

**STRATEGIC RESPONSE PLAN:**  
UKRAINE & NEIGHBOURING  
COUNTRIES **2024-2026**



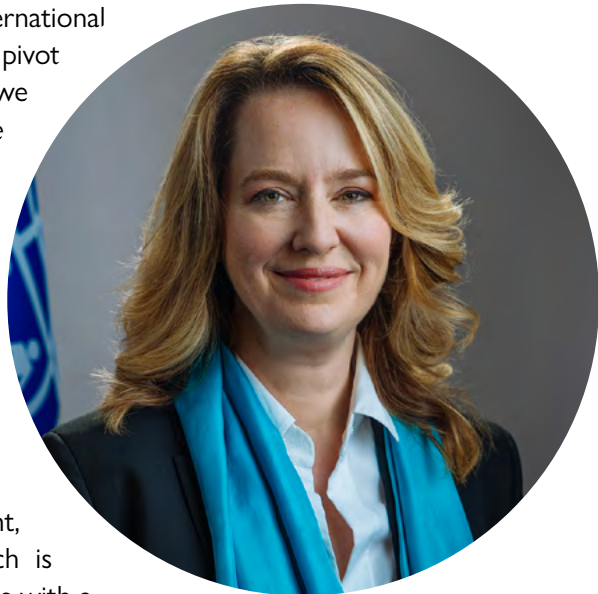


*On Children's Day, over 10,000 people came together in Rzeszów, Poland, to enjoy a festival of colours, fairground rides, hair braiding and art workshops. Summer 2023. © IOM 2023/Alexey Shvirin*

## FOREWORD

As the war in Ukraine enters its third year, the International Organization for Migration (IOM) has reached a pivot point in the response. We will continue, as we always have, to save and protect the lives of the most vulnerable, but we will also reinforce our work to build more resilience, self-reliance and sustainable development for the people impacted by this war.

Our Strategic Response Plan makes this pivot, outlining a three-year plan derived from IOM's newly launched Global Strategic Plan (2024-2028). As with the global plan, the response plan is divided into three objectives: saving and protecting lives, driving solutions to displacement, and facilitating regular pathways. The approach is holistic and flexible, and it provides IOM missions with a framework they can use to coordinate and measure progress as we work and partner with others to support the people of Ukraine.



With over 1,900 staff actively engaged, the Ukraine Response represents IOM's most extensive initiative in both financial scale and the number of countries involved. Our teams work with the Government of Ukraine and the neighbouring countries who are hosting refugees. Through this work, we have built expertise that has enabled us to reduce suffering and build resilience, and over the next three years we will continue to do that, with the hope that our work can enable recovery.

The Strategic Response Plan envisions continued strategic partnerships with the private sector and more work with local and non-governmental partners. Wherever possible, the work will favor localization, moving IOM from direct service delivery to providing support to on-the-ground partners through guidance and the sharing of best practices. That will enable IOM to focus on strategic planning and policy work.

With ongoing war and persistent bombings, tragically, humanitarian suffering will follow. Migration will continue to be a fundamental response for people who seek to protect themselves and their families.

The eventual recovery and reconstruction of Ukraine will also involve migration. Some will seek to return to their homes, communities, and livelihoods. This will require a massive investment, and IOM's expertise will be needed to support reconstruction. But we must also provide pathways for self-reliance for people who may be unable to come back.

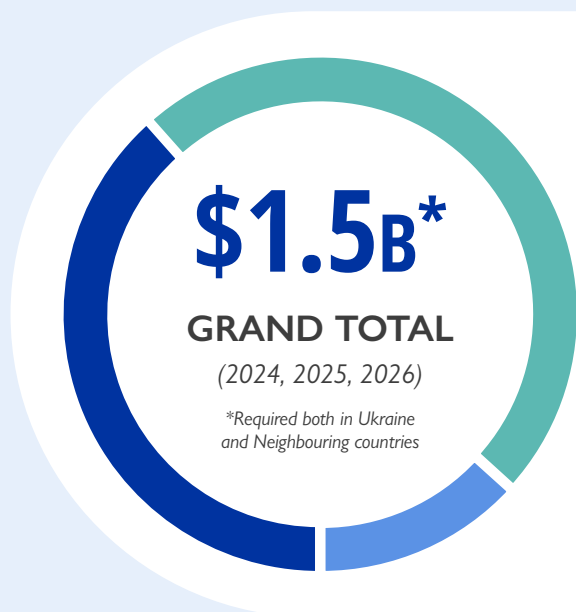
Ukraine faces many challenges now and in the future. Migration will help meet those challenges, and IOM stands ready to deliver, to support and to guide.

**Amy Pope**

IOM Director General

A handwritten signature in black ink that reads "Amy E. Pope". The signature is fluid and cursive, written over a white background.

## OVERALL FINANCIAL ASK 2024 - 2026



- \$588.3M**  
**S01**  
 GRAND TOTAL REQUIRED FOR SAVING LIVES AND PROTECTING PEOPLE ON THE MOVE

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- \$696.2M**  
**S02**  
 GRAND TOTAL REQUIRED FOR DRIVING SOLUTIONS TO DISPLACEMENT

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- \$215.5M**  
**S03**  
 GRAND TOTAL REQUIRED FOR FACILITATING PATHWAYS FOR REGULAR MIGRATION

All financial requirements for 2024 are aligned with the 2024 IOM Global Appeal and the 2024 IOM Crisis Response Plan for Ukraine and Neighbouring Countries. In Ukraine, our financial ask is aligned with the 2024 Humanitarian Needs and Response Plan and the UN Transitional Framework (2022-2024); and with the 2024 Ukraine Situation Regional Refugee Response Plan in neighbouring countries. Estimates for 2025-2026 are based on current planning assumptions and will be revised annually, to align with relevant inter-agency humanitarian and recovery plans.

### STRATEGIC OBJECTIVE 01: SAVING LIVES AND PROTECTING PEOPLE ON THE MOVE

		2024	2025	2026
		\$150,718,000	\$150,950,000	\$145,800,000
		\$74,746,000	\$40,950,000	\$25,200,000

### STRATEGIC OBJECTIVE 02: DRIVING SOLUTIONS TO DISPLACEMENT

		2024	2025	2026
		\$169,282,000	\$171,000,000	\$176,100,000
		\$54,083,000	\$65,200,000	\$60,600,000

### STRATEGIC OBJECTIVE 03: FACILITATING PATHWAYS FOR REGULAR MIGRATION

		2024	2025	2026
		\$50,375,000	\$50,300,000	\$50,300,000
		\$24,728,000	\$20,000,000	\$19,700,000

## FINANCIAL ASK PER COUNTRY IN 2024



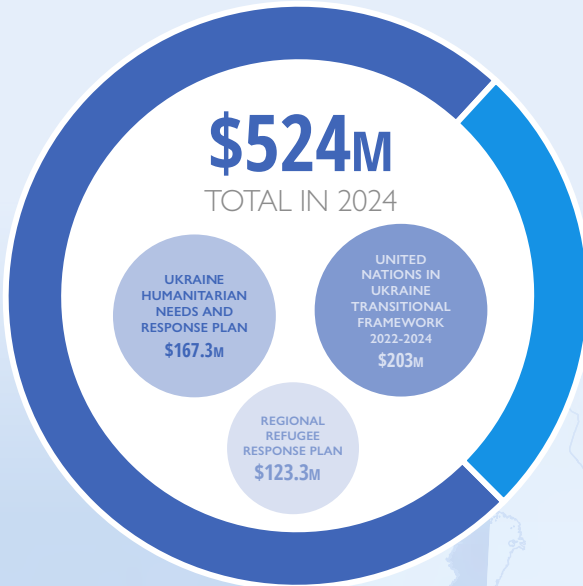
**\$370.3M**

REQUIRED IN UKRAINE



**\$153.5M**

REQUIRED IN NEIGHBOURING COUNTRIES



	REPUBLIC OF MOLDOVA	\$55,149,820
	POLAND	\$50,000,000
	CZECHIA	\$11,428,560
	SLOVAKIA	\$5,225,000
	ROMANIA	\$4,438,000
	HUNGARY	\$4,000,000
	BELARUS	\$3,670,000
	BULGARIA	\$3,325,000
	ESTONIA	\$2,663,400
	LITHUANIA	\$2,530,000
	LATVIA	\$1,127,000
	REGIONAL SUPPORT	\$10,000,000

## TARGETED POPULATIONS AND ENTITIES IN 2024

### ESTONIA

8,870  
15

### LATVIA

2,000  
10

### LITHUANIA

17,000  
15

### POLAND

115,260  
290

### CZECHIA

38,000  
150

### SLOVAKIA

20,000  
150

### HUNGARY

15,730  
70

### ROMANIA

12,000  
15

### BELARUS

9,000

### UKRAINE

1,500,000  
1,800

### REPUBLIC OF MOLDOVA

144,265  
40

### BULGARIA

12,000  
60



**1.9M**

PEOPLE TARGETED



1.5M

IN UKRAINE  
out of 8.5M targeted by humanitarian actors



394,000

IN AFFECTED COUNTRIES  
out of 2.1M targeted by humanitarian actors



**2,615**

ENTITIES\* TARGETED  
1,800 in Ukraine and 815 in neighbouring countries

\*Includes government authorities at all levels, collective centres, communities, small and medium enterprises (SMEs), civil society organizations (CSOs), private sector, academia, etc.

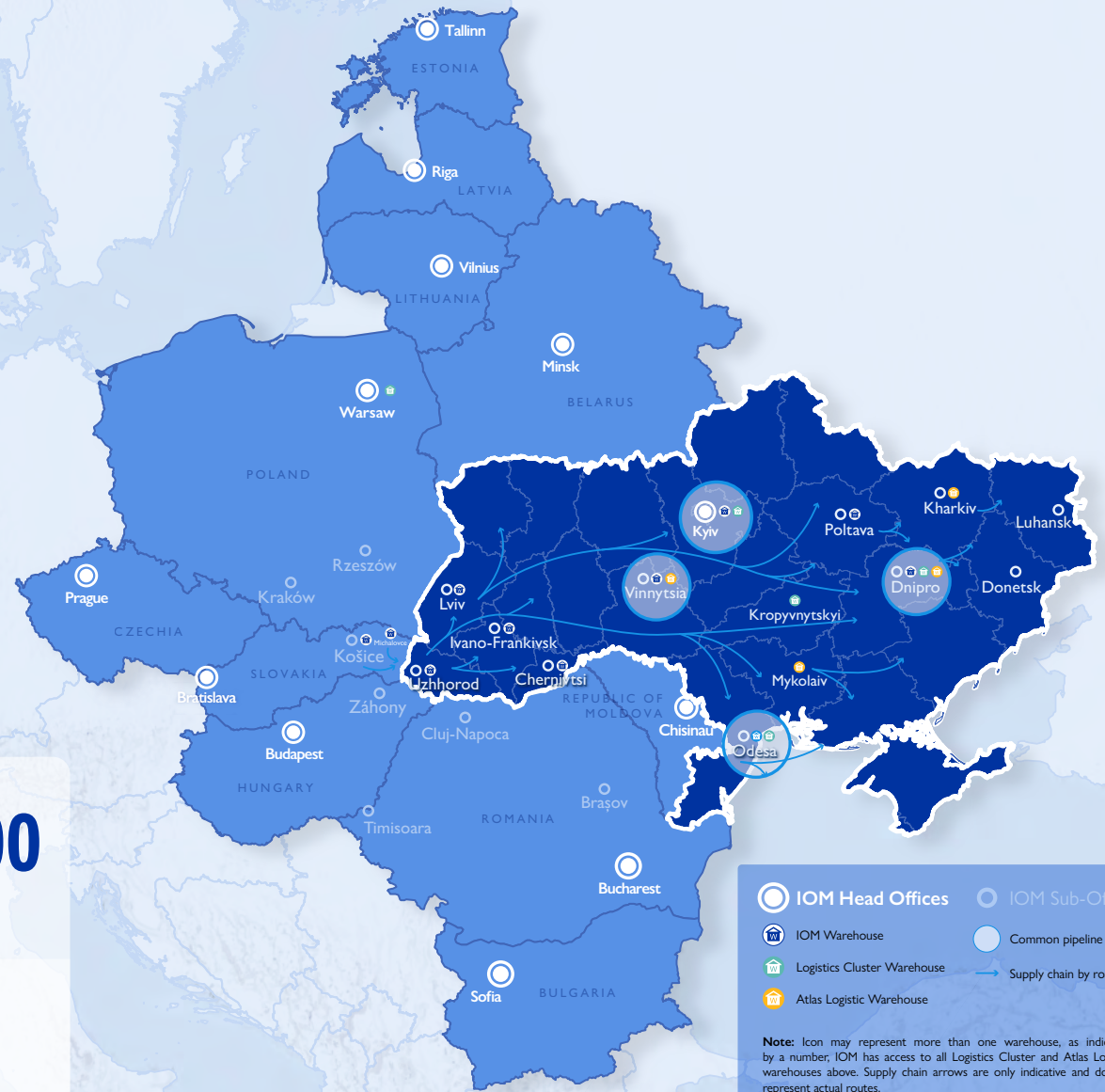
WORKFORCE OVERVIEW



GENDER BREAKDOWN



OPERATIONAL PRESENCE



This map is for illustration purposes only. Names and boundaries on this map do not imply official endorsement or acceptance by IOM.

## INTENDED OUTCOMES



**STRATEGIC OBJECTIVE 1**  
SAVING LIVES AND PROTECTING  
PEOPLE ON THE MOVE



**STRATEGIC OBJECTIVE 2**  
DRIVING SOLUTIONS TO  
DISPLACEMENT



**STRATEGIC OBJECTIVE 3**  
FACILITATING PATHWAYS  
FOR REGULAR MIGRATION

### INDIVIDUAL LEVEL

Target populations have access to essential services, specialized protection and assistance based on needs.

### INDIVIDUAL LEVEL

Displaced people are self-reliant and able to access services at the same level as host populations.

### INDIVIDUAL LEVEL

Regular pathways – existing and new – are safe, accessible and inclusive.

### COLLECTIVE LEVEL

People are aware of the protection risks they are facing and where to seek support.

### COLLECTIVE LEVEL

- Cohesive, inclusive communities are able to address the needs of the displaced.
- Safe and secure living environments are created for affected communities through reconstruction and recovery.

### COLLECTIVE LEVEL

Local governments have increased capacity to implement development focused and rights-based policies and frameworks.

### SYSTEMS LEVEL

Governments, local actors and partners have capacity and knowledge to lead effective humanitarian responses.

### SYSTEMS LEVEL

- Policies and legal frameworks are available for solutions to fulfil enjoyment of rights
- Restoration of justice, reparations and Housing, Land, and Property mechanisms are available for people impacted by war.

### SYSTEMS LEVEL

Legal frameworks are in place to support mobility and integration for the benefit of all.



Restoration of a house damaged by shelling in Khmelnytskyi region. © IOM 2023/Maryna Orekhova



# CONTEXT ANALYSIS

**T**wo years since the 24 February 2022 Russian invasion of Ukraine, the war continues to have wide-reaching consequences for Ukraine, neighbouring countries and beyond. According to [UN OCHA](#), 14.6 million (40% of the current population), including 41 per cent women and girls, 20 per cent children, and 14 per cent people with disabilities need humanitarian assistance and protection in Ukraine. As of December 2023, [IOM](#) estimated that 3.7 million people are internally displaced within Ukraine while an estimated 6 million have sought international protection in Europe according to [UNHCR](#).

The war has led to high civilian casualties and injuries, and its impact has had serious human, social, environmental, and economic repercussions on Ukrainian society. More than 10,000 civilians, including more than 560 children, have been killed and over 18,500 have been injured since the Russian Federation launched its a full-scale attack against Ukraine ([UN](#)). Critical infrastructure is routinely targeted, including energy infrastructure, health facilities, schools, homes, ports, and grain storage facilities severely disrupting the provision of essential services and their capacity to respond to local needs. The [World Bank](#) found that two years into the war, direct damage was estimated to have reached over USD 152 billion. Further, total estimated reconstruction and recovery needs were found to exceed USD 486 billion, representing 2.8 times Ukraine's Gross Domestic Product (GDP) for 2023. Poverty levels in Ukraine increased in 2022 from 5.5 per cent to 24.1 per cent, pushing 7.1 million more people into poverty and reversing 15 years of progress. The Ukrainian economy has suffered from a widespread loss of jobs and livelihoods and pre-existing labour shortages have been exacerbated by high levels of displacement within and outside the country.

In addition, the war has exposed communities in Ukraine to serious security risks, threatening their safety and wellbeing and increasing protection risks to vulnerable populations. Refugees and internally displaced persons (IDPs) have shown higher prevalence

of common mental disorders such as depression, anxiety, and post-traumatic stress disorder (PTSD). Instances of human rights violations in Ukraine have increased with numerous reports of conflict-related sexual violence (CRSV), arbitrary detention, enforced disappearance and torture verified by the United Nations Office of the High Commissioner for Human Rights ([OHCHR](#)). Further, stretched services and limited resources have increased tensions among and between host communities, displaced people and returnees. This threatens the cohesiveness of these different population groups and may hamper efforts to create an environment conducive to longer-term recovery.

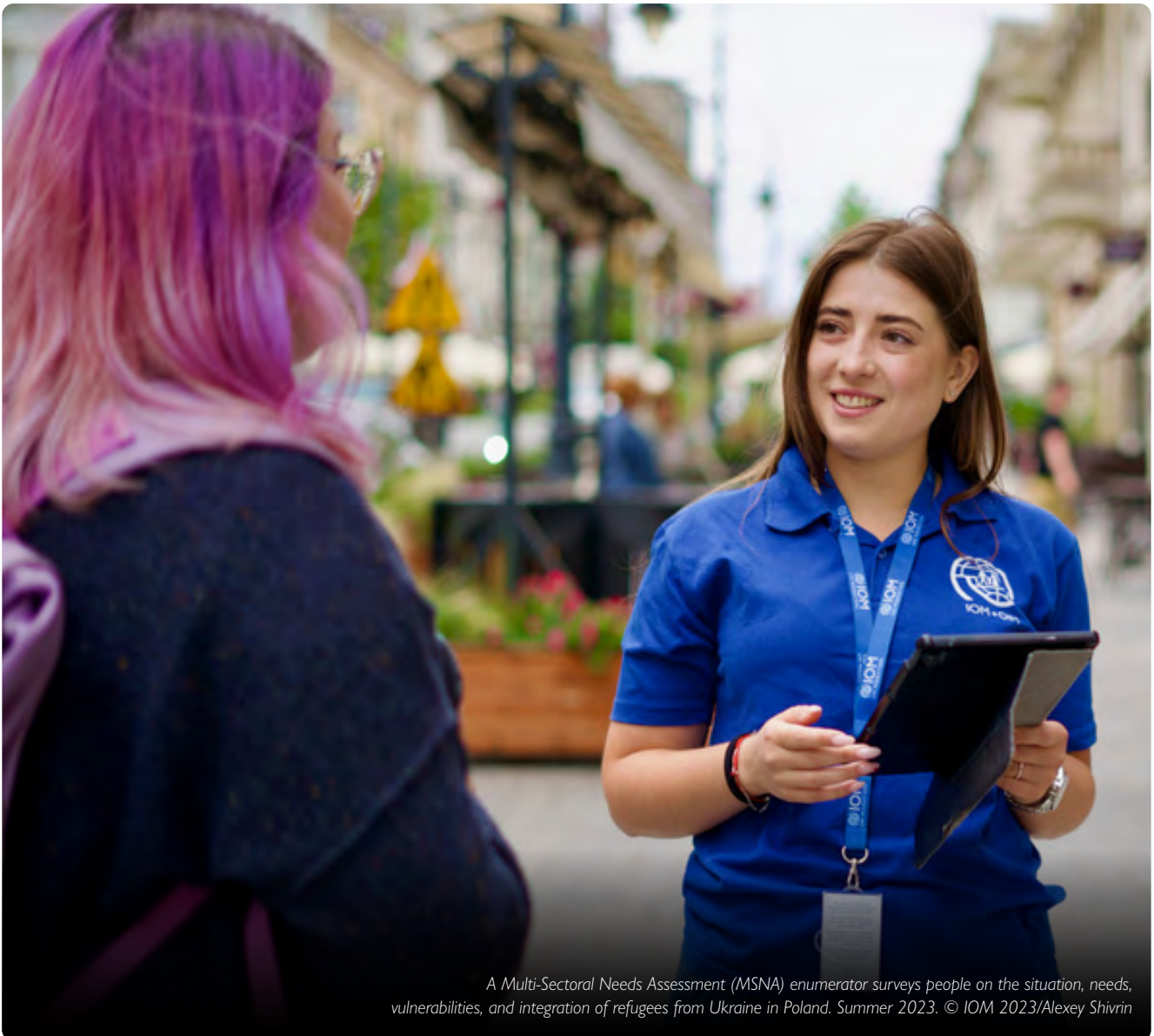
Against this backdrop, Ukraine's neighbouring countries, including EU Member States, and beyond, remain strongly affected by the ongoing war. In particular, the stability of the Republic of Moldova, a country made up of a multitude of different ethnic, cultural and linguistic groups, is seen as being influenced by the war in Ukraine. For instance, the eastern European country has had to grapple with the deterioration of its economy and regular energy disruptions further exacerbated by the war, while providing support to the large movements of refugees from Ukraine it has received on its territory. The war in Ukraine has further highlighted and deepened existing divisions, fuelled by mis/disinformation, corruption, and socio-economic issues as a result of the conflict, amid ongoing threats to the country's stability, sovereignty,

and independence – particularly in the Transnistrian region and the Autonomous Territorial Unit (ATU) of Gagauzia.

In the European Union (EU) and neighbouring countries, the unprecedented numbers of people seeking refuge from the Russian Federation's invasion of Ukraine at the beginning of the war was met with remarkable solidarity from local communities, civil society, and various governments, demonstrating a collective commitment to support and accommodate those in need. While support from hosting communities to refugees from Ukraine remains high, the challenging global socio-economic context and strain on public resources have begun to erode the initial level of support. This erosion could pose future obstacles to the integration of refugees, highlighting the need to provide assistance and support to both refugees and

host communities to help alleviate tensions among both groups, and promote social cohesion, self-reliance and smoother pathways for inclusion and integration of migrants and refugees.

IOM assessments show that spontaneous returns from displacement inside and outside the country continue despite levels of uncertainty and critical challenges such as insecurity, loss of livelihoods, damage to housing, civilian and public infrastructure, and strain on essential services in the country. As of December 2023, 4.4 million individuals in Ukraine have returned to their area of habitual residence following a period of displacement due to the large-scale invasion. Many of those who returned from displacement (47%) did so from another region and 26 per cent returned from abroad ([IOM](#)).



*A Multi-Sectoral Needs Assessment (MSNA) enumerator surveys people on the situation, needs, vulnerabilities, and integration of refugees from Ukraine in Poland. Summer 2023. © IOM 2023/Alexey Shvirin*

## KEY FIGURES

### DISPLACEMENT TRENDS

 **9.7M**  
Total people currently displaced

*As of December 2023*

 **3.7M**  
Internally Displaced Persons in Ukraine

*As of December 2023*

**6M**  
Refugees in Europe

*As of February 2024*

 **4.4M**  
Total people have returned

*As of December 2023*

**26%** of total returnees have returned from abroad

*As of December 2023*

### IMPACT OF WAR IN UKRAINE

**24.2%**  
of the population under the poverty line in Ukraine in 2022 (from 5.5% in 2021)



**\$152B**

in estimated damage to housing, transport, energy, commerce and industry sectors

*As of December 2023*

**4.5M**  
new workers needed to meet reconstruction needs

*Source*

**2.4M**  
jobs lost

*As of March 2023*



**\$10.8B**

in direct damage to power, gas and heating infrastructure, with such attacks intensifying in the winter season

*As of December 2023*

**10%**  
of the national housing stock is damaged or destroyed

*As of December 2023*

### HUMANITARIAN AND RECOVERY NEEDS



#### UKRAINE



**14.6M**  
People in need in Ukraine

*As of January 2024*



**41%**  
are women and girls



**20%**  
are children



**14%**  
are with disabilities



**2.5M**  
people at risk of GBV



#### NEIGHBOURING COUNTRIES



**2.2M**  
People in need in neighbouring countries

*As of January 2024*



**62%**  
are women and girls



**53%**  
are children



**6%**  
are with disabilities



**20%**  
of households report at least one older person

A firefighter extinguishes fire caused by shelling in Kharkiv, Ukraine, Winter 2022.  
© IOM 2022/JUNIAN Andrii Marienko

# PLANNING ASSUMPTIONS

While the future direction and dynamics of the war remain uncertain, planning assumptions are possible given the trends that have become apparent since 2022. Moreover, the reality of the scale of impact from the Russian invasion on Ukraine, and the effect this has had on the Republic of Moldova and other hosting countries allows IOM to plan for activities that will remain, regardless of major changes in the conflict scenarios. IOM and its partners can only cover a limited, targeted percentage of the needs and these limitations will remain even in the best-case scenario where returns increase, and recovery is robust. Needs and rights-based targeting and delivery of assistance and services, with protection being at its core, will remain a cornerstone of IOM programming.

Agility will continue to be integrated into IOM's programming, with a dedicated focus on real-time monitoring of population dynamics in tandem with contingency planning and organizational capacity to pivot in case of sudden access to areas recently retaken by the Government of Ukraine, or sudden arrivals of newly displaced persons. Investments in high displacement-affected locations – both for IDPs, returnees, and refugees – in urban centres, regional hubs and highly-impacted municipalities, allow IOM to enable area-based approaches that support programming across the strategic objectives in an operational Humanitarian, Development and Peace Nexus (HDPN) model that addresses the needs of the people and Governments affected by the war.

Core planning assumptions, derived from analysis of the evidence to date, support IOM in making operational plans that will serve for the coming three years:



## LARGE SCALE SURGES IN DISPLACEMENT ARE LESS LIKELY, BARRING CATASTROPHIC EVENTS.

Since March 2022, when Ukraine witnessed the largest displacement internally and across its borders in Europe since World War II, the situation has stabilized. Major security and humanitarian events have occurred, including the destruction of Kakhovka Dam, the concerted targeting of critical civilian infrastructure with long-range attacks throughout the winter of 2022-2023, the Government of Ukraine's regained control over extensive areas in 2022, and the stabilization but localized intensification of conflict at certain points along the front line (e.g. Bakhmut, Kupiansk, Avdiivka, Kherson). However, these major events have not led to new, large-scale displacement events, and consistently new displacements are primarily intra-regional, or within 100 km of the area of origin. Displacement is becoming an increasingly localized or regionalized issue inside Ukraine, and operations must reflect that with capacity to support regional and local authorities in addressing displacement and returns.



## OCCUPIED AREAS WILL CONTINUE TO POSE DIFFICULTIES IN HUMANITARIAN ACCESS AND MONITORING OF POPULATION NEEDS AND PROTECTION RISKS.

To date, there has been little improvement in ability to access and deliver assistance to populations within the areas occupied by the Russian Federation, as well as visibility on the likely mobility of the people affected by the war. The Baltic countries, particularly Estonia and Latvia, will remain strategic, requiring continuous monitoring of movements and service delivery locations for people fleeing the area through the Russian Federation and seeking refuge in the EU. While humanitarian support is limited to date in numbers, events in Ukraine along the front line may push additional people north towards the Baltic countries, many of whom are likely to be highly vulnerable and require protection and assistance, including transportation.



## DISPLACEMENT AND RETURN NUMBERS REMAIN IN FLUX.

In 2023, IOM Displacement Tracking Matrix (DTM) records in Ukraine and abroad show a consistent levelling of the displacement and return total figures accompanied by pendular movements back and forth from Ukraine. Families split between displacement and return – both within the country and from abroad – create a degree of dynamism that necessitate agile programming. As the crisis becomes protracted – these multiple displacement movements and split households are likely to increase IDP, returnee, and refugee vulnerability and reduce financial resources and resilience to shocks. Internally Displaced Persons (IDPs), refugees, and people who have recently returned consistently demonstrate continued humanitarian needs (regardless of status), and consistently require assistance to enable them to become more self-reliant, particularly for employment and housing. While these numbers may change over the course of the coming three years, the number of people in need remains large and the most vulnerable are expected to continue to need support even if the conflict dynamics improve, because of the growing poverty in the country. Returns from abroad have primarily been to the west, while lower percentages have returned east. As the war continues, lower numbers of refugees and IDPs are considering return, and increasing numbers are considering local integration for the medium to long term. Even if refugees and IDPs begin to return in greater numbers, the residual caseload of the most vulnerable will remain large and in need of direct services and support for the coming years.



## TEMPORARY PROTECTION DIRECTIVE AND SIMILAR MECHANISMS WILL REMAIN A CORE TOOL FOR PROVIDING LEGAL PROTECTION AND ASSISTANCE TO REFUGEES FROM UKRAINE.

As Ukraine enters a protracted phase of the war and policies such as the Temporary Protection Directive (TPD) in the EU or similar mechanisms outside of the EU may be extended or ended, intentions of displaced populations to return to Ukraine or stay in host countries will continuously evolve. This underscores the need to support them in the decisions they make through the provision of reliable and up-to-date information that will enable them to make a free, informed and rights-based decision and [to adopt a dual-intent approach](#) which supports inclusion in hosting countries while preparing also for possible voluntary returns. In hosting countries, IOM has observed that the prolonged stay of refugees from Ukraine, coupled with a challenging socio-economic context worldwide and strained available resources, may gradually erode the initial positive reception and support they receive, potentially increasing barriers to inclusion. IOM will continue collaborating with national stakeholders and above all with municipalities and civil society, who are the primary receivers of refugees and displaced populations, to implement key integration activities aimed at reducing possible obstacles.



## RETURN FOR REFUGEES WILL BE DEPENDENT ON RETURN SUCCESS FOR IDPS.

Mechanisms to support sustainable and durable solutions for IDPs in Ukraine are not yet in place, with most returnees still requiring humanitarian assistance and additional services. IOM is working closely with the Government of Ukraine and UN partners as part of the “Community Planning for Durable Solutions and Recovery” working group, and in line with the [UN Secretary General’s Action Agenda on Internal Displacement](#), tracking data on conditions for return, and establishing pilot projects to support hromada-level planning and recovery processes. Safe and dignified return and sustainable reintegration from abroad will require legal, physical and material security conditions that are not yet present in the country as informed by UNHCR’s [Position on Voluntary Return to Ukraine](#). IOM’s primary focus will continue to be an enabling environment to support sustainable return and reintegration in areas/communities that have already witnessed spontaneous returns, from within Ukraine and abroad. If the conditions for safe and sustainable return are present within three years, and facilitated returns are required, IOM’s positioning within area-level support to community recovery will be a foundation for area-based reintegration, but a revised planning figure will be needed for incentives and movement-related assistance packages.



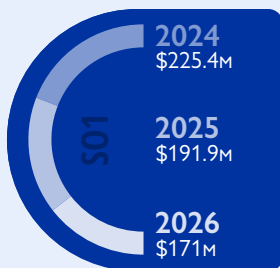
## LABOUR WORKFORCE WILL BECOME AN INCREASINGLY IMPORTANT FACTOR IN RECOVERY.

IOM remains committed to supporting the Government of Ukraine in managing migration governance and addressing the multifaceted challenges arising from the ongoing war and post-war reconstruction efforts. With estimates that range from 4.5M and beyond for the labour shortages in the recovery and reconstruction process, IOM will work closely with Ukraine, refugees, migrant labour, host governments, the diaspora, and globally to support policies that enable the human capital required to support Ukrainians abroad in gaining higher value employment, and support the Ukrainian government to find solutions to labour market needs to support reconstruction and economic recovery. This will also require outreach to diaspora and Ukrainian refugees that remain abroad while prioritizing safety and dignity, do no harm, meaningful access, accountability to affected populations and participation and empowerment across all sectors of IOM programming, to enable their direct contribution and participation in the recovery and reconstruction process.



# STRATEGIC OBJECTIVES

## SAVING LIVES AND PROTECTING PEOPLE ON THE MOVE



	2024	2025	2026
	\$150,718,000	\$150,950,000	\$145,800,000
	\$74,746,000	\$40,950,000	\$25,200,000

### INTENDED OUTCOMES

#### INDIVIDUAL LEVEL

##### SHORT-TERM OUTCOME:

Crisis-affected populations have their basic needs met and have minimum living conditions with reduced barriers to access for marginalized and vulnerable individuals. **1a.1**

##### LONG-TERM OUTCOME:

Human suffering is alleviated while the dignity and rights of people affected by crises are upheld. **1a**

#### COLLECTIVE LEVEL

People are aware of the protection risks they are facing and where to seek support. **1b.3**

#### SYSTEMS LEVEL

Governments, local actors and partners have capacity and knowledge to lead effective humanitarian responses. **1c.1**

**Note:** **1a.1** refers to outcome alignment with the IOM Strategic Results Framework (SRF)

Recognizing that the war in Ukraine has entered into a protracted phase and there are no signs of immediate resolution, IOM aims to continue delivering life-saving humanitarian and protection assistance and services, while upholding the rights of war-affected people in Ukraine and host countries.

IOM will emphasize core humanitarian programming to save lives and protect people through shelter support, cash-based initiatives, non-food items (NFIs), health, mental health and psychosocial support (MHPSS), water, sanitation and hygiene, support to collective centre management, movement assistance, and protection including Gender-based Violence (GBV) response, child protection and counter-trafficking while prioritizing safety and dignity, do no harm, meaningful access, accountability to affected populations and participation and empowerment across all sectors of IOM programming. We continue to work with Ukraine and neighbouring countries to ensure appropriate human-rights based and gender-sensitive humanitarian border management capacity to facilitate the movement of people affected by the war. These include refugees and migrants caught in the crisis, who will continue to receive protection, services and assisted returns assistance according to their need.

Through its Displacement Tracking Matrix (DTM), IOM conducts nationwide and localized assessments to provide

real-time evidence for the humanitarian community to improve targeting of the most vulnerable and marginalized populations, including those in hard-to-reach areas. We leverage our operational presence and prominent role in coordination mechanisms to promote evidence-based and inclusive humanitarian action.

Most importantly, given the dynamic and volatile nature of the conflict in Ukraine, IOM strives to remain flexible and enable pivots based on new data and evidence, to make resources available to newly accessible areas in response to emergencies, front-line locations, and priorities in consultation with national counterparts. IOM will consistently stretch humanitarian programming towards recovery and solutions, using area-based approaches at community, municipal and regional levels to ensure holistic programming that addresses local needs and a path to recovery.

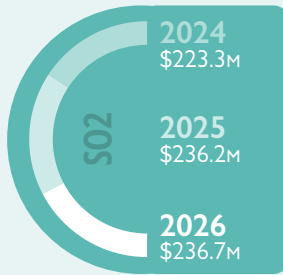
IOM will continue working to enable local actors and systems to lead effective, safe and quality responses to current humanitarian needs and to adequately prepare for emerging ones, through effective prepositioning, contingency planning and constantly updated protection analysis. Initiatives will support the coordination structures of governments, local authorities and the wider humanitarian architecture to improve strategic planning, increase local voices, context awareness, and further localization of the response.





Violeta has travelled from Odesa with her sons Daniel (12) and Angelina (11), as well as their two cats. Winter 2022.  
© IOM 2022/Monica Chiriac

## DRIVING SOLUTIONS TO DISPLACEMENT



	2024	2025	2026
	\$169,282,000	\$171,000,000	\$176,100,000
	\$54,083,000	\$65,200,000	\$60,600,000

### INTENDED OUTCOMES

#### INDIVIDUAL LEVEL

Displaced people are self-reliant and able to access services at the same level as host populations. **2b.5**

#### COLLECTIVE LEVEL

- Cohesive, inclusive communities are able to address the needs of the displaced. **2b.4**
- Safe and secure living environments are created for affected communities through reconstruction and recovery. **2b.2**

#### SYSTEMS LEVEL

- Policies and legal frameworks are available for solutions to fulfil enjoyment of rights **2b.4**
- Restoration of justice, reparations and Housing, land, and property mechanisms are available for people impacted by war. **2b.3**

IOM seeks to empower people, communities, and authorities to be at the helm of the recovery process, to enable sustainable solutions to displacement, and to address and reduce the underlying drivers which may lead to further displacement.

Displacement-affected communities must remain at the centre of efforts to define and deliver solutions. People who are displaced must be able to make their own decisions based on the best available information and options. IOM will therefore work with both national and local authorities to promote ownership of solutions to displacement through structured participatory processes, whereby displaced persons and their local communities are consulted and engaged in the planning, design, and implementation of solutions-related interventions.

Based on the priorities of displacement-affected communities, IOM will work with national and local government partners to address barriers to inclusive, sustainable solutions. IOM programmes include support to the rehabilitation, maintenance or scale-up of core public systems and services (covering sectors such as heating and energy, housing solutions, education, health care, waste management, and social protection); support to livelihoods and economic recovery/revitalization; and community-based protection mechanisms as well as mental health and

psychosocial support (MHPSS) to enable individuals, households, and communities to work together to enable self-reliance and dignity.

Through active collaboration with all levels of government and a wide network of local actors, IOM is committed to supporting national policies while directly assisting implementation at sub national levels, promoting vertical policy coherence and bridging the gap between policy and implementation. Key areas of progress include local integration especially through migrant resources centres (MRCs), voluntary returns and resettlement/family reunification, and inclusive practices. In Ukraine and the region, fostering inclusion and local integration involves not only facilitating access to critical services, but also enhancing the capacity of host communities and local authorities to deliver these services holistically and to institutionalize the inclusion of migrants and refugees in policies and programmes.

In refugee-hosting countries, IOM works with governments, the UN Refugee Coordination Forum (RCF), and local actors to enhance the socio-economic inclusion and access to services of refugees from Ukraine. IOM's overall objective in refugee-hosting countries moving forward is to prioritize initiatives which enable access, provide agency, and support solutions that are people-centred, address vulnerabilities and reduce obstacles to

self-determination and resilience. This involves bolstering coordination among municipalities, local communities, and other stakeholders, with a focus on supporting refugees and migrants, especially in underserved areas. Effective progress in all these areas hinges on production of reliable data and evidence, development of robust legal and policy frameworks, and the use of efficient implementation mechanisms that cater to the diverse needs and intentions of populations across the region. These initiatives will involve providing technical assistance and developing model approaches to address these challenges, laying a foundation for scalable and sustainable solutions.

Recognizing that the provision of reparations for human rights violations is an essential element of sustainable recovery, IOM will continue working with the Government of Ukraine to support restitution and reparation mechanisms through a survivor-centred multi-sectoral approach to ensure the rehabilitation, redress and/or compensation of victims of human rights violations such as survivors of CRSV, and of war-damaged and destroyed property, land, and infrastructure. Further, IOM will continue to promote

the sustainable reintegration of veterans into civilian life, in support of the country's longer-term recovery in the transition from war to peace, as well as in host countries to avoid stigma.

The impact of war and population mobility are further exacerbated by fragile environments and weakened social systems, which may undermine coping abilities. An important part of IOM's response involves identifying and addressing underlying drivers of fragility and human mobility, while providing holistic support to bolster resilient systems and enable more comprehensive solutions across the HDPN. IOM will strengthen preparedness and reduce disaster risk in areas where the living environment has degraded dramatically, including building back better with higher environmental standards for infrastructure and energy. IOM will foster social cohesion to increase trust among key population groups, including IDPs, refugees, returnees, and host communities, as discrimination, exclusion, and possible exploitation can hinder individuals' abilities to exercise their rights and contribute to sustainable development in new communities.



*A day after missile air strikes in Odesa IOM staff is assessing the roof damages of building. The roofing slates were provided to local authorities for emergency repairs of houses. © IOM 2022/Stanislav Kalach*

## FACILITATING INCLUSIVE PATHWAYS FOR REGULAR MIGRATION



### INTENDED OUTCOMES

#### INDIVIDUAL LEVEL

Regular pathways – existing and new – are safe, accessible and inclusive. **3b**

#### COLLECTIVE LEVEL

Local governments have increased capacity to implement development focused and rights-based policies and frameworks. **3c**

#### SYSTEMS LEVEL

Legal frameworks are in place to support mobility and integration for the benefit of all. **3a 3c**

IOM supports migrants to get where they need to be for the benefit of individuals and their families, communities, and societies, including their home and destination countries.

IOM will continue to work in collaboration with the Governments of Ukraine and neighbouring countries to develop and implement migration policy frameworks that enable voluntary and dignified return, recovery and reconstruction, and further the social and economic benefits of migration for the affected region. IOM is actively collaborating with stakeholders to support the economic recovery of Ukraine and revitalize its workforce, while addressing exacerbated demographic challenges in the labour market as well as associated protection risks such as exploitation, forced labour, and human trafficking also worsened by the war. IOM will work with national governments to develop and improve labour market and immigration policies, as well as to facilitate the mobility of people, goods and services in the region. This will include working on measures for migrants to access legal identity solutions and receive relevant support to comply with visa procedures and admission, long-term stay and regularization requirements.

To make regular pathways – existing and new – safe, accessible and inclusive, IOM is leveraging its well-established presence in the region, to offer technical and hands-on support to states to operationalize inclusion and integration measures including those pertaining to

the EU’s Action Plan on Integration and Inclusion. Regular pathways also include support to policies, campaigns or initiatives that promote the integration of migrants into multi-sectoral government policies and programmes to enhance their contribution to local or national development, including the labour market sector, health, education and more. IOM continues to adapt and learn from its efforts to support the labour market integration of beneficiaries of temporary protection and promote national and sub-national integration strategies and associated tools for all migrants. IOM will continue to invest in skills development and strengthen mechanisms of mutual skills recognition in all workforce categories between the affected countries, and the promotion of ethical recruitment practices for migrants and refugees in support chains, in partnership with the private sector, civil society, and national governments.

IOM will carry on providing migration management assistance aligned with national development objectives, to place mobility at the service of development goals, and ensure that migration flows and cross-border mobility are well managed, with measures to ensure well-being, including health, security and safety throughout the mobility continuum. This includes enhancing border governance and management capacities for safe, well-managed and streamlined cross-border movements of goods and people, as well as cross-border mobility solutions to address current and future recovery needs. This will include preparing border authorities in Ukraine and the Republic of Moldova to align legal,

technical, and operational aspects with international and EU standards, alongside efforts to promote and operationalize protection-sensitive border management policies and systems. Further promoting rule of law, good governance and stronger institutions will contribute to better migration and border governance. In addition, IOM will supplement the efforts and strengthen the

capacity of government, civil society, and the private sector to combat trafficking in persons, smuggling of migrants and other transnational organized crimes. In this vein, IOM will closely monitor emerging trends to mobilize prevention and response capacities, expanding the focus from people on the move towards protecting people that are accessing local labour markets.



*Local entrepreneur Artem at his production facility in Chernihiv. © IOM 2022/Jorge Galindo*

## IOM'S POSITION ON RETURNS TO UKRAINE

IOM supports the rights of Ukrainians to return but recognizes that, with the ongoing war, conditions are currently not in place to facilitate large-scale return and reintegration. While people are returning on their own, and IOM encourages the provision of support to these returnees as part of ongoing humanitarian assistance, IOM has suspended facilitated or incentivized returns to Ukraine, in line with the policies of UNHCR and other agencies. Prior to commencing facilitated returns, several core elements must be in place.



**The question of returns is highly dependent on solutions to displacement within Ukraine. Only once conditions are conducive to safe returns, and IDP return and durable solutions policies and programmes are in place can IOM confidently begin the facilitation of refugee returns.**

IOM's current assessment is that the people we call returnees – those who were displaced and then return home – are just as vulnerable as many of Ukraine's IDPs. Humanitarian needs persist in many areas of return, including lack of access to livelihoods and essential services, high levels of residential destruction, and unexploded ordnance contamination.

.....



**Any future return programme must grant equal consideration to the needs of people who stayed in Ukraine to support social cohesion and long-term recovery.**

Return and reintegration assistance should benefit returnees and their communities, and be needs- rather than status-based, and aligned at the national and regional levels prior to commencing the provision of support. This means that assistance is extended to both IDPs and refugees, with a focus on specific communities / locations, irrespective of status and where they return from. IOM assessments indicate that the most affected people are those who remain in Ukraine, particularly in the east, and displaced within their own oblasts.

.....



**Any refugee return programme will require multilateral agreements on the status and rights of the returning population.**

Ukraine is still under martial law with conscription requirements under discussion, including for women.

.....



**The Government and the UN Agencies can currently not guarantee direct support or monitoring of refugee returns, or their protection – physical, material and legal – during any return process.**

These operational constraints will need to be overcome prior to commencing facilitated returns to ensure an end-to-end harmonized approach.

[Read more on IOM's position on Returns to Ukraine](#)



IOM provides support to the Zhovti Vody collective centre in Dnipropetrovska oblast, Ukraine © IOM 2023



ENABLING OUR RESPONSE



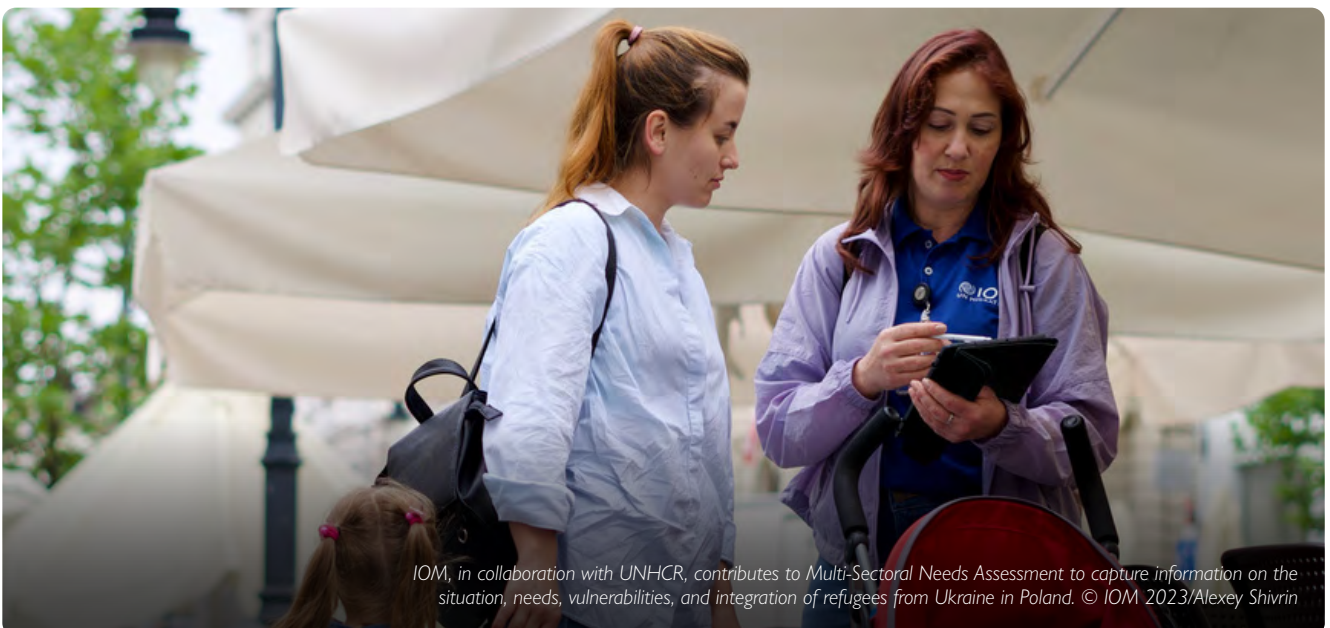
# DATA AND EVIDENCE

IOM implements broad data collection and analysis programmes in Ukraine and the region focused on (i) production of operational data and analysis, (ii) leadership on harmonization and uptake of data and analysis within the humanitarian and recovery coordination structures, and (iii) provision of technical expertise, systems and capacity building for evidence-based planning and policy making at the local, regional, and national level of governance, especially in identifying priority needs for recovery in Ukraine and inclusion in countries hosting displaced Ukrainians and migrants.

Expanding upon the institutional approaches of IOM's Displacement Tracking Matrix (DTM) within the Global Data Institute (GDI), IOM employs systematic and innovative methods to generate timely, relevant, and credible data and analysis, enabling an evidence-based humanitarian, recovery, and development response. Data collection encompasses local, national, and regional levels, using a mix of methodologies, tailored to the context and best suited to address the identified data needs. Beyond quantifying internal population displacement and identifying the profiles, needs and intentions of IDPs, returnees and refugees abroad, IOM assessments address various thematic issues, including humanitarian and recovery needs forecasting and durable solutions in locations housing affected populations, vulnerabilities to protection risks including violence, exploitation and abuse and challenges and needs related to integration. IOM data teams collaborate closely with sectoral teams and partners, as well as government and UN agencies

within the regional Ukraine response, aiding in the application of data for substantial operational and programmatic decisions, encompassing targeting, location selection, and intervention design. This integrated approach ensures that assistance aligns with the actual challenges faced by the refugees from Ukraine and host communities, as monitored and, when feasible, anticipated through IOM's assessments and analysis. The teams lead coordination forums for assessments and joint initiatives to support data actors in harmonizing approaches, cross-validating and jointly analysing existing evidence, and using data more effectively for action.

IOM remains committed to assisting the Government of Ukraine and the countries involved in the Response at local, regional, and national levels. This involves encouraging evidence-based governance and fostering a culture of data-driven decision-making, collaboration, and interoperability. Teams respond to requests for technical assistance by governments and civil society actors, supporting efforts to implement data collection and analysis in alignment with global standards. Capacity development for government actors and stakeholders on migration data will continue, ensuring systems building and analytical function strengthening, particularly in Ukraine. In neighbouring countries, the focus will be on increasing capacity and collaborating with national statistical offices to improve information on forcibly displaced populations, leading to better long-term strategies.



*IOM, in collaboration with UNHCR, contributes to Multi-Sectoral Needs Assessment to capture information on the situation, needs, vulnerabilities, and integration of refugees from Ukraine in Poland. © IOM, 2023/Alexey Shvirin*

# TARGETING THE MOST VULNERABLE

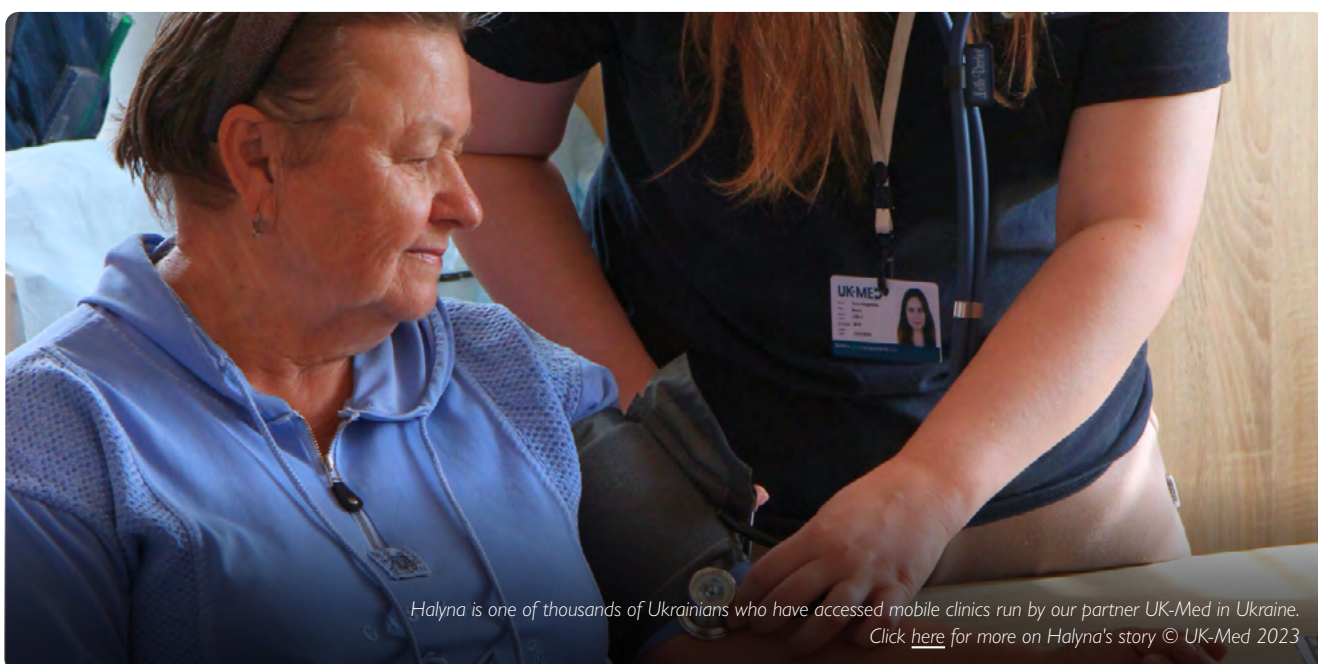
IOM provides a comprehensive, integrated response to crises, prioritizes joint assessments and risk analyses, looking at the many factors of vulnerability in situations of crisis, post-crisis and recovery, ensuring participation and protection as a core driver of its interventions. The scale of needs in Ukraine and the region requires IOM to make decisions on targeting based on needs and anchored in the commitment to promote the respect/protection/fulfilment of rights of those we serve, rather than solely on status. Understanding that all people require some level of assistance and are equal rights holders, scaling services appropriately enables IOM to extend support to a larger number of affected individuals while directing the most intensive and high-cost services to the most vulnerable and marginalized groups.

IOM places a particular emphasis on reaching people in remote and hard-to-reach areas, as close as possible to the frontline, through strengthening systems, working with partners and advocating for expansion of humanitarian access. IOM also closely considers the impact of conflict and displacement on groups that may lack a voice in responses, such as third-country nationals, people from ethnic minority groups, including the Roma community. This is being done among others through strategic partnerships with specialized local actors, including community-led organizations. IOM targeting and programming tools also seek to consider and address vulnerabilities across the spectrum of sex, gender, age, race, sexual orientation, ethnicity

and disability. Conflict analysis, conflict sensitivity, and protection analysis further support us in targeting groups that may be overlooked.

Throughout the prolonged war, IOM will continue to tailor its humanitarian interventions, looking at the most heavily impacted communities and individuals combined with lower levels of resilience factors, thus more exposed to various protection risks. For example, people residing in collective accommodation centres or care facilities, people in newly accessible areas or in areas heavily affected by infrastructural damage, people in protracted displacement. In the case of Ukraine this involves improved geographic and demographic analysis in vulnerability of different populations, to target those most in need. In the regional response the programming has developed more client-driven models for outreach of affected people, enabling tailored support based on request, providing information to all and reserving case management approaches and specialized service provision for the most vulnerable people with specific needs or those at-risk.

In its system strengthening interventions, IOM will make it a point to advocate for mainstreaming the needs of all vulnerable categories of people into support mechanisms including social protection and regular migration pathway schemes. IOM will continue fostering approaches and programmes that promote diversity and inclusion as catalysts of recovery, reconstruction and sustainable development processes through social cohesion.



*Halyna is one of thousands of Ukrainians who have accessed mobile clinics run by our partner UK-Med in Ukraine. Click [here](#) for more on Halyna's story © UK-Med 2023*

# LEVERAGING LOCAL KNOWLEDGE AND INNOVATION

Throughout the Ukraine Regional Response, IOM has learned and implemented a holistic area-based approach, focusing on regions severely affected by the crisis. Centring the programming model on specific locations – regions, municipalities, communities, service points – enables IOM to combine humanitarian services with development and peace approaches while placing protection at the core of all interventions to provide holistic support. The region's parameters are shaped by national governments that define policy while much of the implementation and service delivery is managed at sub-national levels. IOM targets high-impact locations based on factors such as the large numbers of IDPs, returnees, war impact, refugee-hosting numbers, strategic geographical position (such as proximity to main humanitarian corridors), or socio-economic indicators (lack of workforce or poor access to services). We collaborate with local authorities to tailor programmes to the specific context, in alignment with sub-national systems and governance models.

In Ukraine, this area-based approach requires coordination at the regional, oblast, and hromada (community) levels. IOM will continue to focus on hromada-level development, integrating planning and participatory processes alongside humanitarian and protection services and substantial infrastructure and technical assistance capabilities. IOM sectors evolve with the communities, ensuring that distribution of goods or cash transitions quickly to supporting rehabilitation of social and health services, short mid- and long-term housing, energy support and infrastructure projects. IOM's area-based approach is also evident in its work with affected communities in Ukraine and the region to access services, labour market, and livelihood opportunities to facilitate their social, economic, and cultural reintegration. Support includes skills development, self-employment and vocational training, as well as private sector revitalization activities for micro, small and medium enterprises.

At the local level, strong and cohesive communities play a crucial role in enhancing resilience during crises and serving as a cornerstone for post-crisis recovery, and localization features strongly in diverse IOM programmes across the HDPN. IOM actively supports local communities as part of the Ukraine regional response by involving and empowering them to lead local-level initiatives, applying conflict-sensitive methods during implementation and directly strengthening community social cohesion. In doing so, IOM applies community-based planning approaches, community-led feedback mechanisms, veteran reintegration programmes and capacity building for local partners in areas such as health, protection and MHPSS.

To further support local ownership in Ukraine and the region, IOM will strengthen its partnerships with municipalities and offer sustained technical assistance to government ministries, with the goal of ensuring that migrants and refugees have effective access to benefits and services, facilitating vertical coordination, and creating opportunities for their inclusion in national programmes. IOM will continue to strengthen referral mechanisms between local and national stakeholders, encourage data-driven recovery planning and governance, and participate in multi-sectoral coordination efforts. With a view towards sustainability, IOM supports both national and local actors to implement participatory governance processes that link local plans to national recovery and development plans.

# ADAPTING SYSTEMS

IOM works with local authorities to develop their own integration and inclusion strategies and models, while supporting stakeholder engagement. Throughout the region, this has included support for national programmes for decentralized migrant integration centres, municipality-specific models and policies, and a robust engagement with civil society organizations (CSOs) and private sector – often the most influential and capable partners at the local level.

To align with the evolving needs of refugees and enhance socioeconomic inclusion, Migrant Resource Centres (MRCs) will be upgraded and expanded in their capacity and spectrum of services to facilitate the socio-economic inclusion of refugees. Serving as hubs for information, orientation, and direct delivery of services, as well as referrals to state and non-state support services, MRCs align with a whole-of-society approach to socioeconomic inclusion. Operating in the EU and other countries for many years, they have been at the forefront of identifying evolving needs and leveraging good practices from various contexts to recommend enhancements to policy frameworks. Their active role in shaping policy not only advocates for the needs and rights of migrant and asylum-seeking populations but

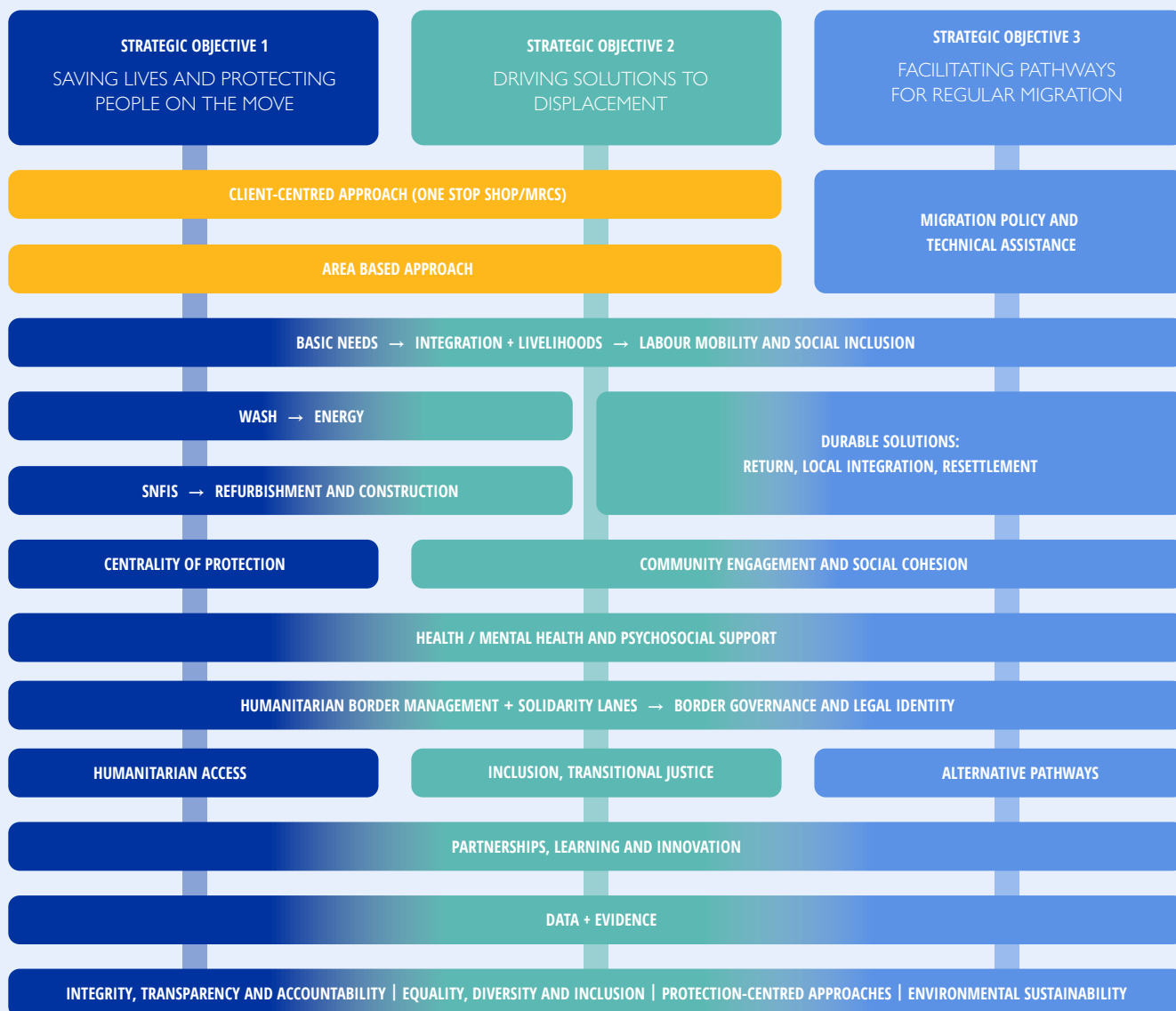
also significantly impacts the formulation of inclusive policies. By ensuring that refugees and migrants are integrated into ongoing policy models with increased capacities to access information, services, and exercise rights, MRCs contribute to reducing aid dependency and improving self-reliance, thereby making them an effective resource in the landscape of migration management.

In response to the war in Ukraine, IOM adapted and expanded the MRC model to 30 locations in neighbouring countries to support a larger caseload of people seeking refuge from the war. IOM effectively addresses the needs of the affected people in a multidimensional and comprehensive way by using an accessible and convenient ‘one stop shop’ model that is adaptable and scalable, tailoring location-specific services to the specific context in which they operate, filling humanitarian and inclusion service gaps while linking refugees to partner and government programmes. Trained intercultural mediators, often migrants themselves, play a crucial role in providing access to information and support. Their first-hand experience and multilingual abilities empower them to deliver compassionate and culturally sensitive services.



*IOM Common Pipeline partner Rescue Now delivering aid to the flood and war affected village of Fedorivka, Kherson region. July 2023. © IOM 2023/Stanislas Kalach*

# HUMANITARIAN, DEVELOPMENT AND PEACE NEXUS (HDPN) OPERATIONALIZATION



The above model is an example of how different types of programming evolve to address particular needs across all the objectives, while not covering all the existing sectors to maintain readability. The colour gradients highlight the interconnected areas of programming within each objective, underscoring the transformative nature of IOM's response efforts over time. The effectiveness of the HDPN approach is strengthened by two fundamental approaches: the integration of client-centred and area-based strategies. Across all objectives, IOM will maintain a pivotal role in data collection, analysis and promoting data-driven programming, while integrating cross-cutting principles that significantly influence the lives, dignity, and agency of affected populations, including Accountability to Affected Populations (AAP) and fostering local-level engagement and coordination (localization).

For example, MHPSS activities under SO1 will be physiological first aid, stress counselling, diagnostics and referrals for PTSD – all at the individual level. As time passes and needs transform to longer term, so does MHPSS programming, covering both individual and community levels under SO2, services offered vary from individual and group counselling to social cohesion events, focusing on inclusion and supporting a sense of belonging, short- and long-term planning. Under SO3, MHPSS programmes look at the systematic approaches, like building the capacities of first responders, updating MHPSS curriculums, integrating MHPSS into livelihood and longer-term development programmes. Bridging humanitarian and integration programming across all the sectors of the response, IOM MHPSS programmes centre on the needs of beneficiaries and offer services and interventions, designed to address both immediate needs and long-term wellbeing.

# WORKING IN PARTNERSHIPS

Facing unprecedented needs, IOM has leveraged a vast network, building on existing and new partnerships across government, civil society and private sector actors. Vibrant civil society and private sector in Ukraine and countries hosting refugees constitute opportunities for us to fulfil our commitment to localization and ensure sound local systems are in place to drive relief, recovery and inclusion processes.

## GOVERNMENT

As an inter-governmental organization, IOM aims to leverage its experience and relationship with government at all levels to expand on its technical assistance role, aiming to develop systems that place mobility at the service of recovery efforts and societies as a whole. IOM's interventions in Ukraine are in line with and complementary to the government's priorities as reflected in the National Recovery Plan and the work of Sectorial Working Groups under the International Technical Assistance Mechanism, as well as other coordination mechanisms set up by the Government of Ukraine. IOM Ukraine works closely with national and regional authorities, including oblast governors and mayors, to ensure a coordinated and targeted response in line with local priorities.

IOM has been a strategic partner of the Government of Ukraine for almost 27 years and has 14 cooperation agreements with key Ministries at the national level as well as operational partnerships with government in all 24 oblasts. Currently, there is bilateral cooperation with central and local government authorities on the full range of recovery efforts. IOM has contributed to the development of several Ukrainian policy and legislative acts, including but not limited to the State Migration Policy, the legislation on Border Control, the legislation on Countering Trafficking in Human Beings, the Anti-Trafficking Action Plans. Since 2018, IOM continues to support the Government of Ukraine in carrying out periodic assessments of the country's migration governance framework through IOM's Migration Governance Indicators (MGI) assessment.

IOM's historic presence in all refugee hosting countries has enabled missions to leverage their cooperation with national governmental ministries and agencies, including long-standing ties with Ministries of Foreign Affairs and Ministries of Interior (in charge of migration and Temporary Protection Directive implementation), as well as labour, social protection, health and other relevant authorities, particularly local authorities and municipalities to deliver assistance. In EU member states, municipalities play a particularly important role in policy implementation and inclusion services for migrants and refugees. IOM aligns its work to EU Policy guidance and strategic orientations, particularly as pertaining to refugee inclusion, but also through engaging diaspora-sourced expertise for the EU accession processes.



### GOVERNMENT PARTNERSHIPS IN NUMBERS

**14** cooperation agreements with key Ministries in Ukraine Including 5 new cooperation agreements since the beginning of the full-scale war

**24** oblasts engaged in operational partnerships, ensuring collaborative efforts across each region.

**50** partnerships with government authorities including **37** with municipalities in refugee hosting countries

## CIVIL SOCIETY

Strong partnerships will continue to be key to accessing hard-to-reach areas and supporting the most marginalized. As part of its efforts to strengthen response systems in Ukraine and the region, IOM will increase the scope and scale of its partnerships, aiming to channel increased proportions of funding through local actors – particularly those that are led by communities and marginalized groups themselves and those with key responsibilities in reconstruction and recovery processes. IOM will intensify efforts to increase their visibility, acknowledge their contribution and support their leadership role in inter-agency humanitarian and development coordination mechanisms.

Since the start of the war, IOM has worked with more than 183 partners in the region (over 90% local) including non-governmental organizations (NGOs), academic institutions, think tanks, diaspora associations and professional organizations. Such partnerships have been instrumental in extending IOM's outreach to people from marginalized communities, as well as people with disabilities and people with diverse sexual orientations, gender identities, gender expressions and/or sex characteristics (SOGIESC).

IOM is heavily investing in experience sharing. Our technical assistance programming aims to establish and strengthen safe, quality, efficient and sustainable response systems. We seek to cultivate two-way capacity development, valuing the unique expertise of our partners in their respective fields, while acknowledging our role as a human mobility expert organization. We also aim to strengthen social accountability in Ukraine, support CSOs in productive and sustained advocacy and engagement with decentralized government to ensure the needs of the community (including marginalized groups) are met.

## ACADEMIA

Recovery, solutions, and inclusion require a whole-of-society approach and ownership. Engaging with academic and policy institutions is necessary to support open dialogue on solutions and pathways for the people impacted by the war. IOM has already established relationships with various institutes and will continue to push these forward, both for our own learning and our ability to consolidate with national experts who will influence the policy and decision-making processes in the region. This will include provision of IOM data to experts for their analysis, as well as joint policy and implementation monitoring initiatives, to enable IOM and its partners to have better foresight and advocate for policies that support the human rights of the affected population, including restorative justice, inclusion, cohesion, and well managed instruments to support household and community level decision making and agency in the recovery processes.

## PRIVATE SECTOR

IOM recognizes the key potential of the private sector in supporting and enabling reconstruction and recovery processes, but also in the inclusion of refugees in hosting countries. IOM will increase its partnerships with global and local private sector actors as financial and in-kind contributors, but also as key drivers of socio-economic recovery, inclusion processes, and of migrant and refugee protection through ethical recruitment practices and counter-trafficking initiatives. The response is already markedly heavy on private sector involvement, including our past and current partnerships with entities such as Airbnb.org, Amazon and Flexport – each stepping in for in-kind services with great impact on the supply of NFIs and shelter. In Ukraine, IOM has developed innovative relationships with public-private municipal utility services (*Vodokanals*) to reach millions of people with clean water, sanitation and heating.



### CIVIL SOCIETY PARTNERSHIPS IN UKRAINE & NEIGHBOURING IN NUMBERS

**183** civil society partners

**90%** are local/national

**+40,000** partner staff trained

## UN AND INTER-AGENCY COORDINATION

IOM plays an active role in the inter-agency coordination architecture, coordinating with the relevant clusters as an active member of the UN Country Team (UNCT) and the UN Humanitarian Country Team (UNHCT). In neighbouring countries, IOM is an active partner in the Refugee Coordination Model (RCM) established by UNHCR.

In Ukraine, IOM participates in the Humanitarian Cluster System as co-lead of the Assessments Working Group (AWG) and Cash Working Group (CWG). IOM has a lead role in the Strategic Advisory Groups (SAGs) within the Camp Coordination and Camp Management (CCCM), Health, Shelter-NFI, and Water, Sanitation and Hygiene (WASH) clusters, and the Operational Advisory Group for the Logistics Cluster. IOM co-chairs a variety of Technical Working Groups (TWG) and task forces, among which the Winterization TWG, the MHPSS TWG for the Eastern Oblasts, the Displacement and Health TWG and the Peace and Social Cohesion Task force.

At present, under the overall guidance of the Resident Coordinator Office (RCO), IOM leads the Durable Solutions Initiative (renamed Community Planning and Recovery Working Group) which represents a collective effort of UNCT to support the efforts of the Government of Ukraine to adequately address massive displacement of population due to the ongoing war. Cooperation is ongoing with several UN agencies within the cluster coordination mechanism. IOM also attends several UN thematic working groups and also leads the UN working Group on Migration.

In the regional response, IOM participates in a wide range of coordination platforms as part of government and civil society coordination efforts including active roles within the UNHCR-chaired Inter-Agency Coordination working groups at the regional level and in all countries of the response, covering information management, cash, winterization, health, mental health and psychosocial support (MHPSS), livelihoods, basic needs, accommodation/housing, child protection, gender-based violence, education, and socioeconomic inclusion. IOM co-chairs the national and regional Anti-Trafficking task forces (ATTF), leads the Shelter and Basic Needs sectors in several countries and is a key facilitator of the regional Prevention of Sexual Exploitation and Abuse (PSEA) network.







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IOM participates in a coordinated inter-agency aid convoy to the Kherson Region. © IOM 2023



# CROSS-CUTTING PRIORITIES



## INTEGRITY, TRANSPARENCY AND ACCOUNTABILITY

The IOM AAP Framework establishes IOM's common approach for implementing and mainstreaming AAP throughout its crisis and recovery related work. It is articulated around the following five key priorities: providing leadership, ensuring transparent information sharing, offering meaningful pathways of participation to users of IOM services, operating Complaints and Feedback Mechanisms (CFM), and coordinating with partners throughout the programme cycle. This supports IOM to ensure quality and responsive programming in line with the evolving needs of beneficiaries, affected populations and communities. The tools, systems and procedures used to mainstream AAP also create the pathways and systems needed to enable the Organization's zero tolerance policies against sexual exploitation and abuse (SEA) and other forms of misconduct. The commitments of this framework were developed in line with the Inter-Agency Standing Committee's (IASC) commitments to AAP and adapted to meet IOM's operational realities.

IOM is intensifying its focus on the PSEA strategy in response to the evolving situation in Ukraine. The organizational approach is not just about policies; it's about people. IOM is building on its ongoing efforts to train and empower local partners, recognizing their invaluable role in this journey. The heart of our strategy is the continuous development of IOM's PSEA focal points, who are more than just roles – they are our frontline in ensuring safety and respect. Collaborations with agencies for specialized training of law enforcement and border guards are underway, reflecting IOM's commitment to practical solutions. By listening to and learning from the communities we assist, we are fine-tuning our methods to meet their real-time needs. Ukraine's challenging scenario is a learning ground, inspiring IOM to create innovative PSEA tools that are not only effective here but can be adapted to aid in other emergencies globally.



## PROTECTION-CENTRED

IOM is committed to and accountable for placing the rights and well-being of all migrants, at the centre of our operations and decision making. IOM's Institutional Approach to Protection supports a consistent, coherent, and accountable role for IOM on protection that ensures the protection of migrants across the full spectrum of humanitarian response, migration management and governance. We adhere to the Inter-Agency Standing Committee (IASC) definition of protection as “all activities aimed at ensuring full respect for the rights of the individual in accordance with the letter and the spirit of the relevant bodies of law” and are committed to the IASC Statement on the Centrality of Protection in Humanitarian Action and to the IASC Policy on Protection in Humanitarian Action.

IOM supports the efforts of states to fulfil their responsibilities to reduce protection risks and address the needs of the most vulnerable in emergency, transition and development contexts. We apply rights-based approach to all our programming, demonstrate a commitment to child safeguarding, disability and diversity inclusion, involve the individuals and communities we serve in decision-making, and protect them from sexual exploitation and abuse. IOM promotes migration as a matter of choice rather than necessity through interventions aimed at reducing the risks of violence, abuse, exploitation, and other rights violations, and fostering protective factors leading to resilience at an individual, household, community, and structural level.



## EQUALITY, DIVERSITY AND INCLUSION

IOM is deeply committed to upholding every individual's dignity and rights throughout their migration journey, confronting disparities tied to gender, age, race, ethnicity, and disability. Our approach involves a proactive collaboration with affected communities and stakeholders to unpack and dismantle societal, institutional, and structural barriers perpetuating discrimination and inequality. This commitment is lived in our Ukraine response, where a gender-sensitive approach underscores the importance of addressing intersectional challenges in large-scale humanitarian situations. IOM acknowledges that the impacts of such crises can vary significantly among individuals. We will continuously learn and adapt, striving for equal opportunities and a platform where all voices are valued and heard.



## ENVIRONMENTAL SUSTAINABILITY

Caring for people and the planet is one of our core values, and we are committed to mainstreaming environmental sustainability in our projects and programmes, facility management and operations. Recognizing the heavy impact of the war on ecosystems in Ukraine and neighbouring countries, the restoration imperative is intertwined with relief and recovery efforts, while mechanisms for communities to effectively respond and safeguard themselves from large scale accidents need to be in place. Currently, IOM seeks to address the issue of climate change in a holistic manner, mainstreaming environmental sustainability in policy approaches as well as in reconstruction efforts to build back better. In Ukraine and other countries of the response, this translates in systems that are less dependent on fossil fuels and more energy efficient; a challenge given the historic and current reliance on solid fuels and generators to keep service points and households warm through the winter. IOM will invest in additional expertise and capacity on energy, particularly alternative energy power generation in sectors where IOM has a significant footprint, such as housing and social infrastructure development and rehabilitation.



## CONFLICT SENSITIVITY

IOM's commitment to address the causes of displacement and drivers of migration in crises brings the Organization into conflict-affected and fragile contexts. IOM recognizes that its activities and presence, regardless of their intended aims, will have an impact on the war dynamics and require a conflict sensitive approach. IOM is committed to ensuring that conflict sensitivity is a core principle running across all programming and systems. Conflict sensitivity is the ability to understand the context of operations, anticipate the interaction between its activities and that context, and act on that understanding to maximize positive and minimize negative effects of its intervention on affected populations. A solid analysis of conflict and peace dynamics is the foundation of conflict-sensitive action.

In Ukraine, IOM conducts conflict analysis to ensure that its interventions are not having negative secondary effects and to find ways to mainstream social cohesion into operational approaches, enabling the organization to not only better embed 'do no harm,' but to support the operationalization of the HPDN. The conflict analysis is accompanied by a tailored training of trainer manual on conflict sensitivity and training package for staff. Regular conflict analysis supports IOM to refine operational approaches and shape conflict-sensitive interventions in Ukraine in the face of shifting frontlines and new humanitarian

crises, such as the Khakova Dam destruction. The Ukraine country office implements an action plan for institutionalizing conflict sensitivity, analysis and learning and integration with monitoring and evaluation, AAP, risk management, implementing partner engagement, localization, and programme development. Since the start of 2023, IOM Ukraine has supported system-wide approaches to be more conflict sensitive and contextually relevant, collaborating with the coordination and cluster mechanisms, including the Inter-Cluster Coordination Group (ICCG), the CWG and the UNCT.



## PEOPLE FIRST

People affected by the war in Ukraine are the best placed to understand and determine their needs and those of their community. By placing people and communities at the centre of its operations, IOM remains accountable to them, adapting programmes and approaches based on feedback from affected populations, implementing partners and stakeholders. This includes understanding their role not only as beneficiaries, but as partners and shareholders in their quality of agents, enablers and drivers of their own resilience, recovery and development at household, community and national levels. By being grounded in participation principles, activities can frequently adapt to changing circumstances. IOM ensures activities and programmes are accountable and adaptable to affected populations with responsive systems monitoring how people perceive and use the aid provided, the mechanisms best suited to provide information, and a focus on improving our understanding of displaced people's desires and the challenges they encounter to pivot our responses for improved targeting and services.



IOM workers provide NFI-s and schooling items in Hungary. © IOM 2022





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MIGRATION  
ПРЯМА ДИСТРИБУЦІЯ

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MIGRATION  
ПРЯМА ДИСТРИБУЦІЯ

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IN  
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IOM partners bringing aid items to rural areas in Kherson region.  
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## 2024 FINANCIAL REQUIREMENTS - UKRAINE

SECTORS	2024 FINANCIAL REQUIREMENTS	S01 SAVING LIVES	S02 SOLUTIONS	S03 PATHWAYS	UKRAINE CRISIS RESPONSE PLAN (CRP) 2024
Diaspora engagement	607,177		✓	✓	 <p><a href="#">IOM CRISIS RESPONSE PLAN - UKRAINE 2024</a></p>
Durable solutions	13,480,183		✓		
Energy	16,608,771	✓	✓		
Evidence gathering, data and research	8,050,096	✓	✓	✓	
Health	14,653,839	✓	✓		
Housing	43,119,375		✓		
Humanitarian Border Management	3,035,882	✓			
Livelihoods and Economic Recovery	31,074,076	✓	✓		
MHPSS	10,819,884	✓	✓		
Multipurpose Cash Assistance	31,019,382	✓			
Protection, Counter-Trafficking & GBV	14,572,234	✓	✓	✓	
Shelter and Settlements and NFIs	63,954,491	✓			
Site Management Support	7,859,292	✓	✓		
Transitional Justice, Land and Property	4,154,426		✓		
Veterans Reintegration	12,511,205		✓		
WASH	44,479,687	✓	✓		
Immigration and Border Management	43,916,315			✓	 <p>Additional request contained in the <a href="#">IOM Global Appeal 2024</a></p>
Labour migration & Ethical Recruitment	3,628,447			✓	
Policy Support & Technical Assistance	362,845			✓	
Resettlement, family reunification	2,467,344			✓	
<b>GRAND TOTAL</b>	<b>370,325,000</b>	<b>150,718,000</b>	<b>169,282,000</b>	<b>50,375,000</b>	



## 2024 FINANCIAL REQUIREMENTS - NEIGHBOURING COUNTRIES

SECTORS	2024 FINANCIAL REQUIREMENTS	S01 SAVING LIVES	S02 SOLUTIONS	S03 PATHWAYS	UKRAINE AND NEIGHBOURING CRISIS RESPONSE PLAN (CRP) 2024
Adaptation and Disaster Risk Reduction	480,505		✓		 <p><i>IOM CRISIS RESPONSE PLAN - UKRAINE AND NEIGHBOURING COUNTRIES 2024</i></p>
Basic Needs, including Food	1,060,000	✓			
Evidence gathering, data and research	7,901,791		✓	✓	
Health	9,921,011	✓	✓		
Housing	15,384,016		✓	✓	
Humanitarian Border Management	3,434,505	✓			
Humanitarian Movement Assistance	2,139,320	✓			
MHPSS	6,023,591	✓	✓		
Multipurpose Cash Assistance	11,952,500	✓			
Protection, Counter-Trafficking & GBV	19,426,551	✓	✓	✓	
PSEA	2,641,938	✓	✓	✓	
Shelter and Settlements and NFI	6,821,000	✓			
Site Management Support	6,604,016	✓			
Socioeconomic inclusion	39,170,982		✓	✓	
Support Services for Response Actors	1,925,054	✓			
WASH	7,170,000	✓	✓		
Immigration and Border Management	6,500,000			✓	 <p>Additional request contained in the <i>IOM Global Appeal 2024</i></p>
Labour migration & Ethical Recruitment	1,500,000			✓	
Policy Support & Technical Assistance	1,500,000			✓	
Resettlement, family reunification	2,000,000			✓	
<b>GRAND TOTAL</b>	<b>153,557,000</b>	<b>74,746,000</b>	<b>54,083,000</b>	<b>24,728,000</b>	



FOR MORE INFORMATION ON IOM AND  
THE UKRAINE CRISIS RESPONSE

