovka Hydroelectric Power Plant Incident, and the Winterisation Campaign Report.

SUMMARY

Throughout 2024, the PMER unit has continued to support individual programmes with their respective programmatic or project reporting, in addition to coordinating reporting on the One Plan 2023-2025. With ongoing recruitment for a larger PMER presence at national and regional levels, the hope is that PMER will be able to provide more in-depth support to programmes throughout the various stages of the programme cycle.

Protection, Gender and Inclusion (PGI) and Safeguarding

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$84,189 ♦ 17%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.2 # of URCS policies, strategies and guidelines to which PGI Unit provided input	12	4	(300%)
SO 2.1 # of staff and volunteers aware of PGI Policy (online, training, HR etc)	150	600	(25%)
SO 2.2 # of staff and volunteers who received a PGI-related trainings (in-person trainings)	343	600	(57%)
SO 2.2 # of staff and volunteers who received a PGI-related trainings (online trainings)	1,274	600	(212%)
SO 2.3 # of URCS programmes for which PGI Minimum Standards were created and implemented	12	10	(120%)
SO 2.4 # of oblasts that have completed mapping of GBV referral services and maintain an up-to-date referral pathway	23	20	(115%)
SO 3.1 # of safeguarding policies developed and endorsed by the URCS management and Board	2	1	(200%)
SO 3.2 # of URCS staff aware of the safeguarding policy	723	600	(120%)
SO 3.3 # of URCS programmes for which Safeguarding guidelines were created and implemented	0	10	(0%)
SO 4.1 # of URCS staff and volunteers trained on Safeguarding (in-person trainings)	205	600	(33%)
SO 4.2 # of staff and volunteers trained on Safeguarding (online trainings)	73	600	(12%)
SO 4.3 % of URCS regional and local branches which have conducted a safeguarding self-audit	5	45	(11%)

KEY ACCOMPLISHMENTS

1. PGI Capacity Development Plan Creation

The PGI Capacity Development Plan was created through discussions and consultations, outlining a comprehensive strategy for 2024-2025. This plan focuses on building the capacity of URCS staff and volunteers to effectively mainstream protection, gender, and inclusion across all URCS operations. It demonstrates URCS's commitment to preventing, mitigating, and responding to violence, discrimination, and exclusion by strengthening institutional PGI capacities at all levels.



2. Development of the First-Ever PGI Policy

The URCS initiated its first-ever PGI policy, engaging the National Committee, Oblast staff, and volunteers through consultations and a survey. To ensure a collaborative approach, interviews were conducted with 22 National Committee staff. The policy is integrated into the development of the URCS Code of Conduct, ensuring that PGI and Safeguarding components are prioritised. The PGI Policy is undergoing a formal endorsement process, with dissemination plans in place.

3. Review and Approval of Code of Conduct

On April 23, 2024, the Code of Conduct was reviewed and approved. The review took into consideration the safeguarding aspects which include clauses e.g.: Adhering to zero tolerances policy against harassment, bullying, abuse, discrimination and violence of any kind, among others. All NS have signed the revised CoC, which is also mandatory for all new staff, with a total of 723 (285M, 438F) staff signing. The implementation of the signing is done by the HR team and supported by the compliances team.

4. PGI and Safeguarding Capacity Building for 2024-2025

A clear approach and priority framework for PGI and Safeguarding capacity building was established, providing a structure for rolling out both in-person and online training across all levels of the URCS.

The URCS PGI Unit joined the Ukraine GBV Sub-Cluster and Protection Cluster, ensuring active participation in gender-based violence (GBV) protection efforts. The URCS PGI Unit also serves as the Gender Focal Point for the Shelter and Non-Food Items Cluster under the Gender in Humanitarian Action Working Group.

5. PGI and Safeguarding Training and Participation

Tailored Training of Trainers (ToT) modules for specific sectors were created. Foundational PGI training materials on survivor-centred approaches to Sexual and Gender-Based Violence (GBV) are being developed. Online PGI training modules are being translated and localised, with future hosting planned on the IFRC and URCS e-learning platform.

Within Safeguarding, sensitization on safeguarding principles and practices was carried out for URCS staff and also extended to PNS staff and delegates supporting the URCS, following their obligations to ensure that the activities funded and supported do no harm to service users with focus on integration and mainstreaming of safeguarding in URCS activities. A total of 278 (74M 204F) URCS staff and 25 (10M 15F) PNS staff were sensitized.

6. Development of the Prevention of Sexual Exploitation and Abuse (PSEA) Policy

The URCS developed its PSEA Policy, reinforcing its commitment to safeguarding children and adults from any form of harm caused by misuse of power or exploitation within URCS programmes, staff, and communications. On July 3, 2024, the policy was formally approved by the URCS, aiming to protect both beneficiaries and staff from sexual harassment and exploitation, forming a critical component of the URCS's overall safeguarding framework. The policy is publicly available on the URCS website.

7. Child Protection and Anti-Harassment Policy Development

Action on the implementation of the URCS Child Protection Policy and Anti-Harassment Policy has been initiated, ensuring that vulnerable populations, particularly children and URCS staff, are safeguarded from inappropriate behaviour and exploitation.

8. PGI and Safeguarding Focal Points

Terms of Reference (ToRs) for PGI and Safeguarding Focal Points were developed, ensuring clear roles and responsibilities for PGI overseeing and implementation and safeguarding activities across URCS sectors.

9. GBV Referral Pathways and Safety Training

GBV referral pathways and information directories were developed for all 22 oblasts of Ukraine, providing clear guidance on assisting survivors of gender-based violence (GBV). A GBV guideline for IDP home accommodations was created in connection with CVA programming, ensuring that displaced populations are supported in safe and gender-sensitive environments.

10. GBV Legal Analysis and Reporting Guidelines

A legal analysis of mandatory/non-mandatory reporting of GBV cases is being developed, ensuring clarity on legal responsibilities when handling such cases.

11. Safeguarding risk assessment

A Safeguarding risk assessment was carried out between July and Oct 2024. The assessment was aligned with service delivery areas and the minimum standards outlined in the IFRC and FCDO's

four pillars of safeguarding critical for ensuring comprehensive safeguarding measures. Three of the recommendations have already been implemented: 1) strengthening safeguarding reporting mechanisms and awareness; 2) Placement of the safeguarding statement of commitment in job advertisements; and 3) posting key policies on the URCS website.

SUMMARY

Throughout 2023-2024, the Protection, Gender, and Inclusion (PGI) and Safeguarding subsector demonstrated notable progress, with the key achievements being the development of the PSEA Policy, Child Protection Policy, and Anti-Harassment Policy. The PGI Capacity Development Plan and training programmes have been vital in building staff and volunteer capacity to mainstream PGI across URCS operations. Collaboration with partners, including the GBV Sub-Cluster and IFRC, and the introduction of referral pathways and safety guidelines for GBV survivors, highlight the URCS's commitment to protecting the most vulnerable populations.



PILLAR 02. SUSTAINABLE DEVELOPMENT AND QUALIFIED SERVICES

Finance Development

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$2,691,328 ♦ 90%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 Plan of action developed for FD in NHQ and branches - % of implementation	130%	100%	(130%)
SO 2.1 # of internal audit report produced	9	12	(75%)
SO 2.2 % of actions recommended by the external audit completed	53%	100%	(53%)
SO 2.3 % of staff aware of their authority/responsibility and documents approved by authorised persons	65%	100%	(65%)

KEY ACCOMPLISHMENTS

1. Branch Assessments and Planning

Two branch assessments were conducted to evaluate the financial and operational health of URCS branches aiming to identify areas to be improved and align financial practices with organisational objectives. As part of this process, one branch plan was developed, and one plan was reviewed, ensuring that branches have clear financial strategies aligning with the broader URCS objectives.

2. ARE Committee and Internal Audit Function

Support for the ARE (Audit, Risk, and Ethics) Committee was established to strengthen governance and oversight across the organisation. The committee plays a crucial role in ensuring the accountability and transparency of the URCS's financial operations.

An in-house Internal Audit (IA) function was established through recruitment of dedicated staff, marking an important step in strengthening internal controls and financial governance within the organisation.



3. External and Internal Audits

Deloitte conducted an external financial audit of the Ukrainian Red Cross Society (URCS) for the 2022-2023 period. The audit report was published on the URCS website, demonstrating a commitment to transparency and accountability in financial reporting.

An internal audit of URCS Mobile Health Units was conducted by KPMG. The audit resulted in a comprehensive set of recommendations aimed at improving business process efficiency. Implementation of these recommendations is expected to strengthen both operational and financial management of mobile health units and support more effective use of resources.

4. Core Cost Calculation & Policy

The URCS Core Cost Calculation & Policy was developed, establishing a framework for calculating and managing core costs across the organisation. The policy aims to improve transparency, consistency, and efficiency in the allocation of financial resources related to core operational costs.

5. Governance Reform

In June 2023, the URCS Governance Reform was launched, targeting improvements in organisational efficiency, transparency, and accountability. The reform includes a review of governance structures and financial oversight mechanisms to ensure that URCS operates with a higher degree of integrity and alignment with international standards..

SUMMARY

The Finance Development subsector achieved substantial progress in 2023-2024 through the implementation of branch assessments, the conduct of internal and external audits, and the development of a Core Cost Calculation Policy. The establishment of an in-house Internal Audit function and support for the ARE Committee have further strengthened governance and oversight within the Ukrainian Red Cross Society. The Governance Reform launched in June underscores URCS's commitment to enhancing organisational transparency and efficiency, ensuring that financial processes are streamlined and accountable across all levels of the organisation.



Resource Mobilisation Development

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$822,748 ♦ 41%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 total amount of individual donations	7,453,171	6,800,000	(110%)
SO 1.2 total amount of partner (corporate) donations	6,835,780	8,300,000	(82%)
SO 1.3 # of new individual (single) donors	11682	10,000	(117%)
SO 1.4 # of individual donations (volume)	38537	112,960	(34%)
SO 1.5 # of corporate donors	8	63	(13%)
SO 2.1 # of retained individual repeat donors	23,492	3,328	(706%)
SO 2.2 total of regular donors	2,224	8,000	(28%)
SO 2.3 # of retained corporate repeat donors	8	26	(30%)

KEY ACHIEVEMENTS

1. Fundraising Totals

In 2024, the URCS Fundraising Team raised a total of approximately USD 6.95 million (≈6.18 million CHF).

- **Private Corporates:** USD 3.95 million (excluding 3 in-kind donations in the amount of USD 138.5k).
- **Private Individuals:** USD 2.99 million (primarily through online fundraising and international donors/diaspora).
- **NSIA funding (for F2F):** CHF 502,263

2. Face-to-face Campaign (F2F)

In May 2024, the F2F Project Coordinator received three weeks of training in Sweden (Stockholm and Malmö) from the Swedish Red Cross. This was followed by two expert missions to Kyiv, where the Movement delegates provided guidance and feedback on the campaign's development. In July 2024, the first team comprised of four fundraisers began operations on the streets of Kyiv. By November 2024, the team had expanded to 6 fundraisers. As of the end of 2024, 28 active regular donors were secured through F2F efforts. This has largely contributed to the diversification of the URCS's fundraising channels.

3. Digital Fundraising

Highlights from the digital fundraising include USD 490,629 raised through digital ads, USD 1 049 837

in recurring donations, and USD 750,000 resulting from email marketing campaigns.

Progress was also made in digital infrastructure through the optimisation of CRM Salesforce, development of a LiqPay-based donation platform, and improved donor journeys.

4. Corporate Donors

Both international and national corporate donors/partners were retained in 2024. In addition, 6 new donors/partners were secured during the year, with a particular focus on national entities. Partner National Societies were also mobilised to support fundraising efforts, with 11 PNS involved in the negotiations processes.

EUR 800,000 was received from the Humane Society International – Europe to support the National Pet Care Programme for 2025. The URCS also joined the American Chamber of Commerce, strengthening networking and fundraising opportunities through participation in four events and a dedicated CSR breakfast.

At the institutional level, the URCS continued to improve internal processes, including due diligence, acquisition planning, income forecasting, and in-kind policies. In parallel, a communication package progressed, including a programmes and projects sales desk (e.g. winterisation), and informational brochures.

5. Capacity Building in Private Sector Funding

Resource mobilisation has been strengthened at the interregional level with 3 fundraising specialists to support the development of REM at the local level. While previously being located in Vinnytsia regional branch, REM has expanded to Lviv and Dnipro in 2024.

A working group has been working on developing fundraising at the local level. The key developments of this group include:

- Methodical guide on grant writing;
- Template of a partner database;
- Instructions for cooperation with businesses;
- In-kind donations policy;
- Design of charity tickets;
- Instruction on QR code donations;
- Updated instructions on donation boxes;
- Instructions on organising charity events;
- Updated volunteer profile for resource mobilisation;
- Regulations on the distribution of income;
- Cooperation policy.

SUMMARY

In 2024, the URCS continued to make progress in expanding its fundraising channels and opportunities. Despite challenges related to recruitment, internal processes, reputation and the security situation, the team exceeded its key performance indicators for fundraising, launched a test campaign in-house Face-to-Face (F2F), optimised its digital fundraising efforts and continued to seek opportunities for corporate partnerships.

An action plan has been developed to enhance fundraiser motivation, optimise HR procedures, and improve donor engagement in 2025. A funding application to NSIA for the 2025–2026 phase has been granted. Recruitment for the position of fundraisers for the F2F project continues. 6 new team members were recruited and will start working in January 2025.



Face-to-face fundraising on the streets of Odesa, August 2024

Human Resources Development

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$5,882,723 ♦ 254%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 # of new policies and procedures developed and rolled out	11	12	(92%)
SO 1.2 # HR handbook covering HR topics	1	1	(100%)
SO 2.1 # of materials on developing responsibilities (both HR and personnel administration)	31	45	(69%)
SO 2.2 # HR related workshops/trainings carried out	6	6	(100%)
SO 2.3 # HR Plans (Strategic plans, plan of action, etc) developed or supported	1	1	(100%)
SO 2.4 # positions filled in the HR structure	34	14	(243%)
SO 2.5 % of HR staff compared to total headcount in the URCS	1.3%	25%	(<1%)
SO 3.1 # of analytical documents (Assessments, Surveys, reports, recommendations, job list) developed	2	1	(200%)
SO 3.2 % of staff retention (surveys, reports)	1%	85%	(<1%)
SO 3.3 # critical positions closed (meaning positions which were open for more than 3 months)	3	20	(15%)
SO 3.4 # of shortlisted candidates per open position	6	5	(120%)
SO 3.6 # activities that have increased staff motivation	2	5	(40%)
SO 3.7 % of staff who stayed after their probationary period	100%	100%	(100%)

KEY ACCOMPLISHMENTS

1. Policy Development

In 2024, multiple policies were developed and implemented, including the Learning and Development Policy, the Business Travel and Events Organisation Policy, and the Promotion Policy.

2. Performance Appraisals

2024 performance appraisals were conducted, and individual staff development decisions were made based on the results.

3. HR Management System

The HR record management system continues to be enhanced with some components moved to Odoo, the enterprise resource planning (ERP) system supported by Digital Transformation.

4. Employee Wellbeing

In the second half of 2024, a series of team-building activities were conducted aiming to support employee wellbeing and to prevent burnout in the workplace.

5. Revision of Internal Structure

The URCS organisational chart was revised with a focus on the internal department structure. All job descriptions were reviewed and signed by both the relevant line manager and staff member. In addition, up to 80 vacant positions were filled.

SUMMARY

URCS HR team continues closely working on improving staff wellbeing, maintaining a work-life balance, and optimising operational processes.

Branch and Volunteer Development (BRaVO)

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$19,183,384 ♦ 43%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 # of volunteers nationwide	7,671	6,000	(128%)
SO 1.2 # of branches involved in BRaVO	161	159	(103%)
SO 1.3 # of local branches that have operational premises for volunteers and youth	141	136	(104%)
SO 1.4 % of volunteers on the board in the local branches	23%	30%	(76%)
SO 2.1 % of local URCS branches to administrative districts (coverage)	92%	100%	(92%)
SO 2.2 % of local branches all over Ukraine meeting the standard	39%	60%	(65%)
SO 2.3 % of the teams of local branches which express satisfaction with their involvement with URCS	85%	80%	(106%)
SO 3.1 % of the local branches have 3 or more revenue sources	54%	60%	(90%)

KEY ACCOMPLISHMENTS

Branch Development

1. Local Branch Development

Efforts continue to streamline the structure of local and regional URCS organisations. Interregional specialists provided ongoing consulting and operational assistance to ensure alignment with reforms and development plans. A three-party Memorandum of Cooperation was signed with local branches, and new regulations for local branches are underway. Local organisations continue to hold community events, sign memorandums, involve new partners, and conduct resource mobilisation activities, ensuring a vibrant and engaged local presence.

Annual planning workshops were initiated across local organisations in January 2024, allowing staff and volunteers to discuss goals and plans. Workshops were initiated to discuss goals and plans for the year, with participation from staff, volunteers, development specialists, and interregional managers. These workshops provided a platform for collaboration, discussions, and aligning objectives for the year. In addition, in April 2024, 2022-203 were analysed at the Lessons Learned workshop, and 2024-2025 plans were accordingly amended.



2. Consultative Support and Capacity Building

Coordination meetings with local and regional branches continued to be held on a regular basis with the participation of interregional specialists, which facilitated effective interaction and exchange of experience. The regional volunteer development specialists received comprehensive support and advice, which also helped strengthen the volunteer movement. Offline meetings of regional specialists in branch development and volunteering provide an opportunity to analyse activities in more depth, as well as to develop and improve professional skills. Some areas of focus included branch reforms, volunteer management, and rehabilitation equipment rental points.

In 2024, multiple knowledge exchange events were held at different levels, continuing the momentum from 2023. In total, 15 experience sharing events (7 interregional, 3 national, and 5 international) were held. URCS local branches held 115 local organisational development (OD) forums, supported by regional branches and Partner organisations. This culminated in the National OD Forum with 300 participants from 24 regional branches, 156 local branches, the National Committee, and Partner organisations.

3. Training and Capacity Building

BOCA (Branch Organisational Capacity Assessment) and SAF (Safer Access Framework) sessions continued to be conducted regularly to help organisations identify priorities, improve processes, become more informed, and enhance their operational capabilities. In February 2024, a BOCA Training of Facilitators (ToF) was conducted to increase the number of BOCA facilitators, enhancing the coverage of local organisations. This ToF also included elements of SAF and resulted in 27 facilitators trained to conduct sessions with local branches. BOCA facilitators went on to lead 54 BOCA sessions over the course of 2024, in addition to 20 SAF sessions.

Local organisations also received project management training, which included knowledge on project types, team roles, and partner involvement. The local organisations also completed a capacity assessment to help prepare for project writing and partner engagement. This training was followed by a test to reinforce knowledge, enabling organisations to actively involve new partners, conduct events, and sign memorandums for future collaborations. A total of 306 branch specialists and volunteers attended these project management trainings.



4. Resource Mobilisation

Documents and instructions were developed and updated, including the adoption of a new Regulation on Resource Allocation. These regulations were incorporated into local branches' annual planning. Other documents include guidelines for corporate fundraising, grant acquisition, crowdfunding, and general fundraising strategies for local branches. The volunteer profile for the fundraising sector was also updated, and terms of reference for fundraisers in regional branches were created.

A total of 8 resource mobilisation trainings were held in 2024 (3 national and 5 regional), focusing on key tools and practical exercises. These trainings reached 244 participants across 13 regions. A pilot project for regional fundraising was also launched in 6 regions.

A notable achievement of 2024 was the production of 1,127 donation boxes with an updated design, which will be installed at the regional and local levels in 2025, and will be used in the premises of organisations and partner sites both during events and on a permanent basis. A sponsor and donor database was also introduced, along with a new resource mobilisation planning form as part of the annual planning process.

5. Grant Concepts

In collaboration with specialists from the relevant departments of the URCS National Committee, 7 grant concepts were developed in alignment with the strategic directions of the URCS programme activities, ensuring the highest quality of applications and their compliance with the priorities outlined in the concepts.

An additional UAH 14,768,412.12 was allocated to address previously unmet renovation needs. The primary focus was placed on the improvement of the premises' accessibility by creating a barrier-free environment, including the installation of ramps, handrails, and upgrades to entrance areas. Additionally, facade renovations were carried out, enhancing both the aesthetic appeal and durability of the buildings. Furthermore, interior spaces were renovated to serve as hubs for implementing grant projects, facilitating the effective development of new initiatives.

6. Volunteering Development

In the first half of 2024, there were many achievements in volunteer development, including a return to traditional volunteering in 14 regions where monetary compensation was abolished for volunteer hours, the approval of regulations on volunteering and volunteer leaders, the transition to the Odoo platform for better information management on volunteers, and a national volunteer camp and volunteer assembly.

Youth and volunteer development remain a priority within the BRaVO programme for the latter half of 2024, with additional youth and volunteer spaces created in local organisations to foster youth engagement and leadership. In March 2024, training of trainers (ToT) on volunteer management for public organisations was organised. These trainers went on to conduct 23 two-day training sessions throughout the year. These trainings reached 403 individuals and nine different local branches. The training focused on the fundamentals of volunteer management, development planning, and motivation of existing volunteers. Feedback from participants was overwhelmingly positive, with a strong appreciation for the practical exercises included in the sessions.

SUMMARY

The Branch and Volunteer Development subsector achieved notable progress in 2024, with the expansion of the BraVO programme, effective resource mobilisation, and investments in branch infrastructure. The implementation of BOCA and SAF frameworks enhanced branch capacity, while ongoing training and volunteer management initiatives strengthened local and regional operations. Key efforts in consultative support, project management training, and regular meetings improved branch capabilities, while new initiatives focused on volunteer and youth development laid the foundation for sustainable growth within the URCS. In 2025 and beyond, BRaVO will continue to use the experience and lessons learnt to keep improving on its branch and volunteer capacities.

Youth Development

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$1,121,188 ♦ 7%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 # the number of Youth Centres established	223	40	(557%)
SO 1.2 % of youth in the board in the local branches	5%	35%	(14%)
SO 1.3 % of young volunteers and staff that express satisfaction with their involvement with the URCS	89%	100%	(89%)
SO 2.1 # young beneficiaries of all youth-related activities by the end of 2025	9,996	9,000	(111%)
SO 2.2 # of youth engaged in new humanitarian education activities (Sexual Education and Conflict resolution)	85	1,000	(9%)
SO 2.3 # of community youth actively involved in evaluating and addressing contextual needs and challenges in target branches	543	530	(102%)

KEY ACCOMPLISHMENTS

1. Establishment of the Youth Development Sector

A specialised Youth Development Sector was established within the Volunteer and Youth Development Department. This sector is dedicated to expanding and enhancing youth engagement initiatives across the URCS.

2. Launch of Sexual Reproductive Health and Rights and Conflict Management

A new type of youth outreach activity focused on sexual reproductive health and rights and conflict management was introduced, including the preparation of a manual to support these initiatives. Workshops were held to understand needs and public awareness, develop a trial manual, and pilot the first sessions in communities. Local specialists were identified to lead the sessions. This marked a significant step in providing comprehensive education to young people and addressing critical health topics.

3. Expansion of Youth Initiatives Nationwide

The geographical coverage of youth initiatives has expanded to include the entire government-controlled territory of Ukraine, except for Kherson region, ensuring that more young people across the country have access to URCS's youth programmes and resources.



4. Training and Capacity Building

15 regional and 2 national training sessions were held for facilitators of humanistic education initiatives, including Life Skills and Sprint programmes. Trainings for peer educators through the Youth as Agents of Behavioural Change (YABC) initiative was also conducted, along with 2 refresher trainings for youth educators.

For the first time in Ukraine, a training for facilitators on the new youth initiative Conflict Management was held jointly with the DRCY in December 2024 where 19 facilitators were trained.

5. Support for Youth Initiatives

A total of 182 youth initiatives were supported under the Sprint methodology, empowering young people to implement innovative and community-focused projects across Ukraine.

6. Volunteer and Youth Spaces

As part of a grant competition for local URCS organisations, 42 applications were received for the establishment of volunteer and youth spaces. This initiative supports the creation of safe and engaging spaces for youth to participate in URCS activities.

7. Youth Camps

A national youth camp for URCS youth was held in an updated format, offering new activities and experiences to enhance youth engagement, leadership skills, and community involvement. In total, 50 participants participated in the camp.

A regional youth camp for the community was held in the Khmelnytskyi region (Khmelnytsky, Ternopil, Mykolaiv, Chernivtsi and Vinnytsia regions) fostering community engagement and providing youth with opportunities for growth and development, with a total of 149 participants, including 19 who volunteered during the month.

8. Focus Groups and Partner Workshops

26 focus groups and 35 workshops with partners were held, focusing on youth development. These discussions provided insights into youth needs, challenges, and opportunities for collaboration with various stakeholders.

9. The Day of Youth

In August 2024, most URCS branches marked the Youth Day. A total of 10,048 participants were reached across Ukraine, including 7,092 youth.

SUMMARY

In 2023-2024, the Youth Development subsector made significant progress, with the establishment of a dedicated youth development sector, the launch of sexual education initiatives, and the expansion of youth outreach across Ukraine. Training programmes like Life Skills (SRHR), Sprint, YABC and Conflict management continue to build capacity among young people, while the creation of volunteer and youth spaces supports long-term engagement. Through focus groups, workshops, and national and regional youth camps, the URCS is fostering leadership, education, and active participation among youth, ensuring they play a central role in their communities and the organisation's activities.



Digital Transformation

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$1,845,940 ♦ 37%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 % of tickets/requests to the helpdesk successful closed	97%	80%	(97%)
SO 2.1 % of project implementation at the HQ level	34%	100%	(34%)
SO 2.2 % of project implementation at the regional level	15%	50%	(30%)
SO 2.3 # of digital projects	57	10	(570%)
SO 3.1 # of HQ users (activated licenses Odoo) who actively interacted through the digital platform	336	415	(81%)
SO 3.2 # of regional users (activated licenses Odoo) who actively interacted through the digital platform	322	150	(215%)
SO 4.1 # of trainings for employees and volunteers organised each year	22	10	(220%)

KEY ACCOMPLISHMENTS

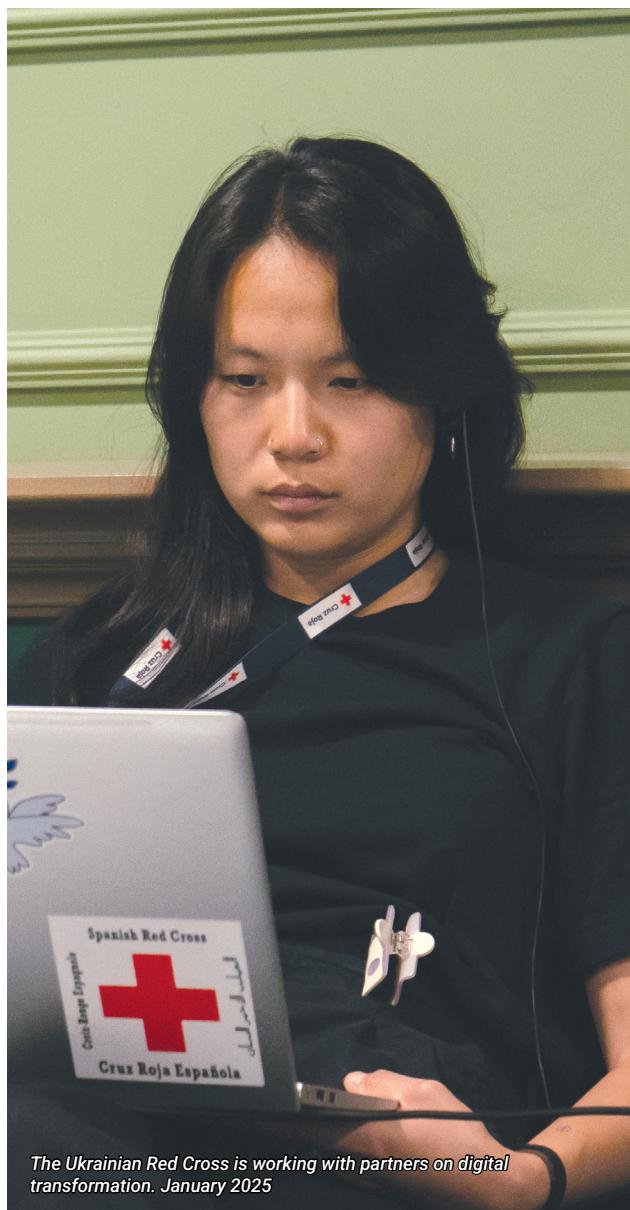
1. Development of the Digital Transformation Department

In 2023, the Digital Transformation initiative expanded to the level of a full department, which now includes the Business Analysis Division and the Project Management Division. This growth reflects the organisation's commitment to enhancing digital capabilities and operational efficiency across the Ukrainian Red Cross Society (URCS).

2. Digital Education Initiatives

A Microsoft 365 training programme was successfully conducted for 680 employees of the URCS. The training covered essential tools such as Word, Excel, PowerPoint, OneNote, Outlook, Microsoft To Do, Planner, Microsoft Viva, SharePoint, and One-Drive. A total of 644 employees (95%) passed the final exam after completing 7 webinars with Microsoft partners. The need for a strategic digital education programme for employees and volunteers was identified, leading to the launch of an initiative to develop a digital training platform. The platform will feature:

- Video tutorials and training materials.
- Tests and evaluations for knowledge assessments.
- A knowledge base for departments.
- HR monitoring tools for tracking staff development.



3. Project Launches

In 2023, 19 digital projects were initiated, all at various stages of implementation. The projects are coordinated by the Digital Transformation team, ensuring smooth progress and integration across URCS operations.

4. Digital Commission and Approval Procedure

In March 2023, a Digital Commission was introduced to ensure that all digital transformation projects align with the Company's Digital Development Strategy. The procedure involves:

- Approving digital projects.
- Reviewing information resources.
- Selecting the best projects in a controlled and strategic manner.

The project committee includes the CEO, Deputy CEO, and heads of relevant departments, ensuring high-level oversight of digital initiatives.

5. Odoo ERP Implementation

The Odoo ERP system was launched with the support of partners, focusing on enhancing operational efficiency across URCS. Key modules implemented in 2024 include:

- HR accounting module for the National Oil and Gas Company of Ukraine.
- Project and programme management module.
- International agreements and donor registry module.
- Volunteer management module.
- Transportation management module.
- Electronic route sheets module.

Ongoing deployment includes:

- Financial management module.
- ERP Odoo for Logistics and Procurement.
- Warehouse accounting module.
- E-learning platform customisation and launch.
- Corporate portal for managing headcount and employee needs.
- CRM system implementation for MSMEs.
- IMB digitalisation project.

6. DHIS2 CRM Implementation

The DHIS2 CRM system was implemented across 23 regions of Ukraine, with comprehensive training provided to users. This included the development of training materials and presentations to ensure a smooth rollout.

A DHIS User Support Service was established within Odoo to manage user requests and resolve issues efficiently. Weekly analysis of regional performance in DHIS is conducted, and feedback is provided to regional teams to improve system usage.

7. Digital Transformation of Home-based Care

In response to a request from the Home-Based Care (HBC) team, a customised version of DHIS2 was developed to meet the specific needs of the programme. The system was launched in two regions, supporting the URCS's goals for improved care delivery.

8. Digital Transformation of the Rehabilitation Sector

For the physical and mental rehabilitation sector, DHIS2 was implemented, tailored to collect relevant data. Sample reports were created, and mechanisms to monitor the efficiency and quality of the team's work were established, enhancing the operational effectiveness of rehabilitation services.

SUMMARY

In 2023-2024, the Digital Transformation subsector of the URCS has demonstrated substantial progress, with the establishment of a dedicated department and the successful implementation of key projects, including the Odoo ERP system and DHIS2 CRM. Significant achievements were made in digital education through comprehensive Microsoft 365 training, while the development of a digital learning platform will further enhance staff capabilities. The introduction of the Digital Commission has ensured structured oversight of all digital projects, and ongoing efforts in areas like volunteer management, financial systems, and rehabilitation sector digitisation demonstrate a strong commitment to enhancing operational efficiency and service delivery through digital means.

Communication Development

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$2,737,197 ♦ 23%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 RCRC Reputation Ranking is maintained at a defined percentile of positive opinion (%)	77%	100%	(77%)
SO 2.1 # of people reached with the URCS media channels (subscribers)	188,142	625,000	(30%)
SO 3.1 # of events for media	4	24	(17%)
SO 3.2 # of podcasts	3	20	(15%)
SO 3.3 # events held to discuss the humanitarian situation (including round tables and forums)	18	24	(75%)

KEY ACCOMPLISHMENTS

1. Event Organisation for Ministers of Health of Ukraine and Denmark

A visit by the Ministers of Health of Ukraine and Denmark to the URCS Psychosocial Support Centre was organised. An exhibition was set up at a shopping center in Kyiv, featuring various activities. The communication team facilitated:

- Event accompaniment.
- Coordination with shopping center representatives.
- Venue preparation and logistical support.
- Coordination with the film crew for media coverage.
- Signing of memorandums to formalise partnerships.

2. Joint Study Presentation with IMPACT

A presentation was organised for the joint study with IMPACT, "Current Situation and Prospects for Ukrainian Refugees: From Emergency Response to Return and (Re) Integration". The event provided a platform for discussing critical data and strategies concerning refugees, emphasising the transition from emergency response to long-term integration.

3. Construction of Podcast Studio

The construction of a podcast recording studio was completed. The studio will serve as a key communication tool, enabling the URCS to produce podcasts that highlight their activities, raise

awareness, and engage the public on important humanitarian issues.

4. Regional Communication Volunteer Training

A comprehensive programme was developed to train regional communication volunteers, and 5 iterations of the two-day offline training were conducted. A total of 94 individuals were trained. The training aimed to 1) enhance communication skills, and 2) equip volunteers with the tools and knowledge to effectively represent the URCS in their respective regions.



5. Exhibition and Visual Support for Interregional Office in Lviv

Exhibition and visual support were provided for the opening of the URCS interregional office in Lviv. The communication department ensured that the event was visually impactful, raising awareness of the Ukrainian Red Cross's expanded presence in the region.

6. Video and Design Materials Creation

Several videos showcasing the activities of the URCS were produced, capturing key moments and initiatives. A variety of design materials were created to support the organisation's communication needs, ensuring cohesive branding and visual storytelling across all platforms.

7. Partnered Campaigns

Partnership with Coca-Cola: The construction of a new artesian well in Chornobaivka was highlighted through media campaigns, emphasising the importance of sustainable access to clean water. The initiative aimed to improve water availability in southern Ukraine. Digital and media outreach played a key role in raising awareness. A grant support programme for agricultural households in Kharkiv and Kherson regions was also communicated widely, focusing on its impact in restoring livelihoods and boosting economic recovery in the affected regions. Success stories were shared to show the programme's positive effects. Other campaigns included the distribution of modular boiler houses to communities, which was featured in 194 digital publications, 9 media reports, and 84 social media posts, reaching nearly 1 million people through media and 10 million on social media. In addition, a festive beverage distribution campaign, with 1.5 million bottles delivered to communities, generated significant media coverage. The campaign included 18 digital publications, 2 media reports, and 21 social media posts reaching 673,000 people through media and 11.5 million via social media.

Partnership with World Food Programme (WFP): During the implementation of the WFP programme in Kherson, the URCS regularly communicated key updates through 3 social media posts each month, keeping the local community informed about food assistance. The team actively handled media inquiries, ensuring timely responses and media coverage about the programme's progress. In addition, video content was created to visually showcase the distribution process and the programme's positive impact on local communities. These efforts helped raise awareness and foster trust, ensuring that the affected populations had access to crucial information.

Other Communication Campaigns: A media campaign supported the launch of inclusive bank cards

with Unex Bank (White Card initiative), aiming to improve access to finance for vulnerable groups. The campaign on financial inclusion reached 20,000 people through 12 digital publications and 4 social media posts. In December 2024, the URCS also ran a campaign to raise awareness about protecting the Red Cross emblem and the importance of safeguarding humanitarian symbols. This international campaign was communicated through 4 social media posts, reaching approximately 20,000 people.

8. Media Centre

In 2024, the communications department successfully launched a media centre to centralise and streamline communication efforts, focusing on key humanitarian topics. The department developed a cohesive visual identity (branding) for the centre, including a new logo, color scheme, and design elements, ensuring consistent and professional representation across all platforms.

A website was created to serve as a hub for information, providing updates, resources, and insights on ongoing projects and humanitarian initiatives. The department also expanded its presence on social media, engaging with a broader audience through regular updates, articles, and visual content. In addition, the media centre became a platform for authoritative content, producing original articles and materials that focused on various aspects of the humanitarian sector, raising awareness and educating the public about key issues. This integrated approach allowed for more direct communication with stakeholders and the general public.

SUMMARY

IN 2024, The Communication Development sub-sector has made significant progress, playing a key role in supporting high-level visits, organising exhibitions, and enhancing public visibility of the URCS's activities. Through strategic communication efforts such as event support, volunteer training, video production, and the construction of a podcast studio, the Ukrainian Red Cross has strengthened its ability to engage with diverse audiences and promote its mission. These achievements have positioned the organisation to better communicate its impact and foster stronger partnerships at both the national and international levels.

Legal Base Development

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$205,747 ♦ 29%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)*	
SO 1.1 Legal due diligence of civil, commercial and other contracts, including additional agreements	2,171	720	(302%)
SO 1.2 Contractual and legal support for the implementation of the Ukrainian Red Cross Society projects (percentage of contracts processed monthly to meet project obligations) received	108	50%	(95%)
SO 2.1 Documents for registration of information on the real estate of the Ukrainian Red Cross Society and its organisations submitted to the State Register of Real Property Rights	2	4	(50%)
SO 2.2 Statutory documents for newly established Ukrainian Red Cross Society enterprises developed	4	1	(200%)
SO 2.3 Court proceedings participations	47	12	(392%)
SO 3.1 Legal proceedings to prohibit the unauthorised use of the Red Cross emblem initiated	5	6	(83%)

KEY ACCOMPLISHMENTS

1. Support for Regional Organisations

The Legal Department has developed standard forms of regulations on regional and local organisations approved by the Board of Directors, which are currently followed by 20 regional and more than 20 local URCS organisations. To ensure the sustainable operation of the Company, full legal support was provided for the National Committee and the Zaporizhzhia, Ternopil, Kharkiv and Ivano-Frankivsk URCS regional organisations, including support for the purchase of real estate.

- Regulations on conducting internal investigations in the Company;
- Procedure for organising, preparing and holding meetings of the Management Board and the Presidium of the Company.

To ensure the proper functioning of the Company, together with other departments, the above regulatory documents were developed. For example, the Anti-Fraud and Corruption Policy and the Regulations on Internal Investigations prepared by the department in cooperation with the Risk Department have significantly increased personal responsibility and integrity. The approval of the Code of Conduct for USCR members, volunteers and employees enabled the organisation to take further decisive steps in implementing the concept of conscious membership in the URCS.

2. Preparation for the National General Assembly

To ensure the successful execution of the Congress of the Society in 2026, three standard regulations on the procedure for reporting elective conferences were developed and prepared: for regional organisations, local organisations and the Society branches.

4. Legal Analysis

The Legal team conducted a legal analysis of more than 2000 contracts and memorandums to ensure further project implementation for the URCS and ensure its operations. Standard in-house forms of purchase and sale and construction contracts were also developed, under which the Company purchases goods and carries out construction.

3. Development of Local Acts

The following regulatory documents were developed in cooperation with other departments:

- Anti-Fraud and Anti-Corruption Policy;
- Code of Conduct for members, volunteers and employees of the Company;
- Policy on Prevention of Sexual Exploitation and Abuse;

5. Cooperation with Law Enforcement

The URCS cooperated with law enforcement agencies in criminal cases related to the unlawful receipt of payments by individuals. The URCS processed 160 information requests related to criminal cases where the organisation holds the status of an injured party. These actions reinforce the proactive approach of the URCS to protect its resources and ensure accountability.

6. Litigation

The URCS's interests were represented in court proceedings, resulting in favourable judgements, totalling over UAH 11 million.

7. Real Estate

A full legal analysis (due diligence) was conducted on the purchase of premises by the URCS in the following cities: Dnipro, Odesa, Okhtyrka, Chop, and Khodoriv. A full legal analysis (due diligence) was also carried out on the purchase of premises for Zaporizhzhia, Ternopil, Kharkiv and Ivano-Frankivsk regional organisations.

8. Legal Support for Activities of Governing Collegial Bodies

Legal support is provided for meetings of the URCS's governing bodies (the Management Board and the Presidium of the Management Board) and meetings of the Company's Audit, Risk Management and Ethics Committee on a regular basis.

The Legal Department constantly provides support to meetings of the URCS's governing bodies, ensuring their proper functioning and of the organisation. The approval of the Procedure for organising, preparing and holding meetings of the Management Board and the Presidium of the URCS makes the procedure for holding meetings of governing bodies as transparent and open as possible, in compliance with uniform requirements in the URCS.

9. Support for URCS Commercial Activities

The Legal team has provided legal support to the Company's subsidiaries, including support of governing boards meetings, contractual work, etc. Continuous support of the URCS commercial activities contributes to the financial stability of the organisation in the future, ensuring the uninterrupted implementation of its humanitarian mission at a high level.

10. Awards

A mechanism of awards and honors in the Society for members, employees and volunteers has been developed. The introduction of the new, incentive-based award system and the update of the awarding procedure resulted in the activation of the URCS volunteers and employees and encouraged them to realise their potential to fulfill the URCS's humanitarian mission.

SUMMARY

The URCS has made significant progress in strengthening its operational structure and meeting humanitarian needs. Efforts to support regional organisations have enabled regional and local organisations to work in accordance with uniform standards. An important result of the conclusion and updating of the already signed memorandums of cooperation with the Ukrainian government authorities was the advocacy of the humanitarian mission and statutory activities of the URCS. Relevant preparations are already underway to ensure a successful Congress in 2026, namely the relevant conference regulations have been developed and adopted. The adoption of such provisions allows the full realisation the rights of the URCS members to participate in the management of the URCS and its organisations.



Logistics, Fleet, and Procurement

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$7,395,747 ♦ 92%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
Fleet			
SO 1.1 # of staff trained on SOPs and policies on fleet management	195	100	(195%)
SO 1.2 # of vehicles timely maintained and repaired (according to internal regulations)	577	500	(115%)
Logistics			
SO 1.1 # of warehouse facilities expanded and owned by URCS that are appropriately equipped	2	3	(66%)
SO 1.2 # of requests processed for the issuance of goods and material assets	2,126	2,000	(106%)
SO 1.3 # of staff who received training in warehouse management	175	68	(257%)
SO 2.1 # of humanitarian aid delivered (number of cargos, vehicles, etc.) on timely manner	2,892,398	2,400,000	(121%)
SO 2.2 # of staff who have received relevant training on managing the donations of humanitarian and charitable aid	299	100	(299%)
Procurement			
SO 1.1 # of staff who received training in procurement management	365	100	(365%)
SO 1.2 # of regional branches which improved the capacity in conducting transparent and accountable procurement on their level	152	50	(304%)

KEY ACCOMPLISHMENTS

1. Vehicle Maintenance and Technical Condition

All vehicles in the URCS fleet that underwent maintenance are now in excellent technical condition, ensuring they are fully operational and safe for use. This proactive maintenance approach ensures the fleet's reliability and supports efficient logistics operations across the organisation.

2. Fulfilment of Transport Requests

All transport requests received by the Logistics and Fleet Department have been fulfilled in a timely manner, demonstrating the department's capability to manage and respond to transport needs effectively. This achievement highlights the efficiency of the logistics network in supporting URCS activities, whether for humanitarian aid distribution, personnel transport, or other operational needs.

3. Zero Traffic Accidents

No traffic accidents caused by the department's drivers have been reported, showcasing professional and safety standards upheld within the Procurement Logistics Department. This record reinforces the department's commitment to ensuring safe and efficient operations while maintaining a high level of responsibility on the road.

SUMMARY

The Logistics, Fleet, and Procurement subsector of URCS has achieved a notable level of operational excellence in 2024, with vehicles maintained in optimal condition, 100% fulfilment of transport requests, and an impeccable safety record. These achievements reflect the subsector's dedication to supporting the organisation's logistics needs, ensuring that transport operations are efficient, reliable, and safe. The subsector aims to continue this track record into 2025 and beyond.

Social Services Development and Standardisation

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$434,474 ♦ 1%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.2 # of standardised existing social services	2	4	(50%)
SO 1.3 # of regional branches providing standardised services	1	6	(16%)

KEY ACCOMPLISHMENTS

1. Coordination with National Authorities

The department maintains regular communication with the Ministry of Social Policy and the Social Protection Fund for Persons with Disabilities to introduce and improve social services. Monitoring legislative changes in the social sector ensures that the URCS's services are compliant with updated regulations.

All regional URCS organisations were successfully registered as social service providers. Vinnytsia and Korosten CSOs signed agreements with the Fund for Social Protection of Persons with Disabilities to provide an experimental service focused on building resilience.

2. Piloting the "Kramnytsia" Second-Hand Store

A second-hand store, Kramnytsia, which was officially "Kramnytsia" (Charity Shop) social project of the Ukrainian Red Cross in Khmelnytskyi. February

2025 opened on October 30, 2024, and is currently being piloted in Khmelnytskyi. Part of sales and proceeds from events the store hosts go towards the needs of vulnerable segments of the population. The target category selected is dependent on needs and requests.

Clothing (more than 1072.8kg) and other items were collected and sorted in cooperation with the Volunteer and Youth Department. So far, two events have been organised that are aimed at increasing environmental awareness and developing creative approaches to upcycling clothing. These types of activities are ongoing.

The Kramnytsia team also joined the charity initiative and donated items and toys to the Solobkovets educational and rehabilitation centre. This institution is home to 120 children aged 6 to 20 who have special educational needs due to complex developmental disorders.



3. Commercial Home Care Service

A business plan for the Home Care Service was developed, with key actions completed:

- Budget and tariffs for the service were calculated, along with a step-by-step project launch plan.
- Staffing plans, job descriptions, and a memorandum of cooperation with a local organisation were prepared.
- A marketing strategy for the service was developed.
- Consultations were held regarding the legal form, taxation system, and other necessary components for launching the service.

The service is expected to be piloted through the establishment of a limited liability company (LLC) under the URCS. The possibility of launching an in-patient care service in Zakarpattia Oblast is also under consideration.

4. Community Centres Project

The Community Centres project has progressed with many key developments over the past 24 months. Firstly, a tool for assessing organisational capacity was created, and selection visits were conducted, resulting in a shortlist of 14 pilot locations. Next funding was confirmed for centres in Dnipro, Zaporizhzhia, Ternopil, Korop (Chernihiv Oblast), Shepetivka (Khmelnytskyi Oblast), Oleksandria (Kirovohrad Oblast), Ladyzhyn (Vinnytsya Oblast), Zbarazh (Ternopil Oblast), Okhtyrka (Sumy Oblast). Premises were purchased in Zaporizhzhia, Okhtyrka, Dnipro, and the construction of the Community Centre in Vinnytsia is underway, as well as the extension of the premises of the Community Centre in Korop.

The first 3 Memorandum of Cooperation between the National Committee, Regional Branch and Local Branch were signed. Teams of Community Centres were formed in Zaporizhzhia, Korop, Vinnytsia, Ladyzhyn (partially), Shepetivka (partially) and induction training for all centres' specialists and training in social counselling for consultants were conducted. 5 Community Centres became operational in Zaporizhzhia, Korop, Vinnytsia, Ladyzhyn, and Shepetivka, including the first focus group discussions to assess the needs of the communities

SUMMARY

IN 2023-2024, the Social Services Development and Standardisation subsector has achieved significant progress through the implementation of social services, the piloting of new initiatives, and close cooperation with government authorities and donor partners. Key projects such as the second-hand store "Kramnytsia", the Home Care Service, and the Community Centres are advancing, with plans to expand their reach and impact by the end of the year. The department continues to ensure that URCS's social services are standardised, sustainable, and responsive to community needs across Ukraine.

MEDIA

- Second-hand store Kramnytsia [Instagram](#)

Risk Management Development

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$822,748 ♦ 25%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved) *	
SO 1.1 Annual Risk Management, Compliance and Security Development Plan - % of implementation	65%	100%	(65%)
SO 1.2 % of staff aware of their authority/responsibility and documents approved by relevant persons	100%	100%	(100%)
SO 1.3 % of incidents (risk, compliance, security) successfully processed by the Risk Management department	100%	100%	(100%)
SO 1.4 % of equipment that receive regular IT security updates	91%	100%	(91%)
SO 2.1 % of staff and volunteers educated in the principles of risk management, security, and compliance	100%	100%	(100%)
SO 2.2 % of staff possessing foundational knowledge and competencies necessary for contributing information to risk management, security, and compliance	100%	100%	(100%)
SO 2.3 % of staff equipped with basic understanding and abilities in cybersecurity and data protection domains	100%	100%	(100%)

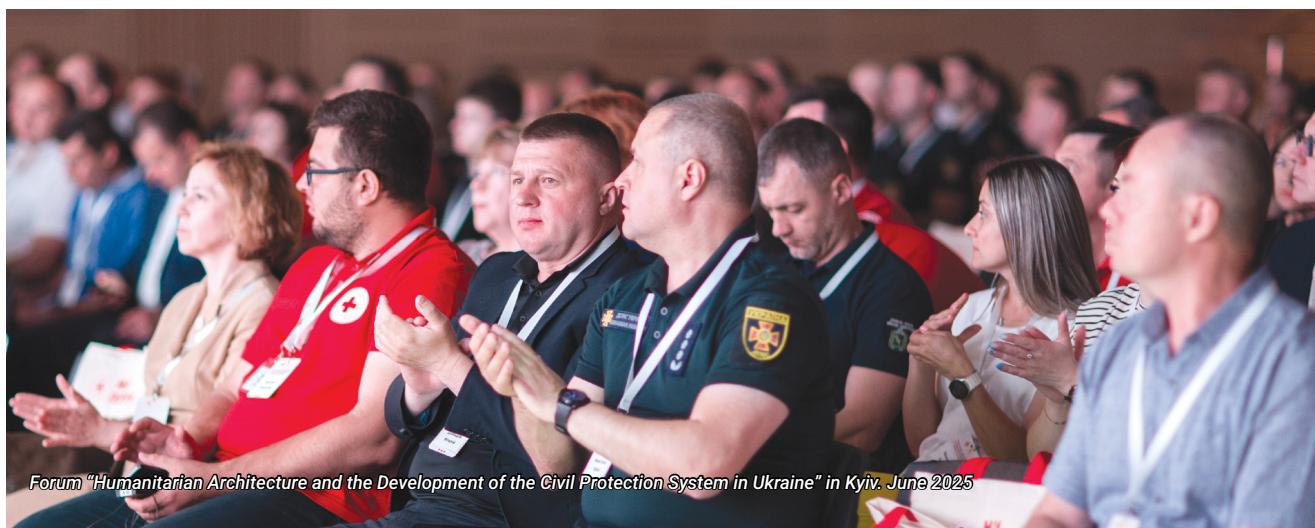
KEY ACHIEVEMENTS

1. Embedding PGI, CEA, and Environmental Considerations into Risk Management

Gender and Diversity Sensitivity: the URCS mainstreamed gender, age, and diversity (GAD) dimensions across its risk management methodologies, in alignment with PGI principles. Risk assessments were systematically adapted to identify vulnerabilities linked to marginalised populations. The department introduced compliance trainings incorporating intersectional risk factors, ensuring alignment with safeguarding standards and fostering an inclusive operational environment.

Accountability and Case Management: A major milestone was the launch of the Integrity Line in January 2024 – a confidential, accessible mech-

anism for reporting misconduct, fraud, and safeguarding violations. The system enhanced the URCS's ability to detect early warning signs and apply timely mitigation. The Integrity Line received 168 case submissions throughout the year. All cases were triaged using predefined risk criteria and led to either targeted internal investigations or in-depth risk assessments. The typology of reports – ranging from fraud and abuse of power to conflicts of interest and retaliation – provided critical inputs for organisational learning and continuous improvement. These cases informed the design of safeguarding protocols, reinforced the compliance framework, and strengthened the URCS's internal control mechanisms.



Forum "Humanitarian Architecture and the Development of the Civil Protection System in Ukraine" in Kyiv. June 2025

2. Engaging Communities and Branches in Risk Ownership

URCS rolled out the “Security 360: Security, Risk and Compliance” initiative across all 21 oblasts, training over 1,752 staff and volunteers. This cross-functional programme bridged knowledge gaps in compliance, data protection, cybersecurity, and safeguarding. An additional 1,000 personnel accessed resources through online education and reference materials. This initiative reinforced a culture of risk awareness and accountability, shifting risk management from a headquarters-centric function to a decentralised, branch-embedded capability.

3. Institutionalisation of a Strategic and Inclusive Risk Framework

Risk Management developed and approved a Three-Phase Risk Management Development Strategy, enabling a phased rollout of risk governance practices. A comprehensive risk management system was established, including Risk Management Methodology, Risk and Incident Registers, Risk Maturity and Internal Control Maturity Models, Main Risk Indicators and Risk Appetite for 2024, Integrated Protection, Gender, and Inclusion (PGI), Community Engagement and Accountability (CEA), and environmental dimensions into all risk assessments and tools.

At a local level, local engagement mechanisms were introduced through the decentralised Integrity Line, feedback loops, and participatory risk identification at branch level.

4. Compliance, Ethics, and Reporting Infrastructure

Risk Management team conducted the first ever Conflict of Interest Declaration Campaign, reviewing over 2,600 declarations and documenting all risk cases with tailored mitigation recommendations. The team also completed over 300 Conflict of Interest checks and 300 reference/reputational verifications for candidates and staff. 30 Third-Party Risk Assessments on vendors, partners, and suppliers were also conducted. Lastly, the Anti-Fraud and Corruption Guidelines were disseminated across the organisation.

5. Control Environment and Policy Development

The team developed and implemented over 10 foundational policies and tools:

- Code of Conduct,
- Internal Control Policy,

- Data Protection Policy,
- Know Your Partner Policy,
- Conflict of Interest Guidelines,
- Investigation Charter,
- Security Risk Management Methodology,
- Security Incident Register,
- Risk Management Methodology,
- Comprehensive Risk Register,
- Data Breach Register,
- SOP for Field Trips,
- System for Alerting Employees and Volunteers, a Business Process Tree and related maturity models for organisational mapping and risk-based improvement were also developed and implemented.

6. Project and Programme Oversight

In 2024, Risk Management delivered 5 individual risk assessment reports, 1 consolidated organisational safeguarding risk assessment, 2 project-specific risk registers that were adapted to donor compliance needs, and 3 penetration tests. The team also successfully executed the first OSINT-based investigation.

7. Capacity Building and Stakeholder Engagement

The 2024 Development Plan was introduced through a participatory process that involved both the National Committee and regional stakeholders. This involved the delivery of risk-informed trainings to over 1,750 individuals through such elements as the “security 360” cross-functional training programme, targeted sessions on risk/compliance/safeguarding, and e-learning content and guidance tools.

8. Governance and Strategy Influence

The Risk Management Department contributed to the Risk Sharing Project and actively participated in the revisions of the URCS corporate governance roadmap, supporting improved accountability and risk oversight.

CHALLENGES

1. Staffing Shortages

Despite the department's strategic importance, several key units – specifically the Risk Management Sector and the Data Protection Sector – operated without any full-time staff throughout 2024. Until September 2024, the Cybersecurity Sector remained unstaffed. To maintain operational continuity, the Chief Risk Officer (CRO) and the Compliance Unit – whose staff were recruited in Q2 and Q3 of 2024 – assumed additional responsibilities and covered critical functions. While recruitment efforts improved in the second and third quarters for the Compliance and Cybersecurity units, full staffing across all sectors remains a significant gap to be addressed in 2025.

2. Workload Pressures and Reactive Demands

The Department faced a surge in investigations, risk assessments, and compliance reviews, often on urgent deadlines. Strategic planned activities were delayed due to the limited availability of core personnel.

3. Recruitment and Compensation Gaps

Market non-competitiveness of salary scales hindered the URCS's ability to attract and retain qualified professionals in specialised areas such as risk management, compliance, cybersecurity, data protection, delaying policy rollouts and maturity curve progression.

STRATEGIC PRIORITIES FOR 2025

In 2025, the URCS will focus on strengthening the maturity of its risk, compliance, and security systems, building on the foundations established in 2024. Key priorities include preparing for ISO 37001 and ISO 27001 certification, advancing policy and tool development, and expanding field-level monitoring to enhance accountability and operational integrity across the organisation.

SUMMARY

The URCS made a transformative leap in formalising and institutionalising its risk management system. These efforts were guided by a strategic vision, grounded in international best practices, and operationalised through the development of policies, methodologies, tools, and training programmes. The Risk Management Department, though operating under structural and resource limitations such as constrained staffing conditions, delivered tangible outcomes across risk, compliance, security, cybersecurity and safeguarding domains.

With over 65% of its annual plan delivered (44 tasks), the Department established a robust institutional foundation for risk and compliance governance. The 2024 cycle marked a transition from foundational system design to operational impact, setting the stage for deeper institutionalisation and ISO-certified maturity in 2025. The URCS enters the next phase prepared to scale its second-line defense systems, improve automated oversight, and reinforce ethical, secure, and accountable humanitarian action across Ukraine.

MEDIA

- Security and risk management seminar for URCS heads of regional and interregional offices in Kyiv and Lviv [Telegram](#)
- Safety 360: Security, Risks and Compliance training for Kyiv, Chernihiv, Zhytomyr, Rivne, and Vinnytsia regional branches [Telegram](#) | [URCS webpage](#)
- Safety 360: Security, Risks and Compliance training for Dnipro, Donetsk, and Kharkiv regional branches [Telegram](#) | [URCS webpage](#)
- Fundamentals of Security Management for Cherkasy regional branch [Facebook](#)
- Safety 360: Security, Risks and Compliance training for Mykolaiv, Odesa, and Kherson regional branches [Telegram](#)
- National URCS risk management training [Telegram](#) | [URCS webpage](#)
- Countering Fraud and Corruption: Steps to Integrity training for Lviv regional branch [Telegram](#) | [URCS webpage](#)

PILLAR 03. AUXILIARY ROLE AND HUMANITARIAN DIPLOMACY

During the reporting period, the URCS made significant achievements in its Humanitarian Diplomacy and Advocacy (HDHA) efforts by enhancing its advocacy skills and establishing a comprehensive framework for humanitarian diplomacy. Key achievements included methodological improvements in the HDHA course, development of the URCS HDHA Education Digest, and successful international engagement

through participation in knowledge exchanges and high-level forums. The URCS also focused on localisation, with translated materials disseminated to improve accessibility. Collaboration with international Red Cross societies, government bodies, and the development of key policy documents further strengthened the URCS's auxiliary role, positioning it as a key advocate for Ukraine's recovery and resilience.

Humanitarian Advocacy Capacity Building

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$1,058,076 ♦ 384%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 # of standardised training curriculum developed on humanitarian diplomacy and advocacy	7	1	(700%)
SO 1.2 # of URCS and Partner staff trained on humanitarian diplomacy and advocacy	162	250	(65%)
SO 1.3 # of partnerships established with relevant stakeholders in the advocacy and diplomacy field	292	50	(584%)

KEY ACCOMPLISHMENTS

1. Methodological Enhancements

The Humanitarian Diplomacy and Humanitarian Advocacy (HDHA) course methodology was substantially improved, incorporating key components such as stakeholder engagement, localisation strategies, and structured advocacy planning cycles. These updates aim to provide a comprehensive approach to building capacity in humanitarian diplomacy. The systematisation of all developments in the field of URCS HDHA over the past year was made. HDHA survey has been developed to gather data on the status of understanding and implementation of humanitarian advocacy, awareness of HQ advocacy, capacity of branches to carry out such advocacy, and awareness of the localisation process. HDHA Priorities and Recommendations for RCRC Operating in Ukraine and with the URCS was drafted within the AWG and in consultation with various thematical Movement experts

and the URCS, which fulfils the role of convener for the coordination of the Movement international response to the international armed conflict between Russia and Ukraine, as outlined in the Joint Statement of July 2022 on the contextualisation of Seville Agreement 2.0 (with ICRC as co-convener and IFRC in support).

2. Knowledge Sharing and Education Resources

The URCS HDHA Education Digest was developed, covering crucial aspects including localisation, recovery and reconstruction, coordination mechanisms, and decentralisation. Education Digest I, II and III were disseminated among 606 employees of the URCS National Committee. In addition, information leaflets about the the International Red Cross and Red Crescent Movement and activities of the URCS were shared in Ukrainian and English.

3. Evaluation and Feedback

A survey was designed and distributed to gauge the understanding and implementation of humanitarian advocacy within the URCS. This survey provided insights on the way the URCS staff members apply the principles of advocacy and diplomacy in their work at various levels.

4. Translation and Dissemination of Key Documents

Key materials were translated and widely disseminated to ensure accessibility and engagement:

- Digest IV (2023), Digest I (2024), Digest II (2024) and Digest III (2024) which covered best practices and recent advocacy-related events.
- Other important documents include the URCS Position Paper on Localisation, the Lviv Call to Action for Rehabilitation, and the Joint Statement on the Contextualisation of the Seville Agreement 2.0 in Ukraine.

5. Capacity Strengthening and International Engagement

The URCS Humanitarian Diplomacy and Advocacy Team participated in several high-level international events to enhance capacity:

- In March 2024, URCS-IFRC Network HD knowledge exchange & capacity strengthening in Budapest, Hungary. The two-day meeting promoted peer-to-peer exchange on humanitarian diplomacy (HD) approaches and connected URCS HD colleagues with regional technical experts and other staff across the IFRC.
- In April 2023, the IFRC Humanitarian Diplomacy Forum in Geneva. This forum focused on the standardisation. Harmonisation of the understanding of humanitarian diplomacy across National Societies and introduction of the IFRC's HDHA strategy.
- In April 2024, pre-conference "Diaspora and the Global Ukrainian Community - Strong Partners in the Recovery of Ukraine".
- In September 2024, training on humanitarian diplomacy towards the European Union organised by the Red Cross Office in Brussels resulted in multiple meetings with the representatives of the Red Cross EU Office.

6. Internal Feedback and Localisation Focus

The URCS HDHA Education Digest was updated with a stronger focus on localisation issues. This update was well received, with 43 URCS HQ colleagues providing positive feedback, demonstrating increased engagement and understanding of these critical areas. A series of training for the employees of the International Department were organised: Training on etiquette and diplomatic protocol (December 2024) ; Study Session on the Movement and Humanitarian Diplomacy was organised jointly with Norwegian Red Cross, Danish Red Cross and ICRC (November 2024) ; and Inter-Agency workshop on humanitarian diplomacy (December 2024) co-hosted by Ukrainian Red Cross and Centre of Competence on Humanitarian Negotiation (CCHN).

SUMMARY

The URCS has demonstrated substantial efforts to elevate its humanitarian diplomacy and advocacy capacity. The development of specialised training curriculums, active participation in international forums, and the strategic dissemination of educational materials underscore a commitment to knowledge-sharing and alignment with global best practices. These efforts aim to position URCS as a leader in humanitarian diplomacy and advocacy, contributing to broader international efforts to support Ukraine's resilience, recovery, and localisation.

Significant progress was made in enhancing the capacity of the URCS's Humanitarian Diplomacy and Advocacy (HDHA) initiatives. These efforts focused on strengthening the organisation's advocacy skills and establishing a framework for effective diplomacy. The key accomplishments include the development of the HDHA curriculum, creation of the URCS HDHA Education Digest, and participation in international knowledge exchanges. In addition, critical advocacy documents were translated and localised, with positive feedback from URCS staff on the educational materials and advocacy efforts. URCS leadership was also invited to ten high-level international advocacy and diplomatic visits for peer-to-peer learning and knowledge sharing with partner National Societies and beyond. Collectively, these achievements highlight significant progress in enhancing the URCS's advocacy capabilities and advancing humanitarian diplomacy on both national and global levels.

Movement Advocacy and Humanitarian Diplomacy

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$768,407 ♦ 307%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 # of external Movement events that engage stakeholders or public on the importance of the Red Pillar for Ukraine's response	41	15	(273%)
SO 1.2 Adaptation of Seville Agreement 2.0 and joint statement available	1	1	100%
SO 1.3 # of evidence-based research, joint statements and strategies on key Protection matters	20	6	(333%)
SO 1.4 # of Movement/URCS and MoFA joint plans (incl. drafted documents) on support to Ukrainian refugees and returnees	7	3	(233%)

KEY ACCOMPLISHMENTS

1. Strategic Partnership with the Canadian Red Cross

Cooperation with the Canadian Red Cross (CRC) was marked by a virtual knowledge exchange. This collaboration focused on the auxiliary role of National Societies with public authorities, highlighting the CRC's strategic engagement with the federal government. This was followed by the URCS's delegation visit to CRC HQ in September 2024, which presented an opportunity to strengthen partnership by exchanging learnings, reflecting on CRC's support in response to the humanitarian crisis in Ukraine, discussing future collaboration, sharing stories from the field, and engaging with donors.

2. Exhibition and Panel Discussion with FCDO

In February 2024, the URCS organised an exhibition at the Foreign Commonwealth and Development Office (FCDO) in Dunbar Court. The exhibition showcased the humanitarian challenges faced by URCS staff and volunteers during the ongoing conflict in Ukraine. This exhibition was complemented by a panel discussion with FCDO representatives and diplomats, providing the URCS with a platform to share insights into the humanitarian situation in Ukraine and the response of the Red Cross Movement.



Youth Diplomatic Forum in Kyiv, December 2024

3. Engagement with IFRC and EU Bodies

The URCS was actively involved in meetings with the IFRC and various EU bodies to address critical issues, such as Ukraine displacement, temporary protection for people with disabilities, and access to education. Two evidence-based research reports focused on disabilities and access to education were prepared, which were key contributions to the humanitarian response for vulnerable populations in Ukraine.

4. Participation in the European Humanitarian Forum

In March 2024, the URCS Director General attended the European Humanitarian Forum where discussions centred on the impact of the war on healthcare provision in Ukraine. This forum offered an important opportunity for the URCS to engage with international actors and share the ongoing challenges and response strategies related to healthcare access in conflict zones.

5. Localisation Strategy and International Advocacy

The URCS played an active role in developing Ukraine's National Localisation Strategy, with the Alliance of Ukrainian Civil Society Organisations hosting a key conference in Kyiv in March 2024. This was followed by a dialogue event in Brussels titled "Locally Led Response – the Unique Ukrainian Experience," where the URCS presented its roadmap for localisation, highlighting the importance of local actors in Ukraine's recovery.

In addition, the URCS's Deputy Director General attended the Fourth Humanitarian Senior Officials Meeting in Brussels and delivered a speech at the Swedish Red Cross seminar in Stockholm on the humanitarian aspects of the war in Ukraine, demonstrating the URCS's leadership in advocating for locally led solutions to humanitarian challenges.

6. Publication of the International Digest I, II and III in 2024

The Digest I (2024) was published and disseminated, featuring key activities and updates on the URCS's diplomatic efforts. It highlighted the URCS's participation in international forums such as the European Humanitarian Forum and diplomatic visits to partners, including the British Red Cross and Swedish Red Cross. The digest provided an in-depth overview of URCS's efforts to engage

with international partners on critical issues like refugee support and post-war recovery. It showcases best practices of Partner National Societies, humanitarian diplomacy spotlights and highlights advocacy-related events.

7. HDHA Priorities and Recommendations for RCRC

As part of its ongoing advocacy efforts, the URCS drafted the HDHA Priorities and Recommendations for the Red Cross and Red Crescent Movement (RCRC). These recommendations emphasised access, localisation, and support for refugees/returnees as key priorities for both humanitarian and development responses.

8. Collaboration with the German Red Cross

In collaboration with the German Red Cross, URCS organised the conference "Ukraine's Social Recovery – A Local Approach" in Berlin, focused on local community involvement in Ukraine's recovery. The event was attended by over 100 participants from Ukrainian and German government bodies as well as civil society, providing a platform for dialogue on how local actors can contribute to Ukraine's long-term recovery.

9. Diplomatic Visits to Japan and South Korea

In June 2024, the URCS management conducted high-level diplomatic visits to Japan and South Korea. In Japan, discussions with the Japanese Red Cross Society and visits to significant locations like the Hiroshima Peace Memorial Museum focused on post-conflict recovery and the impact of war on communities. The visit to South Korea included meetings with the Korean Red Cross and visits to medical and rehabilitation facilities, where best practices in post-war reconstruction and rehabilitation were shared, further enhancing the URCS's understanding of recovery strategies.

10. IFRC Statutory Meetings & 34th International Conference of the Red Cross and Red Crescent

In October 2024, the URCS actively participated in the 34th International Conference of the RCRC. The URCS delivered 3 key-note statements, took part in 26 bilateral meetings, delivered statements at 7 side- events, took part in 2 agreement-signing ceremonies, had 2 interviews, and held 3 joint side-events. Moreover, cooperation with the Permanent Mission of Ukraine in Geneva was established.

11. Recovery Agenda

In June 2024, the URCS management took part in the Ukraine Recovery Conference (URC2024) in Berlin, Germany. On October 24, in collaboration with the International Federation of Red Cross and Red Crescent Societies (IFRC), the URCS held a joint event titled "More than Food Aid: National Societies as Leaders in Early Recovery" Representatives of the Ukrainian Red Cross, American Red Cross, Turkish Red Crescent, and Syrian Arab Red Crescent shared insights on how humanitarian crises have shaped and influenced their recovery plans.

12. Youth Diplomacy

In November 2024, the URCS Strategic Partnership and International Relations Department organised the Youth Diplomatic Forum, which brought together more than 100 participants, including students from leading Ukrainian universities majoring in international relations. The event served as a platform for the exchange of ideas among those interested in humanitarian diplomacy and aimed to create favourable conditions for the formation of a new generation of Ukrainian diplomats.

13. Engagement with European Union

In September 2024, the URCS Deputy Director General made a speech at the EU Council IPCR (Integrated Political Crisis Response) Meeting. At this strategic meeting aimed at coordinating the European Union's response to emergencies, the Deputy Director General outlined the Ukrainian Red Cross's response to the energy crisis and presented the organisation's Strategy for Winter Preparedness 2024-2025.

14. Collaboration with British Red Cross

In close collaboration with British Red Cross, Hugo Slim, Senior Research Fellow at the University of Oxford and Advisor to the British Red Cross, was invited to Ukraine as a speaker for the Youth Diplomatic Forum and for a field trip to Cherkasy. Exchange between British Red Cross and Ukrainian Red Cross Society enriched everyone's understanding of humanitarian response.

15. Visibility of the Ukrainian Red Cross Society

In 2024, three international exhibitions were held at: 1) Carleton University, Canada, 2) Foreign, Commonwealth & Development Office, Great Britain; 3) la Gaîté Lyrique, City of Paris cultural centre, France.

SUMMARY

The URCS made significant progress in enhancing its advocacy and humanitarian diplomacy efforts, strengthening its role as a trusted partner in both national and global humanitarian response and recovery. The URCS focused on building partnerships with international Red Cross societies and engaging with government bodies, positioning itself as a key actor in Ukraine's humanitarian landscape. The URCS's participation in international forums and strategic dialogues bolstered its advocacy capacity on critical issues like localisation, healthcare, and support for displaced populations, aligning with its One Plan 2023-2025 priorities.

Notable accomplishments include establishing a strategic partnership with the Canadian Red Cross, hosting a panel discussion with the FCDO, and contributing to EU and IFRC discussions on displacement and disabilities. The URCS also led efforts in developing Ukraine's Localisation Strategy, participated in the European Humanitarian Forum, and published Digest I (2024). Diplomatic visits to Japan and South Korea centred on post-war recovery, further enhancing its role in international humanitarian diplomacy and advocacy for Ukraine's needs.

URCS Auxiliary to Government

Expenditure in USD ♦ Expenditure as % of 2023-2025 Budget		\$89,321 ♦ 30%	
Indicators	Achievement (2023 & 2024)	Target 2023-2025 (% Achieved)	
SO 1.1 # of laws or regulations drafted to be passed/amended with the support of the URCS	16	7	(229%)
SO 1.2 # of joint events and public campaigns organised between URCS and public authorities on national and international levels	9	10	(90%)
SO 1.3 # of binding agreements (MoUs) and non-binding statements signed or (and) developed in cooperation with public authorities	20	12	(167%)

KEY ACCOMPLISHMENTS

1. URCS Position Paper on Recovery and Reconstruction

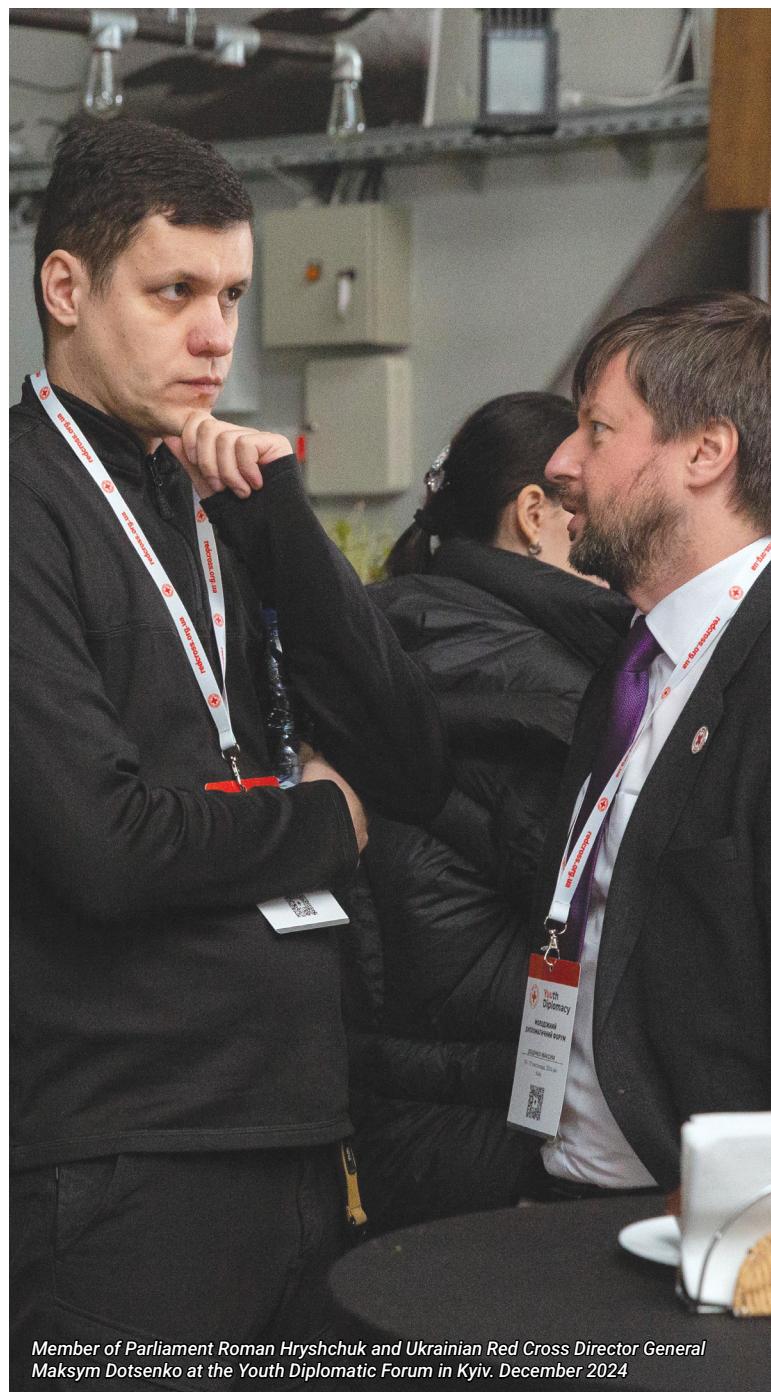
Through the Humanitarian Diplomacy and Humanitarian Advocacy (HDHA) Unit, a comprehensive Position Paper on Recovery and Reconstruction was developed. This document was informed by a survey involving 21 respondents from 14 departments and senior management, aimed at identifying key directions for the URCS's activities in Ukraine's recovery context. The paper reflects the URCS's strategic intent in supporting the government's reconstruction agenda while ensuring alignment with humanitarian principles.

2. Advocacy on Humanitarian Access

The Advocacy Unit conducted interviews with URCS staff and volunteers working near the contact line, collecting critical insights to draft Advocacy Recommendations on Humanitarian Access Issues. This is part of URCS's broader effort to ensure uninterrupted access to humanitarian assistance, particularly in conflict-affected areas.

3. Analysis of Auxiliary Roles

The URCS carried out a detailed analysis of the auxiliary roles of other partner national societies to refine its own auxiliary role, particularly within the localisation agenda. This comparative analysis provides a clearer framework for the URCS's collaboration with government entities and supports the localisation of humanitarian action across Ukraine.



4. Memoranda of Cooperation with Government Bodies

The URCS strengthened its formal collaboration with key government bodies by signing memoranda of cooperation with the Ministry of Health of Ukraine and the State Water Resources Agency of Ukraine. In addition, regional cooperation was bolstered through memoranda with the Chernivtsi Oblast State Administration, Vyzhnytsia City Council, and Mariupol City Council.

Since September 2024, five Memoranda of Understanding on Cooperation and Interaction have been signed with:

- The State Emergency Service of Ukraine;
- The State Service of Ukraine for Children;
- The Executive Committee of Mykolaiv Village Council of Synelnykyv District of Dnipropetrovsk Oblast;
- The State Institution "Center for the Development of Nursing of the Ministry of Health";
- Ladyzhyn City Council and Vinnytsia Oblast Military Administration

These agreements ensure coordinated efforts, reflecting the URCS's commitment to support governmental efforts in these sectors.

5. Collaboration with International Red Cross Societies

The URCS supported monthly surveys of refugees and internally displaced persons (IDPs) to better understand their mobility patterns and needs. The findings from these surveys were presented at a conference on April 3, 2024, titled "Current Situation and Prospects of Refugees from Ukraine: From Emergency Response to Return and (Re) Integration." This conference provided a platform for discussing strategies aimed at addressing the challenges faced by refugees and returnees.

The URCS also collaborated on a research initiative examining the URCS's auxiliary role and its implementation of the Fundamental Principles of the Red Cross Movement.

6. Addressing Regulatory and Policy Changes

The URCS worked closely with regional authorities to address key regulatory changes. In particular, the URCS contributed to an order from the Head of the Zaporizhzhia Regional Military Administration, which facilitated clearer guidelines for humanitarian operations in the region. In addition, a memorandum of cooperation with the Ministry of Social Policy of Ukraine was developed to enhance social service programmes for vulnerable populations.

Since September 2024, regional/city administrations with the involvement of the URCS issued 7 administrative documents on the inclusion of regional/city organisations of the National Society into territorial specialised civil protection services.

In November 2024, the URCS was involved in the revision of amendments to the resolution of the Cabinet of Ministers of Ukraine "Some issues of implementation of the provisions of the Law of Ukraine "On Mobilisation Training and Mobilisation" regarding the reservation of employees for the period of mobilisation and wartime".

7. Major Events and Forums

In May 2024, the URCS participated in several high-profile events:

- The "Road to URC: Inclusive Community Recovery Forum" in Kyiv, focused on ensuring inclusive community involvement in Ukraine's recovery and reconstruction efforts.
- The "Veteran's Path from Military Service to Civilian Life" summit, which addressed the needs of veterans transitioning from military service to civilian life and the role of the URCS in supporting this process.
- The Lviv Call to Action for Rehabilitation 2.0 Summit, where commitments were renewed for expanding rehabilitation services across the country.

Furthermore, the Cabinet of Ministers of Ukraine issued a resolution on conscript reservation during martial law, which directly impacted humanitarian operations. The URCS also signed a memorandum of understanding with the Lviv Regional Medical Association, ensuring stronger coordination on healthcare provision during the conflict.

8. Diplomatic Events and International Cooperation

The URCS organised “Ukraine’s Social Recovery – A Local Approach” in Berlin in June 2024, emphasising the need for localised recovery initiatives supported by international actors. The event attracted wide participation from local communities, government representatives, and international stakeholders.

Additionally, the Ministry of Reintegration of Temporarily Occupied Territories of Ukraine issued an order listing NGOs involved in humanitarian projects funded by international donors. This recognition further solidified URCS’s role in leading humanitarian initiatives in conflict-affected regions.

Diplomatic engagement also included the signing of a memorandum of cooperation with the Main Directorate of the National Guard of Ukraine, enhancing URCS’s ability to coordinate with security forces on humanitarian issues.

SUMMARY

Being auxiliary to the Ukrainian public authorities in the humanitarian field, the Ukrainian Red Cross strives to develop trust between society and institutions. The URCS has made substantial progress in reinforcing its auxiliary role to the government, particularly in recovery and reconstruction efforts. The society has developed strategic documents, formalised partnerships with government ministries and local authorities, and actively participated in international forums, demonstrating its commitment to addressing Ukraine’s humanitarian needs while upholding humanitarian principles. The key accomplishments include the development of a Position Paper on Recovery and Reconstruction, multiple memoranda of cooperation, involvement in refugee and IDP surveys, and engagement in national forums focused on community recovery. These efforts highlight the URCS’s leadership in supporting the government’s initiatives while facilitating humanitarian access and ensuring localised responses to ongoing challenges in Ukraine.

MEDIA

- Longitudinal study with IMPACT [URCS webpage](#)
- Summit “Road to URC: Inclusive Community Recovery Forum” [Вікно Відновлення](#)
- Summit “Veteran’s Path from Military Service to Civilian Life” [Website](#)
- Side-Event “Ukraine’s Social Recovery – A Local Approach” [URCS webpage](#) | [Telegram](#)
- URCS visit to the Swedish Red Cross [Linkedin1](#) | [Linkedin 2](#) | [Telegram](#)
- MoU with Swedish Red Cross [Linkedin](#)
- URCS at the European Humanitarian Forum [Facebook](#) | [Telegram](#)
- Diplomatic visit to Korean Red Cross [Linkedin](#)
- Diplomatic visit to Japanese Red Cross [Linkedin1](#) | [Linkedin2](#)



Annexes

Annex I: Expenditure by Pillar and Sector/Subsector (USD)

Sector	Sub-Sector	Request URCS 23-25	Expenditure 24 months	% of Request Spent ¹¹
Pillar I: Humanitarian Action, Resilience & Recovery				
Disaster Management	Civil Protection	26,000,000	1,114,272	4%
	Disaster Risk Reduction (DRR) / Disaster Risk Management (DRM)	12,000,000	1,280,215	11%
	Emergency Response (ERT)	6,000,000	6,102,887	102%
	Relief	30,000,000	21,227,163	71%
Healthcare	Health promotion and disease prevention	1,500,000	651,454	43%
	Home-based care	51,000,000	15,065,659	30%
	Infrastructure in Health	105,000,000	4,840,276	5%
	Mobile health unit (MHU)	10,000,000	15,772,953	158%
Protection & Education	Education in Emergencies (EiE)	500,000	159,042	32%
	Explosive ordnance risk education (EORE)	25,000,000	1,274,799	5%
	First Aid	2,000,000	2,118,474	106%
	International Humanitarian Law (IHL)	1,400,000	627,300	45%
	Restoring Family Links (RFL)	900,000	444,106	49%
Quality Control & Accountability	Community Engagement and Accountability (CEA)	3,500,000	507,844	15%
	Information management (IM)	2,000,000	361,210	18%
	Planning, Monitoring, Evaluation and Reporting (PMER)	2,000,000	136,458	7%
	Protection, Gender and Inclusion (PGI) & Safeguarding	500,000	84,189	17%
Recovery	Cash and vouchers assistance	300,000,000	124,968,509	42%
	Livelihoods	30,000,000	3,562,769	12%
	Water and Habitat (WATHAB)	543,000,000	35,817,776	7%
Rehabilitation & Support	Mental Health and Psychosocial Support	5,000,000	7,228,107	145%
	Physical and Mental Rehabilitation	245,000,000	1,130,228	0.46%
Pillar I: Subtotal		1,402,300,000	244,475,690	17%

¹¹ % is actual vs budget (Request URCS 23-25)

Sector	Sub-Sector	Request URCS 23-25	Expenditure 24 months	% of Request Spent ¹¹
Pillar II: Sustainable development and qualified services				
Sustainable development & qualified services	Branch and Volunteer Development	45,000,000	19,183,384	43%
	Communication Development	12,000,000	2,737,197	23%
	Digital Transformation	5,000,000	1,845,940	37%
	Finance Development	3,000,000	2,691,328	90%
	Human Resources Development	2,320,000	5,882,723	254%
	Legal Base Development	700,000	205,747	29%
	Logistics, Fleet, Procurement	8,000,000	7,395,747	92%
	Resource Mobilisation Development	2,000,000	822,748	41%
	Social Services Development and Standardization	35,000,000	434,474	1%
	Youth Development	15,000,000	1,121,188	7%
Pillar II: Subtotal		129,220,000	42,616,072	33%
Pillar III: Auxiliary Role and Humanitarian Diplomacy				
Auxiliary Role & Humanitarian Diplomacy	Humanitarian Advocacy Capacity Building	200,000	1,058,076	529%
	Movement Advocacy and Humanitarian Diplomacy	250,000	768,407	307%
	URCS Auxiliary to Government	295,000	89,321	30%
Pillar III: Subtotal		745,000	1,915,804	257%
Emergency Reserve Fund (ERF) and Overhead Cost				
Core costs (HR, Operations, Security)		19,000,000	16,602,267	87%
Emergency reserve fund (ERF)		20,000,000	8,476,840	42%
General administration		6,000,000	5,889,160	98%
ERF and Overhead Cost: Subtotal		45,000,000	30,968,267	69%
Total Request and Expenditure		1,577,265,000	319,975,833	20%

Annex II: List Of Partners (Alphabetical order)

1	Albanian Red Cross	19	Japanese Red Cross
2	Austrian Red Cross	20	Kazakh Red Crescent
3	Belgian Red Cross	21	Korean Red Cross
4	British Red Cross	22	Kosovo Red Cross
5	Canadian Red Cross	23	Latvian Red Cross
6	Coca-Cola Ukraine	24	Lithuanian Red Cross
7	Czech Red Cross	25	Luxembourg Red Cross
8	Danish Red Cross	26	Norwegian Red Cross
9	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	27	Red Cross Society of China
10	Estonia Red Cross	28	Red Cross Society of Georgia
11	French Red Cross	29	Singapore Red Cross Society
12	German Red Cross	30	Spanish Red Cross
13	Hellenic Red Cross	31	Swedish Red Cross
14	International Committee of the Red Cross (ICRC)	32	Swiss Red Cross
15	International Federation of the Red Cross (IFRC)	33	Taiwan Red Cross
16	International Organisation for Migration (IOM)	34	The Thai Red Cross Society
17	Irish Red Cross	35	UN World Food Programme (WFP)
18	Italian Red Cross	36	Vietnam Red Cross Society

