

# Ukraine and Neighbouring Countries Crisis Response Plan 2025

Scale Up



A patient at a hospital in Kharkiv waits outside the doctor's office, glancing at the window damaged from a blast wave during an attack in June 2024. © IOM Ukraine/Anna Tsybko

Access the CRP



## January - December 2025

Published: February 28, 2025

## IOM VISION

IOM is committed to supporting the dignity, safety, and protection of all people affected by the war in Ukraine. Targeting internally displaced persons (IDPs), refugees, returnees, third-country nationals, and host communities, IOM will facilitate access to quality services through a comprehensive response across the humanitarian, development, and peacebuilding nexus. In close coordination with national and regional stakeholders, IOM will continue responding to urgent humanitarian needs while supporting recovery and resilience-building efforts, enabling people to find sustainable pathways to durable solutions in Ukraine and in refugee-hosting countries, and promoting safe mobility and rights-based migration governance in support of recovery and development agendas.

Published: February 28, 2025

**\$369,103,000**

Funding Required

**2,291,990**

People Targeted

**1,046**

Entities Targeted

## PRIMARY TARGET GROUPS

1. Internally displaced person
2. Refugee
3. International migrant
4. Local population / community
5. Internal migrant
6. Former combatant / fighter

## CONTACT INFORMATION

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## IOM PROPOSED RESPONSE



Saving lives and protecting people on the move

**\$187,815,000**  
FUNDING REQUIRED

**798,500**  
PEOPLE TARGETED

**622**  
ENTITIES TARGETED



Driving solutions to displacement

**\$168,190,500**  
FUNDING REQUIRED

**1,682,900**  
PEOPLE TARGETED

**371**  
ENTITIES TARGETED



Facilitating pathways for regular migration

**\$13,097,500**  
FUNDING REQUIRED

**34,900**  
PEOPLE TARGETED

**53**  
ENTITIES TARGETED

## BREAKDOWN OF FUNDING REQUIREMENTS (USD) 2025

| ACTIVITY AREAS                                                | 2025                 |
|---------------------------------------------------------------|----------------------|
| Basic needs, including food and multi-purpose cash assistance | \$54,651,000         |
| Community stabilization and community-driven development      | \$10,000,000         |
| Data for action, insight and foresight                        | \$6,492,500          |
| Disaster risk management                                      | \$1,990,000          |
| Health                                                        | \$20,523,000         |
| Land and property                                             | \$180,000            |
| Livelihoods, economic recovery and socioeconomic inclusion    | \$65,445,000         |
| Protection                                                    | \$30,066,500         |
| Shelter and settlements                                       | \$71,720,000         |
| Movement assistance                                           | \$2,045,000          |
| Transitional justice                                          | \$5,300,000          |
| Water, sanitation and hygiene (WASH) and energy               | \$52,715,000         |
| Site management support                                       | \$9,770,000          |
| Regular pathways                                              | \$5,290,000          |
| Mental health and psychosocial support                        | \$20,928,000         |
| Humanitarian border management and search and rescue          | \$4,460,000          |
| Peacebuilding, violence and conflict reduction                | \$2,085,000          |
| Support services for response actors                          | \$1,290,000          |
| Integrated policy support                                     | \$250,000            |
| Legal identity and consular services                          | \$500,000            |
| Cross-cutting priority Protection-centered                    | \$3,402,000          |
| <b>TOTAL FUNDING REQUIRED</b>                                 | <b>\$369,103,000</b> |

## CONTEXT ANALYSIS

Ukraine continued to face a devastating humanitarian crisis in its third year of full-scale war with the Russian Federation (RF). Ongoing attacks continue to devastate civilian lives and critical infrastructure. Damage to energy infrastructure, power outages, and fuel shortages threaten civilians' access to shelter, basic services, and livelihoods during the challenging 2024-2025 winter (OCHA, 2024).

In 2025, 12.5 million people need humanitarian assistance in Ukraine (OCHA, 2025). Of these, 3.5 million are currently internally displaced persons (IDPs), and almost one third of them (30%, or over one million people) live in front line areas. More than nine million people in Ukraine are estimated to be living in poverty, an increase of 1.8 million people since February 2022 (World Bank, 2024). IOM Ukraine's DTM data reveal persisting needs for multisectoral humanitarian assistance, including shelter and non-food items (NFI), Water Sanitation and Hygiene (WASH) and cash-based support. Protection risks are high for vulnerable groups, including women, children, older persons, and persons with disabilities. An IOM survey in 2024 found that 54 per cent of the respondents reported experiencing at least one potential indicator of labour exploitation in the 12 months prior to data collection. Ukraine faces an urgent task of long-term recovery and reconstruction, with an estimated USD 486 billion required over the next decade — 2.8 times its 2023 GDP (World Bank, 2024). While 4.3 million Ukrainians have returned to their residences, many live in precarious conditions (IOM 2024). Establishing enabling conditions for voluntary, safe, dignified returns and the sustainable reintegration of displaced persons is key. Strengthened migration governance will support safe, voluntary returns once conditions allow, fostering peace, stability and social cohesion.



Women's MHPSS support activities in Estonia © IOM 2024

As of January 2025, 6.3 million refugees from Ukraine are hosted across Europe (UNHCR, 2025). Since March 2022, the European Union (EU) Temporary Protection Directive (TPD) has granted protection and access to essential rights and services for Ukrainian nationals and eligible third-country nationals (TCNs). Initially set to expire in 2024, the directive has been extended until March 2026, with uncertainty beyond that. Non-EU countries have implemented similar measures.

The United Nations High Commissioner for Refugees (UNHCR, 2025) estimates that 2.1 million refugees in neighbouring countries require targeted support, with women, children, older persons, persons with disabilities, and minorities facing particular challenges. Most Ukrainian refugees have no plans to move in the near future due to ongoing war and destruction of infrastructure and services, with return movements often short-term or circular (IOM, 2024). IOM surveys conducted throughout 2024 with 15,979 refugees (80% who were female refugees and 56% traveling with children) highlight significant ongoing challenges and persisting needs: 56 per cent need financial support, 49 per cent cannot cover a €100 expense, 38 per cent lack access to health care and 22 per cent require employment and language training. Additionally, 6 per cent remain hosted in collective shelters, highlighting the need for stable, long-term housing that ensures dignified living conditions. Considerable proportions of refugees from Ukraine depend on humanitarian aid to cover their shelter, health care and winter needs to maintain minimum dignity. Language barriers

further limit employment opportunities, and families with children out of school face greater unmet needs. Vulnerable groups, including those with health or protection concerns, require sustained humanitarian and socioeconomic support for inclusion and resilience. Surveys with 10,470 refugees (79% of which were women) in 2024 reveal almost half of employed respondents reported precarious work conditions (UNHCR, 2024). Other challenges include accessing identity documents, registering civil status changes, obtaining legal status, and accessing services after short visits to Ukraine (UNHCR, 2024). Enhancing socioeconomic inclusion will foster self-reliance and smoother integration for refugees while maintaining humanitarian response capacities and supports readiness for sudden population movements triggered by developments in the war dynamics.

## COORDINATION

Interventions in Ukraine are in line with and complementary to the Ukraine Humanitarian Needs and Response Plan 2025 (HNRP) as well as the United Nations Cooperation Framework 2025-2029 (UNSDCF). As a member of the Inter-Agency Standing Committee (IASC), IOM coordinates with clusters as an active member of the UN Country Team (UNCT) and the UN Humanitarian Country Team (UNHCT). IOM Ukraine also coordinates closely with the central and local government for humanitarian assistance to reach populations in need, and supports the Government of Ukraine (GoU) to deliver assistance. IOM will continue to work closely with partner agencies to ensure coordination during the implementation of this CRP 2025, including UN agencies, international and local organizations, civil society, and government counterparts in Ukraine and neighbouring countries. IOM is an active member of the Camp Coordination and Camp Management (CCCM), Water Sanitation and Hygiene (WASH), Shelter and Non-Food Item (S-NFI), Food Security and Livelihoods, Health, and Protection clusters, as well as the Cash Working Group. IOM has a lead role in the Strategic Advisory Groups (SAGs) within the CCCM, Health, Protection, S-NFI, and WASH clusters, and the Operational Advisory Group for the Logistics Cluster. IOM continues to manage the NFI and WASH Common Pipeline in consultation with the S-NFI and WASH Clusters, procuring, transporting, prepositioning, and storing S-NFI and WASH supplies for onward distribution by a network of 38 partners, including 10 international non-governmental organizations (INGOs) and 28 local NGOs, ensuring a strong focus on localization and capacity strengthening of local actors in the response. IOM co-chairs several Technical Working Groups (TWG) and task forces, among which the Winterization TWG, the MHPSS TWG for the Eastern Oblasts and for Vinnytsia, the Task Team on MHPSS for Veterans, the sub-National cash working group, the cash vulnerability targeting working group, the Socioeconomic Inclusion TWG, the regional Anti-trafficking Task Force (ATTF), Displacement and Health TWG and the Peace and Social Cohesion Taskforce. IOM also has the leading role in the Community Planning for Durable Solutions and Recovery Steering Committee to drive the collective solutions effort and chairs the Assessments and Analytics Working Group (AAWG). Furthermore, IOM actively participates in various technical-level coordination structures such as the Veterans Social Protection Working Group, among others. IOM is an active member of the UN Action Against Sexual Violence in Conflict, partners with the UN Team of Experts on Rule of Law and Sexual Violence in Conflict, is a leader in a multi-agency approach to addressing conflict-related sexual violence (CRSV) in Ukraine, and is a member of the Inter-agency Working Group on Countering CRSV Related to Russian Federation Aggression Against Ukraine and Provision of Assistance to Affected Persons where IOM is considered the lead UN entity within the sub-group Reparations for the Victims of Sexual Violence Related to War. IOM also chairs the UN Working Group on Migration that coordinates the UN approach and advocacy efforts with the Government in migration management. In neighbouring countries, IOM is an active partner in the Refugee Coordination Platform (RCP) established by UNHCR and all interventions are aligned with the [Regional Refugee Response Plan: Ukraine Situation \(2025-2026\)](#) and additionally with the UNSDCF in the Republic of Moldova. 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, MHPSS, livelihoods, basic needs, accommodation/housing, child protection, gender-based violence (GBV), education, and socioeconomic inclusion. IOM co-chairs Anti-Trafficking Task forces (ATTF) at the regional and national levels and is a key facilitator of the Prevention of Sexual Exploitation and Abuse (PSEA) Network. IOM also works closely with other UN partners, civil society, and the wider donor community.

## CAPACITY

IOM has been operating in Ukraine since 1996 and has significant experience in managing complex humanitarian interventions,



including in the East of Ukraine since 2014. IOM has a unique comparative advantage throughout the war-affected areas with a well-established operational footprint inclusive of humanitarian, recovery, development and peace programming. This enables IOM to support complementary programming across the entire spectrum of needs while strengthening integrated approaches to migration management, policy and governance, and sustainable development. Since February 2022, IOM has further expanded its presence beyond its main office in Kyiv. In 2025, IOM will have seven sub-offices in Dnipro, Kharkiv, Lviv, Odesa, Poltava, Mykolaiv, and Vinnytsia) and 690 staff. IOM has warehouse capacity in five locations nationwide and collaborates closely with the Logistics Cluster across the region to monitor demographics, locations, needs, and gaps. IOM has a robust distribution capacity in Ukraine, supported by strong partnerships with local and national authorities and a network of implementing partners, including those involved in the Common Pipeline programme, enabling reach in hard-to-access areas. Since the onset of the full-scale war, IOM Ukraine has collaborated with 91 NGOs (93% local). To deliver its programmes, IOM has signed contracts with 15 local implementing partners as of November 2024, with more contracts in the pipeline to be signed. Across the region, IOM had an established presence in all refugee-hosting countries prior to the full-scale war and quickly scaled up its operations to address the urgent needs resulting from the war. As of January 2025, IOM operates 11 head offices and seven sub-offices across the region, with 500 staff and affiliates (92% national) deployed in strategic locations. In addition, IOM runs 17 active Migrant Resources Centres (MRCs) to support displaced populations and host communities. The Organization works closely with governmental authorities at the central and local level, NGOs, academic institutions, and the private sector to coordinate its efforts. Since the onset of the war, IOM has significantly expanded its partnerships, working with over 183 partners, more than 90 per cent of which are local organizations. These partnerships include NGOs, academic institutions, think tanks, diaspora associations, private sector, and professional organizations, enabling IOM to broaden its outreach and support to marginalized groups, including persons with disabilities and people with diverse sexual orientations, gender identities, expressions, and sex characteristics (SOGIESC). This collaborative approach ensures that response efforts are inclusive, effective, and sustainable, helping to bolster resilience and promote the long-term well-being of displaced populations and host communities alike, providing critical opportunities for IOM to fulfil its commitment to localization. Through these strong, locally rooted partnerships, IOM in Ukraine and the region is well-positioned to support government, local authorities, and community-based organizations in their humanitarian, early recovery, and development initiatives in Ukraine and refugee-hosting countries.

## ENGAGING WITH GOVERNMENT

IOM in Ukraine leverages its 28 years of extensive experience and robust relationships with the Government of Ukraine (GoU) at all levels to strategically enhance its technical assistance role. At the national level, IOM provides comprehensive technical assistance to the Ukrainian government in developing and implementing effective migration and displacement policies. This includes integrating mobility into recovery efforts to benefit society. By strengthening governmental institutions through targeted training and resource provision, IOM ensures these bodies are equipped to handle crises efficiently. This long-term partnership is underpinned by 16 cooperation agreements with key line ministries and other government bodies. IOM's active involvement in Sectorial Working Groups under the International Technical Assistance Mechanism ensures its efforts are integrated with broader international technical assistance, aligning with the government's priorities and enhancing the overall effectiveness of the response. At the sub-national and local levels, IOM collaborates closely with oblast governors, mayors, and community leaders to integrate community-based planning into response strategies. This approach ensures that local needs and priorities are identified and addressed, fostering trust and ensuring culturally appropriate and sustainable interventions. IOM's capacity-strengthening initiatives empower local responders, enhancing their skills and knowledge to manage crises more effectively. IOM Ukraine's localized approach ensures timely, tailored responses to community needs by coordinating with government bodies focused on IDPs, veterans, evacuation, and humanitarian efforts. Integration enhances the effectiveness of both response and recovery efforts, leveraging IOM's experience and strong ties with the Ukrainian government. It also aligns with EU policies on refugee inclusion and the EU accession process. Similarly, across the region, IOM's long-standing presence in all refugee-hosting countries has enabled the Organization to serve as a trusted partner for governments at the national, sub-national, and local levels. This unique positioning allows IOM to effectively support government leadership and engagement in the ongoing response to the refugee crisis. IOM collaborates closely with a wide range of governmental bodies, including migration, border management, and consular affairs authorities, as well as Ministries of Health, Labour and Social Protection, Infrastructure and Regional Development, Energy, Immigration, Education and Interior. The Organization also works with local authorities, municipalities, and institutions responsible for diaspora engagement, social protection, skills development, and economic empowerment. At the national level, IOM offers direct assistance to governments in key areas such as migration and integration policy, legislation, and statistics, while also strengthening technical and institutional capacities

through training, seconding staff, and providing other forms of direct support. This includes supporting the development of frameworks that facilitate refugee inclusion and integration into host communities. IOM also engages in advocacy initiatives aimed at ensuring that national policies align with international standards and best practices, particularly in areas such as refugee rights, protection, and employment opportunities. At the sub-national and local levels, IOM supports governments in linking community-based planning with national development strategies and policies, ensuring that local authorities are equipped to address the specific needs of refugees and host communities. This approach fosters greater ownership and vertical integration essential for sustainable development. In many cases, IOM helps strengthen local systems for service delivery, such as social protection, health care, and education, while working closely with municipalities to promote refugee inclusion and integration. In countries with EU accession aspirations, IOM aligns its technical assistance efforts with EU policy guidance and strategic orientations, particularly those related to migration acquis. IOM contributes to the EU accession process by helping governments leverage the knowledge and skills of migrants and diaspora communities to support national humanitarian, recovery, development and peacebuilding objectives.

## IOM RESPONSE

### CROSS CUTTING PRIORITIES

-  Data and evidence
-  Protection mainstreaming
-  Gender equality
-  Prevention of sexual exploitation and abuse
-  Disaster risk and climate change
-  Law and policy

### KEY OPERATING MODALITIES


-  Participation and empowerment
-  Conflict sensitivity
-  Integrated programming
-  Collaboration and partnership
-  Localization
-  Cash-based interventions

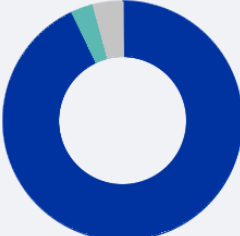
## LOCALIZATION: A KEY OPERATING MODALITY

IOM Ukraine has developed a Localization Response Framework (LRF) to advance and operationalize IOM's global [Localization Framework](#), emphasizing the empowerment of local actors in humanitarian and recovery efforts. The LRF includes a Localization Marker and Localization Baseline, tools that embed localization objectives into project design, aligning resources and activities to strengthen local capacities and leadership. The innovative LRF is grounded by IOM's five key localization pillars: partnerships and funding, capacity strengthening, participation, coordination, visibility and advocacy. Key priorities against the pillars include:

- **Partnerships and Funding:** As a signatory of the Grand Bargain, IOM is committed to increasing funding for local and national actors (LNAs), ensuring their empowerment in humanitarian and recovery efforts. IOM also supports flexible funding mechanisms for local actors, allowing them to implement projects independently with necessary technical support. IOM Ukraine collaborates with 48 NGOs (95% local) and engages 200 businesses to enhance private sector involvement. In the region, IOM has engaged with over 183 partners, more than 90 per cent of which are local organizations since February 2022.
- **Capacity Strengthening:** IOM strengthens the technical and institutional capacity of local partners through mentorship, training, and on-the-job support. This includes training in key programmatic sectors such as protection and MHPSS and improving reporting, monitoring, advocacy of operations, and institutional strengthening in programme management functions such as procurement, risk, compliance and financial accountability. This ensures local actors move beyond being recipients of funding to becoming leaders in their own right, contributing to the sustainability of the response.

- **Participation:** Local actors, including vulnerable groups, are actively involved in decision-making, through project co-design and implementation and inclusive community feedback mechanisms (CFMs) aligning with IOM’s approach to accountability to affected populations (AAP) which are implemented across multiple countries and central to ongoing programming, with dedicated focal points to ensure effective accountability and responsiveness.
- **Coordination:** IOM ensures local actor inclusion in coordination spaces like the UN Country Team , the IASC Clusters and working groups as part of the Refugee Coordination Forum, promoting harmonized efforts that meet the needs of displaced and affected populations effectively.
- **Visibility and Advocacy:** Through advocacy, IOM amplifies local organizations’ contributions, raising their profiles, enhancing access to funding, and promoting inclusive, resilient humanitarian action.


Objective 1  
SAVING LIVES AND PROTECTING PEOPLE ON THE MOVE

|                                                                                                        |                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>FUNDING REQUIRED</b><br/><b>\$187,815,000</b></p> <p><b>ENTITIES TARGETED</b><br/><b>622</b></p> | <p><b>PEOPLE TARGETED</b><br/><b>798,500</b></p> <p><b>PRIMARY TARGET GROUPS</b><br/>Internally displaced person<br/>Refugee<br/>International migrant</p> | <p><b>LONG TERM OUTCOMES</b></p>  <ul style="list-style-type: none"> <li><span style="color: #004a99;">■</span> <b>93%</b> Human suffering is alleviated</li> <li><span style="color: #4db6ac;">■</span> <b>3%</b> Threats and vulnerabilities are reduced</li> <li><span style="color: #bdbdbd;">■</span> <b>4%</b> The quality of humanitarian assistance is enhanced</li> </ul> |
|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Intended outcomes

IOM’s humanitarian programming will deliver flexible, lifesaving, multi-sectoral humanitarian assistance to meet basic needs and ensure minimum living conditions for vulnerable people affected by the war, including those living near frontlines, internally displaced persons (IDPs), returnees, host communities, refugees and third-country nationals (TCNs). To achieve this, IOM will continue deploying its multisectoral humanitarian assistance, including multi-purpose cash assistance (MPCA), non-food items (NFIs), health, mental health and psychosocial support (MHPSS), protection, emergency livelihoods and food. In Ukraine, IOM will also restore basic services through WASH interventions, site management support to collective centres and emergency shelter for vulnerable families and social institutions while advocating and contributing to sustainable solutions for IDPs. Across neighbouring countries, IOM will provide protection and humanitarian support to refugees and TCNs, including assistance for safe movement. IOM will prioritize reducing or mitigating threats and vulnerabilities and address access barriers through humanitarian protection, mainly through vulnerability screening, protection referrals, specialized protection, case management and protection information. Additionally, IOM will work to enhance the quality of humanitarian assistance by ensuring that partners’ interventions are data-driven, reflecting the locations, profiles, needs, and intentions of affected communities. This will be complemented by efforts to strengthen local responses through more meaningful engagement with local and national actors (LNAs).





Objective 2  
DRIVING SOLUTIONS TO DISPLACEMENT

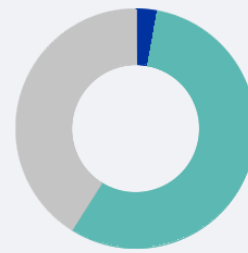
FUNDING REQUIRED  
**\$168,190,500**

ENTITIES TARGETED  
**371**

PEOPLE TARGETED  
**1,682,900**

PRIMARY TARGET GROUPS  
Internally displaced person  
Local population / community  
Internal migrant  
Refugee  
Former combatant / fighter  
International migrant

LONG TERM OUTCOMES



- 3% Adverse drivers of displacement are minimized
- 56% Displaced people are resilient and self-reliant
- 41% Displaced people benefit from solutions

Intended outcomes

IOM will work with affected populations, communities, civil society, diaspora, and the Governments of Ukraine and refugee-hosting countries to ensure displaced people have access to safe, voluntary, and dignified solutions to their displacement. In Ukraine, IOM will address the long-term impacts of war through targeted transition and recovery programming to ensure affected populations achieve self-reliance, access essential services, and live in safe, cohesive communities, while addressing the root causes and structural factors that drive displacement. Importantly, IOM will engage national and local authorities to develop recovery strategies and plans, ensuring displaced persons and host communities can participate in the planning, design, and implementation of solutions. IOM's programs will also involve rehabilitation of critical infrastructure and enabling displaced persons and community members to access essential services, including housing, health, education, veterans rehabilitation, WASH, energy and social security. In refugee-hosting countries, IOM will support refugees and host governments in fostering the self-reliance of vulnerable refugees from Ukraine. This will be achieved through tailored socioeconomic inclusion initiatives, activities that bolster social cohesion and efforts to enhance host community resilience, alongside advocating for equitable access to essential services. IOM will also support refugees from Ukraine in building skills that are not only valuable for integration in host countries but also contribute to the recovery and longer-term reconstruction of Ukraine, fostering sustainable resilience and rebuilding efforts. Across the response in Ukraine and the region, data collection on needs and intentions of people affected by the war as well as conditions in areas of return (CoRA) will inform evidence-based programming, while IOM's technical assistance to governments and local authorities will facilitate the design of sustainable, scalable local solutions.



Objective 3  
FACILITATING PATHWAYS FOR REGULAR MIGRATION

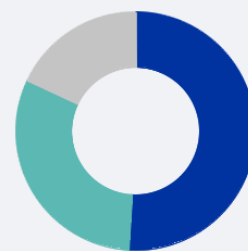
FUNDING REQUIRED  
**\$13,097,500**

ENTITIES TARGETED  
**53**

PEOPLE TARGETED  
**34,900**

PRIMARY TARGET GROUPS  
Local population / community  
International migrant  
Refugee

LONG TERM OUTCOMES

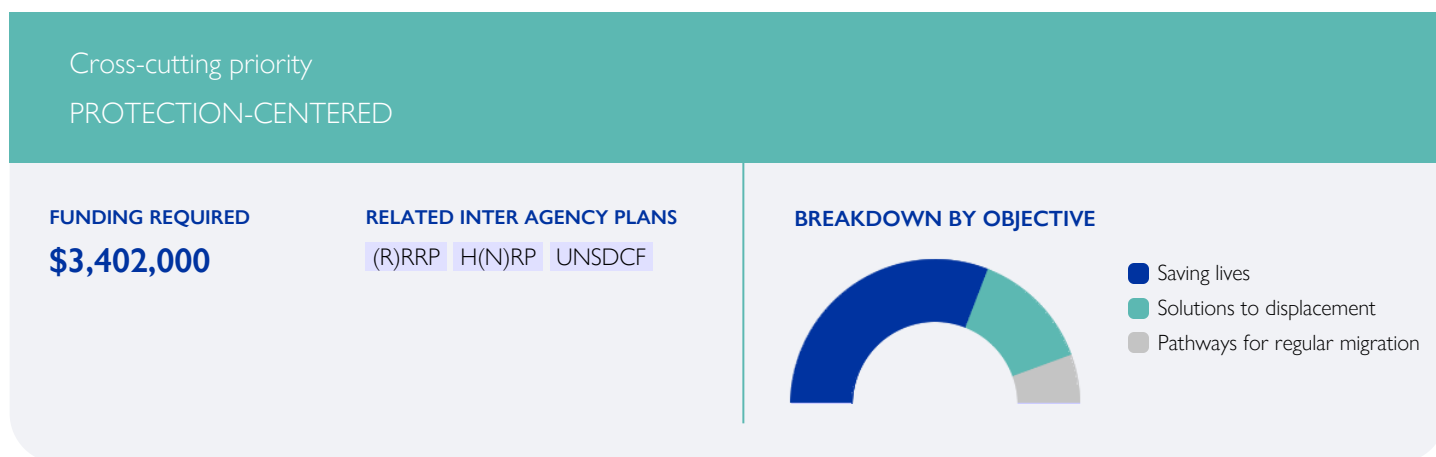


- 51% Migration flows and cross-border mobility are well managed
- 31% Migration policy and legal frameworks are aligned with international standards
- 18% Migrants are protected from violence, exploitation and abuse

Intended outcomes

IOM will work with the Government of Ukraine, refugee hosting countries and partners, to ensure migration flows and cross-

border mobility are effectively managed through robust measures that ensure the well-being, health, security, and safety of migrants throughout the entire mobility continuum. This includes promoting safe and regular migration pathways essential for Ukraine's recovery, providing technical assistance and capacity-strengthening support to government partners. IOM will work on inclusive, rights-based approaches to integration that go beyond temporary solutions for refugees. These efforts focus on fostering social cohesion by promoting acceptance and protecting migrants and refugees from violence, exploitation, and abuse. For example, targeted programmes in sectors such as labour, health, and education ensure migrants can access services and contribute meaningfully to their host communities. Integration measures are complemented by initiatives to recognize skills that support Ukraine's recovery in line with demographic and economic strategies developed by the Government of Ukraine, promote ethical recruitment to prevent exploitation and abuse, and enhance mutual recognition of qualifications, empowering refugees and migrants to participate in local and national development. By engaging diasporas, IOM will leverage on their expertise and resources to contribute to recovery and development. System-level interventions in refugee-hosting countries will be designed to enhance their capacity to respond effectively to the needs of refugees from Ukraine, while also addressing the broader needs of all displaced and mobile populations. By adopting an inclusive approach, these interventions will ensure that support structures, policies, and services are adaptable and beneficial to all categories of migrants. These comprehensive efforts, aligned with international standards, will create conditions for migrants and refugees to actively participate in reconstruction and social development, ensuring migration fosters stability, well-being, and shared progress for all.



IOM in Ukraine and across neighbouring countries adheres to the Inter-Agency Standing Committee (IASC) commitment to the centrality of protection by ensuring that all operations are contributing to the reduction of protection risks, including by providing inputs into the country and regional protection analysis and participating in the preparation and implementation of the Humanitarian Country Team (HCT) Centrality of Protection Strategy in Ukraine. IOM works to mainstream protection principles (prioritizing safety and dignity, avoiding causing harm, ensuring meaningful access, accountability to affected people, participation and empowerment) throughout the operational response planning, implementation and evaluation. PSEA will continue to be integrated in IOM programming, including risk mitigation and strengthening the capacity of IOM staff, partners, and local authorities to address PSEA effectively. Additionally, confidential and accessible reporting mechanisms will be strengthened, and key messages on rights and conduct standards communicated widely to raise awareness, amongst affected populations. Survivors of SEA will also have access to timely, appropriate support services and assistance. IOM regularly conducts protection mainstreaming trainings for IOM staff and its partners as well as disability inclusion workshops for IOM staff safety audits. This includes collaborations with agencies for specialized training of law enforcement and border guards, reflecting IOM's commitment to practical solutions. By listening to and learning from the communities assisted, IOM is fine-tuning methods to meet real-time needs. IOM integrates GBV risk mitigation into programming, aligning with the [IOM GBV in Crisis Framework](#). Gender-responsive assessments identify and address barriers to services for women and girls in all their diversity. When possible, intersectional gender analysis or secondary data informs interventions. At the heart of the PSEA strategy is the continuous development of IOM's PSEA focal points, who are more than just roles – they are at the frontline in ensuring safety and respect towards beneficiaries. Key PSEAH measures include risk assessments, awareness sessions, visibility items, staff and partner training, and PSEA disclosure standard operating procedures (SOPs) for Hotline workers. Accountability to affected populations (AAP), as defined by the IASC, is embedded in all programming. The [IOM AAP Framework](#) emphasizes leadership, transparent information sharing, meaningful participation, complaints and feedback mechanisms (CFM), and coordination with partners. These tools support the Organization's zero-tolerance policies against sexual exploitation, abuse, and other misconduct. For example, dedicated AAP staff and focal points collaborate with PSEA/Gender/Diversity Officers to

ensure responsive programming and IOM has established reporting channels for concerns or allegations of misconduct, including PSEAH. For example, in Ukraine, the AAP unit shares PSEA messages via Telegram, while the NFI unit distributes PSEA materials in aid boxes. Since February 2022, with the expansion of IOM Ukraine humanitarian assistance, IOM transformed a small hotline into a formal CFM) handling thousands of inquiries weekly. A dedicated multi-purpose cash assistance (MPCA) portal was also launched for beneficiaries to check disbursement statuses. In May 2024, IOM Poland launched the "We Hear You" CFM across all its operational locations. Managed by a dedicated team of AAP focal points trained in AAP principles, the team holds monthly meetings to address challenges, share insights, and review feedback. Since its launch, beneficiary feedback has informed several programme adjustments, ensuring better alignment with their needs.

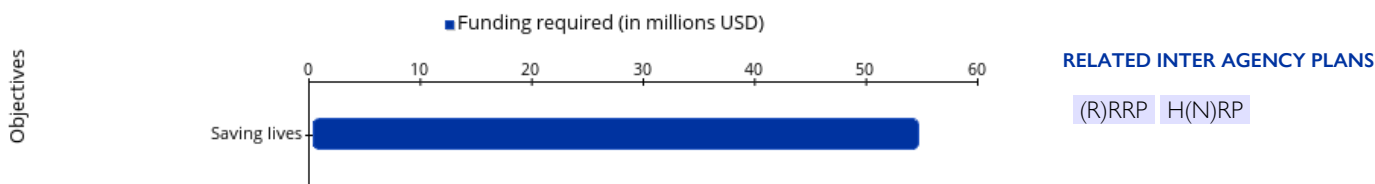


World Refugee Day ©IOM Poland / 2024

## ACTIVITY AREAS



Basic needs, including food and multi-purpose cash assistance



**Objective 1** In **Ukraine**, IOM provides multi-purpose cash assistance (MPCA) as assistance to people fleeing the frontlines and IDPs in war-affected areas. MPCA covers basic needs and seeks to reduce negative coping strategies of displaced and vulnerable households. In 2025, IOM MPCA activities will include the following:

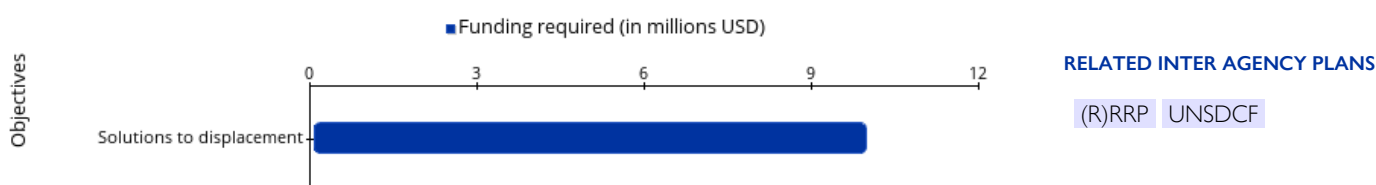
- Identify MPCA target beneficiaries in emergency situations, including as a first line response in newly accessible areas and in assisting evacuees from occupied territories.
- Provide necessary internal referrals where relevant to sectoral cash to be provided to beneficiaries receiving MPCA (i.e. cash for livelihoods, cash for rent, cash for winterization). The goal of the sectoral cash is to support the recovery of beneficiaries and transition from an emergency situation to a more sustainable existence or to at least address other needs not covered under the MPCA basket.
- Provide technical assistance, expert advice or guidance on CBI in Ukraine and coordinating with the Cash Working Group, and IOM Global CBI Unit
- Identify, contract, and communicate with financial service providers for cash modalities.
- Work with Ministry of Social Policy and the donor community improving the linkages with social protection programmes and supporting the Perekhid initiative which aims to actively link humanitarian cash assistance to existing social protection systems.
- Provide sustenance grants to the most vulnerable households to maintain livelihoods of rural households.

In **refugee-hosting countries**, IOM will continue to address the humanitarian needs of vulnerable refugees from Ukraine, particularly those who have recently arrived or are in transit. Key activities will include the following:

- Target winter cash assistance to support the purchase of winter clothing, household essentials, and heating appliances during the colder months.
- Provide food assistance through vouchers or in-kind distributions at strategic locations, including border crossing points.
- Promote the agency of people in need in determining their priority needs by offering flexible assistance to help cover immediate essential expenses, including rent, utilities, food, medicine, and other necessities. This will be provided through MPCA, prioritizing the most vulnerable populations, and aligning with Cash Working Group guidelines and national social protection systems.



## Community stabilization and community-driven development



**Objective 2 IOM Ukraine's** community stabilization and recovery programming seeks to address drivers of instability at the community level, supporting longer-term recovery and preventing further forced displacement. As such, it functions as a transitional bridge between humanitarian action and development assistance providing a necessary incremental step towards sustainable localized recovery by creating the conditions for the restoration of service delivery, basic rights, security, social cohesion, local empowerment and livelihoods. IOM works with the state authorities, civil society and individuals to promote stability and increase the capacity for inclusive recovery and development and facilitating safe and durable (re)integration through:

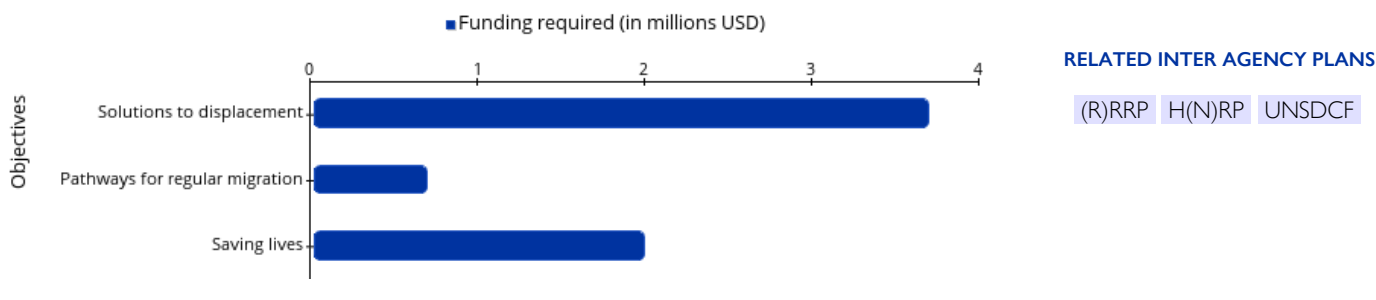
- Improve data and information to better target community stabilization initiatives by developing and implementing a Stability Index.
- Conduct IDP profiling in collective centres and multi-stakeholder consultations to implement community led activities to enhance social cohesion between IDPs and host communities to foster social cohesion.
- Implement quick-impact projects designed to rapidly improve living conditions and foster early recovery.
- Foster social cohesion through development of recovery plans and community engagement initiatives, including with marginalized or at-risk groups, and ensuring their inclusion at all stages of the programme cycle, including by establishing community initiative groups (CIGs).
- Provide training, equipment and materials for local authorities and CSOs on data collection, analysis and use for the development of recovery plans and monitoring of outcomes.
- Support local recovery efforts through restoration of essential infrastructure, as well as critical social services contributing to food security, social cohesion and economic recovery objectives.
- Strengthen local governance and social accountability and increasing trust through capacity development activities and technical support.
- Enhance the capacities of local authorities and institutions to implement inclusive and participatory governance processes.
- Promote social cohesion and empowerment of local actors through civic engagement and creation of safe and inclusive spaces and services for communal activities.

**In neighbouring countries**, IOM will continue promoting social cohesion by organizing recreational activities such as joint summer camps for children, events fostering cross-cultural exchange, and establishing networks of regional community leaders to organize community-based events uniting refugees and host communities. Additionally, grants will be provided to support communities and community-led organizations in promoting social cohesion. **In the Republic of Moldova**, IOM will continue implementing community-level infrastructure and development projects, or "quick impact" initiatives, in key locations with high refugee populations across the country. These initiatives will address the needs of diverse groups, ensuring the meaningful participation of women, youth, and persons with disabilities as well as reduce tensions, restore trust, and build social cohesion and resilience within communities. This includes the following:

- Restore basic services and rehabilitating public infrastructure (community centres, health centres, schools, WASH) to benefit both refugees and host communities to foster a sense of shared progress.
- Reduce tensions by establishing recreational or cultural spaces where refugees and host communities can meaningfully interact and promote joint community projects to foster collaboration.
- Support governance structures by working with local authorities, civil society, and community leaders to identify priority needs and ensure that initiatives align with local development plans and benefit all residents equitably.



## Data for action, insight and foresight



To support evidence-based decision making across the Ukraine response, IOM implements a broad Data and Analytics (D&A) programme in Ukraine and the region. Reflecting the overlapping and interlinked priorities of the Ukraine response, the D&A programme **in Ukraine** generates actionable data to inform interventions which address acute humanitarian needs, recovery and durable solutions programming, as well as development and policy initiatives. To achieve this scope, the D&A programme deploys systematic and innovative approaches to regularly assess population presence, mobility, needs and vulnerabilities across all regions of Ukraine. These assessments not only focus on gathering data about the flow and size of the population affected by displacement, including internally displaced people (IDPs) and returnees, but also cover various thematic issues related to monitoring and forecasting humanitarian and recovery needs as well as durable solutions in locations where IDPs, returnees, and vulnerable war-affected populations reside. The D&A programme promotes and facilitates the utilisation of data by humanitarian and recovery actors in Ukraine to ensure interventions are appropriately targeted, accountable and evidence based. IOM coordinates a harmonized and principled data response through leadership of the Analysis and Assessments Working Group, the UN Data Task Force and the Data for Solutions Working Group. **In Ukraine, IOM will: Objective 1**

- Conduct quarterly, nationwide phone-based General Population Survey (GPS) to provide response actors with timely data on population presence, demographics, situation, needs, mobility intentions and progress towards durable solutions.
- Support improved humanitarian planning, preparedness and situation monitoring through continuous frontline flow monitoring, mobility and needs assessments (MaNA) and the deployment of multi-sectoral Rapid Needs Assessments in areas affected by trigger events within 72 hours of request from HCT or ICCG partners.
- Convene dissemination and data coordination events to support complementarity, joint analysis and data uptake with key stakeholders on topics such as employment, affordable housing, mental health, winterization and others.
- Support the HNRP and HPC processes with capacity, support and data analysis used in the People in Need and target calculations.

## Objective 2

- Support recovery and solutions programming with Displacement Tracking Matrix multi-sectoral location level assessments (MSLA) providing granular and actionable data on the conditions in diverse return contexts across Ukraine via the Conditions of Return Assessment (CoRA).
- Provide an evidence-base for targeted programme and policy interventions by conducting continuous assessment of progress towards solutions, as well as recovery needs, displacement-related vulnerabilities and access to services at the oblast, hromada, settlement level.
- Provide a diverse array of static reporting products as well as interactive dashboards which enable stakeholders to explore and interpret the data most relevant to their decision-making.
- Lead the development of a Joint Analytical Framework to harmonise the measurement of progress towards durable solutions in Ukraine (including local integration) in coordination with government and operational stakeholders as well as



displacement-affected communities.

**In refugee-hosting countries,** IOM will sustain data collection efforts to understand mobility patterns, vulnerabilities, needs, and intentions of displaced people, crucial for defining refugee needs and targeting effective assistance in coordination and collaboration with governments, other UN agencies and partners. IOM's modifications to key surveys to incorporate durable solutions-related and AAP indicators reflect the programmatic shift from purely emergency aid to development-oriented responses, addressing medium- to long-term recovery and integration needs. IOM will:

- Monitor cross-border mobility patterns to and from Ukraine, including reasons for return and needs of refugees. Data and analysis will be publicly available for governments, UN agencies, and civil society, and can inform the development of host countries' return strategies to prepare for voluntary, safe, and dignified returns if and when suitable conditions are in place.
- Measure barriers to inclusion and the degree to which refugees are integrating into their host communities. Monitoring intentions is also an important aspect of this activity, to inform programming and coordinate with recovery initiatives within Ukraine. IOM will use this information for policy guidance and recommendations, looking at longer-term refugee integration and informing potential national mechanisms beyond TPD.

**Objective 3 In Ukraine,** IOM will:

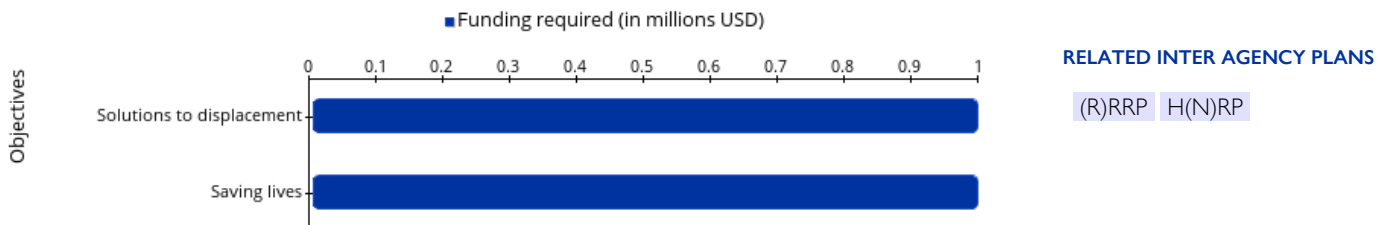
- Support evidence-based governance and data-driven decision-making by working with government and civil society in aligning migration data practices with global and EU standards. Efforts will focus on capacity development, system building, and strengthening analytical capabilities.
- Develop an evidence base and associated capacities and infrastructure for data-driven migration policies and interventions.

**In refugee-hosting countries:**

- Expand local capacities and collaborating with national statistical offices as part of an inter-agency effort under the Regional Refugee Response Plan (RRRP) to develop capacities to collect information on displaced populations, leading to better long-term strategies.



## Disaster risk management



### Objective 1

In close coordination with its Data and Analysis programme, **IOM Ukraine** will support the Government of Ukraine and stakeholders in their preparedness efforts to enable effective and reactive response mechanisms. In the context of the ongoing war, IOM will:

- Preposition essential equipment such as NFIs in strategic locations for onward deployment to affected areas.
- Support key government agencies in developing disaster preparedness plans, including prepositioning of contingency stocks and preparing evidence-based advocacy tools and messaging.
- Strengthen the capacity of displaced people to face new shocks and hazards, notably via and improving access to timely and reliable information on how to prepare, including localized awareness-raising campaigns on disaster prevention, risk reduction, and emergency preparedness, including mines awareness.
- Facilitate joint assessment and planning at local level on strengthening preparedness for new influx or outflux of people.
- Carry out continuous capacity development work to update internal contingency plans, respond to displacement and prepare for returns once the situation is conducive
- Capacitate key stakeholders on early warning systems and early/anticipatory responses.

## Objective 2

As feasible and complementary with other programming, **IOM Ukraine** will enhance the capacities of the Government of Ukraine, regional and local authorities, and civil society to reinforce effective disaster risk reduction, particularly related to environmental degradation, pollution and hazards caused by the war, fostering adaptation to climate change and ecological pressures across IOM's programming. In this context and in line with the Ukraine-UN Sustainable Development Cooperation Framework (UNSDC), IOM will:

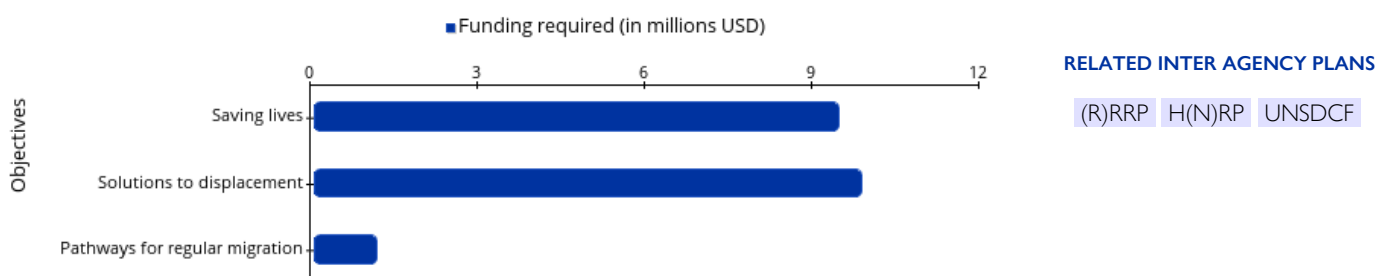
- Support regional administrations in developing evidence-based disaster or risk management plans, including multi-hazard risk assessments.
- Support authorities and communities to assess damages to the environment caused by the war and integrate environmental and social management standards in the reconstruction plans towards reducing the impact of future hazards.
- Seek to enhance energy efficiency, improving energy self-sufficiency, and decreasing reliance on unpredictable or unsustainable energy sources.
- Support environmental recovery and decontamination planning and efforts
- Collect data and conduct research on risks related to disaster-induced displacement, build-back-better approaches for the Ukrainian contexts, or other topics relevant to environmental migration and climate change.

**In neighbouring countries**, IOM will support local authorities, and civil society to enhance disaster preparedness, prevention and mitigation capacities. This will include the following:

- Carry out contingency planning exercises with missions to respond to potential sudden large influxes of conflict-affected people and disasters (this refers to blackouts, energy issues, heavy snow, wildfires, etc).
- Support the Republic of Moldova's integration into the EU Civil Protection Mechanism to strengthen its capacity to respond to large-scale emergencies and advance climate change adaptation efforts that benefit both refugee and host communities.



## Health



## Objective 1

To save lives and minimize the impact of war on Ukrainian population, **IOM Ukraine** deploys mobile medical teams to provide curative, preventive, and promotive health care services, including trauma care and psychological counselling, non-communicable diseases, referral to specialized services, in remote and hard to reach areas with high concentration of displaced populations. The focus is to support government health facilities. Activities include:

- Provide emergency medical supplies and equipment for continuity of emergency and essential health services.
- Direct provision of lifesaving health care services (consultation, vaccination, sexual and reproductive health (SRH), noncommunicable diseases (NCDs), child and maternal care and referrals).
- Develop health care workers capacity on outbreak management and response, infection prevention and control, disease surveillance among displaced populations, and vaccinations.
- Support risk communication and community engagement (RCCE)/health promotion/outreach.

**In refugee-hosting countries**, IOM will continue responding to urgent medical needs, by supporting refugees from Ukraine in accessing primary, secondary and tertiary care either directly or through referrals, medications, and medical equipment to hospitals. Activities include:

- Cover medical fees, procuring medicines and equipment, and providing pharmacy vouchers.

- Assist those with chronic conditions not covered by insurance either directly or through existing systems, to help meet their needs.
- Collaborate with local NGOs to improve health care access through consultations, medicine provision, referrals, health promotion campaigns and informational services for vulnerable refugees from Ukraine. This will also involve providing translation services to overcome language barriers and ensure refugees fully understand their health care options. In some instances, IOM will use mobile teams to help reach out to the most marginalized.

## Objective 2

Using a durable solutions approach, IOM **Ukraine** supports the government-led efforts on recovery and the strengthening of health systems by doing the following:

- Conduct multisectoral health facilities assessment and select priority facilities for repair and renovation including where needed the provision of modular clinics, essential medicines, medical equipment and commodities in hard-to-reach areas with IDPs.
- Strengthen health system including community health care facilities, primary health care (PHC), secondary and tertiary health care including with transportation for persons with a disability (PWD) and vulnerable populations, support to outpatient rehabilitation, SRH, maternal and child health (MCH)
- Provide technical support to the Government including on policy development, enhance coordination, improving health data management, telemedicine, health system digitalization as well as human resources mobilization

In **refugee-hosting countries**, IOM will strengthen health systems to address the increased demand caused by the inflow of Temporary Protection beneficiaries and enhance capacities to deliver evidence-based health services tailored to the needs of refugees. IOM will:

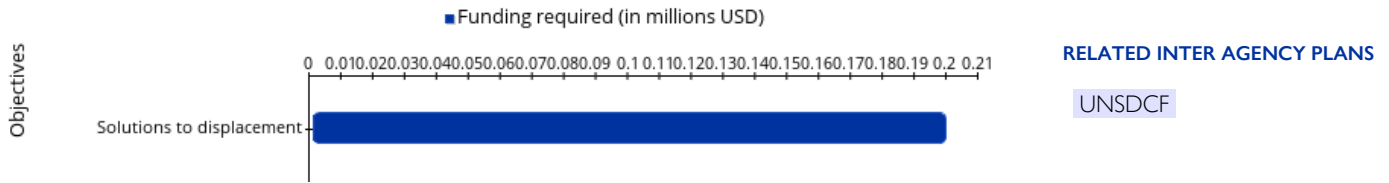
- Strengthen emergency response and public health systems by rehabilitating health care infrastructure and enhancing the operational capacity of key agencies through the provision of advanced medical equipment and medical consumables for health facilities serving areas with large refugee populations and that are relatively underserved.
- Facilitate health mediation efforts to ensure effective linkages between refugees and national health systems, upholding the right to health care for all.
- Extend financial support to National Health Insurance Companies to ensure inclusivity in health care coverage, regardless of refugees' legal status.
- Implement comprehensive training programmes for health care workers, with a focus on addressing reproductive health needs, GBV risks, and barriers to access for women and girls.

## Objective 3 In Ukraine, IOM will:

- Enhance the capacity of local health workers including through training on outbreak preparedness and response, infection prevention and control, setting up rapid response teams and development of SOPs and review of other guidelines as well as risk communication and community engagement of community members on key public health topics such as routine vaccination.
- Support event-based surveillance at community level to improve early detection, response and management of communicable diseases, including coordination efforts with national and subnational Health Cluster, and support to partners on preparedness and response to the displaced population including returnees needs. Work closely with DTM, Immigration and Border Governance (IBG) and Health Cluster coordination team to analyse data on population movement to better understand the gaps and challenges on access and utilization of health care services in different Oblasts based on population flow and provide solutions.

In **refugee-hosting countries**, IOM will further enhance access to health care by:

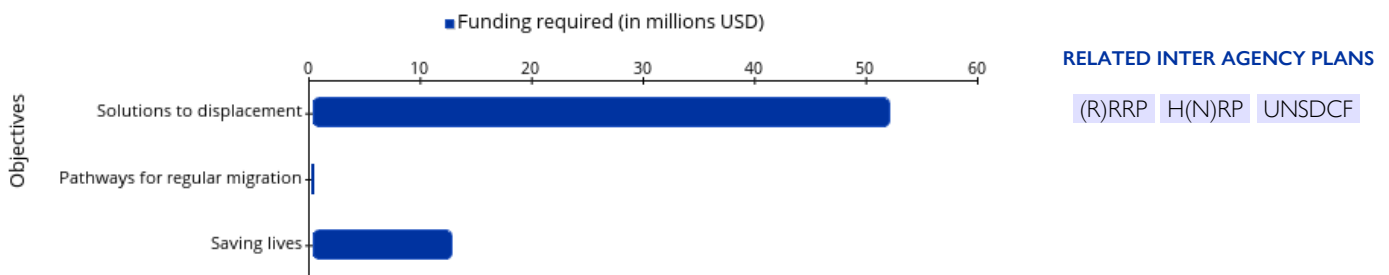
- Support Ukrainian health care professionals to align their qualifications with national education requirements, enabling them to practice independently through tailored programmes.
- Assist governments in establishing clear policies to guarantee access to essential health services for refugees, irregular migrants, stateless persons, and asylum seekers, regardless of their legal status.



### Objective 2

As part of the [IASC Framework on Durable Solutions for IDPs](#), **IOM Ukraine** will address challenges related to housing, land and property (HLP) rights, claims, and restitution, including lost or destroyed official papers, occupied houses or other general need for legal assistance, to remove barriers to return, improve access to public services and support conditions that enable durable solutions, complementing other interventions in facilitating safe, dignified and sustainable return or relocation. IOM will:

- Develop the capacity of CSOs, legal aid services, government partners, and similar institutions by providing policy guidance, expert advice, training and capacity development to facilitate the submission and processing of HLP claims.
- Support the GoU to develop and implement mass claims processing models.
- Advocate for the rights of victims of HLP violations by raising awareness on existing compensation mechanisms and support national and international partners in their outreach efforts.



### Objective 1

IOM is committed to support displaced people to become self-reliant and to access social services at the same level as host communities. In **Ukraine**, IOM will:

- Protect and sustain community-based livelihoods through provision of sustenance grants and trainings. The grants can be used to purchase goods and services, while trainings aim to enhance livelihood outcomes.
- Provide vouchers for business rehabilitation, restoring small and medium enterprises, enabling them to rebuild and support local economies.

### Objective 2

To foster economic recovery and sustainable development, IOM prioritizes comprehensive livelihood support initiatives tailored to meet the diverse needs of communities. These activities aim to enhance economic resilience, create employment opportunities, and rebuild critical infrastructure through inclusive, participatory, and evidence-based approaches. **In Ukraine**, IOM will:

- Provide livelihood support including by supporting entrepreneurship through providing grants to existing or relocated micro and small enterprises, incentivizing job creation, supporting re-skilling/upskilling, mentorships and job placements, and fostering diaspora participation in the country's economic recovery. Support building strong business ecosystems through cluster support and business networking initiatives. This includes restoring community-focused gender and disability-inclusive livelihoods and economic recovery through providing grants support and technical and vocational trainings.
- Rehabilitate stores, businesses, markets and related infrastructure to restore access to goods and services and enhance recovery as identified through participatory community engagement.

- Protect and sustain community-based livelihoods through provision of sustenance grants and trainings. The grants can be used to purchase goods and services, while trainings aim to enhance livelihood outcomes.
- Support rebuilding local supply chain / markets through evidence-based research on market linkages and value chains.
- Provide employment opportunities for youth through provision of vocational training and creating a platform to interact with private sector employers.
- Support the development of a robust labour market through capacity strengthening of government entities and addressing barriers to IDPs' employment.

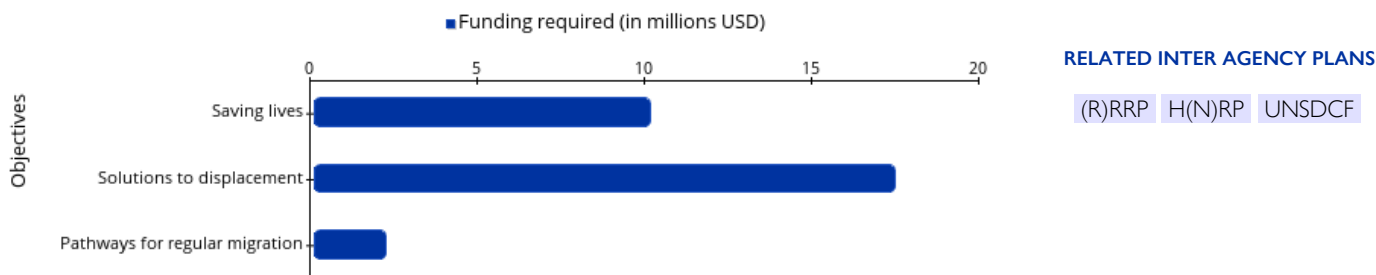
**In refugee-hosting countries,** IOM is committed to supporting refugees from Ukraine to become self-reliant and to access social services at the same level as host communities. Additionally, a key priority is ensuring that their time in host countries is meaningful, enabling them to develop/strengthen skills that will support future reconstruction efforts in Ukraine. More than 60 per cent of refugees surveyed by IOM in 2024 expressed their intention to return once the situation allows (DTM, 2024). IOM operates 26 Migrant Resources Centres (MRCs) across seven refugee hosting countries, offering socioeconomic inclusion support to refugees from Ukraine. The number of MRCs peaked at 40 at the height of the crisis, indicating IOM's ability to rapidly scale-up the match needs on the ground. MRCs are one-stop-shop centres provide a variety of services, including referrals, information, ensuring broad accessibility and reach. Key initiatives include the following:

- Disseminate reliable information through national campaigns, hotlines, sensitization sessions for refugees and local communities, and interpretation services to assist refugees in navigating administrative processes and systems.
- Promote skills development as a means to overcome inclusion barriers including language classes, technical and vocational education and training (TVET), and various other training opportunities (online and offline), delivered through IOM staff or specialized partners, focusing on upskilling/re-skilling.
- Strengthen the "dual intent" model for skills development to ensure that skills developed for socioeconomic inclusion in host communities are also relevant for Ukraine's long-term recovery and respond to current and anticipated labour market demands in Ukraine. This includes aligning training and qualifications with labour needs, offering policy guidance, fostering entrepreneurship, and ensuring smooth reintegration of returnees into the local labour market to contribute to local development.
- Support the creation and growth of micro, small, and medium enterprises (MSMEs) through grant schemes, seed funding, and mentorship, ensuring their integration into national and EU-wide value chains by fostering connections to supply chains and markets, while working with governments to design policies that promote sustainable economic integration.
- Support refugees in accessing decent work that matches their qualifications in the local labour market. This includes career counselling, job search support, liaising with the private sector to promote retention of TP and other forms of international protection holders in different professional sectors, organization of job fairs, temporary subsidization schemes for refugee employment, legal assistance and counselling on labour law, contracts, working conditions, rights and entitlements and childcare support.
- Support education inclusion for the significant number of children among TP status holders, by providing essential services such as educational materials, integration grants for schools, capacity development for teachers, subsidization of learning process assistants for refugee pupils not supported by state or municipal funding, and financial aid to students for schooling-related expenses not covered by other entities.
- Gather evidence on the opportunities and challenges faced by refugees and host communities, analysing their social and economic inclusion and evolution of needs and barriers over time, as well as the impact on social cohesion. Findings will feed into advocacy work and the design of programmes.

**Objective 3 In refugee-hosting countries,** IOM will:

- Promote socioeconomic inclusion of refugees at the systemic level, conducting capacity development and sensitization initiatives for service providers, stakeholders and entities mandated with refugee inclusion, social protection and others. IOM supports the digitalization of services and inclusion of refugees and migrants in these systems, developing user-friendly cultural awareness tools for service providers to gain a deeper understanding of and effectively engage with refugees from diverse cultural contexts, ensuring cultural sensitivity.
- Leverage diaspora and civil society support to fuel reconstruction efforts in Ukraine: Building on IOM Ukraine's existing work with Ukrainian diaspora organizations, IOM will explore possibilities to engage diaspora in programmes that facilitate voluntary return including Temporary Return of Qualified Nationals (TRQN) as a tool for socioeconomic development.





**Objective 1 In Ukraine**, IOM will continue addressing the needs and upholding the rights of people affected by the war in Ukraine – including IDPs, returnees and host communities, as well as third country nationals, while promoting their self-reliance. In refugee-hosting countries, IOM will continue addressing the protection needs of refugees from Ukraine, vulnerable TCNs and the host communities. IOM's priorities and activities include the following: **In Ukraine**, IOM will:

- Provide case management services to survivors of human trafficking, war-related violence, war-related human rights violations and gender-based violence. Assistance includes information, counselling, psychosocial support, safe shelter, legal services, in-kind material support, as well as vocational training and income-generating support for the recovery and reintegration of survivors.
- Operate the Medical Rehabilitation Centre to provide comprehensive, safe and confidential medical care, psychological assistance, and psychosocial support for survivors of trafficking, war-related violence, gender-based violence (GBV) including conflict-related sexual violence (CRSV).
- Identify and mitigate the risk to human trafficking, exploitation, and abuse through protection assessments, community consultation, engagement, outreach and awareness raising activities.

**In neighbouring countries**, IOM will:

- Conduct vulnerability screening for refugees from Ukraine transiting through the region to identify individuals at heightened risk of exploitation, trafficking, and other protection concerns. This process ensures that tailored assistance and support are provided by both IOM and referral partners.
- Provide protection assistance directly, including deploying mobile teams and utilizing the capacities of Migrant Resource Centres (MRCs) or specialized implementing partners, applying a comprehensive case management approach. Services will be tailored to needs and encompass legal assistance, specialized support for survivors of GBV, human trafficking, and other forms of violence, exploitation, and abuse, including through partnerships with specialized service providers. IOM will support the strengthening of national referral systems to connect individuals to a wide range of assistance, particularly victims of human trafficking. Special attention will be given to child protection, focusing on unaccompanied and separated children (UASC).
- Carry out continuous analysis of protection risks, monitoring mobility dynamics, and alerting stakeholders and duty bearers when specific risks and vulnerable groups are identified. Additionally, IOM will closely monitor the application of the Temporary Protection Directive (TPD) and similar national measures in refugee-hosting countries to assess access to rights and implementation, offering support to states in devising future measures ensuring TPD rights.
- Enhance the capacities of frontline workers from both state and non-state institutions on protection-related issues, with a focus on disability inclusion. IOM will build on established partnerships with Organizations of Persons with Disabilities (OPDs) across the region, which have been crucial in delivering services and engaging in capacity-strengthening initiatives. In Moldova, IOM will support the Ministry of Labour and Social Protection (MoLSP) in finalizing reforms to improve the quality and efficiency of the National Disability and Work Capacity Determination System.

**Objective 2 In Ukraine**, IOM will:

- Strengthen capacity of humanitarian and non-specialized service providers on core concepts of protection and safe referral pathways for persons with protection needs.
- Operate the national toll-free '527' counter-trafficking and migrant advice hotline.
- Conduct nationwide awareness-raising counter-trafficking campaigns, as well as targeted prevention activities among youth

and people most vulnerable to human trafficking, exploitation or abuse, including third country nationals.

- Implement community-based protection activities, working closely with community members to identify their specific protection needs and vulnerabilities, and empowering and supporting communities to address those needs.
- Implement early trafficking prevention activities through the specialized counter-trafficking educational curriculum all over Ukraine.

**In neighbouring countries, IOM will:**

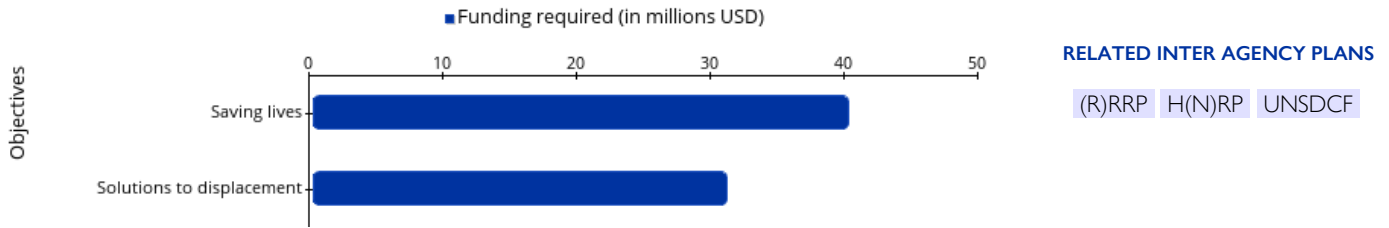
- Facilitate capacity strengthening initiatives for frontline responders and partners on protection mainstreaming and specialized protection.
- Provide tailored information on protection risks, mitigation measures, and existing support systems. This includes raising awareness on labour exploitation, labour rights, and protection against abuse. The information will also encompass guidance on obtaining legal status, ensuring individuals understand their rights, necessary documentation steps, and access to legal support. It will be provided in all languages of the targeted population through appropriate channels, ranging from individualized counselling via toll-free support hotlines and sensitization sessions in collective accommodation sites and transit points to mass awareness-raising campaigns through mainstream and social media.
- Strengthen integrated services at Migrant Resource Centres (MRCs) focused on legal and social protection, including legal aid, housing, health, employment support, skill development, and social cohesion activities to foster refugee inclusion and host community resilience across the region. In Moldova, IOM will support national social protection mechanisms by enhancing the capacity of MoLSP staff through training on digitalization, protection, and data management, addressing procedural gaps in social assistance schemes in collaboration with UN agencies.
- Supporting child protection by improving educational conditions through the provision of NFIs and the creation of child-friendly spaces. Efforts will also focus on fostering inclusive educational environments, protecting and supporting children experiencing mental health issues through awareness-raising and capacity strengthening among teachers, parents, and school-aged children.

**Objective 3 In Ukraine, IOM will:**

- Strengthen capacities of government authorities and civil society on counter trafficking, also supporting alignment with relevant EU frameworks.
- Strengthen the capacity of educators, social services, law enforcement, labour inspectors, embassies and consulates, etc. on strengthening the national referral mechanism for trafficking survivors.

**In neighbouring countries, IOM will:**

- Continue to address risks of human trafficking and exploitation through comprehensive counter-trafficking programming in neighbouring countries.



### Objective 1

To contribute to safe and dignified living conditions to the displaced and war-affected populations in **Ukraine**, IOM's shelter and non-food items (NFIs) and settlement assistance will focus on several critical interventions in line with the Shelter Cluster's strategic objectives and guidelines. The key activities will include:

- Assess and verify the needs of affected populations to ensure that assistance is targeted and effective.
- Distribute in-kind NFIs to displaced, non-displaced, and returnee families as well as providing winterization NFIs and winter clothing during the critical periods from January to March 2025 and October to December 2025.
- Distribute shelter materials through both vouchers and in-kind modalities to support affected people in repairing and improving their own damaged houses due to the shelling.
- Provide light and medium repairs to damaged houses as well as refurbishment of collective centres to provide safe and adequate living spaces for displaced people.
- Provide rental assistance as an emergency response to new displacement influxes.
- Procure, preposition, and distribute NFIs and hygiene materials to respond to the basic needs of the affected people through Common Pipeline partners in line with Shelter and NFI and WASH Clusters' standards. This pipeline enables humanitarian actors to prepare for and respond to both protracted and emerging needs by providing local organizations with access to supplies, which can then be distributed to people in need during crises.
- Strengthen the capacities and competencies of national and sub-national partners on humanitarian principles, good distribution practices, reporting and assessment standards, and practices for beneficiary protection and dignity.
- Conduct post-distribution monitoring and evaluations to identify gaps, strengths, and areas for improvement as part of the program's learning, transparency, and accountability.

**In refugee-hosting countries**, IOM will provide comprehensive emergency and short-term shelter support to vulnerable refugees from Ukraine. This will include the following:

- Cover the cost of short-term stays at hostels and providing rental assistance to newly arrived refugees or those wishing to continue their journey onward, ensuring they have safe and adequate housing during their transition.
- Support the renovation of shelter facilities such as renovated or adapted buildings (e.g. schools, community centres), rental apartments and houses, temporary accommodation, reception and collective centres. The aim is to enhance living conditions, focusing on ensuring comfort, adequate space, and privacy for refugees in temporary accommodation. Through material support - special focus will be on vulnerable beneficiaries (equipment and building adjustments for seniors and PWDs).
- Provide ongoing rental support (common durations ranging from three to six months; however, the period can be extended in certain circumstances e.g. vulnerability status, local context and housing availability) to individuals and families to secure stable housing and reduce the risk of displacement within the host country.

### Objective 2

**In Ukraine**, IOM will:

- Support and rehabilitate critical infrastructure and social institutions in collaboration with relevant ministries and local authorities.
- Provide transitional housing solutions, while advocating for legislative policies to create or protect long-term housing opportunities at an affordable price. By addressing living conditions in collective centres, beneficiaries can remain on the premises for a temporary period of time, paying utilities or rent but without the possibility of buying the property.

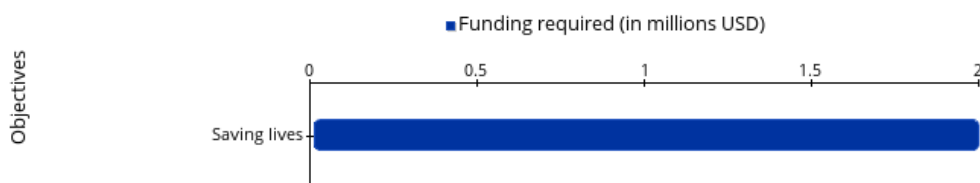
**In refugee-hosting countries**, IOM will support initiatives for refugees to be included in housing support systems through the

following:

- Increase housing stocks to reduce the pressure on the housing sector through short- and mid-term housing solutions such as rental assistance, repairing private homes, support to municipalities to set up affordable housing programmes, including rehabilitation of housing building owned by the authorities, and winterization of private homes to hosting families.
- Support housing support systems by strengthening the capacity of state actors and local authorities to better manage the housing needs of refugees and vulnerable populations. IOM will promote the localization of housing solutions, ensuring that once projects are handed over to governments, they are sustainable, and that local communities are fully involved in infrastructure development and management.



## Movement assistance



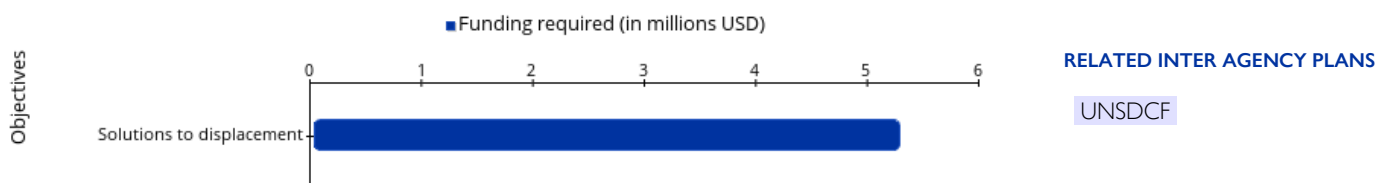
### Objective 1

**In refugee-hosting countries**, IOM will provide humanitarian movement assistance to newly arrived Ukrainian refugees and eligible TCNs to ensure that vulnerable individuals affected by the war, particularly those facing protection concerns, have access to safe and dignified transportation and are able to reach their final destinations. Movement assistance will include the following:

- Conduct pre-departure activities encompassing documentation assistance, vulnerability screening, medical screening, transit accommodation, and subsistence, as well as travel assistance, in majority by land and sometimes through air.
- Maintain minimum capacities to provide TCNs who are fleeing the war in Ukraine with evacuation assistance including pre-departure activities, which include provision of domestic transportation, accommodation, and urgent material needs; protection screening to identify vulnerabilities and needs; and medical screening to ensure individuals are fit for travel. Transit and post-arrival assistance will be provided to all individuals.
- Facilitate the safe and orderly reunification of separated family members. This process will be managed with careful attention to the protection and legal needs of the individuals involved.



## Transitional justice



### Objective 2

**IOM Ukraine** will support the efforts of the GoU towards developing a survivor-centric, comprehensive reparations framework, its operationalization, advocacy and outreach, that addresses crimes and human rights violations related to the war, including forced displacement, destruction of property, looting, murder, conflict-related sexual violence (CRSV), torture, enforced disappearances, and forced deportations of civilians. IOM will implement a comprehensive approach, including:

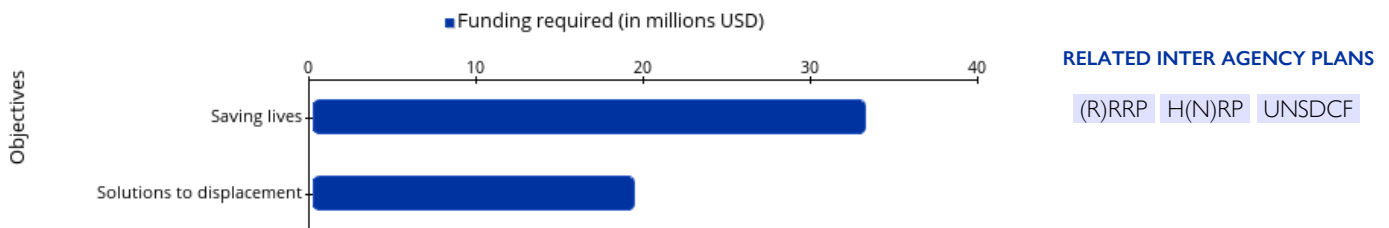
- Develop the capacities of local stakeholders to implement reparations mechanisms and legal frameworks set forth by the GoU, to receive and process claims efficiently and in line with international standards.
- Support the government with context-specific tools and expert advice to develop an inclusive, timely, and effective set of policies and legal frameworks, ensuring the provision of reparations to war-affected populations and deriving administrative

reparations policies, while advancing the broader issue of transitional justice.

- Support the GoU in their consultations and workshops with survivors, associations and networks of victims, and relevant organizations, service providers, and the private sector, to understand survivors' expectations for reparative measures and contribute to the development of effective and inclusive reparative policies and framework.
- Inform the Ukrainian civil society, media, and relevant stakeholders on the principles and functions of reparations and transitional justice policies, promote survivors' rights, and highlight the services available to them.
- Advocate for particularly vulnerable victims of gross human rights violations (including CRSV survivors, victims of torture and families of missing persons) to access national and international reparations mechanisms, register their claims, and receive the redress and support they need.
- Empower survivors and victims and seek to reduce stigma through tailored advocacy efforts and mainstreaming of consultations throughout all activities.



## Water, sanitation and hygiene (WASH) and energy



### Objective 1

**IOM Ukraine** supports national and local authorities to mitigate the impact of the war on the availability of life-saving water, sanitation, hygiene and heating services. Activities will include:

- Provide emergency supplies of drinking water, including through water trucking, bottled water, and water distribution points where necessary and possible.
- Conduct repairs and emergency rehabilitation to ensure systems are able to function for critical WASH services. This includes support with operation and maintenance (O&M) of water and wastewater systems; and procurement, delivery and installation of key equipment, tools, reagents, consumables, fittings, pipe, and spare parts for damaged and worn out municipal water, sanitation, and heating systems to restore functionality and service continuity for affected communities.
- Support the provision and restoration of services in rural, hard-to-reach and newly accessible areas of decentralized water, sanitation, and heating systems.
- Provide WASH services for canters and institutions hosting IDPs or vulnerable community members. These interventions may also include modest interventions to systems which are struggling to meet basic needs in times of war.
- Provide technical assistance, support and equipment to improve WASH facilities in border crossing points (BCP). This will include but not limited to distribution of water bottles and emergency fixes to WASH facilities in the BCP.

**In refugee-hosting countries**, IOM will continue to:

- Procure and distribute WASH NFIs including hygiene kits encompassing MHM supplies or cash-based interventions such as hygiene vouchers.
- Facilitate access to WASH facilities for transiting refugees.

### Objective 2

**IOM Ukraine** will engage closely with national and local authorities to rehabilitate water, sanitation, hygiene and heating services. In line with the WASH cluster priorities and activities include:

- Assess the damages and needs for the rehabilitation or reconstruction of infrastructure and services and develop plans to resume such services in key locations, focusing on heavily affected communities and communities hosting a large number of displaced populations and returnees. These interventions will include a deeper analysis and propose interventions which also modernises and improves the efficiency of the predominantly outdated systems. This rehabilitates and improves the system for the mid and longer term.



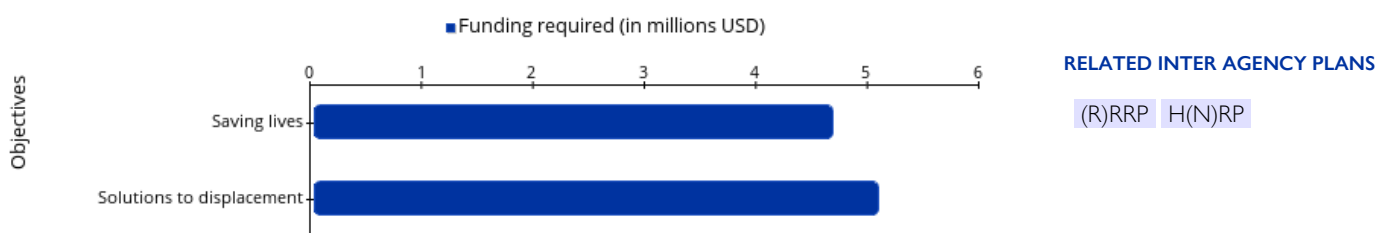
- Through an area-based approach, integrate WASH interventions with durable solutions plans to resume services in potential areas of return and for businesses, contributing to economic and social recovery. Which include provision of equipment, repairs, rehabilitation and decentralization effort to systems through a multisectoral approach which provides a more holistic recovery approach.
- Ensure continuity of services such as municipal water, sanitation and heating systems through repair and rehabilitation work, support with operation and maintenance (O&M) and procurement, delivery and installation of key equipment and supplies. This will also focus on rural, hard-to-reach and newly accessible areas.
- Provide technical assistance, support and equipment to improve water and sanitation facilities at BCPs, including but not limited to, water production and storage, repair and rehabilitation of water and wastewater networks, borehole drilling, and desludging. The projects will primarily focus on longer term recovery solutions for people in need and encompass entire or significant network rehabilitation to align further with EU energy efficiency standards. This includes initiatives such as installing new water tanks and filtration systems, overhauling outdated pipelines, creating new boreholes, and regularly cleaning septic tanks to maintain sanitary conditions.

**In the Republic of Moldova,** IOM will strengthen WASH infrastructure to address the needs of displaced persons, supporting their integration into society and promoting development in host communities. Activities include the following:

- Enhance, upgrade, and construct water supply facilities and pipeline connections for extending essential services to rural areas.



## Site management support



### Objective 1

**IOM Ukraine** continues to support the GoU, local authorities, and site managers in working to ensure safe and dignified living conditions for people in collective sites, while supporting residents to access more appropriate longer-term solutions. Activities include:

- Improve access to humanitarian services and protection for newly evacuated individuals and for vulnerable IDPs residing in the collective centres by coordinating with key partners to address the specific needs of the most vulnerable. This includes upgrading and enhancing living conditions within collective centres and transit sites through the provision of essential items and equipment, heaters, beds, lamps, chairs, table, etc.
- Provide cash grants to site managers to support care and maintenance and the running of the centres, including procurement of basic items such as water taps, bottles, papers, hygiene products, fuel, etc.
- Provide targeted capacity strengthening programming for national and local authorities, NGOs, volunteers, IDPs and other CCCM-related actors to strengthen their capacity to manage displacement and support durable solutions for affected populations, along with ensuring complaint and feedback mechanisms are in place. Ensure free access to information for displaced populations and empowering them to participate in decision making processes related to their displacement and return, including linking IDPs to relevant administrative services
- Advocate for the needs and conditions of most vulnerable by conducting periodical monitoring and multi-sectoral assessments in collective centres and displacement sites. This includes evaluating site infrastructure for potential upgrades and identifying accessibility issues in collaboration with shelter teams and local partners.
- Promote social cohesion and inclusion of IDPs in local decision-making through community led activities.

**In refugee-hosting countries,** IOM will continue working for improved living conditions, protection and safety at collective accommodation sites. Activities will include the following:

- Provide in-kind/financial support to collective accommodation sites for the procurement of essential equipment, non-food items (NFIs), and make necessary building adjustments to enhance living conditions, with a particular focus on accommodating persons with disabilities.
- Strengthen coordination among humanitarian actors involved in the management of collective accommodation sites by organizing and supporting regional coordination groups for site managers, ensuring a more cohesive and effective response across the region.
- Implement capacity development initiatives to support municipalities and collective accommodation sites managers, aiming to improve communication with collective accommodation sites' residents and communities, enhancing their participation and protection. This will also include a series of trainings and trainings of trainers (TOT) on areas related to site management, such as safety and security, data management, protection mainstreaming and other topics pertaining to displacement management and support to government capacities in terms of preparedness.

## Objective 2

**In Ukraine**, IOM will support durable solutions for IDPs through:

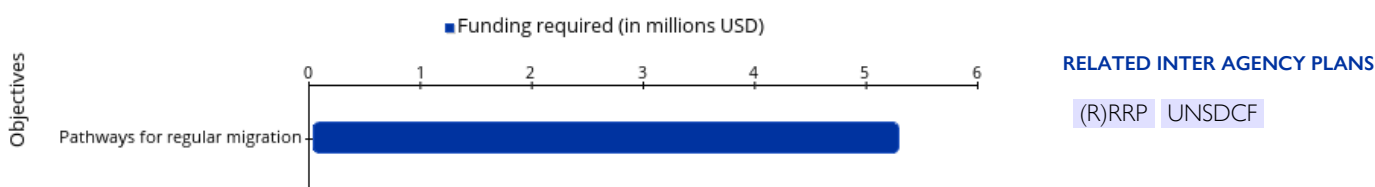
- Support with site consolidations at collective centres (cash grant, items, community-led activities, capacity strengthening for site management/officials, Referrals, Coordination)
- Support local authorities in identifying longer-term solutions for IDPs in collective centres.
- Conduct site-level monitoring and household-level IDP profiling in collective centres to identify obstacles to safe return, integration, or potential relocation to other areas within Ukraine, while facilitating necessary referrals.

**In refugee-hosting countries**, particularly Slovakia, IOM will develop accommodation and housing solutions for refugees, ensuring protection, sustainability, and localization through close collaboration with local and regional stakeholders. Activities will include the following:

- Develop and maintain collective accommodation sites by building capacity, exchanging best practices, and implementing protection mainstreaming measures. This involves collaborating with local and regional stakeholders for efficient beneficiary placement, transition to social care facilities, and sustainable handover to the state, with a focus on vulnerable groups through targeted material support and facility adjustments.
- Provide housing assistance through group counselling on accommodation-related matters and individualized outreach tailored to regional needs. Advocate for accessible housing, regional capacities, and cooperation among local actors, emphasizing humanitarian needs and sustainable localization.
- Strengthen the capacity of regional stakeholders on preparedness, winterization, and crisis response to strengthen long-term resilience and support effective interventions.



## Regular pathways



## Objective 3

Pathways for regular migration are an essential component of Ukraine's recovery, addressing labour shortages and demographic challenges. The demographic and economic strategies under development by the GoU identify the need to attract Ukrainians living abroad back to Ukraine to rebuild the country, support women to enter the labour market, and support IDPs to adapt to the labour market demands in their area of displacement, amongst others. **IOM Ukraine** will support Ukraine's recovery by:

- Work with the GoU, develop and strengthen labour migration and immigration policies, as well as to facilitate the mobility of people, goods and services in the region through strengthening institutional capacities to ensure safe, secure, and efficient cross-border movement, linking up with the country recovery and reconstruction efforts.
- Assist the GoU to develop and update national strategies on migration, demography, and employment. Conducting

assessments and regularly update on challenges and opportunities of labour immigration to support development of policies in Ukraine.

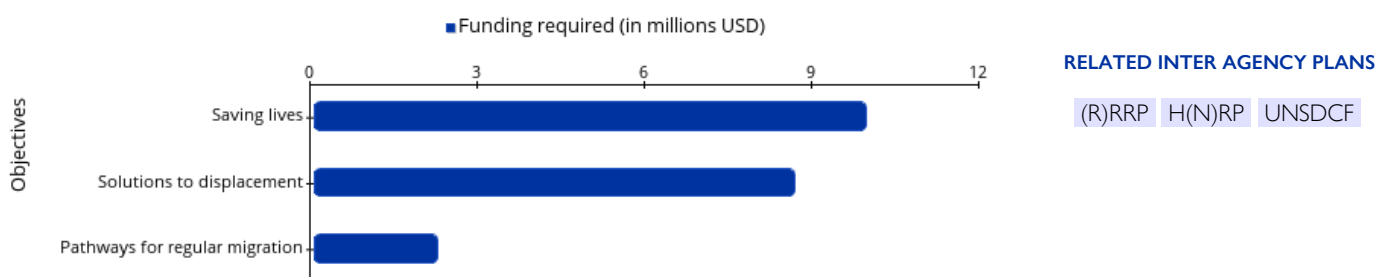
- Develop an evidence base for migration policies and interventions,
- Provide data-driven insights on perceptions of - and challenges to - labour immigration among the general population.
- Identify potential barriers to integration or sources of tensions and suggest comprehensive responses to facilitate safe migration and social cohesion.
- Strengthen the capacity of government authorities to regulate and strengthen oversight of the recruitment industry
- Promote ethical recruitment principles and practices in collaboration with the private sector. This will protect migrant workers, prevent forced labour and trafficking, and ensure fair and transparent recruitment processes

**In neighbouring countries**, IOM will work with government authorities to strengthen migration governance, integrated border management systems, and ethical recruitment practices, facilitating safe, orderly, and regular cross-border mobility in the context of the ongoing displacement crisis. This will involve the following:

- Strengthen capacity of border management agencies, equipping them with the tools and training needed to modernize and digitalize immigration processes.
- Provide technical assistance to the private sector, recruitment agencies, and government actors responsible for labour inspection and workforce management to ensure the adoption and enforcement of ethical recruitment practices.



## Mental health and psychosocial support



### Objective 1

In line with the [IOM Manual on Community-Based MHPSS in Emergencies and Displacement](#) (2022) and the [IASC Guidelines for MHPSS in Emergency settings](#) (2007), IOM Ukraine will implement community-focused MHPSS activities to foster resilience among war-affected populations, including internally displaced persons (IDPs) and host communities. Activities will include awareness raising, cultural, art and sports-based activities, informal educational and skills building activities, and recreational activities to strengthen, establish or reestablish social networks and promote positive coping strategies.

- Enhance community understanding of mental health challenges through public information and awareness campaigns to support war-affected populations, including IDPs, affected communities, veterans and their families, returnees, and more.
- Provide psychological first aid (PFA) and related training for local service providers and volunteers to improve immediate psychosocial responses to war-affected populations. Community-based MHPSS services will seek to promote family cohesion and community-based support systems, including family retreats and group sessions tailored to enhance coping mechanisms.
- Continue providing tailored individual and group counselling for all war-affected populations through focused interventions. This includes continuing to run the MHPSS emotional support hotline and offer psychological consultations to callers in Ukraine and host countries, including with referrals to services to support those with severe mental health problems.
- Continue to co-coordinate the MHPSS technical sub-working groups in the East and in Vinnytsia, to promote smooth coordination, capacity strengthening, and prevent a duplication of services by MHPSS actors.
- Enhance response readiness, support the inclusion of MHPSS components in emergency preparedness plans, ensuring timely and accessible MHPSS in crisis situations.
- Through targeted capacity development, support government and partner organization staff develop competencies in clinical supervision, case management, and trauma-informed psychosocial support best practices to ensure high-quality service delivery.

**In refugee-hosting countries,** IOM and its partners will continue providing community and family support, focused and specialized MHPSS services—both in-person and via hotline—to people affected by the war in Ukraine, helping to address emotional distress, conditions linked with protracted displacement, and promote overall well-being. MHPSS services will be delivered to beneficiaries on both an individual and group basis through counselling, psychological interventions, and referrals to specialized mental health care for individuals experiencing severe mental health problems, behavioural challenges, or relational difficulties. These activities will be closely coordinated with IOM Protection teams to ensure a holistic approach to assistance. Specific activities will include the following:

- Provide MHPSS services directly at programme sites and through multidisciplinary psychosocial mobile teams (PMTs), as well as through referrals, community centre staff support, and mentoring.
- Conduct awareness campaigns to promote mental health services and organize community-based MHPSS activities.
- Organize training courses for psychosocial professionals on MHPSS and population mobility, with a focus on the critical role of MHPSS in humanitarian responses and strengthening the capacity of local actors to manage the response effectively.
- Conduct regional outreach through trained Ukrainian-speaking mediators to facilitate group and community-based activities with refugees.

## **Objective 2**

In line with the IOM Manual on Community-based Mental Health and Psychosocial Support in Displacement and Emergencies, **IOM Ukraine** will deliver targeted MHPSS interventions tailored to the needs of specific vulnerable groups, particularly veterans, returnees, and families impacted by war. These initiatives are designed to support IOM interventions across different sectors, aiming to drive solutions for displacement. This includes:

- Provide community-based support for IDP, host communities and returnees, including integrated MHPSS services to strengthen social support networks and enhance a sense of belonging.
- For populations needing multi-dimensional support, provide integrated services combining MHPSS and livelihoods to support holistic wellbeing and stability. This includes supporting veterans re-entering the workforce with MHPSS assistance to promote overall wellbeing by addressing psychological needs.
- Offer MHPSS services that are tailored and integrated into transitional justice and/or reparations programming if launched, aiming to alleviate related stress and strengthen positive coping mechanisms of service recipients.
- Tailor programmes for veterans and their families to address high levels of distress, and the challenges of transitioning from military to civilian life, including family support and reintegration assistance.
- Facilitate the integration of MHPSS resources into existing community spaces and services, including through local civil society organizations, enhancing accessibility and local resilience of affected communities.
- Continue to co-chair the Task Team on MHPSS for Veterans together with the Coordination Centre for Mental Health of the Cabinet of Ministers.
- Deliver in-depth trainings for MHPSS providers, focusing on a psychosocially informed approach (including trauma-informed care and conflict-sensitive approaches) to address the distinct needs of groups such as veterans and their families.

**In refugee-hosting countries,** IOM will strengthen local capacity in delivering MHPSS and provide targeted support to refugees for sustainable mental health solutions. Activities include the following:

- Provide tailor-made training programmes to partners and local professionals on the MHPSS needs of Ukrainian refugees. This includes regional outreach through trained Ukrainian mediators who will facilitate group and community-based activities, utilizing the therapeutic effects of community sharing, while strengthening social cohesion within local communities.
- Integrate MHPSS into livelihood, educational, and social activities to promote social cohesion and foster inclusive communities. For example, educational initiatives will incorporate MHPSS to create safe and supportive learning environments, and social activities will include recreational events (e.g. cultural, sports) and community dialogues, to provide opportunities for interaction between refugees and host communities, reducing stigma and encouraging positive relationships.
- Support Ukrainian war veterans undergoing rehabilitation treatment, as well as to their family members, ensuring they receive comprehensive medical, psychological, and social support interventions to address their complex and varied needs. This will include the development of rehabilitation protocols - that integrate a range of services, including medical care, MHPSS, and social reintegration efforts - and based on best practices, designed to ensure that veterans receive holistic care.
- In cooperation with IOM Ukraine, continue to organize MHPSS training for Ukrainian mental health professionals, focusing

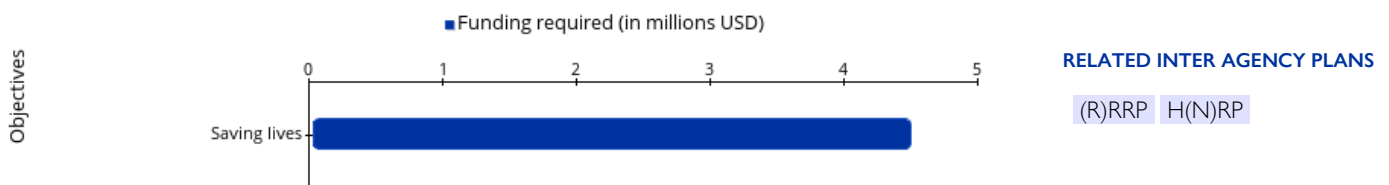
on providing mental health support in war situations and including support for the families of refugees.

**Objective 3 IOM Ukraine** will work to enhance the capacity of the Ukrainian government, communities, and partner organizations to sustainably deliver MHPSS services that are accessible, effective, and aligned with international standards. Activities will include:

- Support local, regional, and national Ukrainian government efforts to establish policies, strategies, and frameworks that ensure accessible and effective MHPSS service delivery nationwide.
- Support in developing and integrating MHPSS monitoring systems within health and social services to enable data-driven planning and track community needs and the effectiveness of interventions.
- Strengthen coordination mechanisms across national and local levels to ensure cohesive service delivery among MHPSS providers, government agencies, NGOs, and community leaders.
- Through assessments, outreach and intercultural communication community-based activities, contribute to supporting communities of potential third country nationals who will be residing in Ukraine after the war for education and to contributed to reconstruction efforts.



## Humanitarian border management and search and rescue



### Objective 1

**IOM Ukraine** will work with national authorities to establish and strengthen an integrated approach to humanitarian border management. This will focus on facilitating, assisting, and protecting crisis-affected populations crossing borders while ensuring rights-based policies and procedures are in place to guarantee safe and secure pathways. Activities in Ukraine will include:

- Conduct routine humanitarian border management (HBM) capacity assessments in coordination with national authorities at the central level as well as at border crossing points (BCPs).
- Support national authorities in strengthening their preparedness for high volume cross border movements and changing mobility dynamics, particularly through advising on simplified but effective procedures; further digitalization and automation of border and customs procedures; and provision of fixed/mobile registration equipment.
- Provide critical equipment at the border such as diesel generators, uninterrupted power supply units, and alternative backup power supply systems, which contribute to the uninterrupted border operations.
- Facilitate and coordinate multisectoral work at in border areas implemented by IOM, including protection, WASH, health, shelter, MHPSS, etc., so the cross-border passage is safer.

**In refugee-hosting countries,** IOM collaborates with national authorities to develop and enhance integrated humanitarian border management. These efforts aim to facilitate, assist, and protect affected individuals crossing borders, ensuring that rights-based policies and procedures are in place to provide safe and secure pathways. Activities will include the following:

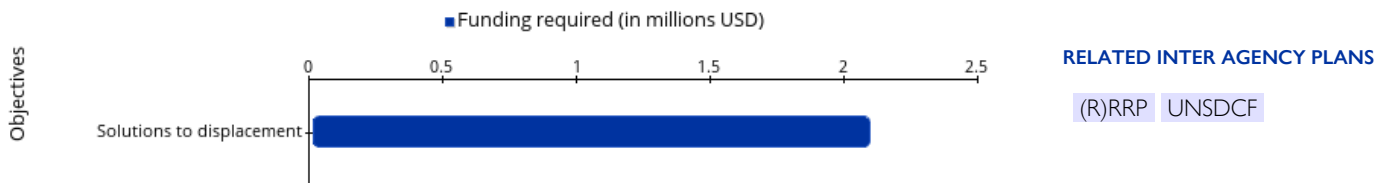
- Conduct routine humanitarian border management (HBM) capacity assessments in coordination with national authorities at the central level as well as at border crossing points (BCPs).
- Support national authorities to strengthen their preparedness for high volume cross border movements and changing mobility dynamics, particularly through advising on simplified but effective procedures; further digitalization and automation of border and customs procedures; and provision of remote/mobile registration equipment.
- Provide technical assistance and training for border officials on humanitarian principles, anti-trafficking measures, and gender-sensitive approaches to ensure that migration processes are inclusive and rights-based. IOM emphasizes the protection of human rights, dignity, safety, and security for all people on the move.
- Assist national authorities to enhance their capacity to screen and refer vulnerable individuals crossing the borders, including unaccompanied and separated children and potential victims of violence, exploitation, or abuse. This will include capacity-

strengthening initiatives such as training, development of SOPs, and provision of technical tools. The approach will ensure protection-sensitive border management, emphasizing coordination with key partners and compliance with data protection standards.

- Support national authorities in the coordination and implementation of multisectoral interventions to facilitate uninterrupted border operations, including protection, WASH, health, shelter, and MHPSS. This encompasses critical assistance to enhance national capacities through the purchase of equipment, capacity-strengthening activities, and technical support to ensure that cross-border passage is safe, and that refugees' needs are effectively met. This approach focuses on strengthening national systems and supporting local actors to manage the flow of refugees and ensure their well-being during border crossings.



## Peacebuilding, violence and conflict reduction



### Objective 2

**IOM Ukraine** will seek to contribute to the prevention, management and resolution of potential local conflicts and social cohesion concerns that may arise at the sub-national level as a driver of displacement and an obstacle to safe return and reintegration. Programming will focus on the individual, community and institutional levels to support advancements of human security elements such as environmental security, physical security and economic security, strengthen the security sector's human rights-based approach, prevention and reduction of community violence at risks areas and support the reintegration of veterans into civilian life. Activities will include the following:

- Conduct detailed and iterative analysis of conflict dynamics and human security.
- Deliver a broad range of reintegration support across social cohesion, MHPSS, livelihoods, technical expertise to the Government, rehabilitation to benefit veterans, family member, families of fallen, wider communities and authorities.
- Strengthen the capacities of civil society, government authorities, youth and the media to access accurate information and prevent engagement into violence and hate crimes, due disinformation, hate speech, and discrimination.
- Establish a small-grants mechanism to allow partners to implement activities focused on building social cohesion, conflict mitigation, peaceful coexistence and inclusive communications through addressing drivers of conflict and promoting collective actions.
- Facilitating community-based conflict management and social cohesion activities with the goal of contributing to addressing the main obstacles to the social and economic inclusion, including the advancement of the Ukrainian National Action Plan on "Women, Peace and Security."

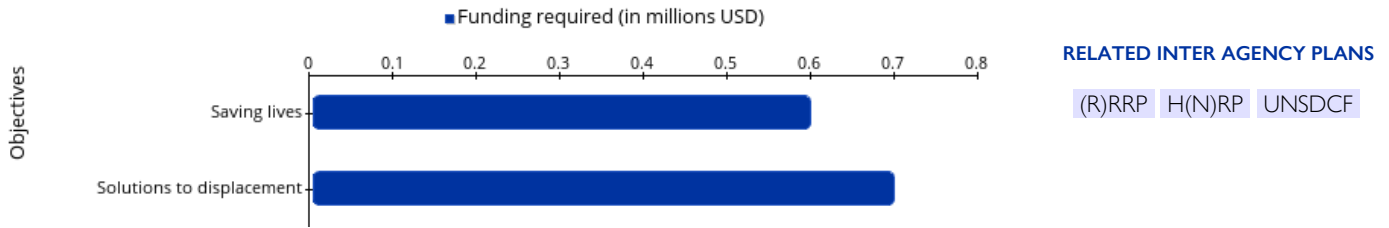
**In neighbouring countries,** IOM will facilitate targeted interventions to support peacebuilding through support to civic initiatives within the cultural domain to engage with diverse communities and create a cultural bridge in the local society. Activities will include the following:

- Organize cultural events, traditional workshops, and utilizing social media platforms for multicultural exchange.
- Work with central and local governments to strengthen capacity, providing tools and training that promote destigmatization, equality, and universal access to rights, further strengthening peaceful coexistence and social harmony.
- Facilitate community policing initiatives that promote dialogue between law enforcement and community members, ensuring that safety concerns are addressed collaboratively. These programmes will strengthen trust, encourage transparency, and create platforms for participatory decision-making.





## Support services for response actors

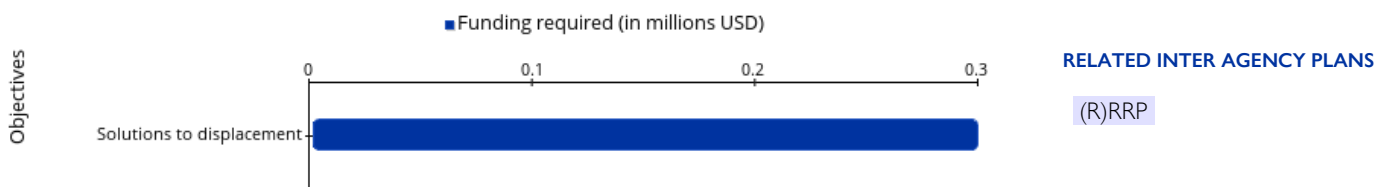


**Objectives 1 and 2 In refugee-hosting countries,** IOM will strengthen its support services for response actors in the form of:

- Support partner organizations, particularly NGOs and CSOs, with safety and security training (SSAFE and IFAK), and others as needed.
- Provide regional coordination, monitoring and thematic guidance.
- Promote localization and community-driven solutions through capacity strengthening of local actors.

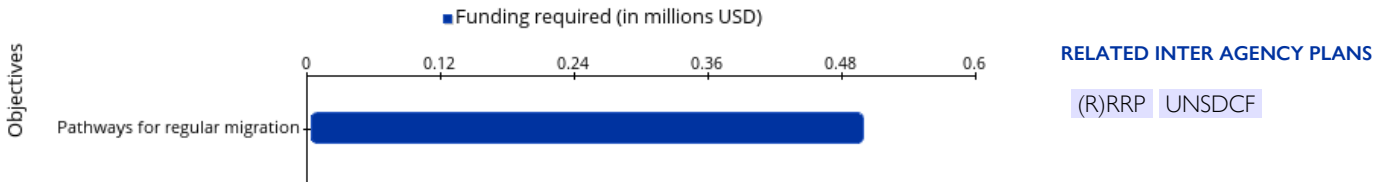


## Integrated policy support



**Objective 2 In refugee-hosting countries,** IOM will:

- Provide governments and local actors with expert advice, technical assistance and capacity development to support the development and review of migration, integration and humanitarian border management related policies and procedures. These efforts will address refugees' legal status, foster their inclusion and integration, and, when feasible, prepare for the potential return of refugees from Ukraine if and when conditions allow. This will be achieved through a whole-of-government and whole-of-society approach in collaboration with key UN and civil society partners.
- Support government plans for a new influx or outflux of people and provide support in crafting any policy framework on returns through a multistakeholder consultative process.



**IOM in Ukraine** will help strengthen the institutional capacity of the Ukrainian consular service to enhance access of Ukrainian nationals abroad through consular assistance and protection.

### CONTRIBUTES TO SUSTAINABLE DEVELOPMENT GOALS



### CONTRIBUTES TO GLOBAL COMPACT FOR MIGRATION OBJECTIVES





 GCRP



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