



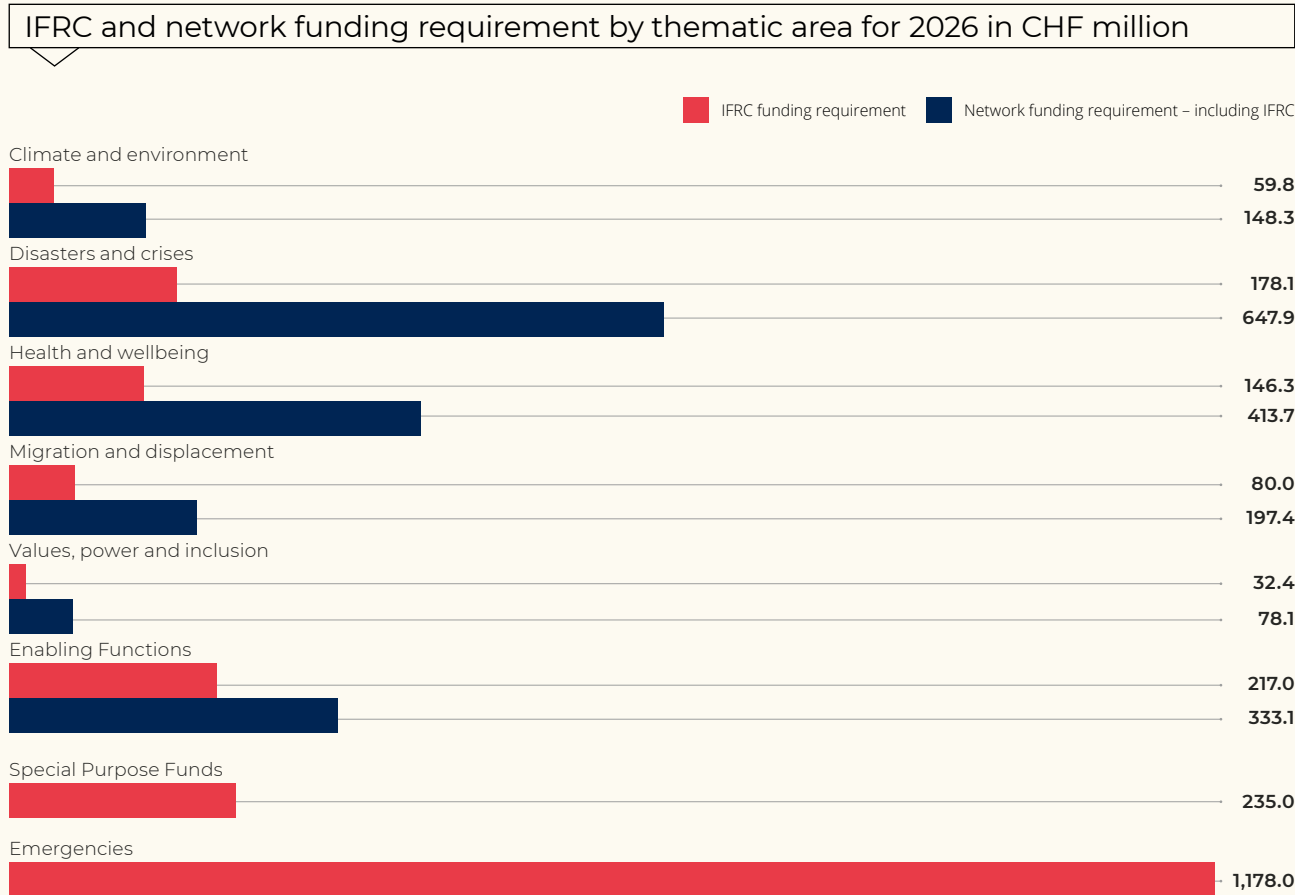
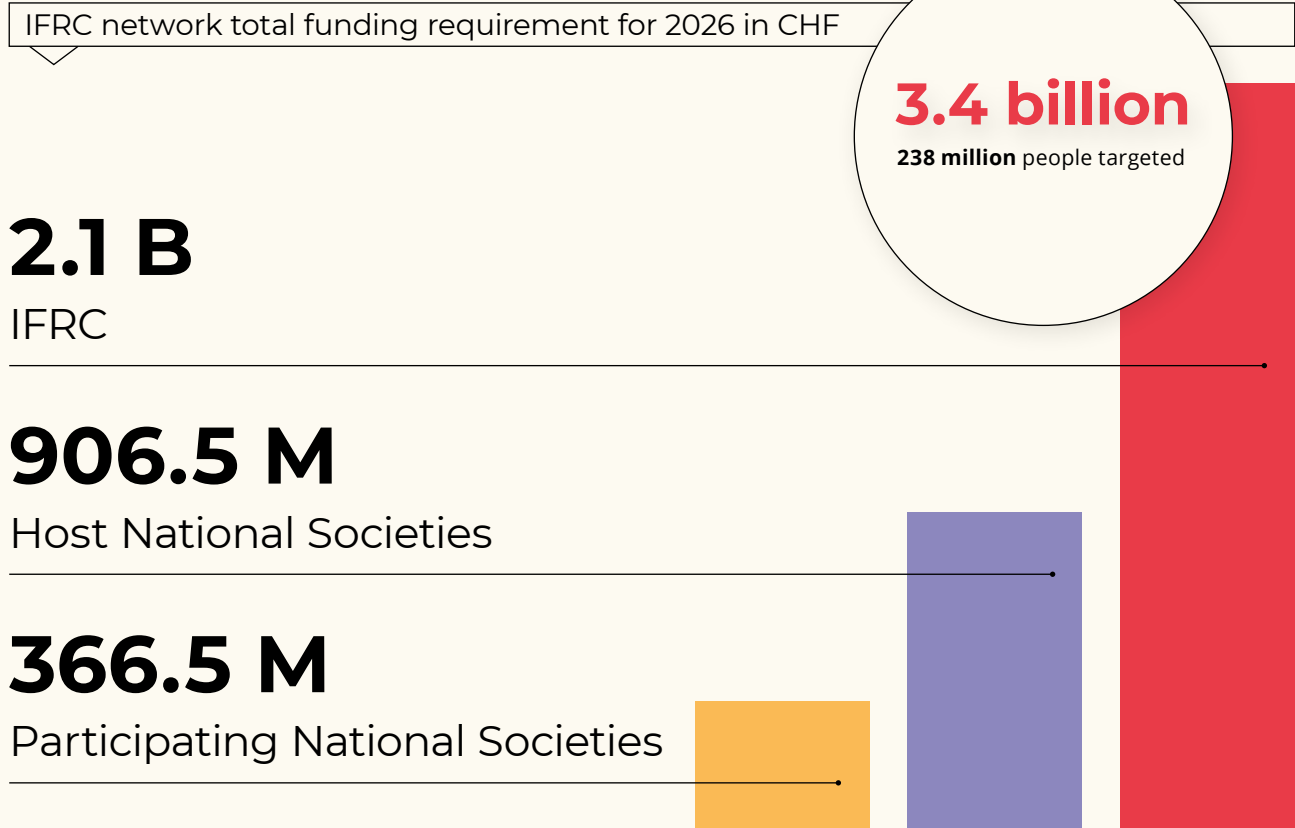
2026



GLOBAL PLAN

📍 LOCAL, EVERYWHERE.

2026 Overview



Message from the Secretary General

Humanitarian needs are rising. Challenges are growing. And now, funding is shrinking.

Many organizations have to leave communities just when they are needed most.

Not us. The IFRC network is always there. Local, everywhere.

In 2026, that isn't going to change. Through our Renewal, we are doubling down on what makes us unique. We are moving expertise from global offices closer to the communities we serve through our member National Societies, aiming to channel 75% of resources to national level. We are embracing technology and an ethical use of AI. We will intensify collaboration with our stakeholders and sharpen our focus on where we can make the most impact. And while all our members will receive support, our National Society Investment Framework will intensify investment in 25 National Societies operating in the most fragile, complex contexts.

But this work has a prerequisite: safety.

In the last two years, 57 of our colleagues were killed in the line of duty. This is unacceptable and must change in 2026. Through stepping up our humanitarian diplomacy, we will not rest until every volunteer and staff member is safe.

Join us.

For the IFRC, international resources are catalysts. Alongside domestic mobilization – matched and exceeded by the value of volunteer hours – every investment in our network is multiplied many times over. We are grateful for the efficiency and effectiveness we have achieved together. In 2026, we will keep learning and improving, making every resource go further for the communities we serve through our member National Societies.

As the world's local humanitarian network, we call on our partners to join us in placing resources where real change happens. Because no matter how tough the global context gets, people will always turn to the IFRC network with their trust, and we will always be there for them, worthy of that trust. This deep sense of community partnership lies at the heart of our 2026 plan, just as we work hand in hand with our member National Societies to nurture lasting resilience in the communities we are privileged to serve.

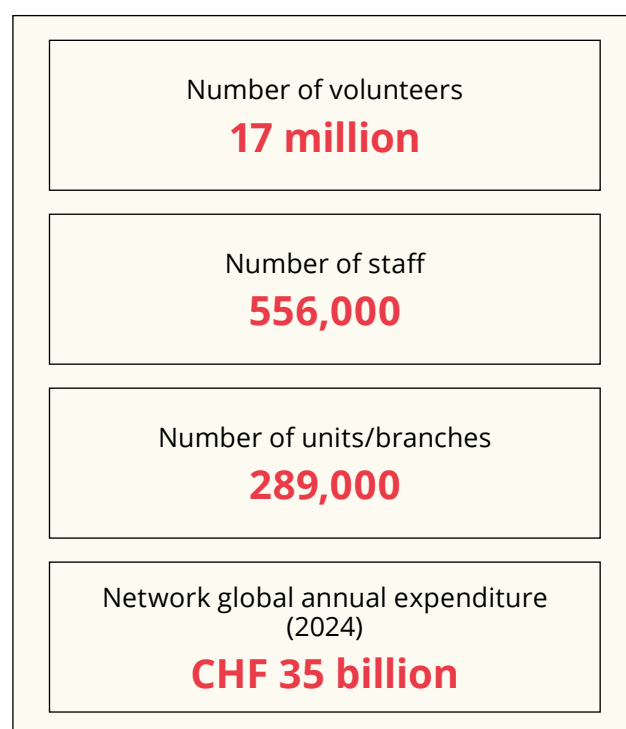
Jagan Chapagain

Secretary General and CEO

Who we are

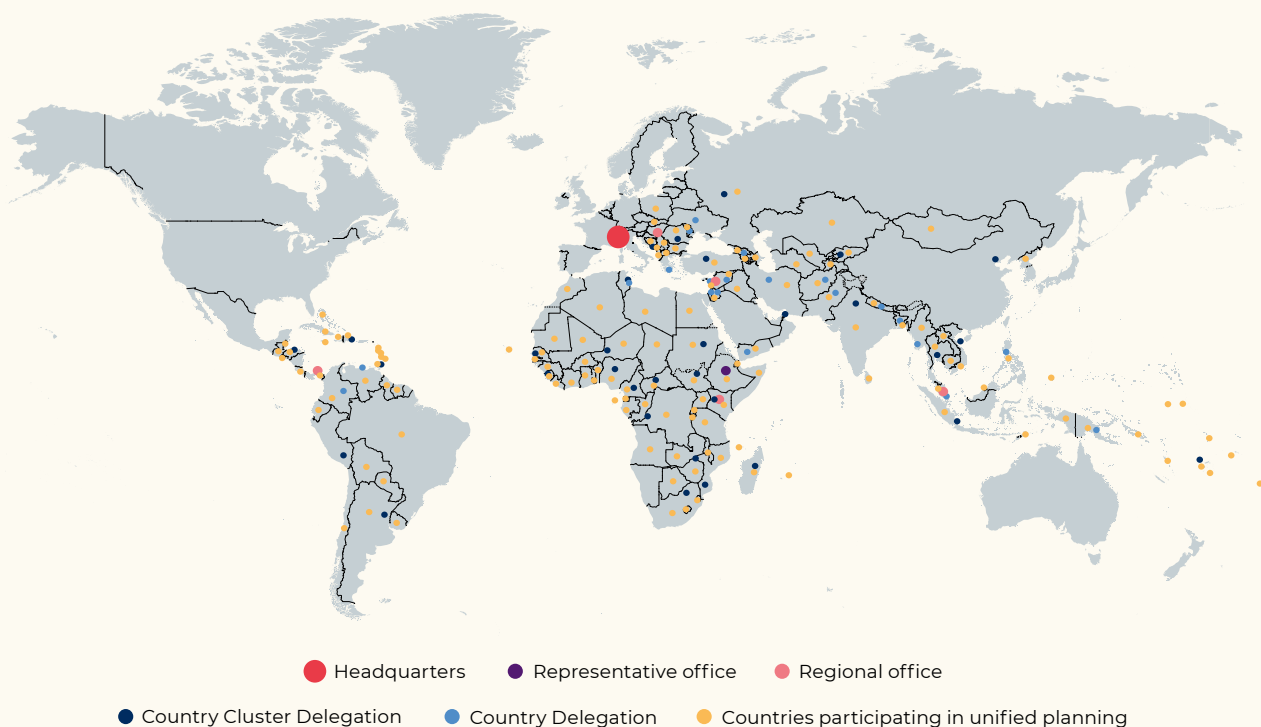
The International Federation of Red Cross and Red Crescent Societies (IFRC) is a global network of local actors and the world's largest humanitarian membership organization. It consists of 191 member National Red Cross and Red Crescent Societies, and the IFRC secretariat.

National Societies deliver humanitarian services through 17 million volunteers based in 289,000 local units and branches around the world, generating an estimated economic value of at least 11 billion Swiss francs annually in addition to the network's annual income of 36 billion Swiss francs.



The IFRC is mandated to provide core services in coordination, National Society development, humanitarian diplomacy and accountability, with transparency and agility. Our extensive support – in resource mobilization, supply chain and logistics, surge deployments, financial sustainability, information management and integrity among many other services, underpinned by wide-ranging policies, standards and thematic frameworks – provides a global platform for locally led action that all 191 National Societies can rely on.

The IFRC secretariat, with 2,046 staff (641 international and 1,405 national) placed around the world, and a planned core budget of 105 million Swiss francs for 2026, enables the IFRC network to cooperate, collaborate and deliver humanitarian services amounting to more than 35 billion Swiss francs every year.



Regional Offices

- Nairobi, Kenya
- Panama City, Panama
- Kuala Lumpur, Malaysia
- Budapest, Hungary
- Beirut, Lebanon

Delegations

- Abuja (Nigeria, Togo, Benin and Ghana)
- Addis Ababa (Ethiopia and Djibouti)
- Antananarivo (Madagascar, Mauritius, Comoros and Seychelles)
- Bangui (Central African Republic and Chad)
- Dakar (Senegal, Cape Verde, Gambia and Mauritania)
- Freetown (Sierra Leone, Liberia, Guinea and Guinea-Bissau)
- Harare (Zimbabwe, Zambia and Malawi)
- Juba (South Sudan, Uganda and United Republic of Tanzania)
- Khartoum (Sudan and Eritrea)
- Kinshasa (the Democratic Republic of the Congo, the Republic of the Congo, Rwanda and Burundi)
- Maputo (Mozambique and Angola)
- Nairobi (Kenya and Somalia)

- Niamey (Niger, Burkina Faso, Mali and Ivory Coast)
- Pretoria (South Africa, Botswana, Eswatini, Lesotho and Namibia)
- Yaoundé (Cameroon, Gabon, Equatorial Guinea and Sao Tome and Principe)
- Buenos Aires (Argentina, Brazil, Chile, Paraguay and Uruguay)
- Lima (Peru, Bolivia and Ecuador)
- Port of Spain (English- and Dutch-speaking Caribbean)
- Santo Domingo (Dominican Republic, Cuba and Haiti)
- Tegucigalpa (Honduras, Costa Rica, El Salvador, Guatemala, Nicaragua and Panama)
- Colombia
- Venezuela
- Bangkok (Thailand, Cambodia, Laos and Viet Nam)
- Beijing (East Asia)
- Jakarta (Indonesia, Brunei, Singapore and Timor-Leste)
- New Delhi (India, Bhutan, Maldives and Sri Lanka)
- Suva (Pacific Islands)
- Afghanistan
- Bangladesh
- Malaysia
- Myanmar
- Nepal

- Pakistan
- Papua New Guinea
- Philippines
- Bishkek (Kyrgyzstan, Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan)
- Moscow (Russian Federation and Belarus)
- Sarajevo (Bosnia Herzegovina, Albania, Bulgaria, Croatia, Montenegro, North Macedonia, Serbia)
- Bucharest (Romania, Moldova, Poland)
- Ankara (Türkiye, Azerbaijan, Georgia)
- Armenia
- Ukraine
- Beirut (Lebanon and Iraq)
- Tunis (Tunisia and Morocco)
- Jordan
- the Islamic Republic of Iran
- Libya
- Palestine
- Syrian Arab Republic
- Yemen

Representational Delegations

- Addis Ababa (African Union)
- Brussels (European Union)
- Dubai (Gulf Cooperation Council)
- New York (the United Nations)

Context

The impact of climate change is becoming more frequent and intense, putting communities all over the world at risk of storms, extreme heat, drought and flooding. Sudden-onset disasters and health crises continue to put lives and development gains at risk, as do rising inequality, poverty, marginalization, violence and conflict. These hazards and risks are all contributing to greater levels of migration and forced displacement, as people leave in search of safety or opportunity.

Alongside these threats, new technology, including AI, cyber-attacks and harmful (mis- and dis-) information, can reduce trust within and between communities. This can affect the ability of humanitarian actors to operate, particularly in a time of fractured geopolitics, and falling respect for International Humanitarian Law and humanitarian principles.

Our approach

The IFRC's approach to humanitarian support has always been localized. By placing primary focus on the agency and skill of National Societies, we ensure that our collective work is cost-effective, highly efficient and culturally sensitive.

When needed – and on request – the IFRC secretariat can harness the global solidarity of its network, and its own status as an International Organization, to support a National Society to meet needs in-country. In this way, our humanitarian action is always as local as possible and as international as necessary.

This locally led community-based humanitarian work – supported, coordinated and represented by the global IFRC – does not only save and change lives. It builds lasting resilience that can reduce the need for costly international support in the future.

That matters now more than ever. Again and again, our member National Societies are finding that, as other actors are forced to deprioritize a country or crisis, Red Cross and Red Crescent volunteers and staff are the only humanitarians still there and still offering support.

This Global Plan is a transitional one as the IFRC secretariat evolves to place more people and more resources closer to National Societies and the people they serve. This work – our **Renewal** – will not happen overnight, and as such our proposed activities and focus for 2026 will perhaps shift and change as the realities of a changed humanitarian system become more apparent.

Renewal and our priorities in 2026

In 2025, in light of significant global geopolitical, social, environmental, technological and economic shifts, the IFRC worked to build on its long-term model of localization by conducting a strategic reorientation exercise: **Renewal**.

The **Renewal** process is driven by humanitarian needs on the ground, and is the result of extensive consultation with National Societies, communities, partners and donors, and IFRC staff at all levels.

The changes in the humanitarian landscape place even greater responsibility on our IFRC network, which in some cases may soon stand alone in having access to the people in greatest need of support.

To meet these growing needs, and empower and coordinate locally led action to deliver the most cost-effective and far-reaching impact, the IFRC's **Renewal** is centred around five strategic shifts:

1. Deepen **localization** and **accountability**
2. **Sharpen** humanitarian focus, influence and impact
3. **Intensify collaboration and trust**
4. Accelerate **digital transformation**
5. Transform to be a more innovative, **agile** and **lean secretariat**

These are represented in institutional and operational shifts that the IFRC will move forward as part of its transformation.

Institutionally we will:

- **Channel 75% of internationally mobilized resources to national level** and strengthen the auxiliary role of member National Societies with governments, while ensuring the independence of their humanitarian action. We will support member National Societies to increase locally led participation in leadership and decision making, and strengthen their volunteer base. We will strengthen engagement of IFRC delegations and provide intensified support to National Societies in locations of emerging and current global significance around the world.
- **Renewed focus on our core mandates:** National Society development; strategic and operational coordination of emergencies, including 24/7 response systems and whole-of-secretariat response; humanitarian diplomacy and advocacy, and accountability and transparency.
- **Strengthen local and international humanitarian diplomacy capacity**, grounding it in the unique local voice and evidence that only the IFRC network can offer; upholding our Fundamental Principles for access, acceptance and long-term sustainability, and bringing these realities to the attention of decision makers to shape global agendas and spark change in the humanitarian ecosystem.
- **Develop more agile digital assets** providing real-time information from volunteers, local branches and national bodies to support scenario planning, operational analysis and decision making – local and global, using community evidence as central for communications, humanitarian diplomacy and policy development.
- **Be more institutionally nimble and efficient**, able to adapt to constant change and the sudden arrival of disruptive shocks, including by shifting roles away from HQ and Regional Offices to a more distributed network. Improve collaboration and coherence across the IFRC network and with the secretariat. Increase the authority of IFRC Heads of Delegation to engage with country-based decision makers, heighten global consistency, and be credible interlocutors with senior government officials and diplomatic missions.

Operationally we will:

- **Sharpen our focus on the most urgent and complex crises**, mainly through the IFRC's National Society Investment Framework. Ensure more respect for humanitarian priorities, principles and personnel, and better access to humanitarian crises.
- **Build greater community resilience** to multi-hazards and stronger national health and crisis systems, and scale investment in multi-hazard anticipatory action and community health workers/primary health systems.
- **Reinforce our work** on climate action, health and water security, protection for people on the move, and response to disasters and crises while ensuring strong respect for protection, gender and inclusion.
- Shift 50% of emergency response and programmatic support towards **cash-based operations**, and scale other business models, including the use of **pooled funds and more innovative finance models**.
- **Become a broker of trusted open-source humanitarian data** and invest in National Society data systems to provide unique intelligence for the aid sector, positioning red pillar messaging within the wider humanitarian system.
- **Build radical new forms of collaboration** for bigger purposes, including with the private sector, International Financial Institutions (IFIs), development actors and foundations, and joining consortiums.

The expected outcomes from *Renewal* are:

- **Greater local empowerment and action** to address humanitarian needs
- **Stronger national systems and community resilience**
- **More people volunteering** for humanitarian causes
- **Greater domestic contributions resulting in more people reached with quality services**
- **More respect for humanitarian priorities, principles and workers, and better access to humanitarian crises.**

By placing more resources and personnel closer to National Societies and the communities they serve, the IFRC can provide more efficient and effective support to all member National Societies, ensuring that we – as the IFRC network – are better able to work together to meet rising needs in a changing world.

Mobilizing investments by results

For 2026, the IFRC network's total funding requirement is 3.4 billion Swiss francs, of which we seek 2.1 billion Swiss francs to be channelled through the IFRC secretariat.

2026 Funding requirements

CHF million

	IFRC funding requirement	Participating National Society funding requirements	Host National Society Funding requirements
Strategic Priorities			
Climate and environment	59.8	18.5	69.9
Disasters and crises	178.1	54.2	415.6
Health and wellbeing	146.3	68.8	198.6
Migration and displacement	80.0	28.7	88.7
Values, power and inclusion	32.4	9.9	35.7
Sub-total Strategic Priorities	496.7	180.1	808.6
Enabling Functions			
Strategic and operational coordination, National Society development, Humanitarian diplomacy, Accountability	217.0	18.2	97.9
Sub-total Enabling Functions	217.0	18.2	97.9
Special Purpose Funds			
Disaster Response Emergency Fund (DREF)	200.0		
Capacity Building Fund	15.0		
National Society Investment Alliance (NSIA)	20.0		
Sub-total Special Purpose Funds	235.0		
Emergency Appeals			
Current Emergency Appeals rolling over to 2026	928.4		
Estimation of new Emergency Appeals to be launched in 2026	250.0		
Sub-total Emergency Appeals	1,178.4		
Grand total IFRC 2026	2,127.1		
Participating National Society funding requirements*	366.6		
Host National Societies domestic funding requirements	906.50		
Grand total IFRC network 2026	3,400.2		

*Some PNS data is not disaggregated by Thematic Area so 168.3M is added to the 198.2M

** Data as of 21 November 2025

	Climate and environment	Disasters and crises	Health and wellbeing	Migration and displacement	Values, power and inclusion	Enabling Functions	Total
Africa	22.3	48.1	59.0	16.8	13.1	38.9	198.2
Americas	5.4	8.7	3.6	4.0	1.4	12.0	35.2
Asia Pacific	19.6	38.5	35.0	9.3	7.2	30.3	139.9
Europe & Central Asia	3.3	26.3	11.3	44.7	2.9	13.0	101.5
MENA	4.6	38.5	13.6	1.7	2.9	109.6	170.8
Global	4.6	18.1	23.7	3.5	5.0	13.1	68.0
Total	59.8	178.1	146.3	80.0	32.4	217.0	713.6

Largest Emergency Appeals rolling over to 2026

CHF million

Europe: Ukraine and impacted countries	266.5
Bangladesh: Population movement	96.7
MENA: Middle East Crisis	146.7
Lebanon: Complex Emergency	74.2
Myanmar: Earthquake	59.4
All other EAs	284.9
Current Emergency Appeals rolling over to 2026	928.4

Raising funds for and on behalf of National Societies

The IFRC supports National Societies to deliver programmes, and to develop institutionally as strong and accountable local organizations. All funds raised by the IFRC are used for this purpose. Working closely with them, the IFRC raises funds for and on behalf of National Societies.

The IFRC launches and manages international **Emergency Appeals** to raise resources for a National Society's disaster response and recovery work in-country. At the same time, the IFRC network country plans support resource mobilization for long-term resilience programming.

Our **Disaster Response Emergency Fund (IFRC-DREF)** – one of the longest-running pooled funds in the sector – channels life-saving resources directly to National Societies to help them manage medium- and small-scale disasters. The IFRC-DREF's Anticipatory Action pillar allows them to act early, mitigating the impacts of a disaster, or preventing it altogether.

Three pooled National Society development funds – the IFRC's Capacity Building Fund, the Empress Shôken Fund and the National Society Investment Alliance, co-managed with the ICRC – are demand-driven, proactive and complementary avenues of support that accelerate National Society transformation.

Three global mechanisms – the **Global Climate Resilience Platform**, the **Digital Transformation Platform** and the **Migration and Displacement Platform** – help position, coordinate and guide IFRC technical support and resource mobilization in support of National Society programmes and operations in these thematic areas. **Regular Resources** – unearmarked funding – allow the IFRC to carry out its mandated core services to National Societies.

Resources channelled through the IFRC's pooled funds, Emergency Appeals, IFRC network country plans, thematic global platforms and Regular Resources support the strategic and operational plans of member National Societies.

Priorities for 2026 are:

- **Scaling up the IFRC's pooled funds:** the Disaster Response Emergency Fund (IFRC-DREF); the Capacity Building Fund; the Empress Shôken Fund, and the National Society Investment Alliance
- **Strengthening the IFRC's large-scale platforms:** these include the IFRC's Global Climate Resilience Programme; the Digital Transformation Impact Platform, and the new IFRC Global Migration and Displacement Platform
- **Funding for Emergency Appeals:** for large-scale emergencies, raising funds internationally to support the life-saving work of National Societies

Value for money

Localization is not just the right thing to do; it's the smart thing to do. With its reach through 191 member National Societies branches and volunteers, the IFRC provides trusted global to local action coordinated through a lean secretariat. With a secretariat core budget ambition of 150 million Swiss francs, we raise and channel around one billion Swiss francs in funding to our member National Societies every year. In 2024, the IFRC appealed for 2.4 billion Swiss francs, reflecting the capacity and ambition to achieve even more impact with the same lean structure and core budget.

At all times, the IFRC ensures that resources are directed where they are most needed, reducing costs and response times. Regardless of the global humanitarian landscape, National Societies will always remain and face growing demand for their services. Supporting the IFRC ensures there will always be a trusted, neutral, locally led responder on the ground – even if all the others must leave.

Our scalable, evidence-based programming – including predictive analytics and anticipatory action, digital tools, epidemic and pandemic preparedness, and climate-smart programming – ensures that every dollar spent contributes directly to saving lives, restoring dignity, and building long-term community and National Society resilience. The IFRC also makes targeted investments in National Societies' financial sustainability, accountability, systems development, volunteering, and protection, gender and inclusion, among other areas.

The IFRC is seeking to further diversify its income and to develop new funding and investment models. Through Innovative Finance, the IFRC aims to mobilize predictable and diversified resources and forge new

partnerships – to establish sustainable funding models that stretch donor resources even further.

In 2026, in a time of diminishing funds and ever-increasing humanitarian needs, the IFRC offers unparalleled value for money in humanitarian response and development. Supporting the IFRC is a strategic investment in a proven global network of local actors that multiplies impact, protects humanitarian space and delivers at scale.

Regular Resources

In 2026, increasing Regular Resources – unearmarked funding – will be more essential than ever to IFRC's work, allowing us to maintain a permanent and predictable long-term presence to support our member National Societies.

IFRC's Regular Resources funding comes from four main sources: 1) statutory contributions (membership fees from National Societies); 2) unrestricted donations (mostly from State partners); 3) cost recoveries from programmes and operations, and 4) other flexible income.

The IFRC maintains a lean secretariat and in 2026, through our **Renewal** process, more roles will shift from HQ and Regional Offices to a more distributed network. This will enable the secretariat to be more agile, effective, efficient and strong, so that we can do things differently with less, and prioritize the people in greatest need.

In 2024, with 121.6 million Swiss francs in Regular Resources, the IFRC was able to mobilize 1.1 billion Swiss francs in funding, which was channelled to our member National Societies for emergency response and longer-term resilience programmes. Regular Resources were 10.6% of the total, and only 0.34% of the estimated total income of 36 billion Swiss francs of the IFRC network as a whole in 2024.

Reliable flexible funding enables us to prioritize our needs and to carry out our core mandate, through four vital enabling functions: Strategic and operational coordination; National Society development; Humanitarian diplomacy, and Accountability and agility.

In 2026, priority will be given to:

- National Society development: investing in the capacity development of National Societies, supporting localization, and in contexts of fragility, protracted crises, and settings at high risk of disasters and crises

- Strengthening the IFRC’s country presence, particularly country delegations, to best support our 191 member National Societies and ensure that investments reach those who need it most
 - Ensuring global capacity for effective coordination and collective representation, enabling implementation of the IFRC’s Strategy 2030 by National Societies
 - Ensuring increased transparency and accountability throughout the network
 - Investing in innovation by providing seed funding for strategic priorities
- In 2026 Regular Resources – and the quality and flexibility of funding they bring – will be more important than ever.

For more details please visit [ifrc.org](https://www.ifrc.org)

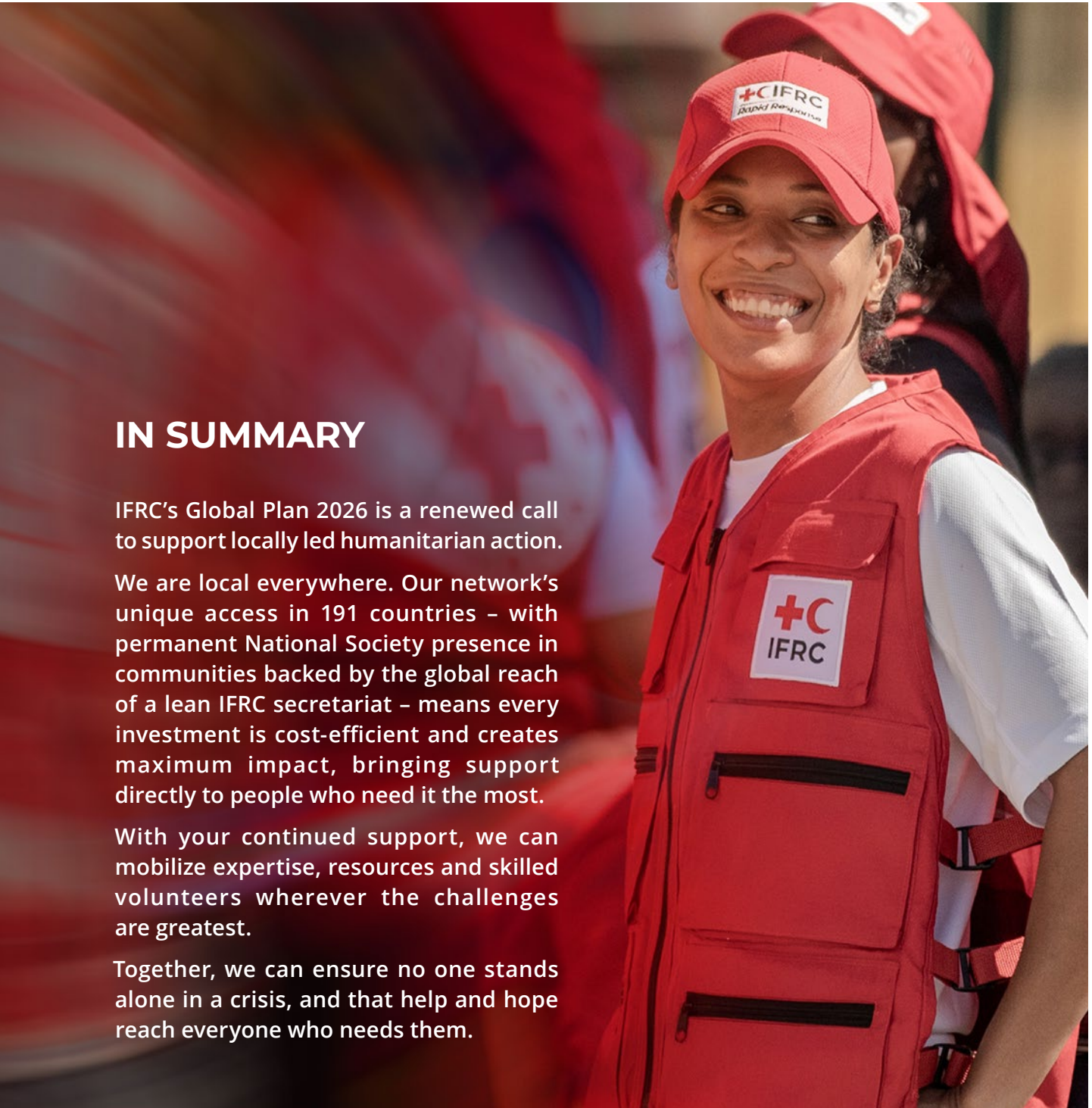
IN SUMMARY

IFRC’s Global Plan 2026 is a renewed call to support locally led humanitarian action.

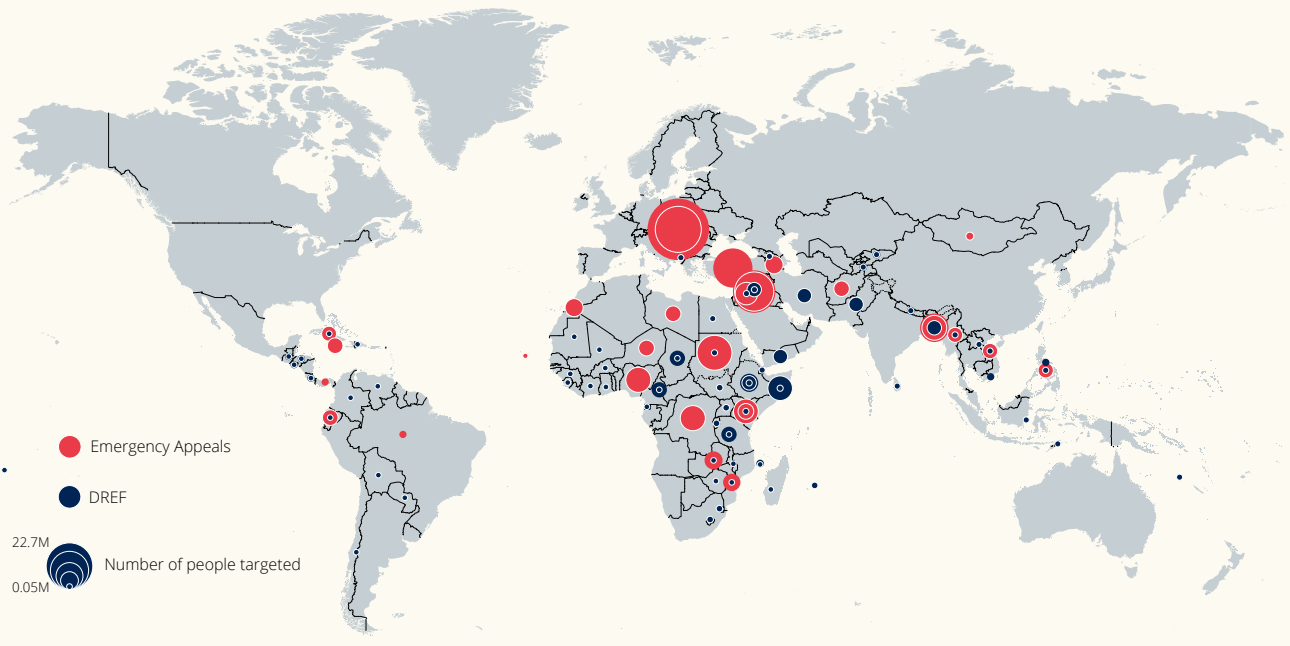
We are local everywhere. Our network’s unique access in 191 countries – with permanent National Society presence in communities backed by the global reach of a lean IFRC secretariat – means every investment is cost-efficient and creates maximum impact, bringing support directly to people who need it the most.

With your continued support, we can mobilize expertise, resources and skilled volunteers wherever the challenges are greatest.

Together, we can ensure no one stands alone in a crisis, and that help and hope reach everyone who needs them.



Ongoing emergencies in 2026



People to be reached by the network in 2026

■ Climate and environment
 ■ Disasters and crises
 ■ Health and wellbeing
 ■ Migration and displacement
 ■ Values, power and inclusion
 ■ Emergency Appeals



THE FUNDAMENTAL PRINCIPLES OF THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service

It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity

There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

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