2025 ANNUAL REPORT

IFRC



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2025

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Message from the Secretary General

If funding cuts were earthquakes, the one that struck in early 2025 was "The Big One". Its consequences – and financial aftershocks throughout the year – made delivering humanitarian support harder, just as humanitarian needs escalated.

2025, then, was a pivotal year – one that tested communities and the IFRC in ways that were both painful and clarifying.

Because when crises hit – and many did – people turned, as they always do, to the Red Cross or Red Crescent in their neighbourhoods. And, as ever, our 191 member National Societies and their volunteers were there. They were local, everywhere – delivering life-saving services, protecting dignity and holding communities together. But they did so in an increasingly difficult context – often as the only reliable and trusted support, as many other organizations withdrew.

Concurrent with that work – and with the financial shock as a catalyst – the IFRC secretariat brought forward a process of Renewal, a strategic reorientation to make our network even more local, more effective and ever-more resilient. Renewal is about sharpening what the IFRC secretariat does best – enabling locally led action, setting standards, convening partners, and mobilizing resources and influence at scale – while ensuring National Societies lead in their own countries.

On the ground, we faced the repeated horror of losing 27 colleagues in the line of duty. Each death was intolerable. Protecting volunteers and staff is non-negotiable. We kept pressing, and will keep pressing, for stronger protection and accountability until attacks on aid workers stop.

Despite funding contractions, National Societies led major responses and kept services running. From earthquakes to hurricanes, epidemics, droughts, floods, cyclones and multiple conflicts – our member National Societies across Africa, the Americas, Asia Pacific, Europe, and the Middle East and North Africa (MENA) continued to respond to multiple disasters and crises. Where others stepped back, our locally rooted volunteers often remained the last consistent humanitarian presence.

Operationally we strengthened Rapid Response and managed our finances with utmost care. The Disaster Response Emergency Fund (IFRC-DREF) remained our fastest source of flexible financing for early action – its insurance component is now a proven pillar of the fund.



More broadly, the IFRC secretariat's Regular Resources – unearmarked and flexible – meant we could be nimble as contexts changed.

We innovated too. We strengthened multi-year, multi-country thematic funding platforms for our climate and migration strategic priorities, established an endowment model for National Societies to ensure long-term financial stability for responses to protracted crises and started work to help National Societies make better financial use of their assets.

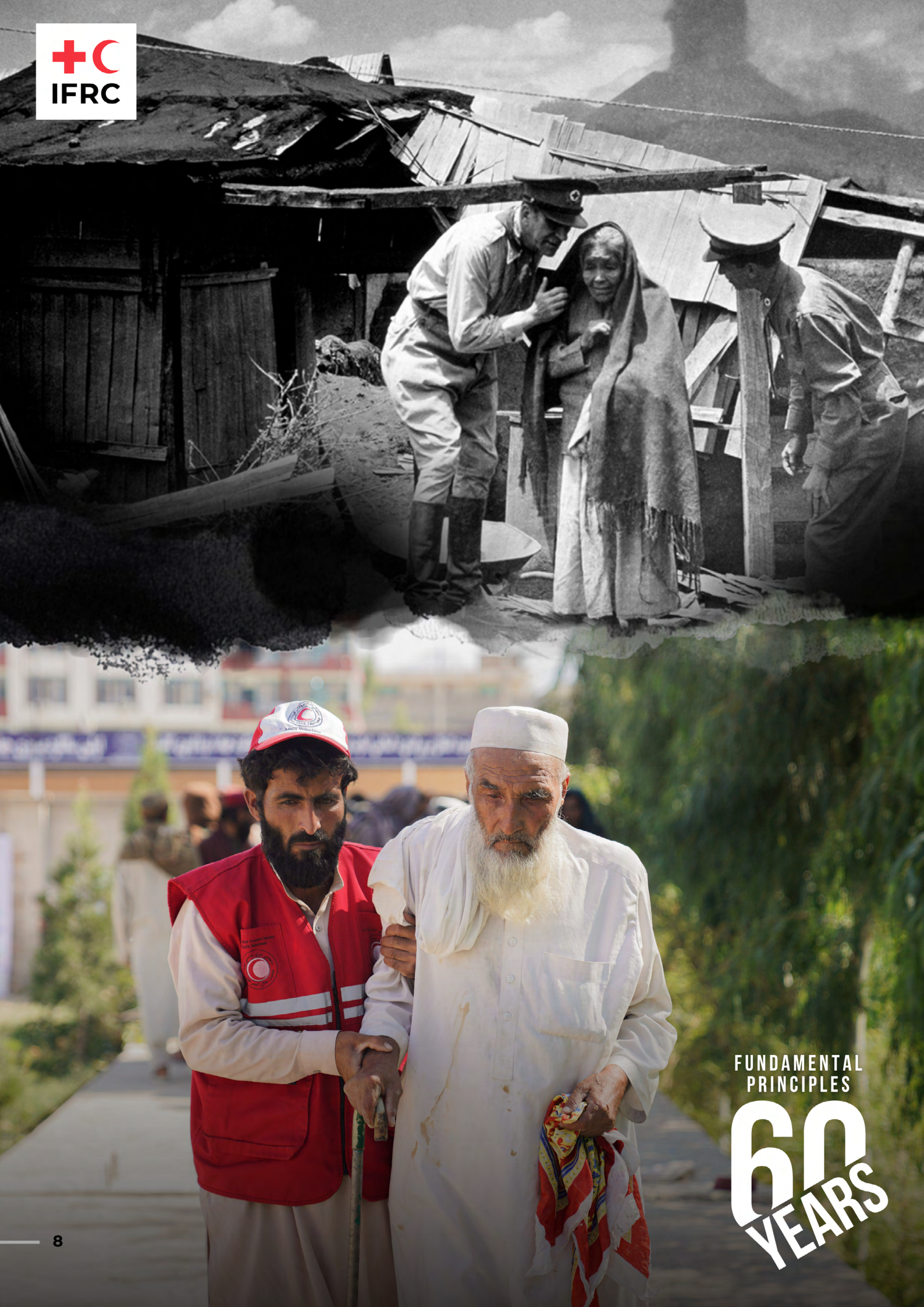
We also improved our analysis of the data about our people worldwide. An initial assessment has quantified the economic value of the combined time of our volunteer base to be around 11 billion Swiss francs a year. This figure reflects the enormous cost effectiveness of locally led humanitarian action. Donor contributions catalyze that value of volunteers. A report, 'Everyone Counts', is being produced in time for the IFRC's General Assembly at the end of this year. It will have a rigorous analysis of volunteer value and will also look at the overall impact of volunteers – their reach, performance and motivation – as well as the protections they have, across sectors and regions.

As we move forward our priorities are clear – protect our people, deepen localization, sharpen our humanitarian focus, strengthen trust, accelerate digital transformation and continue to innovate in financing and partnerships so communities receive principled, timely and effective support. We will keep making hard choices to protect delivery and ensure every investment in the IFRC network goes as far as possible for the communities we support.

Thank you to our volunteers, National Societies, staff, partners and donors for your trust and solidarity. Together we will continue to turn international support into local action that saves lives, builds resilience and, without being too grand, improves the world we all share.

With my sincere thanks,

Jagan Chapagain
Secretary General and CEO
International Federation of Red Cross and Red Crescent Societies


IFRC
FUNDAMENTAL
PRINCIPLES
60
YEARS

Dedication to volunteers and staff killed in 2025

In 2025, 27 National Society volunteers and staff – including ambulance drivers, paramedics, community-based volunteers and other first responders – died or were killed while on duty, working urgently to save people's lives. 2025 was a year with among the highest levels of global violence against IFRC network teams ever experienced.

The majority – 24 people – died in violent attacks. They were all killed despite being clearly marked as Red Cross or Red Crescent personnel – it being marked on their person, on ambulances, health facilities or National Society premises. Only three of these tragic deaths happened as a result of accidents.

Six National Societies suffered death and loss in 2025: the Palestine Red Crescent Society (nine people), the Iranian Red Crescent Society (eight people), the Sudanese Red Crescent Society (seven people), the Red Cross of the Democratic Republic of the Congo (one person), the Ethiopian Red Cross Society (one person) and the South Sudan Red Cross (one person).

National Society staff and volunteers are often the first on the scene of any disaster or crisis, ready to save lives and to provide medical and psychosocial support to the people in greatest need.

They often face great risks, risking their lives, in situations of violence and conflict, during pandemics and health crises, or at the scene of earthquakes, wildfires or floods.

Every humanitarian killed is a lifeline cut.

Without their compassionate support, entire communities can lose access to care and hope, and people in crisis are left without help. Volunteers and staff must be able to work safely. Without safe access, National Societies cannot help the people who need it most.

In 2025, the IFRC expressed outrage and heartbreak at the death of each National Society volunteer and staff member, and continually restated the urgent need for humanitarian workers to be protected. They are #NotATarget.

The IFRC continued to advocate at the highest levels for greater protection and respect for principled humanitarian action.

IFRC's #ProtectHumanity campaign continues to raise awareness about the urgent need to ensure the safety and protection of all humanitarian workers.

The Red Family Fund, launched in 2024, provides an additional form of support to the families of volunteers and staff killed on duty.

This annual report is dedicated to these volunteers and staff who paid the ultimate price for their dedication to helping others. Their courage and dedication are symbolic of the commitment of the millions of volunteers and staff who give so much of themselves to help people in need.

Executive summary

Throughout 2025, work under the IFRC secretariat's Enabling Functions – **Strategic and operational coordination, National Society development, Humanitarian diplomacy** and the cross-cutting function **Accountability and agility** – allowed for strong progress to be made at community level across the five Strategic Priorities. These are **Climate and environment; Disasters and crises; Health and wellbeing; Migration and displacement; and Values, power and inclusion**.

Climate and environment

With extreme weather events accounting for around three-quarters of IFRC network operations in 2025, National Societies and the secretariat intensified efforts to ensure our responses and approaches were not only fast and ambitious, but were also principled, safe and inclusive.

The changed funding landscape also prompted the IFRC secretariat to mobilize additional, rapid finance for National Societies to ensure that community-level locally led adaptation actions could be sustained.

The IFRC's Global Climate Resilience Platform Pooled Fund was launched in June 2025, enabling donors to provide unearmarked, flexible funding towards National Societies' climate resilience work. The fund allows donor resources to reach communities faster while maintaining oversight through light earmarking and transparent reporting.

Support from the European Union's climate policy department, DG CLIMA, led to the creation of the CapClima project – Improved climate adaptation and resilience capabilities in the Caribbean and the Pacific – to support climate action in Small Island Developing States. Work supported by the Zurich Climate Resilience Alliance in Fiji, Mexico and the Philippines reached more than 1.35 million people and made record progress in building climate resilience at scale. At the same time, the IFRC and the World Wildlife Fund for Nature launched the Roadmap for Phase 2 of their Global Partnership on Nature-based Solutions for Disaster Risk Reduction and Climate Change Adaptation.

The Climate Action Journey continued to support more than 50 National Societies in 2025. A new report on scaling up locally led adaptation, which summarizes initial lessons learned on the Climate Action Journey, was launched at COP30 in Belem, Brazil.

The second cohort of Climate Champions was launched in October 2025, with the addition of 20 new National Societies from all regions.

The IFRC secretariat supported a high-impact delegation of nine National Societies at COP30. The IFRC leadership addressed a series of high-level sessions on Early Warnings for All , loss and damage, and climate and health.

The IFRC secretariat and The Nature Conservancy also unveiled the Alliance for the Amazon ten-year programme (2025–2035), focused on disaster risk reduction and climate resilience through deploying nature-based solutions across the Amazon rainforest.

The Green Response initiative continues to be coordinated by the IFRC secretariat, which also worked to promote and advance its Environment Strategy, and the wider Movement's Climate and Environment Charter for Humanitarian Organizations.

Disasters and crises

The IFRC secretariat, through its institutional framing of Response-Resilience-Respect, takes a multi-hazard, risk-informed and evidence-driven approach to supporting 191 National Red Cross and Red Crescent Societies in anticipating, preparing for, reducing the risks of and responding to disasters and crises.

Progress was made in 2025 in strengthening the IFRC secretariat's approach to protracted and complex emergencies. The IFRC secretariat's National Society Preparedness Framework was formally endorsed, reaffirming preparedness as a vital part of the network's ability to respond effectively to crises. The secretariat and partners are now supporting 115 National Societies in the IFRC's Preparedness for Effective Response system.

Work to strengthen community resilience and ensure **early warnings** translate into timely, effective action at the community level included enhancements to the free online IFRC Alert Hub platform, and an upgrade of the IFRC 'WhatNow' National Societies Preparedness Messages online platform. The IFRC also collaborated with the Global Disaster Preparedness Centre to produce an Early Warning and Anticipatory Action Resource Hub alongside an Anticipatory Action Toolkit, among other work.

The IFRC continued to play a central role in advancing the Early Warnings for All (EW4All) initiative, and also implemented the Water at the Heart of Climate Action programme, which aims to advance the EW4All vision in Ethiopia, Rwanda, South Sudan, Sudan and Uganda.

An evaluation of the 2021–2025 **Anticipatory Action** Operational Framework found that nearly 90 National Societies are now engaged in anticipatory action. The IFRC secretariat also advanced thought leadership on the institutionalization of anticipatory action in government-owned systems by publishing the flagship report ***Strengthening National Disaster Risk Management Systems through the integration of Anticipatory Action***.

In the area of **disaster law**, the IFRC supported 22 governments in the analysis, drafting and implementation of effective disaster laws, policies, procedures and regional instruments, while 21 National Societies were trained in legislative advocacy and/or were supported to develop advocacy strategies to improve their positioning within their disaster management frameworks. The African Union (AU) Model Act on Disaster Preparedness and Response in Humanitarian Contexts was finalized this year, and the IFRC secretariat also supported the development of a future international treaty on the protection of persons in the event of disasters.

The fifth cohort of the **Developing Heads of Emergency Operations** programme concluded with the certification of six individuals, bringing the total certified since inception to 45. The secretariat deployed 67 operational leaders to support National Societies this year.

There were 355 **surge** deployments in 2025, for an average of 65 days. Forty-six National Societies supplied experts from their own teams to enhance the emergency operations of 55 National Societies managing a disaster or crisis. Enhancements were made to existing safeguarding and duty of care standards through improved screening, vetting and case management practices.

In 2025, 54% of the IFRC-DREFs and Emergency Appeals launched included **cash and voucher assistance** (CVA) elements.

Throughout the year, the IFRC and National Societies made substantial progress in advancing **cash preparedness**, with the secretariat providing strong support to National Societies in their CVA preparedness efforts, bringing the total number supported to **105**.

The IFRC secretariat intensified its collaboration with the expert Livelihoods Centre to expand the network's ability to deliver scalable and sustainable **livelihoods** solutions, strengthen cross-regional learning, and embed economic recovery expertise across teams. Regional food and nutrition resilience programming – managed by the IFRC, the Netherlands Red Cross and IGAD – supported 3.4 million people across East Africa in 2025.

In the area of **information management (IM)**, improvements included the launch of the GO Local Unit Mapping module, while work continued to consolidate a competency-anchored learning and development portfolio aimed at strengthening IM capacity across the network. An IM Learning and Development resources database was finalized this year in collaboration with the American Red Cross. The IFRC secretariat also continued to develop Montandon – the Global Crisis Data Bank in 2025.

Health and wellbeing

A Community of Practice for **Community Health** was launched in January 2025, with support from the National Societies of Finland, Norway, Sweden and Switzerland. The IFRC secretariat also served on the expert review panel of the WHO's Global curriculum guide for community health workers.

The Resilient and Empowered African Community Health (REACH) initiative aims to strengthen community health systems and improve access to essential health services across all 55 AU Member States. Some 16 million US dollars in new funding was secured, including the Mastercard Foundation-funded SECURE programme in the Central African Republic and a 5 million euro Italian-government-funded REACH programme in Burkina Faso, Ghana and Kenya.

The Saving Lives and Livelihoods programme across 27 countries in the Africa region remained the largest IFRC-supported public health programme in 2025.

Phase 2 played a catalytic role in elevating adult immunization, reaching more than **13.9 million people** through mass campaigns, outreach and

door-to-door engagement. It contributed to the adult vaccination of **3.8 million** individuals, while **12,479** health workers were trained, strengthening frontline capacity and public trust.

National Societies were supported in their humanitarian diplomacy efforts in relation to **global health security** through the implementation of the Community Epidemic and Pandemic Preparedness Programme, the Pilot Programmatic Partnership funded by the EU's humanitarian aid and civil protection department, DG ECHO, as well as regional initiatives funded through the Pandemic Fund in Africa and Asia Pacific.

In 2025, IFRC also focused on strengthening National Society capacities in epidemic and pandemic preparedness and response. Our Epidemic Control Toolkit had reached 951,000 users and 1.6 million page views between its launch in 2022 and the end of 2025.

The IFRC secretariat also strengthened its global leadership in immunization this year, with a continued focus on reaching zero-dose and under-immunized populations in fragile, conflict-affected and other settings of vulnerability and risk.

The Alliance for Malaria Prevention, housed and chaired by the IFRC, delivered **91** technical assistance missions at the request of national malaria programmes and partners. These supported community-level work to bring insecticide-treated nets to people at risk, through mass campaigns and continuous distribution across **22 countries** in sub-Saharan Africa as well as in Haiti and Pakistan.

On 1 January 2025, the former IFRC Psychosocial Reference Centre was transformed into the Red Cross Red Crescent Movement **Mental Health and Psychosocial Support** Hub (MHPSS Hub). This followed a tripartite agreement signed the previous year by the Danish Red Cross (the host of the facility), IFRC and the International Committee of the Red Cross (ICRC). A new MHPSS Hub Strategy 2026–2030 was finalized, outlining a broadened mandate to advance MHPSS across the entire Movement.

To strengthen National Societies' delivery and positioning in the crucial area of **non-communicable diseases**, the IFRC secretariat disseminated our NCD Vision and Framework 2030, including its translation into French, Spanish and Arabic.

In 2025 the IFRC secretariat worked to lift the voices of the network on **climate and health**, and **migration and health**, by actively participating in the Lancet Migration European Hub initiatives, among others, and ensuring the unique role and access of National Societies were highlighted.

The IFRC secretariat's Universal **First Aid** App surpassed 1 million downloads in 2025, providing reliable, accessible and user-friendly first aid guidance for everyday incidents and emergency situations. The International First Aid Attestation programme continued to build capacities and recognize high standards in 2025, with the National Societies of Argentina, Burkina Faso, Burundi, Georgia and Romania receiving awards. The 2025 World First Aid Day and World Restart a Heart Day events engaged more than 81 National Societies worldwide, reaching 3.2 million people.

In **emergency health**, the IFRC-DREF was activated for 29 epidemic response operations – a 50% increase compared with 2024. These responses covered 20 countries, supporting more than 9 million people with a total budget of more than 11 million Swiss francs. Training and guidance were provided year round to build National Society capacities and inform their approaches to emergency health.

In 2025, the IFRC secretariat's work in **water systems strengthening** included expanded engagement in cholera-prone countries through new partnerships such as ECHO Southern Africa and Indian Ocean with WHO and UNICEF, and strengthened government collaboration through the Country Support Platform focused on cholera prevention and response.

The platform, hosted by the IFRC secretariat and serving as the operational arm of the Global Task Force on Cholera Control, secured multi-year funding from the Gates Foundation and expanded to 11 countries across four regional hubs.

A new IFRC strategic approach to cholera preparedness and response was developed this year in partnership with African National Societies, providing the network with clear guidance for priority cholera prevention and control measures.

The IFRC network's activities in **water, sanitation and hygiene (WASH) in emergencies** were boosted by Kenya Red Cross Society's creation of a WASH Emergency Response Unit for global deployment – improving not only the range of emergency support available to the network, but also its global representation. The Ghana **Urban WASH** pilot programme was successfully concluded, connecting

11,000 households with a total investment of 7.8 million US dollars including co-financing.

A new IFRC WASH web platform was launched as the primary entry point for WASH technical information, while a new WASH Community of Practice now has more than 300 members sharing expertise and best practices.

In the area of **water and peace**, the IFRC's partnership with the Korea International Cooperation Agency progressed in 2025 with H2O Peace programmes launched in Iran, Jordan and Yemen.

The IFRC secretariat also worked this year to strengthen the foundations of the Red Cross and Red Crescent Health Information System, an emergency-ready digital solution that can operate offline, online or in hybrid configurations, allowing care and data capture to continue in low-connectivity and fragile settings.

Migration and displacement

In 2025, the new **Migration Strategy** of the International Red Cross and Red Crescent Movement 2024-2030 marked its first full year of implementation. The IFRC network provided assistance and protection through longer-term programming and emergency contexts, reaching some 18 million migrants across more than 160 countries. **This year also saw the launch of the IFRC secretariat's Global Migration and Displacement Platform, which aims to mobilize 500 million Swiss francs to support up to 100 million migrants, refugees, internally displaced people and host communities by 2030**.

Research capturing 69 case studies on locally led activities by 36 National Societies in Africa and Asia Pacific was featured in reports titled ***Forced to Flee in a Changing Climate***, demonstrating how early warning systems, disaster preparedness measures and climate-resilient livelihood support can reduce displacement risks and strengthen community resilience.

The IFRC network's **Global Route-Based Migration Programme** continued strong implementation and was extended through 2030, with the commitment of 63 National Societies across Africa, the Americas, Europe and MENA. In 2025, the Global Programme supported more than 2.1 million people on the move and in host communities. It also facilitated the strengthening of National Society capacity, with more than 4,300 staff and volunteers trained.

Humanitarian Service Points (HSP) remained a central modality for delivering humanitarian assistance in strategic locations along migration routes, with nearly 200 HSPs reported as operational this year. In December 2025, IFRC concluded its HSP@Sea operation aboard the Ocean Viking vessel following four years of humanitarian engagement. Since the beginning of the partnership, IFRC network teams have participated in 156 rescue operations, helping to save more than 8,600 people including 2,200 children.

Throughout the year, more than 160 National Societies provided assistance to migrants and displaced people across diverse contexts in response to **emergencies**, with 50 National Societies implementing 38 population movement operations during 2025.

The secretariat provided strategic coordination and technical support through our participation in the Migration Leadership Group, the Global Migration Task Force, the Movement Reference Group on Internal Displacement, and regional and sub-regional migration networks and platforms.

The IFRC continues to co-lead the United Nations (UN) Network on Migration Workstream on Humanitarian Assistance to Migrants in Distress and Missing Migrants alongside the ICRC, UNHCR and the International Organization for Migration (IOM).

The secretariat also plays a key convening role with the Foundation for Humanitarian Action at Sea, which seeks to strengthen dialogue, collaboration and action among diverse stakeholders on humanitarian action and saving lives at sea.

Values, power and inclusion

The IFRC secretariat provided continuous support to National Societies in the vital area of **protection, gender and inclusion** in 2025.

Tailored support to National Societies on prevention of sexual exploitation and abuse (PSEA), safeguarding and child safeguarding policies and action plans resulted in the full achievement of annual targets.

Cumulatively, 71 National Societies now have an approved PSEA and harassment policy, 120 have a related action plan in place, and 66 have an approved child safeguarding policy. In addition, 25 countries have signed the **Safeguarding Systems Pledge**.

The application of the Protection, Gender and Inclusion (PGI) Minimum Standards was embedded in 94% of IFRC emergency operational plans this year. **PGI Marker** analysis shows that 88% of plans were rated "good" or higher, including 66% assessed as "very good." All indicators reflect improvements compared to 2023. In addition, 79% of IFRC emergency operations completed a Child Safeguarding Risk Analysis.

Strong support was provided to National Societies operating in challenging or complex contexts. For example, in Iraq, assessments and community consultations informed programming for children affected by armed conflict, alongside capacity building to ensure safeguarding compliance; in Jordan, staff and volunteers received training and guidance in their work to mainstream PGI and uphold safeguarding standards. In Yemen, ongoing technical support ensured strong adherence to PGI principles, with a particular emphasis on child participation.

The 2.5 million Swiss franc Children Affected by Armed Conflict project, funded by Norway, continued to support 15 National Societies across Africa, the Americas and the MENA region in 2025. An estimated 94,576 children were supported (against a target of 10,000), and 5,139 children engaged in participatory activities (target: 300). In addition, 31,050 adults were supported to strengthen protective environments for children.

At the global level, the IFRC drafted guidance on Protection and Assistance to Unaccompanied and Separated Children and developed Minimum Standards on Child Protection and Education in Anticipatory Action in consultation with partner agencies.

As part of ongoing work in the prevention, mitigation and response to sexual- and gender-based violence (SGBV), a dedicated SGBV officer was recruited to focus on capacity-building support, development of tools and resources, support to emergency operations and coordination within and beyond the network.

The IFRC secretariat has also strengthened mandatory and safe reporting systems by reinforcing survivor-centred reporting expectations, clarifying links between SGBV, safeguarding and PGI, and advancing Movement-wide coordination and guidance for consistency, supported by an interactive tool.

In 2025, IFRC advanced global **disability inclusion** by strengthening institutional processes, partnerships, operational support, learning and advocacy.

A significant milestone is the further development of the Global Reference Centre on Disability Inclusion, led by the Palestine Red Crescent Society and supported by the Australian Red Cross, Canadian Red Cross Society, Finnish Red Cross, Kenya Red Cross Society and the Turkish Red Crescent.

The PGI global network was strengthened this year through regular exchanges that supported coordination, peer learning and collective practice, including the establishment of a dedicated SGBV community of practice. The **PGI Hub** was significantly redesigned to improve usability and access to PGI policy, operational guidance and learning resources. In addition, an artificial intelligence (AI)-supported data management system went into development in 2025.

Work continued throughout 2025 to strengthen **humanitarian education**, promote safer learning environments, and support children and young people to access education and learn before, during and after crises. Through the ***RED Education*** capacity-strengthening programme, 28 National Societies assessed and strengthened their education programming.

The IFRC secretariat strengthened its role in advancing **peace** as a core dimension of humanitarian action, in line with the 2024 Council of Delegates resolution "The Movement as a Factor of Peace." The launch of "Generation Peace" marked an important step in operationalizing this cross-cutting agenda.

In the area of **community engagement and accountability,** the IFRC secretariat continued to invest in its **Community Trust Index**, while a module on early warning was developed and successfully piloted in Nepal and Mozambique. A community feedback initiative for emergencies was launched as part of the IFRC-DREF, together with Ground Truth Solutions, to develop and pilot a methodology for National Societies to systematically collect, analyse and act on community feedback.

The Community Engagement and Accountability (CEA) Ambassadors Network continued to provide sustained technical and financial support to National Societies through a structured programme including mentoring, key milestones and progress indicators. Forty-five National Societies now have a CEA strategy, plan or policy, and 41 National Societies have a community feedback mechanism in place.

Strategic and operational coordination

Strategic coordination was reinforced this year through more structured and influential National Society leadership forums – including National Society Advisory Groups (comprised of the International Directors of member National Societies) and the 25-country strategic dialogue meeting – enabling clearer collective direction and stronger country-led decision-making.

The IFRC's Head of Delegation Crisis Checklist was reworked this year to closely align with the Emergency Response Framework, providing a practical tool to guide coordination and leadership before, during and after crises. It states clear actions that ensure coherence, accountability and agility in operations.

The increasingly challenging operating environment in 2025 highlighted the urgent need for greater efficiency in **membership coordination** to avoid fragmentation and inefficiencies.

Efforts to promote and institutionalize the IFRC **Way of Working** this year centred on accelerating a common direction while strengthening coordination structures at global, regional and country levels. There was early evidence of a gradual but tangible shift towards more predictable, locally led collaboration.

A pilot version of the Membership Coordination in Emergencies guidelines and toolkit was launched this year and tested in complex contexts, including Myanmar and Syria.

Structured cooperation between the secretariat and National Societies was reinforced this year through renewed and new Memoranda of Understanding with several National Societies, while partnerships with the secretariat's largest donor governments and their respective National Societies also deepened. At the same time, the Global Reference Centre Governance Group played a key role in strengthening coherence, accountability and the strategic use of Reference Centres as part of the IFRC's distributed network.

Country-level **unified plans and reports** continued to benefit from the work of the IFRC secretariat's Global Strategic Planning and Reporting Centre, which turns them into external versions called IFRC network country plans and IFRC network mid-year and annual reports.

In 2025, **Federation-wide data** systems supported real-time coordination and tailored support to global-level emergency operations and programming; strategic prioritization through the Federation-wide databank and reporting system, and greater coherence and transparency through developing and maintaining the IFRC Network Databank and various digital solutions.

The IFRC secretariat's work in **Movement coordination** continued to be guided by the strategic direction set by the 2024 Council of Delegates, particularly the Seville Agreement 2.0 implementation progress report and the ***Strengthening Movement Cooperation and Coordination*** final report.

This year saw a marked expansion of Movement coordination architecture, with 13 Movement Coordination Agreements being finalized and signed, establishing formal collaboration frameworks between the affected National Society, the IFRC and the ICRC, endorsed by other National Societies active in the country.

The IFRC secretariat played a pivotal **external coordination** role within major global initiatives and policy processes in 2025. This included our active role in the Grand Bargain, the Inter-Agency Standing Committee (IASC) and in fragility and crisis-related policy processes with both the World Bank and the European Union, helping ensure that IFRC's perspectives and operational realities are reflected in evolving global frameworks.

The IFRC secretariat ensures effective **shelter cluster coordination** with partners inside and outside the network while supporting National Societies as they take an increased role in shelter cluster coordination.

A major milestone occurred in November 2025 when the IFRC secretariat confirmed its position as co-lead of the newly reimagined IASC global Shelter, Land and Site Coordination Cluster. The new cluster integrates the functions of the former Shelter Cluster, Camp Coordination and Camp Management Cluster, and Housing, Land and Property Area of Responsibility of the Protection Cluster, positioning IFRC and IOM as joint global leads.

National Society development

In 2025, work continued to ensure that the **Organizational Capacity Assessment** process meets National Societies' needs and ambitions while also developing the new **IFRC certification system**, following endorsement of the approach by the IFRC's Governing Board.

The **Branch Development Framework** was rolled out this year, with its implementation supported by a newly revised tool, resulting in Branch

Organizational Capacity to Act (BOCA 2.0) being shaped. This evidence-informed update involved input from more than 80 National Societies, four of which ran pilot projects.

The IFRC secretariat worked closely with the Joint Statutes Commission this year to accelerate the review and revision of **National Society statutes**. By the end of the year, 150 National Societies had revised or were in the process of revising their statutes.

Efforts to strengthen the **auxiliary role of National Societies** included work to support 41 National Societies in enhancing their positioning with governments. At the same time, the IFRC continued to refine the revised Model Law on the Recognition of National Red Cross and Red Crescent Societies, in close coordination with the ICRC and government partners.

In the area of **financial sustainability**, the IFRC secretariat provided technical and financial support to National Societies, including the development of a Guide on National Society Core Cost, a practical tool available in five languages.

The Finance Development Community of Practice expanded to 1,282 members from 158 National Societies this year, while 36 National Societies received tailored secretariat support to strengthen their finance development capacities.

The Resource Mobilization Community served as an equally critical engine for collaboration, with 1,850 members from 169 National Societies. Significant progress was made this year to create a Diploma in Fundraising Management as a global product in collaboration with the secretariat's Virtual Fundraising Hub.

In 2025, the IFRC secretariat established a platform for a more unified approach to National Society development, now reflected in the Renewal process as the "Capacity Building Fund approach".

The three **National Society development funds** – the IFRC secretariat's Capacity Building Fund (CBF), and the National Society Investment Alliance (NSIA) and Empress Shôken Fund, both co-managed by the IFRC and ICRC – operated as a coherent investment ecosystem supporting change, growth and innovation across 62 National Societies through 64 grants, mobilizing 6.1 million Swiss francs, with more than 90% of the disbursed resources reaching local actors directly.

Within the CBF, 35% of investments disbursed to National Societies were allocated for projects to improve and promote volunteering, and 34% was allocated to digital transformation. The NSIA primarily strengthened financial sustainability, with 50% investments directed to resource mobilization, alongside digitalization, governance and systems/processes (43%). The Empress Shôken Fund, which builds a culture of innovation by funding new approaches by National Societies, supported a range of innovative, context-specific digital initiatives this year.

A new analysis was conducted to calculate the economic value of the IFRC network's **volunteers**, now estimated to be around 13.5 billion US dollars annually (close to 11 billion Swiss francs). The **safety, security and wellbeing** of volunteers and staff remained a key priority in 2025. The IFRC secretariat further strengthened the operationalization of the Red Family Fund this year, reinforcing solidarity across the Movement and providing timely financial support to families of staff and volunteers who lost their lives in the line of duty. The designation by UN OCHA of the Red Family Fund as the sole donation portal for World Humanitarian Day further reflects growing recognition and trust within the global humanitarian community.

The IFRC secretariat's digital transformation and volunteer development ambitions further progressed this year with the rollout and enhancement of the Volunteer Data Management and Digital Transformation system.

The **Youth** Empowerment Fund, a partnership between the European Union and the Big Six Youth Organizations launched its second Open Call with 569 youth-led projects selected for grants (out of 10,000 proposals), capacity-building support, and networking opportunities, estimated to reach more than 1.2 million people. Meanwhile, the secretariat's Limitless Youth Innovation Academy strengthened youth-led innovation in 142 countries, with more than 6,700 young people trained, and 1,500 youth-led projects developed.

In 2025, the **National Society Development Competency Framework** was widely applied across the IFRC secretariat and piloted with participating National Societies. Initiatives included the NSD Buddy Programme (designed to support new colleagues); the mentoring programme in support of professional development and knowledge exchange, and NSD competency training developed in partnership with INTRAC.

A comprehensive three-tier measurement system was introduced by the IFRC secretariat this year to strengthen the measurement and demonstration of

National Society development progress, outcomes and impact. A draft **NSD results framework** was developed, streamlining existing indicators and establishing a consistent basis for evidence-based planning, monitoring and reporting.

National Society **leadership development** efforts managed by the IFRC secretariat this year placed a strong emphasis on governance. A Governance Development Support Package was developed, while Movement Induction Course facilitator materials were finalized and rolled out. The IFRC secretariat's partnership with GELI (Global Executive Leadership Initiative) continued in 2025 with training taking place at both IFRC and National Society levels.

A **National Society Development in Emergencies** Framework advanced toward finalization in 2025, guided by a global working group and informed by evaluations including research on conflict-affected Yemen.

In the area of **knowledge management**, the Communities of Practice platform had reached 7,730 active members from 189 National Societies across more than 50 global communities and 70 sub-groups by the end of 2025. The Red Solutions Hub – a new platform for practical, structured guidance on strengthening National Society capabilities developed by the IFRC secretariat, National Societies and Reference Centres – was also embraced by the network.

Humanitarian diplomacy

In 2025, the IFRC secretariat led global advocacy that influenced the adoption of a UN declaration with a dedicated pillar on the **protection of local humanitarian responders**, honoured fallen colleagues and worked to drive urgent action from states to safeguard humanitarian workers. This included year-round bilateral and group engagement with diplomatic missions from all regions in Geneva and New York.

At the same time, intensive humanitarian diplomacy work was carried out to influence the Declaration on Protection of Humanitarian Personnel. Thanks to IFRC secretariat engagement, one of the four pillars of the declaration focused on local and national staff and volunteers.

Work began in 2025 to discuss the development of the international disaster law treaty on the **protection of persons in the event of disasters** – the process that was approved by a UN resolution in 2024. The IFRC was the only non-governmental entity that was informally part of the Core Group of States that led this development.

The profile of the IFRC network and the power of **locally led action** were raised in a series of events this year, including through a new Diplomats Introduction briefing in Geneva that was attended by around 70 new and established diplomats. The secretariat also worked with Grand Bargain signatories to establish a Localization Community of Practice focused on equitable partnerships, funding for local actors, investment in institutional capacities and local leadership.

Humanitarian diplomacy is now part of the IFRC secretariat's Emergency Response Framework and

is recognized as a critical element of our response to **emergencies**. Whenever the IFRC secretariat declares a red-level emergency, it triggers automatic support from the humanitarian diplomacy team to the delegations of the affected countries.

In the areas of **climate change and disaster risk financing**, the IFRC secretariat is recognized as a leading humanitarian voice in the climate space. Our active engagement in UN Framework Convention on Climate Change (UNFCCC) processes continued in 2025 at COP, Bonn Climate Conference, Santiago Network and meetings of the board of the Fund for Responding to Loss and Damage. Our engagement has focused on local action across adaptation and loss and damage, and access to finance at the local level.

To bolster the IFRC network's collective work in **non-communicable diseases**, the secretariat worked closely with National Societies to make recommendations to Member States before and during the High-Level Meeting held in New York in September 2025.

In the area of **migration and displacement diplomacy**, the IFRC co-led the UN workstream and developed global recommendations on saving lives along migration routes, and managed ongoing engagement around recommendations, co-drafted by the IFRC, that were included in the UN Secretary-General's report on implementation of the Global Compact for Migration.

The IFRC **Representation Office to the African Union and International Organizations** strengthened IFRC's influence and visibility throughout 2025 while elevating African National Societies' leadership. The team's engagement included managing three side events and one main event at the Second Africa Climate Summit, and participation at the 13th AU Humanitarian Symposium in November. Policy

engagement with the AU took a major step forward with the adoption of the AU Model Act on Disaster Preparedness and Response.

Humanitarian diplomacy work at the **Red Cross EU Office** based in Brussels in 2025 included the participation of the IFRC Secretary General at the high-level ministerial segment of the 9th Brussels Conference on Syria; work to position the IFRC network ahead of the implementation of the **EU Preparedness Union Strategy** in March; and participation in the European Humanitarian Forum among many other engagements.

In 2025, the IFRC secretariat's **communications** efforts focused on strengthening global awareness of humanitarian needs, amplifying the work of the IFRC network, and supporting emergency response and humanitarian diplomacy priorities. The development of a Global Communications Strategy 2026-2030 was initiated this year.

Proactive media engagement raised global awareness of key humanitarian crises and the power of locally led action. More than 1,200 media enquiries were handled, resulting in more than 10,000 global media mentions. Meanwhile, the IFRC's social media presence had close to 6 million followers across nine platforms, with LinkedIn showing the strongest growth at 39%.

Successful campaigns this year included the Islamic Philanthropy campaign (more than 10.6 million people reached); Protect Humanity (38,000 engagements); the 60th Anniversary of the Fundamental Principles of the International Red Cross and Red Crescent Movement (270,000 people reached), and the Local, Everywhere campaign (1.3 million people reached).

Accountability and agility

Efforts to strengthen National Society **integrity** this year included the revision of the secretariat's standard operating procedures for handling integrity matters. Peer learning was significantly strengthened through the Integrity Community of Practice, which now includes 79 National Societies. A new Policy Starter Kit was also developed. At the same time, a renewed focus on the fundamental principles – which marked their 60th anniversary in 2025 – reinforced their central role in guiding principled humanitarian action in increasingly complex environments.

Work to institutionalize **safeguarding** and PSEA included the operationalization of the IFRC PSEA Policy; training and technical guidance provided to governance to ensure that safeguarding is well understood and positioned as a strategic priority at all levels of the IFRC network; and the implementation of comprehensive safeguarding measures across all recruitment modalities, including surge deployments.

A comprehensive **Environmental Safeguards** Management System was initiated to strengthen environmentally responsible and accountable practice across IFRC operations, enabling more systematic identification, mitigation and management of environmental risks across programmes and activities.

The IFRC continued working with National Societies to strengthen a Federation-wide culture of **risk management** aligned with the IFRC Way of Working and the Membership Coordination in Emergencies initiative. This work supports greater clarity of roles, shared ownership of risk and more consistent risk-informed decision-making.

The secretariat's Office of **Internal Audit and Investigations** focused on its core functions of investigations and audit services in 2025. In the area of prevention, priority was given to reporting mechanism (Integrity Line) funding and rollout, key memberships, and targeted integrity training for emergencies, delegations and National Societies requiring enhanced support.

The office partnered with Kroll this year to develop a comprehensive toolkit setting out best practices and guidance for administrative fact-finding investigations tailored to National Societies. The internal audit approach was sharpened in 2025, while the risk follow-up process was reformatted to help ensure that critical risks are addressed more promptly.

Federation-wide **results-based management** was promoted and mainstreamed across the network through resources and platforms such as a dedicated section on the IFRC website, and a digital planning, monitoring, evaluation and reporting Community of Practice, which now has more than 400 members. Data collection tools and indicators were adapted to better support National Societies, including the launch of the Indicator Bank. At the same time, the IFRC Evaluation Framework continued to strengthen institutional results-based management, with 39 evaluative initiatives carried out this year.

In the area of **digital transformation**, significant progress was made across systems, platforms and IT operations. This included work on full project accounting; completion of licence optimization to

improve cost control; and the launch of an AI training agent to streamline access to learning materials.

A security solution rollout through mobile device management was completed for all user accounts. More than 700 information security events were addressed during the year, including thwarting three major phishing incidents.

In 2025, the Artificial Intelligence Community of Practice (AI CoP) grew to more than 400 members. Seven AI training sessions reached some 500 participants with an 80% completion rate. Data protection and responsible data use were embedded within broader AI and digital literacy discussions, contributing to increased awareness of ethical considerations and responsible data handling.

A shared product management framework was developed to strengthen consistency, quality and sustainability of IFRC digital solutions, and was piloted starting with the Enterprise Resource Planning system. The AccessRC mobile app continued to scale in 2025, supporting emergency responses in new countries – including Jamaica and Peru – and delivering more than 1.3 million Swiss francs in cash assistance during the year. In addition, Volunteer Data Management Systems were implemented for six National Societies managing more than 17,000 volunteers and some 3,000 members.

Throughout the year, the team worked to expand Digital Maturity Assessments and Digital Transformation roadmaps across the IFRC network, enabling evidence-based prioritization and strategic planning.

In 2025, the IFRC continued to transform its **Supply Chain Management** function from a primarily reactive logistics service to a strategic, preparedness-driven enabler of humanitarian impact, including through the One Red Supply Chain initiative designed to better support National Societies.

The secretariat's system supported 111 IFRC-DREF operations and 14 Emergency Appeals through a globally connected logistics footprint of hubs, with shipments being dispatched every 72 hours on average. IFRC warehouses around the world dispatched 114 emergency shipments, representing more than 5 million Swiss francs in relief items. A structural shift towards predictive, data-driven supply chain was boosted by the launch of SPARK, a supply chain control tower for the IFRC network.

The IFRC provided procurement and quality assurance services totalling 185 million Swiss francs in 2025, while strengthened partnerships with private sector logistics collaborators resulted in the provision of 33 pro-bono flights worth an estimated 3.75 million Swiss francs. Work also progressed to strengthen and more fully localize the services provided to and for National Societies and other partners across the IFRC's five Regional Offices.

In 2025, the **Legal Department and Data Protection Office** provided substantial legal advice and support to IFRC's governance bodies including the IFRC President and Governing Board, to ensure compliance with the legal framework and foster best governance practices. Support was provided for the Extraordinary General Assembly on 4 December 2025, including the management of the online voting process.

Legal advice, training and capacity building were delivered at scale, including certification of 350 National Society practitioners as Data Protection Officers in Humanitarian Action, IFRC global staff legal training, and expert support on sanctions and counter-terrorism.

The adoption of the IFRC secretariat's Sanctions and Counter-Terrorism Risk Management Policy on 1 January 2025 was supported through training to facilitate the rollout and proper use of the screening platform. Teams worked throughout the year to raise staff awareness of data protection through training and information sessions.

In the area of **security**, the IFRC secretariat increased its training capacity this year while also delivering needs-based security learning strategies for operations in higher-risk contexts. National Societies were supported with a high standard of security training in the field, with more than 400 personnel trained in 2025. The safety and security "one-stop shop" website Stay Safe is regularly populated with the tools and training that IFRC network staff and volunteers need to stay safe and implement good security management in the field.

Work continued this year to update the IFRC's business continuity policy and processes to ensure a more systemic and resilient organizational approach alongside work to promote understanding and adoption of business continuity principles among National Societies.

Governance support activity in 2025 included a series of in-person and online sessions on institutional modernization and strategic foresight, which served as a platform for advancing constitutional amendments, hosting high-level dialogues on emerging challenges, applying humanitarian principles in practice, and receiving critical operational updates.

The Extraordinary General Assembly, convened virtually on 4 December 2025, was the first entirely online General Assembly of the IFRC and convened 183 National Societies and 328 delegates.

Significant preparations were made in 2025 for the 2026 Council of Delegates, which will be held in December 2026 under the theme "United for Humanity". A comprehensive Concept Note was circulated globally, receiving widespread support and positive feedback from National Societies across all regions. Four proposed resolutions have been identified, with their Draft Elements undergoing consultation with National Societies to ensure broad alignment.

Enhancements to the secretariat's **finance and administration** function this year, as part of the ***Renewal*** process, included work to embed a stronger strategic thinking approach. The budgeting cycle and related discussions were further strengthened, with clearer alignment to organizational priorities and a more explicit link between resource allocation and strategic objectives.

Stabilization and optimization of the Enterprise Resource Planning system continued with a focus on resolving system issues, improving data integrity and enhancing reporting capabilities.

In **human resources**, the secretariat's participation in the EDGE Gender Equality certification confirmed progress in gender representation, retention and HR systems, including gender parity at senior levels. A targeted action plan was developed to strengthen pay equity, transparency in career progression, and inclusive workplace practices.

Considerable work was done during the changes of the ***Renewal*** process in 2025, ensuring a structured, fair and consistent approach across the organization.

Across all areas of work, a strong focus was placed on staff experience including mental health and psychosocial support, learning and development, and strengthened workplace practices, contributing to a more supportive and resilient workforce.

The Office of the **Ombudsperson** released its third Ombuds Report in September 2025, covering September 2022 to July 2025. The case load continues to average ten new cases per month with an equal number initiated by managers and non-managerial staff. The total number of cases between August 2019 – when the IFRC Office of the Ombudsperson was launched – and the end of 2025 was 513.

The **ForeSEE** Project closed at the end of 2025, having delivered significant, system-wide improvements to the IFRC secretariat's emergency preparedness and operational effectiveness since its launch in 2021. This work included the creation of the Immediate Response Protocol, which was first rolled out during the Myanmar earthquake operation.

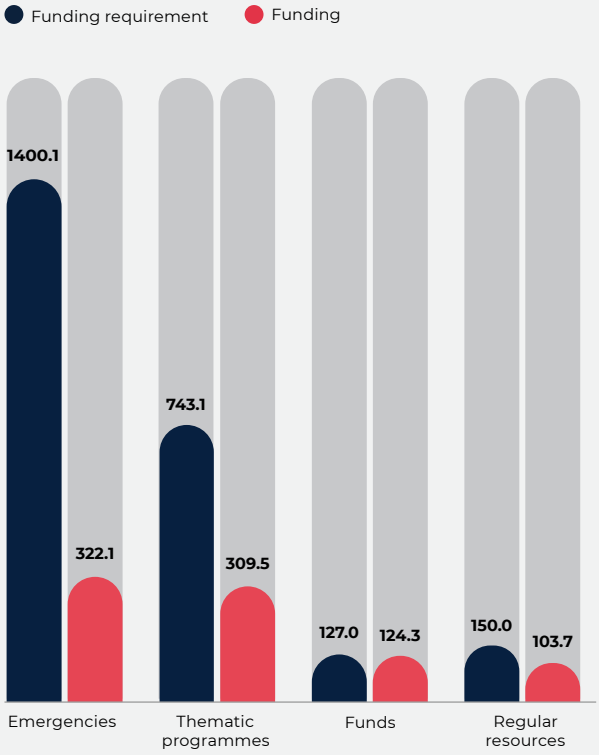
WHO WE ARE



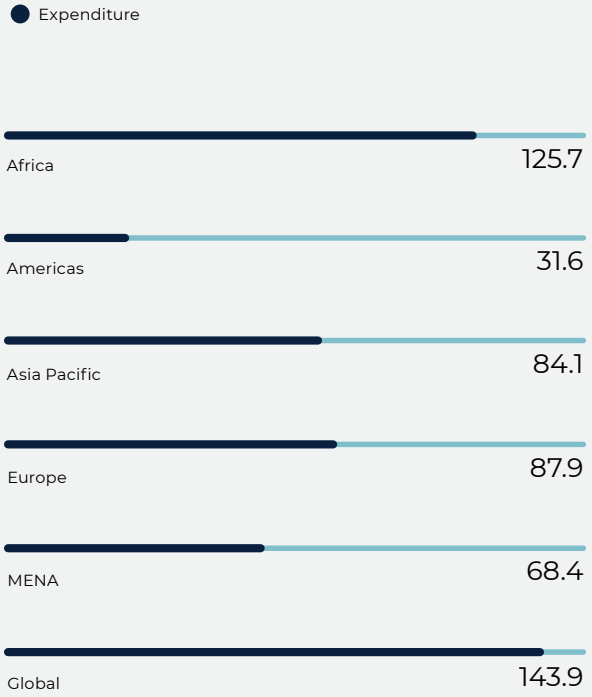
2025 IN NUMBERS

Total funding for 2025 was nearly 860 million Swiss francs[1]

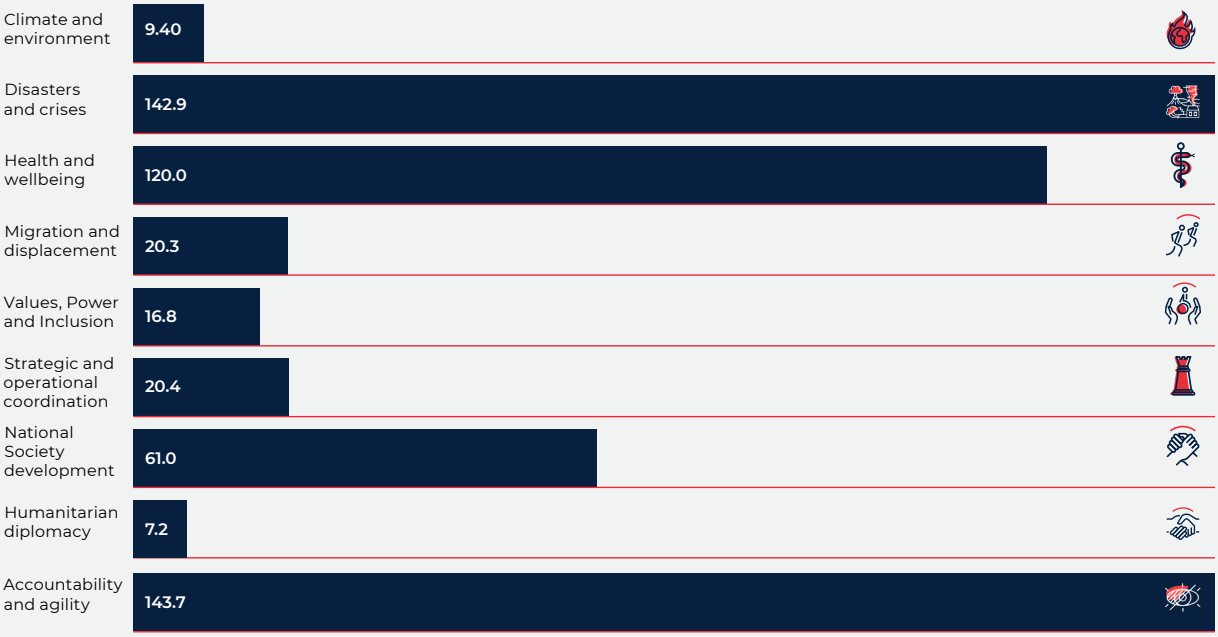
IFRC 2025 funding overview *CHF millions*



2025 work by region *CHF millions*



2025 work by thematic areas *(Expenditure in CHF millions)*



1 *The funding includes 2024 balance carried forward (CHF 386.4 M), voluntary contributions and donations (CHF 347.6 M), and Other Income (CHF 125.5 M).*

2025 Active Emergency Appeals

IFRC DREF · Early Action Protocols activations · Emergency Appeals

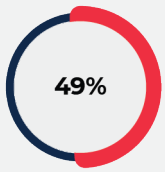


2025 People reached

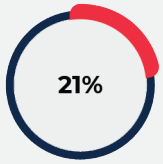
by Strategic Priority

18.7M	36.2M	85.6M	5.2M	14.2M
Climate and environment	Disasters and crises	Health and wellbeing	Migration and displacement	Values, power and inclusion

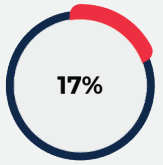
2025 Earmarking



Tightly earmarked



Earmarked



Softly earmarked



Unearmarked

2025 Top funding countries

CHF millions

European Commission*	58.6		Norway	15.8
United Kingdom	31.5		Ireland	13.4
The Netherlands	29.5		Spain	13.3
Switzerland	27.4		Italy	12.9
Sweden	23.9		Others	101.6
Canada	19.8		Total	347.6

**The European Commission is considered as a group of countries for this table.*

Response to disasters in 2025

In 2025, humanitarian emergencies, including climate-induced disasters and health crises, continued to increase. The IFRC secretariat's GO Platform recorded **373 emergencies** of international attention this year, each one devastating lives and livelihoods and requiring close support from National Societies and the IFRC.

Throughout 2025, climate-related disasters remained the dominant driver of IFRC emergency responses, with **extreme weather events** consistently accounting for around three-quarters of operations, reinforcing the growing and sustained impact of climate change on humanitarian needs worldwide.

Humanitarian impact was shaped by a diverse set of hazards this year, with floods, epidemics and population movement emerging as key drivers, alongside continued devastation and dangers from storms, drought and heatwaves.

The Asia Pacific region continued to experience the highest number of disasters, primarily driven by recurrent flooding, while MENA and Africa faced an increasingly complex mix of floods, drought, epidemics, and conflict-driven crises. Europe's response landscape reflected a broader set of drivers, including population movement alongside more localized extreme events. In the Americas, operational demands were notably shaped by Hurricane Melissa and outbreaks of disease, particularly dengue.

The Emergency Events Database (EM-DAT) indicates that some 110.2 million people were affected by disasters and crises in 2025, and that **169.68 billion US dollars of economic losses** resulted from these events.

The IFRC secretariat and National Societies work to prevent or lessen the impact of crises and disasters, and respond where needed. Our collective work strives to save lives, reduce suffering and uphold human dignity.

The IFRC secretariat prioritizes investment before an event by supporting National Society activities in disaster risk reduction, epidemic and pandemic preparedness, and climate adaptation, across all areas of our collective humanitarian work.

We anticipate risks and disasters, through support for proactive early action and by providing predictive financing.

We ensure the *right capacity* is available, coordinating across the global network, and supporting National Societies in building and using their capacities to the greatest effect.

Through every area of our humanitarian work, the IFRC secretariat always ensures that *affected people* and *communities* are at the centre of preparedness and response, and supports response models that are as localized as possible.

It is important to note that response to an emergency is only a small part of Red Cross and Red Crescent work in a country and should not be viewed in isolation. A big part of the IFRC's work with National Societies in disasters and crises centres on National Society preparedness and their ability to deliver services sustainably over the long term.

At all times and in every context, the IFRC network's activities across the disaster and crisis continuum are guided by the IFRC Disaster Risk Management Policy and the Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance.

The Strategic Priority 2: Disasters and crises section of this report includes more detail on work with communities to reduce risk and build resilience, and on the IFRC's work with National Societies to ensure they have the required capacity and skills to respond to crises when needed.



IFRC Emergency Appeals in 2025

The IFRC launched 16 new Emergency Appeals this year seeking a total of **260 million Swiss francs**. However, these appeals achieved **only 29% coverage** – demonstrating the tough humanitarian funding environment affecting the sector in 2025.

The Emergency Appeals launched in 2025 reflect a diverse crisis landscape, with large-scale sudden-onset disasters such as the earthquakes in Myanmar and Afghanistan, alongside severe climate-related events like Hurricane Melissa (in Cuba and Jamaica) and the Pakistan Monsoon floods. Public health emergencies this year included the Ebola virus disease outbreak in the Democratic Republic of the Congo (DRC), as well as protracted crises including complex emergencies in Sudan and Kenya.

Two of these 16 Emergency Appeals were categorized as Red as per the IFRC Emergency Response Framework: Myanmar Earthquake and DRC Ebola outbreak.

How emergencies are graded

The IFRC uses a three-tiered system to categorize emergencies. This determines a set of protocols to be followed, and roles and responsibilities as detailed in the IFRC's Emergency Response Framework.

Red: corresponds to large-scale disasters affecting a large area and a very large number of affected people. The crisis often occurs in areas of high complexity and where there is a high level of sustained, global media attention. A Red emergency would also trigger a higher level of ambition to respond to the humanitarian situation from the IFRC requiring specific protocols and mechanisms to be triggered.

Orange: corresponds to wider disasters with a significant part of a country affected and large numbers of affected people and households to be supported. It also often happens with a higher degree of complexity and more media attention from the country or the region.

Yellow: corresponds to disasters with a relatively narrow geographical scope, affecting a particular province or region, with a relatively low number of affected people and households to be supported, and less media attention.

The secretariat's Emergency Response Framework was fully revised and rolled out in 2025, strengthening the IFRC's ability to respond through clearer coordination, defined roles and more empowered decision-making at the country level.



Top 10 Emergency Appeals launched in 2025

Emergency Appeal	Appeal number	Funding requirement *(CHF millions)*
Myanmar – Earthquake	MDRMM023	80.0
Afghanistan – Earthquake	MDRAF019	27.0
Afghanistan – Population Movement, 2025	MDRAF018	20.0
Jamaica – Hurricane Melissa	MDRJM005	19.0
Cuba – Hurricane Melissa	MDRCU013	18.1
DRC – Ebola outbreak	MDRCD047	17.0
Pakistan – Flood	MDRPK028	16.0
Philippines – Cebu Earthquake	MDRPH057	15.5
Somalia – Complex Emergency	MDRSO025	15.0
Sri Lanka – Tropical Cyclone	MDRLK023	12.0

Types of Emergency Appeals active in 2025

Emergency Appeal	Number of active emergency appeals
Flood	14
Cyclone	8
Earthquake	8
Population Movement	8
Complex Emergency	5
Epidemic	4
Drought	4
Other	3
Food Insecurity	2
Cold Wave	1
Landslide	1
Pluvial/Flash Flood	1

Underfunded Emergency Appeals in 2025

Appeal name	Appeal number	% coverage
Argentina - Economic Crisis	MDRAR022	4.2
Africa - Cyclone Chido	MDRS1005	5.7
Cameroon - Food Insecurity	MDRCM042	6.9
Yemen - Floods	MDRYE014	8.4
Pakistan - Flood	MDRPK028	8.9
Syria - Complex Emergency	MDRSY014	9.0
Somalia - Complex Emergency	MDRSO025	9.0
Nigeria - Diphtheria Outbreak	MDRNG037	11.5
Namibia - Drought	MDRNA014	11.5
Africa - Hunger Crisis	MGR60001	11.6
Lesotho - Drought	MDRLS008	11.7
Togo - Population Movement Savannah region	MDRTG010	12.1
Lebanon - Complex Emergency	MDRLB017	12.2
Kenya - Complex Emergency	MDRKE068	13.0
Mozambique - Drought	MDRMZ024	14.7
Zambia - Drought	MDRZM022	14.7
DRC - Ebola outbreak	MDRCD047	16.2
Bangladesh - Cyclone	MDRBD035	16.7
Uganda - Ebola Outbreak	MDRUG055	16.7
DR Congo - Population Movement	MDRCD043	17.3
Cameroon - Floods	MDRCM039	17.6
Myanmar - Earthquake	MDRMM023	26.0

**coverage data as of April 2026*

Contexts such as Afghanistan, Myanmar and Somalia – and the long-running crises in the Middle East, Ukraine and Sudan – all highlight the increasing complexity of locally led and internationally supported emergency response operations in recent years. Where a country or region experiences overlapping shocks and protracted instability, there is an urgent need for strengthened humanitarian diplomacy to enable access, mobilize resources and empower National Societies effectively – all areas in which the IFRC secretariat is dedicated to providing high-impact support in every context.

Examples of IFRC network response to emergencies

Myanmar Earthquake

Appeal number MDRMM023



On 28 March 2025, a 7.7-magnitude earthquake struck central Myanmar. Twelve minutes later, a strong 6.7-magnitude aftershock followed resulting in widespread devastation across five states and regions: Sagaing, Mandalay, Southern Shan, Nay Pyi Taw and Bago. The death toll had risen to 3,800 with 5,000 injuries and five people missing. More than 1.35 million people were affected by the earthquake and 200,000 were internally displaced.

The IFRC immediately released 2 million Swiss francs from its Disaster Response Emergency Fund (IFRC-DREF) to support life-saving activities. The IFRC also launched a red-level Emergency Appeal (MDRMM023) on 30 March 2025 targeting 100,000 people or 20,000 households. The appeal has a funding target of 80 million Swiss francs, of which 21 million has been reached, representing 26% coverage. The IFRC and Myanmar Red Cross Society worked closely on emergency and transitional shelter, deployment of water purification units and distribution of hygiene materials, and emergency operations such as search and rescue.

Achievements

- 200,042 people reached (between March and September 2025)
- 86,940 people (**44%**) supported through IFRC secretariat funded and managed activities, with the remaining 56.5% reached through IFRC network wide activities
    - Includes 13,728 households that received multipurpose cash assistance, 14,122 people who accessed health support, 12,000 people supported through WASH activities, and 187 personnel trained on community engagement and accountability

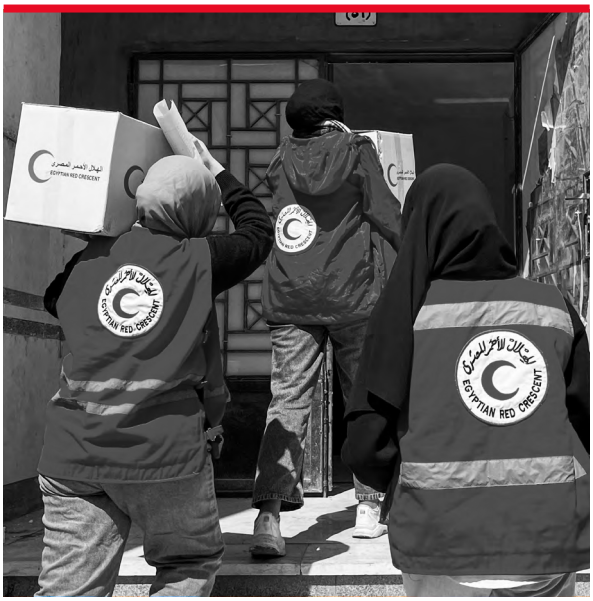
- 23,313 people supported through the parallel Typhoon Yagi Emergency Appeal (MDRMM021), bringing total reach across both operations to 223,355 people
    - Appeals worked in parallel, meaning that 110,253 of 200,042 people were reached through the IFRC appeals (**49.4%**)
- Training curricula, orientation sessions and contextualized adaptations of global shelter tools and guidance for shelter assessments developed by the IFRC and Myanmar Red Cross Society
- 43 IFRC-deployed surge personnel (Rapid Response and Emergency Response Unit (ERU)) provided technical expertise and operational coordination, enhancing the National Society's capacity to deliver an effective and accountable response

Media coverage

- 22,000 media and social media mentions worldwide of IFRC/the Red Cross and Red Crescent linked to the Myanmar earthquake including News, TV, Radio and print
- 5,000 articles worldwide mentioning "IFRC" and "Myanmar" in the same written piece
- 140 media enquiries since the earthquake with interviews on leading international news outlets including IFRC Secretary General's interview with AFP while visiting Myanmar and BBC News, Sky News, CNN International, ABC News, AFP, CNA, RFI, France 24

Middle East Crisis

Appeal number MDRS5002



Since 7 October 2023, hostilities have significantly escalated across the Gaza Strip and the West Bank, leading to a severe humanitarian crisis in the occupied Palestinian territory. In the Gaza Strip, since October 2023, there have been approximately 63,557 fatalities and 160,660 injuries. Displacement reached critically high levels, with 90% of the population (around 2.1 million people) uprooted, many repeatedly, into overcrowded shelters or makeshift encampments. Throughout 2025, access to humanitarian aid in Gaza remained constrained.

At the onset of the crisis, the IFRC allocated 500,000 Swiss francs from the IFRC-DREF, which was subsequently increased to 6.3 million Swiss francs to support activities across the region. On 18 October 2023, the IFRC launched an **orange-level** Emergency Appeal which has been revised four times, including once in 2025, due to evolving humanitarian needs. The appeal has a funding target of 80 million Swiss francs, of which 5.8 million has been reached, representing 7% coverage. With support from the IFRC secretariat, the National Societies of Lebanon, Syria, Egypt and Jordan have been at the forefront of the humanitarian response – complementing operations of the Palestinian Red Crescent Society.

Achievements (since 2023, with a focus on 2025)

- Egyptian Red Crescent: since 2023, 49,628 trucks were facilitated through the Egyptian National Society into Gaza, carrying approximately 802,054 tonnes of humanitarian assistance. During temporary ceasefire (January to March), 9,500 truckloads were managed, including 2,000 for the Palestinian Red Crescent Society and other deliveries for UN agencies and international NGOs
- Lebanese Red Cross: 233,295 people reached with health services in 2025 alone. Since 2023, the National Society has reached 1,570,188 people with livelihoods support, including non-food items such as hygiene kits; food items such as ready-to-eat meals and bread bundles; and shelter items such as blankets, mattresses and shelter kits. The Lebanese Red Cross continued to provide medical services through its mobile medical units and primary healthcare centres, in addition to its blood transfusion services, which collected and distributed blood to people affected and not affected by the conflict

- Jordan National Red Crescent Society: since 2023. a total of 986 evacuees from Gaza received a broad range of humanitarian assistance with entry and transit procedures, emergency medical services, transportation, MHPSS, food and clothing, and other essential relief items. Between August and September 2025, 39 medical evacuees were received from Gaza to the National Society hospital where they were assisted with medical assessments and treatment plans. In addition, an estimated 512 metric tonnes of humanitarian assistance have been coordinated since May 2024, including 380 tonnes delivered directly to Gaza and 241 tonnes procured locally in Jordan. The National Society also introduced medical escort services for critically ill evacuees transferred from Jordan to third countries
- Syrian Arab Red Crescent: between 2024 and end of 2025, 6,119 cases received responses from the emergency medical services teams, 46,270 individuals were transported from Hama Governorate to Raqqa Governorate, 79,860 individuals received psychological first aid, 12,148 families received legal support services, and 373,461 non-food items were distributed

Media coverage

- 130 media interviews, 12 statements and 100 social media posts reaching more than 400,000 people across platforms in relation to the Gaza crisis
- 160,000 views on Instagram, 171,000 on X, and a 10% engagement rate on LinkedIn on the killing of eight Palestinian Red Crescent Society medics in March 2025.
- 36 posts on X from the IFRC Secretary General's account in relation to Gaza crisis, with the most popular amplifying his opinion piece in *The Guardian*.
- UN Press Briefings with IFRC spokesperson: update from Gaza, sharing the information received from the Palestinian Red Crescent Society; update from National Society teams on the ground; aid workers killed in Gaza

Sri Lanka Tropical Cyclone Ditwah

Appeal number MDRLK023

A low-pressure system that developed over the southwest Bay of Bengal in late November 2025 rapidly intensified into Cyclone Ditwah, bringing torrential rains and strong winds. Within days the cyclone caused catastrophic flooding and landslides affecting communities across all 25 districts of the island country.

The IFRC immediately released 100,000 Swiss francs from the IFRC-DREF, with a further 1 million Swiss francs allocation ahead of the appeal. On 2 December 2025, the IFRC launched an **orange-level** Emergency Appeal (MDRLK023) targeting 500,000 people. The appeal had an initial funding target of 5 million Swiss francs which was later (January 2026) revised to 12 million Swiss francs and of which 8 million has been reached, representing 69% coverage (using the revised target).

Together, the Sri Lanka Red Cross Society and IFRC worked on operational planning, information management and external engagement to strengthen national response. The Emergency Appeal and Operational Strategy were later revised to reflect the scale of humanitarian needs, building on the initial IFRC-DREF allocation that enabled the rapid kick-off of the emergency response.

Achievements

- 42,511 people received assistance
- 14,870 people supported with non food relief items
- 8,745 people reached through health awareness activities on epidemic control and related topics
- 17,000 people reached through hygiene promotion activities
- 7 IFRC surge personnel deployed to support the National Society across operations management, planning, monitoring, evaluation and reporting, shelter coordination, information management, communications and assessments
- 3 key sectors (Shelter, Emergency Household Items and Camp Coordination and Camp Management) co led by the IFRC, providing technical leadership and coordination support to Sri Lanka Red Cross Society and partner agencies
- 400 volunteers mobilized to conduct a large-scale rapid needs assessment, resulting in the Emergency Appeal and operational strategy being revised, the people reached target increasing from 518,030 to 597,365 and laying the groundwork for a structured transition from emergency relief to cash, shelter and recovery interventions

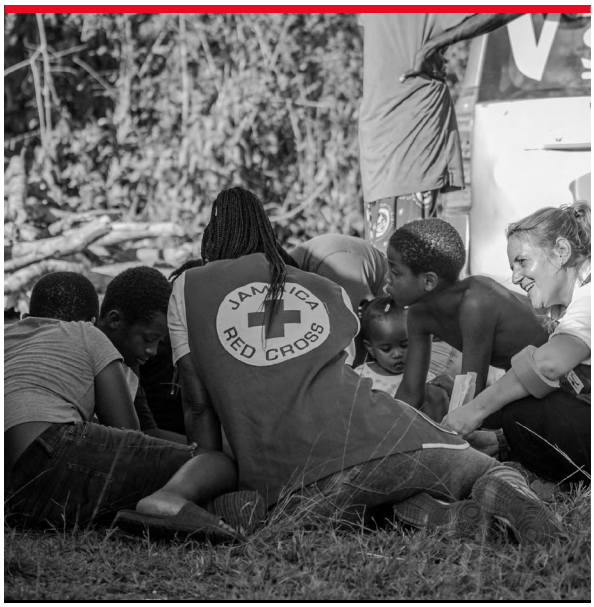
Media coverage

- Interviews on leading international news outlets including BBC News, CGTN, CNN, France 24, and Al Jazeera

- United Nations (UN) press briefing – IFRC Head of Country Cluster Delegation, South Asia, John Entwistle, update on the floods in Sri Lanka
- *IFRC Weekly News* podcast episode on the floods in Sri Lanka

Hurricane Melissa (Jamaica and Cuba)

Appeal number MDRJM005 (Jamaica)



Hurricane Melissa tied the record for the strongest Atlantic hurricane, making landfall in October 2025 as Category 5 in Jamaica and Category 3 in Cuba.

When approaching, the hurricane posed an imminent and severe threat to millions of people across the Caribbean, with forecasts indicating catastrophic winds, life-threatening storm surges and widespread flooding. As Melissa rapidly intensified and moved toward densely populated areas, there was a critical need to act early to reduce the anticipated humanitarian impact.

The Emergency Appeals were consecutively launched for Jamaica (MDRJM005) and Cuba (MDRCU013) as both countries experienced significant devastation.

Jamaica was still recovering from Hurricane Beryl (2024) when Hurricane Melissa made landfall on 28 October 2025 and caused widespread disruption with approximately 77% of the population losing access to electricity. Some areas endured a complete shutdown of water supply. Overall, 1.6 million people were affected, including 279,000 displaced, with 45 fatalities and 12 missing persons.

Five days ahead of the hurricane, 80,000 Swiss francs was allocated from the IFRC-DREF for early action activities in Jamaica. On 29 October 2025 – one day after Melissa made landfall – the IFRC launched an **orange**-level Emergency Appeal targeting 180,000 people. The appeal has a funding target of 19 million Swiss francs, of which 11 million has been reached, representing 56% coverage. The appeal incorporates a total IFRC-DREF allocation of around 1 million Swiss francs (including the initial anticipatory funding) and focuses on immediate life-saving assistance, including relief distribution, health services, shelter support and longer-term resilience building.

The IFRC secretariat played a key coordination role during the early stages of the response, bringing together National Societies interested in supporting the Jamaica Red Cross, including the French Red Cross via its regional Caribbean platform (Plateforme d'Intervention Régionale Amériques-Caraïbes), and the Canadian Red Cross Society, which provided 75 tonnes of in-kind donations.

Achievements

- 15,350 people reached with non-food relief items and 8,832 with food items
- 3,716 households received emergency shelter materials (50% of the planned shelter relief target reached)
- 19 clinics and shelters supported by IFRC-deployed Health ERUs (exceeding the initial target (5) almost fourfold), with ERU Relief and ERU Logistics teams also deployed to support distribution and supply operations
- 26 IFRC-deployed Rapid Response personnel and 65 IFRC-deployed staff from ERUs
- 160 tonnes of non-food relief items mobilized by the IFRC to Jamaica Red Cross

Appeal number MDRCU013 (Cuba)

Cuba was addressing pre-existing housing deficits, economic constraints and cumulative seasonal storm impacts when Hurricane Melissa made landfall on 28 October 2025. Melissa brought extensive flooding and wind damage, causing widespread power outages and disrupted water and communication systems. Overall, 2.2 million people were affected, including 2,669 that were displaced with no fatalities.

Ahead of and in the immediate aftermath of Hurricane Melissa, the IFRC allocated an approximate 997,000 Swiss francs from the IFRC-DREF to support early response activities in Cuba, including early warning, evacuations, emergency shelter and healthcare assistance. On October 30–31, the IFRC

launched an **orange-level** Emergency Appeal targeting 100,000 people. The appeal has a funding target of 15 million Swiss francs, of which 4 million has been reached, representing 27% coverage. Ahead of the hurricane and in response, the IFRC secretariat worked closely with the Cuban Red Cross on early warnings, evacuations, shelter and healthcare.

Achievements

- 1,650 people received assistance
- 4,436 volunteers mobilized by the Cuban Red Cross, strengthened through the IFRC deployment of Rapid Response surge capacity
- 20 tonnes of humanitarian relief items (kitchen, hygiene, bedding kits) delivered by the IFRC to the Cuban Red Cross

Media coverage (Jamaica and Cuba)

- Over 2,000 media and social media mentions worldwide of IFRC/the Red Cross and Red Crescent linked to the Hurricane Melissa including news, TV, radio and print
- UN Geneva Press Briefing with the participation of IFRC Head of Country Cluster Delegation for the Caribbean

Ukraine and impacted countries

Appeal number MGR65002



Four years into the international armed conflict, the humanitarian situation in Ukraine remains severe, marked by widespread destruction of infrastructure, mass displacement and disrupted access to essential services across nearly all sectors. The needs are highest in areas close to the front line, where repeated strikes, contaminated land, damaged infrastructure and weak service provision create high-severity conditions.

Within this broader European context, the countries closest to Ukraine continue to experience the most direct and sustained pressures linked to displacement and service demands. Across neighbouring countries, the response has evolved from emergency reception to integration, with National Societies supporting access to healthcare, livelihoods, legal services and social inclusion for displaced populations.

At the onset of the crisis, 1 million Swiss francs was allocated from the IFRC-DREF, including an initial 218,638 Swiss francs released on 5 February 2022 to support preparedness. On 28 February 2022, the IFRC launched a **red-level** Emergency Appeal, which has since been revised in 2023 and 2025. The appeal has a funding target of 800 million Swiss francs, of which 560 million has been reached, representing 70% coverage.

In 2025, the IFRC supported National Societies through regional coordination, technical guidance and capacity building, including direct investment in National Society systems, deployment of technical expertise, and provision of digital platforms and mechanisms (e.g. AccessRC), enabling standardised, large scale delivery of mental health and psychosocial support (MHPSS), health and cash assistance across Ukraine and neighbouring countries.

Achievements

Ukraine

- 898,000 people reached in 2025, reflecting continued delivery amid intensified insecurity and funding contraction (18.9 million people reached since 2022)
- 379,000 people reached with health services
- 321,000 people reached with MHPSS
- 741,000 people reached with WASH services
- 25,000 people supported with migration services
- 24,000 people reached with cash assistance

Impacted countries and beyond:

- 313,000 people reached in 2025 (6.429 million people reached since 2022)
- 55,000 people reached with health services
- 203,000 people reached with MHPSS
  - » Largest Red Cross MHPSS programme in Europe: more than 2 million MHPSS services delivered since 2022 (in both Ukraine and impacted countries)

- 130,000 people reached with WASH services
- 88,000 people supported with migration services

Since 2022

- 60 National Societies globally responding to the needs of people from Ukraine in 45 countries with the help of the IFRC
- 25 million humanitarian services delivered by the IFRC network to people affected, supported by 140,000 volunteers operating through more than 7,000 Red Cross branches
- 2.5 billion Swiss francs mobilized by the IFRC through the collective solidarity of individuals, governments and corporate partners

Media coverage

- Ahead of the three-year mark of the conflict in February 2025, publication of IFRC's report *At a Tipping Point* on how financial strains are driving Ukrainians abroad back home, based on IFRC's own research and forecast. This has been featured widely in international media, including AFP and TRT World. The IFRC Regional Director also highlighted this topic at the UN Press Briefing
- 30,000 views of IFRC posts on LinkedIn with a strong 7% average engagement rate achieved

Democratic Republic of the Congo

Appeal number
MDRCD047 (Ebola Virus 16 Outbreak)



In 2025, the DRC faced a renewed public health emergency with the sixteenth Ebola virus disease outbreak declared on 4 September 2025 in Kasai Province. The outbreak originated from a zoonotic spillover, with the index case identified in August 2025, and rapidly spread across multiple health zones, primarily affecting remote and hard-to-reach areas with limited infrastructure and weak health system capacity.

At the onset of the outbreak, the IFRC allocated 1.75 million Swiss francs from the IFRC-DREF to support immediate response activities. On 15 September, the IFRC launched a **red-level** Emergency Appeal (MDRCD047) targeting 965,000 people. The appeal has a funding target of 17 million Swiss francs, of which 2 million has been reached, representing 12% coverage. The appeal supported both immediate outbreak control and longer-term preparedness, focusing on community-based epidemic response, health, WASH and National Society capacity strengthening. The outbreak was officially declared over on 1 December 2025, following the 42-day period without new cases.

Achievements (2025)

- 47,577 people reached with vaccinations
- 19 IFRC surge personnel deployed to support the Red Cross of the Democratic Republic of the Congo
- 118 safe and dignified burials conducted
- 284 sessions of psychosocial support conducted, reaching a cumulative 2,127 people
- 47 handwashing stations installed at check points and along roads, with four volunteers assigned to each station

Media coverage

- Key press release at the end of the outbreak
- 48 interactive radio shows produced and broadcast by six partner radio stations in Mweka (4) and Tshikapa (2), with one programme per station

Appeal number
MDRCD043 (Population Movement)

In parallel, the DRC continued to experience a large-scale and protracted population movement crisis driven by escalating conflict in the eastern provinces, particularly North Kivu and South Kivu. In 2025, more than 5.2 million people were internally displaced across eastern DRC, with 96% displaced due to armed violence.

At the onset of the crisis, the IFRC allocated 750,000 Swiss francs from the IFRC-DREF. To respond to its growing scale, the IFRC launched a **red-level** Emergency Appeal (MDRCD043) on 20 February 2024, targeting 500,000 people. The appeal has a funding target of 30 million Swiss francs, of which 2.4 million has been reached, representing 8% coverage.

The appeal seeks to address urgent needs such as food assistance, health and care, water and livelihoods support through a multi-sectoral approach, while strengthening the capacity of the DRC National Society to respond to ongoing and future humanitarian needs.

Achievements (since 2024)

- 116,097 displaced persons and host families received food assistance
- 23,761 households supplied with an improved protected drinking water source
- IFRC and the Red Cross of the Democratic Republic of the Congo strengthened regional preparedness and coordination through participation in a multi-country contingency planning workshop for the Great Lakes region, held in Nairobi in April 2025, bringing together 16 Movement partners to develop a shared analysis of potential crisis scenarios, strengthen cross-border collaboration, and establish a common framework for coordinated response in the event of large-scale displacement across the region

Sudan

Appeal number
MDRSD033 (Complex Emergency)

Since April 2023, Sudan has been facing a major complex humanitarian crisis following the outbreak of armed conflict that rapidly escalated across the country leading to one of the largest humanitarian emergencies globally. With nearly 30 million people in need of assistance, the conflict has driven mass displacement – more than 12.5 million people have been forced to flee their homes, including 9.34 million internally displaced.

At the onset of the crisis, the IFRC allocated 1.7 million Swiss francs from the IFRC-DREF, including an initial allocation of 475,000 Swiss francs in April 2023 followed by a second allocation to scale up the response. The IFRC launched a **red**-level Emergency Appeal (Complex Emergency MDRSD033) on 20 April 2023, which was revised once in 2025 with an updated target of 3 million people. The appeal has a funding target of 50 million Swiss francs, of which 15 million has been reached, representing 30% coverage.

Achievements (2025)

- 4.9 million people received assistance
- 3.4 million people reached with food assistance
- 703,561 people reached with health services
- 253,315 people reached with migration and displacement services

Appeal number
MDRS1001 (Population Movement)

Neighbouring Countries

In parallel, the crisis generated a large-scale regional population movement. Millions of Sudanese refugees and returnees fled to neighbouring countries, primarily Chad, Egypt, Ethiopia, Libya, South Sudan and Uganda. By 2025, the crisis had become increasingly protracted and complex.

At the onset of the crisis, in 2023, the IFRC allocated approximately 3.5 million Swiss francs from the IFRC-DREF. An **orange-level** Emergency Appeal (Population Movement Neighbouring Countries MDRS1001) was launched on 30 May 2023 and revised in 2025, and now targets 1.3 million people. The appeal had a funding target of 38 million Swiss francs, of which 9 million has been reached, representing 23% coverage.

Achievements (since 2023)

- **Chad Red Cross**: 270,711 people reached in eastern Chad, particularly in border areas
- **Egyptian Red Crescent**: 168,286 people reached through a nationwide response, including five Humanitarian Service Points at key border crossings and transit locations
- **Ethiopian Red Cross**: 143,746 people reached across entry points and settlement areas, combining emergency response with early recovery support
- **South Sudan Red Cross**: 464,925 people reached, primarily at border entry points and transit centres, providing assistance in highly constrained operational contexts
- **Uganda Red Cross Society**: 99,240 people reached through a targeted, community-based response in refugee settlements

Media coverage across both Emergency Appeals

- International media interviews including L'Orient Today, CBC News, BBC and Dawn News
- *IFRC Weekly News* podcast episode on the humanitarian situation in Sudan
- Multiple articles on ifrc.org including IFRC on five Sudanese Red Crescent volunteers killed: 'We are horrified' and Sudan conflict: Two years on — a nation at the breaking point
- IFRC social media posts on increasing needs, shelter assistance and prevention of sexual and gender-based violence



“In the occupied Palestinian territory, community-led olive harvest initiatives are helping strengthen resilience and support rural livelihoods amid ongoing challenges.

IFRC-DREF

The IFRC secretariat supports member National Societies with global disaster and crisis coordination, ensuring their expert local staff and trained volunteers can focus on delivering **vital community-level response** before, during and after an emergency.

As explored in the previous section, the IFRC launches and manages Emergency Appeals to raise **much-needed resources** for National Society emergency response operations. With this support, National Societies can scale up their services to support people in need, and sustain them as crises evolve.

A further layer of IFRC support to National Societies – surge, which is the deployment of specialist personnel and equipment to support operational delivery – is outlined in the Strategic Priority 2: Disasters and crises and the IFRC network expertise in 2025 sections of this annual report.

As **speed and agility are a matter of life and death** when a disaster happens, the IFRC secretariat also works to ensure that National Societies have immediate access to the funds they need **before** an Emergency Appeal is requested and launched.

The IFRC also makes resources available to National Society disaster management teams for anticipatory action, so they can **act fast** to **prevent** a community hazard from becoming a crisis, or **mitigate its impacts** if prevention is not possible.

These services are provided through the IFRC secretariat's management of one of the world's longest-running and most successful humanitarian pooled funds: the **Disaster Response Emergency Fund (IFRC-DREF)**.

The IFRC-DREF is the **simplest, fastest, most transparent and truly localized** way for National Societies to access reliable international emergency funding for community action in all kinds of disasters, when the humanitarian needs exceed the resources available at the national level.

The IFRC-DREF is a twin-pillar fund supporting both disaster response and anticipatory action, making it an even more valuable resource for National Societies in their work to provide life-saving support and emergency services before and immediately after an emergency.

The fund has been supporting locally led action across the world for 46 years. While, globally, an average of around 4.5% of international humanitarian funding is directly channelled to local actors every year, a massive **78.5%** of IFRC-DREF allocations is **transferred directly** to National Societies.

The IFRC-DREF in 2025

In 2025, the IFRC-DREF allocated **77.4 million Swiss francs** to support **83 National Societies** implementing anticipatory action and emergency response through **170 operations**, in all five IFRC Regions.

This direct support enabled the IFRC's member National Societies to initiate life-saving actions rapidly, often within days of crisis onset, or to implement anticipatory action before the impacts of a hazard fully materialized.

In 2025, close to 60% of IFRC-DREF funding was directed toward floods, population movement and disease outbreaks. This distribution highlights a changing risk environment, where climate impacts increasingly overlap with displacement, conflict and health crises, demonstrating the critical importance of the IFRC-DREF's flexibility to respond quickly and effectively across diverse and evolving needs.

While the fund's net allocations decreased between 2024 and 2025, they remained 75% higher than in 2021, reflecting sustained growth over the full period. Taken together, allocations grew at an average annual rate of approximately 15% between 2021 and 2025.

The Response Pillar in 2025

Examples of IFRC-DREF Response Pillar operations in 2025

Philippines Earthquake – MDRPH057

In September 2025, a magnitude 6.9 earthquake struck Cebu Province in the Philippines, causing widespread destruction across Central Visayas. The sudden earthquake led to collapsed buildings, damaged infrastructure and power outages, affecting more than 547,000 people across 15 municipalities. Thousands of families were displaced, many forced to stay outdoors due to ongoing aftershocks, with limited access to shelter, clean water, healthcare and other essential services.

The IFRC allocated 999,819 Swiss francs from the IFRC-DREF to support the Philippine Red Cross in delivering immediate humanitarian assistance. The operation targeted more than 12,000 people over a nine-month period, focusing on emergency shelter, health, water and sanitation, and livelihood support.

With IFRC-DREF support, the Philippine Red Cross mobilized staff and volunteers to provide emergency shelter, distribute essential household items and deliver safe drinking water. It deployed medical teams and established health services, while distributing hot meals and providing multipurpose cash assistance to help affected families meet urgent needs.

The response also included psychosocial support, protection services and community engagement activities to ensure assistance reached those in need. Through IFRC-DREF funding, the operation addressed immediate needs while supporting early recovery for affected communities.

Burundi – Population Movement – MDRBI025

In December 2025, escalating violence in eastern DRC triggered a large influx of asylum seekers into Burundi. Within a few days, tens of thousands of people crossed the border through multiple entry points, including Cibitoke, Gatumba and Rumonge.

Overall, more than 53,000 people were affected, with many arriving in precarious conditions after fleeing conflict, often without basic belongings. Overcrowded reception sites and limited access to safe water, sanitation and health services increased the risk of disease outbreaks and placed significant pressure on host communities.

Through the IFRC-DRE, 748,373 Swiss francs was allocated to support the emergency response. This six-month operation, implemented by the Burundi Red Cross, aims to assist 15,600 asylum seekers across several provinces, focusing on urgent needs in shelter, water, sanitation and hygiene, health, protection and essential household items.

With this support, the Burundi Red Cross is providing immediate assistance at reception sites, including the distribution of essential household items such as blankets, kitchen utensils and hygiene materials.

The operation also supports access to safe water through water trucking and the installation of water storage facilities, alongside hygiene promotion and environmental sanitation activities to reduce the risk of disease transmission. Health services are reinforced through first aid, evacuation of critical cases and community-based surveillance, while psychosocial support and protection services are provided to assist vulnerable groups, including children, women and elders.

The response prioritizes newly arrived asylum seekers and the most at-risk groups, including those with specific needs, ensuring access to basic services and protection. Through IFRC-DREF support, the operation contributes to improving living conditions at reception sites while addressing immediate humanitarian needs resulting from the crisis.

Colombia – Floods – MDRCO032

In July 2025, severe flooding caused by unusually intense seasonal rains affected large parts of Colombia, particularly in the departments of Arauca, Caquetá, Chocó, Putumayo and Vichada. Heavy rainfall caused multiple river overflows, damaging homes, contaminating water sources and destroying crops and livestock, which are the main source of income for many vulnerable rural communities. Across the country, the floods affected more than 407,000 people, disrupting access to safe water, health services and basic livelihoods, while leaving many families isolated and in urgent need of humanitarian assistance.

Through DREF, CHF 339,570 was allocated to support the emergency response. The five-month operation, implemented by the Colombian Red Cross, initially aimed to assist 12,800 people across five departments, focusing on urgent needs related to food security, water, sanitation and hygiene, multipurpose cash assistance, community engagement and early recovery support. By the end of the operation, the response exceeded its target and reached 14,450 people affected by the floods.

With DREF support, the Colombian Red Cross distributed 2,300 food kits and 2,300 hygiene kits to families affected by the floods, helping households meet immediate basic needs after losing homes, crops and essential belongings. Safe drinking water was provided through the deployment of water treatment systems, maintenance of local water points and the distribution of household water filtration and storage kits, reducing the risk of waterborne diseases in affected communities. In hard-to-reach areas such as Vichada, multipurpose cash assistance enabled families to purchase essential goods while supporting local economic recovery.

Through DREF funding, thousands of families were able to regain access to safe water, food and essential household support at a critical moment, reducing immediate health risks and helping communities recover faster after the floods. At the same time, strengthened local response capacity, improved volunteer preparedness and community-led recovery efforts helped ensure that vulnerable communities were better equipped to respond to future climate-related emergencies.

Angola – Cholera Response – MDRAO011

In early 2025, Angola experienced a rapidly escalating cholera outbreak, first detected in Luanda Province and quickly spreading across multiple regions. By April 2025, more than 16,700 cases and more than 550 deaths had been reported, with active transmission in at least 17 provinces. The outbreak was worsened by heavy seasonal rains, flooding, poor sanitation and limited access to safe water, placing millions of people at risk and increasing the vulnerability of already affected communities.

Through the IFRC-DREF, 627,608 Swiss francs was allocated to support the emergency response. This nine-month operation, implemented by the Angola Red Cross, aims to assist 720,000 people, focusing on urgent needs related to health, water, sanitation and hygiene, as well as community awareness and disease prevention.

With this support, the Angola Red Cross scaled up community-based work to limit the spread of cholera. Around 400 volunteers were trained and deployed across affected provinces, reaching approximately 87,000 people through hygiene promotion and awareness activities and conducting household visits for early detection and referral of suspected cases. Water treatment supplies, including around 200,000 aquatabs, were distributed to improve access to safe water, while community surveillance systems were strengthened to support timely identification and response to new cases.

The Anticipatory Pillar in 2025

The IFRC-DREF's Anticipatory Pillar is a **fast, reliable and efficient** way of getting funding directly to National Societies in anticipation of hazards, so local volunteers and staff can **act swiftly** to mitigate or reduce their impacts.

The IFRC secretariat has created three distinct anticipatory action options for our member National Societies.

1. An **Early Action Protocol** (EAP) is a mechanism that brings together a trigger, predefined early action and pre-agreed financing. An EAP provides preapproved funding for up to five years and includes prepositioning of the stock needed to enable early actions; annual readiness activities so the National Society is prepared and on standby to respond; and pre-agreed early action activities designed to save lives and livelihoods once a hazard is forecasted. If the trigger is reached, funds are released and early actions are implemented in advance of the impact of the hazard. Once approved, it can be activated twice.
2. A **Simplified EAP** (sEAP) is a lighter approach available to National Societies, which also brings together a trigger, predefined early action and pre-agreed financing. They are simplified plans with a lower budget and a shorter life span than a full EAP. A National Society can have up to three sEAPs, each focusing on one hazard. If the trigger is reached, funds are released and early actions are implemented in advance of the impact of a hazard.
3. **Imminent DREF** is a mechanism to support the implementation of anticipatory action to protect lives and livelihoods and mitigate the impact of an imminent disaster that is expected to be of above-average scale. An imminent DREF can also help cover the gap with the response with immediate life-saving activities in case the disaster materializes. National Societies can ask the IFRC secretariat for an imminent IFRC-DREF allocation when the event is likely to materialize.

In 2025, allocations from this pillar hit **12.7 million Swiss francs**, rising from the 9.4 million allocated in 2024. This represented **16.4%** of the total IFRC-DREF allocations for the year.

This increase was driven by several operational and procedural improvements introduced by the

secretariat, including the simplification of the EAP submission process, the implementation of revised IFRC-DREF procedures allowing multiple activations per EAP, and a simpler, faster and better imminent DREF modality.

These changes, combined with the growing engagement of National Societies in anticipatory action, have contributed to the significant increase in funding allocated through the Anticipatory Pillar.

In 2025, 17 National Societies submitted protocols for the first time and received approvals (13 sEAPs and four full EAPs).

In total, 29 new EAPs were submitted, with a marked increase in sEAPs, which accounted for 21 submissions. This trend highlights the importance of the sEAP modality for National Societies that do not yet have the capacity or resources to develop a full EAP, while still enabling timely and effective anticipatory action to take place in at-risk communities.

The Anticipatory Pillar helped National Societies to get ahead of new and emerging hazards such as wildfires (Chile) and there was a notable increase in interest in anticipating epidemic risks, particularly dengue in Sri Lanka and cholera in Cameroon, Ethiopia, Somalia and Zimbabwe.

In addition, new sEAPs for population movement were approved for Colombia and Djibouti, further demonstrating the adaptability of anticipatory approaches to diverse risk contexts around the world.

Examples of IFRC-DREF Anticipatory Pillar operations in 2025

Mozambique – Floods EAP – MDRMZ022

In 2025, Mozambique activated its Flood EAP twice in response to rising flood risks driven by sustained heavy rainfall and increasing river levels in key basins, including the Licungo and Limpopo. The first activation took place in February, followed by a second in December after forecasts indicated renewed heavy rainfall and heightened risks, particularly in Zambézia Province.

This double activation was enabled under revised IFRC-DREF procedures, which allow National Societies to trigger an approved EAP up to two times before revision. A total of 925,392 Swiss francs was allocated from the IFRC-DREF to support anticipatory actions across both activations.

Through the EAP, the Mozambique Red Cross implemented early actions within a short lead time of three to five days, targeting around 10,000 people per activation. Activities included dissemination of early warning messages, community sensitization on flood preparedness and disease prevention, and support for evacuation readiness and protection of essential household assets. Prepositioned relief items, such as mosquito nets, buckets and jerrycans, were made available for distribution to up to 2,000 households per activation, alongside demonstrations on their use.

During the February activation, within two days of the trigger being reached, early warning messages, evacuation support and health and hygiene information were delivered in both the Licungo and Limpopo basins. Essential items were also distributed to around 1,000 households (5,000 people), including mosquito nets, buckets, jerrycans and soap to reduce the risk of waterborne diseases.

Kenya – Drought EAP – MDRKE055

In September 2025, the Kenya Red Cross Society activated its Drought EAP following forecasts indicating a high likelihood of a poor October–December rainfall season and increasing drought risk across arid and semi-arid land counties. Early warning indicators pointed to deteriorating conditions in several counties, with projections suggesting that drought impacts could materialize during or shortly after the forecasted season. The IFRC-DREF allocated a total of 499,199 Swiss francs to the EAP, enabling the implementation of anticipatory actions over a seven-month operational timeframe.

Early actions were planned to start several weeks before the anticipated impacts. These actions aim to safeguard livelihoods, strengthen water access and enhance community preparedness in at-risk areas. Planned activities include distributing drought-tolerant seeds, supporting pasture and fodder management, and promoting improved agricultural practices to reduce post-harvest losses.

In addition, water, sanitation and hygiene interventions are planned, including rehabilitating water infrastructure, desilting water pans and strengthening community water management systems. Early warning messages are to be disseminated through community engagement and radio broadcasts to support timely decision-making at household level.

Through this anticipatory approach, the activation aimed to reduce the potential impacts of drought on food security, water availability and livelihoods across the most vulnerable counties.

Yemen – Floods sEAP – MDRCL018

In August 2025, the Yemen Red Crescent Society activated its sEAP for floods in a context already marked by prolonged conflict, displacement and high humanitarian needs. As the second rainy season progressed, forecasts indicated heavy rainfall across western Yemen, with conditions pointing to an increased risk of flooding in Hajjah Governorate.

The activation followed forecast data showing that rainfall would exceed the agreed trigger threshold, including 24-hour accumulations of 20mm or more in targeted areas. A total of 220,000 Swiss francs was allocated from the IFRC-DREF under the sEAP, which targets approximately 15,800 people, primarily internally displaced populations living in flood-prone sites in Abs district.

With a short lead time of around seven days, early actions aim to help reduce the potential impact of flooding on vulnerable communities. These include flood mitigation measures such as clearing drainage systems and providing sandbags, as well as the distribution of emergency shelter repair kits for households with weak or damaged structures. Multipurpose cash assistance is also planned to enable households to take preventive measures and address immediate needs.

Additional activities focus on strengthening community preparedness, including disseminating early warning messages and awareness campaigns, and supporting local response capacities through providing first aid kits and training.

In a setting where repeated flooding intersects with ongoing crisis conditions, the anticipatory approach aims to support at-risk communities to better prepare for and mitigate the expected impacts of seasonal floods.

Kyrgyzstan – Heatwave – MDRKG016

In July 2025, the Red Crescent Society of Kyrgyzstan activated its EAP for heatwaves following forecasts of extreme temperatures across the southern regions of Osh, Jalal-Abad and Batken. Meteorological data indicated that temperatures would exceed locally defined thresholds, reaching up to 40°C in some areas, with the highest impacts expected between 20 and 22 July.

The activation was triggered on 15 July, providing a lead time of several days to implement early actions ahead of the peak of the heatwave. IFRC-DREF funding amounting to 499,151 Swiss francs was allocated under this EAP, with the operation aiming to reach approximately 15,000 people in the affected areas.

Planned actions focus on reducing health risks associated with extreme heat, particularly among vulnerable groups. These include the distribution of essential relief items such as food parcels and hygiene kits, as well as targeted support to households and residents of social institutions, including supported living facilities and orphanages.

Additional measures are designed to strengthen community preparedness and reduce exposure to heat. These include awareness campaigns on heat-related risks, the provision and installation of air conditioning units in selected institutions, and activities aimed at limiting outdoor exposure, particularly for children.

Conclusion

Throughout 2025, the IFRC-DREF continued to operate efficiently in an increasingly complex humanitarian environment. National Societies were able to receive fast and direct support for their response to – and anticipation of – climate-related hazards, public health emergencies, growing population movement and many other drivers of humanitarian need.

This stable and predictable support from the IFRC secretariat across the disaster management continuum was provided in a context of persistent funding constraints across the humanitarian sector, which placed renewed pressure on National Societies to respond quickly with limited resources.

Against this backdrop, the IFRC-DREF assisted our member National Societies to respond without delay to 2025's crises, while Emergency Appeals secured the additional resources they needed to scale up and sustain their operations as crises evolved. At every stage, IFRC surge support complemented this work by providing the human and technical capacities needed for effective operational delivery at the community level, where it is needed the most.

About the IFRC



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 more than 18 million volunteers around the world, generating an estimated economic value of around 11 billion Swiss francs annually in addition to the network's income of 35.5 billion Swiss francs (2024).

They are supported before, during and after disasters and crises by their **IFRC secretariat**, which coordinates global humanitarian response, builds community and social resilience, mobilizes resources at scale, harnesses collective knowledge, and influences global decisions through coordinated humanitarian diplomacy and strategic communications.

Our model of humanitarian service – **as local as possible and as international as necessary** – places primary focus on the agency and skill of local actors as the most efficient, cost-effective and culturally appropriate way for humanitarian services to be delivered at community level, complemented by global solidarity, influence and reach.

The support and coordination provided by the IFRC secretariat harnesses the collective power of 191 National Societies, creating **a global humanitarian system** rooted in the needs of communities and able to respond to crises in even the most remote, fragile or marginalized contexts.

The secretariat strengthens National Society capacities; sets global standards across all areas of humanitarian work; ensures compliance, fiduciary oversight and risk management across operations; and provides evidence, data and insights to improve quality and reduce duplication.

This work supports **locally led community-based action** around the world while also ensuring that a diverse network of national organizations can speak and act as one entity – reaching more people, building greater resilience, reducing future needs and ensuring that stretched donor budgets can achieve greater impact where it matters most.

A key role of the IFRC secretariat is to provide support to the IFRC network's governance mechanisms – the General Assembly, the Governing Board and its associated bodies. The IFRC defines governance as the system through which its member National Societies collectively set the organization's strategic direction, policies, accountability and compliance structures.

At all times, the IFRC's work and activities are inspired by, and are carried out in accordance with, the Fundamental Principles of the International Red Cross and Red Crescent Movement: humanity, neutrality, impartiality, independence, voluntary service, unity and universality. The secretariat works continuously to promote the fundamental principles and to advocate for the **protection** of, and respect for, neutral and impartial humanitarian personnel such as National Society volunteers and staff.

The IFRC secretariat is an **independent** humanitarian organization with **international organization status**. It is not governmental, political, racial or sectarian in character. Its goal is to "inspire, encourage, facilitate, and promote at all times all forms of humanitarian activities by National Societies with a view to preventing and alleviating human suffering and thereby contributing to the maintenance and promotion of human dignity and peace in the world."

The organization acts under its own constitution with all rights and obligations of a corporate body with a legal personality. Its main functions are:

1. to act as the permanent body of liaison, coordination and study between the National Societies and to give them any assistance they might request
2. to encourage and promote in every country the establishment and development of an independent and duly recognized National Society
3. to bring relief by all available means to all people affected by disaster
4. to assist the National Societies in their disaster relief preparedness, in the organization of their relief actions and in the relief operations themselves
5. to organize, coordinate and direct international relief actions in accordance with the Principles and Rules adopted by the International Conference
6. to encourage and coordinate the participation of the National Societies in activities for safeguarding public health and the promotion of social welfare in cooperation with their appropriate national authorities
7. to encourage and coordinate between National Societies the exchange of ideas for the education of children and young people in humanitarian ideals and for the development of friendly relations between young people of all countries
8. to assist National Societies to recruit members from the population as a whole and inculcate the principles and ideals of the Movement
9. to bring help to people affected by armed conflicts in accordance with the agreements concluded with the International Committee of the Red Cross (ICRC)
10. to assist the ICRC in the promotion and development of international humanitarian law and collaborate with it in the dissemination of this law and of the Fundamental Principles of the International Red Cross and Red Crescent Movement among the National Societies.
11. to be the official representative of the member National Societies in the international field, inter alia for dealing with decisions and recommendations adopted by its Assembly and to be the guardian of their integrity and the protector of their interests.

In 2025, the IFRC secretariat had 2,046 staff (641 international and 1,405 national) placed around the world, and core funding of 103.7 million Swiss francs.

The IFRC secretariat's Renewal

Work was done throughout this year to place more resources – human and financial – at the **country level**, to better support National Societies and to make the IFRC secretariat's support even more cost effective in a time of rising humanitarian needs and shrinking humanitarian budgets.

The process – ***Renewal*** – is a strategic reorientation exercise developed after extensive consultation with member National Societies, communities, partners and staff at all levels of the global secretariat.

To better meet the growing humanitarian needs in the most efficient and cost-effective way in a rapidly changing political and funding landscape, the IFRC secretariat committed to five transformative 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

The ***Renewal*** will strengthen locally led humanitarian action through a commitment to **channel 75% of internationally mobilized resources to the national level**, alongside ongoing work to strengthen member National Societies' unique role as independent auxiliary (in providing humanitarian services) to their national governments.

Operationally, the IFRC secretariat will sharpen focus on the most **urgent and complex crises**, for example through the **data-driven prioritization** afforded by the National Society Investment Framework. This innovation allows for extra targeted support to be provided to member societies supporting communities in fragile or protracted environments, while also ensuring that all IFRC support services remain freely available to the entire membership.

As **community resilience** to increasingly complex crises cannot solely be built through humanitarian response, the ***Renewal*** will also prioritize work to strengthen national health and crisis systems; scale investment in multi-hazard anticipatory action and community health workers; reinforce long-standing programmes in climate action, health and water security, migration and displacement; and response to disasters and crises while ensuring strong respect for protection, gender and inclusion.

More information on the ***Renewal*** process is available in the IFRC's 2026 Global Plan.

The IFRC's member National Societies

National Societies are legal entities created under national law that carry out their humanitarian activities in conformity with their own statutes and national legislation, in full accordance with the fundamental principles and within the framework of globally agreed IFRC policies and strategies.

All National Societies have a legally defined role as independent auxiliaries to their country's public authorities in the humanitarian field. This auxiliary role is unique to the Red Cross and Red Crescent.

The National Societies collectively created the IFRC in 1919 to harness the skills and experiences gained by the network in the aftermath of the First World War and the Spanish Influenza epidemic and provide a global platform for coordinated humanitarian action.

There are some 18 million active Red Cross and Red Crescent volunteers living and working in communities around the world. They deliver truly local humanitarian action through some 289,000 local branches and units before, during and after a disaster or crisis.

Support and services are primarily provided at the **community level** – where they are needed the most – and are designed to **empower people** and build their **knowledge** and **resilience**.

As well as being **first responders** following a disaster or crisis, National Societies are also **community-based experts** in health, anticipatory action, disaster risk reduction and climate change adaptation among other areas of humanitarian work. Volunteers and staff also provide a range of services to support people affected by **conflict**.

National Societies are also involved in the promotion and dissemination of **international humanitarian law** and **international disaster response law**, independently and in concert with their governments.

This includes work to ensure respect for international humanitarian law and the protection of the red cross, red crescent and red crystal emblems recognized by the Geneva Conventions and their Additional Protocols. Important steps were taken on the promotion of the fundamental principles during this period. All regions of the IFRC secretariat worked to provide inputs to a self-assessment tool around the Fundamental Principles in Action, including consultative groups to test the toolkit.

IFRC WORKFORCE

The IFRC is decentralized. Its workforce is comprised of both national and international personnel at the headquarters in Geneva, Switzerland, and in offices globally. Workforce is defined as National Staff, International Staff and persons governed by Integration Agreements.

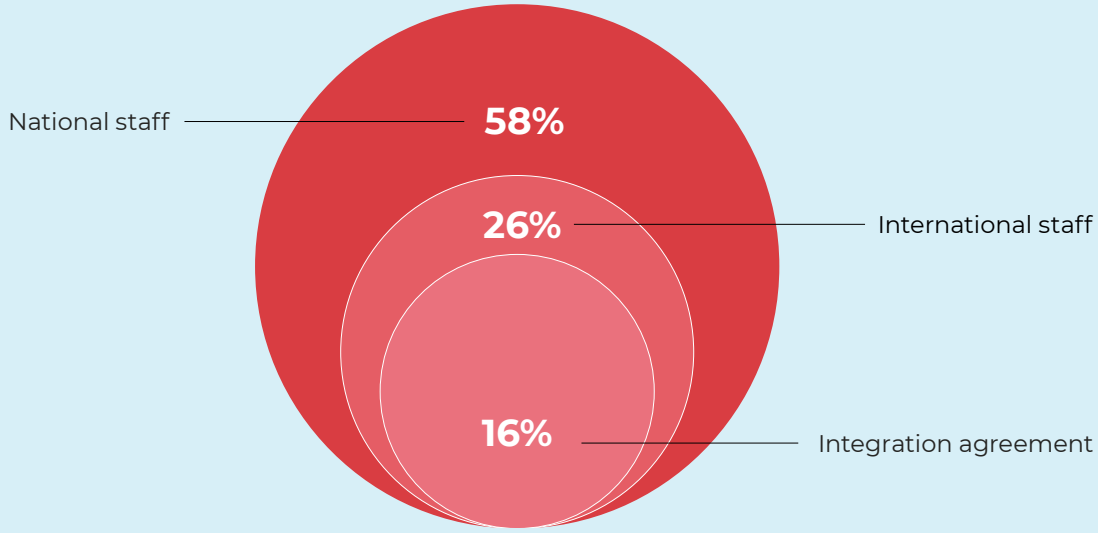


86%
of the IFRC's workforce is based in the field

185
additional secondment and internship contracts

2,402
staff members
as of 31.12.2025

Staff breakdown



636 Internationals



20% Geneva

20% Africa

7% Americas

27% Asia-Pacific

16% Europe

9% MENA

National Societies and the IFRC also work to promote internationally recognized best practice and standards on disaster risk governance and legal preparedness to disasters.

In the event of a large-scale disaster or crisis that overwhelms the affected National Society's ability to respond, sister National Societies can support internationally – on request, the IFRC secretariat provides coordination – to provide peer support, resources and/or trained personnel to the response operation. This international solidarity is guided at all times by the IFRC's Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance.

In times of disaster or crisis, individual National Societies also contribute to the capacity enhancement of sister societies that may need to increase or extend their services or systems to effectively respond at scale in their own contexts.

The IFRC's governance

The IFRC secretariat is one global organization dedicated to providing support to its member National Societies, helping them to develop as strong, independent partners of choice in their own contexts, and coordinating their international humanitarian activities.

The needs of communities, and the agency and human dignity of people placed in situations of risk or vulnerability, are always given the highest priority and consideration in IFRC decision-making at both governance and management levels.

The governance structure and functions of the IFRC are designed to encourage the widest possible participation and ownership among National Societies.

The IFRC defines **governance** as the combination of processes and structures implemented by the governing bodies to inform, direct, manage and monitor the strategy of the organization. Governance is the mechanism through which accountability is realized, and the act of ensuring compliance with legal controls.

The General Assembly is the highest governing body of the IFRC. It meets every two years and comprises representatives from member National Societies. The Governing Board governs the IFRC between sessions of the General Assembly.

While the global IFRC is managed from its Headquarters in Geneva, Switzerland, its strategic direction and the core of its mandate – service to National Societies – are set by a governance that is comprised of National Society representatives from across the world, and from every background and walk of life. Local perspectives and the realities of local action therefore inform the work done across the IFRC for the benefit of communities in need before, during and after disasters and crises.

The **IFRC President** is elected by the IFRC's member National Societies during a General Assembly. The President is responsible for guiding the IFRC, ensuring that it implements the decisions made by its governing bodies and exercises its functions as defined in the Constitution.

The President is the highest personality of the IFRC and is responsible to the General Assembly for ensuring that the organization pursues its general object and exercises its functions as defined in the Constitution. The President acts under the authority of the General Assembly and Governing Board to guide the IFRC's affairs – including the activities of the Secretary General – in conformity with the decisions of the General Assembly and Governing Board.

In December 2023, at an Extraordinary General Assembly convened in Geneva, National Societies elected Kate Forbes to serve as President of the IFRC.

The statutory functions of the IFRC President include, but are not limited to, the following responsibilities:

- convene and preside over the sessions of the General Assembly and Governing Board
- present to the General Assembly a review of the state of the IFRC
- present to the General Assembly and Governing Board the report of a firm of internationally recognized independent auditors
- coordinate the work of the governance bodies, commissions and committees of the IFRC
- represent the IFRC in its relations with the other components of the Movement and with other international organizations and institutions
- have the ability to call upon the Vice-Presidents and the Chair of the Finance Commission, to assist him/her individually or collectively, in his/her functions
- have the ability to take a decision collectively with the Vice-Presidents, which is issued to a National Society, requiring an individual or individuals who hold a National Society Leadership Position to step aside from office as per the IFRC Constitution
- carry out any other function entrusted by the General Assembly or Governing Board

IFRC governance also has five Vice-Presidents, each of whom support the President and may be called upon individually or collectively by the President to assist in the execution of his/her functions. Four National Societies are elected for the purpose of appointing a Vice-President, one from each of the IFRC's four Statutory Regions. These Vice-Presidents are joined by an ex-officio Vice-President from the IFRC's host country, Switzerland. The Vice-Presidents serve in their personal capacities and participate in the sessions of the General Assembly and Governing Board.

The four elected Vice-Presidents are expected to:

- ensure **communication** on governance matters between the General Assembly, the Governing Board and the National Societies in their Statutory Regions
- **promote the decisions** of the General Assembly and Governing Board, particularly in their Statutory Regions
- in close coordination with the Secretary General, **support National Societies in their Statutory Regions and globally with integrity challenges** as requested by the National Society itself or the Compliance and Mediation Committee

The President is chair of the **IFRC Governing Board**. The Secretary General provides strategic advice and support to the IFRC President in the execution of their statutory duties.

The **Governing Board** makes decisions on the IFRC's direction and policies and provides transparent mechanisms for accountability and compliance. The Board includes the President, the Vice-Presidents and 20 representatives from National Societies – five from each of the Statutory Regions. The Board also includes the Chairs of the Finance Commission, Audit and Risk Commission and Youth Commission. The IFRC's statutes require an equitable gender balance as well as fair geographical distribution in governance.

In 2025, the Governing Board and its leadership was comprised of representatives from the National Societies of Bangladesh, Bulgaria, Cameroon, Canada, Colombia, Egypt, Ethiopia, France, Georgia, Guinea, Haiti, Honduras, Iceland, Japan, Kenya, Kuwait, Malaysia, the Netherlands, New Zealand, Nigeria, Russia, Saudi Arabia, Trinidad and Tobago, the United States of America (USA) and Venezuela.

The **General Assembly** is the supreme decision-making body of the IFRC. It meets every two years and comprises representatives from all member National Societies. It approves a two-year Plan and Budget for the IFRC secretariat.

The role of the General Assembly includes, but is not limited to, the following responsibilities:

- Determine the IFRC's vision and strategy and the general policies that govern the IFRC network.
- Take decisions on the admission of National Societies and expulsion and the application of any particular action or measure that it deems appropriate towards the Governing Board in case of a Breach of Integrity under Article 14 further to the examination of the recommendation of a Panel of the Compliance and Mediation Committee.
- Elect the President of the IFRC.
- Elect those four National Societies, one from each Statutory Region, which shall be entitled to appoint a Vice-President.
- Elect the National Society members of the Governing Board.
- Appoint or elect, as the case may be, members of the Constitutional Commissions and Committees.
- Designate the IFRC's representatives to the bodies of the Movement.
- Set up other bodies, including, among others, advisory bodies and bodies with legal status, required for IFRC activities and to appoint their members.
- Designate as external auditors, on the recommendation of the Governing Board, a firm of internationally recognized independent auditors.
- On the recommendation of the Governing Board, approve the IFRC's biennial plans, budgets and financial reports, and adopt the audited financial statements of the IFRC.
- Take note of the report of the external auditors.
- Approve, on the recommendation of the Governing Board and the Finance Commission, the formula for fixing the financial participation of National Societies, and take note of the annual scale of contributions of the National Societies approved by the Governing Board and calculated using the said formula.

- Amend the Constitution and the Rules of Procedure and adopt any other regulations necessary for the implementation of the Constitution.
- Consider the reports of the Governing Board and Secretary General and of all bodies set up by the General Assembly and discharge the Secretary General and the Governing Board on its delegated activities.
- Decide on the proposals presented by National Societies, the Governing Board and other IFRC bodies.

The **Governing Board** governs the IFRC between the General Assemblies, meeting at least four times a year. The Board members act as members of a collective body of the IFRC and are influenced in their decisions only by the interests of the IFRC when the Governing Board carries out the responsibilities assigned to it by the Constitution and the General Assembly.

Its functions include, but are not limited to, the following responsibilities:

Decide on any matter assigned or delegated to it by the Constitution or the General Assembly.

Appoint and dismiss the IFRC Secretary General.

Define and approve those policies that are internal only to the IFRC and which are presented to it by the Secretary General, and in urgent situations, determine the general policies of the IFRC and the National Societies in accordance with the Constitution.

Interpret the decisions of the General Assembly, advise the President and give guidance and support to the Secretary General in implementing the decisions of the General Assembly.

Monitor on behalf of the General Assembly the implementation of the mandates entrusted to the IFRC by the International Conference.

Draw up the provisional agenda of the General Assembly.

Submit advice and proposals to the General Assembly when so requested by the latter or on its own initiative.

Submit to the General Assembly the proposed members of the Election Committee and approve electoral standards for campaigning submitted to it by the Election Committee.

Study any questions relating to the implementation of the functions of the IFRC and submit advice and proposals in this respect to the General Assembly.

The Governing Board oversees the work of several commissions and committees.

The **Finance Commission**, which is responsible for providing financial advice and oversight to IFRC, is comprised of a chair and representatives from five National Societies. The Chair of the Finance Commission is a member of the Governing Board. One member of the Finance Commission is required to be independent of the IFRC.

The **Audit and Risk Commission** gives advice on all audit and risk matters affecting the IFRC. It assesses the scope and effectiveness of the systems established by the Secretary General to identify, assess, manage and monitor risks, and oversees the implementation of audit recommendations by the Secretary General.

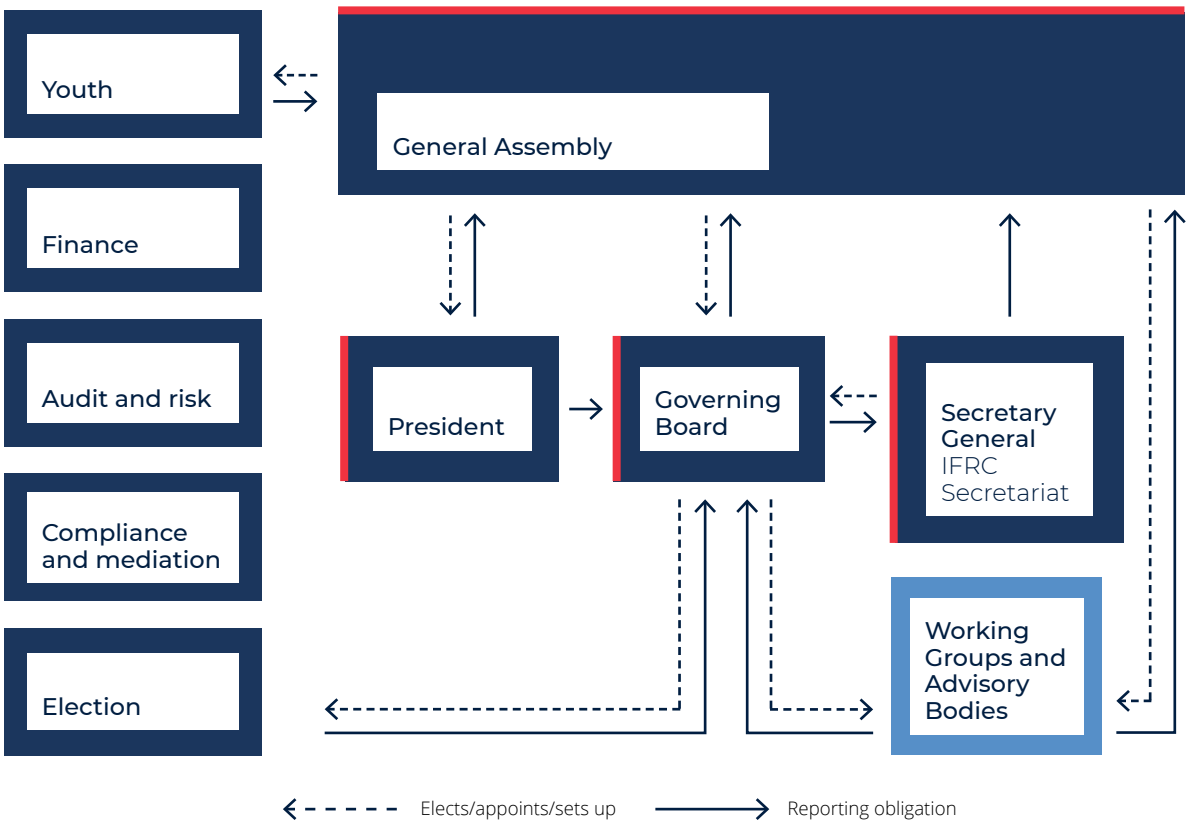
It reviews areas of risk, major cases of fraud and corruption, irregularities and legal claims that could have a significant financial, reputational or other impact on the IFRC. This Commission advises the President and the Secretary General and may bring any allegations of Breaches of Integrity to the Compliance and Mediation Committee. The Chair of the Audit and Risk Commission is also a member of the Governing Board.

The **Youth Commission** advises on all matters concerning youth and youth-related activities throughout the IFRC, specifically the governance bodies of the IFRC and the Secretary General. The Chair of the Youth Commission is a member of the Governing Board and is elected by representatives of 191 National Societies. It promotes the implementation of the IFRC's Youth Policy and ensures young voices from across our network are heard and considered.

The **Compliance and Mediation Committee** is responsible for investigating and resolving any potential breaches of integrity on the part of a National Society or any statutory body (except itself). It will review, investigate and determine the nature and extent of any potential breach of integrity or of any dispute submitted to it, and inform the Governing Board or the General Assembly (in the case of an alleged breach of integrity by the Governing Board) with any further action or sanctions to be taken.

The **Election Committee** oversees all elections and appointments to the IFRC's governance bodies. It develops and monitors compliance with Electoral Standards to ensure fair and transparent electoral and appointment processes and conducts investigations into any alleged breaches.

How the IFRC is governed



The IFRC secretariat management structure: Local, Everywhere

The IFRC secretariat works to achieve outcomes that no single National Society could do alone: coordinating global crises, mobilizing resources at scale, capturing collective knowledge, setting policies and standards, protecting our collective integrity as the IFRC network, influencing global decisions, strengthening National Society capacities, and ensuring we act as one global humanitarian system, turning international support and solidarity into locally led action on the ground.

This work transforms a global network of National Societies into a coherent, well-resourced, accountable and influential humanitarian system capable of acting at scale before, during and after crises.

Management, led by the Secretary General and the IFRC's Global Leadership Team, directs the planning, organizing, coordinating and controlling of resources, processes and people to accomplish the IFRC secretariat's goals and objectives.

It prioritizes the execution of strategies, establishing the IFRC's influential voice in humanitarian agendas and supporting resilient National Societies.

It also fulfils coordination and operational responsibilities within the IFRC network and the broader humanitarian community, while developing management policies and strategies that drive their effective and efficient implementation across the global organization.

The management structure is designed to ensure smooth functioning of the organization globally and to place expertise and resources as close to member National Societies as possible, to fully support the local action that saves and changes lives across the world every day.

The IFRC is led by the Secretary General, who is the Chief Executive Officer of the organization. The Secretary General is entrusted with executive authority and is responsible for leading and directing the organization to ensure its statutory duties are carried out in a timely and effective manner.

The Secretary General manages the organization through a number of management teams.

The **Senior Leadership Team** is a high-level decision-making body. In 2025, it was composed of the IFRC's four Under Secretaries General. Its role is to support the Secretary General in providing overall leadership.

The **Global Leadership Team** is a global leadership decision-making team. It is formed of the Senior Leadership Team, the five Regional Directors, and the Director of the Office of Internal Audit and Investigations.

The **Senior Management Team** is a management coordination body based in IFRC's Headquarters. It is comprised of the Senior Leadership Team, the Directors of Headquarters departments, the Head of the Global Services Centre, the Special Advisor to the President, the Head of Global Security, the Ombudsperson and the Head of the Coordination team.

The **Global Management Team** is an organization-wide management coordination body. It is comprised of the Global Leadership Team, the Deputy Regional Directors, the Senior Management Team and all Heads of Delegations.

The mandated functions of the organization are underpinned by extensive support structures to ensure that all elements of the IFRC work to meet the highest standards of integrity and excellence, cost effectiveness and the duty of care needed to ensure a respectful and dynamic working environment for all staff.

The global IFRC structure includes its Headquarters in Geneva, five Regional Offices, more than fifty delegations, three international representation hubs, two global service centres and a global logistics/fleet hub. The IFRC also hosts several humanitarian projects under its legal status in Geneva.

At headquarters level, there are four divisions – the National Society Development and Coordination Division; the Humanitarian Diplomacy and Digitalization Division; the Legal, Governance Support and Accountability Division; and the People and Strategy Division. Each one is led by an Under Secretary General, with the Under Secretary General of the People and Strategy Division also serving as Chief of Staff.

Three important functions report directly to the Secretary General: the Office of Internal Audit and Investigations, Finance and Administrative Management, and an independent and impartial Ombudsperson.

The IFRC secretariat's structure and functions

The People and Strategy Division

This team contains the Executive Office, Human Resources Management, Strategic Planning, Ethical Practices and Security Management.

Executive Office

The Executive Office is responsible for strategically managing the full range of external and internal activities to support the Secretary General's leadership, management and accountability vision, by ensuring the Secretary General is provided with the information and support required to carry out the full range of activities as Chief Executive of the organization.

The IFRC Secretary General is supported in his executive functions as outlined in the IFRC Constitution. More specifically, this office helps the Secretary General to uphold his responsibilities to support the IFRC governance and represent the IFRC in designated forums.

The Executive Office also coordinates support to the Secretary General and his leadership and management teams, ensures coherence across the IFRC, and supports the overall strategic direction of the organization.

Human resources management

This team provides strategic and operational advice and support to the IFRC Headquarters and regional and country offices on human resources (HR) issues. It also collaborates with and advises National Societies on various related areas of work, including learning and development as well as the mental health and wellbeing of the global workforce.

Services such as organizational planning, coordination of activities, staff compliance and employee relations are provided alongside strategic planning, liaison with IFRC's Staff Association Committee and other internal and external parties. The team also manages HR policy review and development, HR communications, assurance of data-driven decision-making as well as job design and rewards to ensure a consistent and equitable job classification and grading system across the organization.

Human resources advisory services and communities of expertise

Relationship management, dispute resolution, conflict management, case management, support for safeguarding, strategic workforce planning, organizational design and support to policy development are managed in this area.

The IFRC Learning Platform provides free training and knowledge building not only for staff and volunteers across the IFRC network, but also for external organizations and the public. Many of the courses offered through the platform are mandatory for IFRC staff, including training on personal and operational security, cybersecurity, the prevention of sexual misconduct and harassment, and corruption prevention.

Global mobility, emergencies and National Society engagement (Talent engagement)

This team takes care of talent identification and acquisition, staff mobility, HR in emergencies, and engagement with National Societies to ensure that the IFRC has the right people in the right places at the right time.

This is achieved through the design, management and monitoring of the global acquisition, retention and redeployment of critical talent within the organization and building the role of HR in emergencies. As emergency operations managers are always in high demand across the IFRC network, a Developing Heads of Emergency Operations programme provides training and certification for new leaders specializing in emergency contexts.

Human resources solutions, services and systems

This team ensures that transactional and administrative services (payroll and benefits, onboarding needs such as contracts, relocation and residence permits) are provided while ensuring enhanced communication and dissemination of HR policies, rules and regulations, guidelines and processes.

Targeted support and related services are also provided to colleagues across the global organization as well as to member National Societies and partners, including donors.

Occupational health, safety and wellbeing

This team provides extensive health and wellbeing support for current staff across the IFRC – through the implementation of a global strategy alongside work to identify, manage and mitigate risks to staff health – and arranging the health clearance of new employees.

At the same time, continuous work is carried out to ensure the availability of counsellors in Headquarters

and Regional Offices who can provide psychosocial support to staff in challenging environments or emergency situations.

Ethical practices

The ethical practices team was established in 2025 to support the integration of integrity, ethics, social and environmental safeguarding, risk management, and the prevention of discrimination, exclusion and violence across the IFRC and National Societies. It performs a cross-cutting function and is designed to meet the rising expectations from communities, donors and governments for humanitarians to act quickly and at scale – and to do so without causing harm.

It is comprised of teams specializing in protection, gender and inclusion, safeguarding and risk management. Each plays a cross-cutting role in supporting the institutionalization and integration of risk management, safeguarding and approaches to prevent discrimination, exclusion and violence – through a focus on gender, diversity and inclusive organizations and programming approaches – across the IFRC secretariat and National Societies.

The team's work includes commitments to:

1. Ensure that the IFRC is focused on people and communities – ensuring dignity, access, participation and safety for all, especially the people most at risk of violence, discrimination and exclusion.
2. Embed approaches that are locally driven – recognizing that trusted, relevant National Societies are best placed to understand and address inequalities at the community level.
3. Be more anticipatory and agile – integrating intersectional risk data, early action and protection-sensitive approaches into preparedness and response systems.
4. Assure the effective operationalization of institutional commitments and accountabilities regarding safeguarding and a gender- and diversity-sensitive approach in all work.
5. Foster a robust and positive risk management culture by promoting accountability, risk awareness, engagement and ownership of risks. This includes enhanced coordination with external partners on elements of risk sharing.
6. Strengthen internal capacity by providing tailored risk management training and other resources to enhance the understanding and implementation of risk management practices at all levels of the organization.
7. Develop and maintain centralized systems and procedures to support risk management across the IFRC secretariat's delegations, offices, departments and units, including for programmes and operations. This will ensure everyone is working within the same risk management framework.
8. Strengthen institutional mechanisms and staff competencies to prevent and respond to sexual and gender-based violence, child protection risks, and safeguarding concerns.
9. Ensure equitable access to services and opportunities, addressing systemic barriers to inclusion and fostering environments that reflect the diversity of the communities we work to support.

Taken as a whole, this work protects people and communities, supports informed and ethical decision-making, and reinforces the trust placed in the IFRC by communities, volunteers, staff, donors and partners.

Strategic planning

This team works to enhance alignment of planning processes with the IFRC network's ***Strategy 2030*** and reinforce result-based management at all levels. This includes emphasizing comprehensive membership-wide contextual analysis, high-level objectives and coherent planning, monitoring, evaluation and reporting.

At the same time, the Strategic Planning function operates a comprehensive engagement strategy and promotes the centrality of a results-based approach to accountability towards the people affected by crises and disasters, and towards partners and donors. The team's work and objectives are supported by a dedicated Global Reporting Centre based in Delhi, India.

The department works along three main pillars:

Federation-wide results-based management

This team works to increase alignment and capacity to ensure a full institutionalized results-based management approach across the IFRC network.

Unified planning and Federation-wide methodologies and tools, such as a common results and monitoring framework enable results-based country and global programmes and major grants/initiatives, while supporting accountability. To achieve this, the IFRC is focused on inclusive engagement with member National Societies to drive a results-based management approach.

Federation-wide data systems

Work in this area is designed to drive a shift from top-down to bottom-up data collection across the network. At the same time, supporting sound data management by National Societies enables accountable programme management, while reporting their results against common key indicators helps measure collective results and achievements. Federation-wide data systems serve unified planning, monitoring and reporting across major initiatives and operations to better demonstrate the global footprint of the network (as demonstrated in the IFRC's *Everyone Counts* reports.

IFRC network standard country plans and reports

While *Strategy 2030* and the IFRC Plan and Budget provide clear frameworks to reflect the breadth of work across the network, details of the humanitarian support provided by National Societies and the IFRC is captured in country plans and reports. This team works to harmonize all external-facing country plans and reports, allowing a ground-level view of all work taking place in support of an individual National Society, as well as demonstrating the solidarity and power of the wider network. Sharing globally coherent and solid country-based unified plans and reports enables resource mobilization, and reduces earmarking and pledge-based reporting.

Security management

This team works to increase the security awareness, skills and capabilities of IFRC and National Society managers, deployed personnel, staff and volunteers while also building security management capacities. Its goal is to allow the IFRC and National Societies to better fulfil their humanitarian mandate by enabling them to operate in a safe and secure manner, within any given security context, mitigating any risks associated with programmes and operations.

Security management ensures that the IFRC has the security architecture in place to ensure the safety of its staff, volunteers and operations through training and the establishment of security procedures. A strong security mindset not only protects the volunteers and staff who deliver the IFRC network's programmes and activities at the ground level, but also the communities they work within. The extensive planning and regulations created by the Security Unit give all IFRC personnel a consistent security environment wherever they may be deployed, and every staff member undertakes personal security training that equips them with vital skills and advice in their daily lives.

This contributes to the quality of support provided to at-risk communities by enabling IFRC and National Society personnel to engage with communities in either capacity building, resilience strengthening or emergency response, effectively and efficiently in the most secure manner possible. By doing so it supports the strategic imperatives identified in ***Strategy 2030*** and the ***Renewal*** process.

The team also provides support and services in business continuity, enhancing the IFRC's readiness and capacities to address disruptive threats. This work ensures that, in the event of a disruption, the secretariat can maintain its essential functions and recover swiftly. Advice and support are also provided to member National Societies in developing their own business continuity plans based on the legal framework in their countries.

National Society Development and Coordination Division

This IFRC secretariat team works along the continuum from resilience building at community level to institutional resilience, including risk reduction and crisis prevention, mitigation, adaptation and response and recovery, to build safe, healthy and resilient communities through strong, sustainable and relevant National Societies.

The secretariat manages Emergency Appeals and the IFRC-DREF, and coordinates international emergency operations so our member National Societies can focus on delivery. At the same time, it provides quality assurance while maintaining strong information management and surge support to bolster National Societies' disaster and crisis response work in their own countries.

It contains teams dedicated to National Society Development; Disasters, Climate and Crises; Health and Care; Operational Movement and Membership Coordination; the IFRC-DREF; Information Management and Knowledge Management. The secretariat's five Regional Offices report to the Under Secretary General in charge of this division.

The division provides vision, leadership and strategic direction to build stronger National Societies, from the strategic and operational capacity of their headquarters to the distributed network of local branches, ensuring they can provide sustainable humanitarian services across their countries.

Support is provided to National Societies in leadership strengthening, volunteering development and youth engagement; policy and knowledge development; disaster risk reduction and crisis prevention, preparedness, response and recovery; and strengthening health and water and sanitation systems to improve sanitation, hygiene and water security.

Migration and displacement services are delivered through Humanitarian Service Points organized through the Global Route-Based Migration Programme, while the climate crisis is addressed through the Global Climate Resilience Platform.

Humanitarian education, protection, and community engagement and accountability are all included in cross-cutting work to build respectful partnerships, disseminate humanitarian principles and values, improve community trust and cohesion, and prevent violence.

Food security, nutrition, livelihoods and poverty reduction are included in socio-economic empowerment activities through cash assistance with integrated services. Urban risk, settlements and shelter solutions form part of a wider attention to risk, vulnerability and resilience building.

A dedicated team within the division focuses on providing quality assurance for IFRC programmes and operations, including the tracking of IFRC commitments. Work is also done to develop more effective mechanisms to apply knowledge of good practices and lessons learned, with the goal of achieving transformational change. Information management – both in raising the speed and efficiency of how operational data is gathered and disseminated, and in building a culture of information-sharing – is also prioritized within the division.

Coordination involves co-creating assessments of the humanitarian context, situations and needs; agreeing common priorities; co-developing common strategies to address issues such as obtaining greater humanitarian access, acceptance and space, and mobilizing funding and other resources; clarifying consistent public messaging; and monitoring progress. This means ensuring that strategies and programmes in support of people in need also incorporate clarity of humanitarian action and work to reinforce the auxiliary role performed by National Societies in their own countries.

The IFRC-DREF – one of the world's longest-running and most successful humanitarian pooled funds – is also managed within this division. The IFRC-DREF is the simplest, fastest, most transparent and truly localized way for National Societies to access reliable international emergency resources for their local responses to disasters and crises. The IFRC secretariat operates the fund across two pillars – Response and Anticipatory – making it an even more valuable resource for National Societies managing the hazards that threaten lives and livelihoods around the world.

As information management underpins much of the IFRC secretariat's core mandate – including emergency coordination and ensuring accountability – dedicated teams work to collect and combine data, analyse humanitarian contexts and share common situational analysis across the network. This works ensures that our collective actions are driven by evidence and remain focused on the communities in greatest need. The team also develops Montandon – the world's largest humanitarian crisis databank – to improve predictive analytics that can allow disasters and crises to be anticipated with greater accuracy.

Operational membership coordination and Movement cooperation

This team plays the pivotal role of providing comprehensive strategic and operational guidance for the coordination of the network and the wider Movement (with ICRC). This ensures a unified, coherent and **complementary** approach within the IFRC, positioning the entire network as a partner of choice, and ensuring **interoperability** of personnel, tools and mechanisms. The team also provides strong support to the IFRC's distributed network of expert Reference Centres (***see the IFRC network expertise in 2025 section for details of their work and achievements).***

IFRC's coordination involves collaborative efforts with member National Societies, encompassing assessments of the humanitarian context, agreeing on common priorities, co-developing strategies, mobilizing resources, ensuring consistent public messaging and monitoring progress. The IFRC serves National Societies by acting as a permanent body for liaison, coordination and study among them, providing support and coordinating their participation in activities that safeguard public health and promote social welfare and a culture of non-violence and peace.

The operational membership coordination team reviews global processes for coordination, ensuring they are streamlined and made more inclusive to improve the functioning of the network as a system of independent interrelated parts. The goal is for the IFRC network to be viewed as one entity: truly networked and acting as one, applying principles of humanitarian action, with one standard of accountability and a single action plan.

Work is also done to ensure the network is fit for the future, with the value of its local and global work fully recognized. Member National Societies are supported by the IFRC to be seen as trusted partners of choice who deliver on their humanitarian mandates with efficiency and effectiveness.

National Society development services

National Society development services is a dedicated function to build the capacities and skills of IFRC's 191 member National Societies. It does so by providing tailored services and programmes to support those who wish to build their capacities and strengthen their institutional functions, as well as assisting National Societies in fulfilling their statutory obligations.

Strong National Societies, with well-managed capacities and robust systems of accountability, can provide all the services needed at the community level in their contexts, while also being a trusted implementing partner for national, regional and international actors.

In this way, the work of the IFRC secretariat enables **localization in practice**, not only in principle.

National Society development is a holistic and multi-faceted process that involves more than just capacity strengthening. The journey also encompasses organizational development, youth and volunteer development, and building a culture of organizational learning with a focus on leadership development and knowledge management.

Several important functions are provided to National Societies and the IFRC through the work of this department. They are National Society development; volunteering; youth engagement; organizational learning, leadership development and knowledge management; policy research; internal policy development and positioning; disaster law; and innovation.

Strong support is given to peer-to-peer approaches such as Communities of Practitioners, and all activities are driven by the individual needs and ambitions of National Societies.

Organizational transformation

Organizational transformation activities are designed to ensure that National Societies receive relevant support as they undergo changes in line with ***Strategy 2030***'s transformations. These have National Society development, reach and excellence at their heart: the first is "Supporting and developing National Societies as sustainable, strong and effective local actors". The IFRC's support in this area includes developing and implementing technical services directly contributing to these transformations (e.g. branch development; National Society development assessments; legal and policy base; financial sustainability), as well as ensuring global programmes and emergency operations align with the development principles of the National Society Development Framework, the National Society Development Compact and the National Society Development Policy, in line with the Localization Agenda. Many aspects of IFRC secretariat work add value by actively contributing to the development of National Societies in specific areas. Targeted support is provided for Regional Offices and delegations, who directly support the development of National Societies, as well as technical teams at both regional and global levels. The IFRC works to boost and promote the auxiliary role of National Societies, to foster innovation and provide guidance for development services. Preparedness and response frameworks for emergencies are integrated into the development approaches of National Societies. This responsibility extends to engaging and advising other IFRC and Movement actors, as well as external partners.

Disaster laws and policy

The IFRC secretariat supports National Societies in achieving policy and practice change in the vital area of disaster law. This enables them to support their national authorities in developing and implementing effective laws and policies for disaster risk management as well as through the unique auxiliary role that National Societies perform in their respective countries.

Priorities, strategies and joint approaches to influencing are all focus areas for support from the IFRC secretariat, as is the coordination of thematic and event-based networks, alongside work to strengthen National Society capacities.

Volunteer youth and education development

Work in this area places renewed emphasis on mobilizing, motivating, managing, developing and

retaining volunteers with a focus on engaging young people through educational outreach initiatives.

This reaffirms the IFRC network's core focus on volunteers, half of whom are aged under 30, as part of a National Society's development. This importance is reflected in ***Strategy 2030***, where Transformation 2 is "Inspiring and mobilizing volunteerism".

A substantial amount of youth engagement and outreach by the IFRC and member National Societies is accomplished through formal and non-formal educational programmes that are facilitated by volunteers. These programmes also raise awareness of the Red Cross and Red Crescent and encourage youth involvement.

The IFRC acknowledges the intersecting importance of these three areas and aims to prioritize the creation of an appropriate ecosystem within and between National Societies for managing, retaining and supporting volunteers. This, in turn, generates opportunities for youth engagement, particularly through education.

This initiative builds on the IFRC's ongoing efforts in developing its education strategy and activities, its innovative work on youth-led and co-created solutions (exemplified by programmes like Limitless, the Youth as Agents of Behavioural Change football project and the Global Youth Mobilization initiative), and the Volunteer Alliance's work to enhance volunteer management and motivation. The primary objective is to align the IFRC and National Societies with the evolving global trends of volunteering and youth mobilization while also accentuating humanitarian values and non-formal life skills education.

The work has a three-fold focus. Firstly, collaboration with National Societies to develop strategies, policies and processes, and provide them with engagement tools. Secondly, providing secretarial support to the Youth Commission and ensuring coordination with the IFRC. Thirdly, internal communication within the IFRC to mainstream and integrate volunteering mobilization, youth engagement and education outreach.

Externally, the IFRC engages in partnerships with various organizations and initiatives. This includes collaboration with the African Union Youth Envoy, the Big Six, the Commonwealth Secretariat for the Commonwealth Alliance for Quality Youth Leadership, the UN Foundation through the Unlock the Future Coalition, the International Association for Volunteer Effort, and participation in the Global Education Cluster and the Geneva Global Hub for Education in Emergencies.

Coordination and knowledge development

Work in this area includes the careful management of three National Society development funds, all designed to fuel the transformations of National Societies; ensuring that knowledge drives the development of National Societies and improves organizational performance; and the provision of essential coordination.

The Capacity Building Fund is a cornerstone initiative of the IFRC secretariat. The other two funds are Movement mechanisms jointly managed by the IFRC and ICRC, namely the National Society Investment Alliance and the Empress Shôken Fund. All three are demand-driven funds which provide resources in the form of grants to National Societies, fostering sustainable and accountable entities that can effectively respond to local needs. The funds work are complementary, each offering a dedicated value proposition.

- The **Capacity Building Fund** is open to all National Societies at any time and provides a consecutive injection of funds promoting organizational transformation in a phasal approach.
- The **National Society Investment Alliance** is open only to National Societies operating in fragile settings and provides larger and longer-term investments for sustainable development.
- The **Empress Shôken Fund** supports innovation, experimentation and learning in National Societies.

The network also benefits from a Knowledge Hub. This hub guides strategic work in the institutional learning and knowledge management that underpin transformational processes for National Societies, anchored in ***Strategy 2030***. The overall objective is to ensure that IFRC staff and volunteers can design solutions, make decisions and deliver results based on the best available knowledge of the IFRC network. This work is advanced through three pillars:

- **Knowledge Discovery**: Digital tools and services that make it easy to find relevant knowledge resources produced by experts in the IFRC, Reference Centres, National Societies and partners.
- **Knowledge Sharing and Co-generation:** An online environment where IFRC staff and volunteers can build a sense of community around areas of common practice and support each other to learn, create and deliver impact.
- **Knowledge Application and Learning**: Close collaboration with National Societies to provide knowledge resources tailored to their specific needs and capture learning that guides continuous improvement in knowledge resources and services.

IFRC Solferino Academy

The IFRC Solferino Academy is a "think and do tank" specializing in innovation, leadership and strategic foresight. Its primary focus is on supporting the evolution of National Societies and the IFRC secretariat so they are ready to face emerging contemporary contexts and are fit for the challenges and opportunities of the future.

This work involves support to and promotion of systems, cultures and leadership strategies and practices that help organizations to become more anticipatory, agile and innovative, and encourage a more effective, just and sustainable IFRC network.

Disasters, Climate and Crises

Today's disasters and crises are increasingly complex, often involving overlapping hazards sparked by the climate crisis, population displacement, geopolitical instability and other risks.

With humanitarian needs continuing to outstrip the resources available – an issue that became more acute in 2025, when available funding decreased markedly – the IFRC secretariat focuses on a community-level approach to anticipation, risk reduction, mitigation, response, early recovery and greater resilience, taking an interlinked, whole-continuum approach to supporting the work of National Societies around the world.

There are four units within this team:

1. Climate, environment and resilience; 2. Operations coordination; 3. Migration and displacement, and 4. Socio-economic empowerment.

The goal is to create an agile delivery ecosystem capable of rapidly and sustainably scaling up innovative and novel solutions that benefit everyone, everywhere.

1. Climate, environment and resilience

This team works to amplify climate and environmental action that can generate systemic and transformational change. Strong focus is placed on large-scale programming that enables National Societies to adapt to the rising and evolving risks, and better support at-risk communities to build knowledge and sustainable resilience.

This community-level climate resilience programming worldwide is supported by the **Global Climate Resilience Programme and Platform**.

National Societies are supported in establishing and mainstreaming their own climate vision through a **Climate Action Journey** that enhances their capacities, opens new partnership opportunities, and facilitates access to funding from local to national levels.

The IFRC has also created a **Climate Champions** initiative to engage the leadership of National Societies, elevating their profiles and positioning them as the preferred partners for climate action.

The team fosters climate-smart and environmentally sustainable operations through an environment strategy and mapping.

2. Operations coordination

Operations Coordination supports the IFRC network through developing and maintaining the local-to-global IFRC disaster management system, to ensure speedy, high-quality, coherent and well-coordinated operations.

This work ensures operations and programme quality and accountability through leadership and knowledge sharing across the IFRC network, global representation and policy positioning.

The IFRC takes a continuum approach to operations and programmes that facilitates coordination and support, and strengthens community preparedness, response, recovery and resilience. This includes providing quality assurance of operations and technical expertise, oversight and support to National Society capacity development, and global-level networking in close coordination with other functions across the IFRC and with external partners.

In addition, the teams track and support National Society preparedness and response capacities and

provide guidance on the Preparedness for Effective Response approach.

IFRC specialists contribute to the ongoing professionalization of the shelter and urban resilience sector, and knowledge management and capacity enhancements through the Shelter Working Group. The responsibility of the Inter-Agency Standing Committee (IASC)'s Shelter Cluster Coordination (IFRC has a co-convenor role) involves working closely with the IASC system and other organizations that are members of the Shelter Cluster. In November 2025, the IFRC secretariat confirmed its position as co-lead of the newly reimagined global Shelter, Land and Site Coordination Cluster.

3. Socio-economic empowerment

This team works to develop a nexus between humanitarian assistance and development response, with the objective that "Communities have agency to strengthen and sustain their social and economic resilience to climate, migration and other humanitarian crises, improve their wellbeing and take up opportunities to thrive."

Over the past decade, a vibrant network of community engagement and accountability practitioners has developed within the IFRC and National Societies. Continuous work is done to develop standards and technical guidance, and directly support practitioners within the IFRC and National Societies across all regions and thematic areas.

The IFRC secretariat is recognized as a thought leader in this area at global and regional levels, as evidenced by its co-leadership of the IASC Task Force on Accountability to Affected People (2023-2024) and the Risk Communication and Community Engagement Collective Service.

The organization is also recognized as a pioneer in the area of cash as aid. Long-standing work in this area includes extensive National Society capacity enhancement through cash training, ensuring effective and timely implementation of cash in emergencies.

Migration and displacement

This team provides the IFRC with strategic leadership and direction ensuring that the entire network significantly enhances the scale and quality of action to support migrants and displaced people across the world.

The needs and approach are outlined in a Movement Migration Strategy, which is aligned with ***Strategy 2030*** and focuses on the collective IFRC network goal of "making sure that all people who migrate are safe, are treated humanely and with dignity, and ensuring that all people have the support they need to thrive in inclusive societies".

The organization works to achieve this goal through implementing the Movement Migration Strategy; enhancing action in emergencies; strengthening and scaling programmes; engaging in more effective advocacy and strategic communications; and providing tailored and high-quality technical support to the IFRC network.

National Societies are supported to effectively implement the Movement Migration Strategy, including direct support for national-level migration and displacement assessments and integrating migration into National Society strategic plans.

The IFRC secretariat works to support National Societies in ***preparing*** for population movement (research, analysis and operational guidance) and also in ***responding*** to migration and displacement, including surge deployments, operational guidance and coordination in multi-country and multi-regional emergencies.

The IFRC also supports cross-border and route-based cooperation between National Societies in their longer-term programming and leads the implementation and strategic scaling of the Global Route-Based Migration Programme, which supports 57 National Societies in improving assistance and protection along dangerous migration routes.

The team provides leadership in policy, humanitarian diplomacy and strategic communications for the IFRC in the field of migration and displacement; engages in key global forums; and aligns with important normative frameworks.

Health and care

The work of this team is dedicated to ensuring that everyone can access the health services they require, in all contexts (e.g. emergency and non-emergency, fragile and low-income settings as well as middle- and high-income countries). This work is wide ranging and includes a focus on health and water system strengthening, both of which are critical foundations for safer, more resilient and healthier communities.

National Societies are supported to expand their services in community-based health, care and first aid as well as water security, sanitation and hygiene programmes, to meet the unmet needs of all people at risk, particularly in communities that are marginalized or hard to reach.

This work is guided by a Health and Care Framework which has four pillars:

1. Global Health Security; 2. Global Health Protection and Universal Health Coverage; 3. Global Water Security, Sanitation and Hygiene (WASH) Services ; and 4. Transformative Partnership.

These pillars are supported by three enablers: Strengthening National Society Leadership on Health and WASH ; Strengthening IFRC Health Infrastructure at Country, Cluster, Regional and Headquarters Levels; and Digital Solutions and Data.

1. Global health security

With epidemics occurring more often and with new infectious disease threats continuing to emerge, the IFRC secretariat's work to boost global health security is more important than ever.

National Societies play a crucial role in keeping communities informed and safe, as their health services and programmes create a bridge between people at risk and the available local health systems. As trusted members of their communities, trained staff and volunteers can support communities to prevent, detect and control outbreaks, providing a front-line response when an emergency strikes. Activities in global health security include Epidemic and Pandemic Preparedness and Readiness – supporting National Societies in engaging with and training communities to prevent, detect and respond to disease outbreaks, save lives and promote healthier communities.

In Emergency Medicine Response and Pre-hospital Care, National Societies are supported to provide timely, high-quality clinical, public health, WASH and MHPSS response in emergencies, and to review and optimize existing emergency response mechanisms.

The community health workforce is supported and expanded through National Society and IFRC work to build and strengthen the capacity, training and supervision of community health workers, as well as health systems globally.

Community-based Surveillance and Screening strengthens public health through the IFRC network's support for the expansion of community-based surveillance, analysis of integrated outbreak data, greater use of risk and hazard mapping, and the expansion of early detection systems.

In health policy, the IFRC supports National Societies in their engagement with relevant health and public health advocacy platforms with a focus on the annual World Health Assembly, UN General Assembly and the World Health Summit.

2. Global health protection and universal health coverage

Under this pillar, National Societies receive IFRC secretariat support to achieve universal health coverage through integrated and community-centred health programming, including health protection programmes. National Societies are also encouraged to gain expertise, knowledge and practices to take a leading role in first aid through building capacities at both branch and national level.

In nutrition, the IFRC works to help National Societies increase public awareness, build their capacities to carry out nutrition-related work, and promote good nutrition practices.

With more than 6 million "zero-dose" children at risk of vaccine-preventable disease worldwide, the IFRC secretariat and National Societies work together to bring routine immunization to children everywhere, and to reinforce efforts to eradicate polio.

The IFRC secretariat also provides guidance, training and toolkits to support National Society health programming in MHPSS; the prevention and treatment of malaria, tuberculosis, HIV and non-communicable diseases; healthy ageing; maternal childcare; blood services; harm reduction and other vital community-based work.

In risk communication and community engagement, National Societies are supported to develop, implement and monitor effective communication programmes with the public, through engaging communities and local leaders to support communities to prepare for a response to ongoing and urgent health issues.

In Climate Health Adaptation and Migration Health, National Societies are supported to establish community-based surveillance and early warning/early detection related to climate. The IFRC also supports National Societies to provide inclusive health services that respond to the health and access needs of migrants.

3. Water security, sanitation and hygiene

The IFRC secretariat encourages safer and more dignified communities across the world by working with National Societies to scale up water security, sanitation and hygiene activities, particularly in fragile contexts. This work also contributes to reducing the risks of pandemics and epidemics.

The IFRC's work in WASH focuses on four areas: the flagship Cholera Country Support Platform; One WASH (preparedness, emergency response, development, coordination); Climate Action and

Adaptation (climate-resilient and environmentally sustainable WASH); Hygiene Promotion (supporting communities to modify their behaviours), and Urban WASH: providing WASH services in urban areas.

The team works to ensure that knowledge is shared between National Societies and the IFRC secretariat, and that examples of better practices are gathered and disseminated across the global network. Work is also done to support peer-to-peer learning by sponsoring exchange visits between National Societies.



> “In Zambia, the distribution of essential hygiene supplies is helping at-risk communities stay safe and healthy during the drought.

Humanitarian Diplomacy and Digitalization Division

The IFRC's work in this area is comprised of four thematic areas: **strategic partnerships and resource mobilization**, which drives growth in the funding available to the IFRC network by engaging with diverse strategic partners including governments, private sector, foundations, multilateral organizations and international financial institutions; **humanitarian diplomacy and communications**, which strengthens the IFRC's global positioning and enables stronger influence at high-level decision-making forums while also ensuring that humanitarian needs and issues are highlighted in the media and understood by the public; **supply chain management**, which ensures the data-driven, proactive, efficient and effective flow of goods, services and information from suppliers to the point of disaster or crisis impact; and **digital transformation,** which includes leadership and strategic guidance to drive digital transformation across the IFRC secretariat while also supporting the diverse technology needs of the entire membership.

The IFRC Representation Offices located in New York (USA), Brussels (Belgium) and Addis Ababa (Ethiopia) report to the Under Secretary General responsible for this team and are closely integrated into the Humanitarian Diplomacy and Communications function.

Through the work of these IFRC secretariat teams, National Societies are provided with leadership, strategic guidance and advice relating to resource mobilization and financial sustainability, including identifying and pursuing new opportunities to expand resources at global, regional and national levels, as well as ensuring critical information and analyses are provided for resource development, donor reporting, and planning and budgeting processes.

The team ensures that key messages of the IFRC – including the protection of humanitarian workers, the needs of at-risk communities, and the primacy of community resilience and local actors – remain at the forefront of humanitarian debates. It also oversees the promotion of greater understanding and awareness of the network through coherent and consistent messaging and ensuring standards of excellence in both external and internal communications.

Advocacy reports and research products such as the ***World Disasters Report*** are produced, and IFRC network coordination is ensured around major policy events. In addition, IFRC experts in this area lead inter-agency and intergovernmental cooperation (such as the Grand Bargain's Localization Workstream and the Climate-Science Humanitarian Dialogue), and support capacity strengthening.

Thought leadership is provided in the localization and cost effectiveness of global supply chains, including the need for data-driven prepositioning and anticipatory action to place goods and expertise in the right place for immediate, life-saving deployment ahead of emergencies and crises.

Strategic guidance and practical support are provided to drive digital transformation across the IFRC secretariat while also supporting the membership, with particular focus given to the least digitally mature National Societies that are in greatest need of capacity enhancement. The work also includes optimizing IT investment and maintenance, and overseeing the design and rollout of digital transformation initiatives within the IFRC network.

Strategic partnerships and resource mobilization

This team works to build network-wide partnerships to strengthen the resource base of National Societies, leveraging the potential of the network and status of the IFRC secretariat. It also works to facilitate the mobilization of Regular Resources – unearmarked funding – to ensure a strong secretariat that is well positioned to carry out its mandate of providing support to member National Societies.

The focus is on the implementation of resource mobilization strategies, and ways to leverage existing partnerships and develop new ones for the benefit of National Societies. The IFRC works with National Societies and their governments, public and individual giving, multilaterals and financial institutions, private sector partnerships, intergovernmental organizations, NGOs, regional groupings, foundations, academic bodies, think tanks and other global entities.

The overarching goal is to amplify the collective voice of the IFRC network at local, national, regional and global levels and to significantly grow the financial resources available to National Societies and the IFRC. The team also works closely with National Societies to maximize the emergency and thematic funding available to ensure high-impact community-based services and programmes.

In short, the IFRC secretariat acts as a multiplier that channels global resources to meet local needs in every country in the world.

Public sector partnerships

This team engages with IFRC partners within the Donor Advisory Group (DAG), which is comprised of representatives from donor governments, member National Societies of those same countries, and the European Union. To become a member of the DAG, the National Society and their government need to contribute more than 10 million Swiss francs to the IFRC annually for at least two years in a row.

Partnerships with the public sector are strengthened through various mission briefings and individually tailored engagements of our senior leadership with the concerned governments. Leadership is also provided on fundraising for IFRC flagships such as the IFRC-DREF and the Global Climate and Resilience Platform.

Multilateral and IFI partnerships

Leadership, entrepreneurship and innovation are provided to execute the IFRC secretariat's strategy of engagement with multilateral organizations and international financial institutions. This work is designed to consolidate and/or establish strategic partnerships and increase income to reach the targets set in IFRC's Plan and Budget while being an effective voice in the complex and constantly evolving field of international resource mobilization.

The IFRC regularly takes part in dialogue, strategic meetings and consultations with multilateral and international financial institution partners to strengthen effectiveness of resource mobilization by ensuring analysis of funding trends and developing funding targets. It maintains partner relationships and promotes organizations' objectives and strategies with partners.

Private sector and innovative finance

This team focuses on fundraising for the IFRC-DREF and coordinating fundraising in emergencies. It leads fundraising campaigns in partnership with corporate partners and manages the global digital fundraising platform available for National Societies.

Innovative financing products are explored and built for humanitarian and development purposes, where private sector capital is blended with funds from institutional donors, and advice is given to National Societies on income-generation activities and asset management.

Through this work, the IFRC's global (thematic) platforms allow for better global coordination of fundraising with and for National Societies. Greater transparency and accountability are ensured through the creation of external-facing publications such as the IFRC ***Annual Report***, its Global Plan, and annual country plans. The IFRC also works to develop benchmarking studies and situational analyses to enable informed decision-making and fundraising strategy development.

Global partnerships are managed with global private sector organizations that have expressed their preference to partner with a global interlocutor like the IFRC secretariat. In these cases, the IFRC works in full collaboration with the National Society where these organizations are headquartered.

Digital transformation and information technology

This team harnesses the power of data and digital technology to improve the relevance, speed, quality, accessibility and resilience of the IFRC network's humanitarian services to people in need. As digital transformation is a major enabler of accountability and agility across the network, the team also works to increase the sustainability of the IFRC secretariat's humanitarian mandate and its performance, technical, social and resource accountabilities. This includes support for, and continuous improvements to, the Enterprise Resource Planning system, which improves efficiency, accountability and agility across the global IFRC secretariat.

Services include building data and digital literacy; enhancing staff and volunteer capacities in the responsible use of digital tools; promoting agile, product-centric ways of working; and ensuring resilient, high performing IT systems.

The team also works to close the digital maturity gap across member National Societies, with 80 of the network's least digitally mature members supported through the Digital Transformation Impact Platform. Work is also carried out to strengthen cybersecurity and digital trust, and to accelerate responsible and ethical use of AI. These efforts aim to ensure that every digital investment translates into tangible, locally led humanitarian impact.

The IFRC secretariat also provides a Digital Engagement Hub – in partnership with the Netherland Red Cross' 510 data and digital initiative, the Norwegian Refugee Council and other partners – which works to improve accountability across the IFRC network by facilitating multi-channel

communication between humanitarian organizations and the communities they support.

Humanitarian diplomacy and communications

This global team fulfils the IFRC secretariat's mandate to represent National Societies in the international field, and contributes to protecting human dignity and improving the lives of people at risk by mobilizing the power of humanity. The team's work connects operational delivery with influence, trust and visibility, ensuring that the realities of communities and of National Societies inform humanitarian decision-making at national, regional and global levels.

In this way, the IFRC secretariat offers strategic value that no single National Society could achieve on its own.

Communications and humanitarian diplomacy work in tandem as mutually reinforcing functions. Both are essential to strengthening trust, shaping understanding of humanitarian needs and the work of National Societies, influencing policy and practice, and mobilizing support for locally led humanitarian action across the IFRC network.

The IFRC's work in these areas is supported by three **Representation Offices** that report to the Under Secretary General for Humanitarian Diplomacy and Digitalization and ensure region-wide coordination via a dotted reporting line to the relevant IFRC Regional Director.

The **IFRC Delegation to the United Nations in New York** plays a central role in advancing the IFRC's global humanitarian diplomacy, endeavouring to "persuade decision-makers and opinion leaders to act, at all times, in the interest of vulnerable people, and with full respect for humanitarian principles."

Through its representation of the broader interests of the IFRC and National Societies, the IFRC delegation seeks to profile the work of the IFRC and National Societies in support of their auxiliary role and to achieve the ambitions of the IFRC network laid out in ***Strategy 2030***. The delegation also works to influence relevant issues on the global agenda and policy development through UN outcomes, as well as to enhance and develop relationships and partnerships to advance our work.

The IFRC delegation also provides analysis and feedback to facilitate informed decision-making and action by the IFRC secretariat on relevant issues on the global agenda and ensure operational coordination, particularly with UN agencies.

The **Red Cross European Union (EU) Office**, based in Brussels, Belgium, is a membership office representing the 28 National Red Cross Societies in the EU, the Norwegian Red Cross, and the IFRC.

This office helps to coordinate relations between its members and EU decision-makers to influence policy, mobilize EU resources and provide support on EU-related matters, in areas such as humanitarian aid, civil protection, migration and social inclusion. European developments that could affect the implementation of members' work are also analysed, while member National Societies are supported in joint proposals to access EU funding.

The **IFRC Permanent Representation Office to the African Union and International Organizations** is situated in Addis Ababa, Ethiopia.

This representation office serves as a convening platform and enabler of strategic partnerships, supporting and advancing the auxiliary role of African National Societies, particularly before the African Union and its Member States, as well as international organizations.

Alongside this well-coordinated humanitarian diplomacy, the global team also uses fully aligned and dynamic **communications** to position the IFRC secretariat and National Societies as pre-eminent responders to emergencies and other humanitarian crises, and as the humanitarian and resilience-building partners of choice.

To do so, it provides strong, coherent external messaging that is underpinned by careful monitoring and strategic positioning. In this way, the team promotes the IFRC network and influences the global humanitarian agenda through global campaigns, coverage in traditional media and social platforms, and the publication of evidence-based reports. The team also engages and inspires staff through an internal communications platform, ***Our IFRC***.

In 2025, the global team worked to develop a powerful and comprehensive Global Communications Strategy, which will be implemented in 2026.

Media and advocacy

The team works to strengthen media relations at global level; coordinate and support the media work done at regional and national levels; manage reputational risks; and position the organization as a leading humanitarian actor at global, regional and local levels.

This is achieved through creating and disseminating robust key messages, reactive lines, press releases,

press conferences and other ways of giving visibility to the work of the IFRC secretariat and National Societies. A proactive approach is taken to achieve media coverage of its reports and events and to position the network's global-to-local response systems during emergencies.

Digital communications

This global team ensures materials on ifrc.org are updated and freely available in the official languages of Arabic, English, French and Spanish, and that it fully reflects the needs, priorities and achievements of the IFRC network. Visitors can access information about National Societies, news and analysis, details of current humanitarian operations, major campaigns and initiatives, and opportunities for partners, donors and the public to get involved with the IFRC network.

Dynamic human interest stories are featured daily on the homepage, and this exceptional storytelling is enhanced by two podcasts. One, ***Red Vest***, is an immersive audio experience taking listeners into the heart of a humanitarian issue being addressed by the IFRC network on the ground, while ***IFRC Weekly News*** delivers an incisive look at current emergencies and developing stories.

Marketing and campaigns

The marketing team develops and implements a digital and social media strategy that optimizes the global secretariat's use of social media and other digital tools to increase the visibility and impact of the humanitarian work carried out by National Societies and the IFRC.

The team also engages with supporters and affected communities through hard-hitting campaigns, which promote IFRC network goals across the five Strategic Priorities, raise the profile of humanitarian crises, and excite public interest in the work of the Red Cross and Red Crescent.

Strategic communications

This team covers several areas of work vital to guiding communications priorities and actions across the global IFRC. In 2025, a comprehensive Global Communications Strategy was developed in readiness for launch and implementation in 2026.

Services provided by this team include encouraging strong staff engagement through ***Our IFRC***, a dynamic internal communications platform; providing the data and analysis to guide future decisions through robust monitoring system; and ensuring the work of National Society volunteers and staff is well documented and profiled by providing communications specialists as surge support during emergencies.

Supply chain management

Supply chain is the operational backbone of the IFRC in delivering humanitarian support to National Societies for the locally led action that saves and changes lives.

This team works to strengthen National Societies and ensure that the IFRC secretariat is a trusted partner for reliable, cost-effective supply chain services; lead anticipatory action by leveraging predictive analytics and prepositioning to act before crises strike; and ensure quality and value, setting high standards and ensuring every franc delivers the greatest possible humanitarian impact.

The IFRC secretariat's One Red Supply Chain system aligns the network behind three core mandates:

1. Strengthening National Society supply chains – building the capacity, systems and skills of the membership to operate effectively in all contexts.
2. Leveraging the strength and synergy of the network – pooling resources, joining forces, harmonizing approaches and sharing supply chain capabilities, making the IFRC network stronger and more cost efficient.
3. Delivering supply chain services with a shift from response to preparedness – ensuring quality services in supply chain and shifting focus and investment into preparedness.

The team uses the IFRC secretariat's Montandon – the world's largest humanitarian crisis databank, which neared full development in 2025 – to develop predictive analytics that can allow disasters and crises to be anticipated with greater accuracy – not only their location, impact and scale, but also their supply chain implications.

In this area of work, the IFRC secretariat ensures shrewd deployment of donor resources through a focus on effectiveness, economy and equity: for every Swiss franc invested in supply and logistics preparedness, up to seven francs are saved during response.

The IFRC focuses on localized procurement and strategic sourcing to reduce cost and lead times, using robust regional and local framework agreements to avoid duplication and ensure economies

of scale, innovative fleet business models that offer financial sustainability, and global stock strategies and real-time inventory tools to minimize waste and enhance effectiveness.

The secretariat's fleet is managed from a Dubai hub, offering the IFRC network a wide-ranging portfolio of quality vehicles suitable for both domestic and international operations. The team offers vehicles for leasing or purchase, manages all accompanying services, and places a strong focus on National Society capacity building in transport management.

Legal, Governance and Accountability Division

This team contains the **Governance Excellence and Board Support**, the **Legal and Data Protection Office** functions, the **Global Services Centre** based in Hungary, and various Hosted and Special Projects and initiatives.

Work in the area of Governance Excellence includes providing comprehensive and high-quality support to IFRC governance; providing advice and support to the IFRC Secretary General; developing strategies to strive for Governance Excellence; driving process improvements; and coordinating the planning and organization of four Governing Board meetings per year and the Statutory Meetings – a General Assembly and Council of Delegates every two years, and an International Conference every four years.

Teams also work to strengthen a culture of compliance across the IFRC's member National Societies by leading the development of integrity standards, policies and tools, and supporting the development of National Society governance.

Continuous support is provided to the President and Vice-Presidents in fulfilling their statutory and representational functions, including formulating strategic issues and providing advice and analysis before and during meetings and missions. The Vice-President from each region and the regional networks are also supported to handle any integrity cases, while National Societies are supported through mediation and peer support.

The Legal and Data Protection functions protect the legal interests of the IFRC, ensure compliance with all applicable legal and regulatory frameworks, and provide support to member National Societies in their own legal risk management.

Teams provide essential advice as both legal and business adviser to the IFRC secretariat globally, including its Secretary General and senior management, the Office of Internal Audit and Investigation, its operations, its governance bodies and the member National Societies.

In the field of data protection, secretariat experts work to ensure that IFRC practices comply with the internally binding Policy on the Protection of Personal Data, and that all processing is aligned with local requirements and expectations. In this way, teams protect individuals from the risks of misuse of their data, whether such risk is financial, physical, mental or digital.

The Global Services Centre provides IT operations and support and logistics services to IFRC offices and personnel around the world; it also provides operational services to the IFRC and National Societies globally. The centre also supervises the provision and maintenance of shared services to improve efficiency and effectiveness, and innovation in the field of data, digital product development and product management as well as IT architecture support.

Alongside the work done by the four divisions outlined above, the IFRC secretariat also has a number of functions that report directly to the Secretary General.

Office of Internal Audit and Investigations

The Office of Internal Audit and Investigations (OIAI) is the cornerstone of the IFRC's assurance arrangements, allowing the organization to meet its obligations for good governance, accountability, transparency and probity to its stakeholders.

The OIAI is an independent and objective assurance and investigation function that adds value to and helps enhance the operation of the global network. It helps the organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management and control processes.

Through this function, the Secretary General is provided with the necessary independent assurance over the IFRC's governance, risk management and control frameworks to discharge his accountability and integrity responsibilities to the Governing Board and, more widely, to the IFRC's partners and supporters, including donors.

There are three elements in this area of work: Internal Audit, coordination of External Audits, and Investigations. The IFRC has adopted the Institute of Internal Auditors' International Standards for its audit work and the Association of Certified Fraud Examiners and the Core Humanitarian Standards for its investigations into fraud and sexual exploitation, abuse and harassment. These standards set out best practice in internal audit and investigations globally.

This work involves close engagement with partners, including proactive quarterly briefings to donors, National Societies and diplomatic missions on the prevention of fraud and misconduct.

Demand for the department's services has continued to rise after the enhancement of whistleblowing systems and the IFRC leadership's continued vocal support for integrity.

To meet these needs, and to better match the IFRC's global risk profile, the team underwent a significant restructuring in 2025 to move most positions outside the Headquarters in Geneva. These changes, as part of the ***Renewal*** process, have strengthened the OIAI's responsiveness, improved its proximity to operational risks, and enhanced its capacity to support National Societies.

The IFRC has also moved to adopt the Three Lines Model – an internationally recognized approach to governance, accountability and risk management. This will help us better achieve humanitarian impact and meet accountability obligations by outlining who is responsible for delivering work across the global organization, who is responsible for oversight, and who provides independent assurance.

This will enhance the IFRC's ability to deliver both membership services and humanitarian outcomes with integrity, consistency and transparency, while also avoiding duplication and strengthening accountability.

Finance and Administration Management

The IFRC's Financial and Administrative Management approach is to provide strategic, operational and programmatic support to the organization, providing leadership on global financial and administrative matters. Relevant policies and procedures are developed, and the organization's overall budgeting, accounting, treasury, assets, financial reporting, financial services operations and administrative operations are managed.

The Director of the Financial and Administrative Management Department reports to the Secretary General. Areas of work include managing internal controls, preparing statutory accounts per International Financial Reporting Standards, safeguarding the organization's assets, and managing the relevant financial and administrative operations risks.

There are eight areas of focus within this department, with each one dedicated to helping the organization deliver its mandate.

Finance shared services

The IFRC's accounting policies are established under the requirements of International Financial Reporting Standards. The team provides financial advice to the Global Leadership Team and the Senior Management Team as well as the 191 member National Societies.

This team prepares the IFRC's consolidated financial statements for audit and maintains its internal control framework alongside accounting systems and reporting tools that provide high-quality financial information and analysis in support of management decision-making and reporting to partners, including governance and donors.

Finance business partnering

The IFRC has an established budgetary policy, and financial advice is provided to the Global Leadership Team, the Senior Management Team and member National Societies. Responsibilities include preparing the IFRC's budget review, revision and consolidation; maintaining costing systems and reporting tools; and providing high-quality financial information and analysis that supports both management decision-making and reporting to partners, including the IFRC's governance and donors.

The team provides organization-wide leadership in the budgeting, financial management reporting and donor reporting processes, including the development and maintenance of budgeting and reporting tools that enable high-quality financial information and analysis to support governance and senior management decision-making, in the efficient management of IFRC's financial resources as per the organization's policies, processes and procedures.

Treasury and payment services

This team provides treasury management and payment services, with IFRC's central treasury leading the provision of all Headquarters-based payments and cash transfers, ensuring financial control, financial systems and business processes, risk

management, treasury management and training, as well as the provision of expert advice and support to colleagues and partners.

The team advises on banking, compliance and risk management matters as they pertain to treasury, with this support also offered to member National Societies. In addition, the team oversees regulatory compliance as it pertains to banking and is the finance technical lead on transactions into sanctioned countries.

Finance processes and systems

This team establishes, develops, implements and maintains systems and processes such as the Enterprise Resource Planning system that supports financial management and controllership, risk management and internal controls, and financial reporting. The global Business Intelligence and Data Warehousing functions for the IFRC are also managed, including coordinating with other internal partners.

The team works with internal and external partners to enhance, develop and maintain financial processes and systems, and develops training materials for onboarding and supporting users across the global IFRC and resolving any system issues that arise.

Meeting and conference services

This team provides expertise, guidance and direct support for all events happening at the IFRC's Headquarters in Geneva. Services provided range from hotel bookings to visa support, venue management and hosting, catering and flights, as well as the translation and interpretation services that are in such high demand in a multilingual global network.

This support is designed to make National Societies feel welcome at their IFRC and ensure that they have everything they need for a smooth and productive visit or conference. The services provided are also available to IFRC personnel as well as our external partners and visiting organizations.

Building and office services

This team ensures the cost-effective, efficient and uninterrupted functioning of the IFRC Headquarters office building and office-related administrative services. These include office security and safety, reception, mail room, driving services, cleaning and gardening, housing services, office lease and parking management, office space management and logistics such as purchases, removals and deliveries.

Member National Societies and the IFRC's Regional and Country-level offices are given technical guidance and support, and the team also advises on policy matters related to IFRC premises and workspace management, including environmental considerations.

Library and archives services

The rich and detailed history of the IFRC is protected and preserved by a team of library and archives specialists, who also arrange access to documents and audiovisual materials for member National Societies, IFRC staff, academics and the public on request. This team promotes a greater understanding of the network's shared history and accomplishments and fosters a spirit of openness, accountability and transparency.

Upon request, the team provides advice and guidance to National Societies seeking to establish or improve their own records management, archives or library programmes. The procurement and curation of publications such as electronic newspapers, magazines and professional journals are centralized to reduce costs and duplication, and these are made freely available to National Societies via a Virtual Library.

Insurance

IFRC personnel are supported by an insurance team which provides expert advice and guidance to implement the IFRC's insurance policy and the issuance of contracts, while also leading the insurance support response to operational needs and emergencies.

The team develops guidelines to ensure all insurance requirements are met in the best interests of the IFRC and its staff by providing the most efficient implementation and value for money.

Office of the Ombudsperson

While the IFRC endeavours to encourage and build a healthy working environment for all staff – one where every person feels valued for their life experiences and expertise – interpersonal difficulties and structural issues will still occur.

For example, in some situations, a staff member may be experiencing difficulties in resolving a situation that affects them at work but may also be unwilling to launch a formal process to achieve this. Such needs are met through an independent and impartial Ombudsperson, who works alongside existing staff support structures to provide a confidential and informal way for staff to raise any workplace concerns they may have in a "safe space".

The Ombudsperson provides a forum for confidential and impartial discussion of workplace concerns. These informal conflict resolution and mediation services are available for all individuals holding an IFRC contract.

The mandate of the office is to enable the IFRC to be accountable to its own fundamental principles and goals by finding creative and collaborative ways of working with individuals and groups to facilitate the fair resolution of disputes, protect the dignity of staff, build trust and strengthen the relations between staff and the IFRC, all of which are key to organizational effectiveness and success.

The Ombudsperson does not have the authority, or the duty, to report, act or respond to issues ***on behalf of*** the IFRC. Rather, it is independent of the leadership and management hierarchy and is a confidential alternative to existing reporting channels and the formal grievance process.

The office ensures that all outcomes and resolutions are consistent with the applicable IFRC rules and regulations, including the IFRC Staff Regulations, the IFRC Code of Conduct, and the Fundamental Principles of the International Red Cross and Red Crescent Movement.

Regional Offices

The IFRC's global structure includes five **Regional Offices**, each with delegations that provide direct support to National Societies to boost and promote locally led action.

The IFRC's Africa Regional Office is in Nairobi, Kenya. In the Americas, the Regional Office is in Panama City, Panama. In Asia Pacific, the Regional Office is in Kuala Lumpur, Malaysia. For Europe, the Regional Office is in Budapest, Hungary. The Middle East North Africa Regional Office is located in Beirut, Lebanon.

Each office reports to the Under Secretary General for National Society Development and Coordination, ensuring that National Societies receive seamless support from the IFRC secretariat wherever they are in the world.

The Regional Offices manage the delegations in their respective regions. They also ensure strategic and operational coordination at the regional level, making sure that the right support is provided to National Societies whenever needed, and that coordination with regional intergovernmental organizations and institutions contributes to an effective and efficient use of resources and the sharing of knowledge and expertise.

The functions include strengthening National Societies through capacity-building activities; humanitarian diplomacy and advocacy; regional representation and coordination; supporting health and disaster response operations and assisting and/or providing surge capacity where needed; resource management; development of country and regional strategies; coordination of National Societies in the region; and representation of the IFRC secretariat at regional and country level, where required.

Delegations

The **delegations** allow the IFRC secretariat to provide tailored support to National Societies at the country level – strengthening their capacities, ensuring strategic and operational coordination, promoting their integrity, and helping them to position themselves as strong and effective local actors in line with the IFRC's decades-long support of greater localization in resilience building and humanitarian response.

The Heads of Delegations lead the IFRC's support for National Society development, humanitarian diplomacy, accountability, resource development and all other work to enhance the capacities and services in each National Society's domestic context. The "One IFRC" approach taken by each delegation links strategic and operational objectives at the country level – both at the headquarters and local branch levels – while promoting and reinforcing the National Society's role as auxiliary to its government and ensuring the independence of their humanitarian action.

The IFRC secretariat's presence at the country level allows it to support National Societies in their continuous development, long-term work and front-line emergency response to disasters and crises.

This distributed network of humanitarian excellence also includes the vital contribution of some 30 expert **Reference Centres**, hosted by the IFRC and member National Societies around the world. Details of the expertise and support they provide in their specialized areas of humanitarian work can be found towards the rear of this report.

RESOURCES



How the IFRC is funded

The IFRC secretariat depends on financial support from partners and donors to fund life-saving and life-changing work in communities large and small in 191 countries around the world.

The external financing environment for humanitarian and development actors has undergone a structural shift since 2024. A combination of geopolitical instability, domestic fiscal pressures in donor countries, and changing political priorities led to a significant contraction in official development assistance (ODA) and foreign aid budgets in 2025.

The IFRC channels international funding to the humanitarian contexts and National Societies that need it most, for more effective local humanitarian action.

At the same time, the IFRC requires stable and predictable core funding for itself to provide a wide range of services to our member National Societies. These services help National Societies to be more effective and more efficient.

The funds that the IFRC receives fall into two categories:

1 Regular Resources: these are the IFRC's unearmarked funds that enable it to provide core services to its members. These funds provide the most flexibility and ensure a predictable long-term presence to support our 191 member National Societies and their 18 million volunteers.

2 Other Resources: these resources are directed to more specific areas of work, which can be either thematic or geographic. They include restricted voluntary contributions and donations in support of National Society programmes and operations.

Funding sources

The IFRC receives resources through four main sources: statutory contributions, voluntary funding, supplementary services fees and cost recoveries.

Statutory contributions

Each member National Society provides an annual contribution to the IFRC determined by a formula approved by the General Assembly. The contribution of each National Society varies, depending on its income and the UN quota for that country.

In 2025, National Societies contributed a total of 33.6 million Swiss francs in statutory contributions.

Voluntary funding

Voluntary contributions and donations represent an important source of income to the IFRC secretariat, although the amount varies annually.

In 2025, about 350 million Swiss francs of voluntary funding was received. Of this, some 29.4 million was unrestricted, which allows the IFRC the greatest flexibility to pursue its objectives on behalf of National Societies. We are mixing core funds and other funds for programmes here.

Supplementary Service fees

The IFRC provides services to National Societies and other partners, such as procurement and logistics support, the provision of vehicle fleet, and rental of shared office space and administrative services. These services are provided on a full cost recovery basis.

Cost recoveries

Expenditure associated with the implementation of the programmes and the provision of Supplementary Services entails direct costs, indirect costs and, in some cases, donor-specific costs.

The indirect costs and donor-specific costs are borne by the IFRC secretariat's Regular Resources budget and are recovered from the programmes and Supplementary Services budgets through indirect and other cost recovery mechanisms.

- Indirect costs are recovered at a rate of 6.5%.
- The rates of cost recovery for the provision of vehicle fleet and other logistics services are reviewed annually and apply equally to humanitarian response operations, thematic programmes and Supplementary Services.
- Additional costs are associated with earmarking and donor-specific reporting requirements. These costs are separately recovered through donor-specific cost recoveries to ensure that donors who direct funds and/or have specific reporting requirements are not subsidized by those donors who accept standard IFRC reports.

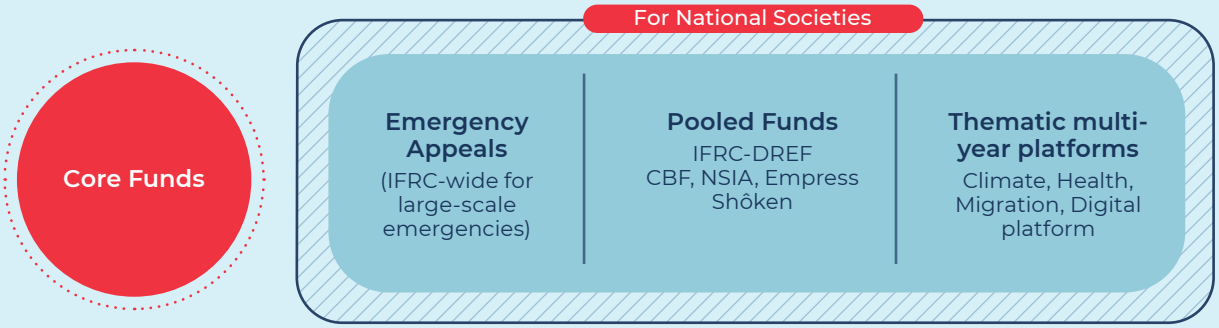
What the IFRC raised funds for

prioritizing funds to support local action

The IFRC continued to invest in locally led humanitarian action – not only as the right thing to do, but as the smart thing to do.

The IFRC represents the largest humanitarian network of local organizations in the world – 191 National Societies with 18 million volunteers. They are supported by a lean global secretariat that evolved further in 2025 to place even more human and financial resources closer to National Societies.

Resourcing Architecture to deliver the Agenda for Renewal



The IFRC mobilized resources across **four main pillars.**

The **first pillar** consists of **Regular Resources**, which finance the core functions of the IFRC secretariat and provide predictable support to National Societies requiring international assistance.

In addition to Regular Resources, the IFRC mobilized funding in support of **National Societies through three complimentary financing pillars**:

- **Emergency Appeals**, which enable the IFRC network to rapidly mobilize international funding in response to crises and large-scale emergencies.
- **Thematic funding through global platforms**, which position the IFRC as a strategic investment partner in priority areas such as climate resilience, migration and displacement, and digital transformation, and attract funding from governments, multilateral institutions and the private sector for collective IFRC network impact.
- **Pooled funds** — including the IFRC-DREF, the IFRC's Capacity Building Fund (CBF), and the National Society Investment Alliance (NSIA), developed in partnership with the ICRC — which provide flexible, targeted financing to strengthen National Society preparedness, institutional capacity and response.

With 103.7 million Swiss francs in Regular Resources – unearmarked funding – the IFRC secretariat raised and channelled about 756 million francs in Other Resources funding to our member National Societies in 2025

Funding and expenditure

Funding for country-level support aligns with National Societies' priorities through unified planning, and IFRC network country plans help ensure coordinated partners' support to National Societies.

This also supports locally led action, as it ensures that all international support is fully aligned to the needs and priorities of an individual National Society and will allow them to meet their own objectives in their countries.

IFRC funding 2025 overview *(CHF millions)*

Area of work	Funding requirement	Funding
Emergencies	1'400.1	322.1
Thematic programmes	743.1	309.5
Pooled Funds	127.0	124.3
Regular resources	150.0	103.7
Total	**2'420.2**	**859.6**

Part of the funds raised in 2025 and previous years – particularly resources contributed in support of IFRC Emergency Appeals – may be spent in subsequent years. This is in line with the time frames of our Emergency Appeals, some of which have a scope that may extend beyond the range of any given financial year.

However, most funding for an Emergency Appeal arrives within a year of its launch.

Breakdown of IFRC special purpose funds in 2025

Fund	Funding requirements	Voluntary contributions	Other income	Total funding
IFRC-DREF	100.0	67.4	0.3	67.7
CBF	15.0	0.2	2.0	2.2
NSIA	12.0	1.6	0.0	1.6
Total	**127.0**	**69.3**	**2.3**	**71.6**

2025 Work by region *(CHF millions)*

Region *(CHF millions)*	Expenditure
Africa	125.7
Americas	31.6
Asia Pacific	84.1
Europe	87.9
MENA	68.4
Global	143.9
Total	**541.7**

2025 Work by thematic area *(CHF millions)*

Thematic area	Expenditure
Climate and environment	9.4
Disasters and crises	142.9
Health and wellbeing	120.0
Migration and displacement	20.3
Values, Power and Inclusion	16.8
Strategic and operational coordination	20.4
National Society development	61.0
Humanitarian diplomacy	7.2
Accountability and agility	143.7
Total	**541.7**

Earmarking

	%
Unearmarked	13%
Softly earmarked	17%
Earmarked	21%
Tightly earmarked	49%

IFRC Top donors

Top government donors		(CHF millions)
1	Swedish government	18.4
2	Irish government	12.7
3	Italian government	12.4
4	Spanish government	12.1
5	Swiss government	11.9
6	United Arab Emirates government	9.8
7	British government	9.7
8	French government	5.2
9	German government	4.6
10	Republic of Korea government	3.9
	Other	-3.1*[1]
	Total	**97.6**

Top National Society donors		(CHF millions)
1	Netherlands Red Cross	28.5
2	British Red Cross	20.7
3	Norwegian Red Cross	15.7
4	Austrian Red Cross	12.4
5	Canadian Red Cross Society	10.6
6	Finnish Red Cross	10.3
7	American Red Cross	8.5
8	Japanese Red Cross Society	7.5
9	Swedish Red Cross	5.5
10	Australian Red Cross	4.4
	Other	17.8
	TOTAL	**141.9**

**Negative value due to loss of income (foreign exchange and other) in 2025.*

Top multilateral agency and NGO donors		*(CHF millions)*
1	European Commission	58.6
2	IGAD	3.8
3	European Commission - DG CLIMA	3.7
4	United Nations	1.6
5	Caribbean Biodiversity Fund	0.5
6	GAVI	0.3
7	Norwegian Refugee Council	0.1
8	The Impact Catalyst NPC	0.1
9	Other	3.2
	TOTAL	**71.9**

Top corporate, foundation and individual donors		*(CHF millions)*
1	Gates Foundation	8.7
2	Mastercard Foundation	7.4
3	Bloomberg Family Foundation Inc	4.3
4	Asia-Europe Foundation (ASEF)	3.9
5	Zurich Foundation	2.0
6	International Development Research Centre (IDRC)	1.7
7	Unidentified donor	1.4
8	Nestlé	1.0
9	Sub3 Foundation	0.9
10	Tomali Foundation	0.7
	Other	2.6
	TOTAL	**34.5**

IFRC network expenditure in 2025

The IFRC unified planning approach allows donors and partners to see a more detailed picture of the combined impact of the IFRC secretariat and our member National Societies in countries requiring international assistance. In 2025, 17 participating National Societies provided data on a voluntary basis, capturing their international activities and expenditures. The following table presents the expenditure of the IFRC network based on information available from the secretariat, participating National Societies, and the related work of (sister) host National Societies.

2025 IFRC network expenditure

Network	Expenditure *(CHF millions)*
IFRC	541.7
Participating National Societies	464.4
Host National Societies	1320.6

Participating National Societies not only provide resources to fuel locally led humanitarian work around the world, but they also work closely with host National Societies to support their community-based activities and help them meet their objectives in their own countries.

The table below captures the support provided by the 17 participating National Societies that took part in the 2025 data collection process as part of the reporting on the 2025 IFRC network country plans.

Participating National Societies providing international support in 2025

National Society	Number of countries supported	Expenditure (CHF millions)
Turkish Red Crescent Society	42	119.3
Norwegian Red Cross	22	67.1
Danish Red Cross	19	42.1
British Red Cross	30	40.0
Spanish Red Cross	33	31.9
Swiss Red Cross	42	31.7
The Netherlands Red Cross	19	25.8
Austrian Red Cross	18	22.9
Swedish Red Cross	15	20.5
Finnish Red Cross	19	18.2
Belgian Red Cross	11	14.6
French Red Cross	16	9.9
American Red Cross	24	7.4
Japanese Red Cross Society	11	5.1
Irish Red Cross Society	3	5.0
Australian Red Cross	10	2.9

Federation-wide data and reporting

The Federation-wide Databank and Reporting System (FDRS) is an IFRC platform dedicated to providing insights into the IFRC network. The data is gathered through a yearly data collection from 191 National Societies.

The platform continues to collect data even after the IFRC network unified reporting has ended, so figures tend to continue to increase from what is presented in an annual report for that year.

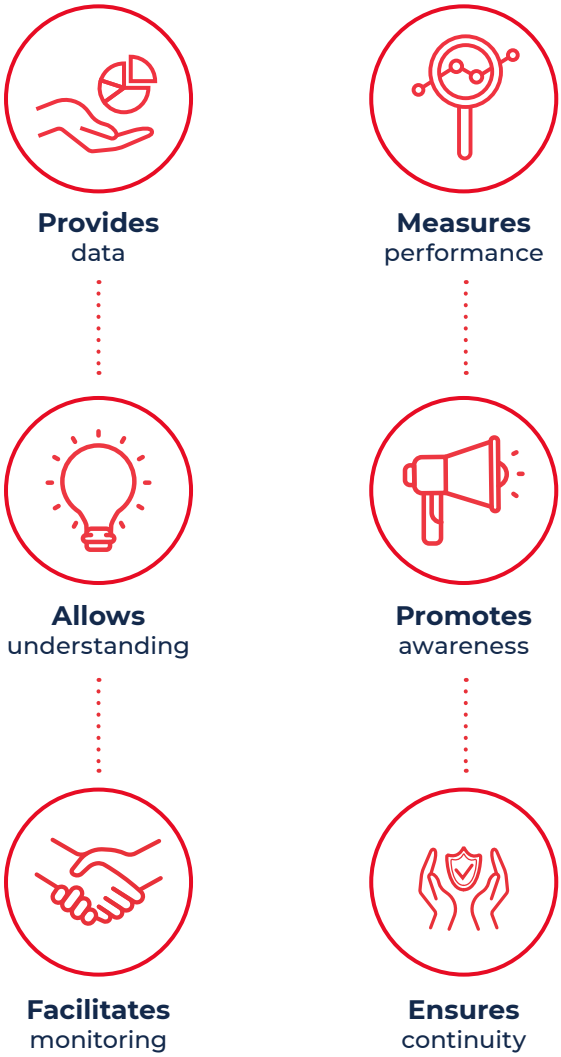
The platform is accessible to all at data.ifrc.org/fdrs/.

Situated within the IFRC's National Society development framework, the FDRS:

- Provides IFRC staff, National Societies, partners, researchers and other stakeholders with immediate and engaging access to data and documents about National Societies worldwide.
- Reliably measures performance dimensions from *Strategy 2030* (coverage, compliance, quality, efficiency and impact) while capturing diversity and scale of programming.
- Allows better understanding of the true scale, capacities, services and potential of IFRC network humanitarian assistance.
- Promotes greater awareness of the National Societies, to boost their self-development and external profile.
- Facilitates monitoring and reporting of National Society performance in a consistent, transparent and accountable manner.
- Ensures institutional history and continuity.

Reporting by National Societies to the FDRS is a requirement of the IFRC Constitution.

As the FDRS collects data from the entire network, the time frame is different to that of this report. The following data represents the IFRC network's actions in 2024.



IFRC network activities in 2024

People reached in millions

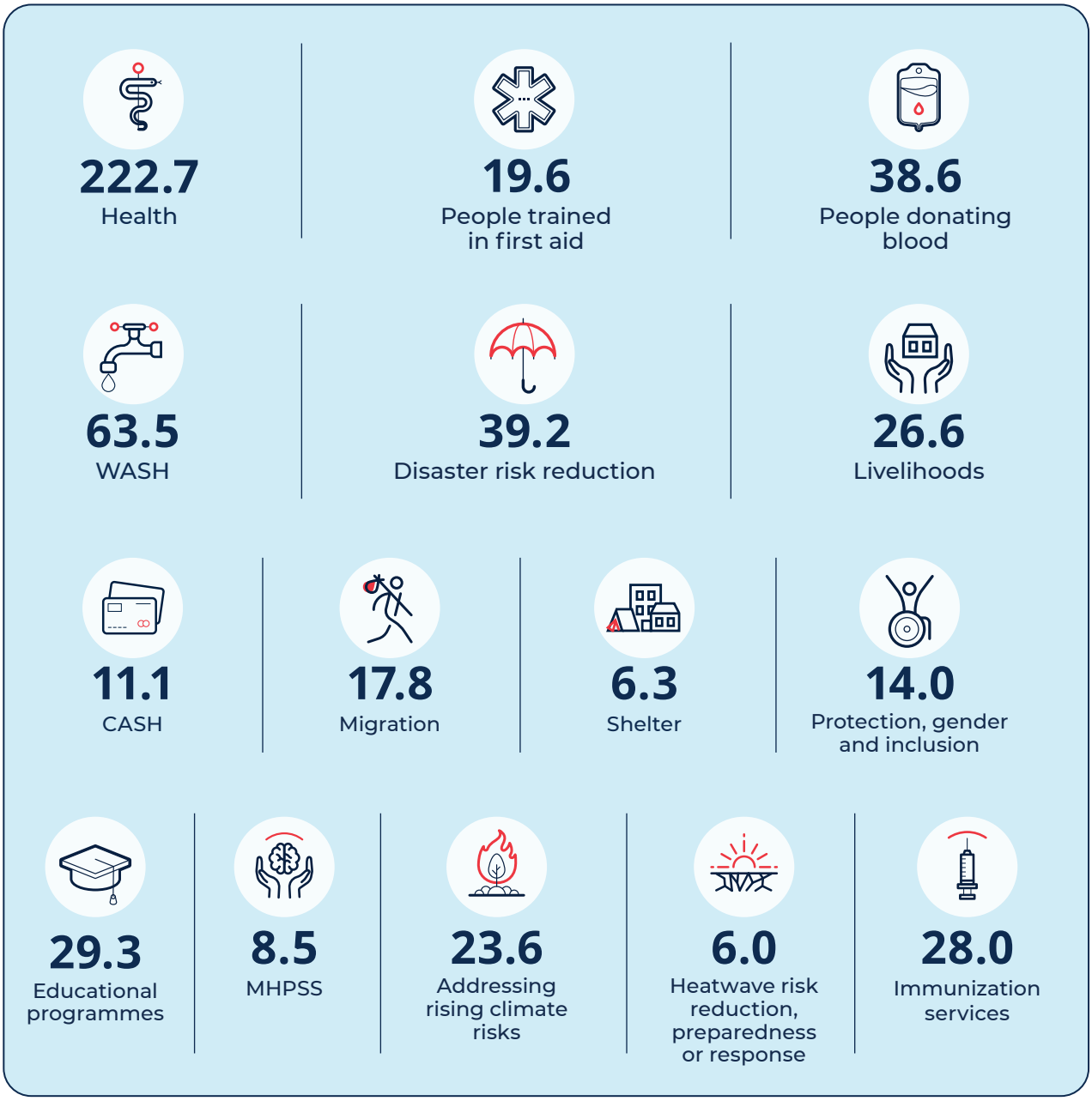
National Societies engage in a wide range of activities depending upon the specific need in each country. Here are some of the most widespread activities and the number of people reached under each across the network:

74.0

People reached by disaster response and early recovery services

156.2

People reached by long-term services and development programmes



2024 income and expenditure

In order to carry out the activities listed above, National Societies relied on support from partners ranging from governments to multilateral organizations, companies and individuals. The IFRC also provides financial support to National Societies through emergency appeals, global platforms and specialized funds such as the IFRC - DREF or Capacity Building Fund. The following data indicates the total income and expenditure for National Societies in 2024:

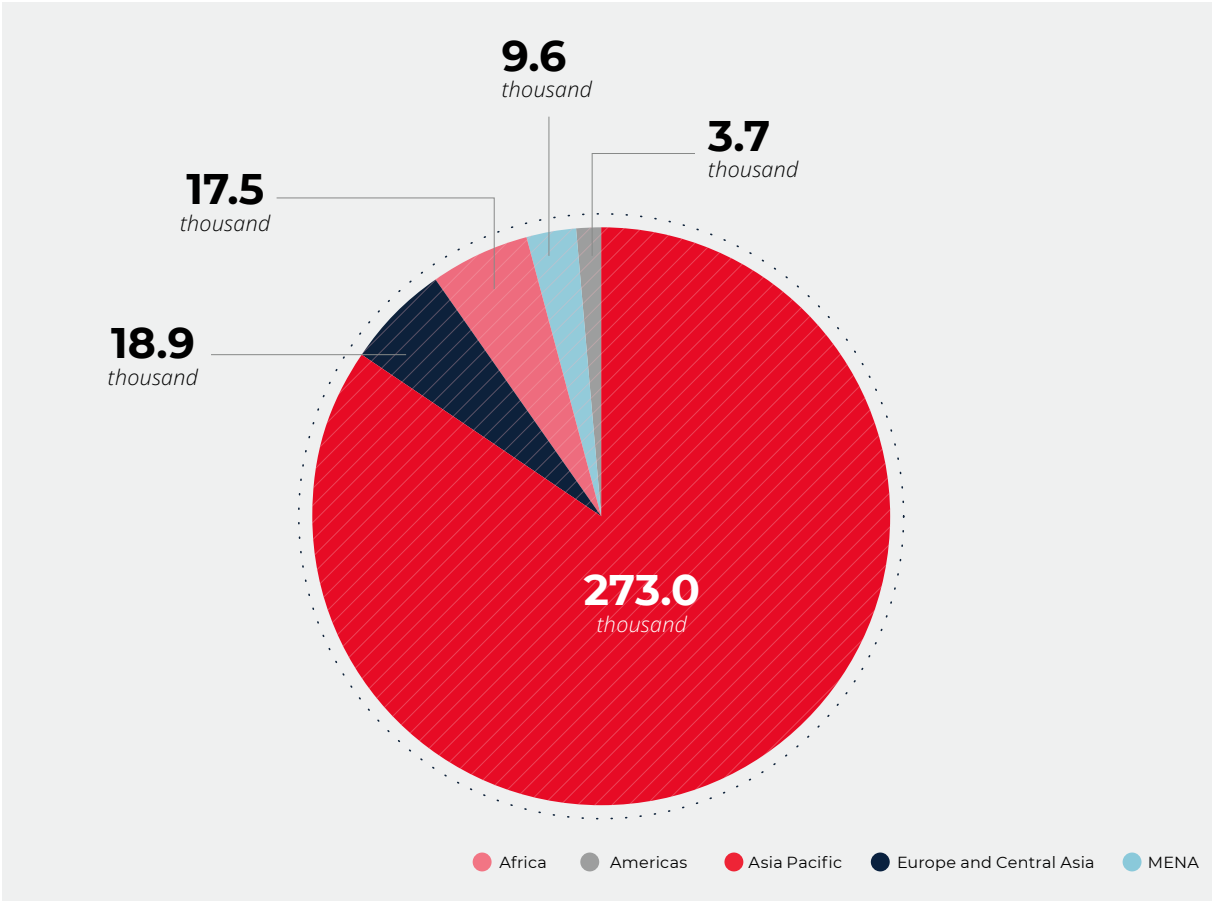
Income
35.5
CHF billions

Expenditure
34.7
CHF billions

Local units

National Societies are local organizations rooted in communities. Their structure reflects their localized nature with many local units. These local units are embedded in communities which makes them well placed, not only to respond during emergencies, but to accompany communities to reduce their risk and have a year-round focus on prevention and resilience building.

In 2024, National Societies had 322,700 local units around the world



Volunteers

The IFRC network had more than 18 million volunteers in 2024, based on a three-year rolling average. Volunteers are at the heart of all the network does. Volunteers are counted as people who give their time of their own free will for at least four hours in the year. About 20 National Societies have more than 100,000 volunteers and collectively represent 87% of the total number of volunteers.

18.3
million
Volunteers

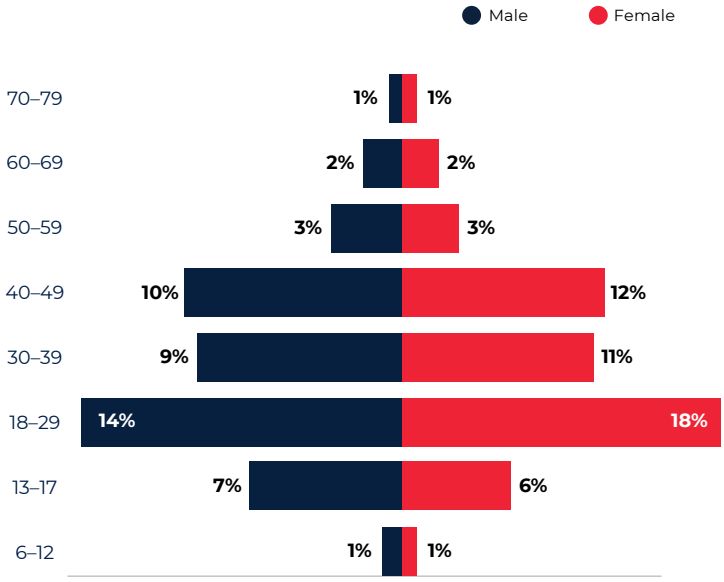


186
National Societies reporting

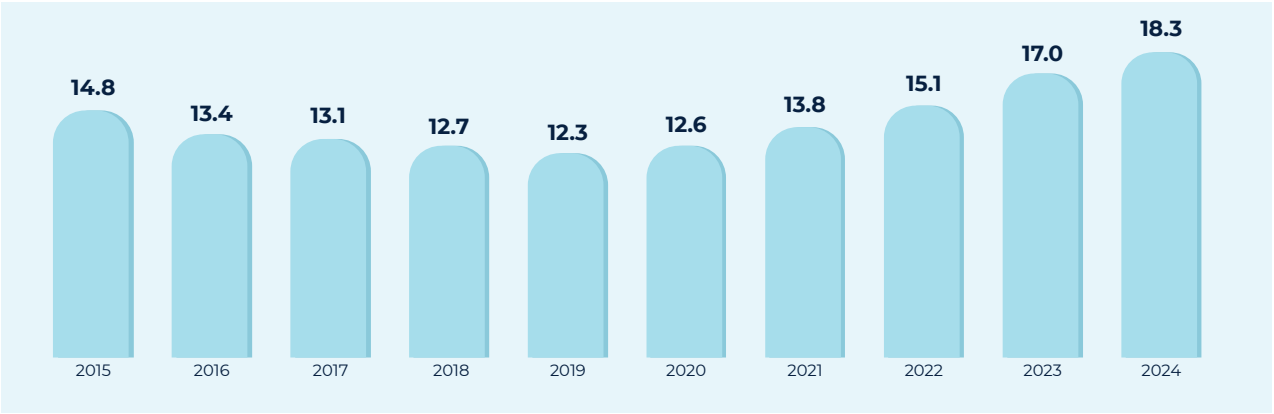
77
Disaggregated by age

42
Disaggregated by sex

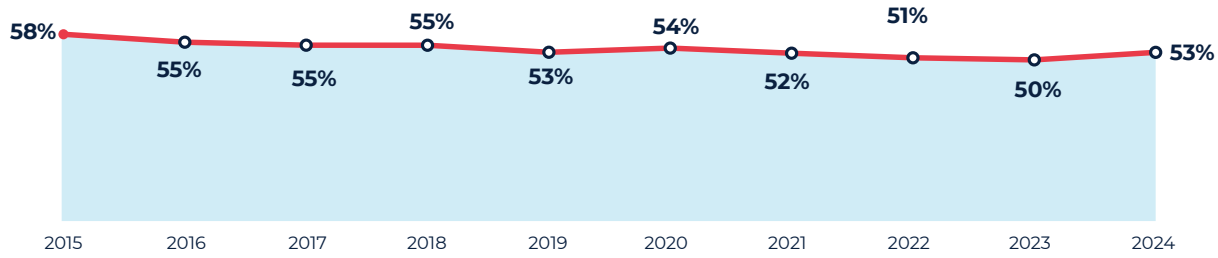
Volunteers by age and sex



Number of volunteers by year in millions



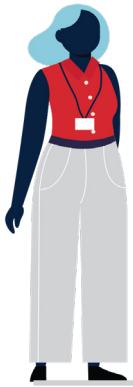
Percentage of female volunteers by year



National Society Staff

National Societies had 541,000 staff members in 2023. Staff are people who are contracted by National Societies for at least three months in 2024 and are remunerated. 43 reported engaging more than 1000 paid staff, representing 94% of the total.

563,000
staff

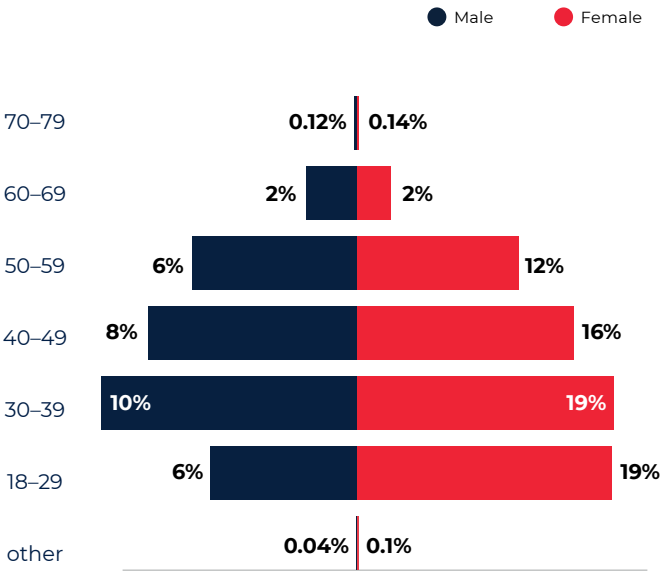


185
National Societies reporting

100
Disaggregated by age

62
Disaggregated by sex

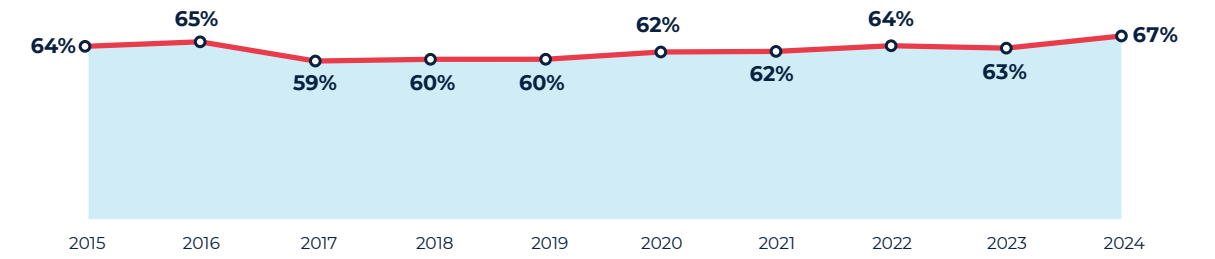
Staff by age and sex



Number of staff by year in thousands



Percentage of female staff by year



IFRC network support

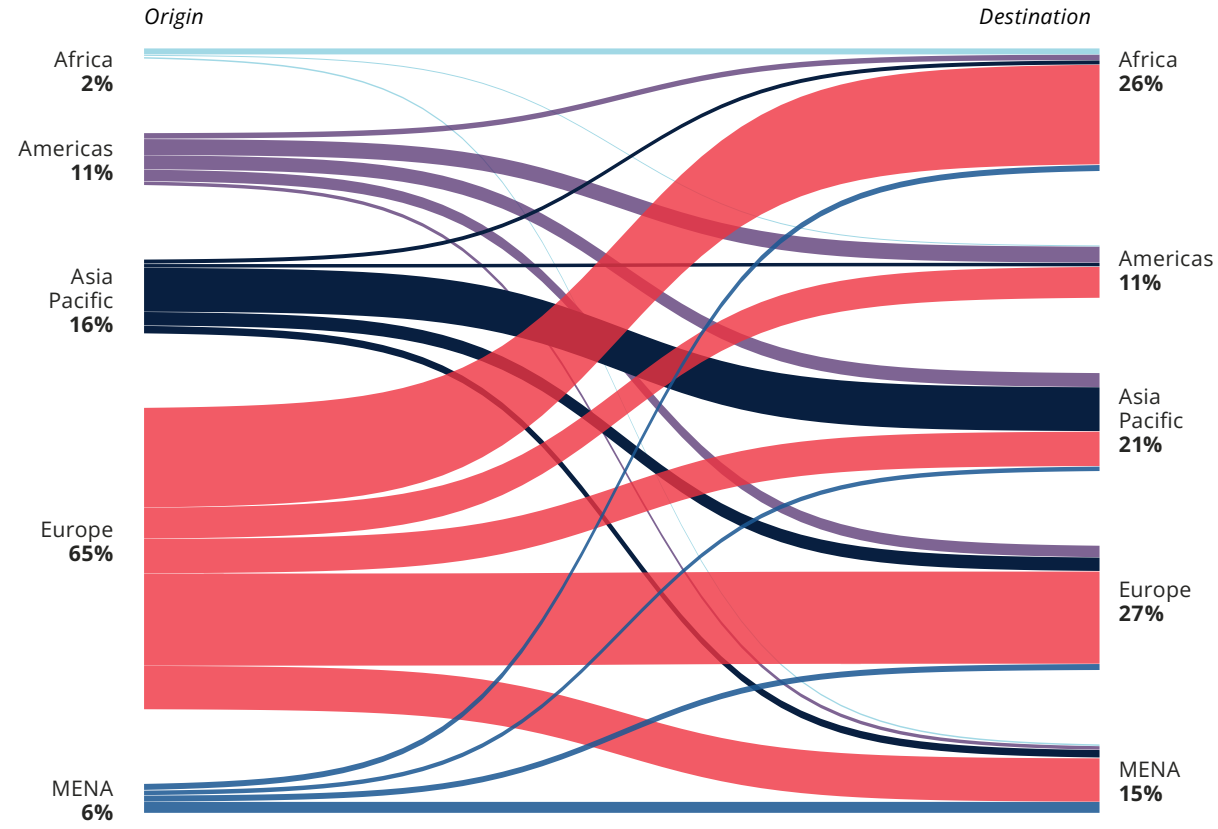
As part of the largest humanitarian network in the world, National Societies can count upon the support of both the IFRC and their sister National Societies.

The following information represents assistance provided to a National Society by another – whether it be financial, human or technical.

The data is aggregated by regions. The left side contains the 'origin' of support or which region the support came from. The right side represents the destination of support or which region received support.

A support link represents a flow of resources (financial, human, or in-kind) between two National Societies during the reporting year, where the origin provides support to the destination.

Support links between National Societies

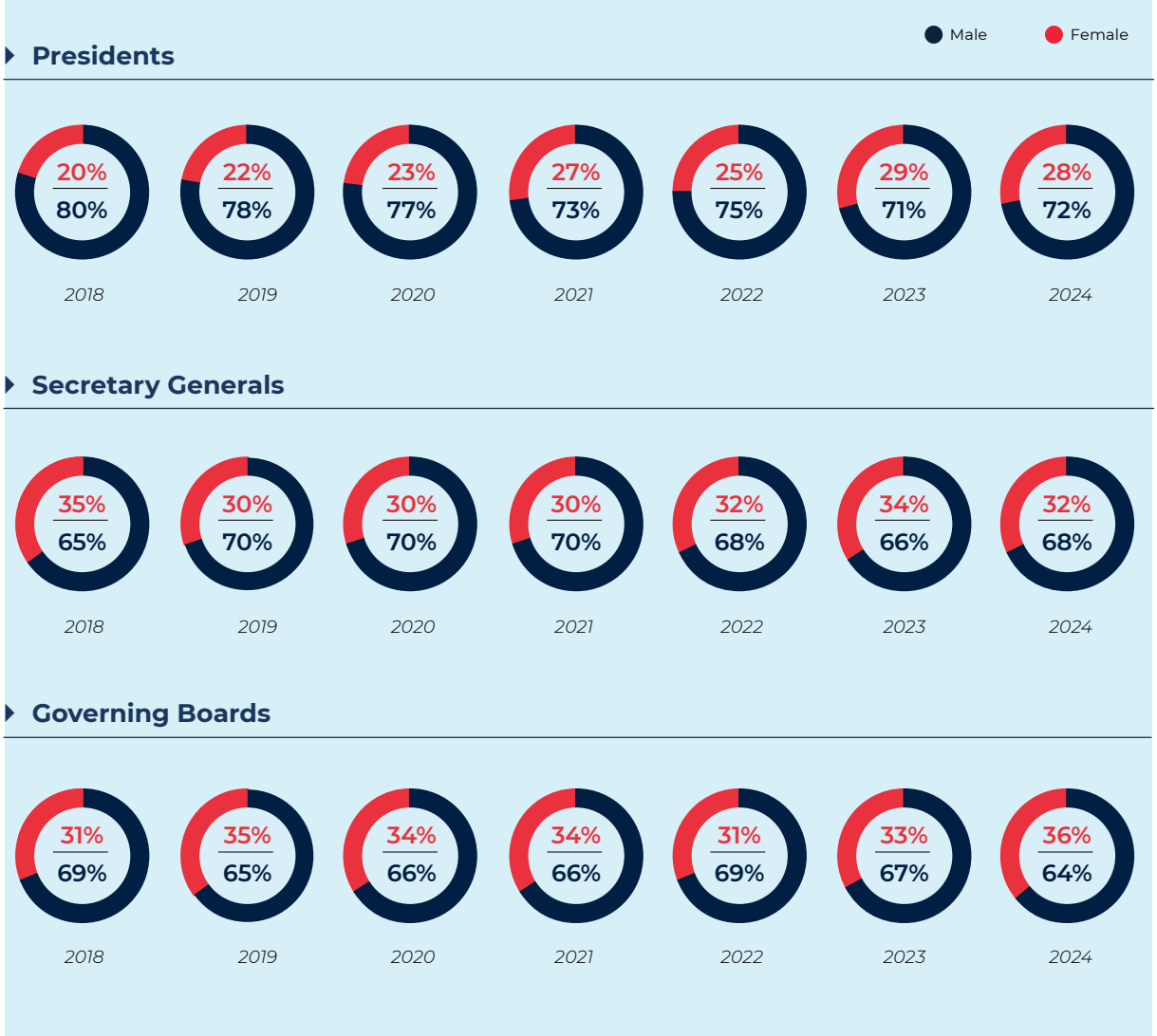


Number of support links between National Societies

Origin \ Destination	Europe	Africa	MENA	Americas	Asia Pacific
Europe	185	200	87	62	69
Africa		12	3	2	
MENA	12	12	22	0	9
Americas	23	11	7	32	28
Asia Pacific	27	8	15	7	88

Governance

The FDRS collects data about National Societies' leadership structure. This data is disaggregated by sex, allowing us to provide an overview of the proportions of males and females among the leadership of National Societies.



Documents

The FDRS also collects key documents from National Societies (annual reports, strategic plans and audited finanical statements) on an annual basis. The availability of these may depend on internal processes of National Societies, which might not coincide with the FDRS data collection cycle and thus can be reported in following years. In 2024, the FDRS received:

140 Annual reports

154 Strategic plans

116 Financial statements *(of which 94 were audited)*

Partnership profiles

The IFRC's Donor Advisory Group

In 2012, the IFRC secretariat established a Donor Advisory Group (DAG) composed of representatives of donor governments, the member National Societies of those countries, and the European Union. Group members are organizations that contribute more than 10 million Swiss francs multilaterally to the IFRC annually for at least two consecutive years.

The purpose of the group is to:

1. provide a forum for high-level strategic dialogue on humanitarian and development assistance and donor trends
2. contribute to strengthening partnerships, for the benefit of all members of the DAG, and ultimately for the benefit of all member National Societies of the IFRC
3. provide high-level strategic input to the IFRC on how it can strengthen partnership opportunities.

In 2025, the DAG showed strong support for the IFRC secretariat's Regular Resources, pooled funds and thematic platforms throughout the year.

Membership of the DAG grew, with Austria becoming a full member, and the Republic of Korea joining as Observer in 2025. A first-ever meeting with the DAG was held to discuss IFRC's Regular Resource budget, which led to additional contributions of around 4 million Swiss francs.

The 2025 DAG field trip went to Indonesia, which convincingly demonstrated the value added by the IFRC secretariat to its member National Societies in middle-income countries, underlining the need for principled, long-term investments in their capacity.

The DAG Policy Dialogue and the DAG Annual Meeting – held in April and November respectively – enabled senior decision-makers from IFRC donors to engage directly on the Renewal process and the overall strategic direction of the organization.

Table of DAG Contributions

DAG countries	Total value of funding (CHF million)
Australia	4.5
Austria	12.4
Canada	19.8
EU/European Commission (DG ECHO)	58.6
Finland	10.3
France	5.5
Germany	5.4
Ireland	13.4
Italy	12.9
Japan	9.0
The Netherlands	29.5
Norway	15.8
Spain	13.3
Sweden	23.9
Switzerland	27.4
UK	31.5
USA	4.7
Total funding from DAG members	**297.9**
DAG Observer	
Republic of Korea	4.9

The IFRC secretariat's donors and partners provided invaluable support in 2025, which is captured in the "top donors" tables earlier in this section of the report.

However, the secretariat's relationship with donors extends far beyond resources allocated and distributed.

The IFRC works closely with partners to build meaningful relationships that **open up opportunities** for National Societies, **find new ways** to mobilize life-saving resources, and ensure that stretched humanitarian budgets achieve the **highest possible impact** at the community level.

We invest in and expand **multi-year global platforms** that are both locally led and globally coordinated. These platforms mostly support the building of **long-term resilience at the community level**.

In 2025, the IFRC continued to expand engagement with the **private sector**, and **public–private sector** partnerships, including the use of **innovative financing** to better support the work of National Societies on the ground.

The Global Climate Resilience Platform

Significant progress continues to be made across the Global Climate Resilience Platform, which was launched in 2023 with an ambition to mobilize at least 1 billion Swiss francs to support 500 million people with locally led climate adaptation programming across early warning systems, nature-based solutions, social protection, and cross-cutting adaptation activities.

In the period 2023 to 2025, the IFRC network has been on track to mobilize close to 450 million Swiss francs in financing from across government, private and multilateral partners for locally-led climate adaptation by more than 100 National Societies around the world – representing a 50% coverage rate of the GCRP 2027 target of 1 billion Swiss francs. This amount includes a pipeline of several consortium projects which are set to launch in 2026[1].

Through the GCRP, the IFRC and its members are funded for its climate adaptation work not just from humanitarian budgets, but increasingly also from climate finance and development budget lines.

The European Commission (multiple Directorates-General) collectively represents the largest source of funding for the platform, with approximately 141 million Swiss francs, followed by the governments of the Netherlands, Germany, Sweden and France. The donor base also includes sizeable private and philanthropic partnerships, notably from the Zurich Foundation and Margaret A. Cargill Philanthropies, demonstrating that the platform is already mobilizing climate resilience finance beyond traditional bilateral government channels.

Around 47% of IFRC network-wide programming under the GCRP is funded by governments; 29% by multilateral institutions including the European Commission; 11% by private sector entities; and 3% by funds raised in domestic campaigns by National Societies.

The global partnership between IFRC and the World Wildlife Fund for Nature delivered a critical joint programme of 10 million US dollars, funded by the government of the United Arab Emirates, for climate adaptation in four Asia Pacific National Societies.

Global Migration and Displacement Platform

This ambitious platform became fully operational in 2025, with the objectives of mobilizing 500 million Swiss francs and supporting 100 million people – including migrants, refugees, internally displaced persons and host communities – by 2030, linking humanitarian assistance, protection and long-term development.

This will be achieved through a holistic and coordinated approach in:

- countries of origin, where we build resilience, livelihoods and provide support so migration is a choice, not a necessity
- routes of transit, ensuring safe passage through Humanitarian Service Points, protection, health, cash assistance and digital access to services
- host countries, where we support integration through jobs, housing, education, social cohesion with the host communities, and partnerships with the private sector.

Through these pillars, the platform promotes more effective, inclusive and coordinated responses that ensure people on the move are safe, better protected and supported, while strengthening host communities and easing pressure on governments.

By the end of 2025, some 131 million Swiss francs has been recorded under the platform.

1 *A "GCRP Status Update Report" will be published later in 2026, which will provide more detailed numbers.*

Innovative financing

In 2025, the IFRC secretariat refreshed our Innovative Finance strategy around three core pillars: securing funding before disasters strike, enabling long-term recurring income, and scaling financially sustainable solutions – providing a clearer framework for growth and delivery across the IFRC network.

Achievements this year included the continued development of an **Endowment Fund platform** designed to generate long-term, recurring income for National Society programmes through investment returns. In 2025, the development of the first endowment fund was initiated in partnership with the Ukrainian Red Cross Society, with in-principle donor commitments exceeding 20 million Swiss francs.

Together with the Swedish DAG co-chairs, the concept of the **Resilience Capital Facility** was developed, delivering on the DAG's agenda for innovative financing. This facility is a blended-finance mechanism up to 100 million Swiss francs, intended to mobilize catalytic grants and concessional finance, and build a portfolio of investable resilience solutions. This initiative will be further co-developed with partners in 2026.

Building on the launch of the **Global Islamic Humanitarian Giving Platform** in 2024, the 2025 digital zakat and sadaqah campaign raised 105,000 US dollars. To further guide market development and partnerships, the IFRC secretariat established the Islamic Philanthropy Advisory Group in 2025, now comprising National Societies from Brunei, Canada, Egypt, Kenya, Kuwait, Malaysia, Switzerland, Türkiye and the UK.

Pandemic Fund

The IFRC secretariat continued to build relationships with major Financial Intermediary Funds throughout the year. The **Pandemic Fund** accreditation process, which in 2025 was moving towards a decision of "conditional accreditation" in 2026, acted as a catalyst for institutional strengthening, accelerating reforms in fiduciary management, safeguarding standards and internal systems.

This work has enhanced the IFRC secretariat's readiness to operate at scale with complex multilateral financing instruments and specialized funds.

In parallel, and ahead of formal accreditation, the IFRC was **selected as a delivery partner** in successful Pandemic Fund proposals worth more than 100 million US dollars, working with partners including WHO, the Africa Centres for Disease Control and Prevention, the African Development Bank and the Pan American Health Organization.

These engagements demonstrated strong external confidence in the IFRC secretariat's operational capacity, community reach and added value in multi-partner delivery models.

UN partnerships and the Green Climate Fund

In 2025, IFRC deepened its engagement with the United Nations (UN) system, shifting toward more strategic and equitable partnerships.

Notably, IFRC collaborated with the UN Development Programme under a **Green Climate Fund** programme contributing to the Early Warnings for All initiative, showcasing joint action on climate resilience. (***For more information on Early Warnings for All, please see Strategic Priority 2 Disasters and Crises.***)

In parallel, IFRC advanced its collaboration with UNHCR, particularly within the route-based approach to supporting people on the move. To further empower National Societies, IFRC secured a secondment from the British Red Cross, enhancing the membership's capacity to effectively engage with UN agencies and multilateral partners.

IFRC special purpose funds

This section details progress made in the IFRC secretariat's specialized funds that enable support to National Societies for both their programmatic work and their capacity development. These funds are complementary and ensure that a broad range of support is available to National Societies depending upon their own needs and priorities.

IFRC Disaster Response Emergency Fund

In a disaster, the number one priority is speed. The IFRC's Disaster Response Emergency Fund (IFRC-DREF) empowers National Societies to respond quickly and effectively. The IFRC-DREF not only supports National Society responses to small- and medium-scale disasters but also provides crucial initial funding that bridges the gap until additional support can be secured through IFRC Emergency Appeals.

The average amount of international humanitarian funding that reaches the local level is around 4.5% globally.

The IFRC-DREF, by contrast, channels a massive 78.5% of its allocations directly to the IFRC's member National Societies.

The fund, which marked its 46th anniversary in 2025, is now one of the oldest humanitarian pooled funds in the world.

As well as providing vital support to community-led disaster response work, the IFRC-DREF has evolved to meet the need for community-led anticipatory action to mitigate the impact of hazards and – wherever possible – stop them from becoming a crisis.

As such, the IFRC-DREF is unique in offering both anticipatory action and disaster response in a single fund.

In 2025, the IFRC-DREF allocated **77.4 million Swiss francs** to **83 National Societies across 170 operations**, supporting the delivery of vital humanitarian services to **14.5 million people** in crisis.

While the Response Pillar continued to account for most allocations (64.9 million Swiss francs), IFRC-DREF's commitment to anticipatory action continued to increase in 2025. The Anticipatory Pillar reached its **highest allocation to date**, with 12.7 million Swiss francs – representing 16% of total IFRC-DREF funding. This expanded reach was enabled by the approval of 11 new **Simplified Early Action Protocols** and 21 new Early Action Protocols in 2025.

The introduction of IFRC-DREF insurance has further strengthened the support provided to National Societies. This insurance mechanism allows access to additional financial resources, ensuring the fund remains solvent and effective even during periods of extraordinary need.

This evolution of the fund exemplifies our dedication to providing timely and effective assistance, reinforcing the IFRC's mission to alleviate human suffering.

During the 2025 IFRC-DREF pledging conference, donors and partners announced commitments, some being multi-year, totalling nearly 100 million Swiss francs, representing a record level of investment in the IFRC-DREF.

The IFRC welcomed several new donors to the IFRC-DREF in 2025, including the Government of Poland, the Government of the Republic of Türkiye, and the Turkish Red Crescent Society (Türk Kızılay).

The conference also showcased the fund's future direction as set out in the IFRC-DREF Strategic Ambition 2026–2030, which was developed throughout 2025 in close consultation with IFRC members, donors and partners. This initiative outlines a vision to make the IFRC-DREF more localized, accountable, needs-driven and adaptable, while scaling anticipatory action, improving cash readiness and supply chain efficiency, and expanding support for complex and protracted crises.

More information about the IFRC-DREF is included in the Response to disasters in 2025 and the Strategic Priority 2: Disasters and crises sections of this report.

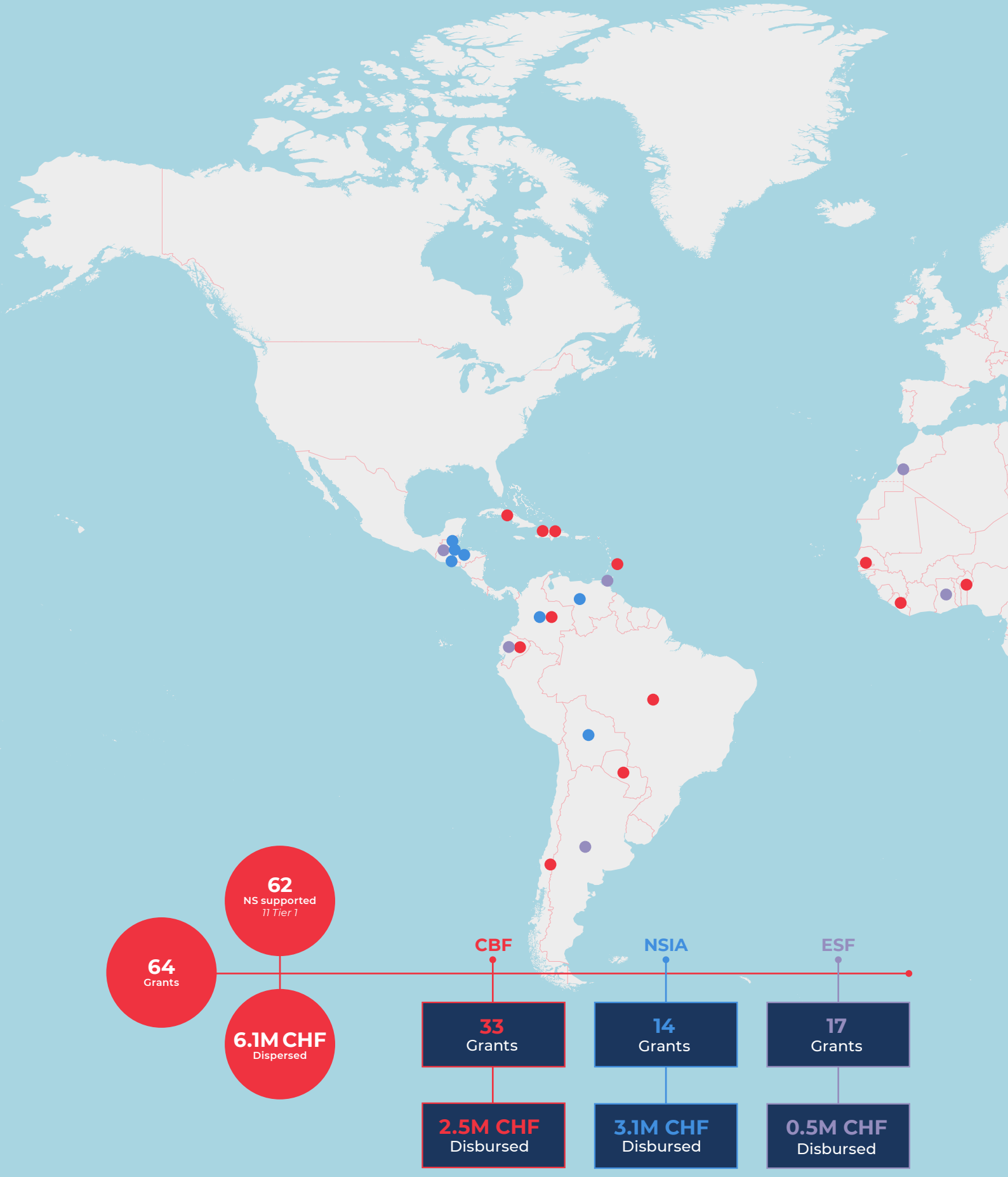
IFRC-DREF allocations by region

Region	Total allocated *(CHF millions)*	Number of operations
Africa	38.1	89
Americas	11.4	32
Asia Pacific	16.5	24
Europe	9.7	17
MENA	1.7	8

IFRC-DREF response by disaster type

Disaster	Amount allocated
Flood	23.0
Population movement	12.1
Epidemic	11.4
Earthquake	6.5
Cyclone	5.8

NSD Funds 2025 Allocations




Capacity Building Fund (CBF)
National Society Investment Alliance (NSIA)
Empress Shôken Fund (ESF)

Red Family Fund

National Society volunteers and staff bring life-saving assistance and hope to people in crisis during every humanitarian response. The Red Family Fund, launched during the IFRC's General Assembly in 2024, honours the lives and dedication of the people who have paid a tragic and unacceptable price for their selfless service to humanity.

The fund provides a mechanism for one-time financial assistance to the families they will leave behind in the event of a tragedy. This financial support is intended to complement any other local or global insurance mechanisms or funds that may exist for families.

In 2025, significant progress was made in improving the efficiency and reach of the fund, including centralizing its administration and establishing a rapid disbursement mechanism, enabling financial assistance to be delivered within three to five working days of approval. This has helped ensure that affected families can meet immediate basic needs during a period of acute vulnerability.

Financial support was delivered to families across multiple crisis-affected contexts, with additional cases under processing and verification. The designation of the Red Family Fund as the sole donation portal for World Humanitarian Day further reflects growing recognition and trust in the initiative within the global humanitarian community.

National Society development funds

Stronger National Societies save more lives, protect human dignity and build community resilience. In 2025, the IFRC secretariat continued its investment in National Society development through three pooled funding mechanisms: the **Capacity Building Fund (CBF)**, the **National Society Investment Alliance (NSIA)** and the **Empress Shôken Fund**.

The three funds play distinct but complementary roles: the IFRC secretariat's CBF supports **change**, the IFRC-ICRC co-managed NSIA supports **growth**, and the IFRC-ICRC co-managed Empress Shôken Fund supports **innovation**.

In 2025, the three funds created a powerful synergy, injecting **6.1 million Swiss francs** across **64 grants** supporting **62 National Societies**, with **10** receiving **multi-fund** support.

More than 90% of the resources disbursed by these development funds reach National Societies directly.

The funds are **demand driven**: designed to respond directly to needs identified by National Societies and ensuring that investments address specific challenges and opportunities for growth.

They are **proactive, not reactive**, in that they equip National Societies with the tools, systems and capabilities needed to anticipate and respond effectively to a crisis before it happens.

The mechanisms ensure that investing in one National Society **extends beyond local impact** – these funded initiatives foster collaboration, knowledge exchange and the replication of best practices.

Each fund brings a unique value. Together, they form **a cohesive support system** that accelerates National Society transformation and strengthens the entire IFRC network.

Details of the humanitarian projects supported by the three funds are available in the Enabling Function 2: National Society development section of this report.

Capacity Building Fund

The CBF was established as a cornerstone initiative of the IFRC secretariat in 2000. Since then, it has regularly evolved to better meet National Society needs in line with changing contexts, and to help the IFRC network achieve the ambitions of *Strategy 2030*.

The fund is an agile mechanism, open to all member National Societies, and designed to promptly and efficiently respond to their development needs. The seven pillars of the fund are:

- Integrity, transparency and accountability
- Financial sustainability
- Systems development and digital transformation
- Youth engagement and development
- Volunteering development
- Protection, gender and inclusion
- Branch development

National Society Investment Alliance

The NSIA focuses on the needs of National Societies operating in very high-risk and high-risk environments, and is designed to provide flexible, multi-year funding to support their long-term organizational development.

Its support helps National Societies to not only meet the needs of people at risk in complex or fragile settings, but also continue to grow as effective, principled and sustainable local humanitarian actors.

There are two types of funding available through the mechanism.

1. The **NSIA Accelerator** offers up to 750,000 Swiss francs for long-term organizational development and sustainability. The funding is delivered as part of a three- to five-year plan and is reviewed annually.
2. **Bridge awards** of up to 50,000 Swiss francs can be disbursed to help National Societies to prepare for the Accelerator process or other form of investment in their capacity strengthening.

Empress Shôken Fund

This development fund – named for Her Majesty the Empress Shôken, a founder member of the Japanese Red Cross – provides small annual grants to support National Societies' work in the field of innovation.

Since its first disbursement in 1921, the fund has allocated more than 15 million Swiss francs to help National Society innovators develop approaches that will help communities in their contexts.

Regular Resources: how the IFRC secretariat empowers humanitarian action that is Local, Everywhere



Overview

For the IFRC secretariat, international resources are catalysts. Alongside domestic mobilization – matched and exceeded by the value of volunteer hours – every investment in our IFRC network is multiplied many times over, making every resource go further for communities at risk around the world.

Most of the resource mobilization carried out by the IFRC secretariat is for, and on behalf of, our 191 member National Societies.

Teams across the global IFRC work together to identify and build partnerships that boost the funds available for community-based anticipatory action, disaster preparedness, response and recovery, and resilience-building work in communities large and small across the world.

To achieve this, the IFRC secretariat relies on predictable and unearmarked funding, which we call **Regular Resources**.

In 2025, the IFRC used 103.7 million Swiss francs of Regular Resources to mobilize 756 million Swiss francs of life-saving and life-changing funding for National Societies around the world.

The secretariat achieves this with a very lean structure, with pivotal functions placed as close to the country level – and National Societies – as possible.

In 2025, as part of the Renewal process, the IFRC secretariat also committed to channelling **at least 75% of internationally mobilized resources directly to the country** level, building on the organization's long-standing practice of **localization in action** and not only in principle.

Regular Resources are the fuel that keeps the engine running. They allow the IFRC secretariat to provide a wide range of constitutionally mandated services to all 191 member National Societies, enhancing and empowering their locally led action in response to disasters and crises.

They are also a fund multiplier, as they allow the IFRC secretariat to work on accessing new sources of financing for National Societies including developing innovative financing mechanisms, accessing specialized development funds through completion of specific accreditation and developing blended financing partnerships by bringing different types of partnerships across the network.

The IFRC secretariat works to achieve outcomes that no National Society could do alone: coordinating global crises, mobilizing resources at scale, bringing the collective knowledge into learning, setting policies and standards, protecting our collective integrity as the IFRC network, influencing global decisions, and strengthening National Society capacities so that international support can be translated into **life-saving, locally led action wherever it is needed most**.

This transforms a network of local actors into **a coherent, well-resourced, accountable and influential global humanitarian system** that can act at scale before, during and after crises.

The value of these services is captured in Strategy 2030 and the IFRC Plan and Budget as the **four Enabling Functions:**

1. **Strategic and operational coordination**
2. **National Society development**
3. **Humanitarian diplomacy**
4. **Accountability and agility**

Strategic and operational coordination includes membership coordination, Movement coordination, coordination with external partners and resource mobilization, including coordination with participating National Societies. The IFRC secretariat works with partners to ensure that individual and collective plans are fully aligned with the priorities and needs of an individual National Society receiving international support in their country. Our work in coordination also enables member National Societies to connect with and learn from one another, capitalizing on existing capacities and making the IFRC network stronger. When crises surpass the capacity of the affected country's National Society to respond, the IFRC coordinates the network's response when international assistance is sought, increasing effectiveness and efficiency. The IFRC secretariat also leverages its international organization status to facilitate access to resources that National Societies would not normally have access to. The IFRC channels those funds directly to its National Societies, supporting localization and increasing value for money.

National Society development is a crucial function provided by the IFRC secretariat to the membership. It supports National Societies in adjusting to the challenges of each context, whether in conditions of fragility, protracted crises, peace or in development. It enhances National

Societies' own work to become strong, credible, effective and relevant local organizations that are trusted, accountable, efficient, sustainable and able to carry out programmes for at-risk communities at scale. National Society development is a crucial part of the Regular Resources budget. It transforms the IFRC secretariat's long-standing commitment to localization into high-impact humanitarian action at the community level and ensures that National Societies remain at the centre of their own development path.

Humanitarian diplomacy is how the IFRC secretariat represents the network to influence global discussions and decisions in the interests of at-risk communities. The IFRC also engages in advocacy to advance priorities for people in vulnerable settings, promote humanitarian principles and values, and support National Societies in their domestic advocacy efforts. Humanitarian diplomacy is about amplifying the voice of our membership. The IFRC's status as an international organization means that we can facilitate access for National Societies to global discussions and networks.

Accountability and agility are cross-cutting priorities that are embedded in all aspects of IFRC secretariat work. We are accountable to member National Societies and the communities we work collectively to support, to our donors and supporters, and to our IFRC network staff and volunteers. The IFRC must ensure accountability – operating always with integrity in accordance with our fundamental principles and in line with the applicable statutory texts, rules, policies and procedures. The IFRC's accountability work includes areas such as risk management, digital transformation, audit and investigations, safeguarding, prevention of fraud and corruption, integrity strengthening and results-based management. We have a critical role in supporting National Societies to be more accountable.

These are the Enabling Functions that are made possible by Regular Resources.

All other resource mobilization carried out by the IFRC secretariat is done for, and on behalf of, our member National Societies.

Whether resources are mobilized through Emergency Appeals, humanitarian pooled funds, or thematic platforms, the IFRC secretariat ensures that National Societies' **different needs** are met through **different channels** to achieve **maximum impact** at the community level, with close coordination to avoid duplication or fragmentation of funding or effort.

Above all, this large-scale programming and resource mobilization is designed to build meaningful and sustainable **community resilience**.

National Societies and their IFRC will always be there to respond to disasters and crises, wherever they happen, but **resilience cannot be built through disaster and crisis response alone**. Resilience has to be strengthened today if lives are to be saved tomorrow.

The IFRC supports National Societies in delivering the ground-level activities that will lower the humanitarian needs of the future, building safer and stronger communities, and reducing the high donor expenditure associated with disaster and crisis response. This is achievable, but it needs **consistent multi-year funding**.

Supply chain transformation

In 2025, the IFRC secretariat transformed its Supply Chain Management function from a primarily reactive logistics service to a strategic, preparedness-driven enabler of humanitarian impact.

The unique value of the IFRC secretariat lies in its ability to connect global reach with local presence – mobilizing international expertise, supplier networks and logistics capacity to support the most local actors.

When National Societies face stretched systems or major crises, their IFRC steps in to strengthen their delivery capacity, enabling faster, more reliable assistance to communities.

In 2025 the IFRC secretariat supply chain system supported more than **125 emergency operations**, deploying stock every **72 hours** to ensure that National Societies could meet the needs of communities affected by disasters and crises.

RURIK MARSDEN

DEPUTY DIRECTOR, HUMANITARIAN
POLICY AND PARTNERSHIPS DEPARTMENT,
UK FOREIGN, COMMONWEALTH AND DEVELOPMENT OFFICE

"The UK values IFRC's **unique and precious role: a global secretariat connecting, supporting and helping to unleash the energy and impact of 191 National Societies and 18 million volunteers around the world**. We value our close and collaborative partnership with IFRC. We recognize IFRC's efforts to drive innovation, making responses more focused, faster and more effective, and in doing so providing better support to the most vulnerable communities.

National Society volunteers are often amongst the first on the ground when disaster hits and the last to leave. As the humanitarian ecosystem comes under greater pressure it is essential that IFRC uses the precious donor resources entrusted to it where they are needed most: building the capacity of the National Societies in the most fragile contexts and helping to address the most severe needs. The UK strongly supports the National Society Investment Framework (NSIF), the robust data-based tool developed by the IFRC to drive its internal prioritization processes. We are committed to working with IFRC to support greater prioritization of IFRC-DREF funding to maximize IFRC-DREF's additionality and impact. We value the leadership that IFRC is providing on anticipatory action through the IFRC-DREF and through its partnerships with National Societies. Tools like IFRC's Network Databank share access to the data it uses for wider benefit. We are excited to see how IFRC will use its Renewal process to become even more fit for purpose to face current and future challenges.

Unearmarked contributions provide predictable and flexible funding, which helps IFRC to drive reforms and to prioritize those in greatest need. The UK's unearmarked core funding to IFRC reflects our confidence in IFRC's commitment to reform and its ability to make rapid, needs-based decisions on how and where to use funding wisely. We know that preparedness is key to anticipate and respond when crises occur, and here capacity development of National Societies is critical. However, a message we often hear from National Societies is that such capacity cannot be turned on and off. Predictable funding enables them to plan and build, thereby building resilience in the communities they serve. Core funding reflects our shared values and our shared commitment to a system that is as local as possible and as international as necessary.

The foundation for IFRC's impact is the work of brave National Society staff and volunteers. In 2025, 27 Red Cross and Red Crescent staff and volunteers lost their lives in the line of duty worldwide. We express our deepest condolences to their families. This loss of life is both tragic and unacceptable. Aid workers should not have to risk their lives to help those in need. The UK is committed to continue to work with others, using our diplomatic channels to press parties to conflict for humanitarian access and the protection of aid workers."

TOP ACHIEVEMENTS

In 2025, the IFRC's strategic investment of Regular Resources at country, regional and global levels made the following contributions to the humanitarian impact of National Societies in communities large and small around the world:

- With 103.7 million Swiss francs in Regular Resources, the IFRC was able to raise and manage 756 million Swiss francs in Other Resources funding, which was channelled to our member National Societies. Regular Resources were 12% of the total, and only 0.3% of the whole IFRC network's estimated total income of 35.5 billion Swiss francs.
- Globally, with the support of IFRC delegations, National Societies reached hundreds of millions of people including **85.6 million people in health and wellbeing programmes**, **36 million people in disasters** and crises programmes, **18.7 million people in climate and environment programmes**, 14.2 million people in programmes related to values, power and inclusion, and **5.2 million people in migration and displacement programmes**.
- Sustainable IFRC country, regional and global presence was ensured, enabling us to deliver on our core mandate of strategic and operational coordination, National Society development, humanitarian diplomacy, and accountability and agility.
- Regular Resources funded or contributed funding positions in 48 delegations around the world, enabling the IFRC to maintain permanent predictable, long-term presence at country level to support our member National Societies in emergency response and long-term humanitarian work, supporting their development as strong local actors.
- The IFRC's delegations and Regional Offices supported 135 National Societies requiring international assistance in their unified planning and reporting, ensuring better coordinated support from the IFRC network for their priorities, as well as transparency and accountability on results achieved.
- The IFRC launched and managed 16 Emergency Appeals with a total funding requirement of 272.7 million Swiss francs in 2025, making a total of 59 active Emergency Appeals this year. Emergency Appeals secure international support when needed in response to disasters and crises, so that National Societies can deliver life-saving services and further strengthen their organizational capacities.
- The IFRC-DREF allocated **77.4 million Swiss francs across 170 operations supporting 83 National Societies in reaching and supporting 14.5 million people**.
- The IFRC secretariat's supply chain management system dispatched shipments every 72 hours on average. IFRC warehouses around the world dispatched 114 emergency shipments, representing more than 5 million Swiss francs in relief items, often within hours of a crisis.
- During 2025, the IFRC secretariat was engaged in around 30 contexts where the fundamental principles were being challenged, and where the IFRC played an important role in guiding National Societies to mitigate their risks and reinforce the value of our Fundamental Principles in Action.
- Significant progress was achieved on the Enterprise Resource Planning system, improving efficiency, accountability and agility across the global IFRC. This included completing 70% of project-accounting functionality and cost efficiencies through licence optimization. An AI assistant was introduced to enhance access to training materials, and 45 priority change requests were delivered. Reporting capabilities advanced with 20 of 25 critical reports in user acceptance testing.
- Regular Resources enabled the continued management of the IFRC's three pooled funding mechanisms: the Capacity Building Fund, the National Society Investment Alliance and Empress Shôken Fund (the latter two jointly managed with ICRC), leading to the allocation of **6.1 million Swiss francs** through **64 grants** to **62 National Societies. More than 90%** of these resources reach the local level directly.
- The IFRC's Global Climate Resilience Platform was able to mobilize nearly 500 million Swiss francs, of which around 61% of reported funding is mobilized through bilateral National Society-led partnerships.

LUCÍA PRIETO RÍOS

HUMANITARIAN DIRECTOR

SPANISH AGENCY FOR INTERNATIONAL DEVELOPMENT COOPERATION

"We donors today operate in an increasingly constrained environment, where every allocation carries heightened expectations for efficiency, accountability and lasting impact. In this context, the case for flexible, predictable funding is not about volume, but about what it enables across the humanitarian sector. Core contributions to the IFRC secretariat unlock significant additional value for us, as each euro invested enables the IFRC to mobilize and coordinate a significant volume, close to 1 billion Swiss francs annually, across its global network.

The backbone of a global humanitarian system: The IFRC provides essential functions that no single National Society could realistically deliver alone. These include surge capacity, logistics, financial stewardship, accountability frameworks, digital platforms and operational standards, applied coherently across different National Societies and contexts. It is the platform the system relies on, quietly, consistently and at scale.

A permanent, locally rooted safety net: As parts of the international humanitarian system recalibrate and, in some contexts, scale down their physical presence, National Red Cross and Red Crescent Societies remain. They are present before crises, during emergencies and long after international actors depart. Supporting IFRC core capacity strengthens this insurance function, ensuring that when others leave, a capable and principled responder is always there.

Localization delivered at scale: The ambition to localize aid is now widely shared; delivering it effectively remains the challenge. IFRC's model channels resources directly to nationl and local actors at scale. More than 75% of mobilized funding reaches country-level implementation, and in 2024, 82% of IFRC-DREF pooled emergency funding was allocated directly to National Societies for front-line response. Core funding makes this possible by maintaining the systems that enable rapid, accountable and locally led action.

Financing models fit for the future: Looking beyond one-off grants, IFRC is actively building more resilient and diversified financing approaches. From forecast-based financing and insurance mechanisms within the IFRC-DREF, to pooled funds for climate resilience, emerging carbon finance, and blended-finance instruments, the IFRC is developing models that stretch scarce resources further and reduce long-term dependency. Flexible funding provides the space to test, adapt and responsibly scale these innovations.

Taken together, these elements reflect a simple proposition: supporting the IFRC's core capacity is not an abstract contribution to overheads, but a strategic investment in a proven, global and locally rooted system. One that multiplies donor impact, safeguards humanitarian space and delivers principled assistance at scale, today and for the long term."

Regular Resources: Funding multiplier

The IFRC secretariat worked this year to maximize the amount of humanitarian funding available to our member National Societies. The support provided is designed to act as a multiplier that channels international resources to the country level. In this way, National Societies and the IFRC can ensure that the most pressing local needs can be met through locally led anticipation, preparedness, response and resilience-building work on the ground.

The teams successfully fundraised a total of **29.4 million Swiss francs** in voluntary contributions from partners to its Regular Resources budget (including in-kind support) while navigating reduced overall funding and mounting humanitarian needs. This exceeded the IFRC's 2025 budget target by 200,000 Swiss francs and represents 16.6% growth compared with 2024.

At the same time, several major donor governments have redirected public expenditure toward defence and security spending, reducing the overall volume and predictability of funding available for humanitarian and development action. This shift marks a departure from the funding environment that prevailed during much of the past decade.

These changes took place against a backdrop of growing humanitarian needs, which were driven by many factors including protracted conflicts, climate-related disasters, economic shocks and displacement. As a result, humanitarian actors are facing a widening gap between needs and available resources, with heightened competition for shrinking public funding envelopes.

Donor response data indicates that there has been a 36.5% drop in funding across the humanitarian sector as a whole during the year, with the IFRC secretariat experiencing a drop of -29% for 2025.

The IFRC secretariat has moved swiftly to adjust to this new reality by implementing the ***Renewal*** strategy, which is designed to increase competitiveness alongside greater effectiveness, agility and efficiency.

How Regular Resources are allocated

The process of allocating Regular Resources is based on the IFRC's Plan and Budget, IFRC network country plans, regional and headquarters annual plans, and ongoing Emergency Appeals, and begins with an analysis of planned and anticipated thematic and emergency work.

The annual planning process is carried out at country, regional and global levels, following the IFRC's results-based management approach, including the compilation of resource needs as part of building IFRC's ***Global Plan***, review by the Plan and Budget Steering Committee (composed of IFRC senior management), and taking projected income into account.

The IFRC's Secretary General holds the decision-making authority in the allocation of Regular Resources, with input from the IFRC's Senior Leadership Team.

Priority is given to the following:

- strengthening the IFRC secretariat's presence at country level – particularly delegations – to best support National Societies and ensure that investments reach the people who need them the most
- supporting National Society development by investing in the capacity development of National Societies, localization, and work in contexts of fragility, protracted crises and settings at high risk of disasters and crises
- ensuring global capacity to deliver on the IFRC's core mandate, enabling implementation of the IFRC's ***Strategy 2030*** by National Societies
- ensuring increased transparency and accountability throughout the IFRC network
- providing seed funding to support innovation.

After initial allocations are made at the start of the year, there is a regular quarterly review process. Each quarter, the IFRC Plan and Budget Steering Committee reviews the income assumptions and spending against the identified priorities, identifies cost savings and other funding received, and makes decisions on allocation of those resources to the changing needs throughout the year.

Having the flexibility to allocate these funds is why Regular Resources are so important. The stated process makes sure that these resources are always used where they are needed most.

In 2025, the total Regular Resources funding was 103.7 million Swiss francs:

Regular Resources funding in 2025 (CHF millions)	
Statutory contributions (membership fees from National Societies)	33.6
Cost recoveries (includes indirect cost recoveries, donor-specific recoveries, logistics cost recoveries, fleet cost recoveries and other cost recoveries)	36.6
Unrestricted donations (mostly from state partners/donors)	29.4
Other income	4.0
TOTAL	**103.7**

Regular resources unrestricted donations (CHF millions)	
British Government	9.7
Swedish Government	4.0
Swiss Government	3.0
Fondation des Immuebles pour les Organizations Internationals (FIPOI)	2.0
Irish Government	1.9
Hungarian Government	1.6
The Netherlands Red Cross (from Netherlands Government)	1.5
The United Arab Emirates	1.1
French Government	1.1
Spanish Government	0.9
Italian Government	0.8
Panama Government	0.6
New Zealand Government	0.2
Luxembourg Government	0.2
Kuwait Government	0.2
Other - Corporation	0.2
Individuals	0.1
Nestle	0.1
Other - Government	0.1
Other - Foundation	0.0
Others	0.0
Total	**29.4**

Expenditure

In 2025, the IFRC reported a total expenditure of 128.3 million Swiss francs of Regular Resources.

These funds were used to achieve impact in ensuring sustainable IFRC country, regional and global presence, and supporting National Societies through the core functions of the IFRC.

The allocation of Regular Resources funding for IFRC delegations is essential to ensure a permanent, predictable and long-term presence to support National Societies. It enables the IFRC network's planning to be centred on National Societies' priorities, facilitates fast scale-up when a disaster occurs and powers the IFRC's support of localization. It ensures that the IFRC's offices remain operational regardless of fluctuations in project funding.

In 2025, 14.5 million Swiss francs of Regular Resources was dedicated to the management of the IFRC's delegations, ensuring a strong local presence in support of National Societies.

More than 89.3 million Swiss francs of Regular Resources was dedicated to supporting management, accountability and integrity across the network.

The IFRC's commitment to the digital transformation of its network was supported by 11.7 million Swiss francs of Regular Resources.

More than 8.5 million Swiss francs was invested in supply chain management, to ensure that National Societies have the tools and materials they need to deliver services quickly and effectively.

More than 3.3 million Swiss francs ensured the IFRC's ability to support National Societies' capacity development.

Regular Resources expenditure in 2025 by the IFRC's results-based matrix
(CHF millions)

Strategic priorities		
Climate and environment	Climate change adaptation	0.7
	Climate change mitigation	0.5
Disasters and crises	Community risk reduction	0.4
	Disaster and crises response	2.3
	Disaster Law	0.2
	National Society disaster management capacity	2.4
Health and wellbeing	Health services	2.1
	Health services in emergencies	0.8
	Health strategy, policy and advocacy	0.3
	WASH	0.1
	WASH in emergencies	0.5
Migration and displacement	Assistance and protection to migrants and displaced people	0.5
	National Society migration capacity	0.5
Values, power and inclusion	Community engagement and accountability	0.2
	Humanitarian values and principles	0.4
	National Society protection, gender and inclusion capacity	0.1
	Protection, gender and inclusion services	0.9
Sub-total Strategic Priorities		**12.9**
Enabling Functions		
Strategic and operational coordination	External coordination	2.8
	Membership coordination	4.3
	Movement cooperation	1.0
	Shelter cluster coordination	0.1
	Financing the future	4.7
National Society development	National Society development	4.8
	Volunteering and youth	0.6
	Leadership development	0.6
Humanitarian diplomacy	Influencing and humanitarian diplomacy	5.0
Accountability and agility	Management, integrity and accountability	89.3
	Digital transformation	1.4
	Innovation	0.8
Sub-total Enabling Functions		**115.4**
Grand total		**128.3**

CARL HARTZELL

DEPUTY DIRECTOR-GENERAL AND HEAD OF DEPARTMENT FOR MULTILATERAL GOVERNANCE AND HUMANITARIAN POLICY, SWEDISH MINISTRY FOR FOREIGN AFFAIRS

"Sweden supports both the IFRC and IFRC-DREF with regular, unearmarked funding as **it is one of the most effective ways to support local humanitarian action and at the same time build the long-term capacity of National Societies to respond to crises**. Regular, unearmarked funding is crucial to allow the IFRC to be prepared properly to respond to a crisis. It enables the IFRC to be the backbone of the world's largest humanitarian network – ready to support locally, when and as needed.

As co-chair of the Donor Advisory Group, in 2025. Sweden had the privilege to work very closely with many parts of the IFRC secretariat, the Swedish Red Cross and other National Societies, reinforcing our belief that the humanitarian network that the IFRC serves is efficient, innovative and highly localized. Moreover, it is an organization that is highly capable of adjusting to new requirements and to seize new possibilities. For example, our initiative on innovative financing resulted in a process to set up a potential Resilience Capital Facility together with the IFRC and six other donors of the DAG. Furthermore, together with the Stockholm Environment Institute, we helped identify new ways to strengthen further the IFRC's work on anticipatory action. The DAG field trip to Indonesia allowed us to gather some best practices for this work in one of the world's most disaster-prone areas – in the so called "ring of fire".

The National Red Cross and Red Crescent Societies provide the humanitarian system with 18 million volunteers, which is a fantastic resource! These volunteers, and national staff, need our support to unleash their full potential. This in turn requires an IFRC that is strong, able to help them develop their capacities, lend rapid financial support in times of crisis, represent them internationally and, when needed, coordinate efforts on a global scale. There is no better way of achieving this than by providing Regular Resources".

NATHALIE OLIJSLAGER-JAARSMA

DIRECTOR STABILIZATION AND HUMANITARIAN ASSISTANCE
NETHERLANDS MINISTRY FOR FOREIGN AFFAIRS

"We choose to provide core funding to the IFRC because, in a volatile and highly unpredictable world, flexibility is what saves lives. **It enables rapid, context-driven responses and strengthens National Red Cross and Red Crescent Societies, turning localization into practice by supporting those closest to affected communities**. Mechanisms like the IFRC-DREF show the value of this flexibility, consistently reaching the most-in-need populations quickly and effectively. We encourage others to continue investments in flexible funding to ensure humanitarian action can adapt and deliver where it matters most."

NICOLE MCHUGH

HUMANITARIAN DIRECTOR
DEPARTMENT OF FOREIGN AFFAIRS OF IRELAND

"Ireland remains committed to supporting the critical work of the IFRC. Its vast network of 191 National Societies and 18 million volunteers are at the heart of the response wherever disasters and crises occur. **At a time when the sector faces profound change, the IFRC is helping to build a more inclusive, locally grounded humanitarian system, supporting communities to build resilience to a changing climate, to more intense disasters and to a much less stable world**. Ireland provides predictable and flexible resources to support this valuable work enabling a response that is rapid and truly locally led, allowing National Societies to receive support aligned with their own priorities and needs. In 2025 Ireland provided 11.4 million euro in core and country-specific funding."

EXAMPLES OF IMPACT OF REGULAR RESOURCES

Powering local action: three years of real impact with DG ECHO

In 2025, the IFRC successfully completed its three-year Pilot Programmatic Partnership (PPP) with the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO). The partnership provided **205 million euro** to the IFRC for the years 2022–2025, and brought together 12 EU National Societies and the IFRC to support 25 National Societies around the world.

The PPP represented an ambitious effort to transform how the IFRC network delivers humanitarian assistance across contexts marked by climate emergencies, protracted displacement, recurring epidemics and fragile institutional capacity. It addressed a fundamental challenge facing the humanitarian system: how to meet the growing needs of populations affected by intersecting, recurring and protracted crises within an overstretched humanitarian system.

The three-year programme sought to empower local actors and communities to anticipate, prepare for, respond to and recover from humanitarian and health crises. Building on existing capacities and institutional foundations, the partnership demonstrated that sustained, flexible and integrated investment in National Societies strengthens the humanitarian response system from local to global levels, enabling more efficient response that is adapted to local contexts and meets the needs of vulnerable populations affected by multiple crises. Beyond the 17 million people reached through direct programming, the partnership generated transformative gains for National Societies, volunteers and the communities they serve.

The document *Pilot Programmatic Partnership: Three years of achievements* captures how sustained investment strengthened National Society capacities, enhanced coordination mechanisms, and positioned the IFRC network as a more cohesive and reliable partner in crisis response and preparedness.

The PPP focused on building preparedness at local level across multiple geographies and integrating thematic areas of main concern for both the IFRC and DG ECHO: disaster risk management/disaster preparedness, epidemic and pandemic preparedness/response, people on the move. This work was supported by modalities of work such as cash and voucher assistance, and strengthening community engagement and accountability. Preparedness was addressed across multiple dimensions – for communities, for local actors such as National Societies and for systems.

More than 17 million people were reached under this single programme, ensuring flexible, predictable funding for communities and National Societies:

- **9.5 million people** were reached through epidemic and pandemic preparedness and response activities
- **7.8 million people** were covered by disaster preparedness and anticipatory action plans
- **1.5 million people** on the move were provided with humanitarian assistance and protection
- **940,000 people** were reached through cash and voucher assistance.

The -24 National Societies that were supported are: Bangladesh Red Crescent Society, Baphalali Eswatini Red Cross Society, Burkinabe Red Cross Society, Cameroon Red Cross Society, Red Cross of Chad, Congolese Red Cross, Red Cross Society of the Democratic Republic of the Congo, Ecuadorian Red Cross, Guatemalan Red Cross, Honduran Red Cross, Red Crescent Society of Kyrgyzstan, Lebanese Red Cross, Malagasy Red Cross, Mali Red Cross, Red Cross Society of Niger, Palestine Red Crescent Society, Red Cross Society of Panama, Salvadorean Red Cross, Somali Red Crescent Society, South Sudan Red Cross, Red Crescent Society of Tajikistan, Uganda Red Cross Society, Yemen Red Crescent Society and Zambian Red Cross Society.

The Norwegian Red Cross and 11 National Societies from the European Union were key to the partnership: Austrian Red Cross, Belgian Red Cross, Danish Red Cross, Finnish Red Cross, French Red Cross, German Red Cross, Italian Red Cross, Luxembourg Red Cross, the Netherlands Red Cross, Spanish Red Cross and Swedish Red Cross.

This was the largest programmatic partnership that DG ECHO had established with one single organization. The IFRC network worked in a "Team Europe" approach with the EU National Societies and had a localization ambition, with targets such as the operating National Societies managing 70% of the funding. The programme was particularly appreciated by National Societies for its broad thematic scope.

Following the successful completion of the PPP, a new programme has started, with a grant of 15 million euro, to support 15 National Societies to strengthen their capacities in epidemic/pandemic preparedness and response, disaster risk management, and to strengthen the core institutional capacities of National Societies in areas such as financial management, risk management, volunteer management and leadership development. This new grant will continue to advance localization, strengthening local actors – our National Societies – and preparing them for more effective and efficient response.

For more detailed information on achievements:

- Epidemic preparedness and response success stories from the Programmatic Partnership
- Working climate-smart: protecting livelihoods against future climate risks
- Stronger Faster Safer – Humanitarian Assistance and Protection for People on the Move
- Programmatic Partnership in the Americas: Case studies

Why were Regular Resources important for the implementation of this strategic partnership?

The IFRC's investment of Regular Resources in its core structures at country, regional and global levels has been crucial in ensuring the successful implementation of the Programmatic Partnership.

Regular Resources provided the essential leadership positions, ensuring strong strategic and operational coordination of such a partnership, at all levels. Their contribution allowed regular strategic dialogue with National Societies' leadership and facilitated changes in traditional operational models resulting in more successful models of partnership. At the global level, key members of the IFRC leadership were involved in the discussions with DG ECHO about the establishment of this flagship partnership.

The Regional Offices had very important roles in overseeing and supporting the implementation of the programme by National Societies in their respective regions, providing coordination and technical support in the programmatic areas to all the National Societies. The country and country cluster delegations provided strategic direction in ensuring the programme matched the priorities and competencies of the National Societies, that it was planned and implemented in an integrated manner, and that the achievements were also reaching the public authorities and producing lasting systemic changes that go beyond community-based support.

IFRC's continued investment of Regular Resources at country, regional and global levels, ensuring permanent long-term predictable presence at all levels, will be critical in securing similar partnerships in the future, ensuring successful implementation, and increasing efficiencies and accountability. Regular Resources are crucial in powering IFRC's support of localization, supporting National Societies to scale up their humanitarian work and achieve greater humanitarian impact.

Africa: Saving Lives and Livelihoods Programme



Children watch as Mr. Mudavanhu administers vaccines. Thanks to the Saving Lives and Livelihoods project, healthcare is now more accessible to many people in Gokwe North, Zimbabwe

In 2025, the Africa region's Saving Lives and Livelihoods programme remained the largest IFRC-supported public health programme, in terms of geographical reach, scale and institutional engagement.

The Mastercard Foundation and the Africa Centres for Disease Control and Prevention (Africa CDC) had launched Phase 1 of the Saving Lives and Livelihoods Programme in June 2021, to protect millions of lives and accelerate Africa's economic recovery from the COVID-19 pandemic. The second phase of the programme, under Pillar 3, led by the IFRC, focused on epidemic and pandemic preparedness, within the framework of the IFRC's Health Security Agenda.

Why were Regular Resources important for implementation of this strategic partnership?
IFRC's investment of Regular Resources in key leadership positions at regional and country levels has been essential in ensuring the strategic and operational coordination and technical support for the establishment and successful implementation of the partnership with the Mastercard Foundation, Africa CDC and ministries of health.

At the IFRC's Regional Office for Africa in Nairobi, key leadership positions funded by Regular Resources all contributed to the establishment of the partnership and the development, successful implementation and oversight of the programme, as well as providing technical support: the Regional Director, Deputy Regional Director, Head of Strategic Partnerships and Resource Mobilization, Head of Health, Disasters, Crises and Climate, Head of Planning Monitoring Evaluation and Reporting and Quality Assurance, Head of Corporate Services, and Head of Humanitarian Diplomacy and Communications. The Head of the IFRC's African Union Representation office in Addis Ababa (funded by Regular Resources) was responsible for engagement with the African Union including Africa CDC.

At country level, the IFRC's heads of country and country cluster delegations (all funded by Regular Resources) have played a key role in supporting the leadership of National Societies in ongoing engagement with their respective ministries of health, advocating for the vital role National Societies in public health. In addition, important technical support was provided by the country and country cluster delegations, including in finance, and planning, monitoring, evaluation and reporting (largely covered by Regular Resources).

As a strategic investment, the programme has strengthened National Societies' positioning as auxiliaries to public authorities by moving them from ad-hoc implementation partners to more formally integrated actors within government-led public health systems, through structured collaboration with Africa CDC and ministries of health.

The programme has been implemented by National Societies in 28 countries: Botswana, Burkina Faso, Burundi, Cameroon, Central African Republic, Comoros, Republic of Congo, Democratic Republic of Congo, Djibouti, Ethiopia, Gabon, Ghana, Kenya, Lesotho, Liberia, Malawi, Mali, Namibia, Nigeria, Rwanda, , Sierra Leone, Somalia, South Sudan, Tanzania, Togo, Uganda, Zambia and Zimbabwe and in Sahrawi (through the Algerian Red Crescent)

In Phase II (January-December 2025), the programme played a catalytic role in elevating adult immunization with a priority target of healthcare workers, people living with disabilities, youth, elders, and pregnant and lactating mothers, supporting a shift from predominantly child-focused immunization models towards a life-course approach, anchored in community trust, access and demand generation. This phase emphasized strengthening risk communication and community engagement to drive societal and behavioural change, ensuring widespread acceptance and uptake of health interventions, particularly among healthcare workers. By the end of Phase II, the programme had reached **more than 13.9 million people** across Africa through mass campaigns, targeted outreach and door-to-door engagement, contributing to the adult vaccination of **3.8 million** individuals, while **12,479 health workers** were trained, strengthening front-line capacity and public trust.

Beyond immediate delivery, the programme shifted how governments plan and sustain risk communication and community engagement, supporting the development of toolkits and providing standardized national guidance and communication materials to institutionalize risk communication and community engagement within public health systems. This enabled 50% of participating Member States to update or strengthen national risk communication and community engagement strategies and plans, embedding adult immunization and community engagement as core functions of public health preparedness for future epidemics and pandemics.

As the lead partner, the IFRC secretariat coordinated the programme's implementation, ensuring alignment with partners and providing technical engagement with Africa CDC. The IFRC offered backup support to implementing National Societies, developed risk management tools and frameworks, delivered technical assistance, and contributed to the design and rollout of the programme performance framework.

The secretariat's country and country cluster delegations supported National Societies in implementing country-level activities, working closely with government authorities, Africa CDC country focal points and other partners. They guided the development of country micro-plans and implementation tools to ensure effective delivery.

Regular Resources have been critical to the successful implementation of the Saving Lives and Livelihoods programme and will be essential in supporting the development and expansion of the new SECURE programme. They enable the IFRC to establish partnerships and mobilize substantial resources to support member National Societies in scaling up their humanitarian work. They ensure coordination, compliance, quality assurance and the capturing and sharing of learning to improve future programmes, and are essential for advocacy and communications.

Yemen: responding to protracted humanitarian crises



The Yemen Red Crescent supports families affected by flooding in Yemen with essential household, water, sanitation, and hygiene items. The operation, funded by IFRC's Disaster Response Emergency Fund (IFRC-DREF), has been extended to meet ongoing needs

In 2025, in one of the world's most protracted humanitarian crises, the Yemen Red Crescent Society, with sustained support from the IFRC, the ICRC and participating National Societies, delivered integrated humanitarian assistance across Yemen and reached more than 3.8 million people.

More than ten years of prolonged conflict has devastated the country. According to the 2026 Humanitarian Needs and Response Plan, an estimated 22.3 million people in Yemen require humanitarian assistance, including 5.2 million who are internally displaced; 18.3 million people face acute food insecurity, including 2.2 million malnourished children; 19.3 million people lack adequate healthcare; and 14.4 million people require water, sanitation and hygiene support.

The Yemen Red Crescent Society is one of the few organizations with access to provide humanitarian assistance throughout the country. It has a well-recognized presence, with branches in all Yemen's 22 governorates, more than 670 staff and 7,200 active volunteers.

In countries with long-term protracted crises, such as Yemen, Regular Resources are crucial in enabling the IFRC to maintain a permanent, predictable long-term country presence, and to continue to provide essential support to the National Society, often at times when there is very limited external funding support from partners/donors and very large unmet humanitarian needs.

The IFRC has maintained a country delegation in Yemen since 2003. In 2025, Regular Resources funded two key positions: the head of delegation and the National Society development delegate, the latter being partially funded. Regular Resources ensured that support could be provided from the IFRC's MENA Regional Office in Beirut, for example, in strategic partnerships and resource mobilization, humanitarian diplomacy and technical support.

Investment of Regular Resources at global level ensures the IFRC secretariat has the long-term permanent capacity to manage the IFRC-DREF and launch Emergency Appeals. In 2025, an allocation was made from the IFRC-DREF of almost 1 million Swiss francs for the response to floods, reaching more than 56,000 people. Regular Resources enabled the IFRC secretariat, through its country delegation and Regional Office, to continue supporting principled humanitarian action, strengthening the humanitarian response of the National Society. Frequent meetings with partners including supporting National Societies present in Yemen ensured a coordinated and holistic humanitarian response. The IFRC has continued supporting the development

of the National Society, including the strengthening of its operational branches, headquarters and volunteer network.

Across all strategic pillars and priorities, the IFRC network provided technical and financial support enabling the Yemen Red Crescent Society to scale up integrated humanitarian assistance, anticipatory action, large-scale cash programming and resilience building, reinforcing the National Society as an indispensable humanitarian actor in Yemen's ongoing crisis.

In 2025, the Yemen Red Crescent Society, with support from the IFRC, ICRC and supporting National Societies provided the following:

- health services to more than **2.1 million** people through its network of primary health centres across Yemen and mobile health clinics in hard-to-reach areas
- water, sanitation and hygiene (WASH) assistance to more than **500,000 people**
- cash assistance to more than **203,000 people** across nine governorates and food parcels to more than **102,000 people**
- cash-for-work programmes reaching more than **3,200 people**, while agricultural and income-generation projects benefitting **72,700 individuals**
- training for more than **520 volunteers**, including members of Branch Disaster Response Teams and Community Disaster Response Teams, in enhanced vulnerability and capacity assessments and disaster preparedness
- infrastructure improvements to keep displaced communities safer, such as flood barriers, solar-powered lighting, and rainwater drainage systems
- construction of **500** semi-permanent shelter units for internally displaced persons benefitting approximately **3,500** people, and six rain stations extending early warning coverage to **150,000** people
- anticipatory action in Abs District, Hajjah Governorate, including cleaning drainage channels, constructing flood barriers, and distributing first aid kits, shelter materials and cash assistance ahead of anticipated flooding, benefitting more than **16,000** people

In countries such as Yemen, which have immense humanitarian needs and where the funding situation is increasingly difficult, Regular Resources are needed more than ever to enable the IFRC to fulfil its core mandate and provide as much support to the National Society as possible.

For the future, the IFRC aims to be able to increase investment in Regular Resources at country level, especially in countries facing protracted crises, ensuring the IFRC's continued presence in those contexts and enabling those National Societies to have increased humanitarian impact.

Asia Pacific: IFRC–World Wildlife Fund for Nature Partnership for Humanity



The Thai Red Cross Society and IFRC are planting mangroves to help protect communities from floods, waves, and storms. This Nature Based Solution strengthens community resilience under the Community-Based Disaster Risk Reduction (CBDRR) programme

In 2025, the IFRC and the World Widelife Fund for Nature (WWF) advanced a formal partnership to address the intersection of climate risk, disasters and environmental degradation in the Asia Pacific region. The collaboration underpins the Building Climate Resilience through Nature-Based Solutions Programme, with the first agreement progressing towards approval and the start of the programme in 2026.

IFRC's investment of Regular Resources in core leadership positions at global, regional and country levels has been critical in facilitating the establishment of this important partnership. At global level, key leadership positions were involved in the high-level dialogue with WWF to initiate the partnership, including the Under Secretary General for Humanitarian Diplomacy and Digitalization, the Director of Strategic Partnerships and Resource Mobilization and the Climate Lead (all funded by Regular Resources).

Building on the global partnership, the IFRC's Regional Office for Asia Pacific in Kuala Lumpur, Malaysia, has established this new partnership in the region. At the Regional Office, the Regional Director, Deputy Director, Head of Strategic Partnerships and Resource Mobilization and the Climate Lead (all funded by Regular Resources) all had a crucial role in supporting the development of the partnership, providing strategic and operational coordination, and technical support in strengthening the capacities of National Societies in their work addressing climate change.

The leadership of IFRC's country and country cluster delegations (all funded by Regular Resources) will be key in facilitating the successful implementation and expansion of this new programme. The country and country cluster delegations provide strategic and operational coordination, as well as technical programme support, and support in finance, planning monitoring evaluation and reporting (largely funded by Regular Resources).

The partnership builds on existing IFRC–WWF collaboration in several countries, including Kenya, Mozambique, Madagascar and the Philippines, and combines the IFRC's operational presence and community-based disaster risk management systems with the WWF's technical expertise in ecosystem conservation and restoration. The programme has been developed through a joint and consultative process, grounded in a shared vision and theory of change, and focused on integrating nature-based solutions with disaster risk reduction and climate change adaptation.

Initial in-country engagement focuses on four priority countries in the Asia Pacific region: Fiji, Indonesia, the Philippines and the Solomon Islands, selected for their exposure to climate hazards, environmental degradation and socio-economic vulnerability. The selection also reflects alignment with national climate and development priorities and the opportunity to demonstrate integrated nature-based solutions, disaster risk reduction and climate change adaptation approaches at scale. WWF country offices and the National Societies are envisaged as core partners, supporting community-level action and engagement with national and local institutions.

Resource mobilization for the programme is being pursued through coordinated efforts, with anchor funding committed by the United Arab Emirates Aid Agency, and additional public and private finance under development. This includes confirmed private sector funding of approximately 3.8 million euro from Adyen, a Dutch financial technology company, as well as joint applications for large-scale public climate finance.

The IFRC secretariat has played a key convening and facilitation role in establishing the partnership, aligning institutional priorities, and translating strategic intent into a programme model that is operationally feasible for National Societies. Through regional and country support, the IFRC has strengthened National Society engagement and institutional readiness, helping prepare the collaboration to progress from concept to implementation.

By formalizing collaboration between humanitarian and environmental actors, the IFRC–WWF partnership establishes an operational model for scaling up nature-based solutions in disaster-prone contexts.

For the future, continued investment of Regular Resources at global, regional and country levels will be essential in enabling the IFRC to establish new such partnerships and ensure continued successful implementation and expansion of existing partnerships, thereby increasing the humanitarian impact of the work of National Societies around the world.

Hurricane Melissa: from forecast to response in Jamaica and Cuba



Julion, a Cuban Red Cross psychologist, is running a support session in the El Aguacate community in Santaigo de Cuba with children during the distribution of hunmanitarian aid after Hurricane Melissa

In 2025, the IFRC network demonstrated the value of investing in preparedness, anticipatory action and coordinated response following Hurricane Melissa, one of the most powerful Atlantic hurricanes on record.

Why were Regular Resources important for the response?

Regular Resources fund the backbone for the IFRC's presence in the Americas, funding core positions and technical services – at the IFRC's Regional Office for Americas and its country and country cluster delegations – which support National Societies in their preparedness for and rapid effective humanitarian response to disasters.

In Hurricane Melissa, the IFRC's country cluster delegation for Dutch- and English-speaking Caribbean in Port of Spain and its country cluster delegation for Latin Caribbean in the Dominican Republic played key roles in supporting the National Societies in their preparedness for and response to the disaster. The Heads of Delegation and operations managers in both delegations are funded by Regular Resources.

Key positions in the Regional Office for the Americas in Panama all contributed to the preparedness and response: the Regional Director, Deputy Director, Head of Disaster, Crisis and Climate, Head of Strategic Partnerships and Resource Mobilization, and Head of Communications all provided essential support and are all funded by Regular Resources. The Americas Logistics Hub in Panama also played a key role.

Regular Resources at global level ensure the coordination of IFRC-DREF and Emergency Appeals, critical in enabling the IFRC to provide rapid financial support to National Societies in preparedness for and response to disasters.

Jamaica

Months ahead of Hurricane Melissa, emergency relief supplies for 500 households had been prepositioned in the Jamaica Red Cross main warehouse through financing initially provided by the Japanese government and USAID, and later replenished following Hurricane Beryl. Jamaica Red Cross staff also strengthened their readiness through two preparedness workshops: a IFRC-DREF workshop and a workshop on the development of standard operating procedures for cash and voucher assistance programmes.

Four days before landfall, acting on early forecasts, the IFRC released 80,000 Swiss francs from the IFRC-DREF to support preparedness measures. These included mobilizing relief supplies to at-risk areas, activating shelters and conducting community outreach, through more than **1,000 volunteers** across 11 branches. When the Category 5 hurricane struck Jamaica on 28 October 2025, affecting approximately 1.6 million people and damaging 146,000 buildings, including 54 health facilities, the IFRC network rapidly scaled up its response. The IFRC-DREF allocation was increased to 1 million Swiss francs, and the

Jamaica Hurricane Melissa Emergency Appeal was launched, seeking 19 million Swiss francs, alongside coordinated surge and ERU deployments. Cash and voucher assistance formed a key component of the response, enabling affected households to meet urgent needs with dignity while supporting local markets.

Cuba

Following its impact in Jamaica, Hurricane Melissa made landfall in Santiago de Cuba on 29 October 2025, as a Category 3 hurricane, with sustained winds of 125 mph (195 km/h) and rainfall of up to 25 inches. The storm caused catastrophic flooding, landslides and storm-surge impacts, affecting close to 2.2 million people.

Ahead of landfall, the Cuban Red Cross mobilized staff and volunteers 72 hours in advance, initiating evacuations on 26 October. A total of **4,436 volunteers** were deployed to support rescue operations, conduct damage assessments and provide psychosocial support across 35 evacuation centres. In coordination with the national authorities, approximately 735,000 people were evacuated, while critical assets were safeguarded and shelters activated.

The IFRC, on behalf of the Cuban Red Cross, launched the Cuba Hurricane Melissa Emergency Appeal, seeking 15 million Swiss francs to support 100,000 people, including an IFRC-DREF allocation of 997,991 Swiss francs. The appeal was later increased to 18 million Swiss francs.

Operational support included the delivery of 20 tonnes of humanitarian aid, including kitchen sets, hygiene kits, bedding kits, mosquito nets, solar lamps, shelter kits and plastic sheeting. Two vehicles were also provided to strengthen operational capacity. In parallel, 1,000 prepositioned family relief kits were distributed, reaching 500 households across Santiago de Cuba, Granma and Holguín. Cuban Red Cross volunteers supported a wide range of activities, including psychosocial support, restoring family links, assistance in evacuation centres, distribution of emergency supplies, and the establishment of essential facilities such as a field hospital in Río Cauto and warehouses in Contramaestre.

This preparedness-to-response approach demonstrates how sustained investment in local capacity, anticipatory action and strong National Society leadership enables faster, more coordinated and more effective humanitarian action across the region. As part of the Emergency Appeal, the Cuban Red Cross will continue strengthening its preparedness and anticipatory action capacities, including training and the development of Early Action Protocols (EAPs) to ensure future responses can be implemented rapidly and in a coordinated manner.

IFRC's investment of Regular Resources – at global, regional and country levels – in maintaining sustainable preparedness and effective coordination – ensures faster, more effective humanitarian action that saves lives and reduces suffering when disasters strike.

Europe region: strengthening and institutionalizing safeguarding systems in National Societies

In 2025, significant progress was made by the IFRC Regional Office for Europe in supporting National Societies to institutionalize safeguarding.

The IFRC's long-term investment in Regular Resources at global, regional and country levels is crucial in enabling initiatives – such as capacity strengthening of National Societies in safeguarding – to take place, as part of delivery of its core mandate, in the key areas of National Society development and accountability. This initiative is the result of the combined efforts of different functions and layers of the organization, maximizing synergies and underlining the cross-cutting importance of safeguarding across the organization. At the Regional Office for Europe, the Regional Director, Deputy Director and heads of country and country cluster delegations (all funded by Regular Resources) provided the leadership to steer the process, ensuring it is an organization-wide effort involving all staff in the organization. The Head of Safeguarding at the IFRC secretariat's Headquarters in Geneva (funded by Regular Resources), the protection, gender and inclusion team in the Regional Office for Europe and country and cluster delegations provided the technical guidance and support to bring the process forward.

For the IFRC, ***safeguarding*** refers to a set of policies and procedures that mitigate the risk of any violence, exploitation, abuse, harassment or discrimination by Red Cross and Red Crescent personnel and volunteers towards community members or other team members. ***Safeguarding*** means protecting people against the misuse of power and keeping them safe from harm. In December 2024, a new IFRC secretariat Policy on Prevention and Response to Sexual Exploitation and Abuse was approved.

A global pilot, Safeguarding Training of Trainers, was held in Ankara, Türkiye, in February 2025, with participants from National Societies and IFRC offices.

A regional Operationalizing Safeguarding Workshop was piloted in Budapest in May 2025, bringing together 21 participants from 16 National Societies: Austrian Red Cross, British Red Cross, Croatian Red Cross, Estonian Red Cross, Finnish Red Cross, Georgian Red Cross, German Red Cross, Hungarian Red Cross, Kyrgyzstan Red Crescent, Lithuanian Red Cross, Montenegro Red Cross, Polish Red Cross, Portuguese Red Cross, Romanian Red Cross, Slovak Red Cross and Ukrainian Red Cross.

The workshop strengthened practical understanding of safeguarding implementation and informed the allocation of targeted seed funding to six National Societies – in Georgia, Lithuania, North Macedonia, Poland, Russia and Slovakia – to advance safeguarding initiatives, including training, reporting mechanisms and policy dissemination.

At institutional level, the IFRC's Europe regional protection, gender and inclusion team supported the rollout of a Safeguarding Self-Assessment process for the IFRC Regional Office and all Europe's country and country cluster delegations. The process marked an important step towards consistent safeguarding standards across IFRC's offices in the region.

National Societies such as the Bulgarian Red Cross, Georgian Red Cross, Hungarian Red Cross, Kyrgyzstan Red Crescent, Lithuanian Red Cross, Polish Red Cross, Russian Red Cross and Slovak Red Cross made notable advances in 2025, including adopting or revising child safeguarding and prevention of sexual exploitation and abuse policies, developing reporting and referral mechanisms, and integrating safeguarding into programme delivery.

The Kyrgyzstan Red Crescent, Netherlands Red Cross, North Macedonian Red Cross, Tajikistan Red Crescent and Ukrainian Red Cross have already conducted their self-assessments; they are ongoing at the Hungarian Red Cross, Polish Red Cross and Romanian Red Cross; and the Austrian Red Cross has expressed interest.

These efforts were supported through tailored technical assistance, training of trainers, peer-to-peer exchanges and policy review.

For anti-fraud and safeguarding policies, together with integrity risk management, a focus was put on capacity strengthening and targeted support.

The following is an overview of progress, as of 2025 (and covering the past three years) among National Societies in the region, regarding adopting prevention of sexual exploitation and abuse and safeguarding policies, establishing safeguarding reporting mechanisms, and completing protection, gender and inclusion self-assessments:

18 National Societies have prevention of sexual exploitation and abuse policies in place: Belarus, Denmark, Estonia, Finland, France, Germany, Kyrgyzstan, Lithuania, Montenegro, Netherlands, North Macedonia, Norway, Poland, Serbia, Sweden, Tajikistan, Türkiye and the UK.

18 National Societies have child safeguarding policies in place: Armenia, Belarus, Czech Republic, Denmark, Estonia, Georgia, Ireland, Latvia, Lithuania, Montenegro, North Macedonia, Poland, Serbia, Spain, Tajikistan, Türkiye, Ukraine and the UK.

Eight National Societies have a safeguarding reporting mechanism in place (Integrity Line or their own reporting mechanism): Germany, Iceland, Netherlands, North Macedonia, Kyrgyzstan, Lithuania, Poland and Ukraine.

Four National Societies have completed protection, gender and inclusion self-assessments: Bulgaria, Iceland, Lithuania and, ongoing, in Hungary.

In the future, long-term predictable investment of Regular Resources – in the IFRC's Regional Offices and country and country cluster delegations, as well as in key policy areas such as protection and safeguarding across the secretariat – is of paramount importance in ensuring the IFRC and National Societies are consistently equipped to protect people from harm and to respond effectively to safeguarding risks in the communities they serve.

STRATEGIC PRIORITIES



Climate and environment

Context

Climate-related disasters remained the dominant driver of IFRC emergency responses in 2025, with **extreme weather events** consistently accounting for around three-quarters of operations. This indicates the growing and sustained impact of climate risks on humanitarian needs worldwide.

The impacts of this crisis are being felt as strongly in developed countries as in the developing world, but it is the most marginalized and at-risk communities – the people who have contributed the least to the crisis – that often suffer the most.

Only a small proportion of climate adaptation resources are channelled to the local level, with even fewer reaching the locally designed and locally led initiatives that have the best chance of positive impact at the community level.

There is an urgent need for immediate locally led action to help people at risk to adapt and build resilience. This will require decision-makers at all levels to invest in people and communities to ensure their health and wellbeing, livelihoods and safety are prioritized.

The scale of this crisis demands responses and approaches from National Societies and the IFRC secretariat that are not only **fast and ambitious**, but are also **principled, safe and inclusive** – recognizing that climate and environmental disasters are a risk multiplier that place the world's most marginalized and precarious communities in the greatest danger.

Our approach

The IFRC secretariat's work in this area focuses on the delivery of **locally led** climate and resilience programming across the network. Our policies and programming recognize that **community resilience cannot be built in isolation**: urban contexts, migration and displacement, health systems and environmental degradation are all being shaped by climate and environmental risks.

Our approach therefore intersects with, and complements, ongoing Red Cross and Red Crescent work in health; disaster risk reduction; protection, gender and inclusion; migration and displacement; anticipatory action; and humanitarian response. Expertise and resources are concentrated at the local level wherever possible to ensure the greatest cost effectiveness and impact.

The IFRC secretariat's status as an international organization allows us to play a critical advocacy role in high-level forums – such as the UN Framework Convention on Climate Change (UNFCCC) negotiations on loss and damage – as well as creating opportunities for member National Societies to access much-needed resources for their climate and environment programming.

The success of the IFRC's Global Climate Resilience Platform – and its pooled fund, which was created in 2025 – provide further support for National Societies as they work within and alongside the communities that rely on them before, during and after weather-related disasters and crises.

In 2025, the IFRC secretariat's approach focused on ensuring continued high-impact, locally led climate action; identifying alternative resource mobilization streams for National Societies' climate programmes; strengthening the global network of Climate Champions; showcasing effective climate policies and dynamic approaches; and scaling up the network's environmental sustainability.

Progress towards targets[2]

Number of people reached with activities to address rising climate risks. Target 50 million.	8.2 million
Number of people reached with heatwave risk reduction, prepared ness or response. Target 50 million.	7 million
Number of National Societies implementing nature-based solutions. Target 100.	43
Number of National Societies implementing environmental or climate campaigns focused on behavioural change, plastic reduction or clean-ups. Target 100.	60

2025 results

Locally led climate action and funding alternatives

Climate work in 2025 meant adapting to a changed funding landscape. The IFRC secretariat worked to mobilize additional, rapid finance for National Societies and IFRC network programming to ensure that – in particular – their community-level locally led adaptation actions could be sustained.

The IFRC's Global Climate Resilience Platform Pooled Fund was launched in June 2025, with initial support from Irish Aid. This initiative enables donors to provide **unearmarked, flexible funding** towards National Societies' climate resilience work through inception, accelerator or expansion grants. These resources are used to invest in a range of locally led, community-level climate programming, including effective early warning systems, nature-based solutions and adaptive social protection.

This approach empowers communities and National Societies to design and implement sustainable climate adaptation work at the local level, where it is needed most. For donors and partners, the fund allows their resources to **reach communities faster** while maintaining oversight through light earmarking and transparent reporting.

The Fund has already provided scale-up grants to advance locally led climate action in countries most affected by the constrained resource environment, where implementation has taken place at community level, supported by the IFRC secretariat.

In March 2025, the IFRC secretariat received its first grant from the European Union's climate policy department, DG CLIMA. The new CapClima project – Improved climate adaptation and resilience capabilities in the Caribbean and the Pacific – will support climate action in **Small Island Developing States** for four years with four National Societies: Belize and Guyana in the Caribbean, and Vanuatu and Kiribati in the Pacific.

The Zurich Climate Resilience Alliance delivered an exceptional year of programming across Fiji, Mexico and the Philippines – reaching more than **1.35 million people** and marking record progress in building climate resilience at scale.

In Fiji, the lives of nearly **950,000 people** were improved through strengthened community-based early warning systems. In Mexico, almost **149,000 people** benefitted from enhanced disaster risk management systems, growing early warning capabilities for floods and extreme heat, and strong institutional partnerships that are embedding climate resilience across the humanitarian sector. In the Philippines, more than **260,000 people** were supported through locally led early warning systems, strengthened governance partnerships, and innovative, scalable models such as the Resilience Caravan and community-based risk assessments.

Work also continued on the Urban Climate Resilience Programme, a flagship initiative designed to strengthen **urban resilience** to climate-related risks through the community-based work of National Societies, implemented in partnership with Zurich Insurance Group business units alongside a broader network including C40 Cities , Resilient Cities Network, ICLEI and Plan International.

The programme currently operates in nine countries and 15 cities. The IFRC secretariat continued its support to three countries – Australia, Colombia and Spain – reaching key milestones in terms of strategic leadership and technical support, including programme design, coordination across the IFRC and Urban Climate Resilience Programme partners, and global knowledge management and advocacy on urban resilience, heat and wildfires.

Nature-based solutions

In 2025, the IFRC network continued its work in **nature-based solutions**, with expanded

2 *The summary represents 2025 annual progress status from National Societies as of June 2026 | Final network results will be available once the annual | FDRS reporting is completed*

partnerships, new funding and increased National Society involvement in **working with nature** to reduce climate risks and build resilience.

The IFRC and the World Wide Fund for Nature (WWF) launched the Roadmap for Phase 2 of their Global Partnership on Nature-based Solutions for Disaster Risk Reduction and Climate Change Adaptation. This partnership – which addresses climate change impacts, related disasters, and nature loss for socio-ecological resilience – has now been extended for 2026–2031 and aims to reach **20 million people in 25 countries**.

Together, the IFRC secretariat and WWF provide thought leadership, promote nature-based activities, and provide policies, tools and approaches to enhance socio-ecological resilience and address climate-related impacts and disasters effectively. The collective work is based around four pillars: public perception change; national policy change; a scale-up in joint community-led programming; and coalition building and resource mobilization.

For example, in Asia Pacific, the IFRC and WWF secured 10 million US dollars of United Arab Emirates Aid support for the Building Community Resilience to Natural Hazards project to implement nature-based solutions in Fiji, Indonesia, the Philippines and the Solomon Islands. *(See Spotlight section on p120 for more information on this initiative.)*

The IFRC secretariat also secured new funding of 450,000 Swiss francs, in December 2025, from the Swiss Agency for Development and Cooperation to implement the initiative, Nature-based Solutions: Strengthening local capacity to implement NbS in Humanitarian Contexts, over three years, with the objective of strengthening capacities in at least 50 National Societies.

Climate Action Journey

The Climate Action Journey continued to support more than 50 National Societies in 2025 as they worked to initiate, expand and strengthen the delivery of climate programmes under the Global Climate Resilience Platform.

A new report on scaling up locally led adaptation, which summarizes initial lessons learned on the Climate Action Journey and locally led action across the IFRC network, was published this year and launched at COP30.

Climate Champions

The second cohort of Climate Champions was launched in October 2025, with the addition of 20 new National Societies from all regions with strong commitments and enthusiasm to scale climate action and support their positioning as "partner of choice" at national level.

Since the concept's inception, **23 Climate Champion National Societies** have been supported to integrate climate and/or nature into their programmes. Activities have included scaling climate-smart agriculture and water management to protect community livelihoods, food and water security from droughts and floods; strengthening community resilience to coastal erosion, flooding and sea level rise through mangrove restoration and agroforestry, and expanding city-wide early warning systems and anticipatory action to address the risks of heat and drought.

More than **37,900 people** have been reached with locally led climate and/or nature action; **36 communities** have implemented locally led climate and/or nature action, and **38 new partnerships** for action have been forged with governments and other partners.

Global climate leadership and advocacy

The IFRC global leadership advocacy priority in 2025 was **loss and damage**, with the IFRC Secretary General leading the network's participation at the High-Level Dialogue on Loss and Damage hosted on the margins of the International Monetary Fund/World Bank Spring Meetings in April, followed by high-level loss and damage sessions at the Global Platform for Disaster Risk Reduction in June and the UN General Assembly in September.

COP30 in Brazil

The IFRC secretariat supported a high-impact delegation of nine National Societies at **COP30 in Belem, Brazil**. The IFRC leadership addressed a series of high-level sessions on Early Warnings for All, loss and damage, and climate and health. The secretariat also launched Phase 2 of the global IFRC–WWF partnership, and a well-received new report on scaling up locally led adaptation, which summarizes initial lessons learned on the Climate Action Journey and locally led action across the IFRC network.

Standing strong: How 25 Afghan communities rewrote their climate future

In some of Afghanistan's most climate-vulnerable provinces – Faryab, Badakhshan, Logar, Badghis and Oruzgan – communities once facing floods, droughts and severe winter storms with little warning are now better prepared to protect themselves.

Through the SHAPE programme, the Afghan Red Crescent Society established **25 Community Disaster Response Teams**, creating a network of **300 trained responders** equipped to act before and during emergencies.

Community-led action delivering results

The process began with strong community engagement, with the Afghan Red Crescent working with local leaders and partners to identify the most at-risk areas.

All 25 teams are now operational, equipped and trained in early warning, first aid, risk assessment and preparedness planning.

This is already delivering results. During recent flash floods in Badakhshan and Faryab, Community Disaster Response Teams activated early warning systems, evacuated households in high-risk areas and delivered first aid and rapid assessments. This meant that at-risk families were protected, casualties reduced, and assistance reached communities faster.

Prevention and climate resilience

Prevention is also central to long-term resilience. With support from the British Red Cross, **150,000 drought-resistant saplings** were planted, benefitting **3,000 households** and resulting in:

- reduced flood risk and improved water absorption
- stronger soil protection and agricultural stability
- restored ecosystems and improved environments

These actions strengthen livelihoods while reducing long-term climate risks. As one team member said, "Before, we reacted after disasters. Now we prevent risks, warn neighbours, and protect the vulnerable."

This approach is delivering lasting impact:

- stronger local capacity reducing humanitarian need
- early warning systems saving lives and livelihoods
- sustainable, community-owned resilience

As a result, communities are not only responding to disasters – they are prepared, proactive and more resilient for the future.

The IFRC secretariat and The Nature Conservancy also unveiled the **Alliance for the Amazon** ten-year programme (2025–2035), focused on disaster risk reduction and climate resilience through deploying nature-based solutions across the Amazon rainforest. The partnership seeks to strengthen the resilience of communities threatened by wildfires, droughts, floods, extreme temperatures, socio-economic complexities and displacement – combining humanitarian action and environmental science to protect people and nature.

Environmental sustainability and carbon finance

The **Green Response** initiative continues to be coordinated by the IFRC secretariat, providing a platform for peer-to-peer exchange within the network on all things environmental, both programmatic and internal. The exploration of carbon finance as a viable sustainable funding mechanism for National Society resilience projects continued.

Throughout the year, the IFRC secretariat continued to promote and advance its Environment Strategy, and the wider Movement's Climate and Environment Charter for Humanitarian Organizations.

Climate and environment work in Africa continued apace in 2025. Significant investments were made in climate-informed risk analysis, data and evidence generation. The IFRC secretariat produced risk and vulnerability analyses and humanitarian insights, with a strong focus on climate-related hazards, to inform African National Society preparedness, mitigation and response planning. Targeted climate programmes also contributed to strengthening governance, communication and trust around climate risks. African National Societies were also supported in their work to track and consolidate Pan-African nature-based solutions, including **14,575,933** trees planted across **23 countries**.

In the Americas, the IFRC secretariat's 2024–2027 Regional Roadmap continued to deliver measurable progress. By the end of 2025, nine National Societies had advanced the Climate Action Journey, **1,063 staff and volunteers** had been trained, and **173,301 people were reached** through advocacy and communication efforts. The Alliance for the Amazon consolidated itself as a regional platform linking climate resilience, biodiversity, Indigenous knowledge systems, and auxiliary engagement with environmental authorities.

In Asia Pacific, the IFRC network reached **2.5 million people** with climate and environmental activities. A new project, Supporting Climate Change Adaptation in Mongolia, was launched this year and will be implemented by the IFRC and the Mongolian Red Cross Society, with financial support from China's Global Development and South-South Cooperation Fund.

National Societies in Europe received continuous support from the IFRC secretariat and the Red Cross Red Crescent Climate Centre. The work was guided by a **Regional Climate Action Roadmap 2025**, which provides a strategic framework for collaboration across the IFRC network. Many National Societies took steps to strengthen governance and institutional capacity for climate action, while progressing strategic implementation through the development of new climate strategies and environmental policies. In 2025, significant progress was made in climate-smart programming in Armenia, Bosnia and Herzegovina, Kyrgyzstan, Serbia, Tajikistan and Türkiye, with IFRC secretariat and Climate Centre support.

In the MENA region, IFRC secretariat teams strengthened National Society capacities to address **evolving climate and environmental risks**, including through the launch of the Climate Champions initiative with the Red Crescent Societies of Egypt, Iraq, Lebanon and Qatar. This engagement strengthened National Society leadership in global climate diplomacy. The teams also held a special Earth Day session that showcased the Bahrain Red Crescent Society's hydroponic food-production project as a practical example of sustainable, community-focused climate solutions. Support on community early warning systems was also provided during the H2O PEACE Programme workshop for the Iranian Red Crescent Society, Jordan National Red Crescent Society and Yemen Red Crescent.

Americas: Alliance for the Amazon

The Amazon basin is facing accelerating climate, environmental and socio-economic risks that are increasing humanitarian needs and deepening inequalities. However, limited funding reaches the people at greatest risk, and even less is available to support locally led solutions.

The **Alliance for the Amazon** bridges the gap between local realities and global commitments through **people-centred, locally driven and scalable solutions** across nine countries – Bolivia, Brazil, Colombia, Ecuador, French Guiana, Guyana, Peru, Suriname and Venezuela – placing Indigenous leadership at the centre.

Through Amazonian Knowledge Systems Dialogues, Indigenous leaders, National Societies, governments and partners co-created a shared vision to:

- integrate ancestral and scientific knowledge
- strengthen anticipatory action and risk management
- expand cross-border cooperation

These dialogues have resulted in a **ten-year regional commitment (2025–2035)** aligned with global climate and humanitarian agendas, through a **multi-stakeholder coalition** and a **shared programmatic framework** focusing on risk management, health, livelihoods and governance. This is supported by increased influence of local actors in regional and global advocacy, including pathways to COP30.

Scaling implementation

The alliance is now scaling action by:

- institutionalizing early warning and anticipatory action systems
- expanding cross-border cooperation
- strengthening Indigenous leadership and knowledge systems
- unlocking sustainable financing

Implementation is already underway in priority areas, including operational rollout in critical zones such as Caquetá, Colombia, in partnership with The Nature Conservancy; groundwork for a regional EAP addressing transboundary risks; and targeted strengthening of disaster risk management capacities in the most at-risk communities.

The Alliance for the Amazon is not a project – it is a transformational platform bridging humanitarian, climate and development efforts, ensuring that the people on the front lines of the climate crisis are not only protected but are also empowered to lead solutions.



“Azambek Dusyorov remembers the terror of watching a mudslide sweep towards his community in Panjakent, Tajikistan. Since then, Azambek and his fellow Red Crescent volunteers have planted trees to stabilize the soil and have cut a wide track into the hillside to keep future mudslides away from homes and crops.

Africa: Early Warnings for All and Early Action Protocols

In 2025, National Societies in Africa made significant progress in turning climate forecasts into life-saving action. The development and operationalization of **36 EAPs** – enabled earlier, more effective responses. More than **10 million Swiss francs** was allocated through IFRC-DREF to support early action, demonstrating growing commitment to act early and reduce disaster impacts.

The IFRC advanced the **Early Warnings for All (EW4All)** agenda across **25 countries**: Burundi, Cape Verde, Chad, Comoros, Djibouti, Ethiopia, Gambia, Ghana, Kenya, Liberia, Madagascar, Mauritius, Mozambique, Niger, Rwanda, Sao Tome and Principe, Seychelles, Somalia, South Africa, South Sudan, Sudan, Tanzania, Tunisia, Uganda and Zambia.

The launch of the **IFRC African EW4All Framework (2025–2027)** – the first regional framework of its kind globally – provided clear direction for scaling preparedness and early action.

Meanwhile, capacity strengthening delivered concrete results, creating a pool of community early warning systems trainers to ensure scalability.

This will result in improved ability to translate forecasts into impact-based warnings, stronger links between community mechanisms and national systems, and expanded capacity to design community-based early warning plans.

Water at the Heart of Climate Action: South Sudan

Under the Water at the Heart of Climate Action programme, early warning systems are connecting data to action. In South Sudan, this ensured that:

- seasonal forecasts and river-level data were translated into **community early warning messages**
- messages were tested through simulations with local authorities
- communities in Bor and Kapoeta developed **early action plans** , with warnings translated into local languages and validated by leaders

This resulted in communities reporting stronger understanding of risks, increased trust in warnings and greater confidence to act early.

These efforts are transforming early warning systems into **people-centred, community-owned approaches –** resulting in stronger preparedness, faster early action and reduced impact of climate-related disasters across Africa.

Disasters and crises

Context

A rise in the number, intensity and complexity of disasters and crises has become part of daily life for communities at risk. At the same time, many crises are becoming protracted and complex, particularly those taking place in fragile or conflict-affected areas.

More communities around the world are being placed in situations of vulnerability by rapid urbanization and/or threats to their health and water security, while population movement – including climate-related displacement – is also reshaping the disaster and crisis landscape.

The IFRC secretariat, through its institutional framing of Response-Resilience-Respect, takes a multi-hazard, risk-informed and evidence-driven approach to supporting 191 National Red Cross and Red Crescent Societies in anticipating, preparing for, reducing the risks of, and responding to disasters and crises.

The needs, aspirations and autonomy of communities at risk – and their right to live dignified and resilient lives – are at the centre of all programmes and operations.

Our approach

The IFRC secretariat takes a holistic approach to ensuring that communities are supported across the disaster management continuum: anticipating hazards and, where possible, preventing them from becoming disasters and crises; working to reduce disaster risks and mitigate disaster impacts, responding to disasters and crises, and ensuring swift recovery of the affected communities and their transition to greater resilience.

The emphasis is on principled locally led action, backed up where necessary by the global capacities of the IFRC and the wider network. This approach puts skills and resources where they are needed most – in the heart of communities, led by local actors such as National Societies.

The IFRC secretariat provides the disaster and crisis management architecture that allows the world's largest humanitarian network to respond to emergencies speedily and effectively.

We manage global disaster and crisis coordination, including surge, tools and mechanisms ensuring interoperability, and manage Emergency Appeals, the Disaster Response Emergency Fund (IFRC-DREF), and emergency operations so our member National Societies can focus on delivery on the ground.

The IFRC network's response to disasters and crises has always been localized, with National Societies receiving year-long support to strengthen locally led preparedness and response capacities, and to carry out life-saving risk reduction and community resilience work.

Progress towards targets[3]

Number of people reached per year with support services, in-kind cash and voucher assistance for emergency response and recovery. Target 50 million.	26.3 million
Number of people reached with disaster risk reduction. Target 50 million	28.6 million
Number of people reached with shelter support. Target 15 million.	3.3 million
Number of people targeted through programmes funded from DREF and anticipatory funding. Target 15 million.	15 million
Funds mobilized through IFRC mechanisms for National Society responses to crises and disasters. Target CHF 500 million.	424 million

2025 results

In 2025, humanitarian emergencies, including climate-induced disasters and health crises, continued to rise. The IFRC launched 15 new Emergency Appeals seeking a total of 260 million Swiss francs. However, only 29% coverage was achieved – underlining the challenging new funding environment.

3 *The summary represents 2025 annual progress status from National Societies as of June 2026 | Final network results will be available once the annual | FDRS reporting is completed*

For example, in the IFRC's Africa region, while some 22 million people were supported during disasters and crises in 2025, the underfunding of Emergency Appeals limited the amount of support the IFRC network could deliver despite the growing humanitarian needs.

Forty-three African National Societies were actively engaged in emergency response activities this year, mobilizing more than 70,000 volunteers across more than 540 branches and local units. This demonstrated not only the scale of humanitarian needs, but also the depth of local response capacity and the critical importance of localization in Africa's crisis response architecture.

The appeals launched in 2025 reflect a diverse crisis landscape, with large-scale sudden-onset disasters such as the Myanmar earthquake and Afghanistan earthquake, alongside climate-related events like Hurricane Melissa (in Cuba and Jamaica) and Pakistan monsoon floods, public health emergencies such as the Ebola outbreak in the Democratic Republic of the Congo (DRC), and protracted crises including complex emergencies in Kenya and Somalia.

Two of these 15 Emergency Appeals were categorized as Red as per the IFRC Emergency Response Framework: Myanmar Earthquake and DRC Ebola Outbreak. (*For more information on IFRC secretariat support to National Societies in disaster management, including Emergency Appeals and the IFRC Disaster Response Emergency Fund, see the Response to disasters in 2025 section of this report.)*

Building on this diverse crisis landscape, contexts such as Afghanistan, Myanmar and Somalia highlighted the increasing complexity of emergency response operations. In challenging contexts, overlapping shocks and protracted instability underscore the critical need for strengthened humanitarian diplomacy to enable access, mobilize resources and support National Societies effectively. Funding analysis also showed persistent challenges in mobilizing timely funding for complex, less visible and multi-layered emergencies.

In 2025, progress has been made in strengthening the IFRC secretariat's approach to **protracted and complex emergencies**, building on a global study and workshop held in 2024. This included improved internal alignment on planning gaps, narratives and the use of funding tools, with this work feeding into the development of a discussion paper on the review of the Emergency Appeal Strategy.

In the IFRC's MENA region, secretariat teams developed and launched a regional Emergency Operations Centres training package, based on global references and field experience, including that of the Syrian Arab Red Crescent. Good practices and operational experience were also shared between the region's National Societies through an Emergency Operations Centres webinar.

Disaster preparedness and risk reduction

The IFRC secretariat's work to reduce disaster risks and boost National Society and community disaster preparedness continued apace in 2025. For example, in the IFRC's Asia Pacific region, 38 National Societies were supported not only in managing escalating weather-related disasters, protracted crises and a challenging global funding environment, but also in the long-term community-based work that reduces risks and builds sustainable resilience. Some **2.8 million people** were supported through disaster risk reduction initiatives in the region this year.

The IFRC supported work by the Red Cross Society of China to create a **system-level quality assurance for community resilience** by supporting the international attestation of the Integrated Community Resilience programme. This is the first initiative of its kind, and draws on experience gained from more than 6,000 community resilience-building projects implemented by China's National Society over the past two decades.

The IFRC secretariat coordinated a strong network-wide presence at the Global Platform for Disaster Risk Reduction 2025, which resulted in the GDPRR 2025 Call to Action.

More than 80 representatives from across the IFRC network contributed to 23 sessions, helping position National Societies and the IFRC as strong voices on locally led action and community resilience, and allowing our collective voice to influence the global agenda on disaster risk reduction.

National Society preparedness

In 2025, the IFRC secretariat's National Society Preparedness Framework was formally endorsed, reaffirming preparedness as a vital part of the network's ability to respond effectively to crises. The initiative is designed to help National Societies anticipate, act early and deliver timely assistance to communities – reducing response delays and any operational inefficiencies, and improving overall humanitarian impact.

The secretariat and partners are now supporting 115 National Societies that are using the IFRC's **Preparedness for Effective Response** (PER) system to strengthen their institutional response capacities.

Sudan: IFRC Emergency Appeal response

Sudan remains one of the world's most severe humanitarian crises, marked by protracted conflict, mass displacement and the collapse of essential services. As of April 2026, **6.8 million people are internally displaced**, nearly **4 million people have returned** and **3.6 million refugees** are hosted in neighbouring countries.

More than **70% of health facilities are non-functional**, while disease outbreaks – including cholera, measles and dengue – continue to spread.

A response at scale

Through the IFRC Federation-wide Emergency Appeal, Sudan Complex Emergency, the Sudanese Red Crescent Society, supported by the IFRC network, is delivering life-saving assistance across all 18 states. **More than 8.8 million people have been reached**.

In 2025, more than 4.9 million people were reached in the following areas:

- **food security and livelihoods:** 3.4 million people received food and livelihoods assistance
- **health and care:** more than 703,000 people accessed emergency health services
- **WASH:** 349,000 people gained access to safe water, hygiene items and sanitation support
- **CVA:** 203,000 people received CVA

The IFRC-supported response plays a critical role in ensuring assistance reaches the people in greatest need, particularly in hard-to-access areas, through the Sudanese Red Crescent Society's nationwide network.

An integrated, multi-sectoral approach delivers comprehensive support, while investments in preparedness – such as flood response and early warning systems – help communities better cope with recurring shocks.

The IFRC Emergency Appeal brings distinct added value to the response through:

- **locally led action** through a trusted national network
- **coordination at scale** under a unified operational plan
- **flexible tools** enabling rapid adaptation
- **capacity strengthening** for sustained response

While millions of people have been reached with life-saving support, continued funding is critical to sustain services, expand coverage and ensure at-risk communities are not left behind.

Improvements and enhancements of PER in 2025 include the strengthening and digitization of the Readiness Check; incorporating structured timelines to support practical, time-bound readiness actions; the systematic integration of National Society response capacity strengthening, ensuring lessons learned and capacity assessments inform response planning; and the promotion and refinement of the National Society Response Capacity Check, reinforcing its use as a practical tool for identifying operational strengths and gaps.

National Society progress in the PER Process

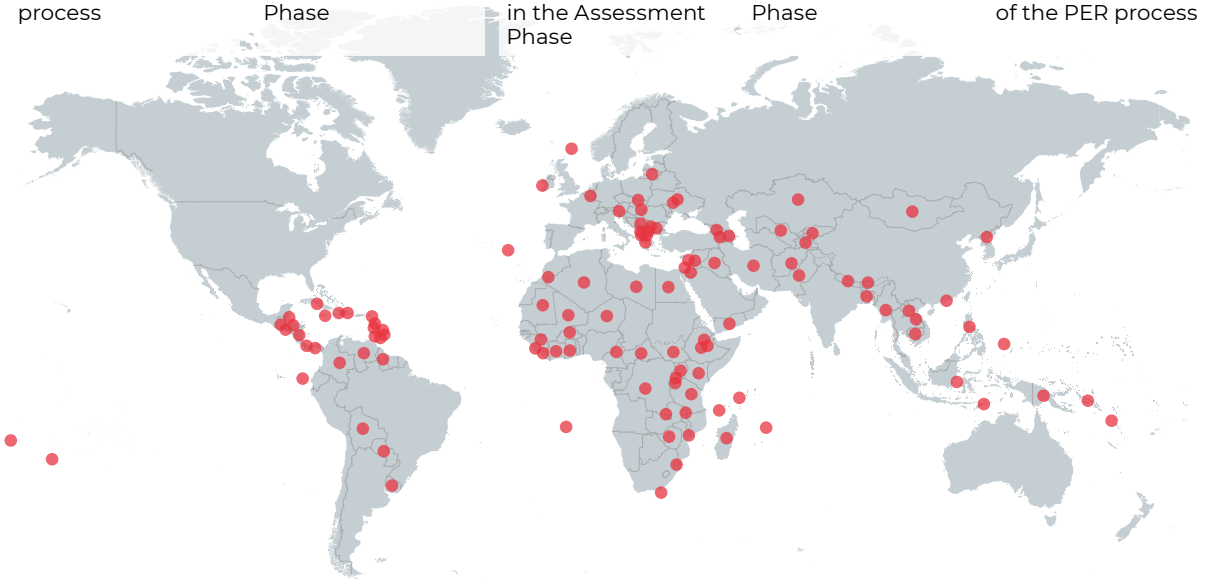
115
Total number of National Societies involved in the PER process

13
Number of National Societies currently in the Orientation Phase

102
Number of National Societies who completed or are in the Assessment Phase

72
Number of National Societies at Action and Accountability Phase

34
Number of National Societies completed more than 2 cycles of the PER process



PER work progressed in the MENA region with IFRC secretariat teams running a seven-day PER workshop with the Algerian Red Crescent Society, engaging 12–18 participants across sectors to review systems, identify gaps and update procedures; supporting the Iraqi Red Crescent Society in conducting a PER self-assessment with strong leadership engagement and institutional ownership; and organizing PER facilitators training in Saudi Arabia, with 27 participants from eight National Societies strengthening regional facilitation capacity.

In 2025, the global IFRC and the expert Reference Centre for Disaster Preparedness deepened their collaboration, strengthening ownership in the five IFRC Regions and improving the consistency and quality of support provided to National Societies on preparedness and response readiness.

Regional trends analyses for the IFRC's Europe and MENA regions were completed and now guide the strategic prioritization of National Society preparedness support. These evidence-based insights are improving alignment between preparedness investments and operational gaps. The IFRC also commissioned research to examine how National

Society preparedness contributes to more effective, locally led response to crises and disasters.

In the Americas region, the IFRC secretariat made sustained investments in readiness alongside several high-profile and challenging response operations. The region entered the hurricane season and other high-risk periods with **enhanced operational capacity** thanks to preparedness sessions for National Society staff, volunteers and IFRC personnel, new EAPs, imminent DREFs, scenario planning, strengthened information management systems and targeted training. These efforts proved critical in accelerating decision-making, mobilization and delivery once emergencies materialized.

The response to Hurricane Melissa stands out as a clear example of this collective readiness and solidarity. Operating simultaneously across three countries, the IFRC network mobilized significant financial resources, specialized personnel and relief stocks through a **coordinated effort** involving

Ukrainian Red Cross: Emergency response continues

In 2025, the fourth year of the armed conflict in Ukraine, the Ukrainian Red Cross Society continued to deliver life-saving assistance, reaching communities affected by displacement, damage to infrastructure and loss of essential services.

Emergency response delivering results

Across Ukraine, when an alert comes in, Ukrainian Red Cross Society Emergency Response Teams are already moving. Working side by side with the State Emergency Service of Ukraine, volunteers search for survivors, help evacuate residents and clear debris. They treat wounds, offer psychological first aid and hand out immediate relief supplies to people who have lost everything.

Teams also establish warming points, distribute hot meals and provide generators, enabling families and responders to access heat, electricity and communications.

Supporting recovery and resilience

Meeting basic needs and supporting recovery includes distributing food, hygiene items and household supplies; providing cash assistance, enabling families to prioritize urgent needs; and repairing homes, medical centres and schools.

Access to healthcare remains a critical need. In 2025, **83 Mobile Health Units** operated in **23 oblasts**, delivering primary care, medicines and referrals.

Conflict-related injuries have also created a growing demand for physical rehabilitation services. In 2025, the Ukrainian Red Cross operated 23 Mobile Rehabilitation Units across 13 oblasts, providing ongoing support to 1,500 veterans, people with disabilities, and people with limited mobility due to illness or injury.

Services are increasingly focused near front-line areas, where access barriers are highest. Ahead of winter 2025–2026, generators, heaters, tents and blankets were prepositioned, enabling rapid, large-scale response during cold weather.

Sustaining the response

The IFRC's Federation-wide Ukraine and Impacted Countries Emergency Appeal continues to provide essential, flexible funding to sustain operations and adapt to evolving needs. This is resulting in a more coordinated, nationwide response delivering immediate relief, supporting recovery and strengthening community preparedness in a protracted crisis.

multiple supporting National Societies. Thanks to early monitoring, preparedness measures and prepositioned relief items, the response effectively began before landfall, demonstrating the value of anticipatory action and coordinated operational readiness.

In Europe, preparedness and risk reduction milestones included the launch of the Europe and Central Asia National Response Team approach; expanded PER processes in multiple National Societies; and increased operational readiness through **simulation exercises, risk monitoring systems and early warning initiatives**. The region also introduced new tools such as the monthly Risk Watch to support disaster risk monitoring and preparedness for climate-related hazards including heatwaves, wildfires and floods.

National Societies' preparedness for **chemical, biological, radiological and nuclear** (CBRN) risks was reinforced in Europe through a regional CBRN Preparedness Task Force with strong engagement from the Austrian Red Cross and advisory support to National Societies including the Armenian Red Cross Society. This work included development of a CBRN messaging kit, readiness checklists and CBRN PER guidance, strengthened institutional awareness, practical preparedness planning, and regional interoperability in the face of complex and emerging risks.

The preparedness section of the secretariat's GO Platform continued to be strengthened and maintained throughout 2025. The enhancements included:

1. PER Global Summary Dashboard, providing a clear overview of National Societies engaged in structured preparedness processes
2. PER Global Performance Dashboard, enabling regional and global visibility of response mechanism capacities and gaps
3. expanded PER catalogue of resources, consolidating tools, guidance and communication materials in a structured and user-friendly format
4. operational learning integration, capturing insights from IFRC-DREF-supported operations and Emergency Appeals to inform preparedness improvements
5. direct PER process implementation within GO, allowing assessment data to be entered, tracked and analysed in real time

Early Warning, Early Action

The IFRC secretariat continued to invest in practical tools and guidance to strengthen community resilience and ensure early warnings translate into timely, effective action at the community level.

Enhancements were made to the free online IFRC Alert Hub platform, including improved usability and data analysis, to strengthen global alert dissemination and evidence-based advocacy.

The IFRC National Societies Preparedness Messages online platform, "WhatNow", was upgraded to optimize distribution and usability on digital devices, and a global set of digitally formatted Public Awareness and Public Education (PAPE) messages was developed for five priority hazards. These complement the existing full PAPE message library with concise, digital-ready content formatted for online platforms and alerting channels.

Also during 2025, the IFRC collaborated with the Global Disaster Preparedness Centre to produce an Early Warning and Anticipatory Action Resource Hub, compiling tools, guidance and methodologies from across the IFRC network into a one-stop-shop to help National Societies easily find existing resources and promote a comprehensive approach to early warning and anticipatory action efforts. The secretariat also worked with the centre to develop an Anticipatory Action Toolkit to support implementation of anticipatory action programming.

The IFRC also contributed to the Red Cross Red Crescent Climate Centre's Anticipatory Action in Fragile, Conflict and Violence Context Toolkit and the Anticipating Population Movement Guidelines.

Early Warnings for All

The IFRC continued to play a central role in advancing the EW4All initiative, notably as global lead for Pillar 4 (preparedness to respond to warnings).

In support of governments who joined the EW4All initiative, the IFRC secretariat took part in Pillar 4 gap analyses. Teams also guided National Societies during the development of national roadmaps to improve early warning systems in a range of countries with a focus on institutionalizing preparedness and anticipatory action in national disaster management systems. Much of this information will be made available on the EW4All Dashboard.

The secretariat also contributed to the development of the After Event Review methodology for early warning systems, providing Pillar 4 perspectives and inputs for the finalization of the methodology. The facilitated self-assessment helps governments

evaluate the effectiveness of their early warning systems after a hazardous event takes place.

Water at the Heart of Climate Action

The IFRC continued to implement the Water at the Heart of Climate Action programme (2023–2028), funded by the Government of the Netherlands, which aims to advance the EW4All vision in Ethiopia, Rwanda, South Sudan, Sudan and Uganda. The programme aims to strengthen community resilience to water-related climate risks through improved early warning systems, anticipatory action and locally led adaptation. The work this year focused on building the evidence base, strengthening capacities and establishing systems and partnerships required for scaled implementation in subsequent years.

Anticipatory action

Significant progress was made in scaling anticipatory action across the IFRC network this year. An evaluation of the 2021–2025 Anticipatory Action Operational Framework, carried out in collaboration with the Red Cross Red Crescent Climate Centre, found that nearly 90 National Societies are now engaged in anticipatory action, with 90 EAPs being developed, approved and funded by the IFRC-DREF.

The evaluation also found that National Societies play a lead role at national level, contributing to a shift to more anticipatory approaches in their own countries. These efforts have supported millions of people at risk.

Technical support to National Societies remained central to this progress, including training, advisory support and contributions to regional, sub-regional and national strategies – helping expand uptake and strengthen quality across contexts. The IFRC secretariat also responded to government requests for capacity building related to anticipatory action.

In several countries in the IFRC's Africa region, National Disaster Management Authorities have fully adopted the anticipatory action approach and are in the process of integrating it into their disaster risk management legal frameworks. In some cases, these authorities have also assumed leadership of the national anticipatory action working groups originally established by African National Societies.

For example, in MENA, a new edition of the MENA Dialogue Platform on Anticipatory Action brought the IFRC network together with representatives from communities, governments, UN agencies, NGOs, researchers, the private sector and local communities. This platform marks a key step toward implementing the MENA Anticipatory Action Roadmap and calls on all actors to move from "connection" to "action" through stronger partnerships, innovative financing and locally led preparedness.

The IFRC also advanced thought leadership on the **institutionalization of anticipatory action in government-owned systems** through publishing the flagship report *Strengthening National Disaster Risk Management Systems through the Integration of Anticipatory Action*, marking a key contribution to the commitments made at the 34th International Red Cross and Red Crescent Conference and strategic priorities under EW4All Pillar 4.

The Anticipatory Pillar of the IFRC-DREF

The Anticipatory Pillar of the IFRC-DREF continued to grow in 2025, increasing from 9.4 million Swiss francs allocated in 2024 to 12.7 million in 2025. This represented 16.4% of the total IFRC-DREF allocations for the year, reflecting the continued **institutionalization and scaling up of anticipatory action** within the IFRC network. In 2025, 17 new National Societies had protocols approved (13 Simplified EAPs (sEAPs) and four full EAPs).

Another key development in 2025 was expanding anticipatory action to **new and emerging hazards** like wildfires, and there was a notable increase in interest in anticipating epidemic risks, particularly dengue in Sri Lanka and cholera in Cameroon, Ethiopia, Somalia and Zimbabwe. In addition, new sEAPs for population movement were approved for Colombia and Djibouti, further demonstrating the **adaptability** of anticipatory approaches to diverse risk contexts.

In Africa, the development and operationalisation of 36 EAPs represented almost a three-fold increase, with more than 10 million Swiss francs allocated to early actions triggered by climate forecasts. This sharp rise indicates African National Societies' commitment to minimising the impact of crises and disasters through the Anticipatory Pillar of the IFRC-DREF.

Revised IFRC-DREF procedures allow National Societies to **activate an approved EAP twice** before submitting a revised version. This was the case for the Mozambique Floods EAP, which was first triggered in February 2025 and again in December 2025. This demonstrates the increased operational flexibility provided by the updated IFRC-DREF procedures, enabling National Societies to act ahead of forecastable risks.



“In Afghanistan, Red Crescent teams delivered urgent support to hundreds of families facing loss and damaged health services following the earthquake that struck the Northern part of the country.

Expanding partnerships and financing

The IFRC worked to expand partnerships and climate financing for early warning and anticipatory action this year. Following the Green Climate Fund's Board approval in February 2025, the **Fund's multi-country EW4All project** was officially underway by the end of the year.

At the same time, the secretariat advanced its engagement with the **Climate Risk and Early Warning Systems** financing initiative, progressing its accreditation process and submitting a pipeline of project proposals to expand support for early warning and anticipatory action.

Disaster law

Building on more than 20 years of leadership in disaster law, the IFRC secretariat continued to advance stronger legal and regulatory frameworks for disaster risk management and climate action in 2025.

Guided by the mandate provided by states and National Societies through the International Conference of the Red Cross and Red Crescent, the IFRC supported governments, National Societies and regional organizations to strengthen disaster risk governance through improved laws, policies and institutional frameworks.

Throughout the year, IFRC promoted the importance of well-designed and effectively implemented legal frameworks that enable comprehensive disaster risk management and climate action.

Using the **Disaster Risk Governance Guidelines: Strengthening Laws, Policies and Plans for Comprehensive Disaster Risk Management,** the IFRC supported countries to assess and strengthen domestic legal instruments and to identify priorities for reform. Meanwhile, 22 governments were supported on disaster law issues including in the analysis, drafting and implementation of effective disaster laws, policies, procedures and regional instruments.

Twenty-one National Societies were trained in legislative advocacy and/or were supported to develop advocacy strategies to improve their positioning within their disaster management frameworks, including through strengthened and formalized partnerships with government agencies.

The IFRC provided technical support to a wide range of governments, National Societies and regional organizations to strengthen the legislative frameworks related to disaster risk reduction, protection of people, effective international disaster response and recovery.

This work contributed to legal and policy reforms and to stronger institutional frameworks supporting disaster preparedness, response and climate resilience.

A key milestone during the year was the finalization and adoption of **the African Union Model Act on Disaster Preparedness and Response in Humanitarian Contexts**, which provides a landmark reference framework for strengthening disaster-related legislation across the continent.

In 2025, the IFRC provided expert legal advice and advocacy in support of the development of a future international treaty on the protection of persons in the event of disasters. Secretariat teams developed detailed legal proposals to support states in strengthening the International Law Commission's Draft Articles, and engaged extensively with governments and international forums to promote progress toward treaty negotiations.

Through sustained engagement with states and regional partners, IFRC contributed to increased awareness and momentum toward the treaty process and supported National Societies to engage more effectively with their public authorities on this issue. IFRC also helped facilitate knowledge exchange and coordinated advocacy through a newly established Disaster Law Treaty Community of Practice, developed together with the Italian Red Cross, and through the creation of practical advocacy resources for National Societies.

To support informed dialogue on the proposed treaty, the IFRC convened high-level webinars with academic experts and international partners, engaging both National Societies and government representatives. In addition, a series of country case studies were developed to illustrate how a binding international framework could strengthen coordination, clarify responsibilities and enable faster, more effective international assistance in disasters.

These examples demonstrate the tangible benefits of stronger legal frameworks for protecting people and saving lives.

Operational leadership

In 2025, the IFRC advanced operational leadership by strengthening National Societies' operations management skills, expanding its pool of operational leaders, and improving the overall system.

The fifth cohort of the Developing Heads of Emergency Operations programme concluded, certifying six individuals while extending certification deployments for others, bringing the total certified

since inception to 45 active leaders in network operations and complex crises.

The secretariat deployed 67 operational leaders to support National Societies in scaling up large-scale responses, while advancing areas of work such as membership coordination in emergencies, the AccessRC app, health and operations integration and global training, while also expanding access and diversity in operational leadership initiatives.

Surge

In 2025, the IFRC secretariat's Surge service worked to support National Societies by enhancing their emergency response operations and building their capacities through the short-term deployment of IFRC network personnel specializing in critical areas of the disaster and crisis management continuum.

There were **355** surge deployments this year, for an average of 65 days. Of the specialized personnel deployed, 46% were male and 43% were female, with 11% not specifying their gender. Forty-six National Societies supplied experts from their own teams to enhance the emergency operations of 55 National Societies managing a disaster or crisis.

To raise awareness and information-sharing, 34 surge-related webinars were delivered globally, reaching more than 2,500 participants, while the Surge Learning website was used by more than 12,000 individuals seeking information about surge mechanisms, tools and opportunities.

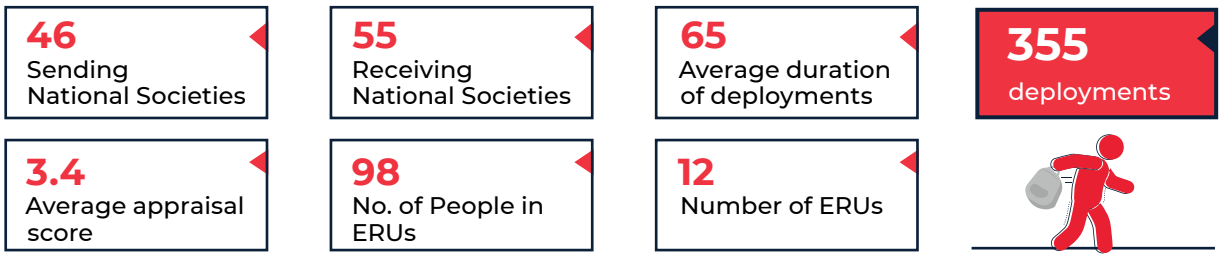
Surge training advanced this year, with **112 National Societies** supported and facilitated courses delivered across Hungary, Mexico, Japan, Switzerland, North Macedonia and online. The Facilitators Network expanded by 105 new members following the launch of the Train. Assess. Facilitate. curriculum in English and Spanish, reflecting a regionally broader and more diverse range of profiles, and ensuring quality of training design and delivery.

Enhancements were made to existing safeguarding and duty of care standards through improved screening, vetting and case management practices introduced via upgrades of the Rapid Response Management System.

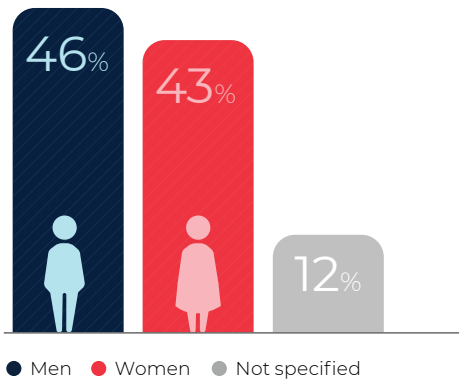
Together, these efforts continue to strengthen collaboration across the Surge network and reinforce the role of National Societies as the foundation of effective emergency response and locally led humanitarian action.

More information on how the IFRC secretariat and National Societies work together to share expertise and solidarity through the Surge system is available in the IFRC network expertise section of this annual report.

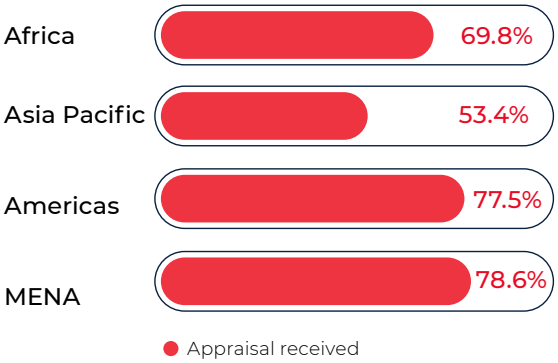
IFRC 2025 Surge deployments



Gender of deployed personnel



Deployment appraisal completion rates



Leading emergency categories by deployment frequency



Cash and voucher assistance

In 2025, 54% of the IFRC-DREFs and Emergency Appeals launched included cash and voucher assistance (CVA) elements.

The AccessRC app began implementation in the Americas region in 2025, supporting needs assessment in Ecuador and Peru; testing in Belize, Costa Rica, El Salvador and Honduras; and delivery of cash assistance and information services to 5,000 households in the Hurricane Melissa response in Jamaica. At the same time, National Societies in the Europe region continued to use the platform to support their response to the ongoing crisis in Ukraine.

To enhance its field-ready service delivery, AccessRC rolled out new capabilities, including the Worker App, which allows teams to register people without smartphones; QR-based scanning for rapid, real-time check-in and operations in shelters and service points, and interoperability with the 121 platform from the Netherlands Red Cross' 510 digital and data initiative.

Cash delivery in AccessRC also became faster and more transparent with streamlined approval workflows fully integrated with RedRose, our digital data and financial management platform, and financial service providers.

Throughout 2025, the IFRC and National Societies made substantial progress in advancing **cash preparedness**, with the secretariat providing strong support to National Societies already engaged in this area of work as well as those just beginning their preparedness journey.

By the end of the year, an additional group of National Societies had initiated CVA preparedness efforts, bringing the total number to **105**. The IFRC Plan and Budget 2025–2026 target was to ensure "100 National Societies engaged in preparedness and capacity-building processes."

In Africa, more than 50% of African National Societies were investing in CVA preparedness, and 100% were able to maintain their cash readiness status.

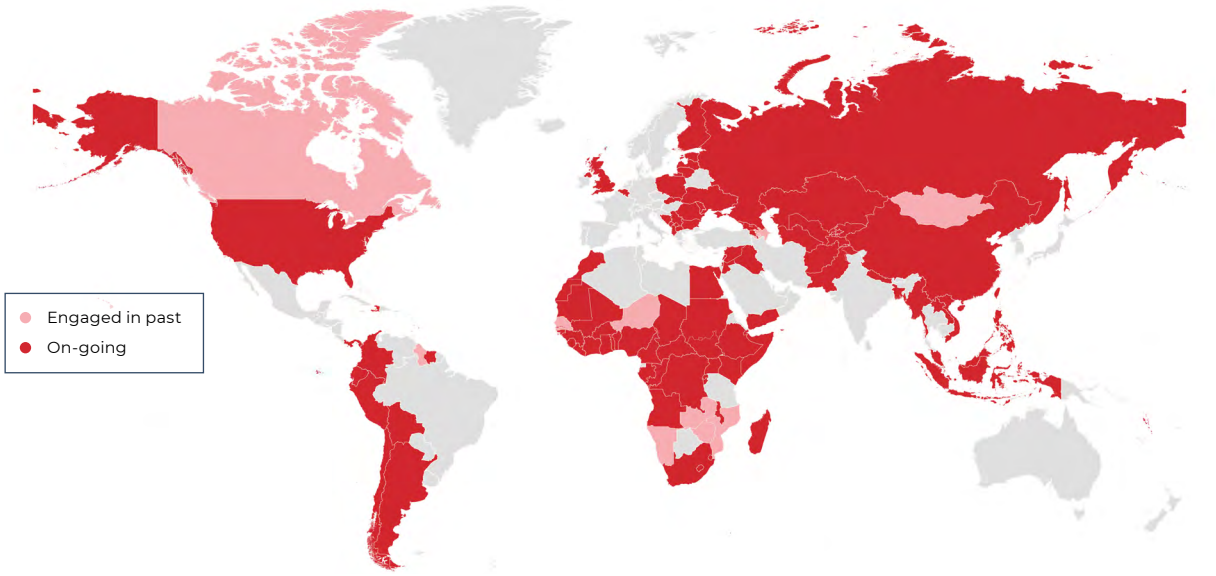
In IFRC's Europe region, 23 National Societies implemented an active CVA Plan of Action, supported through 22 preparedness workshops and training, including self-assessment workshops, simulation exercises and peer-to-peer exchanges. Large-scale CVA simulations were conducted in Bulgaria, Lithuania and Slovakia, while a regional

CVA peer-to-peer exchange hosted by the Turkish Red Crescent strengthened cross-regional learning between the Europe and MENA regions. These investments improved CVA governance, operational viability and readiness for rapid activation during emergencies

In the Americas, the Caribbean Preparedness Project boosted hurricane readiness across seven National Societies by strengthening CVA systems, standardizing standard operating procedures, and training teams to deliver faster, more effective support when disasters strike. These efforts enhanced the Jamaican Red Cross' work to support communities affected by Hurricane Melissa.

Also this year, the IFRC revised its Cash Roadmap following extensive consultations with IFRC staff and National Societies. The 2026-2030 roadmap incorporates analysis from the Cash Peer Working Group on the wider Humanitarian Reset, and aligns with the IFRC's ***Renewal*** agenda to ensure more effective support to National Societies and communities in need.

2025 Global cash and voucher preparedness actvities



Livelihoods

As part of the Renewal, the secretariat intensified its collaboration with the IFRC Livelihoods Centre to expand the network's ability to deliver **scalable and sustainable livelihoods solutions**, strengthen cross-regional learning and embed economic recovery expertise across teams.

The centre is hosted by the Spanish Red Cross and promotes economic empowerment and ways of strengthening the resilience and dignity of communities through sustainable livelihoods strategies. The centre supported Ukraine and neighbouring countries this year by developing tailored resources and training for teams assisting displaced Ukrainians.

Significant advances were also made in digital tools, with two multilingual mobile applications – designed for small businesses and savings groups – refined and published following successful pilot tests in Chad and Niger. Support to the DRC Red Cross helped to establish 11 farmer Field Schools to promote climate-smart agricultural practices.

In the area of **food security and nutrition**, the IFRC supported the Red Cross Societies of Mali and Zimbabwe in developing investment-ready food security portfolios, bringing together government, academia, technical partners and community representatives to define strategic priorities and co-design solution pathways.

These collaborative design processes identified actionable steps for scaling, strengthened community ownership, and generated replicable models for climate-resilient programming across Southern Africa.

Regional food and nutrition resilience programming – managed by the IFRC, the Netherlands Red Cross and IGAD – supported **3.4 million people** across East Africa in 2025. Activities included promoting ecosystem-friendly production, rehabilitating water systems, strengthening multi-hazard early-warning capacity, and integrating community-led planning and digital innovation.

The IFRC strengthened its leadership role in **social protection** this year by coordinating and energizing collaboration across its global network of Reference Centres, knowledge hubs and National Societies, and reinforced its convening role by assuming leadership of the Informal Social Protection and Climate Change Working Group. At the global level, the IFRC continued to co-chair the Social Protection Inter-Agency Cooperation Board (SPIAC-B) Working Group on Linking Humanitarian Assistance and Social Protection, coordinating joint products such as the translation and dissemination of the Common Principles tip sheet.

Information management

Effective information management (IM) is integral to much of the IFRC secretariat's core mandate, including emergency coordination and ensuring accountability. Collecting and combining data, analysing humanitarian contexts and sharing common situational analysis ensures our actions are driven by evidence and focused on the communities in greatest need.

Myanmar's earthquake recovery: Local action, lasting impact:

On 28 March 2025, a 7.7 magnitude earthquake struck central Myanmar, impacting almost **1.4 million people** across Mandalay, Sagaing, Naypyitaw, Southern Shan and Bago. More than **3,800 people died**, more than **5,000 people were injured** and some **200,000 people were displaced**.

The Myanmar Red Cross Society, supported by the IFRC and 32 National Societies, responded immediately with search and rescue, first aid, emergency shelter, food, healthcare – including mental health support – and WASH services. A Federation-wide Emergency Appeal mobilized more than **29 million** Swiss francs in 2025.

Delivering results at scale

In the weeks that followed, volunteers from the Myanmar Red Cross Society continued to stand alongside communities in need. They visited affected households, carried out needs assessments, promoted a locally led approach to recovery and delivered multi-sectoral assistance through strong community engagement and accountability, including through village-level community committees.

One year on, the response continues to deliver integrated, community-led recovery. In 2025, more than **213,000 people** were reached across **31 townships.** Multi-sectoral assistance was delivered, including shelter, healthcare, sanitation and cash support.

Rebuilding safer and stronger

A community-led shelter programme is supporting families to rebuild safe and dignified homes using **"Build Back Safer" techniques** to withstand future hazards, resulting in:

- homes rebuilt to reduce risk from earthquakes, floods and cyclones
- local livelihoods supported through engagement of masons and contractors
- community capacity strengthened through skills transfer

Cash grants played a key role in recovery, helping families prioritize their own needs, including repairs, materials and medical costs. Results included more than **21,000 families** who received multipurpose cash, and **23,424 families** supported through complementary emergency cash.

Sustaining recovery

Locally led action is enabling families to rebuild safer homes, restore livelihoods and regain dignity. However, needs remain high. "As humanitarian needs in Myanmar persist, communities here must not be forgotten. Continued support is essential to help families rebuild their lives sustainably and with dignity." Nadia Khoury, IFRC Head of Country Delegation, Myanmar.

The IFRC GO Platform continues to be the primary source for our IFRC network to be **prepared for, respond to and learn from disasters and crises**. With more than 124,000 users and nearly a million page views, IFRC GO plays a key role for the network, enabling accountability and transparency. An agile development process has maintained ever-increasing usability, insights and value-add for different users and their needs, while keeping National Societies' data and user requirements at the heart of the platform.

The GO Local Unit Mapping module went live in 2025, with full read and write access for National Societies. More than **10,000 geolocated units** have already been validated and uploaded to the platform. Around half of these were mapped through a professional health services initiative supported by the Norwegian Red Cross, giving the network a strong baseline understanding of healthcare capacity.

In 2025, the IFRC global team continued to consolidate a **competency-anchored learning and development portfolio** aimed at strengthening IM capacity across the network. The approach prioritized structured learning pathways, experiential learning, and alignment with real operational decision-making needs, moving beyond one-off training events towards longer-term professional development.

An IM Learning and Development resources database was finalized this year in collaboration with the American Red Cross. The platform enables National Societies and partners to identify available IM learning materials across technical domains such as data collection, analysis, decision-making and emerging technologies.

A central focus of IM learning in 2025 was the expansion of the IM Practicum Series, developed in partnership with the American Red Cross and specialist learning partners. The practicums are self-paced, scenario-based online modules designed to bridge theory and practice by immersing learners in realistic operational contexts using prepared datasets and decision-making tasks.

The IFRC secretariat continued to develop Montandon – the Global Crisis Data Bank in 2025, reaching almost full functionality and allowing its use as an analytical forecasting tool. However, resource constraints this year prevented its completion as a globally consistent, **open-access repository** integrating data on natural hazards, their impacts and humanitarian responses to support anticipatory action and crisis decision-making.

Montandon has full integration with IFRC GO, expanding analytical use cases such as **trend analysis and risk prioritization**, and advancing technical work on automated alerts and horizon-scanning products to inform early action and funding decisions. Through the Montandon Technical Working Group, the IFRC also reinforced governance, interoperability and partner collaboration, positioning Montandon as a **shared public good** for the wider humanitarian and disaster risk reduction community.

GO continued to receive improvements to preparedness and risk-related features in 2025, including refinements to crisis categorization display and adjustments to how risk and contextual information is presented. In addition, a new supply chain dashboard (SPARK) was introduced, with user consultations and analytical work ongoing to understand **how to link logistics information to predictive analytics**.

In 2025, IFRC explored the use of large language models through a pilot "virtual situation room" dashboard developed during a complex emergency response in support of the Myanmar Red Cross Society. The prototype brought together fragmented qualitative and quantitative information from multiple sources into a single analytical workspace, supporting sense-making in an information-constrained environment.

The IFRC Kobo Toolbox, which allows Movement volunteers and staff to conduct surveys and collect data, remained a cornerstone of IM service to the IFRC network in 2025, providing a secure and centrally governed environment for primary data collection. The service supports a wide range of operational use cases, including emergency needs assessments, sectoral surveys, monitoring activities and preparedness assessments.

Health and wellbeing

Context

Far too many people still do not benefit from progress in healthcare. Health systems continue to be overstretched as inequalities and vulnerabilities become even more entrenched.

Communities face increasing risks driven or worsened by changes in disease patterns, urbanization, infectious diseases and climate. Millions of people were unable to access health services at all in 2025, including those on the move.

Water security remained a major global challenge in 2025 and a key driver of cholera outbreaks. Around **2.2 billion people** worldwide lack safely managed drinking water services, while **3.5 billion** people do not have safely managed sanitation. Limited access to safe WASH increases exposure to waterborne diseases and places communities at high risk – particularly those in low-income or crisis-affected contexts.

Geopolitical instability and shrinking humanitarian budgets have increased pressure on the community-based health work of National Societies, and the need for greater safety and security for health workers is growing. At the same time, difficulties in humanitarian access and politicization of principled humanitarian aid can both complicate the delivery of health services by neutral and impartial local actors such as National Societies.

Our approach

The IFRC's work in health and wellbeing is informed by the escalating impact of major crises; efforts to better prepare for and respond to epidemics and pandemics; lack of access to safe drinking water, sanitation and hygiene; and increasing malnutrition. It prioritizes climate-resilient strategies, acknowledging the interconnectedness of health and climate.

Much of our work in health is preventive, and seeks to save lives, improve health and make the best use of donor resources by working with communities to give them the information and healthcare they need to keep themselves safe, healthy and resilient.

The IFRC integrates a health equity lens that contributes to the global health agenda by addressing the root causes of health disparities and promoting inclusive, accessible and sustainable solutions.

It focuses on strategies that address the evolving nature of infectious diseases and public health emergencies. At the same time, it ensures a coherent approach in the implementation of health and care activities by 191 National Societies globally.

The work is guided by a revised Health Policy, and a robust Health and Care Framework that recognizes the complexities of the evolving global health landscape while keeping its focus on communities, where health hazards are first identified, addressed and eliminated.

Progress towards targets[4]

Number of people reached with contextually appropriate health services. Target 150 million	74.5 million
Number of people reached with contextually appropriate WASH services. Target 30 million.	32.6 million
Number of people trained in first aid. Target 20 million.	1.9 million
Number of people reached with psychosocial and mental health services. Target 15 million.	5.3 million

2025 results

Community-based health

In 2025, the IFRC secretariat supported National Societies and community health systems through innovative approaches such as health promotion expansion and task shifting/sharing among community health workers. These efforts aim to build resilient, inclusive and accessible health services at community levels, particularly for populations in situations of vulnerability.

4 The summary represents 2025 annual progress status from National Societies as of June 2026 | Final network results will be available once the annual | FDRS reporting is completed.



“In Zimbabwe, local volunteers and health services are providing essential support, treatment, and hygiene supplies in communities affected by cholera.

A Community of Practice for Community Health was launched in January 2025, with support from the National Societies of Finland, Norway, Sweden and Switzerland. This platform serves as a vital resource hub enabling National Societies to exchange experiences, share best practices and access community health materials.

The IFRC secretariat served on the expert review panel of the WHO's Global Curriculum Guide for Community Health Workers. Published in December 2025, this initiative equips community health workers with standardized, evidence-based knowledge and skills to deliver effective health promotion and task sharing activities across different contexts.

In parallel, the IFRC secretariat actively participated in global and regional events throughout 2025 to position National Societies as leading actors in community health. This included promoting the central role of communities in managing health emergencies and promoting resilience; engaging with major international organizations to advocate for community-centred health strategies; demonstrating the pivotal role of community health workers in enhancing health and resilience, particularly during crises; and advocating for universal health coverage and community-centred health responses to ensure high-impact and sustainable health solutions.

Resilient and Empowered African Community Health (REACH)

The REACH initiative, in partnership with the Africa Centres for Disease Control and Prevention (CDC) and the IFRC, aims to strengthen community health systems and improve access to essential health services across all 55 African Union Member States.

The project focuses on scaling up the vital service provided by community health workers, enhancing community resilience and building the capacity of national health systems. Through a phased approach, the initiative will recruit, train and deploy **2 million community health workers** with the capacity to reach and support **500 million people**, prioritizing underserved and at-risk populations.

The IFRC secretariat in the Africa region worked closely with National Societies to co-create and target resource mobilization for this vital programme. Some 16 million US dollars in new funding was secured, including the Mastercard Foundation-funded SECURE programme in the Central African Republic and a 5 million euro Italian government-funded REACH programme in Burkina Faso, Ghana and Kenya. Engagement with the China International Development Cooperation Agency also continued, which would allow REACH to expand to Morocco, South Sudan and Togo.

The IFRC maintained its role as co-chair of the Continental Coordination Mechanism led by Africa CDC, contributing significantly to the development of the new curriculum for community health workers. The secretariat also supported the Continental Community Health Worker Scorecard Assessment for Member States and fostered dialogue through policy development, guidelines and standard operating procedures, advancing collective progress in community health systems strengthening.

Saving Lives and Livelihoods

The Saving Lives and Livelihoods programme in the Africa region remained the largest IFRC-supported public health programme in 2025 in terms of geographical reach, scale and institutional engagement.

The programme strengthened National Societies' positioning as auxiliaries to public authorities by moving them from ad-hoc implementation partners to more formally integrated actors within government-led public health systems, through structured collaboration with Africa CDC and ministries of health across **27** implementing countries.

Phase 2 played a catalytic role in elevating adult immunization with a priority focus on healthcare workers, people living with disabilities, youth, elders and pregnant and lactating mothers across participating countries, supporting a shift from predominantly child-focused immunization models toward a life-course approach anchored in community trust and access. By the end of Phase 2, the programme had reached more than **13.9 million people** across Africa through mass campaigns, outreach and door-to-door engagement, contributing to the adult vaccination of **3.8 million** individuals, while **12,479** health workers were trained, strengthening front-line capacity and public trust.

Epidemic and pandemic preparedness

Throughout 2025, many National Societies were supported in their humanitarian diplomacy efforts in relation to global health security through the implementation of the Community Epidemic and Pandemic Preparedness Programme, the Pilot Programmatic Partnership funded by the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO) and regional initiatives funded through the Pandemic Fund in Africa and Asia Pacific.

In 2025 the IFRC secured approval for a Green Climate Fund concept supporting Eswatini, Lesotho, South

Sudan, Somalia and Zimbabwe with evidence-based technical material, marking a significant milestone. The total budget is 60 million US dollars, 52 million of which will be covered by the Green Climate Fund.

One of the IFRC secretariat's longest-running programmes – the Community Epidemic and Pandemic Preparedness Programme – came to an end this year after eight successful and productive years.

Highlights of the programme included **more than 6,000 volunteers** trained in epidemic control and community-based surveillance in **seven countries**. More than **22,000 infectious disease alerts** were detected and confirmed by government ministries during this time, while trained volunteers made more than **2.2 million household visits** to share life-saving information, and **500 schools** were engaged through awareness campaigns.

The DG ECHO–IFRC Pilot Programmatic Partnership also ended in 2025 after three years of respectful and innovative community-level collaboration.

Under the auspices of the Partnership, the IFRC network was able to further expand community-based surveillance activities in at-risk countries. The partnership encompassed **24 countries** across Africa, Asia, Europe, Latin America and the Middle East, and was supported by 12 National Societies in Europe. *(See Spotlight in the Regular Resources: Funding multiplier section of this report for more information on the Pilot Programmatic Partnership.)*

In 2025, IFRC also focused on strengthening National Society capacities in epidemic and pandemic preparedness and response through tools, training and other methods of support.

For example, National Societies were better able to prepare for and respond to epidemics through the secretariat's community-based surveillance website. These materials were updated regularly throughout the year, and all are available in Arabic, English, French and Spanish.

The IFRC's Epidemic Control Toolkit remained the go-to place for guidance on evidence-based methods to prevent and control the spread of epidemics at the community level. At the end of 2025, the toolkit had reached **951,000 users** and **1.6 million page views** since its launch in 2022. In 2025, IFRC released improvements to user-friendliness and usability of the toolkit, alongside content on animal health and new disease tools, strengthening the One Health approach.

In the IFRC's Americas region, a Regional Health Framework for the Americas was launched to boost the network's ability to prevent and respond to epidemic threats such as yellow fever, measles, dengue, arboviruses and leptospirosis, alongside climate-related health risks, barriers to access and funding reductions. Extensive work was also done to strengthen preparedness through training, technical partnerships and inter-agency engagement.

Risk communication and community engagement

In Africa, the Saving Lives and Livelihoods programme helped to influence how governments plan and sustain **risk communication and community engagement**, supporting the development or validation of related toolkits in 21 countries, providing standardized national guidance, communication materials, community feedback mechanisms and front-line tools to institutionalize the approach within public health systems.

In the IFRC's MENA region, the secretariat worked with WHO and other partners to develop a training package on risk communication and community engagement and infodemic management, including migrant-focused initiatives and sessions on socio-behavioural drivers of vaccine uptake. IFRC teams in the region also launched the jointly produced social behavioural and communication online Arabic course in collaboration with UNICEF and WHO.

Immunization

In 2025, IFRC strengthened its global leadership in immunization, with a continued focus on reaching **zero-dose** and **under-immunized** populations in fragile, conflict-affected and other settings of vulnerability and risk.

The IFRC secretariat worked with National Societies, Gavi, US CDC and other partners to advance emergency response and routine immunization delivery across multiple regions.

This work, which played a critical role in outbreak response and global health security in 2025, included coordination of emergency vaccine allocation mechanisms and support to responses for diseases such as cholera, Ebola, measles and polio. These efforts contributed to the protection of tens of millions of people globally, while reinforcing the integration of immunization within broader emergency health responses.

At the country level, National Societies expanded their role in delivering immunization services in complex and hard-to-reach settings, supporting ministries of health through community-based approaches.

Lebanese Red Cross: delivering life-saving health services

In 2025, amid ongoing hostilities and a severely strained national health system, the Lebanese Red Cross, with support from the IFRC network, delivered a comprehensive, life-saving health and WASH response across Lebanon.

As the country's primary humanitarian organization and largest provider of emergency medical services, the Lebanese Red Cross achieved the following results in 2025:

- **880,299 people** reached with health services
- **272,857 people** vaccinated through immunization services
- **36,657 people** supported through MHPSS
- **15,367 individuals** trained in first aid
- **220,345 people** gained access to safe water and sanitation

More than 211,000 patients received pre-hospital and emergency care and transport, almost 2,000 ambulances were operated, and more than 1.2 million calls were handled through the national emergency line.

The Lebanese Red Cross' Blood Transfusion Service continued to meet critical needs including blood drives conducted across the nation. More than 43,000 units of blood were collected, and more than 30,000 people received blood components.

To address gaps left by reduced health facility capacity, almost **2,000 mobile medical units** delivered medical consultations and services, reaching more than 58,000 people.

In WASH, the Lebanese Red Cross distributed hygiene and disinfection kits to conflict-affected families across Beirut, South Lebanon, Baalbek-Hermel, Bekaa, Nabatieh and North Lebanon. Potable water was delivered to communities facing acute shortages.

The IFRC's Lebanon Complex Emergency Appeal, launched in November 2024, mobilized support from more than 20 supporting National Societies, including around 11 contributing directly to health and WASH interventions.

Through its country delegation, the IFRC secretariat provided strategic coordination, humanitarian diplomacy and technical support. This included facilitating engagement and advocacy opportunities with Member States and Permanent Missions to highlight humanitarian needs and reinforce the Lebanese Red Cross' response and auxiliary role. Technical support was provided in health in emergencies and WASH, contributing to the strengthened operational readiness and coordination capacities of the National Society.

Together, these results demonstrate the Lebanese Red Cross's critical role as an essential lifeline – delivering emergency care, sustaining public health services, and strengthening resilience in conflict-affected communities.

This included identifying and referring zero-dose and under-vaccinated children, addressing **vaccine hesitancy**, and **strengthening trust** through sustained community engagement. In several high-risk contexts, National Societies played a critical role in reaching populations not accessible through traditional health services.

In parallel, the IFRC secretariat strengthened its global coordination and technical support, including the launch of the Measles and Rubella Country Platform, enabling rapid deployment of technical expertise to priority countries. It also contributed to shaping global immunization strategies and financing priorities, advocating for increased investment, more flexible funding and adapted delivery approaches for fragile settings.

Across all areas, the IFRC secretariat worked with partners to bridge global policy and country-level implementation, strengthening National Society capacities, and ensuring that immunization efforts effectively reach the most at-risk populations.

Malaria

During 2025, the Alliance for Malaria Prevention (AMP), housed and chaired by the IFRC, delivered **91** technical assistance missions at the request of national malaria programmes and partners. These missions supported community-level work to bring insecticide-treated nets (ITNs) to people at risk, through mass campaigns and continuous distribution across **22 countries** in sub-Saharan Africa as well as Haiti and Pakistan.

The team prioritized the scale-up and use of digital tools for more efficient and effective ITN distribution, including in microplanning, household registration, logistics and supply chain management, and monitoring and evaluation. With support from the Gates Foundation and the Global Fund, AMP was able to expand its work in digitalization, ensuring timely technical assistance was available to national malaria programmes transitioning to digital tools.

Fourteen countries received digitalization-specific technical assistance from AMP in 2025 while guidance and case studies were developed and disseminated to highlight better practices and recommendations for future efforts.

Given the changing financial context in 2025, AMP also provided guidance and support through webinars to national malaria programmes and partners on how to optimize ITN campaigns and distribution.

An allocation strategies website was created to provide tools that national malaria programmes and partners can use to assess the trade-offs between the number of ITNs needed and expected levels of ITN access. Results are available at national and sub-national levels for malaria-endemic countries in sub-Saharan Africa and quantification factors for each ITN allocation are also presented, so calculations can easily be repeated offline.

The IFRC-AMP work this year also included a Gates Foundation-funded Optimizing ITN Access in Africa project, which has been supporting a transition from the status quo (i.e. three-year campaigns and routine ITN distribution) to a more differentiated data-driven approach.

Activities and support have included the provision of guidance on channel selection for distribution of ITNs, a school-based distribution toolkit and considerations for strengthening routine ITN distribution.

In 2025, the team worked to examine potential service delivery channels for the introduction and scale-up of new injectable malaria chemotherapies, with a focus on long-acting injectables. This included a specific focus on protection, gender and inclusion (PGI) when planning new ways to prevent disease and protect community health. This PGI review has been used to guide the assessment framework and tools that will be used for information collection in Benin and Mozambique in 2026.

Mental health and psychosocial support

On 1 January 2025, the former IFRC Psychosocial Reference Centre was transformed into the Red Cross Red Crescent Movement Mental Health and Psychosocial Support Hub (MHPSS Hub). This followed a tripartite agreement signed the previous year by the Danish Red Cross (the host of the facility), IFRC and ICRC.

A new MHPSS Hub Strategy 2026–2030 was finalized, outlining a broadened mandate to advance MHPSS across the entire Movement. It addresses global challenges and sets two overarching objectives, namely improving the **quality and impact** of MHPSS services, and enhancing the **care and wellbeing** of staff and volunteers. All MHPSS Hub work and activities are underpinned by a commitment to **localization, innovation** and **evidence-based practice**.

At the Global Mental Health Summit in Qatar in October 2025, the IFRC network co-organized and participated in Workshop 5 – Mental Health and Psychosocial Support Before, During and After Crises – which focused on the critical importance of integrating MHPSS into all phases of crisis management. Following this event, the Qatar Red Crescent

Society delivered training for a MHPSS Emergency Response Unit (ERU) with support from the IFRC and the Australian Red Cross. The training piloted a competencies-based approach and concluded with a scenario-based exercise, for which the National Society mobilized 40 volunteers.

In Asia Pacific, IFRC teams expanded MHPSS provision through 578 technical support requests and targeted capacity-building training for the region's National Societies. Many National Societies proved the importance of MHPSS in practice this year, including during the Xizang earthquake and the Mongolia Dzud response, highlighting its relevance across diverse crisis contexts. The Hong Kong Branch of the Red Cross Society of China also delivered essential MHPSS services during the December 2025 fire emergency and in strengthening psychological first aid capacity among its volunteers.

IFRC teams in Europe made significant progress, including through the implementation of the last phases of the EU4Health programme across 28 National Societies. The programme began in 2022 as a partnership between the IFRC secretariat and the EU Directorate-General for Health and Food Safety (DG SANTE) to implement a EU4Health-funded project to support the mental health of people displaced from Ukraine but was so successful that the services were expanded to 27 other countries. By the end of the project, more than 55,000 health professionals, volunteers and first responders were trained to deliver MHPSS services, and 97 helplines and service platforms were established or expanded, creating lasting channels for support and information.

Work continued to progress in the IFRC's MENA region this year through the development and harmonization of MHPSS standard operating procedures, emergency preparedness plans and quality assurance mechanisms, including consolidation of MHPSS Community of Practice governance and the advancement of Arabic MHPSS e-learning materials.

Non-communicable diseases

To strengthen National Societies' delivery and positioning in the crucial area of non-communicable diseases (NCDs), the IFRC secretariat disseminated our NCD Vision and Framework 2030, including its translation into French, Spanish and Arabic.

This effort contributed to enabling National Societies to align their health strategies with global frameworks while adapting them to national priorities and their own contexts.

The IFRC worked with National Societies to build their capacities in this area, including through a training-of-trainers event in Kenya in September 2025, which involved the National Societies of Burkina Faso, Ethiopia, Kenya, Malawi, Mali, Sudan, Somalia, South Sudan and South Africa, with additional participation from the Danish Red Cross and the IFRC secretariat. The training also reinforced the role of community health workers and volunteers in delivering screening, referral, treatment adherence support and basic psychosocial support, particularly in contexts affected by fragility and crisis.

Throughout the year, the IFRC took a coordinated, evidence-informed and community-centred advocacy approach to ensure that NCDs were firmly embedded in global humanitarian policy discussions and outcomes.

This work was supported by a Global NCD Advocacy Bootcamp held at IFRC Headquarters in Geneva, Switzerland in May 2025, bringing together more than 60 experts from National Societies, governments, UN agencies, academia, civil society and other partners. This resulted in the co-creation of seven consensus-based advocacy asks addressing policy, equity, access, financing, community engagement, continuity of care, supply chains and health information systems.

The importance of a community-based approach to NCDs in humanitarian settings was also raised at a high-level side event convened by the IFRC during the 78th World Health Assembly in May 2025. The event was attended by more than 200 people in person and online and positioned NCDs as a core humanitarian health priority.

At the same time, the IFRC secretariat continued its engagement with the UN High-Level Meeting on NCDs and Mental Health, providing proposals for inclusion in the zero draft of the Declaration, with a particular focus on:

explicit recognition of people living with NCDs in humanitarian and fragile settings

integration of NCDs and mental health into national emergency preparedness, response and recovery frameworks

protection of health personnel, infrastructure and supply chains in line with international humanitarian law

the role of community-based delivery and volunteers in sustaining continuity of care.

Several of these elements were reflected in September 2025's Political Declaration adopted by the UN General Assembly, demonstrating the value of the IFRC's sustained, technically credible engagement throughout the negotiation process.

Locally led action in a complex crisis: Palestine Red Crescent Society

In 2025, the **Palestine Red Crescent Society** continued to operate at the forefront of one of the world's most severe humanitarian crises, delivering life-saving health assistance to communities affected by conflict, displacement and loss.

With ongoing support from the IFRC secretariat, the National Society maintained continuous ambulance and emergency medical services including immunization services, provided care to more than 100,000 patients, and delivered MHPSS to tens of thousands of people across the **occupied Palestinian territory**.

Despite extensive damage to health facilities, restricted access and the loss of colleagues, the National Society's staff and volunteers sustained operations with professionalism and dedication.

Through these efforts, the Palestine Red Crescent Society not only addressed immediate humanitarian needs but also began supporting early recovery and the continuity of essential health services, underscoring the critical role of locally led humanitarian action in a complex and protracted crisis.

Climate, migration and health

In 2025 the IFRC secretariat worked to lift the voices of the network on climate and health, and migration and health, by actively participating in the Lancet Migration European Hub initiatives, among others, and ensuring the unique role and access of National Societies were highlighted.

For example, the Swedish Red Cross developed educational materials on antimicrobial resistance in 2025 that are suitable for community-level use. These materials aim to raise awareness and promote behaviour change related to antimicrobial use and resistance. This project underscores the importance of addressing climate-related health challenges through accessible education and community engagement strategies.

In Asia Pacific, IFRC secretariat teams launched the **Asia Pacific Regional Climate Resilient Health and WASH Strategy 2025–2030**, while National Societies were supported year round to respond effectively to dengue and cholera outbreaks.

Through the Alliance for Transformative Action on Climate and Health, COP meetings and contributions to the Sharm El-Sheikh Adaptation Agenda, the IFRC network played a key role in shaping global health adaptation indicators.

This included work to strengthen climate-sensitive harm reduction services for people who use drugs, through training co-organized with the Red Cross and Red Crescent Partnership on Substance Abuse in Italy for National Societies on the African continent. The training addressed the increasing risks posed by extreme heat, flooding, displacement and service disruptions, and equipped service providers with practical strategies to adapt harm reduction programmes accordingly.

First aid

The IFRC secretariat's **Universal First Aid App** surpassed **1 million downloads** in 2025, providing reliable, accessible and user-friendly first aid guidance for both everyday incidents and emergency situations. This achievement highlights the strong global demand for inclusive, practical and widely available digital tools that empower individuals and communities to respond effectively to health emergencies.

The IFRC and Dubai International Humanitarian Aid and Development conference and exhibition joined forces to launch the **First Aid World Cup**, gathering outstanding talent from across the IFRC network to compete, collaborate and catalyze a new era for first aid. A total of 162 teams from 85 National Societies have expressed interest in the event, which will feature regional qualifying rounds ahead of global finals in 2026.

The **International First Aid Attestation** programme continued to build capacities and recognize high standards in 2025, with the National Societies of Argentina, Burkina Faso, Burundi, Georgia and Romania receiving awards for their first aid programmes.

In IFRC's Europe region, secretariat teams worked with the Global First Aid Reference Centre to support First Aid Master Training for focal points from the National Societies of Estonia, Latvia and Lithuania. The Bulgarian Red Cross certified 16 Basic Life Support trainers, who subsequently trained more than 100 individuals in life-saving techniques. The Slovak Red Cross integrated first aid training into its preparedness and outreach programming, reinforcing emergency readiness.

The IFRC secretariat's work with National Societies in **sustainability and commercial models** continued



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this year. For example, the IFRC and the Benin Red Cross worked to analyse the financial, commercial and marketing aspects of first aid in the National Society's context, to develop a practical toolkit for sustainable service delivery.

In 2025, the IFRC secretariat conducted a **global first aid mapping survey** to better understand National Societies' practices, track developments and identify emerging trends in the network. Nearly 150,000 National Society first aid trainers took part in the survey. The results indicated that, in 2023, some **22.4 million people worldwide were trained in first aid by National Societies** and that an average of 150 people were trained in first aid by every National Society trainer.

Training of first aid trainers continued apace in 2025, with the IFRC secretariat supporting National Societies in enhancing and building their capacities in this area. Programmes were conducted in multiple places around the world, including Algeria, the Caribbean, Libya, Moldova, the occupied Palestinian territory (across two phases) and Senegal. This work helped to build sustainable National Society first aid education systems as well as fostering knowledge exchange and developing robust training networks.

At the same time, first aid capacities in the Pacific were strengthened through the 3 Oceans project supported by the French Red Cross. This work included training, community engagement and collaboration with National Society branches to expand the number of trainers and build skills in community teaching and response.

In the IFRC's MENA region, secretariat teams expanded our first aid in schools programming and finalized a regional guiding note for National Societies.

The 2025 World First Aid Day and World Restart a Heart Day were unprecedented successes, engaging more than **81 National Red Cross and Red Crescent Societies** worldwide. These events reached **3.2 million people**, from the general public and students to volunteers and staff from public and private institutions.

Emergency health

In 2025, the IFRC-DREF was activated for **29 epidemic response operations** – a **50% increase** compared with 2024. These responses covered **20 countries**, supporting more than **9 million people** with a total budget of more than 11 million Swiss francs. Under the Anticipatory Action pillar of the IFRC-DREF, one full EAP and four sEAPs were approved in 2025. Of the 29 response operations, 23 were in Africa region, two in the Americas, two in Asia Pacific and two in Europe.

Several experts in public health in emergencies were deployed as surge, part of the IFRC secretariat's global-to-local disaster and crisis management system, which provides specialists as short-term support to locally led operations.

The surge colleagues helped National Societies to respond to outbreaks of cholera, Ebola, Marburg, dengue, mpox and polio, as well as providing support for non-health emergencies in Africa and the Americas. Health coordinators were also deployed to support responses to the Myanmar earthquake and to Hurricane Melissa in Jamaica.

Training and guidance were provided year round to build National Society capacities and inform their approaches to emergency health.

For example, in the MENA region, the IFRC delivered Public Health in Emergencies Level A training in Syria, strengthening National Society preparedness and response capacity in the country.

Teams also conducted a first-ever Regional Mass Casualty Management exercise in Doha, Qatar in December 2025, in collaboration with Qatar Red Crescent, Saudi Red Crescent Authority, ICRC and National Societies from Germany, Norway and Japan. More than 60 participants received training in mass casualty triage, incident command, emergency medical services coordination, and surge capacity through scenario-based simulations.

Public health Emergency Response Unit in South Sudan

In **South Sudan**, cholera began to spread in communities in September 2024 following flooding, an uncontrolled epidemic in neighbouring Sudan, and population displacement. By January 2025, there were 24,418 reported cases and 475 deaths, with a case fatality rate of 1.9% being reported.

The IFRC secretariat was already working in support of the **South Sudan Red Cross** when a request was made for an ERU to boost the locally led response.

A Public Health Emergency ERU specializing in the management of cholera was swiftly deployed under the leadership of the **Swiss Red Cross** with support from the National Societies of **Canada, Germany, Norway** and **Spain**. This was the first time an ERU had been deployed in a complex context affected by conflict.

With the ERU in place and providing support, the South Sudan Red Cross was able to establish **19** oral rehydration points in **eight** regions of the country, providing life-saving services to more than **13,400** people, and training **152** National Society volunteers in the management of such services. Training of trainers was also provided to **45** volunteers, allowing each one to build further capacities.

The experienced gained by the ERU colleagues in South Sudan went on to inform and shape Cholera ERU training held by the Swiss Red Cross in October 2025.

Water system strengthening

In 2025, the IFRC secretariat expanded engagement in cholera-prone countries through new partnerships such as ECHO Southern Africa and Indian Ocean with WHO and UNICEF, and strengthened government collaboration through the Country Support Platform focused on cholera prevention and response.

Water system rehabilitation efforts grew across emergency contexts, and innovative financing models helped deepen partnerships with governments, donors, utilities and global water actors. There were expanded water and climate activities and new resources in Nile River countries.

Building on the 2024 Global Framework for Action and Consensus Statement signed with WHO and UNICEF, regional training and country-level assessments were convened across multiple regions in 2025, focusing on WASH, energy and waste in healthcare settings. The IFRC continued advocating for the integration of **climate-resilient WASH infrastructure** within national health policies.

Cholera – Country Support Platform

The Country Support Platform, hosted by the IFRC secretariat and serving as the operational arm of the Global Task Force on Cholera Control, secured multi-year funding from the Gates Foundation and expanded to 11 countries across four regional hubs. Highlights this year include the launch of a National Cholera Plan in Nigeria (February 2025), the finalization of Mozambique's National Cholera Plan, operationalization plans in Bangladesh and Malawi, and National Cholera Plan validation in Nepal and Cameroon.

The platform also pioneered micro-hotspot mapping in Bangladesh, supported WASH assessments in DRC and Nepal, and advanced cross-border coordination through DRC–Zambia and Zambia–Tanzania workshops. In Zambia, the Case Area Targeted Intervention approach was rolled out nationally, training 384 healthcare workers and 169 community volunteers and reaching more than 100,607 people.

Cholera preparedness and response

As the African continent accounts for 60% of cholera cases globally and more than 90% of cholera deaths, the IFRC secretariat in the region placed particular focus on supporting National Societies in their preparation for and response to cholera outbreaks.

A new IFRC strategic approach to cholera preparedness and response was developed in partnership with African National Societies, providing the network with clear guidance for priority cholera prevention and control measures. The strategy is aligned to Africa CDC's cholera strategy and contributes to multi-agency efforts to eliminate the disease on the continent.

Nine IFRC-DREF operations to tackle cholera outbreaks were supported across the Africa region. Eight oral cholera vaccination campaigns were supported in six African countries, mobilizing more than 1,583 volunteers and reaching more than 1.24 million people. Three cholera sEAPs and one full EAP for cholera were approved with four in preparation during the year. Groundwork for cholera e-learning was put in place, while a cholera

dashboard and strategy paper were developed for IFRC's Africa region.

WASH in emergencies

The Kenya Red Cross Society finalized and established a WASH ERU for global deployment – improving not only the range of emergency support available to the network, but also global representation. Seven WASH ERU deployments were carried out across Nigeria, Somalia, Ecuador, Myanmar and Cabo Verde, demonstrating the versatility of the modernized, lightweight ERU approach that prioritizes National Society leadership and technical capacity building. A new Central America WASH Hub in Honduras was activated for the first time during the Ecuador oil spill response.

Urban WASH

The Ghana Urban WASH pilot programme was successfully concluded, connecting **11,000 households** with a total investment of 7.8 million US dollars including co-financing. In Togo, the IFRC secretariat and the Togolese Red Cross worked to develop a 30 million US dollar proposal with the OPEC Fund for International Development to expand water supply and sanitation in Anié. This builds on the success of existing collaboration with the Islamic Development Bank – through which the Togolese Red Cross is implementing sanitation activities for 49,000 people with facilities including 2,300 household latrines, 56 health facility latrines and 80 public latrine blocks.

In Kenya, the Kenya Red Cross Society and the Kisumu Water and Sanitation Company Limited launched a collaboration focusing on disaster preparedness and last-mile household connections in informal settlements. In Tajikistan, IFRC and the Japanese Red Cross finalized an agreement with the Japan International Cooperation Agency to support 50,000 people in Jomi District through community engagement around metered billing and infrastructure completion for excluded villages.

Knowledge sharing in WASH

A new IFRC WASH web platform (wash.ifrc.org) was launched as the primary entry point for WASH technical information across the Movement. By the end of 2025, there were more than 4,000 new visitors from 145 countries across all IFRC Regions. More than 750 resources (guidelines, tools or case studies) were downloaded.

A new WASH Community of Practice now has more than 300 members sharing expertise and best practices in five sub-communities focusing on different geographic and thematic areas. The Hygiene Promotion Box was updated with cross-cutting priorities and a new Virtual Box was launched on the IFRC WASH web platform. Cholera training packages were standardized with a common module, and e-learning versions are in development.

Water and climate

Climate shocks affected the spread of **cholera** in 2025, alongside gaps in WASH services and the impacts of conflict. By the end of 2025, **more than 614,000 cholera cases** and about **7,600 deaths** had been reported across more than **30 countries**, with the highest burden in Africa and the Eastern Mediterranean regions. Many of the most affected countries are experiencing fragile water and sanitation systems, population displacement and recurrent flooding, which increase the risk of water contamination and cholera transmission.

Water and peace

Under the IFRC's partnership with the Korea International Cooperation Agency, H2O Peace programmes were launched in Iran, Jordan and Yemen to address water security challenges in complex contexts where water could be the cause but also the solution of conflict. In parallel, an ongoing collaboration with Interpeace reflected a growing effort to deepen engagement with institutional partners.

Digital solutions and data for health

In 2025, the IFRC secretariat strengthened the foundations of the Red Cross and Red Crescent Health Information System – an emergency-ready digital solution – to prepare it to support health service delivery. The system can operate offline, online or in hybrid configurations, allowing care and data capture to continue in low-connectivity and fragile settings.

Work during the year focused on completing key security, compliance and governance requirements, alongside building basic training and learning resources to support future use. The system was also used in practice settings, for example in supporting the Norwegian Red Cross/ICRC Field Hospital training in Nairobi, Kenya, where around 50 new roster members were trained on the tool and provided feedback based on field experience. The system was also used during the Finnish Red Cross Emergency Medical Team validation exercise in December 2025. This work was made possible through funding from the Netherlands Ministry of Foreign Affairs (through the Netherlands Red Cross), the German Red Cross and the Japanese Red Cross Society.

In the area of **professional health services mapping**, work was progressed this year in shifting ownership of this data to National Societies so that the information can be kept up to date over time. Mapping data gathered on more than 5,600 clinical health facilities across 113 National Societies is integrated into the IFRC secretariat's GO Platform. National Societies can now review and update their own information directly, including facility locations, services and workforce data. This allows updates to be made as situations change, without the IFRC having to run a new global survey each time.

Europe: strengthening mental health and psychosocial support capacities

In May 2022, the IFRC, in partnership with DG SANTE, launched the EU4Health-funded programme to support the mental health of people displaced from Ukraine. The programme was implemented in Ukraine and by 27 other National Societies in Belgium, Bulgaria, Croatia, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Moldova, Montenegro, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain and Sweden. It represented one of the largest mental health responses ever delivered by the Movement.

The programme delivered timely, quality psychological first aid and MHPSS to people affected by the international armed conflict in Ukraine.

Results by 2025:

- **more than 753,000 instances** of MHPSS services delivered
- **41,000 staff, volunteers and first responders** received mental health support
- **more than 55,000 personnel trained** in psychological first aid and MHPSS
- **97 helplines and service platforms** established or expanded

To achieve these results, National Societies significantly scaled up their capacities. The Lithuanian Red Cross established a comprehensive MHPSS service, delivering more than **40,000 instances of support**. The Bulgarian Red Cross trained more than **1,300 staff and volunteers** through a cascade model that expanded capacity nationwide. In several contexts, displaced people supported by the programme became volunteers, strengthening community engagement and trust.

The programme demonstrated the IFRC network's ability to rapidly adapt and scale up MHPSS services, transitioning from emergency response to community-based programming while building long-term capacity across National Societies.

To sustain these gains, the Movement MHPSS Hub developed practical guidance to support National Societies in integrating MHPSS into core programming and shifting towards longer-term service delivery models.

The IFRC reinforced these efforts through advocacy and coordination, promoting increased investment in MHPSS within national preparedness plans. This included a data-driven report in five EU countries, targeted engagement with decision-makers and regional advocacy initiatives.

Together, these actions strengthened MHPSS capacity across Europe, expanded access to critical services and established a foundation for more sustainable, integrated mental health support in future crises.

Migration and displacement

Context

Throughout history, migration has been a powerful driver of development. But too many people on the move – including migrants, refugees and internally displaced persons – continue to face unprecedented risks, with deepening political polarization, increasingly restrictive policies and fragmented responses all contributing to a rise in humanitarian needs around the world.

While on the move, people can struggle to access healthcare, shelter, food, WASH facilities, information and protection. They also experience family separation, exploitation, violence and discrimination. People in situations of vulnerability, including women, children and people with disabilities, are exposed to even greater risks.

Despite the scale of the needs in communities of origin, transit and destination – and the clear promise of migration as a driver of development and resilience – responses around the world remain reactive and underfunded.

People in host countries often face difficulties related to inclusion, integration and socio-economic empowerment. Migrants at all stages of their journey face stigma, marginalization and discrimination.

In addition, the humanitarian and longer-term needs of many former migrants can persist upon their return to their country of origin, including the need for support to help them reintegrate.

Our approach

The IFRC and National Societies are neutral and impartial, concerned only with meeting humanitarian needs, wherever and whenever they may occur. In this work – and all our work – we are guided by our fundamental principles.

The IFRC secretariat works with National Societies to promote the safety and dignity of people on the move, and ensure that everyone who needs services is able to access them.

Our approach continues to focus on addressing urgent and longer-term needs across the full spectrum of migration and displacement – in countries of origin, in transit and along migration routes, and in destination countries through investment in the locally led action of National Societies.

The IFRC also works with National Societies to anticipate and adapt to changes in migration and displacement patterns around the world.

Progress towards targets[5]

Number of migrants and displaced persons reached with services for assistance and protection. Target 4 million.	5.2 million
Percentage of National Societies that conducted a migration and displacement needs assessment and/or have integrated migration and displacement into their strategic planning. Target 75%.	47%
Number of Humanitarian Service Points (HSPs) that provided assistance and/or protection to people on the move along land-based migration routes.	184
Number of people reached with psychosocial and mental health services. Target 15 million.	5.3 million

2025 results

In 2025, the new Migration Strategy of the International Red Cross and Red Crescent Movement 2024-2030 marked its first full year of implementation.

Throughout 2025, National Societies continued to provide assistance and protection to migrants and displaced people across diverse contexts in both longer-term programming and emergency contexts,

5 *The summary represents 2025 annual progress status from National Societies as of June 2026 | Final network results will be available once the annual | FDRS reporting is completed.*



“In Ecuador, Red Cross teams are supporting people on the move with health care, psychosocial support, family contact restoration, and basic necessities.

reaching some **18 million migrants** across more than **160 countries**.

Global Migration and Displacement Platform

In 2025, IFRC launched the Global Migration and Displacement Platform, bringing together humanitarian, development and private sector partners to scale impact across countries of origin, transit and destination. The platform aims to mobilize 500 million Swiss francs to support up to 100 million migrants, refugees, internally displaced people and host communities by 2030.

Under Pillar 1, "Our action to support people in countries of origin and return: strengthening resilience and reducing risks at home", the IFRC secretariat continued to advance evidence-based action on climate-related displacement.

Research capturing 69 case studies on locally led activities by 36 National Societies in Africa and Asia Pacific was featured in reports titled ***Forced to Flee in a Changing Climate***, demonstrating how early warning systems, disaster preparedness measures and climate-resilient livelihood support can reduce displacement risks and strengthen community resilience.

These findings informed humanitarian diplomacy efforts and contributed to scaling up National Society action across the phases of displacement from risk reduction and anticipatory action to recovery and durable solutions.

The IFRC also supported coordinated approaches to safe, voluntary and dignified returns. In May 2025, a cross-regional framework on Syrian returns was disseminated to guide National Society action on pre-departure support, cross-border coordination and reintegration assistance.

IFRC teams in Asia Pacific delivered tailored technical support to National Societies for complex population movement crises in Afghanistan and Pakistan. Support included an April visit to key Afghanistan–Pakistan border points to shape the returnee Emergency Appeal and strengthen cross-border care, followed by a December visit to Pakistan Red Crescent border branches.

Under Pillar 2, "Our action to support people in transit countries and along migration routes: providing assistance and protection on the journey", the IFRC network's Global Route-Based Migration Programme continued strong implementation and was extended through 2030, with the commitment of **63 National Societies** across Africa, the Americas, Europe and MENA. This multi-region, multi-year programme allows the skills, solidarity and expertise of the IFRC network to be harnessed and provides coordinated cross-border humanitarian assistance and protection along key migratory routes.

In 2025, the Global Programme supported more than **2.1 million people** on the move and in host communities. It also facilitated the strengthening of National Society capacity, with **more than 4,300** staff and volunteers trained.

Humanitarian Service Points (HSPs) remained a central modality for delivering humanitarian assistance in strategic locations along migration routes. By the end of 2025, **nearly 200 HSPs** were reported as operational. Capacity-strengthening efforts in implementing HSPs included country-level and regional in-person workshops and online training, with 825 people from 142 countries completing the HSP e-learning course.

In the Africa region, for example, HSP training was conducted in Cameroon, Chad, Gambia, Mauritania and South Sudan. HSPs were expanded and reinforced along major migration corridors and border crossings, but also in more protracted camp settings – providing life-saving services, protection support, information and referrals to migrants on the move, including those in irregular and mixed migration contexts. As well as humanitarian responses, teams increased their focus this year on community resilience, reintegration and durable solutions. Support was provided to National Societies working with returnees, internally displaced persons and host communities to strengthen livelihoods, social cohesion and access to basic services, with an emphasis on locally led and community-based approaches.

IFRC teams in the Americas worked with National Societies to strengthen route-based, protection-oriented and integrated approaches to migration and displacement during a time in which the movement of people is being strongly affected by changes in national migration policies and broader socio-political transformations across the region**.** These trends included an increase in the return of people to Colombia, Ecuador, Mexico, Venezuela and countries in Central America; a rise in forced displacement associated with escalating violence in different contexts; a decline in northbound movements across the continent; and an increase in asylum applications in several countries.

In response, the IFRC secretariat launched the Migration Roadmap for the Americas 2026–2030 to provide National Societies with greater support and guidance for sustainable, needs-based and locally led approaches in the region.

Mauritania: Life-saving assistance for people on the move

Mauritania continues to host large numbers of refugees and migrants, placing significant pressure on already limited resources.

Refugees from Mali

Since January 2023, some 300,000 Malian refugees have arrived, fleeing conflict. Around 172,000 people are now living outside official camps in Hodh El Chargui, with limited access to shelter and basic services.

The Mauritanian Red Crescent Society, with support from IFRC and partners, scaled up a coordinated and principled response. Following the October 2024 Mauritania Population Movement Emergency Appeal for 4 million Swiss francs, assistance in 2025 prioritized immediate needs and strengthened local response capacity.

- Critical support to refugees and host communities resulted in:
- cash assistance reaching 1,000 households (6,000 people)
- emergency shelter kits supporting 1,100 displaced households
- essential relief items – including dignity kits and blankets – distributed
- hygiene promotion and safe water activities reaching 8,000 people, reducing health risks and improving sanitation practices
- two HSPs in Adel Bagrou and Dwoinkara providing integrated services to 2,000 newly arrived refugees, including food, water, first aid and psychosocial support

This response was strengthened through collaboration with UNICEF, the World Food Programme, Terre des Hommes and the French Red Cross.

Support to migrants on the move

Located between the Sahel and the Maghreb, Mauritania's strategic position also makes it a major migratory crossroads. For many sub-Saharan migrants, Mauritania serves as a temporary refuge, transit point and departure point for the Canary Islands, particularly via Nouakchott, Chami and Nouadhibou. These are perilous journeys, and many people die en route.

In response to increasing arrivals and risks, the Mauritanian National Society expanded its assistance at key transit and disembarkation points. Two temporary reception centres opened in October 2025, in Nouakchott and Nouadhibou, providing safe accommodation. The National Society delivered food, healthcare and psychosocial support, restored family links and provided daily centre management.

At the Rosso border with Senegal, where arrivals have surged, Mauritanian Red Crescent assistance – supported by a 376,000 Swiss francs IFRC-DREF allocation – reached thousands of people in need through two HSPs. Services include food, water, hygiene kits, psychosocial support and phone access to reconnect with families. In parallel, 600 at-risk host families received cash assistance, reinforcing community solidarity.

This coordinated action resulted in improved access to essential services for refugees and migrants; delivered rapid, life-saving assistance at key entry and transit points; strengthened local response systems and partnerships; and promoted dignity and resilience among affected populations and host communities. This work continues to address urgent humanitarian needs while reinforcing Mauritania's capacity to respond to displacement and migration.

In Europe, the National Societies of Albania, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, France, Greece, Italy, Montenegro, North Macedonia, Serbia, Slovakia, Slovenia, Spain, Switzerland, Türkiye and UK continued to provide direct humanitarian assistance to people on the move. This ensured life-saving support in reception and transit centres as well as through fixed or mobile HSPs, the presence of mobile teams in reception/transit centres, and provision of services through National Society branches along the route.

A Tripartite Agreement between the Swiss Agency for Development and Cooperation, the Swiss Red Cross and IFRC was signed in October 2025, for the agency's contribution of 4 million Swiss francs to the Global Route-Based Migration Programme for a four-year period supporting the National Societies of Albania, Bosnia and Herzegovina, Montenegro, North Macedonia and Serbia.

The IFRC in MENA provided strong support to the Syrian Arab Red Crescent in its establishment of a Migration and Return Technical Working Group to enhance coordination and collaboration on the return and reintegration efforts within Syria. Support was also provided in drafting the Approach Document on People on the Move, which outlines the National Society's vision, capacities and plans for implementation.

In December 2025, IFRC concluded its HSP@Sea operation aboard the Ocean Viking following four years of humanitarian engagement. Since the beginning of the partnership in July 2021, IFRC network teams participated in **156 rescue operations, distributed 96,000 meals, provided 6,500 medical consultations, and helped deliver 3,200 "safe and well" messages to families of survivors**. In the past four years, IFRC network teams onboard Ocean Viking helped save more than **8,600 people**, including **2,200 children**.

The IFRC secretariat continued to play an important role this year as part of the Governing Board of the Foundation for Humanitarian Action at Sea, which seeks to strengthen dialogue, collaboration and action among diverse stakeholders on humanitarian action and saving lives at sea. Regional events with relevant stakeholders have contributed to advancing the agenda of the challenges of search and rescue at sea as well as the importance of building the capabilities of the local fishing communities that are increasingly exposed to it.

This work has included the creation of two new regional dialogue platforms, each with the participation of several National Societies; strengthened cooperation with Maritime Rescue Coordination Centres; the publication of an article in Oxford University's ***Forced Migration Review***; the development of a search and rescue data portal; research into the mental health of seafarers; and the establishment of an academic partnership with the Geneva Graduate Institute.

Pillar 3 of the strategy covers "Our action to support people in destination and hosting countries: supporting integration and longer-term assistance". In this area, the IFRC secretariat supports National Societies in strengthening their integration and inclusion approaches.

Regional initiatives included developing an Integration and Inclusion Programme in Europe involving 14 National Societies, alongside a collection of case studies and practical guidance on meaningful participation to ensure migrants and host communities are engaged in decision-making and programme delivery.

Emergency operations, preparedness and anticipatory action

Throughout the year, **more than 160 National Societies** continued to provide assistance to migrants and displaced people across diverse contexts in response to emergencies, while also providing regular services to migrants through programmes or domestic activities.

Fifty National Societies implemented 38 population movement operations during 2025. New National Society guidance on EAPs for population movement was finalized this year. This is the result of a joint and innovative effort across the sector to take a practical approach to operationalizing anticipatory action tools for population movement.

IFRC strategic coordination

IFRC continues to provide strategic coordination and technical support at the global, regional and national levels, including by supporting the Migration Leadership Group, the Global Migration Task Force, the Movement Reference Group on Internal Displacement, and the regional and sub-regional migration networks and platforms. These include the East Africa Migration Network, Sahel+ Migration Technical Group, Asia Pacific Migration Network, Red Regional de Migración de América y el Caribe, MENA Migration Network, and the Platform for European Red Cross Cooperation on Refugees, Asylum Seekers and Migrants.

IFRC capacity-strengthening support

During the year, the IFRC secretariat supported National Societies to operationalize the strategy through the rollout of an introductory migration e-learning course (completed by 232 people from 104 countries) and the piloting of a National Society migration capability self-assessment tool in countries including Chad, Kenya, Mali, New Zealand, Niger, Romania and Uganda. These initiatives aimed to strengthen strategic alignment and support National Societies in identifying priority actions to enhance assistance and protection for migrants.

In Asia Pacific, IFRC secretariat teams worked with the British Red Cross to create a new online introductory course on Migration for the Movement, with financial support from the Italian Red Cross.

Humanitarian diplomacy and advocacy

In 2025, the IFRC continued to advocate for a humane and dignified approach to migration grounded in operational evidence from National Society programmes.

IFRC continues to co-lead the UN Network on Migration's workstream on humanitarian assistance to migrants in distress and missing migrants, alongside ICRC, UNHCR and the International Organization for Migration (IOM). This supports the push for a detailed account of progress and challenges to implementation and recommendations for strengthening implementation of several Global Compact on Migration objectives on saving lives and missing migrants and access to services, respectively.

As part of this engagement with the UN workstream, the IFRC co-coordinated the publication of the ***Forced Migration Review*** issue ***Dangerous journeys: Saving lives and responding to missing migrants and refugees***.

In December 2025, the IFRC engaged at the Global Refugee Forum Progress Review. The secretariat also announced its co-leadership of the Multi-stakeholder Pledge on Localization and co-hosted a dialogue between donors and local actors to discuss shifts amid the humanitarian funding landscape.

Ukraine crisis: continued support for displaced people from Ukraine in affected countries

For many people displaced from Ukraine, arriving in a new country was only the beginning of a long and uncertain journey. As displacement stretched from weeks into months and years, the immediate question of where to sleep gave way to harder ones: how to find work, learn a new language, navigate unfamiliar systems and build some sense of stability. Across the countries affected by the crisis, National Societies recognized this shift and responded accordingly, moving from reception and transit assistance towards more sustained models of integration and socio-economic inclusion.

At the heart of this transition was a network of HSPs, Integration Centres, Offices of First Contact and community-based platforms. The Polish Red Cross operated 64 Integration Centres, offering legal counselling and digital literacy support. In Moldova, HSPs provided practical assistance to people on the move, and Unity Hubs brought displaced and local community members together to build connection and mutual understanding. In Greece, HSPs and Multifunctional Centres helped people work through the administrative and practical barriers that so often stand between arrival and inclusion. In Slovakia, Offices of First Contact spread across regional branches offered guidance on accommodation, education and health.

In 2025, **57,000** people were reached at **85** HSPs; **14,000** people were supported in official procedures; **786** people were assisted with transportation or evacuations, and **21,000** people were reached with social cohesion activities in the affected countries and beyond.

As the displaced community settled, the focus shifted to helping them find their footing economically. In Lithuania, individual case management supported people through the practicalities of rebuilding a working life, from registering a business to getting qualifications recognized. In Romania, job readiness workshops and labour market orientation gave people tools to enter the local workforce, while the Safe Homes Programme offered specialized employment assistance alongside stable housing. In Poland, professional activation centres helped displaced individuals find work or start their own business. In Latvia, co-financing for vocational training, and personalized employment plans gave people a concrete pathway towards self-reliance. The Russian Red Cross established a case management system to help people facing unique challenges, such as specific housing needs, health conditions, funeral arrangements or legal issues.

Language was often the first barrier. Without it, accessing services, finding work or simply feeling part of a community remained out of reach. In Slovakia, hundreds of people took Slovak language courses. In Lithuania, language clubs offered learning and a space for connection. In Bulgaria, Hungary, Latvia, Poland and Romania, National Societies delivered language classes to help people develop essential communication skills for integration into host communities. In Montenegro, school materials and homework support helped displaced children. In Türkiye, Turkish language courses and the distribution of education kits for children supported immediate learning and longer-term adaptation.

None of this, however, was only about access to services. Belonging was just as important. In Estonia, integration camps and child-friendly spaces gave children the chance to form friendships and feel settled. In Latvia, cultural orientation sessions, cooking workshops and neighbourhood clean-up events brought displaced and local residents together. In Croatia, community events including the exhibition ***Croatia through the Eyes of Ukrainians*** and intercultural field trips created spaces for exchange and mutual understanding. In Romania, the Safe Homes Programme supported host families who had opened their doors to displaced people, sustaining private hosting as a meaningful expression of solidarity. The Russian Red Cross provided vocational training, small business initiatives and cash assistance to help rebuild financial stability. Key lessons learned from the National Societies' integration work are available in ten case studies developed by the IFRC.

Across all these countries, the work of National Societies reflected a shared conviction that lasting outcomes for displaced people depend not only on meeting immediate needs, but on creating the conditions in which people can rebuild their lives, contribute to their communities, and find a place where they feel they belong.

Values, power and inclusion

Context

The complex and protracted nature of many crises has increased suffering and eroded hope among many communities, with marginalized and disempowered groups being hit the hardest.

Inequality continues to widen, straining social safety nets and placing more people at risk of violence – including sexual- and gender-based violence – and exploitation, abuse and discrimination.

These threats and challenges can also contribute to an increase in mental health issues. Anxiety and depression are becoming increasingly prevalent, with young people and marginalized people being not only disproportionately affected, but also less able to access support.

A rise in polarization and harmful information (mis- and disinformation) also erode trust in institutions, governments and communities, while driving the xenophobia and hate speech that can ferment community conflicts and division.

These challenges place additional pressure on humanitarians as they work to improve the lives of groups and individuals at risk – such as women and girls, people with disabilities, LGBTQI+ people, elders, migrants and displaced people.

Our approach

The IFRC secretariat works with our member National Societies to support the delivery of community-level services that build trust and improve the life chances of at-risk and/or marginalized groups.

Teams around the world focus on the causes, risks and consequences of violence, particularly gender-based violence, and lead network-wide efforts in preventing the risk of sexual abuse and exploitation as well as mainstreaming a strict culture of safeguarding for people receiving our humanitarian services.

National Societies were supported in the delivery of programmes and services designed to build skills and empathy, develop critical thinking and promote humanitarian values, alongside work to expand access to formal and non-formal education, particularly for children and young adults during emergencies or protracted crises, or following displacement.

The IFRC secretariat has been a leader in community engagement and accountability work for several years. This community-driven, transparent and responsive support not only helps the IFRC network to meet needs, but also underscores the importance of locally led activities that are shaped and informed by the resourcefulness, knowledge and dignity of the communities they support.

Progress against targets [6]

Number of people reached by National Society educational programmes. Target 4 million.	6.7 million
Number of people reached by protection, gender and inclusion programming. Target 20 million.	11.6 million
Number of National Societies that have integrated and institutionalized Community Engagement and Accountability within their policies, operations and procedures, and have set clear benchmarks. Target 50.	66

2025 results

Protection, gender and inclusion (PGI)

The IFRC secretariat provided continuous support to National Societies throughout 2025 as they built and enhanced their capacities in this vital area.

For example, the Mongolia Red Cross and Timor-Leste Red Cross both identified common institutional gaps through their use of the secretariat's PGI Organizational Assessment Toolkit. The Botswana Red Cross was supported to secure a grant from the IFRC's Capacity Building Fund to embed PGI across its operations.

Tailored support to National Societies on prevention of sexual exploitation and abuse (PSEA), safeguarding and child safeguarding policies and action plans resulted in the **full achievement of annual targets**. Cumulatively, **71 National Societies** now have an

6 *The summary represents 2025 annual progress status from National Societies as of June 2026 | Final network results will be available once the annual | FDRS reporting is completed.*

approved PSEA and harassment policy, **120** have a related action plan in place, and **66** have an approved child safeguarding policy. In addition, 25 countries have signed the Safeguarding Systems Pledge.

> "We say safeguarding is everyone's responsibility. But like any culture, it must be modelled, nurtured and championed from the top. It goes beyond policy, procedures or a training module. When leaders actively support safeguarding, they send a powerful message: that the safety and wellbeing of the people we serve – and of our staff and volunteers – is non-negotiable. It becomes clear that safeguarding is not just the responsibility of a designated team, but a shared commitment across departments, roles and hierarchies." British Red Cross participant at the 2025 Integrity Beyond Words conference hosted by the Kenya Red Cross Society.

In the IFRC's Americas region, teams supported National Societies in the development and revision of safeguarding policies, procedures, reporting and response mechanisms, and self-assessment tools. At the same time, the Gender Equity in Emergency Operations Leadership Strategy continued to deliver strong results, including the milestone that more than half of the Americas region emergency leadership roles were held by women in 2025.

Twenty women leaders in African National Societies took part in the Red Cross and Red Crescent Women in Leadership initiative co-designed and delivered by the IFRC secretariat and National Societies in 2025. The pilot phase was implemented through two regional cohorts hosted by the Botswana Red Cross and Togo Red Cross in their respective countries. Videos capturing the impact of the initiative are available online in French and English.

A gender and epidemics capacity-strengthening workshop was held in Nairobi, Kenya, in January 2025, delivered in collaboration with the French Red Cross and the IFRC secretariat in the Africa region. The workshop brought together 23 participants from 12 African National Societies.

In Asia Pacific, work on PGI integration progressed with 27 National Societies appointing PGI focal points and 16 endorsing PSEA policies.

In Europe, a global pilot, Safeguarding Training of Trainers, was held in Ankara, Türkiye, in February, with participants from National Societies and IFRC secretariat offices. An Operationalizing Safeguarding Workshop was piloted in Budapest, Hungary, in May 2025, bringing together 21 participants from 16 National Societies.

In the MENA region, IFRC secretariat teams supported the Jordan National Red Crescent Society in its development and approval of a comprehensive package of safeguarding-related policies, including PSEA, child safeguarding and whistleblower protection. In Morocco, sustained technical support contributed to the National Society's endorsement of a national PGI and safeguarding action plan and the successful completion of an internal self-assessment. Capacity-building efforts in Iraq included a multi-day workshop to enhance institutional understanding of PGI and safeguarding, leading to the development of key policies and frameworks.

PGI in operations

The application of the PGI Minimum Standards was embedded in **94%** of IFRC emergency operational plans this year. PGI Marker analysis shows that 88% of plans were rated "good" or higher, including 66% assessed as "very good." All indicators reflect improvements compared to 2023. In addition, 79% of IFRC emergency operations completed a Child Safeguarding Risk Analysis.

Strong support was provided to National Societies operating in challenging or complex contexts. For example, in Iraq, assessments and community consultations informed programming for children affected by armed conflict, alongside capacity building to ensure safeguarding compliance. In Jordan, staff and volunteers received training and guidance in their work to mainstream PGI and uphold safeguarding standards. In Yemen, ongoing technical support ensured strong adherence to PGI principles, with a particular emphasis on child participation.

In IFRC network operations in the Americas, PGI remained central to efforts to reduce risks of violence, discrimination and exclusion.

This comprehensive integration of PGI across IFRC network emergency operations worldwide was enabled through staff-on-loan arrangements with the National Societies of Australia, Canada and Finland.



> In Türkiye, regular knitting sessions offer women opportunities for social connection and emotional support during recovery.

Child protection and participation

The 2.5 million Swiss franc Children Affected by Armed Conflict project, funded by Norway, continued to support 15 National Societies across Africa, the Americas and the MENA region. The project delivered protection and assistance for unaccompanied and separated children, including through restoring family links, child-friendly spaces, support to school access, safeguarding policy development and child participation initiatives.

All targets were significantly exceeded. An estimated **94,576 children were supported** (against a target of 10,000) and **5,139 children** engaged in participatory activities (target: 300). In addition, **31,050 adults** were supported to strengthen protective environments for children.

In Africa, for example, considerable progress was seen in addressing protection issues through Children Affected by Armed Conflict. Nearly **40,000 children** in conflict-affected or refugee/displacement contexts in Central African Republic, Chad, Nigeria, Sudan and Uganda were supported by the IFRC network through educational support, menstrual hygiene kits, protection and psychosocial services among others. Case studies were developed together with nine National Societies on the impact of PGI support across the region.

Capacity-strengthening outcomes included **903** personnel trained on PGI Minimum Standards and **704** people participating in safeguarding sessions (target: 200). Child protection referral mapping was conducted in **108** locations, with global referral capacity mapping underway. **Thirteen** National Societies are now actively implementing child safeguarding policies and systems.

To strengthen trust in early warning systems and local child protection mechanisms, the IFRC secretariat developed and piloted a Child School Trust Index with the Dominican Republic Red Cross, with plans for further expansion. The IFRC also partnered with MapAction to produce geospatial school risk mapping across 14 countries.

At the global level, the IFRC drafted guidance on Protection and Assistance to Unaccompanied and Separated Children and developed Minimum Standards on Child Protection and Education in Anticipatory Action in consultation with partner agencies. The secretariat continues to co-lead the Anticipation Hub PGI Working Group on child protection. Child protection was also integrated into IFRC's Red Education toolkit and approach, supporting pledges signed by 13 National Societies, three governments and two NGOs.

Sexual- and gender-based violence prevention, mitigation and response

A dedicated SGBV officer was recruited to focus on capacity-building support, development of tools and resources, support to emergency operations and coordination in and outside the network, including coordinating the re-established SGBV in the Movement Working Group, co-chaired by the IFRC and ICRC. An online community of practice on SGBV and an SGBV Hub (part of the PGI Hub) were developed and launched, while a series of dedicated webinars and full rollout is planned for 2026.

The IFRC strengthened mandatory and safe reporting systems by reinforcing survivor-centred reporting expectations, clarifying links between SGBV, safeguarding and PGI, and advancing Movement-wide coordination and guidance for consistency, supported by an interactive tool.

Disability inclusion

In 2025, IFRC advanced global disability inclusion by strengthening institutional processes, partnerships, operational support, learning and advocacy. A significant milestone is the further development of the Global Reference Centre on Disability Inclusion, led by the Palestine Red Crescent Society and supported by the Australian Red Cross, Canadian Red Cross Society, Finnish Red Cross, Kenya Red Cross Society and the Turkish Red Crescent. The centre will promote consistent, disability-inclusive humanitarian action across the network, and was launched on International Day of Persons with Disabilities.

Partnerships with disability-led and disability-focused organizations were significantly strengthened. The IFRC Secretary General championed disability inclusion at major events, including the Special Olympics in Turin and the Global Disability Summit in Berlin, engaging with leadership from CBM Global, the International Disability Alliance and the Finnish government, laying the foundation for deeper collaboration.

Technical collaboration expanded with the Special Olympics and CBM facilitating country-level integration of community health and migration programmes. CBM also supported rollout of the co-authored "building blocks" technical guidance, and case studies demonstrating examples of National Societies' disability inclusion programming. These resources were shared via updated pages on the Disability Inclusion section of the PGI Hub and its YouTube channel.

60th anniversary of our fundamental principles

2025 marked the 60th anniversary of our fundamental principles. Sixty years ago, in 1965, as a response to profound human suffering, the Fundamental Principles of the International Red Cross and Red Crescent Movement were adopted. They were born from the conviction that humanitarian action must transcend politics, borders and divisions – anchored in *humanity, impartiality, neutrality, independence, voluntary service, unity and universality* – our seven fundamental principles.

For our National Red Cross and Red Crescent Societies, these principles are not abstract ideals. They are the foundation of their daily work in communities across the world, enabling them to respond to disasters, conflicts, health crises and the challenges of migration and displacement with compassion and fairness, regardless of who is affected.

Today, in a world facing unprecedented crises, these principles remain our strongest compass. They allow National Societies to act swiftly when earthquakes strike, when floods devastate, when droughts destroy livelihoods, and when pandemics disrupt lives. These principles ensure that our volunteers and staff can help people without discrimination, and that every individual is seen as a human being with dignity, rights and aspirations.

Yet principles alone are not enough. Living by them requires courage, humility and resolve. National Societies need an enabling environment in which they can carry out their auxiliary role to public authorities in the humanitarian field – fully recognized, respected and supported.

The IFRC calls upon all governments and partners to:

- ensure the legal recognition of National Societies and their ability to act according to the fundamental principles
- respect their independence, impartiality and neutrality at all times
- facilitate their humanitarian mission and guarantee safe and unhindered access to people in need

On the 60th anniversary, the IFRC honoured not only the vision that gave birth to these principles, but the daily courage of the millions of Red Cross and Red Crescent volunteers and staff who live them every day. The fundamental principles are not relics of the past; they are living commitments. It is our shared responsibility to ensure that they remain the guiding light for us in the decades to come.

Protection in the Movement process

The resolution of Protection in the Movement was implemented by developing a Movement-wide roadmap through broad consultations in 2025. Online sessions across the five IFRC Regions involved about 300 participants – mainly National Societies – with 70% female representation.

Knowledge management and communications

The PGI global network was strengthened this year through regular exchanges that supported **coordination, peer learning and collective practice**, including the establishment of a dedicated SGBV community of practice with additional themes planned for 2026. The PGI Hub was significantly redesigned to improve usability and access to PGI policy, operational guidance and learning resources. The library of PGI case studies increased significantly, with more than 60 new ones added to a searchable database, strengthening peer learning and showcasing practical application across child protection, safeguarding, disability inclusion, SGBV and inclusive approaches for groups at heightened risk.

Data management for better PGI integration

An AI-supported data management system – GUARD ("Gender Understanding and Analysis for improved Response to Disasters") – went into development in 2025. This included detailed analysis of the current use of **sex and age disability-disaggregated data** across IFRC-DREF and Emergency Appeal operations, which identified key gaps and opportunities to use open-source datasets and existing IFRC databases to develop a system that will support rapid, digitalized gender and diversity analyses for all operations.

Education

Work continued throughout 2025 to **strengthen humanitarian education**, promote safer learning environments, and support children and young people to access education and learn before, during and after crises.

To sustain and expand this impact, the IFRC secretariat focused on strengthening the capacity and institutional positioning of education within National Societies. More than **620 staff and volunteers** from **116 National Societies** took part in global and regional training and e-learning on humanitarian education, comprehensive school safety and psychological first aid for children.

Through the ***RED Education*** capacity-strengthening programme, **28** National Societies assessed and strengthened their education programming, including analysing national education systems, developing education strategies with key performance indicators, and strengthening professional development opportunities for education staff and volunteers.

The IFRC secretariat further promoted humanitarian values and a culture of peace through the **Youth as Agents of Behavioural Change** initiative, training **127 peer educators** in Africa and Asia Pacific, and engaging youth networks in MENA and Southern Africa through facilitated learning sessions.

In Asia Pacific, the IFRC promoted humanitarian values and youth engagement by facilitating and accompanying values-based education and training initiatives with National Societies.

For example, the Red Cross Society of China and the Hong Kong Branch of the Red Cross Society of China were supported in delivering Youth as Agents of Behavioural Change and Peer Educator training, with Chinese youth networks receiving support to translate and pilot the Red Cross Red Crescent Climate Centre's Y-Adapt programme.

Education needs were also increasingly addressed within humanitarian preparedness and response. In 2025, the IFRC supported the integration of education considerations into **ten emergency operations**, helping ensure children's learning, protection and wellbeing during crises.

The IFRC also strengthened collaboration and knowledge sharing across the membership. Through the **global education network**, around **30 National Societies** jointly developed an Education in Emergencies toolkit providing operational guidance and practical tools to support education programming across the disaster management cycle. A growing community of practice now connects education practitioners from **64 National Societies**, facilitating peer learning and the exchange of good practices.

At the same time, the IFRC reinforced advocacy and partnerships for education, including through engagement with high-level forums, and with 45 National Societies receiving support to strengthen visibility, positioning and resource mobilization for their education programmes. As a result, 13 National Societies, three states and two external organizations have endorsed the 34th International Conference open pledge on strengthening education and the protection of children.

Shifting the balance: Women redefining disaster leadership

Response to disasters requires strong and inclusive leadership. Yet until recently, across the Americas region, women were underrepresented in emergency leadership roles, holding just 32% of positions in 2019. This gap reflected structural barriers rather than a lack of capacity.

The need was clear: without intentional action, gender disparities would persist, limiting both inclusion and operational effectiveness.

In response, in the Americas, the IFRC launched a long-term strategy to promote gender equity and strengthen women's leadership in emergency operations. Combining training, mentorship, scholarships, internships and deployment opportunities, the initiative drove institutional change within National Societies.

At the same time, the initiative fostered a regional network of champions, to provide support and promote gender equality within National Societies, and advance a more comprehensive approach to protection, gender and inclusion.

Results

By 2025, women held 55% of leadership roles in emergency operations across the Americas, surpassing targets and marking a significant structural shift. This progress was achieved during six major emergencies across nine countries, demonstrating that women's leadership strengthens operational effectiveness.

Behind this number are real stories. Women like Gloria Morón, leading operations in the Venezuelan Red Cross, or Paula Taja in the Peruvian Red Cross, who stepped into complex emergency roles with confidence and competence. Their journeys reflect both resilience and the power of opportunity.

Capacity and participation expanded significantly, with:

- more than 5,500 people engaged through awareness and sensitization activities
- 174 women accessing scholarships, with many more benefitting from mentorships and internships
- 256 women strengthening their skills through training and capacity building
- women in leadership roles across nearly 190 emergency deployments

National Societies played a central role, with seven integrating concrete gender equity measures into their structures and operations, making gender and inclusion part of planning and decision-making processes.

Beyond the numbers, women are no longer the exception in emergency leadership. They are leading operations, shaping responses and contributing to more effective and inclusive humanitarian action.

Lebanon: supporting children in a complex crisis

Through the IFRC Children Affected by Armed Conflict project funded by **Norway**, the **Lebanese Red Cross** implemented the Red Education Initiative in response to the conflict escalation affecting more than one million people and disrupting education for an estimated 25% of children.

In two public schools in conflict-affected areas, 630 students, teachers and staff strengthened their understanding of local risks, gained first aid skills and practiced safety behaviours such as firefighting, evacuation procedures and mock drills.

Each school established a school resilience committee of students and teachers, developed a resilience plan based on a detailed vulnerability and capacity assessment, and received fire safety and first aid equipment. More information on this project is available in this video.

Generation Peace

The IFRC secretariat strengthened its role in advancing peace as a core dimension of humanitarian action, in line with the 2024 Council of Delegates resolution "The Movement as a Factor of Peace." This included a renewed focus on "positive peace", addressing the root causes of vulnerability through stronger social cohesion, protection, inclusion and access to essential services.

A key milestone was the Peace Symposium, which helped translate long-standing commitments into practical approaches and reinforced the role of humanitarian action in reducing drivers of conflict. The launch of "Generation Peace" marked an important step in operationalizing this cross-cutting agenda.

At country level, National Societies contributed directly to peace in fragile contexts by leveraging their neutral and trusted role to facilitate dialogue, mediate tensions and support humanitarian access in complex environments.

The IFRC also expanded global partnerships to scale youth engagement for peace, joining a coalition with international partners to train and mobilize 250 million young people as peacebuilders by 2030, strengthening collective action and advocacy.

Sixty years of the fundamental principles

In 2025, a Global Task Force involving National Societies, volunteers and staff from the IFRC secretariat made a comprehensive effort to capitalize on a milestone moment to strengthen visibility, understanding and application of the fundamental principles across the IFRC network.

This included sustained awareness-raising, integration of the fundamental principles into governance discussions, and embedding them as a recurring strategic priority in key decision-making forums. A structured approach was adopted to encourage reflection and practical application, notably through the development and launch of a network-wide survey to assess knowledge, understanding and use of the principles.

At the same time, a broad range of events, communications and engagement initiatives were supported at global, regional and national levels to reinforce principled humanitarian action and stimulate dialogue.

To ensure coherence and momentum, dedicated coordination mechanisms were established, bringing partners together and facilitating alignment across initiatives. Internal structures helped strengthen collaboration, foster collective ownership and maintain focus on implementation of the roadmap. High-level discussions, thematic sessions and large-scale events created space for exchange on operational challenges and emerging issues, while also contributing to guidance and future programming. These efforts were complemented by thought leadership contributions and integration of the fundamental principles into major institutional outputs, reinforcing their relevance in addressing contemporary humanitarian challenges.

Community engagement and accountability

Harnessing community insights to drive strategic decision-making, humanitarian diplomacy and programming continues to be a unique added value of the IFRC secretariat and its network of National Societies.

In 2025, the IFRC continued to invest in its Community Trust Index, with 12 National Societies measuring community trust in their programmes and operations. A module on early warning was

developed and successfully piloted in Nepal and Mozambique, where National Societies were able to identify gaps in community trust which affect uptake of early actions.

To further support the quality of emergency operations, a community feedback initiative was launched as part of the IFRC-DREF, together with Ground Truth Solutions, to develop and pilot a methodology for National Societies to systematically collect, analyse and act on community feedback. The initiative was piloted in Ethiopia and Honduras and will be made available to all National Societies supported by the IFRC-DREF in 2026.

Strengthening community engagement and accountability capacities

Despite commitments to strengthen accountability, many National Societies face challenges in institutionalizing community engagement. The Community Engagement and Accountability (CEA) Ambassadors Network provides sustained technical and financial support to address these gaps.

This structured programme includes mentoring, key milestones and progress indicators. National Societies in the Network include Colombia, Lebanon, Nepal, Slovakia and Zimbabwe.

In Slovakia, the IFRC secretariat provided a baseline assessment and regular mentor meetings that supported internal leadership development and strengthened accountability practices.

The teams also supported the implementation of the Trust Impact Study in Slovakia, including methodology development and data analysis, which will boost the National Society's capacity to generate and use evidence on trust and accountability, complementing broader institutional development efforts.

IFRC teams also provided support to the Digital Engagement Hub in Armenia, Georgia and Slovakia this year, strengthening the National Societies' capacity to communicate with communities and manage feedback through digital channels.

In the Americas, the IFRC secretariat and the Venezuelan Red Cross co-developed an action plan for integrating CEA across the National Society's emergency operations and longer-term programming. The process was documented in an institutionalization report – the first of its kind in the Americas and globally – and was complemented by a Training of Trainers on Evidence-Based Humanitarian Decisions.

In Asia Pacific, CEA mechanisms were systematically incorporated into 100% of new emergency operations in the region.

IFRC secretariat teams in the MENA region supported the development and integration of CEA approaches by several National Societies this year. For example, in Syria, teams worked with the Syrian Arab Red Crescent to integrate feedback and complaint mechanisms in digital systems, improving categorization, traceability and case management. The IFRC also worked to develop contextualized CEA training materials and guidance in Arabic.

Forty-five National Societies now have a CEA strategy, plan or policy, and 41 National Societies have a community feedback mechanism in place.

ENABLING FUNCTIONS



Strategic and operational coordination

Context

The general aim of the IFRC secretariat is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities, with the objectives of ensuring the coordination of our international activities, the development and implementation of common standards and policies, organizational development, capacity building and effective international disaster management, and of having an international presence and recognition as a global partner in humanitarian assistance.

This includes humanitarian activities, specifically the imperative to bring relief by all available means to all disaster-affected persons, and to organize, coordinate and direct international relief actions in accordance with the 'Principles and Rules for Red Cross and Red Crescent Disaster Assistance' adopted by the International Conference.

It also requires the IFRC secretariat to provide services to our member National Red Cross and Red Crescent Societies, and specifically to:

- act as the permanent body of liaison, coordination and study among National Societies and to give them assistance
- encourage and coordinate the participation of National Societies in activities for safeguarding public health and the promotion of social welfare and a culture of non-violence and peace in cooperation with their appropriate national authorities
- be the official representative of National Societies in the international field, and to be the guardian of their integrity and the protector of their interests

Our approach

The IFRC secretariat works with National Societies and partners in a number of ways to ensure that, collectively, we can deliver the most effective humanitarian services for greater impact at the community level, where it is needed the most.

We harness the collective power and expertise of 191 National Societies across all areas of locally led work, placing the primacy of communities and local actors at the heart of all activities, and turning the world's largest humanitarian network into a global system that delivers at scale.

Our work in strategic and operational coordination with partners inside the IFRC network, the wider Movement and externally ensures that scarce donor resources stretch further by reducing or eliminating gaps, overlaps or duplication of effort.

Progress towards targets [7]

Number of countries where new membership coordination modalities increase the quality of support to National Societies. Target 20.	14
Number of government-led coordination platforms the National Society is part of (58 National Societies reporting).	547
Percentage of large-scale emergencies with an appeal exceeding CHF 10 million which use a single planning and reporting framework. Target 70%.	100%

2025 results

In 2025, the IFRC secretariat reinforced **strategic coordination** through more structured and influential National Society leadership forums – including National Society Advisory Groups (comprised of the International Directors of member National Societies) and the 25-country strategic dialogue meeting – enabling clearer collective direction and stronger country-led decision-making.

The Head of Delegation Crisis Checklist was reworked this year to closely align with the Emergency

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Response Framework. This provides IFRC secretariat Heads of Delegation with a practical tool to guide coordination and leadership before, during and after crises. It states clear actions that ensure coherence, accountability and agility in operations.

Throughout the year, onboarding sessions for incoming Heads of Delegation have focused on strategic and operational coordination, including the IFRC Way of Working and Crisis Checklist, to ensure knowledge, ownership and coherence across the global secretariat.

The IFRC President created a Governing Board Taskforce on Government Intervention in National Societies, supported by the secretariat, this year to explore how National Societies can be supported better in navigating their relationship with public authorities, while safeguarding their independence and adherence to the fundamental principles. The taskforce met three times in 2025, exploring possible approaches to strengthen prevention, anticipatory action and response.

Membership coordination

Membership coordination relates to the IFRC and its role in coordinating the humanitarian action of 191 member National Societies – bringing together the membership in direction and action.

In 2025, the IFRC network operated in an increasingly challenging environment, highlighting the urgent need for greater efficiency, as persistent fragmentation and inconsistent systems continued to limit collective impact and undermine value for money.

During its October 2025 meeting, the IFRC Governing Board tasked the secretariat with the development of an **International Cooperation Policy**.

This will define how National Societies and the secretariat cooperate and coordinate across the preparedness, response and development nexus, in line with our shared principles, evolving roles and commitment to locally led humanitarian action. A survey was conducted with all National Societies following the Governing Board decision, to seek input from the membership on the concept of international cooperation within the IFRC network, and their vision.

Building on the experiences of pilot countries and lessons learned across the network, activities to progress and promote the IFRC **Way of Working** (WoW) in 2025 centred on re-establishing and accelerating a common direction; strengthening coordination structures at global, regional and country levels; and developing the enablers required to support more coherent, accountable and country-led approaches.

The Way of Working provided a whole-of-system foundation to drive this cultural shift – strengthening National Society leadership while advancing more harmonized and efficient collaboration – and recognizing that this transformation requires not only technical adjustments but a deeper behavioural change across the IFRC network. This year, there was early evidence of a gradual but tangible shift towards more predictable, locally led collaboration.

In 2025, Way of Working onboarding was advanced across focus countries and regions, supporting structured dialogue with National Societies and partners, alignment on priorities, and more coordinated country-level planning approaches.

Network-wide platforms (e.g. Way of Working Programme Support Platform, Task Team, Regional Task Forces) were strengthened to enable regular dialogue, collective reflection and alignment across partners, moving from fragmented approaches towards more coordinated decision-making.

Regular engagements with member National Societies supported alignment of priorities, roles and actions, contributing to the refinement and rolling out of the management action plan and more cost-effective, coherent operating models.

Operational enablers including the Way of Working Resource Hub, onboarding package and integration of lessons from partnership initiatives were shared to support more practical and harmonized country-level coordination. Learning and performance approaches were improved through the Way of Working Community of Practice, development of a draft Learning Framework, and the launch of the Way of Working Maturity Rubric to support reflection, performance tracking and continuous improvement across countries.

A pilot version of the **Membership Coordination in Emergencies guidelines and toolkit** was launched this year and tested in complex contexts, including Myanmar and Syria. This has been complemented by the first pilot MENA region membership coordination in emergencies workshop, held in Qatar, which informed the revision of the regional awareness package with a simulation-based learning approach.

A Programme Support Platform Retreat was held in 2025, bringing together more than 30 participants in person and more than 100 connecting remotely. Three focus countries – Armenia, Ethiopia and Lebanon – took part, as did pilot country Honduras.



“In Lebanon, Red Cross team are running routine childhood vaccinations to help protect children from preventable diseases and to support long-term community health.

Structured cooperation between the secretariat and National Societies was reinforced this year through renewed and new Memoranda of Understanding with the National Societies of France, South Africa, Switzerland and the United States of America, alongside ongoing discussions with the British Red Cross to develop a joint private sector resource mobilization strategy. These agreements provide a stronger framework for coordinated fundraising across the IFRC network, reducing competition and duplication of effort for the benefit of all.

The partnerships with the secretariat's largest donor governments and their respective National Societies deepened in 2025. **The Donor Advisory Group** (DAG) and **IFRC-DREF Council** supported quality funding for the IFRC's Regular Resources budget, the various pooled funds, and the thematic platforms. A first-ever meeting with the DAG was held on IFRC's Regular Resources budget and the financial shortfall in the middle of the year, which led to additional contributions by DAG members of around 4 million Swiss francs.

In 2025, the **Global Reference Centre Governance Group** played a key role in strengthening coherence, accountability and the strategic use of Reference Centres as part of the IFRC's distributed network. Building on the Way of Working and ***Renewal*** priorities, efforts focused on aligning centres with institutional processes, clarifying their role as an extension of the secretariat, and leveraging their expertise to support more consistent, high-quality and country-focused outcomes.

A number of objectives were advanced this year, including the global Finance Development Centre (Norwegian Red Cross) and a multi-partner Global Centre for Disability Inclusion (Palestine Red Crescent Society with the Turkish Red Crescent and support from the Red Cross Societies of Australia, Canada, Finland and Kenya) while assessing the transition of the Humanitarian Observatory to a global centre.

Unified planning and IFRC network data

Country-level unified plans and reports continued to benefit from the work of the IFRC secretariat's Global Strategic Planning and Reporting Centre, which turns them into external versions called IFRC network country plans and IFRC network mid-year and annual reports.

These serve to promote IFRC network action and support resource mobilization. External plans, mid-year and annual reports were all released through the IFRC Appeals database, with the public plans further promoted through a dedicated page on ifrc.org and the country pages of the GO platform. The external plans and reports provide a coherent view across contexts through a structure aligned with ***Strategy 2030*** and the Federation-wide results matrix.

In 2025, the IFRC secretariat's Federation-wide data systems supported:

- real-time coordination through the unified planning and reporting data collection processes, and targeted support to global-level Federation-wide emergency operations and global programmes or large-scale partnerships
- strategic prioritization through the Federation-wide databank and reporting system, informing the membership through analysis published in the ***Everyone Counts*** reports, other global reports and strategic dialogue, alongside demonstrating the IFRC network's global footprint
- more coherence and transparency through developing and maintaining the IFRC Network Databank and various digital solutions

Data collection templates and guidance continued to be refined to support the IFRC network in defining and reporting on key priority activities, targets, multi-year funding requirements and results.

Monitoring systems and processes were maintained for the Ukraine and impacted countries operation, contributing key data into the Federation-Wide ***Three-Year Report*** for the Emergency Appeal. A consultancy was commissioned in 2025 to help bridge operational data practices with institutional results-based management processes by producing key deliverables, particularly data guidance for emergency operations, standardized templates and role profiles and a competency framework.

Movement cooperation

Movement cooperation follows the Movement statutes and Movement policies, strategies and decisions, including the Seville Agreement 2.0 and the processes to strengthen effective Movement coordination and cooperation. This includes all components of the Movement – National Societies, the IFRC and the ICRC. Effective membership coordination engages with the ICRC to scale up services through complementarity and lays the foundation for productive Movement cooperation.

In 2025, the IFRC secretariat's work in Movement coordination continued to be guided by the strategic direction set by the 2024 Council of Delegates, particularly the Seville Agreement 2.0 implementation progress report and the ***Strengthening Movement Cooperation and Coordination*** final report.

Achievements of IFRC's unified planning process

2025 was the fourth year of the IFRC's unified planning process, which started in 2022. In 2025, country-level unified planning continued to transform how the IFRC supports its membership, by ensuring that all support provided to a National Society by the IFRC network is intrinsically linked to that National Society's plans, needs and priorities.

In September 2025, 27 online country plan review meetings were held; these included discussions on the achievements of the unified planning process to date.

General reflections were that unified planning has become institutionalized in many countries; and it has become part of National Societies' annual planning processes, contributing to stronger longer-term strategic planning.

Unified planning has improved coordination, alignment, effectiveness and quality within the IFRC network; ensured more co-creation of plans; strengthened partnerships and localization; and strengthened accountability and transparency.

The shift from projects to longer-term programmes has grown, and unified planning has helped National Societies request their partners to provide more predictable, flexible long-term funding.

Perspectives from National Societies

- Cameroon Red Cross: *"The unified planning process ensures that our plan reflects local needs while staying aligned with global frameworks. The process strengthens transparency and creates a basis for shared accountability among all partners."*
- Guatemalan Red Cross: *"Unified planning brought strategic alignment with partners, better coordination, transparency and accountability, and institutional strengthening".*
- Bangladesh Red Crescent Society: *"The unified plan is a joint commitment to ensure that our work in Bangladesh is coordinated, strategic and aligned with the priorities of the Bangladesh Red Crescent Society and the communities we serve."*
- Syrian Arab Red Crescent: *"Our unified plan 2026-28 is our shared framework with the IFRC and partners. It links urgent response with long-term resilience, and with joint monitoring and accountability. It strengthens our auxiliary role and leadership in Syrian humanitarian response. With this unified plan, the Syrian Arab Red Crescent aims to reach millions of people every year".*

In line with these recommendations, the IFRC focused on deepening Seville Agreement 2.0 implementation in operations, strengthening country-level coordination structures and tools, and enhancing coherence across Movement partners in crisis and protracted emergency contexts.

Real-time tailored technical support was provided to IFRC country delegations operating in both routine settings and contexts of protracted crisis. These efforts directly contributed to enhanced alignment and coordination among Movement components at the country level.

This year saw a marked expansion of Movement coordination architecture, with **13 Movement Coordination Agreements** being finalized and signed, establishing formal collaboration frameworks among the affected country's National Society, the IFRC and the ICRC, and endorsed by other National Societies active in the country.

These agreements cover Angola, Central Africa Republic, Democratic Republic of the Congo (DRC), Mali, Mozambique and Somalia (Africa region); Venezuela (Americas); Armenia, Bulgaria and Serbia (Europe); and Jordan, Syria and Yemen (MENA).

Between January and December 2025, five country contexts triggered a formal collective Movement response, requiring reinforced Movement coordination frameworks and support.

These were the DRC (Armed conflict escalation), South Sudan (Armed conflict escalation), Myanmar (Earthquake concurring with a situation of armed conflict), Haiti (Internal strife) and Afghanistan (Earthquake).

The IFRC secretariat took part in Mini-Summits, and finalizing Decision Tables and Joint Statements, in close coordination with the ICRC. Work was also done to support where Collective Responses were activated in 2024 or earlier and coordinated with the ICRC and National Societies including Lebanon, the occupied Palestinian territory, Syria, Sudan, Ukraine and Yemen. In addition, Movement Pictures – a visual map and graphics showing at a glance the presence and operations of Movement components in a crisis context or region - were created for Lebanon, Myanmar and Syria.

To strengthen real-time oversight, accountability and monitoring of Seville Agreement 2.0 activations, the IFRC developed a Movement coordination dashboard tracking implementation across relevant contexts.

Beyond formal Collective Responses, the IFRC also supported coordination efforts in contexts facing operational challenges where Seville Agreement 2.0 mechanisms were not formally activated. These included El Salvador, Ethiopia, Haiti, India, Mali, Niger, Mozambique, Pakistan, Somalia, Venezuela and the escalation of hostilities in the Middle East.

External coordination

External coordination, cooperation and engagement are ensured through regular dialogues at country, regional and global levels with government authorities, the diplomatic community and the humanitarian ecosystem, as well as the private sector.

The IFRC secretariat played a pivotal role in major global initiatives and policy processes in 2025. This included our active role in the Grand Bargain, the Inter-Agency Standing Committee (IASC) and in fragility and crisis-related policy processes with both the World Bank and the European Union (EU), helping ensure that the IFRC's perspectives and operational realities are reflected in evolving global frameworks.

In Asia Pacific, IFRC strengthened collaboration with multilateral and regional bodies, including the Association of Southeast Asian Nations (ASEAN) – via the IFRC–ASEAN Memoranda of Understanding – and the United Nations Economic and Social Commission for Asia and the Pacific.

In the area of health, the IFRC secretariat serves as a core member of the Integrated Outbreak Analytics team, alongside Médecins Sans Frontières, UNICEF and WHO. For the Global Outbreak Alert and Response Network, IFRC continues to be an active member as well as a member of the Steering Committee.

In 2025, IFRC advanced **strategic and operational coordination of epidemic and pandemic preparedness and response** through convening **membership coordination mechanisms** including Technical Working Groups for community-based surveillance and Anticipatory Action for Health and **External/Inter-Agency mechanisms** including co-leading the inter-agency Community of Practice (CoP) for Community-Based Surveillance and participating in the Integrated Outbreak Analytics group.

Relationships with the private sector were strengthened in 2025 as part of a broader IFRC secretariat effort to diversify funding sources and support

Insuring hope: Using smart finance to protect communities

With climate-related disasters driving demand beyond what traditional donor funding can sustain, the IFRC-DREF faces heightened risk of depletion in high demand years. To safeguard the IFRC-DREF's ability to respond predictably and at scale, the IFRC partnered with Aon to design a sustainable, market-based solution that complements donor contributions while strengthening the fund's financial resilience.

In 2023, this collaboration resulted in a first-of-its-kind, multi-year indemnity insurance policy backing a humanitarian pooled fund. **Aon** structured and brokered the solution by engaging global reinsurance markets, aligning coverage with the IFRC-DREF's risk profile and operational realities. The mechanism transfers extreme demand volatility to the insurance market, ensuring that additional liquidity is available when disaster needs exceed expected levels, without requiring the IFRC-DREF to hold large contingency reserves, and enhancing National Societies' ability to respond effectively and efficiently.

In September 2024, the policy was triggered for the first time. The payout – approximately **14.4 million Swiss francs** – provided critical additional capacity, enabling continued support to National Societies in reaching 1.6 million people in need who would otherwise not have received timely assistance. It also allowed the IFRC-DREF to sustain operations without reducing allocation ceilings at a time of acute need.

The renewal of the IFRC-DREF insurance policy for 2026-2028 marks a significant step towards institutionalizing the mechanism. Insurance is now embedded as a core, predictable layer of financial protection. This reflects the IFRC secretariat's broader strategic shift toward pre-arranged financing – using risk transfer to reduce pressure on grant funding, and freeing scarce humanitarian resources to address risks that cannot be transferred.

Aon brings technical expertise in risk analytics, structuring and market engagement. Together, the partnership demonstrates how integrating risk financing into humanitarian systems can better manage volatility, unlock additional capital, and strengthen overall resilience of disaster risk financing.

This is the first such partnership in the humanitarian sector: an innovative, indemnity insurance policy that insures the pot (IFRC-DREF) itself, rather than specific events. If, in any year, demands on the IFRC-DREF reach a set threshold, the policy kicks in. The trigger is not a natural hazard, but an aggregate financial loss.

The IFRC-DREF has been one of the fastest and most effective ways for donors to support emergency humanitarian response. The backstop of insurance means the IFRC network will have greater capacity to respond not only to events after they happen, but also in anticipation of and immediately before expected hazards hit.

programmes across the network. Strategic collaboration with National Societies played a central role in expanding private sector partnerships and ensuring coordinated outreach to global corporate and foundation partners.

Shelter coordination

The IFRC secretariat ensures effective **shelter cluster coordination** with partners inside and outside the network while supporting National Societies as they take an increased role in shelter cluster coordination.

In 2025, the IASC Shelter Cluster faced a significant disruption as the funding landscape changed. The loss of a major share of its funding resulted in a substantial reduction in the Global Shelter Cluster's capacity, while the wider sectoral funding crisis accelerated momentum for humanitarian reform. In this context, the IFRC secretariat played a central role in shaping emerging approaches to global humanitarian coordination.

A major milestone occurred in November 2025 when IFRC confirmed its position as co-lead of the newly reimagined IASC Global Shelter, Land and Site Coordination Cluster. The new cluster integrates the functions of the former Shelter Cluster, Camp Coordination and Camp Management Cluster, and Housing, Land and Property Area of Responsibility of the Protection Cluster, positioning IFRC and the International Organization for Migration (IOM) as joint global leads.

The IFRC's vision for the new cluster is to go beyond a merger of the three sectors and shape a people-centred, place-based approach that ensures all affected people have access to safe, dignified and climate-resilient places to live.

The cluster will promote an area-based model that links humanitarian response to early recovery and durable solutions, ensuring that coordination serves communities wherever they live – in camps, informal sites, urban neighbourhoods or host communities.

At the country level, the IFRC provided continuous support to National Societies and partners as they adapted to evolving coordination demands. This included remote and in-country support in response to Hurricane Melissa in Jamaica; several tropical cyclones in Mozambique (Tropical Cyclones Chido, Dikeledi and Jude); the earthquake in Myanmar; monsoon floods in Nepal; compounded shocks in the Philippines (Southwest Monsoon, Davao Oriental earthquake, North Cebu earthquake, Typhoon Kalmaegi/Tino, Super Typhoon Fung-Wong/Uwan); Tropical Cyclone Ditwa in Sri Lanka; and the 2024 earthquake in Vanuatu, the response to which continued into 2025.

Capacity development also remained an important focus area. This included the delivery of two Humanitarian Shelter Coordination training courses, a flagship mechanism for strengthening field coordination capabilities and expanding the surge roster.

National Society development

Context

In a time of increasingly complex crises and emerging risks, local actors such as National Societies are best placed to understand the risks, contexts and challenges each community faces, and to deliver fast and culturally appropriate services within the community.

This work not only builds the sustainable resilience that allows people to thrive but is also the smart and cost-effective option at a time when humanitarian needs continue to rise while the available funding continues to fall.

Even the largest and best-prepared National Society may need support to enhance its services in a particular area, or in response to an emerging crisis in its context. At the same time, other National Societies – for example those operating in fragile and complex settings, where communities face many different and overlapping risks – may need broader support.

The IFRC secretariat provides an extensive range of support and development services and works to ensure every National Society is accompanied as it works to support people at risk.

Our approach

Against a backdrop of increasing and more complex humanitarian needs – alongside a drop in the resources available to meet those needs – there is growing understanding that local humanitarian actors are the most cost-effective and efficient way to deliver programmes and operations that keep people safer and build their resilience to future shocks and hazards.

National Societies are integral parts of communities at risk around the world. Their volunteers and staff are best placed to deliver the dependable and accountable locally led services that are needed to anticipate, prevent, mitigate and respond to disasters and crises, and support early recovery.

The secretariat works year round to provide the tailored support that enables them to achieve their ambitions, strengthen their systems and reach and support more people in need.

This is localization in practice, and it also improves the long-term health of the entire IFRC network, keeping it future ready.

While services are provided to all 191 member National Societies, the IFRC also provides intensified support to 25 National Societies who are operating in particularly challenging or complex contexts through its National Society Investment Framework.

At all times, National Societies are in control of how and where they develop, ensuring that all outcomes are tailored to the needs of the communities they support.

Progress towards targets [8]

Number of National Societies that develop and/or implement a strategy for strengthening their auxiliary role.	76
Number of National Societies that have created and implemented youth engagement strategies.	69
Number of National Societies with One National Society Development plan in place.	79
Number of National Societies where all volunteers are covered by health, accident and death compensation.	43*

2025 results

Organizational Capacity Assessment and certification

In 2025, the IFRC secretariat worked to ensure that the **Organizational Capacity Assessment** process meets National Societies' organizational development ambitions. Seven National Societies completed Phase 1 assessments this year, enabling them to identify capacity gaps and adjust their strategic plans accordingly. One National Society

**2024 value*

8 *The summary represents 2025 annual progress status from National Societies as of June 2026 | Final network results will be available once the annual | FDRS reporting is completed.*

qualified for Phase 2 peer review. The methodology was also refined to increase flexibility and cost effectiveness.

Following endorsement by the IFRC's Governing Board, the secretariat worked to establish the new **IFRC certification** system. Key progress included developing certification standards with measurable indicators and taking initial steps to establish the Certification Body, including a competitive tender process.

Engagement with National Societies and partners helped position certification as a credible and coherent system, aligned with localization and the IFRC secretariat Way of Working, and fully integrated with strategic planning and capacity development processes.

Branch development

In 2025, the IFRC secretariat rolled out the Branch Development Framework, fostering dialogue on how branches can enhance locally led action. To support practical implementation, the tool for branch development underwent a major revision, resulting in Branch Organizational Capacity to Act (BOCA 2.0) being shaped.

This evidence-informed update drew on an extensive consultation involving participation and input from more than 80 National Societies, four of which ran pilot projects. The updated tool emphasizes the relevance of branch services, locally led action, volunteering and community relations, encouraging branches to act sustainably using their own resources while aligning with Movement and sector-wide standards.

In Europe, 17 National Societies in the region are now actively using BOCA in more than 260 branches. The IFRC secretariat delivered BOCA 2.0 training of trainers to 32 participants from 16 National Societies, alongside promoting the tool and expanding use of BOCA databank analytics. BOCA 2.0 was successfully piloted by the Irish Red Cross Society.

The **Red Cross of the Democratic Republic of the Congo** drew on several forms of IFRC secretariat support to develop its branches and boost its volunteer numbers.

The National Society used both Bridge and Accelerator support from the National Society Investment Alliance (***see the National Society development funds section for more information***) to test a Model Branch approach.

In two different regions, the number of active volunteers more than doubled (more than 5,000 volunteers on aggregate in one year). Branch infrastructure also expanded, with 18 new branch offices constructed, nine land parcels secured and five additional plots donated by local authorities for sub-branches.

Legal base and auxiliary role

The IFRC secretariat worked closely with the Joint Statutes Commission to accelerate the review and revision of **National Society statutes** in line with the 2019 Council of Delegates commitment and the Guidance for National Society Statutes.

Tailored technical support was provided to National Societies and global IFRC teams, including to the Bangladesh Red Crescent Society on revising its legal framework and separating statutes from national law. Capacity strengthening was reinforced through regional webinars on legal, statutory and policy frameworks.

By the end of 2025, 150 National Societies had revised or were in the process of revising their statutes, with a significant increase in submissions for Joint Statutes Commission review (from 7 in 2024 to 20 in 2025), reflecting strong momentum across the IFRC network.

Efforts to strengthen the **auxiliary role of National Societies** were scaled up through legal and policy support, advocacy and engagement with public authorities.



“In May 2025, the IFRC supported the Red Crescent Society of Kyrgyzstan in mobilizing some 300 volunteers and staff as part of a national immunization campaign against measles. The National Society played a vital role in raising public awareness, reducing anxiety, and promoting understanding of the importance of vaccination.

Forty-one National Societies were supported to enhance their positioning with governments, including through developing advocacy strategies, negotiating Memoranda of Understanding and pre-disaster agreements, and contributing to legal and disaster risk management framework revisions. One new legal instrument recognizing the auxiliary role was adopted in Costa Rica.

The IFRC secretariat also facilitated direct engagement with key ministries to strengthen recognition and operational space for National Societies, and created case studies to promote the auxiliary role at the municipal level. These highlight good practices, challenges and enabling factors for effective local engagement and will inform the development of "Principles of Action" to guide National Societies' urban resilience efforts.

At the same time, the IFRC continued to refine the **revised Model Law on the Recognition of National Red Cross and Red Crescent Societies**, in close coordination with the ICRC and government partners. The Model Law provides a key benchmark for strengthening National Societies' legal base and alignment with international standards. Complementary guidance was developed to support National Societies in reviewing their recognition laws, while the draft was strengthened by a series of regional consultations during the year.

Financial sustainability

In the area of finance development, the IFRC secretariat provided technical and financial support to National Societies seeking to enhance their financial management systems, policies and procedures, internal controls and risk management mechanisms, budgeting and financial planning, financial reporting, audits and digitalization of finance systems.

The development of a **Guide on National Society Core Costs** boosted the financial sustainability of National Societies in 2025. The project involved an open and highly participatory consultation process via the Finance Development Competency Network, engaging practitioners from more than 30 National Societies across all five IFRC Regions and resulting in a practical tool for understanding and planning how to cover core costs, available in five languages.

The **Finance Development Community of Practice** continued to grow as a strategic service for National Societies to connect, collaborate and co-design solutions for stronger financial management and accountability.

In 2025, the Community expanded to 1,282 members from 158 National Societies, supported by a 25% growth in membership and increased community-led engagement. A wide range of events, including onboarding sessions, Finance Speakers' Corners, technical webinars, consultations, peer-to-peer exchanges and practical tool development, enabled National Societies to strengthen core cost management, improve financial systems and exchange solutions grounded in day-to-day realities.

During this year, 36 National Societies were given tailored support to strengthen their finance development capacities. This focused on improving the management of financial resources, strengthening planning, budgeting and reporting systems, and enhancing the use of financial data for strategic decision-making, risk management and accountability.

In the Americas, the IFRC secretariat supported several National Societies in advancing policies and practices related to cost recovery and financial sustainability, including the Red Cross Societies of Bolivia, Guatemala and Panama.

The secretariat worked to expand the range of practical, on-demand solutions available to National Societies during 2025. More than 410 participants from 82 National Societies completed the **Financial Sustainability Learning Journey**, an interactive digital pathway offering structured micro-learning. Collaboration with the Humanitarian Innovative Finance Hub further strengthened knowledge on emerging financing models through a webinar series and the launch of an e-learning curriculum, already completed by nearly 200 participants by the end of the year.

The **Resource Mobilization Community** served as an equally critical engine for collaboration, with 1,850 members from 169 National Societies using the community as a one-stop shop for knowledge, solutions and peer support. Throughout 2025, the community hosted a diverse range of events and exchanges, including the Innovative Finance webinar series, experience-sharing sessions on individual giving, integrity and risk-awareness workshops, and global and regional fundraising skillshares. These activities strengthened capacities on topics such as digital fundraising, Islamic philanthropy, individual giving, social entrepreneurship and humanitarian innovative finance.

Additional priority areas, including commercial first aid, social entrepreneurship, asset management and Islamic philanthropy, reached hundreds of practitioners across more than 100 National Societies, reflecting growing demand for diversified and sustainable income streams.

Together, the Finance Development and Resource Mobilization communities of practice now host more than 3,130 active members and 387 shared resources, reflecting their essential role as strategic enablers of financial sustainability across the IFRC network.

The IFRC in Europe held a Regional Fundraising and Communications Skillshare in Rome, Italy, with 150 participants from 33 National Societies, IFRC, ICRC and partners, reinforcing cross-network collaboration and technical exchange.

A structured professional pathway was advanced through the conceptualization of the **Diploma in Fundraising Management** as a global product in collaboration with the secretariat's Virtual Fundraising Hub.

The programme attracted 86 applications, demonstrating strong demand for professional fundraising accreditation across the network, with the first cohort scheduled to commence in 2026.

Complementing this effort, the **EmpoweRED Scholarship Programme for Financial Sustainability** was launched, receiving 34 applications from 13 National Societies and awarding 29 scholarships to access targeted learning opportunities, including skillshares, the International Fundraising Conference and innovative finance training.

The IFRC secretariat's **Global Resource Mobilization Strategy 2030** reached its mid-point in 2025, triggering an opportunity to work with National Societies to better understand how their resource mobilization activities have changed since its adoption, how they have adapted, and what challenges and opportunities have arisen.

The survey remained open between mid-April and mid-June 2025 and was answered by 70 respondents representing almost 60 National Societies across all IFRC Regions. This was supported by an online workshop open to all National Societies via the Resource Mobilization Community. The event, in November, was attended by 33 representatives from 23 National Societies from four of the five regions.

National Society development funds

In 2025, the IFRC secretariat established a platform for a more **unified approach to National Society development**, now reflected in the ***Renewal*** process as the "Capacity Building Fund approach".

Grounded in National Society priorities and the National Society Investment Framework, this approach provides a consistent way to prioritize, align and track development support across instruments and teams, with the ambition of progressively applying it to all National Society development investments.

In line with the ***Renewal***, this approach responds to the need for a more coherent local-to-global support model, reduced fragmentation, stronger accountability and more systematic use of data to guide investment choices and demonstrate institutional change over time. The approach is being operationalized through the National Society Development Funds Investment Dashboard, the pilot of which was finalized in 2025.

Within this architecture, the three National Society development funds – the IFRC secretariat's Capacity Building Fund (CBF), and the National Society Investment Alliance (NSIA) and Empress Shôken Fund, both co-managed by the IFRC and ICRC – operated as a coherent investment ecosystem supporting change, growth and innovation across **62 National Societies** through **64 grants**, mobilizing **6.1 million Swiss francs**, with **more than 90% of the disbursed resources reaching local actors directly**.

Within the CBF, 35% of investments disbursed to National Societies were allocated for projects to improve and promote volunteering, with a particular emphasis on strengthening youth engagement. This included empowering young leaders and creating opportunities for them to develop skills, contribute to their communities, and act as first responders in times of crisis, thereby reinforcing local response capacity.

For example, the Yemen Red Crescent Society used CBF support to develop a strategic youth engagement plan. They established 18 Red Crescent Youth Clubs in educational institutions across three branches, empowering 540 new young members by creating a pool of trained youth volunteers who can be swiftly mobilized in emergencies.

The Nigeria Red Cross Society used CBF support to create a dedicated Protection, Gender and Inclusion and Education department. More than 160 staff and volunteers at headquarters and branch levels were trained in the prevention of sexual exploitation and abuse, prevention of sexual- and gender-based violence, and child protection.

At the community level, 660 dignity kits were distributed to women and girls with disabilities across six states, with 94% recipient satisfaction confirmed through the post-distribution monitoring.

Africa: Localization Alliance for Financial Sustainability

The IFRC Africa region's Localization Alliance for Financial Sustainability advances local leadership and stronger, more sustainable National Societies. Bringing together nine National Societies – Central African Republic, Ethiopia, Liberia, Mali, Nigeria, South Sudan, Sudan, Uganda and Zambia – and key technical partners, the IFRC, Kenya Red Cross, Netherlands Red Cross, Norwegian Red Cross and Swiss Red Cross. The Alliance supports practical solutions that strengthen financial systems, governance and locally led humanitarian action.

Strengthening systems and local capacity

Through the Alliance, National Societies are investing in systems that improve accountability and enable sustainable growth.

In Ethiopia, modernization of financial management systems has standardized reporting, strengthened transparency and increased income through improved cost recovery. At the same time, branch-level investments in fundraising and income-generating activities have enhanced local response capacity, allowing faster and more autonomous action during crises.

Leadership and governance reforms have reinforced these gains. Implementation of a multi-year National Society development roadmap, combined with targeted training for governance and management, has aligned systems, leadership and resources around a shared sustainability vision.

In Zambia, the focus has been on diversifying income and strengthening local ownership. Expanded fundraising efforts, including digital channels, and strategic investment in assets are generating more predictable, unrestricted income. Improved financial oversight has strengthened transparency and informed decision-making.

Governance reforms have improved branch performance and accountability, while supporting more stable leadership. Enhanced digital visibility has also expanded engagement with local donors and partners, shifting towards nationally driven action.

Results

Across the Alliance, National Societies are:

- strengthening financial management systems and accountability
- increasing locally generated income and reducing dependency
- empowering branches to respond more effectively at community level
- embedding governance and leadership reforms for long-term sustainability

The experiences of Ethiopia and Zambia demonstrate that financial sustainability is a system-wide enabler of strong, locally led National Societies, driving more effective and resilient humanitarian action.

Six branches established formal referral pathways to local service providers, creating a structured system for survivor support that did not previously exist.

In parallel, 34% of CBF funding was allocated to digital transformation, spanning core IT infrastructure, financial systems and volunteer management platforms. These investments contributed to enhanced accountability, operational efficiency and faster, more effective response mechanisms.

Other CBF investments helped National Societies to expand their services and improve their financial sustainability. For example, the Paraguayan Red Cross used support from the CBF to acquire ultrasound machines and enhance facilities at the Reina Sofía maternal and child hospital in 2024.

As a result, diagnostic and treatment services reached an additional 698 people – a 7.6% increase – between May and December 2025 compared to the same period the previous year. Revenue from diagnostic services increased proportionally.

The NSIA primarily strengthened financial sustainability, with 50% investments directed to resource mobilization, especially health-related paid services such as commercial first aid (22%) and asset-based revenue (18%), alongside digitalization, governance and systems/processes (43%). These investments helped National Societies to build stronger and more accountable institutions, and more durable humanitarian capacity.

The Colombian Red Cross used NSIA support to strengthen its financial sustainability through both stronger systems and tangible fundraising results.

NSIA funds enabled a more diversified resource mobilization strategy across telemarketing, in-person events and online channels; a stronger digital fundraising stack – including a customer relationship management system and unified donation platform – and the integration of 31 regional branches through branded microsites with transparent local donation flows.

As a result, the National Society raised 122,000 Swiss francs against a target of 95,000 (29% above target), reached 772 regular donors, and generated around 500,000 Swiss francs in less than four years, approximately 208% of the initial NSIA investment. Importantly, 80% of local donations go directly to branches

The Pakistan Red Crescent Society used a NSIA Accelerator to modernize its Regional Blood Donor Centre and Diagnostic Lab, which enabled the National Society to expand fee-based blood and diagnostic services.

The initiative aims to generate an addition 20 million Pakistani Rupees (around 56,000 Swiss francs) in annual revenue by 2028, achieve a 10% net profit margin, build partnerships with 15 hospitals and community networks, and increase the financial self-sufficiency of blood services by 20%, showing how NSIA can combine humanitarian health services with a more sustainable income model.

The Empress Shôken Fund, which builds a culture of innovation by funding new approaches by National Societies, supported a range of innovative, context-specific digital initiatives this year. These included the digitalization of first aid education in Slovakia, the use of digital engagement tools to strengthen blood donation systems in Fiji, and the use of drones and geographic information system (GIS) technology to enhance operational capacity in Trinidad and Tobago.

Volunteering development

A new analysis was conducted to calculate the **economic value of the IFRC network's volunteers**. Using a more realistic methodology based on average volunteering hours from the Americas region – and then extrapolating globally – the value of volunteers, in financial terms, is estimated to be around 13.5 billion US dollars annually (close to 11 billion Swiss francs).

This figure is probably an underestimate, as it assumes 'minimum wage' value for each volunteer hour when the actual types of work volunteers do is often valued many times higher than what minimum wages suggest. Even at lower estimates, though, when added to the network's total raised funds (approximately 35.5 billion Swiss francs), this demonstrates a total mobilized IFRC network value of well over $50 billion a year – a powerful message for donors on how their investments are multiplied in an organization of volunteers.

The **safety, security and wellbeing of volunteers** and staff remained a key priority in 2025. A regional workshop held in Jordan in October brought together National Societies from MENA for self-reflection, peer exchange and collaboration, as part of a broader IFRC secretariat initiative to strengthen preventive measures in high-risk contexts, including conflict and disasters. There was broad agreement on the need for improved data to inform prevention. In response, a new reporting tool has been developed to strengthen the recording and analysis of injuries and fatalities, supporting more effective risk reduction efforts.

In 2025, the IFRC secretariat further strengthened the operationalization of the **Red Family Fund**, reinforcing solidarity across the Movement and providing timely financial support to families of staff and volunteers who lost their lives in the line of duty.

Significant progress was made in improving the efficiency and reach of the fund, including centralizing its administration and establishing a rapid disbursement mechanism, enabling financial assistance to be delivered within three to five working days of approval. This has helped ensure that affected families can meet immediate basic needs during a period of acute vulnerability. Financial support was delivered to families across multiple crisis-affected contexts, with additional cases under processing and verification during the year.

For example, in supporting the Palestine Red Crescent Society, the IFRC secretariat identified 31 families who had lost loved ones. While ten newly affected families were supported through standard grant allocations, others had already received assistance from the same donor source and were therefore ineligible for additional funding under strict donor regulations. Rather than leaving these families unsupported, the fund mobilized alternative contributions from National Societies to provide a symbolic top-up grant.

The designation by UN OCHA of the Red Family Fund as the sole donation portal for World Humanitarian Day further reflects growing recognition and trust in the initiative within the global humanitarian community.

The **Motiro** digital platform continued to support National Societies in strengthening volunteer engagement and retention in 2025, with more than 30 National Societies engaging more than 20,000 volunteers and staff. The Motiro app provides team leaders with feedback on how their leadership skills are perceived and how they can enhance motivation by improving these skills. The service also includes leadership training, coaching, peer support, team building and workshop facilitation to identify and address motivation issues at individual, team and organizational levels.

In preparation for the **International Year of Volunteers 2026**, IFRC actively engaged in a global Scoping Group alongside partners such as the International Association for Volunteer Effort and UNICEF's Generation Unlimited, contributing to a shared vision for the future of volunteering. This collaboration culminated in the launch of a Call to Action for the Future of Volunteering on 5 December 2025 in New York, marking International Volunteer Day. The Call to Action was informed by a year-long global consultation process, engaging nearly 14,000 volunteers and interested parties across 163 countries, and was supported by the development of a Challenge Paper and an Insights Paper.

The IFRC secretariat advanced its digital transformation and volunteer development ambitions this year through the rollout and enhancement of the **Volunteer Data Management and Digital Transformation** system (VDMS).

Sixteen National Societies were supported to implement the system, strengthening their capacity to effectively register, manage and mobilize volunteers in line with their operational contexts. The system further strengthened operational efficiency by streamlining volunteer registration, activity tracking and data management, enabling improved resource allocation, faster response times and more reliable volunteer data.

Improvements in 2025 included introducing offline volunteer registration, implementing a daily hours tracking system and developing a lightweight, rapid-deployment VDMS module enabling volunteer mobilization within 24–48 hours.

In the IFRC's Asia Pacific region, volunteering research was completed this year with participation from 34 National Societies and more than 7,500 survey responses, followed by validation workshops and senior management endorsement. A VDMS model was presented to Pacific National Societies, generating follow-up discussions for deployment.

Discussions progressed on roadmap planning for the Pakistan Red Crescent's national volunteer database system. Peer learning was delivered to the Myanmar Red Cross, drawing from the Malaysian Red Crescent Society's experience in managing volunteer data systems. Revisions to volunteer insurance guidance, solidarity mechanisms and allowance policies strengthened protection and financial accountability standards in the region.

Youth

The **Youth Empowerment Fund**, a partnership between the European Union and the Big Six Youth Organizations, reached the mid-point of implementation in 2025, providing financial support and capacity strengthening to youth-led solutions addressing societal, environmental and community challenges.

The fund launched its second Open Call, with **569 youth-led projects** selected for grants (out of 10,000 proposals), capacity-building support and

networking opportunities, estimated to reach more than **1.2 million young people**.

By the end of 2025, 1,014 youth-led projects were in implementation, supported through 4.1 million euro in funding, with part being channelled via the IFRC's Limitless initiative.

The IFRC secretariat's **Limitless Youth Innovation Academy** strengthened youth-led innovation as a key driver of community resilience and National Society transformation, with a focus on climate and environmental challenges.

Across **142 countries**, more than **6,700 young people** were trained, leading to the development of **1,500** youth-led projects. Of these, 905 prototypes were funded and tested, with 105 high-potential initiatives receiving additional support to scale. These efforts delivered tangible results at community level, directly reaching more than **450,000 people**, including 7,000 people with disabilities, and indirectly benefitting 2.5 million more.

The initiative also helped to create a global pipeline of youth innovation leaders, with 480 young people from 72 countries trained as facilitators, including 152 certified as peer mentors. At the same time, it strengthened institutional capacity by establishing six Innovation Support Systems and training 90 staff and volunteers, helping to embed innovation within National Societies.

A new IFRC secretariat initiative was developed this year to promote youth mobilization for grassroot initiatives to address pressing needs through sports-based projects. Encouraged by the "**Uniting Through the Power of Football**" project, implemented around the 2022 FIFA World Cup in Qatar, the Iraqi Red Crescent and Uganda Red Cross were encouraged to develop new programming building on the past learning. The new cycle focused on addressing sustainability issues and reducing dependency on external financial support.

In the Americas, the IFRC supported successful large-scale youth camps organized by the Mexican Red Cross (more than 1,500 participants) and the Costa Rican Red Cross (more than 500). Youth Directors meetings were held for National Societies in Central America, the Dominican Republic, Mexico and South America to discuss topics including youth participation in governance, mental health, climate action, leadership development and volunteer retention.

Support was provided to the Chilean Red Cross for the update of its National Youth Policy and to the Bolivian Red Cross for a Youth Leadership Development Workshop. The region also supported coordination for youth participation in COP30.

The secretariat also provided support to several MENA National Societies seeking to expand or enhance opportunities for young people in their contexts.

The Syrian Arab Red Crescent and Egyptian Red Crescent received tailored support resulting in the development and review of Youth Policies, strengthening institutional frameworks for youth engagement. The Kuwait Red Crescent Society was also supported in establishing and organizing its Youth Sector in 2025, creating a formal institutional structure for youth programming.

National Society development competencies

The **National Society Development Competency Framework**, which was adopted as an IFRC secretariat policy in September 2023, continued to advance the strengthening of core competencies required to support National Society transformation. Its rollout has been supported by a comprehensive package of tools, including an e-learning course, a self-assessment instrument and practical guidance for managers.

By the end of 2025, the framework had been widely applied across the IFRC secretariat and piloted with participating National Societies. Insights generated across regions highlighted strong performance in areas such as trust and relationship building and organizational culture awareness, while also identifying priority areas for further development, notably systems thinking and fostering sustainable change.

A number of initiatives were advanced this year, including the NSD Buddy Programme (designed to support new colleagues); the mentoring programme in support of professional development and knowledge exchange; and NSD competency training developed in partnership with INTRAC.

Developing planning, monitoring, evaluation and reporting capacities and results-based management

A comprehensive three-tier measurement system was introduced by the IFRC secretariat this year to strengthen the measurement and demonstration of National Society development progress, outcomes and impact. This provides a more structured and coherent approach to tracking and evidencing

National Society development efforts across the IFRC network.

Tier 1 focused on enabling National Societies to better identify and monitor their development priorities. A draft **NSD results framework** was developed, offering a harmonized and systematized structure for measuring progress across key outcome areas. By streamlining existing indicators and aligning them across systems and programmes, the framework establishes a consistent basis for evidence-based planning, monitoring and reporting.

Tier 2 advanced efforts to improve the coordination and efficiency of National Society development support. Progress was made in mapping existing support and promoting more transparent, aligned and demand-driven approaches. This lays the groundwork for more tailored support, clearer articulation of service offers and reduced duplication across partners.

Tier 3 initiated steps to strengthen the demonstration of impact by improving the use and alignment of data from multiple sources. This approach aims to support more evidence-based communication of results and better demonstrate the contribution of National Society development to a stronger, more effective IFRC network.

Leadership development

National Society leadership development efforts managed by the IFRC secretariat this year placed a strong emphasis on governance, which was identified as a critical priority in the 2024 Leadership Development Review.

Four dedicated cross-regional working groups mapped National Society needs and capacities in this area – including through in-depth interviews and a Governance Benchmarking Study comparing approaches – highlighting opportunities to strengthen accountability frameworks and practical tools.

This work culminated in the development of a **Governance Development Support Package**, with key progress in 2025 on Board Onboarding Guidelines, an Induction Menu and a dedicated online support section in the Red Solutions Hub.

To expand access, **Movement Induction Course** facilitator materials were finalized and rolled out through virtual Training-of-Facilitators sessions, reaching 74 participants, including 20 French-speaking facilitators for the first time. This expanded capacity enabled National Societies to strengthen leadership induction at national and branch levels, particularly for newly elected governance.

Access to broader **leadership development opportunities** also expanded.

The IFRC secretariat's partnership with GELI (Global Executive Leadership Initiative) continued in 2025 with training taking place at both IFRC and National Society levels.

The training opportunities included the Inspiring Women Leaders course which emphasizes vital mindsets, skills and tools essential for tackling the unique challenges women leaders encounter, particularly in the increasingly complex and uncertain humanitarian environment. Influencing for Senior Leaders is a regional training programme designed for leaders who regularly participate in the Humanitarian Country Team and/or UN Country Teams or other similar leadership forums, and for leaders who are seeking to become more effective influencers. Responsible Negotiation for Senior Leaders was provided as another regional training programme that focuses on applying negotiation skills to address humanitarian, development and political challenges that leaders may encounter in their work.

The McKinsey pro-bono executive course continued to support managers and volunteers, with new cohorts planned in Asia Pacific and integration into regional plans in Latin America and the Caribbean. In addition, the Red Cross Society of China conducted its second leadership induction in Geneva for 20 newly appointed leaders, further informing the refinement of IFRC secretariat governance and leadership materials.

In the Americas, the IFRC organized an in-person regional Leadership Bootcamp attended by the Secretaries General of all but one of the region's National Societies. The event created an unprecedented space for frank dialogue, peer exchange and collective reflection on shared institutional challenges, including sustainability pressures, leadership transitions and evolving expectations placed on National Societies.

One of the most significant outcomes was the collective demand to formalize a regional network of Secretaries General, recognizing the value of sustained peer exchange and coordinated leadership dialogue.

Colombian Red Cross: from response to anticipation

Facing overlapping crises – including COVID-19, migration and displacement, rising returns and deportations, and escalating armed conflict – the Colombian Red Cross has adapted its approach to operate in an increasingly complex environment. In 2025, marking 110 years of humanitarian action, it launched a comprehensive strategic planning process with IFRC secretariat support, to shift from reactive response to a more anticipatory, coordinated and data-informed model.

Built on strategic foresight, broad participation and evidence-based decision-making, the process engaged communities, partners and volunteers across all 31 branches. A total of 1,140 surveys, combined with Community Trust Index data and territorial dialogues, informed the development of the Colombian Red Cross Strategic Plan 2026–2030, ensuring it reflects both current realities and emerging risks.

Driving organizational change

The new strategy introduces concrete reforms to strengthen effectiveness and sustainability:

- more flexible and digital volunteering models aligned with evolving engagement patterns
- a comprehensive system for volunteer wellbeing, including psychosocial support, safety measures and recognition
- a strengthened national business model linking headquarters and branches to improve financial sustainability
- greater emphasis on innovation and mental health within humanitarian programming.
- Building lasting capacity

The process has also strengthened institutional capacity. With support from the IFRC secretariat and Solferino Academy, the Colombian Red Cross established national expertise in strategic foresight and data-informed decision-making. A training-of-trainers model enabled knowledge to cascade across all branches, embedding these skills throughout the organization.

Volunteers were trained to collect and use Community Trust Index data, informing a new community engagement and accountability policy and strategy. This marks a shift towards more inclusive, evidence-based and community-centred decision-making.

Results

The Colombian Red Cross enters 2026 with:

- a clear, forward-looking strategy aligned with evolving risks
- strengthened systems for coordination, governance and financial sustainability
- enhanced volunteer support and participation models
- institutionalized use of data to guide action and accountability

These changes position the Colombian Red Cross to respond more effectively to overlapping crises, while strengthening its role as one of the country's most trusted humanitarian actors.

National Society development in emergencies

A National Society Development in Emergencies Framework advanced toward finalization in 2025, guided by a global working group and informed by evaluations including research on conflict-affected Yemen.

This work positions National Societies to lead emergency coordination while protecting institutional gains. For example, the IFRC secretariat provided emergency coordination support to the Iranian Red Crescent Society following the June 2025 conflict, ensuring that emergency scale-up reinforced rather than undermined the National Society's longer-term institutional systems.

In the Africa region, the IFRC secretariat supported major operations in Burkina Faso, Ethiopia, Mali, Niger, Sudan and South Sudan through surge deployments, creating opportunities to advance National Society development in emergency contexts. In addition, the Red Crescent Societies of Somalia and Sudan took part in webinars to share experiences that contributed to developing the National Society Development in Emergencies Framework.

The team also commissioned a research study across five National Societies – Ethiopia, Mali, South Sudan, Uganda and Zambia – to examine how preparedness efforts contribute to National Society development and localization. Findings highlighted that strengthened systems, tools and data improve operational capacity and support locally led humanitarian action.

Knowledge management and communities of practice

By the end of 2025, the Communities of Practice platform had reached 7,730 active members from 189 National Societies across more than 50 global communities and 70 sub-groups, strengthening peer learning and knowledge exchange across the IFRC network. Investments in moderation and facilitation, better community health and engagement data, and a new mobile app increased accessibility and participation, especially for National Society colleagues in branches and communities.

The Red Solutions Hub – a new platform for practical, structured guidance on strengthening National Society capabilities, developed by the IFRC secretariat, National Societies and Reference Centres – was embraced by the network in 2025. By year-end, the Hub provided a new entry point to guidance on four core capabilities, Volunteer Management, Governance, Legal Base and Strategic Planning, bringing together processes, enabling resources and operational examples in a structured and actionable form.

The platform was tested by the National Societies of Kenya, Mexico, Myanmar, Portugal and Ukraine, with early feedback highlighting its strong potential to support practical organizational improvement.

In 2025, the IFRC secretariat strengthened collaboration and knowledge exchange across the **humanitarian research network** while supporting engagement with the Red Cross Red Crescent Research Consortium (RC3). The RC3 Research Meeting was held in Türkiye and brought research centres, humanitarian organizations and practitioners together to exchange experiences, strengthen partnerships and identify opportunities for joint learning and future research.

The Humanitarian Research Community of Practice continued to connect researchers and practitioners around emerging findings and methods. Collaboration with the Swiss School of Business and Management also enabled the engagement of research volunteers to support ongoing and new initiatives

Humanitarian diplomacy

Context

Extreme weather events; violence and fragility; disease; polarization; inequality and food insecurity all contributed to death, devastation and displacement across the world in 2025.

However, local actors' capacity to meet the increasingly complex and interrelated needs of affected communities were affected by changes in the funding landscape and constriction of the humanitarian space.

Crises are becoming more prolonged and protracted, and diplomatic solutions can seem elusive at the highest levels. These blockages also prevent the agreement of multilateral arrangements that could mitigate the humanitarian impacts of ongoing crises.

A decline in respect for international humanitarian law continued to put lives at risk in 2025, with local humanitarians paying the highest price: 27 National Society volunteers and staff died on duty this year.

At the same time, polarization and an increase in harmful information undermined understanding of the role and importance of principled humanitarian action, and of the unique auxiliary role that National Societies have with their national authorities.

Our approach

Strategic humanitarian diplomacy (HD) – a proven method of reducing humanitarian need – was of pivotal importance in 2025, a year of increasingly complex and protracted crises taking place against a backdrop of shrinking humanitarian funding.

The IFRC secretariat and National Societies are neutral and impartial, and our collective work in influencing policy and processes focuses solely on the needs of crisis-affected people, wherever and whoever they may be.

HD – used by National Societies in their own contexts, and by the IFRC on the global stage – ensures that vital issues such as the protection of humanitarian workers, the needs of at-risk communities, the importance of sustainable community resilience and the role of local actors in delivering fast, effective and accountable support – remain at the forefront of debates.

The global humanitarian diplomacy and communications teams were merged in 2025 as part of the Renewal process, boosting the IFRC secretariat's ability to act as an effective global influencing network.

This approach is of vital importance in an increasingly polarized and unstable world marked by misinformation and disinformation, hate speech, human rights violations and a growing lack of respect for international humanitarian law.

Progress towards targets[9]

Number of National Societies that participated in IFRC-led communication campaigns.	73
Number of National Societies with domestic advocacy strategies developed aligning, at least in part, with global IFRC advocacy strategies. Target 100.	59

2025 results

In 2025, the IFRC secretariat rolled out the Humanitarian Diplomacy Strategy while increasing investment and focus on context-specific HD.

The team led global advocacy that influenced the adoption of a UN declaration with a dedicated pillar on the protection of local humanitarian responders, honoured fallen colleagues through high-visibility events, and sustained continuous diplomatic engagement to drive urgent action from states to safeguard humanitarian workers.

Careful mapping of HD capacities took place in the Africa, Europe and MENA regions, to create a better understanding of the strengths and needs in each area. National Societies in four regions were provided with webinars and workshops in HD, while the practice was mainstreamed into training

9 *The summary represents 2025 annual progress status from National Societies as of June 2026 | Final network results will be available once the annual | FDRS reporting is completed.*

and guidance for staff and volunteers, including as part of the Movement Induction Course for National Society leaders.

Communications and collaboration systems were improved this year through the development of the online HD community of practice, with particular focus on the changing humanitarian context, protection of humanitarian personnel, the MENA region, DRC and Central Asia.

The profile of the IFRC network was raised and the power of locally led action highlighted in a series of events, including a new Diplomats Introduction briefing in Geneva attended by around 70 new and established diplomats. The secretariat also used the presence of visiting National Society leaders and IFRC Heads of Delegation as an opportunity to increase engagement, leading to an increased number of humanitarian briefings being held in Geneva.

In New York, efforts were undertaken to broaden the diversity of Member States from affected countries and neighbouring countries with whom the IFRC regularly interacts. This yielded positive results, with key messaging on operational needs in specific contexts gaining support from decision-makers across regions.

Protection of humanitarian personnel

In 2025, 27 National Society colleagues were killed in the course of their work. Many experienced attacks while wearing the protective emblem – such as a red cross or red crescent – and most were inside clearly marked and protected objects or infrastructure.

Every life lost is one too many, and each death is not only a tragedy for the family and friends of the person who died but is also an unacceptable loss for the communities they supported.

The IFRC secretariat team worked tirelessly in 2025 to place the protection of humanitarians – in particular local humanitarians who suffer 95% of attacks and fatalities – at the top of decision-makers' agendas.

This included year-round bilateral and group engagement with diplomatic missions from all regions in Geneva and New York; discussion at the margins of the UN General Assembly (UNGA) resolution for Safety and Security; engagement of local experts and affected National Societies with Member States through virtual and in-person briefings; UNGA High-Level Meeting hosted by the UK Foreign Secretary on attacks on the medical mission in the occupied Palestinian territory including attacks on the Palestine Red Crescent Society; a New York Event on humanitarian principles; Annual Statement on Humanitarian Coordination at UNGA, an event with Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO) at Humanitarian Networks and Partnerships Weeks, and a joint event with DG ECHO and the United Nations' Economic and Social Council Humanitarian Affairs Segment.

Intensive HD work was carried out to influence the Declaration for the Protection of Humanitarian Personnel. Thanks to IFRC secretariat engagement, one of the four pillars of the declaration focused on local and national staff and volunteers. The declaration was adopted in September at UNGA, with 110 signatory states.

For World Humanitarian Day in August, the IFRC and ICRC developed a series of communications assets, key messages and a joint Presidents' statement. In addition, a well-attended memorial event was held at the IFRC secretariat's Geneva HQ in collaboration with the Permanent Mission of Australia.

Protection of persons in the event of disasters

Work began in 2025 to discuss the development of an international disaster law treaty on the "protection of persons in the event of disasters" – the process that was approved by a UN resolution in 2024. The IFRC was the only non-governmental entity that was informally part of the Core Group of States that led this development.

The IFRC organized a large side event with the Core Group in September and four online briefings for Member States and National Societies (two each) in the autumn. In New York, we briefed the African and Arab group on the treaty, and disaster law specialists held briefings in Panama and the Pacific. This level of advocacy was recognized during the annual General Assembly on the protection of persons in the event of disasters in the autumn, where nearly 20 of the states mentioned the IFRC or their National Society in their statements.

Locally led action

The team worked with a small group of Grand Bargain signatories in 2025 to establish a Localization Community of Practice focused on equitable partnerships, funding for local actors, investment in institutional capacities and local leadership.

There are real people behind the emblems.
Let's make sure their lives are protected.



IFRC

The IFRC, ICVA the Grand Bargain Secretariat and Qatar Charity convened donors and private sector actors to share models of investment in institutional capacities and discuss how these could be scaled. Other events focused on pooled funding – including locally led pooled funds – and areas for improvement, and partnerships discussions on accountability and tracking.

The IFRC secretariat, UNHCR, ICVA and the Bondeko Refugee Livelihoods Centre organized a Local Actor/Donor Dialogue session on the side of the Global Refugee Forum, bringing together National Societies, refugee-led organizations and other local actors to discuss how to cooperate to enable effective locally led action in refugee contexts. The IFRC was also asked to co-lead the UNHCR multi-stakeholder pledge on localization.

Humanitarian diplomacy in emergencies and crises

HD is now part of the IFRC secretariat's Emergency Response Framework and recognized as a critical element in the delivery of humanitarian assistance, especially for red and complex emergencies. HD has been included in different emergency coordination mechanisms from country delegation to strategic levels. Whenever the IFRC secretariat declares a red-level emergency, it triggers automatic support from the HD team to the delegations of the affected countries.

Context-specific HD coordination mechanisms have been established within the secretariat and the wider IFRC network. These were set up around the Russia– Ukraine international armed conflict, in the occupied Palestinian territory and in Sudan, with accompanying HD messages and engagement plans.

In addition, several context-specific HD briefings were held for governmental figures in multilateral and regional hubs, bringing National Society and community voices to bear on issues of concern.

In New York, these included in-person and online briefings by National Societies in Bangladesh, Mali, the occupied Palestinian territory and Syria, and IFRC secretariat briefings on Afghanistan, Haiti and Myanmar.

In Geneva, a roundtable was held with diplomatic missions on Access and Protection of Humanitarian Workers, with interventions from the IFRC Heads of Delegation for the DRC, Egypt, the occupied Palestinian territory and Sudan.

A second session focused on challenges to principled humanitarian action and supporting locally led action, with presentations from Heads of Delegation in Afghanistan, Bangladesh, Fiji/the Pacific Cluster and Myanmar. Missions were eager to meet the Heads of Delegation and hear updates on the various contexts where the IFRC is active, highlighting both the diversity of crises across the network and the broad scope of the humanitarian work being carried out.

A MENA National Societies missions briefing was held for Geneva Permanent Missions with leaders from the Iraqi Red Crescent Society, Jordan National Red Crescent Society, Lebanese Red Cross and Syrian Arab Red Crescent. There was also a briefing with the Sudanese Red Crescent leadership, followed by a second semi-virtual briefing a few months later. The two briefings by the President of the Palestine Red Crescent Society were very well attended.

With the international armed conflict affecting Russia and Ukraine continuing through 2025, the IFRC's HD activities have expanded from addressing emergency needs to also encompassing protracted crisis concerns, recovery and the protection of displaced persons in neighbouring and other countries. Continued investment in data and analytics as well as on the needs, views and plans of refugees across Europe has improved IFRC's capacity to harness data and foresight to anticipate, mitigate and respond to emerging humanitarian needs.

The IFRC HD team has created and maintained a set of HD resources on the Middle East crisis, including a series of HD support meetings, to help ensure the network's approaches are connected to the HD priorities of the affected National Societies, and improve coordination. This has helped ensure that the IFRC secretariat and National Societies have a common understanding of the priorities and key asks, and that we are speaking with one voice. It has allowed us to better leverage our collective influencing power, as well as raise the profile of the IFRC network response in diplomatic engagements.

Climate change and disaster risk reduction

The IFRC secretariat continues to lead in the area of climate change and disaster risk financing, having been successfully positioned within the IASC and broader humanitarian arena, and being recognized as a leading humanitarian voice in the climate space.

The IFRC co-chairs the IASC Climate Crisis Working Group, leading humanitarian engagement in loss and damage discussions, the Bonn Climate Conference and the COP30 in Belem, as well as working to develop concrete proposals around a "Green, resilient and anticipatory reset".

Bangladesh: Cox's Bazar at a crossroads – Why local humanitarian action matters now more than ever

At the UN High-Level Conference on the Situation of the Rohingya Muslims and Other Minorities in Myanmar (New York, September 2025), IFRC convened a side event to refocus attention on the deteriorating humanitarian conditions in Cox's Bazar, Bangladesh, and to drive action toward more sustainable, locally led responses.

Co-organized with the Bangladesh Red Crescent Society, BRAC (Bangladesh Rural Advancement Committee) and the Government of Australia, the event highlighted the urgency of sustained support and the demonstrated effectiveness of national actors.

Now in its eighth year, the response in Bangladesh is under severe strain. More than 1.2 million Rohingya refugees depend on humanitarian assistance, while funding shortfalls and declining global attention threaten critical services. Camps remain at full capacity, with recurring shortages in food, water, sanitation and hygiene. At the same time, exposure to fires, storms and floods continues to increase risks, while access to education and livelihoods training remains limited.

Despite these pressures, the Bangladesh Red Crescent Society – supported by the IFRC – continues to deliver across all 33 camps, providing healthcare, water, sanitation and hygiene services, disaster management, livelihoods support and community engagement. Through the ongoing Bangladesh Population Movement, Cox's Bazar, Emergency Appeal (65 million Swiss francs sought for 2025–2027), the IFRC aims to assist 1.07 million people, reinforcing essential services while building resilience.

Needs are rising sharply. The arrival of an estimated 200,000 additional people, combined with deepening vulnerabilities among those displaced for more than eight years, has stretched the system to its limits. This is a critical moment: scaling back support now risks reversing years of investment and worsening already fragile conditions.

The side event called for a shift in approach. More cost-effective, sustainable outcomes require prioritizing and investing in local and national actors such as the Bangladesh Red Crescent and BRAC. Locally led humanitarian action delivers measurable results: faster response, solutions tailored to community needs, stronger trust and greater financial efficiency.

The IFRC called on the international community to:

- sustain and increase international funding to maintain life-saving services
- invest in locally led delivery models to improve efficiency and impact
- expand support for education, livelihoods and risk reduction to reduce long-term dependency
- strengthen resilience to recurrent climate and disaster risks

The IFRC also reiterated its call to the international community to pair immediate humanitarian assistance with sustained investment in resilience, community empowerment and self-reliance – ensuring that support not only saves lives today but reduces vulnerability tomorrow.

IFRC secretariat engagement in UN Framework Convention on Climate Change (UNFCCC) processes has continued, including COP, the Bonn Climate Conference, Santiago Network and meetings of the board of the Fund for responding to Loss and Damage. Our engagement has focused on local action across adaptation and loss and damage, and access to finance at the local level.

In June, more than 80 colleagues from across the IFRC network attended the Global Platform for Disaster Risk Reduction 2025, with representatives from 29 National Societies and two Reference Centres from across the five IFRC Regions. The key outcome was the Geneva Call for Disaster Risk Reduction – an eight-point call to action, where the language reflected a number of IFRC asks.

Health

To bolster the IFRC network's collective work in non-communicable diseases (NCDs), the secretariat worked closely with National Societies to consolidate expertise and put forward recommendations to Member States in the negotiations before and during the High-Level Meeting held in New York in September 2025.

Migration and displacement diplomacy and convening

The IFRC continued to drive advocacy on saving lives and people's access to services irrespective of status, co-leading and convening important forums, positioning the network as a critical and credible actor and influencing the language in key texts.

For example, the IFRC co-led the UN workstream and developed global recommendations on saving lives along migration routes, and worked to develop actionable recommendations on strengthening cooperation on missing migrants and providing humanitarian assistance to migrants in distress (together with ICRC, IOM and UNHCR). The team also managed ongoing engagement around recommendations, co-drafted by the IFRC, that were included in the UN Secretary-General's report on implementation of the Global Compact for Migration.

At the Global Refugee Forum Progress Review, the IFRC focused on localization/ locally led action and the network's important role in supporting refugees and migrants along their journeys (route-based approach), as well as climate change and meaningful participation.

African Union

In 2025, the IFRC Representation Office to the African Union and International Organizations strengthened IFRC's influence and visibility while elevating African National Societies' leadership.

Key events and engagement included the launch of the Horn of Africa food and nutrition resilience programme in February 2025, with a ministerial roundtable at the African Union (AU) Summit with more than 60 participants, including ministers from Ethiopia, Kenya, Somalia and South Sudan, IGAD leadership, diplomatic missions and National Societies. The IFRC and five African National Societies held three side events and one main event at the Second Africa Climate Summit highlighting National Society efforts from Ethiopia, Gambia, Mali, Uganda and Mozambique.

The IFRC and the Swiss Embassy held a diplomatic briefing on Sudan in April, highlighting Sudanese Red Crescent operations and the role of local responders, while drawing attention to IFRC regional response efforts. National Society work in DRC, Mozambique, the Sahel, South Sudan and Sudan was highlighted at the 13th AU Humanitarian Symposium in November.

Through a joint project with the AU Commission, the IFRC positioned more than 25 African National Societies to contribute to the development of the African Humanitarian Agency. And the IFRC's policy engagement with the AU took a major step forward with the adoption of the AU Model Act on Disaster Preparedness and Response.

Red Cross EU Office, Brussels

HD activities in 2025 included the participation of the IFRC Secretary General at the high-level ministerial segment of the 9th Brussels Conference on Syria, calling for solidarity with the Syrian people and increased humanitarian and early-recovery support through trusted local actors.

Following the release of the **EU Preparedness Union Strategy** in March, the IFRC engaged EU institutions to position National Societies and the IFRC in the strategy's implementation. In May, a large IFRC network delegation – including 13 DG ECHO-certified National Societies – took part in the European Humanitarian Forum. Also in May, the IFRC and the Polish Presidency co-organized an event on Early Warning and Early Action, building on Finnish Red Cross research.

In June, the final event of the EU Directorate-General for Health and Food Safety (DG SANTE)–IFRC project convened more than 90 participants to reflect on mental health support provided in the context of the international armed conflict between Ukraine and Russia. Twenty-three National Societies joined, followed by internal meetings on influencing EU

policy. Two key outputs were produced: ***Red Cross mental health response to the international armed conflict in Ukraine*** and a compilation of successful MHPSS services implemented by National Societies.

In November, the IFRC and the UN Office of the High Commissioner for Human Rights organized a Chatham House roundtable with EU institutions, Member States, UN agencies and civil society on the impact of anti-smuggling policies on migrants and humanitarian actors, where Belgian Red Cross and French Red Cross colleagues shared front-line perspectives.

On 20 November, IFRC and ICRC, together with the European Parliament's Standing Rapporteur on Humanitarian Aid, held the event "Humanitarian Principles in Action" at the European Parliament. Marking the 60th anniversary of the fundamental principles, this brought together members of the European Parliament, the European Commission and humanitarian actors to discuss challenges to principled humanitarian action and ways for the EU to safeguard humanitarian space.

HD in Africa

In 2025, the IFRC Africa region made significant progress in strengthening HD, enhancing institutional positioning and influencing policy spaces across the region. A major achievement was expanding HD capacity through multilingual webinars in English, French and Portuguese, gathering more than 550 participants from African National Societies, IFRC staff and participating National Societies.

The team's research outputs in 2025 consistently combined policy relevance with operational usability. Under Early Warnings for All, the legal mapping reports and key findings for Liberia, Mozambique and Tanzania identified legal/policy gaps and provided recommendations for embedding early warning systems, anticipatory action triggers, financing and institutional coordination in domestic laws.

HD in the Americas

In 2025, National Societies in the Americas were supported to engage in humanitarian diplomacy on migration, climate, disaster law and protection, including national-level training in at least six countries and participation in key regional and global forums such as the Cartagena+40 process, the Global Forum on Migration and Development, and COP30-related spaces.

At the same time, diplomatic outreach was reinforced in the Caribbean through high-level engagements with governments, diplomatic missions and other interested parties, particularly in a context marked by funding reductions and geopolitical shifts.

The teams also worked this year to explore solutions to the critical humanitarian situation in Haiti. This has included Movement coordination, cooperation and engagement with government authorities.

HD in Asia Pacific

The team worked to profile National Societies and the IFRC in complex contexts such as Afghanistan, Bangladesh and Myanmar. Engagement included high-level outreach in Geneva, New York and regional capitals, supported by coordinated analysis and messaging for the network. After the March 2025 earthquake, HD helped highlight the Myanmar Red Cross Society's essential role as a principled local responder.

HD in MENA

The IFRC and National Societies took part in major regional and global forums that advanced the protection of civilians, adherence to international humanitarian law, safe access and respect for the emblem. The IFRC supported National Societies' crisis-related HD and convened a first diplomatic event in Jordan on humanitarian operations and the fundamental principles.

The first MENA HD workshop brought National Societies and Movement partners together to deepen understanding and strengthen collective HD approaches. HD orientations and technical support were provided for contexts requiring coordinated action, including support to the Palestine Red Crescent Society's HD efforts.

Analytical resources were continually updated during the year, including a daily repository and key message sets used by 34 National Societies. These tools supported consistent messaging on the Middle East crisis, with the secretariat and National Societies delivering unified advocacy in multilateral forums.

Communications

In 2025, the IFRC secretariat's communications efforts focused on strengthening global awareness of humanitarian needs, amplifying the work of the IFRC network, and supporting emergency response and humanitarian diplomacy priorities. Strategic media engagement, digital communications, campaigns and internal communications all contributed to position the IFRC as a leading humanitarian voice in a complex global environment marked by multiple crises.

Communications activities supported major emergency operations, high-level global events and advocacy initiatives, while also reinforcing trust in the organization through transparent, timely and evidence-based messaging.

The IFRC team in the Africa region launched Phase 1 of the Africa Zero Hunger: United for Durable Solutions campaign, which engaged more than 235 stakeholders across the region. The 2025 Africa Regional Communications Survey, conducted in English, French and Portuguese, marked the first comprehensive assessment of communication capacities since 2021.

In the Americas, communications colleagues worked to elevate volunteer-led stories, support regional positioning and link humanitarian narratives with the IFRC's broader humanitarian diplomacy, advocacy and reputation management efforts.

Overall, emergency communications efforts in the Americas generated an estimated 70.08 million US dollars in media value equivalent, reflecting the scale, reach and cost efficiency of communications work delivered through Regular Resources, and reinforcing the role of communications as a strategic enabler of visibility and positioning for IFRC operations.

The IFRC secretariat's Asia Pacific team had a number of successes this year. Media engagement in East Asia reached a new level in 2025 marked by a qualitative shift from information dissemination to strategic engagement.

Overall media coverage increased by 82% compared to 2024, while digital reach expanded substantially across domestic and international platforms. Progress was made in bridging global humanitarian priorities and the media and public discourse in China. Through strategic collaboration and exploration with media agencies, the jointly produced content reached an additional 2.21 million views on international social media platforms compared to 2024's numbers.

In Europe, IFRC secretariat teams have delivered enhanced communications preparedness support to 31 National Societies since 2023, with 66 practitioners trained through localized crisis communications and training-of-trainers models in high-risk contexts. The Regional Office also piloted a seed grant to localize capacity strengthening, with five National Societies (Estonia, Hungary, Latvia, Lithuania and Montenegro) receiving targeted funding to strengthen their crisis communications and preparedness through initiatives ranging from brand and identity systems and misinformation response training to disaster storytelling campaigns and branch-level crisis communication training.

In MENA, the team successfully positioned the region's National Societies as front-line humanitarian responders during major emergencies, while reinforcing the IFRC's added value through expanded global media visibility. This included high-profile media interviews focused on Egypt, Jordan and the occupied Palestinian territory, as well as immersive human interest storytelling published on ifrc.org.

The team also used social media to reinforce the IFRC secretariat's added value and strengthen donor confidence, for example by highlighting the Water and Peace programme supported by the Korea International Cooperation Agency in Jordan.

Strategic engagement with National Societies

In 2025, the team initiated the development of a Global Communications Strategy 2026-2030 to strengthen the IFRC's collective communication capacity and global positioning. The process engaged National Societies, leadership teams and communications practitioners through consultations and strategic dialogue.

Rapid communications surge support

The IFRC secretariat strengthened emergency communications capacity in 2025 by providing Rapid Response surge support to major operations. A total of 12 communications professionals were deployed to support National Societies and IFRC field operations with media engagement, digital communications and content production during complex emergencies.

Media

In 2025, the IFRC secretariat's media team played a critical role in ensuring global awareness of key humanitarian crises, emergency responses and strategic events.

Alongside other high-profile operations, the team supported communications around major emergencies including earthquakes in Myanmar and Afghanistan, Pakistan floods, the global malnutrition crisis, Uganda's eighth Ebola outbreak, and Hurricane Melissa in the Caribbean. More than **1,200 media enquiries** were handled, resulting in more than **10,000 global media mentions**.

The crisis in the Middle East generated unprecedented global media attention in 2025, with more than **4 million media and social media mentions** of the IFRC and the wider Movement since the

Middle East and North Africa: Strengthening humanitarian diplomacy

In October 2025, the IFRC and the Qatar Red Crescent Society convened a MENA Humanitarian Diplomacy Workshop in Doha, bringing together nine National Societies from the region: Iraqi Red Crescent, Jordanian National Red Crescent Society, Lebanese Red Cross, Moroccan Red Crescent, Palestine Red Crescent Society, Qatar Red Crescent Society, Saudi Red Crescent Authority, Syrian Arab Red Crescent and Yemen Red Crescent, seven supporting National Societies: Austrian Red Cross, British Red Cross, Canadian Red Cross Society, German Red Cross, Norwegian Red Cross, Spanish Red Cross and Swiss Red Cross and the IFRC and ICRC.

The workshop delivered an aligned and practical approach to humanitarian diplomacy, with a focus on collective action, operational impact and stronger engagement with external actors, including roundtables with the diplomatic community.

Focuses included securing humanitarian access in conflict-affected settings; integrating humanitarian priorities into policies, laws and political processes; maintaining neutrality while engaging multiple authorities; and elevating National Society leadership and perspectives internationally.

Participants highlighted effective tools already in use, including national humanitarian diplomacy working groups, coordinated use of IFRC presence in major multilateral centres , and targeted support from National Societies to strengthen engagement with authorities. These approaches improved coordination, visibility and influence.

Action

Participants agreed on priority actions to scale impact:

- **Embed humanitarian diplomacy across organizations**: into leadership, management, operations and communications, supported by dedicated focal points and a coordinated regional network.
- **Strengthen Movement coordination**: align positions, deliver unified messaging and leverage collective influence to secure humanitarian access and protection.
- **Scale peer-to-peer support**: expand exchange of good practices and reinforce collaboration between National Societies in the region and with partners.
- **Enhance strategic engagement**: better identify and target key stakeholders, using field evidence, local credibility and IFRC platforms to influence outcomes.
- **Advance protection and international humanitarian law compliance**: advocate for respect for international humanitarian law, protection of civilians and humanitarian personnel, and the depoliticization of aid delivery

Participants emphasized the urgency of acting in an increasingly constrained operating environment. National Societies from Jordan, Lebanon, the occupied Palestinian territory, Syria and Yemen highlighted growing challenges, including restricted access, rising displacement and increased risks to humanitarian workers.

The workshop confirmed that humanitarian diplomacy is a strategic necessity. Strengthened, coordinated and action-oriented engagement enables dialogue, builds trust and secures access – ensuring that humanitarian assistance reaches affected populations in the region's most complex crises.

escalation of hostilities. This year, the team delivered 130 media interviews, 12 statements and 100 social media posts reaching more than 400,000 people across platforms.

Media coverage focused particularly on highlighting urgent humanitarian concerns and the protection of humanitarian workers. IFRC spokespeople were interviewed on international television and radio channels more than 700 times in 2025. The Secretary General authored two strong opinion articles in ***The Guardian*** and did several in-depth broadcast interviews, including on CNN and Al Jazeera's flagship interview programme, Talk to Al Jazeera.

Social media

By the end of 2025, the IFRC's social media presence had close to **6 million followers across nine platforms** (X, LinkedIn, Instagram, Facebook, Threads, Viber, WhatsApp, Bluesky and TikTok). The IFRC LinkedIn account emerged as the strongest growth platform, with a **39% increase** in terms of followers, and ranked as the top-performing organization among its competitors based on post metrics.

Podcasts

Red Vest is an **immersive audio and storytelling experience** that aims to take listeners into the heart of humanitarian issues being addressed by the IFRC network on the ground. *Red Vest* is available on all major streaming platforms.

The IFRC also offers a news-focused podcast, ***IFRC Weekly News***, where pressing humanitarian issues and crises are analysed by experts from across the network.

Web

The IFRC website is the multilingual central hub for all IFRC online communications. In 2025 it recorded **1.87 million unique visitors** and 4.4 million page views; it also featured 166 articles covering all IFRC Strategic Priorities, promoting the work and impact of IFRC and National Societies, and 15 pages profiling IFRC Emergency Appeals.

The site pays particular attention to the power of **humanitarian storytelling** alongside **trusted, evidence-based information**, with team members working year round to translate complex crises into immersive, human-centred narratives that encourage empathy and understanding while elevating the visibility of IFRC operations.

Internal communications

In 2025, internal communications and staff engagement was focused on achieving the four main objectives set out in the Internal Communications Action Plan 2024-2026:

- streamlining and standardizing information flow
- diversifying and improving the quality of content
- strengthening monitoring and evaluation
- facilitating staff engagement

The *Our IFRC* internal communications platform has some **1,100 staff members** visiting the site each weekday. In 2025, 175 internal articles were published gaining 131 unique views on average, a **17% increase** from 2024. The number of thematic articles on the site increased by 45% and regional articles by 260%.

Campaigns

In 2025, the IFRC secretariat's Islamic Philanthropy campaign reached more than **10.6 million people** and encouraged 25,000 link clicks, resulting in more than **105,000 US dollars** in donations. There were more than **38,000 engagements** in the Protect Humanity campaign, while the 60th Anniversary of the fundamental principles reached **270,000 people**. The Local, Everywhere campaign material reached **1.3 million people** through online mentions, earned media and social amplification, while the team also worked in support of the IFRC-DREF Pledging Conference event, producing social media posts, donors and leadership interviews, and human-centred stories from affected communities highlighting IFRC-DREF impact.

Accountability and agility

Context

Accountability underpins all IFRC secretariat activity around the world, allowing the organization to build and maintain trust with its 191 member National Societies, the communities receiving support, and the donors and partners whose resources facilitate this humanitarian work every day.

Donors and partners trust the IFRC to **use limited resources** wisely. This work, while always a priority, was imbued with even greater importance in 2025, when the changing financial landscape forced the IFRC secretariat and member National Societies to make difficult decisions in order to **do things differently with less**.

This accountability goes hand in hand with a culture of **agility**, where the IFRC continually improves its structure, systems and ways of working in response to new challenges and opportunities. These adjustments allow precious resources to be directed where they are needed the most, and ensure that the organization stays responsive to the needs of member National Societies and the communities we collectively work to support.

In interactions with communities, the IFRC works to ensure all people who access the network's services are **safe and protected**. Risks are managed carefully, with robust anti-fraud and anti-corruption policies, and a strong and independent internal audit and investigation system.

Within the global network, the IFRC encourages a culture of accountability between and within National Societies, and to all staff and volunteers. It strives to build a diverse and inclusive workforce where each person and their experiences are equally valued, and their contributions are acknowledged and appreciated.

Our approach

The IFRC secretariat strives to anticipate the needs of our member National Societies while also being fully accountable to them, to the communities who need our collective support, and to our donors, partners and supporters around the world.

The IFRC secretariat's approach to accountability is to always operate with integrity in accordance with the Fundamental Principles of the International Red Cross and Red Crescent Movement, and in line with all applicable statutory texts, rules, policies and procedures.

Trust enables the IFRC to support the development of National Societies within their own domestic contexts and to coordinate their international humanitarian responses. At the same time, trust enables each National Society to work within communities, fulfil its auxiliary role and forge meaningful partnerships.

The IFRC secretariat takes a proactive approach to strengthening accountability in its own structures and across the network, including in the areas of integrity, risk management, compliance, and oversight and safeguarding, as well as through improving measures for staff training, development and wellbeing.

The organization also prioritizes digital transformation and innovation to ensure the IFRC network remains future-fit and ready to respond in a fast-changing world.

Progress towards targets [10]

Number of National Societies where a PSEA Action Plan is in place to enforce prevention and support survivors.	49
Number of National Societies where a PSEA policy is in place to enforce prevention and support survivors.	64
Number of National Societies with functioning data management systems that inform decision-making, and support monitoring and reporting on the impact and evidence of the IFRC network's contributions.	65
Number of National Societies with progress in digital transformation according to the IFRC Digital Transformation Strategy. Target 100.	66
Number of National Societies with strengthened integrity and reputational risk mechanisms.	65

2025 results

Integrity

Efforts to **strengthen National Society integrity** focused on shifting from reactive responses to proactive and systematic risk management. A key milestone was the revision of the IFRC secretariat's standard operating procedures for handling integrity matters.

Peer learning was significantly strengthened through the **Integrity Community of Practice,** which now includes 79 National Societies. Engagement increased through regular exchanges, including the launch of a Fraud and Corruption sub-community. The Integrity Conference, hosted by the Kenya Red Cross Society, brought together more than 200 participants to discuss ethical leadership, safeguarding, audit functions and emerging risks such as digital fraud and AI.

Targeted support to National Societies was delivered through the **IFRC ASK** approach, strengthening prevention, detection and response to integrity risks. ASK is a structured and coordinated system for addressing institutional issues affecting National Societies, designed around three pillars: **A**nalysis, **S**teering Committee and **K**nowledge. The system ensures global coherence in handling integrity situations, aligns decision-making across levels, helps manage institutional risks and upholds accountability.

A new Policy Starter Kit was also developed, providing modular guidance, model policies and good practices, and is already supporting National Societies undertaking policy reforms.

At the same time, a renewed focus on the **fundamental principles** – which marked their 60th anniversary in 2025 – reinforced their central role in guiding principled humanitarian action in increasingly complex environments. Building on the 2024 Council of Delegates resolution, a series of global events and initiatives promoted awareness of the principles and their continued importance.

The IFRC strengthened National Society **strategic planning** capacities through the development and dissemination of a Strategic Planning Guideline and toolkit, co-created with eight National Societies and informed by 41 past planning processes. The materials were finalized in 2025 and translated into four languages. A Virtual Learning Series reached participants from 51 National Societies, covering 84% of those engaged in planning processes. The series enhanced practical skills, peer learning and confidence in leading participatory and evidence-based planning processes.

Safeguarding

Building on the whole-of-organization approach, IFRC undertook a coordinated package of actions to institutionalize **safeguarding and the prevention of sexual exploitation and abuse** (PSEA) across governance, people management, programming, partnerships and systems.

The IFRC PSEA Policy was implemented by developing and operationalizing critical tools such as a mechanism to recover victim and survivor support costs from substantiated perpetrators, a revised harassment policy, and strengthened staff regulations. Policy implementation was further supported through a coordinated communications and socialization campaign to strengthen awareness and understanding of PSEA requirements across the secretariat.

Training and technical guidance were provided to the IFRC **Governing Board**, Commission and Committee Chairs, and other governance bodies, to ensure that safeguarding is well understood and positioned as a strategic priority at all levels of the IFRC network.

10 The summary represents 2025 annual progress status from National Societies as of June 2026 / Final network results will be available once the annual / FDRS reporting is completed



“In Paraguay, training in disaster risk reduction and climate adaptation is equipping practitioners with tools to support more resilient communities.

Comprehensive safeguarding measures were developed and implemented across all **recruitment** modalities, including surge deployments. This included the effective operationalization and rollout of the Misconduct Disclosure Scheme, both within the secretariat and with key National Societies, through standardized screening and vetting processes to prevent the recruitment or deployment of individuals with a history of misconduct. These measures were reinforced through strengthened onboarding protocols to ensure all personnel clearly understand their safeguarding responsibilities.

To improve safeguarding in **programming**, PSEA principles and practices were integrated into cash and voucher assistance programming and advanced through the Global Shelter Cluster PSEA Working Group. This ensured that risk assessments, distribution modalities, and feedback and complaints mechanisms systematically incorporated safeguarding considerations, while strengthening the capacity of implementing partners to identify and mitigate risks in humanitarian delivery.

Robust mechanisms were established to strengthen safeguarding systems across the IFRC network, supported by comprehensive guidance, including safeguarding components of the Organizational Capacity Assessment process, clear standard operating procedures and contextually adaptable templates. These tools support effective prevention, risk assessment, mitigation and response to safeguarding concerns at all operational levels.

Comprehensive **partner safeguarding frameworks** were also implemented in 2025, including systematic capacity assessments using standardized tools to identify and address safeguarding gaps among implementing partners. Targeted training was delivered to strengthen partners' ability to prevent, detect and respond to misconduct, ensuring more consistent application of safeguarding standards across the humanitarian sector.

Environmental safeguards

The Environmental Safeguards function initiated the development of a comprehensive Environmental Safeguards Management System to strengthen environmentally responsible and accountable practice across IFRC operations.

This system brings together standardized environmental screening tools, a structured environmental risk management framework, grievance and remediation mechanisms, and inclusive stakeholder-engagement processes to enable more systematic identification, mitigation and management of environmental risks across programmes and activities.

In parallel, the function is establishing a trained network of environmental safeguards focal points across the IFRC. This network is designed to embed environmental risk management into programme design, implementation and decision-making at all levels, supporting National Societies and IFRC teams to integrate environmental sustainability considerations into operational planning while strengthening accountability and compliance with IFRC environmental commitments.

Risk management

IFRC continued working with National Societies to strengthen a Federation-wide risk management culture and advance a more coherent, shared approach to risk management. This work aligns with the IFRC Way of Working and the Membership Coordination in Emergencies initiatives, supporting greater clarity of roles, shared ownership of risk, and more consistent risk-informed decision-making across the IFRC secretariat.

In 2025, efforts to advance risk sharing across partnerships continued, with concrete progress achieved through focused engagement with the South Sudan Red Cross.

Building on the Grand Bargain Risk Sharing Framework, partners worked collaboratively to adapt the framework to the operational realities of South Sudan. This inclusive process brought together the South Sudan Red Cross, other National Societies active in the country, the IFRC, ICRC and donors to jointly identify shared risks, agree on priority mitigation measures and develop draft action plans across key risk areas.

Audit and investigations

The secretariat's Office of Internal Audit and Investigations (OIAI) focused on its core functions of investigations and audit services in 2025. Prevention work continued on a more limited basis, with priority given to reporting mechanism (Integrity Line) funding and rollout, key memberships and targeted integrity training for emergencies, delegations and National Societies requiring enhanced support.

To contain costs, most training was delivered virtually. Since the start of 2025, OIAI delivered four training sessions reaching around 80 participants, with two delivered remotely and two in person.

The prevention team also launched structured check-ins with National Societies using **Integrity Line** to gather feedback on user experience, identify implementation challenges and assess how effectively the system was being embedded and used. By the end of December 2025, 26 National Societies remained live on Integrity Line, and a further 44 had entered discussions with the IFRC on possible adoption. To improve usage and expansion of the service, the IFRC worked to explore more accessible and less resource-intensive alternatives.

External and grant audit work in 2025 included the annual audit of financial statements, Emergency Appeal audits, IFRC-commissioned grant audits and donor-requested grant audits.

Emergency Appeal audit work also progressed, with the 2024 programme reaching the reporting stage and a further ten audits launched in 2025. These reviews covered significant expenditure across a broad range of appeals, and revised processes were introduced to support more timely completion.

IFRC-commissioned grant audits resumed following a pause in 2022 and 2023. A framework agreement was put in place in 2024, with BDO appointed through tender. A first sample of ten IFRC-DREF audits was completed across 2024 and 2025. Donor-requested audit work continued at a lower volume than in previous years, but with increasing complexity. In 2025, OIAI coordinated 14 donor-requested audits, including work relating to the new IFRC-DREF insurance mechanism.

In the area of **assurance and integrity capacity building**, the OIAI partnered with Kroll to develop a comprehensive toolkit setting out best practices and guidance for administrative fact-finding investigations tailored to National Societies. The document covers the full investigation cycle and serves as a practical guide to support high-quality administrative investigations. To support wider use across the network, copies were distributed through OIAI prevention activities in 2025, including training sessions and virtual workshops for National Societies.

The **Audit and Risk Commission** was supported in carrying out statutory and representational functions such as helping to shape strategic issues, providing advice and analysis before and during meetings and missions, coordinating briefing materials and background documents, and preparing the Commission Chair's presentations to the IFRC Governing Board.

The **internal audit** approach was sharpened in 2025, while the risk follow-up process was reformatted to help ensure that critical risks to humanitarian services were addressed more promptly.

Internal audits continued to focus on significant risk areas, including safeguarding, programme and appeal management, procurement, partnership and project processes, corporate support services, the Ukraine response, Movement coordination, diplomacy, and IT and digital systems development, including the Enterprise Resource Planning system.

Results-based management

Efforts continued to promote **Federation-wide results-based management** across the membership and within the secretariat while also providing clarity to partners and donors. Available resources and platforms included the Federation-wide results-based management approach section of the IFRC website, and a digital planning, monitoring, evaluation and reporting (PMER) Community of Practice, which now has more than 400 members.

In 2025, the Global PMER network continued the initiatives started in previous years. The third Global PMER network meeting was the first fully virtual meeting of PMER practitioners from across the IFRC network. Over the course of six days, the sessions recorded a total of **233 unique participants** from around **100 National Societies** and IFRC, for **1,379 participations**, confirming that many participants attended multiple sessions.

In the area of **minimum standards for results-based management**, progress has been made over the past two years to help streamline donor requirements through a dedicated working group. This includes a refined IFRC template for pledge-based reporting that documents good practices for moving from project to programme management, and proposed IFRC network standard monitoring and reporting requirements for donors, including for sex, age and disability data disaggregation.

Data collection tools and indicators have been adapted to better support the managerial and external accountability of National Societies across various processes. One major milestone was the launch of the comprehensive IFRC network Indicator Bank that brings together standard indicators, further harmonizing Federation-wide data collection, and improving data quality and analysis.

IFRC Logistics supply chain in action: Myanmar and Jamaica

Myanmar earthquake response – speed under extreme constraints

Following the 7.7-magnitude earthquake in Myanmar in March 2025, the IFRC activated its Emergency Operations Centre in Geneva and rapidly aligned its global supply chain to support the Myanmar Red Cross Society. Within hours, supply chain teams consolidated stock data across Myanmar, the Dubai Logistics Hub and the Asia Pacific Regional Office, and coordinated with six supporting National Societies to establish a mobilization pipeline based on assessed needs.

Within 72 hours, a 12 million Swiss francs mobilization table translated needs into concrete procurement and logistics action. Despite collapsed telecommunications, damaged infrastructure, blocked roads and ongoing aftershocks, the operation delivered at scale. Relief supplies equivalent to approximately 50 container trucks – nearly 1.2 kilometres of cargo – arrived in Yangon within six days of the earthquake, enabled by fast airport clearance, transport and coordinated delivery.

The response demonstrated the effectiveness of IFRC's network preparedness model, enabling fast, coordinated action in one of the most complex operating environments.

Jamaica Hurricane Melissa response – Panama Hub in action

The response to Hurricane Melissa, which struck Jamaica in October 2025, demonstrated the surge capacity and operational strength of the IFRC Americas logistics network in support of the Jamaica Red Cross. Through the Panama Logistics Hub and deployment of a Logistics Emergency Response Unit (ERU), the operation scaled rapidly.

In the first operational phase, 476 pallets and 294 metric tonnes of relief cargo were processed, with 132 truck deliveries reaching more than 200 locations. At peak, up to 15 trucks were dispatched daily, with an average turnaround time of four days from receipt to dispatch.

Two operational hubs were established in Kingston and Montego Bay, supported by a 14-person ERU team. Within 72 hours, charter flights and sea freight were secured to stabilize the supply pipeline. The operation combined international procurement with increasing local sourcing to adapt to supplier and customs constraints.

The response highlighted the value of prepositioned stock, established partnerships and embedded technical support in ensuring speed, control and continuity.

Conclusion

Across both responses, IFRC's supply chain acted as a critical enabler of emergency operations – delivering speed, scale and coordination under pressure. At the same time, it strengthened National Societies by building local logistics capacity, supporting locally led, scalable and effective humanitarian action.

A working group was established in 2025 with the purpose of ensuring that the IFRC network Indicator Bank remains relevant to the monitoring and reporting needs of the membership through ongoing updates and revisions based on the experience gained from its application and emerging monitoring needs.

Evaluations

The **IFRC Evaluation Framework** continued to strengthen institutional results-based management by ensuring that programmes, major grants and strategic initiatives are systematically planned, monitored and evaluated against clear outcomes, enabling evidence-based decision-making and accountability.

In 2025, there were 39 evaluative initiatives carried out. Out of these 39, there were two baselines, six case studies/research, six final evaluations, one impact evaluation, 12 learning evaluations, one meta evaluation, two mid-term evaluations, one needs assessment, seven reviews and one survey.

To allow for better coordination and reduce duplication and data collection burdens on National Societies, a 2025-2026 IFRC Evaluation Plan was developed, with 38 evaluative initiatives involving at least 45 National Societies.

Digital transformation

In 2025, the IFRC secretariat achieved significant progress across systems, platforms and IT operations. This included work in full project accounting to **strengthen financial tracking and transparency**, completion of licence optimization to improve **cost control**, and the launch of an artificial intelligence (AI) training agent to **streamline access** to learning materials.

A security solution rollout through mobile device management was completed for all user accounts, ensuring comprehensive data protection and mitigating cyber risks. More than **700 information security events** were addressed during the year, including thwarting three major phishing incidents in which attackers attempted to scam staff into granting system access.

In 2025, the Red Cross Red Crescent Artificial Intelligence Community of Practice (**AI CoP**) grew to more than 400 members across the Movement. The AI CoP hosted monthly sessions spanning strategic to practical applications of AI. It included conversations on bias, environment and strategy, as well as hands-on sessions on prompting and tools such as Copilot and Power Automate. The AI CoP fostered cross-regional learning and strengthened IFRC's internal capacity to responsibly adopt AI.

Seven AI training sessions were facilitated across the global IFRC, reaching approximately 500 participants with an 80% completion rate. Data protection and responsible data use were embedded within broader AI and digital literacy discussions, contributing to increased awareness of ethical considerations and responsible data handling.

A shared product management framework was developed to strengthen consistency, quality and sustainability of IFRC digital solutions, and was piloted starting with the Enterprise Resource Planning system. A cross-department product methodology was developed, creating a repeatable framework to increase delivery consistency and impact. A new standardized digital request intake process became operational, enabling clearer prioritization, reduced duplication and improved governance, alongside a dedicated intake pathway for AI-related requests.

Product development milestones included delivering a validated minimum viable product for the Red Solutions Hub and developing an AI-driven proof of concept for an in-house Extranet within eight weeks. Consolidated roadmaps and dashboards were maintained to improve visibility, coordination and reporting.

The AccessRC mobile app continued to scale in 2025, supporting emergency responses in new countries – including Jamaica and Peru – and delivering more than 1.3 million Swiss francs in cash assistance during the year. In addition, Volunteer Data Management Systems were implemented for six National Societies managing more than 17,000 volunteers and some 3,000 members.

Throughout the year, the team worked to expand Digital Maturity Assessments and Digital Transformation roadmaps across the IFRC network, enabling evidence-based prioritization and strategic planning.

Digital Maturity Assessments were completed or in progress for National Societies in Afghanistan, Bangladesh, Denmark, Madagascar, Mali, Slovakia, South Sudan and Sweden, strengthening strategic alignment and maturity measurement across IFRC Regions. In parallel, Digital Transformation roadmaps were developed or reviewed for Denmark, Eswatini, Ireland, Madagascar, Slovakia, South Sudan and Uganda, ensuring actionable planning and prioritization of digital investments. Additional assessment-related support was delivered through technology health checks in Benin, Burundi, Egypt and Jordan.

The IFRC's new Data and Digital Literacy Competency Framework was published in 2025. Monthly virtual Digital and Data Practitioners sessions brought National Society and IFRC colleagues together to share their experiences, while CONNECT2025 – a technology conference co-organized by the ICRC and the Qatar Red Crescent Society – gave technology leaders a space to share knowledge on humanitarian technology challenges.

In parallel, the "Humanidad Digital" initiative was launched in the Americas as a recurring virtual collaboration space enabling Spanish-speaking National Societies to exchange learning on digital initiatives, while Africa hosted a Regional Digital Transformation Workshop with participation from 21 National Societies. Peer learning was further strengthened through communities of practice with more than 1,600 users worldwide.

Efforts to improve National Societies' core digital foundations continued throughout the year, enabling progress across all digital maturity domains. Infrastructure upgrades, connectivity improvements and health checks were delivered in Benin, Bhutan, Burkina Faso, Burundi, Congo, Gambia, Ghana, Malawi, Niger, Sierra Leone, Somalia and South Sudan among others, improving their system availability, business continuity and overall digital readiness.

Corporate email systems and Microsoft 365 deployments were supported for National Societies in Afghanistan, Bangladesh, Congo, Gabon, Guinea, Guinea-Bissau, Malawi, Somalia and Timor-Leste. IT-in-a-Box deployments, implemented in collaboration with the New Zealand Red Cross, strengthened operational readiness in the Cook Islands, Fiji, Kiribati, Samoa, Tonga and Vanuatu. In addition, specialized systems support was provided to the National Societies of Cuba, El Salvador, Honduras, India, Panama and Sierra Leone. Data Protection Policy development or review was supported for Mongolia, with related support provided in Australia, Pakistan, Sri Lanka and Thailand.

Microsoft nonprofit licensing and operational guidance were provided to multiple National Societies, while partnerships with Universiti Tunku Abdul Rahman in Malaysia benefitted the National Societies of Malaysia and Mongolia. Regional collaborations included contributions to the ASEAN Emergency Telecommunications Network master plan and joint projects with the Turkish Red Crescent on volunteer management in Tajikistan. Procurement and equipment support from the IFRC enabled digital transformation uptake in Burkina Faso, Congo, Gambia, Ghana, Malawi, Mauritania and South Sudan.

Supply chain management

In 2025, the IFRC continued to transform its Supply Chain Management function from a primarily reactive logistics service to a **strategic, preparedness-driven enabler of humanitarian impact** – even while operating in an increasingly volatile environment marked by protracted crises, climate-related disasters and market disruptions.

The team worked throughout the year to strengthen One Red Supply Chain as a unified global network designed to serve and reinforce National Societies. In this way, the IFRC secretariat added value through its ability to connect global reach with local presence – using international expertise, supplier networks and logistics capacity to support the most local humanitarian operations and programmes.

Whenever and wherever National Societies face stretched systems or major crises, their IFRC stepped up to strengthen local delivery capacities, enabling faster, more reliable assistance to communities in crisis.

In 2025, the IFRC's supply chain management system supported 111 IFRC-DREF operations and 14 Emergency Appeals, meeting the sustained demand through a globally connected logistics footprint of hubs containing prepositioned stock, with shipments being dispatched every 72 hours on average. IFRC warehouses around the world dispatched 114 emergency shipments, representing more than 5 million Swiss francs in relief items, often within hours of a crisis.

This support helped to ensure rapid mobilization and early operational presence in major crises in Afghanistan, DRC, Haiti, Lebanon, Myanmar, occupied Palestinian territory, South Sudan, Syria and Ukraine.

There was high demand from partners for IFRC supply chain support throughout the year, demonstrating the secretariat's important role as a logistics service provider of choice. One major milestone achieved this year was the launch of SPARK, a supply chain control tower for the IFRC network, marking a structural shift towards **predictive, data-driven** supply chain management.

This new digital preparedness and decision-support platform, integrated as part of IFRC GO, is designed to transform how the IFRC network anticipates and manages supply chain operations. It consolidates live operational data from core logistics systems into

a single analytical environment, providing real-time visibility on stock levels, pipeline movements, procurement activities, transport flows and hub capacities across regions.

In the areas of sourcing and procurement, the IFRC provided **procurement and quality assurance** services totalling **185 million Swiss francs** in 2025.

Throughout the year, 81 long-term framework agreements were established at global (10), regional (18) and local (53) levels, covering relief items and other services that are so urgently needed when a disaster or crisis happens. These agreements **reduced administrative lead times**, ensured **vetted supplier pools** and provided **predictable pricing structures** in volatile markets.

Work to design and progress a renewed global operating model for supply chain – creating a unified function with strengthened governance, reduced structural fragmentation and clearer accountability across the IFRC's Regions – included preparatory work on strategic initiatives such as the Stock Preparedness and Access Network. This is designed to shift IFRC focus from asset-centric stockholding towards a network-based access model.

The IFRC's operational scale in 2025 was matched by strengthened partnerships, with private sector logistics collaborators providing **33 pro-bono flights** worth an estimated **3.75 million Swiss francs**.

Work also progressed to strengthen and more fully localize the services provided to and for National Societies and other partners across the IFRC's five Regional Offices.

In Africa, for example, 13 National Societies completed a supply chain capacity self-assessment, while regional framework agreements were expanded for medical supplies, relief items and translation services. Forty-seven African National Society logistics leads were connected to coordination platforms led by the World Food Programme, and six staff were added to the IFRC surge roster, enhancing regional readiness and accountability.

In Asia Pacific, where the IFRC supported 26 active operations in 2025, supply chain positions were nationalized in Afghanistan, Bangladesh, Fiji, Myanmar, Nepal and the Philippines. The Logistics Trainee Programme expanded to include two participating National Societies, strengthening professional development and technical exchange. The regional logistics warehouse in Kuala Lumpur, Malaysia, was a pivotal resource during the Myanmar earthquake, enabling ten-day delivery and pro-bono freight partnerships.

In the Americas, demand on IFRC services remained high due to overlapping orange/red emergencies in Argentina, Cuba, Ecuador, Jamaica and other Caribbean islands, and Venezuela.

For example, the team provided timely support to the response to Hurricane Melissa with 51 containers, nine direct dispatches and four charter flights. The flights were mobilized and sea containers loaded within 72 hours, ensuring immediate operational continuity. Logistics services were also provided to several partners in the region.

Events in the MENA region necessitated a major scale-up of available services in 2025. The team supported five Emergency Appeals supporting 3.6 million people, and 26 IFRC-DREF allocations across ten countries totalling 9.5 million Swiss francs to support some two million people. This work was carried out swiftly and smoothly despite constraints including customs clearance issues and a rise in the cost of procurement.

A decline in operational funding in Europe did not prevent the IFRC's teams from making progress in preparedness, sustainability and compliance in 2025. Fourteen regional framework agreements were established, and 148 new suppliers were registered following due diligence. Sustainable sourcing was integrated into regional agreements, while scenario planning was conducted for high-risk sub-regions, reinforcing anticipatory logistics readiness.

Legal and data protection

In 2025, the Legal Department and Data Protection Office provided substantial legal advice and support to IFRC's governance bodies including the IFRC President and Governing Board, to ensure compliance with the legal framework and foster best governance practices. This included direct support to the IFRC President in analysing and presenting detailed proposals for constitutional change in relation to the elections of the IFRC President and Vice-Presidents, and on several other issues of significance including the statutory duties of member National Societies.

Support was provided to the Governing Board's Task Force on the Review of the Statutory Texts alongside strategic and authoritative legal advice to the leadership and senior management on corporate governance matters.

Moroccan Red Crescent: Advancing accountability

In 2025, in the ongoing recovery from the 2023 Al Haouz earthquake, the Moroccan Red Crescent Society, with the support of the IFRC network, strengthened safeguarding, financial systems, human resources transparency and results-based management across the earthquake response operation. Capacity-strengthening efforts included national-level activities and training across most sectors for volunteers, staff, managers and governance members.

Stronger safeguarding and awareness
Staff and volunteers were trained on protection from sexual exploitation and abuse, workplace harassment and integrity reporting. A wellbeing survey showed 77.1% awareness of reporting procedures. Misconduct reporting mechanisms expanded, with a feedback hotline and national and provincial misconduct reporting committees established.

Improved financial systems and transparency
With Norwegian Red Cross support, the Moroccan Red Crescent completed a finance development assessment. Procurement of a new financial management system was finalized (with rollout in 2026). A digital platform for volunteer payments and beneficiary registration was established, strengthening cash and in-kind assistance delivery. Nationwide cash preparedness workshops reached all 77 branches.

Enhanced human resources transparency

A new salary scale was developed and recruitment transparency improved through monthly tracking of contracts, probation and leave.

Results-based management strengthened
Planning, monitoring, evaluation and reporting systems were institutionalized across operations, including baseline studies, assessment registries and community-level tools. Risk oversight was reinforced through a dedicated risk management matrix.

Results included:

- staff and volunteers trained at scale to embed safeguarding and accountability standards
- established and expanded reporting, feedback and integrity mechanisms
- financial systems and tools upgraded to improve efficiency and transparency
- national capacity on cash and voucher assistance strengthened
- HR systems strengthened to ensure transparent and consistent workforce management
- results-based management tools and risk oversight implemented across all operational areas

The Moroccan Red Crescent translated earthquake recovery into system-wide improvements – strengthening accountability, transparency and operational effectiveness. These actions have reinforced institutional capacity and positioned the National Society for more agile, accountable and scalable humanitarian response.

Teams also supported the Extraordinary General Assembly on 4 December 2025, and comprehensively managed the online voting process, addressing potential risks and ensuring smooth running of the voting process with the global membership of National Societies.

Various initiatives were supported to enhance governance accountability frameworks. Teams advised the Election Committee on the revision and strengthening of the IFRC's Electoral Standards and the Election Committee's Working Procedures; developed a new Code of Conduct for all governance office holders; proposed an enhanced accountability framework for the Red Cross and Red Crescent Standing Commission; and promoted the harmonization of integrity and ethical standards among IFRC governance bodies.

Teams supported institutional modernization and strategic foresight, including support to the Governing Board, the Governance Excellence Advisory Group, and preparations for the 2026 Council of Delegates, while also providing extensive legal and statutory support to National Societies.

Legal advice, training and capacity building were delivered at scale, including certification of 350 National Society practitioners as Data Protection Officers in Humanitarian Action, IFRC global staff legal training, and expert support on sanctions and counter-terrorism.

Following the adoption of the IFRC secretariat's Sanctions and Counter-Terrorism Risk Management Policy on 1 January 2025, the team advised and supported the implementation of the policy. It offered general and specialized training to staff and ensured the rollout and proper use of the screening platform. The team has continued to lead the workstream on counter-terrorism and sanctions within IFRC from a compliance perspective on a case-by-case basis, closely monitoring the evolution of the applicable legal framework in a very fluid geopolitical context, with a significant number of crises in countries or regions affected by counter-terrorism or sanctions.

The team continued to raise staff awareness of data protection through training and information sessions, and the Data Protection Office continued to represent the IFRC in international forums on data protection and chair the IFRC Data Protection Steering committee.

Security

In 2025, the Global Security Unit increased its training capacity while delivering needs-based security learning strategies for operations in higher-risk contexts. National Societies were also supported with a high standard of security training in the field, with **more than 400** Red Cross and Red Crescent personnel receiving in-person training across several modules in 2025.

Promotion continued of the numerous language versions of the Stay Safe 2.0 training launched this year, with Stay Safe: Level 1–3 now available in English, French, Slovak, Spanish, Ukrainian, Arabic and Myanmar. This award-winning course was completed by more than 149,000 learners and an increasing number of National Societies are making it mandatory for their staff and volunteers.

The safety and security "one-stop shop" website Stay Safe is regularly populated with the tools and training that IFRC network staff and volunteers need to stay safe and implement good security management in the field. In 2025, **70,000 Red Cross and Red Crescent personnel used the website,** a 45% increase from 2024.

Work continued this year to update the IFRC's **business continuity** policy and processes to ensure a more systemic and resilient organizational approach. This approach ensures that business continuity becomes an integral component of effective risk management, operational readiness and long-term institutional resilience.

Mentoring, technical guidance and tailored business continuity strategies were provided across the global IFRC secretariat this year to improve operational readiness, alongside work to promote understanding and adoption of business continuity principles among National Societies.

Governance support

Throughout 2025, the IFRC's Governing Board received close support on institutional modernization and strategic foresight, convened through a series of in-person and online sessions. These meetings served as a platform for advancing constitutional amendments, hosting high-level dialogues on emerging challenges and the practical application of humanitarian principles, and receiving critical operational updates.

The Board ratified four key priorities to guide the IFRC's long-term direction:

- Governance excellence: Strengthening transparency, accountability and effectiveness of governance processes
- Risk management: Building organizational resilience through proactive and robust risk management practices
- Financial sustainability: Securing long-term viability for National Societies by strengthening their financial sustainability
- Global trends: Anticipating and adapting to global trends and integrating them into decision-making

To operationalize these priorities, the Board established specialized Advisory Bodies and Task Forces, ensuring that governance decisions are informed by technical expertise and strategic oversight.

The **Extraordinary General Assembly,** convened virtually on 4 December 2025, was the first entirely online General Assembly of the IFRC. The event brought together **183 National Societies** and **328 delegates**, and focused exclusively on significant amendments regarding the regional rotation of the IFRC Presidency and the election processes for Vice-Presidents, ensuring a more equitable and representative leadership structure.

Significant preparations were made in 2025 for the **2026 Council of Delegates**, which will be held in December 2026 under the theme "United for Humanity". A comprehensive Concept Note was circulated globally, receiving widespread support and positive feedback from National Societies across all regions. Four proposed resolutions have been identified, with their Draft Elements undergoing consultation with National Societies to ensure broad alignment. An introductory webinar was conducted for 83 National Societies to provide an overview of the roadmap and upcoming agenda.

Finance and administration

As part of the ***Renewal*** process, the IFRC worked this year to embed a stronger strategic thinking approach across planning and financial management. This helped the secretariat to manage resources prudently and to take timely, well-informed actions in response to, and in anticipation of, a challenging funding environment.

The budgeting cycle and related discussions were further strengthened, with clearer alignment to organizational priorities and a more explicit link between resource allocation and strategic objectives.

Stabilization and optimization of the **Enterprise Resource Planning** system continued this year, with a focus on resolving system issues, improving data integrity and enhancing reporting capabilities. Progress continued toward enabling the system to support statutory financial statements and donor reporting, while legacy interfaces were maintained to ensure continuity during the transition.

Efficiency and effectiveness were improved following reviews in selected areas of finance and administrative functions, which resulted in streamlined workflows and clearer guidance for staff. Updated templates and improved documentation standards contributed to more efficient operations and reduced duplication of effort. The updating of policies and procedures strengthened internal controls and enhanced assurance over compliance and operational processes, supported by training for staff.

The rollout of the **capacity review and risk assessment** process continued across National Societies and project partners this year, including risk assessments, reviewed financial controls and mitigation measures, resulting in improved accountability and enhanced transparency across operations.

The **IFRC Park project** entered its construction phase, which includes landscaping. The project will strengthen ties between the secretariat and the Petit-Saconnex neighbourhood, as the 13,000 m² of land surrounding the Headquarters will become open to the public.

In the area of **meetings and conferences**, the secretariat managed the full logistical cycle for governance meetings, including registration, venue preparation, interpretation, translation, catering and event coordination. This ensured the seamless delivery of high-profile statutory events, including the virtual Extraordinary General Assembly. In addition, 95 large-scale meetings bringing together more than 4,000 participants were managed in 2025.

Human resources

In 2025, the IFRC secretariat enhanced our ability to strengthen workforce management, support large-scale organizational change, and reinforce staff wellbeing across the global organization, resulting in a more effective, consistent and responsive workforce delivery.

A major milestone was IFRC's participation in the EDGE Gender Equality certification. The independent assessment, based on data relating to international staff, confirmed progress in gender representation, retention and human resources (HR) systems, including gender parity at senior levels – and identified risk of an unexplained gender pay gap. This forms part of a broader equity agenda. A targeted action plan is in place to strengthen pay equity, transparency in career progression, and inclusive workplace practices.

Considerable work was done during the changes of the ***Renewal*** process in 2025, ensuring a structured, fair and consistent approach across the organization. This included providing practical guidance and tools to directors and managers, facilitating staff consultation through town hall meetings to support transparency, and accompanying the full employee transition process. Tailored assistance was provided to affected staff, including career transition support, identification of alternative opportunities, outplacement services and access to psychosocial support, with a continued focus on staff wellbeing.

Across all areas of work, a strong focus was placed on staff experience – including mental health and psychosocial support – learning and development, and strengthened workplace practices, contributing to a more supportive and resilient workforce.

Ombudsperson

The IFRC Office of the Ombudsperson released its third Ombuds Report in September 2025, covering September 2022 to July 2025. The case load continues to average ten new cases per month, with an equal number initiated by managers and non-managerial staff. The total number of cases between August 2019 – when the Office of the Ombudsperson was launched – and the end of 2025 was 513.

In addition to the casework and providing recommendations on systemic issues, the Ombudsperson launched the **Ombuds Network** initiative in June 2025 in collaboration with colleagues specializing in National Society development.

The objective is to advance our collective commitment to trust, accountability and integrity work by establishing informal, independent, confidential and impartial conflict resolution resources – Ombuds – that can help to prevent the escalation of cases, mitigate risks and provide a safe space to discuss workplace-related conflicts confidentially.

ForeSEE

The ForeSEE Project closed at the end of 2025, having delivered significant system-wide improvements to the IFRC secretariat's emergency preparedness and operational effectiveness since its launch in 2021.

The initiative drove high-impact enhancements to critical operational practices, including surge recruitment and deployment procedures, procurement processes, and the rapid transfer of funds to National Societies for IFRC-DREF operations.

It also prompted the creation of the Immediate Response Protocol, a key initiative to ensure an agile response in the early days of the most serious disasters and crises, which was first rolled out during the Myanmar earthquake operation. These advances have strengthened innovation, agility and responsiveness across the IFRC's programmes and operations, directly supporting more timely and effective humanitarian action.

Global Services Centre

Throughout 2025, the Global Services Centre – a strategic and operational IFRC hub located in Budapest, Hungary – continued to underpin IFRC's operations by strengthening core services, advancing digital transformation and reinforcing surge and supply chain capabilities.

The centre provided invaluable support across the IFRC, raising standards in operational excellence and workforce sustainability. Teams worked to strengthen surge readiness at scale, with 480 personnel trained globally, reinforcing IFRC's surge capacity and operational readiness.

Teams delivered resilient, high volume HR services including support to more than 20 OIAI audits and surge assistance across Africa and MENA. Extensive work was done to accelerate digital transformation and cyber resilience, while also ensuring reliable global procurement and supply chain delivery.

The Global Services Centre's work underpinned its importance as a trusted enabler of IFRC's operations, positioning the organization to respond with greater speed, resilience and accountability in the years ahead.

A DISTRIBUTED NETWORK



IFRC network expertise

IFRC NETWORK REFERENCE CENTRES

Red Cross Red Crescent Climate Centre

Hosted by the Netherlands Red Cross, the Climate Centre supports the International Red Cross and Red Crescent Movement and its partners in reducing the impacts of climate change and extreme weather events on at-risk people.

In 2025, the Climate Centre had a range of significant achievements. It supported National Societies around the world to strengthen national and local ecosystems for anticipatory action, including through the continued development of Early Action Protocols and through innovative initiatives for tackling emerging risks of climate change on public health (e.g. on mental health, dengue risk and meningitis outbreaks). Work on tackling heat risk was expanded by strengthening heat early warning systems across sub-Saharan Africa and Latin America, and the Centre engaged an increasing number of National Societies on employing social protection as a lever for tackling climate risk. It concluded an 18-month period of consultative strategy development to finalize its institutional strategy that will run from January 2026 to December 2030.

www.climatecentre.org

2025 expenditure total in Swiss francs: 6.2 million

Global Disaster Preparedness Center

The Global Disaster Preparedness Center is hosted by the American Red Cross, in partnership with the IFRC. Its primary aim is to strengthen the disaster preparedness capacities of the IFRC network to help safeguard communities from future disasters and crises. Through promoting innovation and effective approaches to disaster preparedness, it strives to increase the impact of National Society preparedness activities.

In 2025, the Center's PrepareCenter.org reached more than 220,000 users across 228 countries and added important new tools and resources on early warning and anticipatory action, anticipatory action planning, heat action and urban resilience. Developed in partnership with the IFRC and the Solferino Academy, the "Ready in 60 Seconds" social media video competition brought vital hazard preparedness information to audiences across different languages and cultures. The Center also worked to deepen the sector's evidence base – funding 36 community-focused research projects across 22 countries through its Urban Climate Resilience small grants programme, drawing from nearly 1,600 applications and prioritizing researchers from low- and middle-income countries. Complementing this work, the Center and the Turkish Red Crescent Society convened around 300 humanitarian research practitioners at the International Humanitarian Studies Association conference, to share findings and strengthen connections across the global research community.

https://preparecenter.org

2025 expenditure total in Swiss francs: 1,600,000



Global First Aid Reference Centre

The Global First Aid Reference Centre is hosted by the French Red Cross, and its mission is to develop knowledge, guidelines and advocacy, based on science and field expertise, that will inform quality first aid operations and services within the Movement. The Centre provides extensive support to the IFRC network with the ambition of reaching at least one person trained in first aid in every home, school and workplace (IFRC First Aid Vision 2030), and to make the IFRC network a recognized leader in first aid from local to global level.

In 2025, the Centre delivered more than 300 support actions to National Societies, including assistance in project design, training, technical support and representation. A major achievement was the production of the IFRC International First Aid, Resuscitation and Education Guidelines 2025, a foundational tool for National Societies around the globe to develop science-based high-quality first aid programmes.

In 2025, 11 Training-of-Trainers courses were conducted across the five regions, five National Societies obtained the International First Aid Attestation, more than 80 National Societies participated in World First Aid Day on the theme of climate, and 60 National Societies are now using the Universal First Aid App, surpassing one million downloads worldwide.

www.globalfirstaidcentre.org

2025 expenditure total in Swiss francs: 1,500,000

IFRC Livelihoods Centre

The IFRC Livelihoods Centre is hosted by the Spanish Red Cross. Its mission is to advance economic empowerment initiatives aimed at strengthening the resilience and dignity of communities and individuals through sustainable livelihoods strategies. This is achieved by creating and disseminating resources and best practices, and offering expert technical guidance and training sessions to enhance the capacities of the IFRC network and other actors. Its core services encompass knowledge sharing, capacity building and humanitarian diplomacy, as well as fostering coordination and partnerships. Efforts are focused on themes including migration, climate, employment and financial inclusion.

In 2025, the Livelihoods Centre strengthened its global impact by providing 52 technical assistance actions for 27 National Societies and IFRC offices, including 12 field deployments. Capacity strengthening remained essential, with 17 training sessions – eight online and nine in person – certifying 317 participants. In response to the conflict in Ukraine, support continued for Ukraine, Slovakia, Poland and Romania, through tailored resources and training for employability programmes. There were advances in innovation, with two multilingual mobile applications for small business management and savings groups, piloted in 2024, and enhanced in 2025. The centre also reinforced collaboration through ongoing cooperation agreements with several National Societies and knowledge centres.

www.livelihoodscentre.org

2025 expenditure total in Swiss francs: 600,000

Red Cross Red Crescent Movement Mental Health and Psychosocial Support Hub

The Red Cross Red Crescent Movement Mental Health and Psychosocial Support (MHSSP Hub), hosted by the Danish Red Cross, was established on 1 January 2025, through an agreement between the IFRC, ICRC and Danish Red Cross to deliver on the Movement Resolution and Policy on addressing mental health and psychosocial needs (replacing the IFRC's Reference Centre on Psychosocial Support).

Vision:

- To support and enable the Movement in realizing the universal right to MHPSS for all
- Objectives:
- Improved quality and impact of MHPSS services across the full spectrum of care
- Improved care and wellbeing for staff and volunteers

In 2025, in its first year of existence, the MHPSS Hub developed an Organizational Strategy based on Movement-wide consulting and established governing structures including a Steering Committee with broad Movement representation including IFRC, ICRC and National Societies across the five regions.

In 2025 it achieved the following:

- Technical support: The hub responded to 1,686 requests for assistance from 95 National Societies and built the MHPSS capacities and competencies of 1,559 people across the five regions.
- Humanitarian diplomacy and advocacy: The hub collaborated with 407 Movement partners, academic institutions and UN agencies; and participated in 191 high-level meetings, conferences, seminars and Movement events.
- Communications: There were 159,792 online visits from 189 countries and 64,006 resource downloads from the website.

www.mhpsshub.org

2025 expenditure total in Swiss francs: 2,716,000

IFRC REGIONAL REFERENCE CENTRES

Americas region

Caribbean Disaster Risk Management Reference Centre

The Caribbean Disaster Risk Management Reference Centre is hosted by the IFRC's Trinidad and Tobago Country Cluster Delegation for the Dutch- and English-speaking Caribbean, in Port of Spain. It works to build the capacity of the 13 Caribbean National Societies through delivering training and adapting tools and methodologies in the areas of community resilience, disaster risk reduction and preparedness. The Centre continues to develop evidence-based data to further identify gaps and lessons learned to inform leadership decision-making within the IFRC network, while supporting knowledge and information management initiatives in the Caribbean, the Americas and globally.

In 2025, the Centre collaborated with University College London to conduct research in Guyana to evaluate how early warning messages are understood, using volunteer focus groups to assess language and imagery. It developed Mangrove Heroes: Saving Our Shorelines, a children's activity book distributed to students in Grenada and Jamaica, helping children understand coastal protection, build environmental awareness, and encourage community resilience from a young age. It also helped to strengthen disaster preparedness across six Dutch Caribbean countries by conducting Community Disaster Response Teams training in rapid assessments, coordination and community response, improving how staff and volunteers act during emergencies.

www.cadrim.org

Interamerican Centre for Volunteering Development

The Interamerican Centre for Volunteering Development advocates for and works to ensure that volunteering remains a fundamental pillar of the Red Cross, repositioning it at the centre of our work while guaranteeing that our volunteers are protected, motivated, trained and engaged.

In 2025, the centre strengthened volunteering and youth engagement across the Americas through capacity building, regional coordination and technical support. Key actions included leadership development initiatives, implementation of the IFRC's Volunteering Development Framework, advancement of regional volunteering standards and expansion of the IFRC Global Volunteer Programme. The centre also promoted mental health, education and climate action initiatives, while fostering collaboration among National Societies and global partners. Through evidence-based approaches and peer exchange, the Centre enhanced volunteer management, youth participation and humanitarian impact, contributing to more resilient and inclusive communities across the region.

www.volunteeringredross.org

2025 expenditure total in Swiss francs: 10,000

Reference Centre for Disaster Preparedness

The Reference Centre for Disaster Preparedness (CREPD), operated from El Salvador and coordinated by the IFRC's Americas Regional Office, strengthens National Societies in the Americas to anticipate, prepare for and respond to crises and disasters. Through specialized technical assistance, training and knowledge management, it promotes practical solutions tailored to each context, emphasizing localization as the key to more timely, coordinated and sustainable responses, led from the local level.

In 2025, the centre strengthened disaster preparedness capacities in the Americas, reaching 8,588 people through in-person and virtual training. It led 63 international activities with National Societies, mobilized 70 regional facilitators, and worked directly in 14 countries, with an expanded reach to 115 countries through digital platforms. Its digital ecosystem recorded 24,603 visits, 14,151 sessions and 5,452 users, demonstrating growing global demand. With an 84.9% satisfaction rate, these results strengthen National Societies as key local actors, promoting localization and improving their capacity to anticipate, coordinate and respond effectively to community needs.



www.crepd-ifrc.org

2025 expenditure total in Swiss francs: 175,000

Asia Pacific Disaster Resilience Centre

The Asia Pacific Disaster Resilience Centre, hosted by the Republic of Korea National Red Cross, collaborates with National Societies to reduce disaster risk and enhance community resilience. Its activities include creating safety educational tools, conducting research and fostering collaboration across the region using innovative technologies. It aims to establish itself as a leading knowledge hub in the Asia Pacific region, driving evidence-based collaboration by expanding joint research on climate and disaster resilience through global partnerships.

In 2025, the centre made significant strides in research, education and networking. Highlights included completing a Dhaka air pollution case study with Korea University, providing a data-driven foundation for regional policy. The 7th International Seminar on Disaster Resilience successfully transitioned online, ensuring inclusivity for 228 participants from 37 countries. Global partnerships were further solidified through the Red Cross Red Crescent Research Consortium (RC3) Long Night of Research. The Centre also enhanced disaster risk reduction capabilities via IMPACT training and updated functional games, while fostering climate awareness among future generations through collaborative animation and drawing contests with the Korean government and the Korea Economic Institute of America.

www.apdisasterresilience.org

2025 expenditure total in Swiss francs: 145,000

Asia Pacific Mental Health and Psychosocial Support Collaborative

Founded by the IFRC's Asia Pacific Regional Office, the MHPSS Hub and the Hong Kong Branch of the Red Cross Society of China, the collaborative aims to support the development of mental health and psychosocial support in the Asia Pacific region. Hosted by the Hong Kong Branch of the Red Cross Society of China, it provides technical assistance in emergencies, capacity building, knowledge management and information-sharing, as well as humanitarian diplomacy and resource mobilization.

In 2025, the collaborative strengthened the IFRC network's ability to deliver high-quality mental health and psychosocial support services (MHPSS) across emergencies and long-term programming in the region. It responded to 578 support requests, assisting 31 National Societies to design and adapt safe, effective MHPSS. Capacity building was expanded through 12 targeted training opportunities reaching 244 staff and volunteers, alongside 206 non-emergency technical engagements embedded across health, protection and resilience programmes. The collaborative supported 29 emergency operations, providing rapid technical guidance and document reviews, and supported MHPSS surge deployments during the Myanmar earthquake – ensuring timely, coordinated and sustainable MHPSS for communities, volunteers and staff.

The collaborative published its five-year Impact Report.

www.linkedin.com/in/apmhpss

2025 expenditure total in Swiss francs: 120,000

National Society Reference Centres

Humanitarian Observatory – Argentine Red Cross

Hosted by the Argentine Red Cross, the mission of the Humanitarian Observatory is to generate evidence-based knowledge to strengthen humanitarian action and public policy formulation. As a research space for action, it promotes analysis and awareness to enhance understanding and response to various social issues from a humanitarian perspective. With an interdisciplinary and strategic partnerships approach, it contributes to strengthening community resilience and improving the intervention capacity of the Red Cross and other humanitarian actors in Argentina and the region.

www.cruzroja.org.ar/observatorio-humanitario

Centre for Evidence-Based Practice – Belgian Red Cross

The Belgian Red Cross Centre for Evidence-Based Practice (CEBaP) provides a scientific basis for a wide range of humanitarian activities, from blood supply to development programmes and emergency response. This is achieved by collecting existing scientific studies in systematic reviews and by developing evidence-based guidelines ("secondary research"). Where gaps in evidence are identified, primary field studies are also conducted. In this way, the Centre aims to identify which activities are most (cost-)effective and wants to achieve impact on research, practice and policy.

In 2025, highlights included:

- Systematic review on first aid training effectiveness
- First Aid and Safety for Aquatic Environments – Guidelines for Africa (in collaboration with the Mozambique Red Cross Society)
- Systematic review on reducing drowning risks in children through swimming and water safety training
- Contribution to update of IFRC's International First Aid, Resuscitation and Education Guidelines
- Systematic review on modelling the impact of easing blood donation policies for men who have sex with men
- Blood Donor Recruitment Guidelines for Africa
- Interactive map of clinical guidelines for platelet transfusion
- Data collection to evaluate volunteers providing support to vulnerable school children.

For more details see www.cebap.org/projects-completed/2025

www.cebap.org

2025 expenditure total in Swiss francs: 996,000

Centre for Research on the Third Sector – Belgian Red Cross

The Belgian Red Cross Centre for Research on the Third Sector develops empirical research on the third sector (i.e. any association of people that is neither public nor private), focusing on quantitative methodologies. Specifically, the centre uses publicly available datasets (for example the International Labour Organization, World Bank Data Catalogue) that empirically support the theory that a larger third sector is related to improved societal outcomes.

In 2025, the centre launched new projects with external academic collaborators to investigate the value of volunteering, the relationship between the third sector and trust, and the association between the third sector and loneliness. It co-hosted an Advisory Group Meeting with the Canadian Red Cross Society in Ottawa, and also supervised a Master's student in Public Health and Public Policy at KU Leuven university, whose thesis was on the third sector's role in supporting Ukrainians following the onset of the crisis in 2022.

https://en.rodekruis.be/wat-doen-we/onderzoek/#centre-for-research-on-the-third-sector

2025 expenditure total in Swiss francs: 100,000

Science Foundation of the Belgian Red Cross

The mission of the Belgian Red Cross Science Foundation is to generate reliable evidence on the (cost) effectiveness of humanitarian action. People have a right to quality humanitarian action informed by robust evidence, not just tradition or good intentions.

In 2025, the Science Foundation funded internal and external research. Related to internal research, it partially funded the activities of the Transfusion Research Centre, the Centre for Evidence-Based Practice and the Centre for Research on the Third Sector. Among external activities, it continued its collaboration with the Centre for Evidence-Based Healthcare of the Stellenbosch University related to pandemic preparedness, and initiated a project about first aid for mental health in sub-Saharan Africa.

https://en.rodekruis.be/Science Foundation of the Belgian Red Cross

Transfusion Research Centre – Belgian Red Cross

The Belgian Red Cross Transfusion Research Centre is a leading and pioneering research laboratory with a focus on blood transfusion. Its mission is to make blood products safer, more effective and more innovative. Its research focuses on solutions for medical needs in blood transfusion, novel applications of donated blood and innovations in blood banking. The laboratory's experts have particular expertise in blood products that treat patients with cytopenias, wound healing problems, dry eyes and other conditions.

In 2025, the centre demonstrated that a nasal spray using convalescent plasma can prevent infection with numerous airborne viruses using preclinical models. The centre is developing human platelet lysate from platelet concentrates and buffy coats, both of which are waste material from many blood banks, for use by cell therapy developers. It is testing platelet-stabilized fat grafts for implantation in the treatment of soft tissue defects. It also developed a raw material for treating severe dry eye conditions and optimized a chromatographic method to quickly purify essential proteins from human plasma.

https://en.rodekruis.be/wat-doen-we/onderzoek/#transfusion-research-cente

2025 expenditure total in Swiss francs: 2,034,000

Reference Centre for Risk Reduction and Community Resilience – Costa Rican Red Cross

The Costa Rican Red Cross Reference Centre for Risk Reduction and Community Resilience specializes in the research, systematization, validation and analysis of methodologies for resilience and community education. It carries out actions to strengthen community resilience through technical assistance missions, virtual collaboration, training, internships and other activities. It serves National Societies, the IFRC secretariat and other partners involved in community-level risk reduction, benefitting residents of at-risk communities.

www.cruzroja.or.cr

Foundation for Humanitarian and Social Research – French Red Cross

The French Red Cross Foundation for Humanitarian and Social Research is dedicated to research in social sciences in the humanitarian and social fields. The Foundation supports and works closely with francophone researchers and universities all over the world, with a strong focus on Europe, Africa and the Middle East. By promoting applied and fundamental field-based research, the Foundation initiates and promotes high-level research, providing practical and sustainable solutions in the service of at-risk communities and reinforcing science-based social innovation and learning.

In 2025, the foundation had two strong focuses to address the challenges of tomorrow: improving the process between research and social innovation and developing volunteer-led action research. The foundation took a further step forward with the implementation of the Post-Research and Social Innovation method through four workshops. This new initiative mobilizes collective intelligence that brings together Red Cross and Red Crescent partners who could be concerned with the impact of a researcher's work, with the aim of transforming practices and decision-making based on scientific results. In this same spirit of more effective applications of research findings, the foundation continued its Benevo'Lab programme. It provides French Red Cross volunteers and staff with tailored research support to collect evidence and produce analysis to transform their ideas or problems into solutions. Regarding collaboration with the other Reference Centres, in 2025, the foundation provided strong support in the coordination and development of the RC3 and contributed to the research culture across the IFRC network.



www.fondation-croix-rouge.fr/en

2025 expenditure total in Swiss francs: 1,020,000

Indian Ocean Regional Intervention Platform – French Red Cross

The French Red Cross Indian Ocean Regional Intervention Platform (PIROI) is a regional centre of resources and expertise dedicated to disaster and epidemic risk management. It aims to strengthen the resilience of populations, particularly in island contexts, to natural, health and climate risks. It develops knowledge, builds capacity, raises awareness of risks, and supports emergency response in the southwest Indian Ocean, integrating protection, gender, inclusion and environmental and climate issues.

In 2025, nearly 240 people were trained in disaster and epidemic management through 46 workshops or training sessions and seven simulations, in collaboration with National Societies in the region. Thousands of people were also made aware of the risks, including 4,360 people in Reunion. The PIROI Centre also supported five emergency operations, mobilizing more than 1,000 volunteers and 198 tonnes of equipment, to benefit more than 112,000 men, women and children in Mayotte, Reunion and Mozambique. Teams also received training in protection, gender and inclusion, and risk management tools were adapted accordingly.

https://piroi.croix-rouge.fr/piroi/?lang=en

2025 expenditure total in Swiss francs: 3,710,000

Partnership on Substance Abuse – Italian Red Cross

The mission of the Villa Maraini Foundation–Italian Red Cross Partnership on Substance Abuse is to support National Societies to enhance activities addressing and meeting basic needs of communities suffering from substance abuse, eliminating health inequalities and advocating for the respect of human rights. The Partnership is committed to promoting the adoption of pragmatic and evidence-based public health policies and practices aimed at reducing the negative consequences associated with drug use using the high standards of practice set by the Villa Maraini Foundation to promote greater flexibility in helping people affected by drug use disorders.

In 2025, the following was achieved:

- trained more than 100 practitioners and volunteers from Iranian Red Crescent, Kenya Red Cross, South African Red Cross and Tanzanian Red Cross on harm reduction, treatment and sexually transmitted infections prevention, with follow-up supporting programme implementation
- delivered six side event interventions and one plenary statement at the UN Commission on Narcotic Drugs, engaging more than 400 stakeholders and strengthening global recognition on humanitarian drug policy
- strengthened collaboration with the WHO through a high-level event at the IFRC secretariat's Headquarters in Geneva, contributing to global drug policy dialogue
- advanced multi-sector cooperation through the Rome Consensus 2.0 summit, promoting alternatives to detention and integrated health–law enforcement responses with 100 global experts
- hosted field visits to Villa Maraini by Argentine Red Cross, Fiji Red Cross and Irish Red Cross delegations
- · reached 70 delegates from 20 National Societies through the European Network on HIV/AIDS meeting in Athens, scaling replicable models on overdose, harm reduction and sexually transmitted infections screening.

https://villamaraini.it/

2025 expenditure total in Swiss francs: 100,000

Anticipation Hub

The Anticipation Hub is hosted by the German Red Cross, in partnership with IFRC and the Red Cross Red Crescent Climate Centre. It is a platform to facilitate knowledge exchange, learning, guidance and advocacy around anticipatory action, both virtually and in person. It is a "one-stop-shop" for anticipatory action, bringing together the collective knowledge of its partners from across the Movement, universities, research institutes, NGOs and international NGOs, UN agencies, governments, donors and network initiatives. The Anticipation Hub drives innovation, cross-fertilization and co-creation across the wider anticipatory action community.

www.anticipation-hub.org

Cash Hub

The Cash Hub is hosted by British Red Cross. Through shared leadership, it supports the scale-up and use of cash and voucher assistance (CVA) across the Movement, enabling crisis-affected people to meet their own needs in a more dignified way. The Cash Hub is made up of a dedicated team of experts who provide technical guidance and support to partners looking to strengthen the position of National Societies as local partners of choice in the coordination and delivery of CVA.

Taking the latest Counting Cash data from 2024, the Movement reached 11.5 million people with CVA with 900 million Swiss francs of CVA delivered in 103 countries.

2025 achievements of the Cash Hub included ongoing technical support to 16 National Societies to develop their cash readiness. In-depth evaluations and case studies were completed in the Sahel and Lebanon, alongside the annual publication of the global Dignity in Action report. The Cash Hub led a large-scale cash versus in-kind cost-efficiency research and a global online Cash Hub event was delivered on the Role of Cash in the Humanitarian Reset. The Cash Hub platform delivered various cash readiness training and emergency tools, which are now in all official IFRC languages, as well as nine webinars to amplify National Society voices. Another cohort of future cash leaders were supported through the Cash School's Cash Practitioners Development Programme, with a new cohort now being recruited.

www.cash-hub.org



Global Migration Lab

The Global Migration Lab has been hosted by the Australian Red Cross since 2021, with Kenya Red Cross Society joining as a host of the Lab's Africa Regional Migration Research Hub in 2024. Its purpose is to support the Movement to generate and use evidence-based research on migration to deliver responsive humanitarian assistance and protection activities and advocacy. Drawing on established research methodologies, the Lab collaborates with National Societies and other Movement actors to collect and analyse data from migrants and communities, producing research outputs that support operational and humanitarian diplomacy objectives.

In 2025, the Global Migration Lab completed the first phase of a research project exploring why and how migrant woman and children become separated or go missing during their journeys. More than 800 migrants, families of missing migrants and other participants across Africa, Europe and the Americas were engaged, in collaboration with 17 National Societies and the ICRC Central Tracing Agency. Research reports are available, such as "Towards Safer Journeys", with a related article in the Forced Migration Review. Data collection for the second phase, with a specific focus on Africa, is underway with 11 National Societies. Multiple training sessions on research ethics and tools, and humanitarian diplomacy were delivered for National Societies.

www.redcross.org.au/globalmigrationlab/u

2025 expenditure total in Swiss francs: 700,000

Global Advisory Panel on Corporate Governance and Risk Management of Blood Services

The Global Advisory Panel on Corporate Governance and Risk Management of Blood Services supports Red Cross and Red Crescent blood services by strengthening risk management and corporate governance across blood programmes. Through specialized technical support, training and knowledge exchange, it promotes good practice and supports the development of practical tools and guidance. Its work also includes supporting preparedness, resilience and post-disaster recovery to help blood services remain effective and sustainable in challenging contexts.

In 2025, the Global Advisory Panel delivered targeted technical support, training and governance assistance across regions. Key achievements included completing the Europe and Central Asia Self-Assessment, confirming strong performance and informing tailored follow-up support. It provided country-level support to Lao Red Cross, progressing the implementation of internationally recognized Fundamental Blood Standards at provincial blood centres, delivering a clinical workshop on blood transfusion protocols, and supporting development of a phased proposal for strengthened testing and transfusion safety. Regional thematic governance training was delivered across the Americas, and voluntary non-remunerated blood donation support continued, with a Pacific focus.

www.globaladvisorypanel.org

2025 expenditure total in Swiss francs: 235,000

Humanitarian Innovative Finance Hub

The Humanitarian Innovative Finance Hub is hosted by the Danish Red Cross. Its mission is to enhance the Movement's ability to effectively respond to current and future humanitarian needs by leveraging innovative finance partnerships and transactions. It aims to act as an anchor point for innovative finance within the Movement, offering a repository of knowledge, technical advisory services and sector learning. The IFRC, ICRC, Danish Red Cross, Kenya Red Cross and Swedish Red Cross form the Hub's Sponsor Group and set its strategic direction.

In 2025, the Humanitarian Innovative Finance Hub established a range of partnerships and delivered multiple awareness-raising, visibility and engagement initiatives. In collaboration with the IFRC, it launched a webinar series and an e-learning course on innovative finance, and co-organized several agenda-setting sessions to showcase the "why" and "how" of innovative finance, through concrete examples at events such as the European Humanitarian Forum and AidEx 2025. The hub also launched a knowledge platform, published the briefing paper Mainstreaming Humanitarian Blended Finance in the Context of the Red Cross Red Crescent Movement, and co-authored the data brief Humanitarian Blended Finance: Exploring Models to Scale.

www.hifhub.org

Red Cross Red Crescent Research Consortium (RC3)

Established in 2019, RC3 is an open, collaborative and coordinated network of entities and initiatives dedicated to conducting and promoting research within the Movement. Besides connecting their specific expertise, RC3 members join forces to support Movement actors in mobilizing and integrating research into their activities, in alignment with the strategic frameworks of the IFRC and the ICRC. In 2025, RC3 had 26 active members spread across the five regions, including National Society research departments, global and regional Reference Centres, and other entities dedicated to knowledge production around the Movement (e.g. foundations, academies, institutes, observatories and hubs).

2025 has seen many great achievements for RC3. The annual Global Research Workshop in Istanbul, co-organized with the Turkish Red Crescent Academy, strengthened our governance and marked the launch of an ambitious collective research project on Red Cross and Red Crescent research practices aimed at studying existing knowledge-production models across the Movement. This year also marked the organization of the second RC3 Long Night of Research – a 24-hour global online event – which saw an 80% increase in participation with more than 900 attendees. RC3 members also demonstrated their strategic influence by leading ten panels at the 8th International Humanitarian Studies Association Conference.

www.rc3research.org

2025 expenditure total in Swiss francs: CHF 40,000

510: Improving humanitarian action with data and digital

The Netherlands Red Cross Data and Digital Team 510 aims to improve speed, quality and cost effectiveness of humanitarian aid by using data and digital . This enables humanitarian workers and decision-makers to make informed decisions to prepare for and respond to disasters and crises.

Achievements in 2025 are detailed in articles on the 510 website, grouped per thematic area:

Anticipatory action:

The Added Value of Anticipatory Action in Epidemic Preparedness: Managing Cholera Outbreaks in Cameroon
Facing Drought Head-On: How Lesotho Acts Early Through Climate Services
From Paper to Precision: How Digital Innovation Transforms Warehouse Management

Cash and voucher assistance:

When Crisis Shifts, Your Systems Must Too: Sudan's Digital Cash Transformation, Powered by 121
From Crisis to Cash in Ethiopia: An Inside Scoop on 121's Largest Cash Programme to Date
Prepared for the Future: How National Societies Are Embedding Cash Readiness

Community engagement and accountability:

How a Hotline Became a Lifeline: Morocco's Leap in Community Feedback
"The Red Cross Listens to You": Digital Engagement Hub in Colombia
Social Media Listening in Ukraine: Locally Led Insights, Real Time Response
Championing Community Feedback in Uganda

Emergency support:

Opinion piece: We need to prioritize digital products across humanitarian operations. Here's why.

www.510.global

IFRC's Global First Aid Reference Centre: supporting National Societies to deliver quality first aid services

The IFRC Global First Aid Reference Centre, hosted by the French Red Cross, supports National Societies to deliver high-quality, science-based first aid programmes. Since becoming global in 2012, it has strengthened first aid as a core service of the Movement, contributing to the IFRC First Aid Vision 2030: reaching at least one person trained in every home, school and workplace.

The centre's flagship achievement in 2025 was the launch of the IFRC International First Aid, Resuscitation and Education Guidelines 2025 . This global reference provides a science-based foundation for National Societies to design and adapt first aid programmes to diverse contexts, including emergencies, conflict and disaster-prone settings. Developed with around 70 experts and technical partners, the guidelines underpin high-quality first aid delivery across the Movement.

Key results in 2025

- **More than 300 targeted support actions** delivered to National Societies, including technical guidance, training and project design:
  - » school-based first aid programmes in MENA
  - » adapted first aid for people with disabilities in Ukraine
- **Global training capacity strengthened:**
  - » 11 Training-of-Trainers courses delivered across all regions
  - » 111 certified Trainers of Trainers now equipped to scale quality training nationally
- **Quality assurance advanced:**
  - » five additional National Societies supported to obtain International First Aid Attestation
  - » 22 National Societies now accredited, with 11 more in progress
- **Sustainable service delivery supported:**
  - » new commercial first aid toolbox developed to help generate income while maintaining quality
- **Knowledge sharing expanded:**
  - » global online platform strengthened to connect and support National Societies
- **Digital reach expanded:**
  - » 60 National Societies using the IFRC Universal First Aid App
  - » more than 1 million downloads worldwide, supporting continuous learning and skills retention
- **Global awareness increased:**
  - » more than 80 National Societies engaged in World First Aid Day 2025 ("First Aid and Climate")
  - » increased visibility of first aid in schools, communities and with public authorities

The centre operates with 10 staff and a global volunteer network from more than 30 National Societies, including 30 master trainers – maximizing the collective strength of the IFRC network.

As highlighted by its Director, Sendy Veerabadren: ***"First aid is part of the DNA of the Movement. It is something everyone can do – and it saves lives."***

Surge in 2025

In 2025, IFRC surge continued strengthening the global network of National Societies engaged in emergency response, reinforcing the role of National Societies as the foundation of effective emergency response.

A total of **46 National Societies** contributed to Rapid Response surge and Emergency Response Unit (ERU) deployments. There were 355 surge deployments – 257 people in Rapid Response surge deployments and 98 people in 12 ERUs.

Rapid Response surge deployments

In 2025, 183 National Societies had members in the IFRC's Rapid Response Management System (5,961 members in total). The top sending National Societies were: Canadian Red Cross Society (27), Danish Red Cross (12), Swiss Red Cross (12), British Red Cross (11) and Norwegian Red Cross (ten).

Emergency Response Units

A total of 12 ERUs were deployed in 2025, led and co-led by the following National Societies: American Red Cross, Canadian Red Cross Society, Danish Red Cross, French Red Cross, German Red Cross, Japanese Red Cross, Norwegian Red Cross, Spanish Red Cross and Swiss Red Cross.

Two additional National Societies joined the global ERU network: Kenya Red Cross Society (water sanitation and hygiene ERU) and Qatar Red Crescent (MHPSS ERU).

Participating National Societies staff in support of bilateral activities

In 2025, participating National Societies maintained a presence of 718 national staff and delegates working in-country as part of their bilateral support to National Societies. The tables below detail the support provided and received during the year.

2025 Top participating National Societies (by number of staff)

	National Society	Total country-based staff
1	Norwegian Red Cross	129
2	Turkish Red Crescent Society	94
3	British Red Cross	79
4	American Red Cross	74
5	Swiss Red Cross	65
6	The Netherlands Red Cross	60
7	Spanish Red Cross	48
8	Swedish Red Cross	46
9	Finnish Red Cross	34
10	Austrian Red Cross	33
11	Belgian Red Cross	24
12	Japanese Red Cross Society	21
13	Irish Red Cross Society	11

2025 Top 15 countries* receiving participating National Society staff

	Country	Total staff
1	Bangladesh	89
2	Ukraine	69
3	Kenya	39
4	Nepal	36
5	Lebanon	36
6	Sudan	33
7	Ethiopia	30
8	Afghanistan	25
9	Palestine	22
10	Pakistan	16
11	Syrian Arab Republic	16
12	South Sudan	15
13	Malaysia	13
14	Philippines	12
15	Indonesia	11

**some staff have regional responsibilities.*

Kenya Red Cross leads by example with new ERU

In 2025, the Kenya Red Cross Society, with support from the Norwegian Red Cross and the IFRC, successfully established a Water, Sanitation and Hygiene ERU, ready for global deployment. This has not only improved the range and scope of emergency support services available to the IFRC network, but also improves global representation.

A team of 26 people was trained (team leaders, water and sanitation engineers, hygiene promoters and administration/logistics). By hosting an ERU, Kenya Red Cross will now deploy internationally to support other National Societies during emergencies, bringing technical expertise and cost-effective solutions to humanitarian crises. It has not yet deployed its ERU, however, Kenya Red Cross supported the Norwegian Red Cross ERU deployment to the Nigeria floods operation in 2025, by deploying a team leader and engineer.

This shift towards greater representation across the global network strengthens the legitimacy and effectiveness of international humanitarian response. The Kenya Red Cross is leading by example in building a more equitable and sustainable global emergency response system. This milestone also demonstrates the IFRC's commitment to diversifying participation and localizing emergency response capacity.


IFRC
PALESTINE RED CRESCENT SOCIETY

Country information

To provide the best and most tailored support to National Societies, the IFRC has more than 50 delegations worldwide. Some of these delegations cover a single country, while others group countries together.

The IFRC's delegations allow the IFRC to provide individually tailored support to National Societies, for their programming and development.

The following pages are structured per region. A map for each region lists the location of the IFRC's delegations. Afterwards, a summary of information on the IFRC network's work and achievements by country for 2025 is provided.

The unified planning approach is where the IFRC, the National Society and participating National Societies that provide support in that country come together to jointly plan wherever possible, ensuring better coordination with the goal of more impactful services. This has informed and enabled the progress as reflected in the following pages. The plans also bring together emergency and longer-term work. The vast majority of these plans have been carried out with a one country/one plan approach.

The following pages represent the progress made under those plans, and therefore contain information on both longer-term support and response to emergencies.

For each country represented in this section, a far more detailed report has been drafted with extensive information on activities and progress made. The IFRC's GO Platform also provides a wealth of country-level information related to the disaster response and preparedness actions of the IFRC network. The GO platform can be found here. The reports are available on the IFRC's public website. Reports, emergency appeals and DREF responses can be found on IFRC Appeals database.

Regional Offices

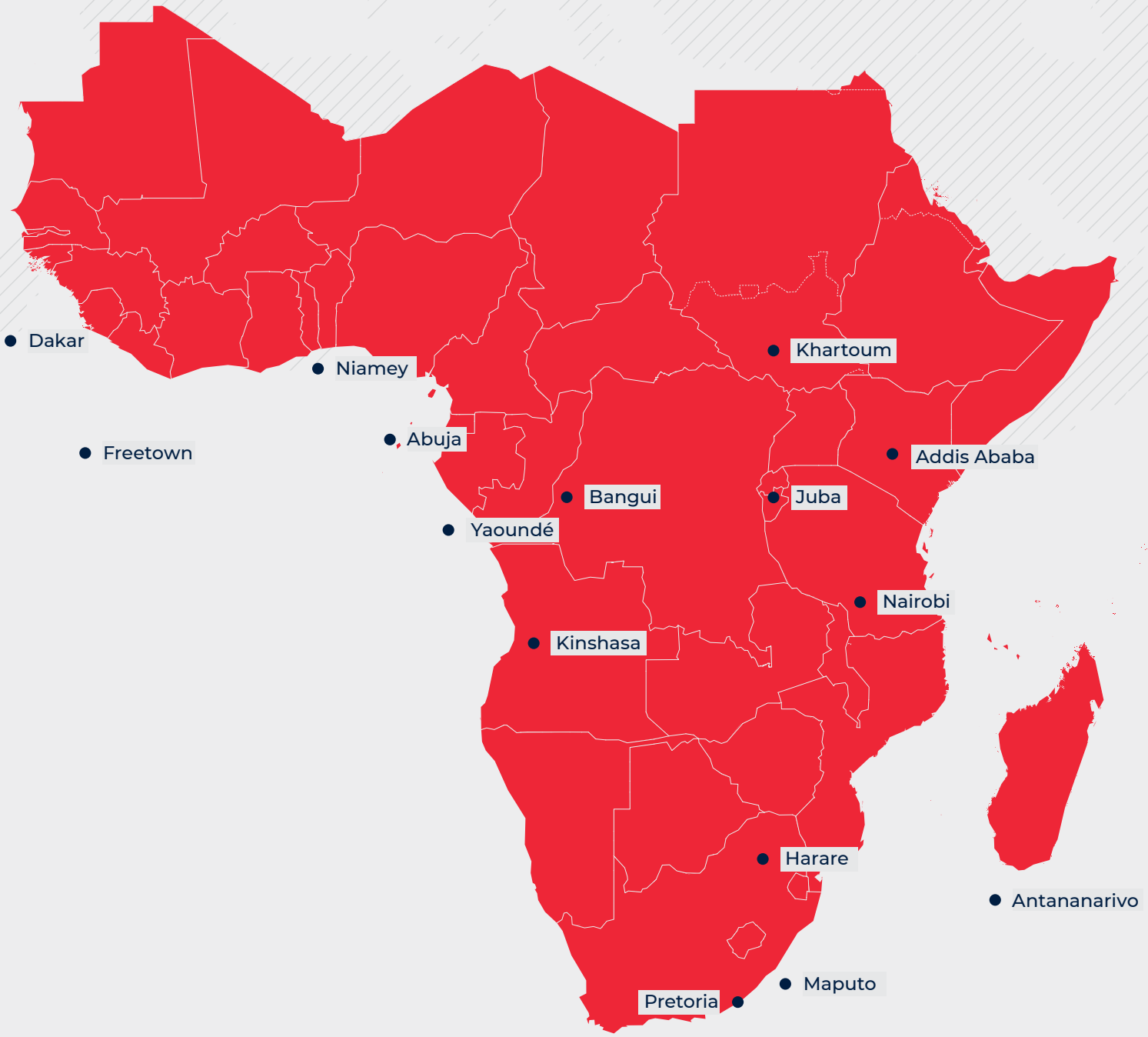
Nairobi, Kenya
Panama City, Panama
Kuala Lumpur, Malaysia
Budapest, Hungary
Beirut, Lebanon

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 Côte d'Ivoire)
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, Lao People's Democratic Republic and Viet Nam)
Beijing (East Asia)
Jakarta (Indonesia, Brunei, Singapore and Timor-Leste)
New Delhi (India, Bhutan, the Maldives and Sri Lanka)
Suva (Pacific islands)
Afghanistan
Bangladesh
Malaysia
Myanmar
Nepal
Democratic People's Republic of Korea
Pakistan
Papua New Guinea
Philippines
Bishkek (Kyrgyzstan, Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan)
Moscow (Russian Federation and Belarus)
Sarajevo (Central and South-Eastern Europe)
Tbilisi (Georgia, Armenia and Azerbaijan)
Warsaw (Poland, Estonia, Latvia, Lithuania, Moldova and Romania)
Ukraine
Türkiye
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)



AFRICA

IFRC DELEGATIONS

ANGOLA

IFRC Maputo delegation

In support of the Angola Red Cross

National Society staff	**77**
National Society volunteers	**4,665**
National Society branches	**18**
National Society local units	**19**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**25 million**
Expenditure	**16.1 million**

People reached by strategic priority

Climate and environment	**882**
Disasters and crises	**11,500**
Health and wellbeing	**3.1 million**
Migration and displacement	**9,920**
Values, power and inclusion	**9,750**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRS1003 Africa Regional Mpox Epidemic (emergency appeal), MDRAO011 Cholera Response (DREF), MDRAO013 Ebola Readiness (DREF)

2025 progress examples

- Mpox prevention efforts were undertaken by promoting safe practices around wildlife contact, encouraging pet vaccination and strengthening outreach to sex workers and their partners through peer educator networks
- About 20,900 health services were provided through health posts and the National Society's response to epidemics such as Mpox, Ebola and cholera
- Direct cash assistance was provided to 1,500 flood-affected families in Bengo, Cuanza Sul and Huambo
- Safer Access training was conducted for volunteers, reinforcing safeguarding standards to ensure they can operate more effectively in complex and sensitive contexts

Participating National Societies

Italian Red Cross

IFRC network country plan 2026

Angola

BENIN

IFRC Abuja delegation

In support of the Benin Red Cross Society

National Society staff	**85**
National Society volunteers	**12,600**
National Society branches	**24**
National Society local units	**103**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**4.2 million**
Expenditure	**3.4 million**

People reached by strategic priority

Climate and environment	**236,286**
Disasters and crises	**587,958**
Health and wellbeing	**600,157**
Migration and displacement	**2,163**
Values, power and inclusion	**19,425**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRBJ019 Flood (DREF), MDRBJ020 Population Movement (DREF), MDRBJ021 Storm Surge (DREF), MDRBJ022 Population Movement (DREF)

2025 progress examples

- Enhanced vulnerability and capacity assessments (eVCA) were conducted in three municipalities - Malanville, Bonou and Cotonou - to identify key community challenges and develop a DREF Early Action Protocol (EAP) for flood preparedness
- Volunteer capacity was strengthened to deliver community activities, establish senior clubs, facilitate inter-generational dialogue forums, and provide home visits and psychosocial support to older persons
- Trained volunteers and staff reached people in need with community engagement and accountability (CEA) and protection, gender and inclusion (PGI) initiatives

Participating National Societies

American Red Cross*, Belgian Red Cross, French Red Cross, Luxembourg Red Cross, Swiss Red Cross

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Benin

BOTSWANA

IFRC Pretoria delegation

In support of the Botswana Red Cross Society

National Society staff	**63**
National Society volunteers	**13,000**
National Society branches	**10**
National Society local units	**46**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**50,171**
Disasters and crises	**100,135**
Health and wellbeing	**608,381**
Migration and displacement	**61,065**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRBW008 Flood (DREF), MDRBW007 Storm Surge (DREF), MDRBW005 Drought (DREF)

2025 progress examples

- Following severe flooding in 2025, affected communities were supported with evacuations, cash assistance, psychosocial support, hygiene promotion and disease prevention messaging
- Shelter and livelihoods recovery support was also provided to communities affected by storms and floods
- To address the impact of drought, cash assistance, livestock feed, food and hygiene support was provided for malnourished children
- Community resilience was strengthened with the expansion of livelihoods support through livestock feed distribution, poultry business training and water infrastructure improvements

Participating National Societies

The Netherlands Red Cross

IFRC network country plan 2026

Botswana

BURKINA FASO

IFRC Niamey delegation

In support of the Burkinabe Red Cross Society

National Society staff	**324**
National Society volunteers	**45,707**
National Society branches	**45**
National Society local units	**45**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**25.5 million**
Expenditure	**25.2 million**

People reached by strategic priority

Climate and environment	**2.9 million**
Disasters and crises	**2.4 million**
Health and wellbeing	**3.6 million**
Migration and displacement	**4,050**
Values, power and inclusion	**1.6 million**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRBF020 Heatwave (DREF sEAP), MDRBF022 Flood (DREF EAP)

2025 progress examples

- About 2.3 million people were reached through interactive radio programmes to strengthen awareness on the health impact of heat waves
- Direct food assistance was provided to 110,339 people
- Medical care was provided to 30,607 children, while 33,800 people received community health services
- Child protection-related activities were undertaken, directly reaching 3,571 people
- About 1,569 field trips were undertaken to offer telephone calls as well as collect and distribute Red Cross messages

Participating National Societies

Austrian Red Cross, Belgian Red Cross, British Red Cross, Danish Red Cross, Finnish Red Cross, Luxembourg Red Cross, Red Cross of Monaco, Norwegian Red Cross, Spanish Red Cross, Swiss Red Cross, Turkish Red Crescent

IFRC network country plan 2026

Burkina Faso

BURUNDI

IFRC Kinshasa delegation

In support of the Burundi Red Cross

National Society staff	**243**
National Society volunteers	**619,232**
National Society branches	**42**
National Society local units	**2,928**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**8.9 million**
Expenditure	**8.3 million**

People reached by strategic priority

Climate and environment	**5.7 million**
Disasters and crises	**4.7 million**
Health and wellbeing	**6.9 million**
Migration and displacement	**37,617**
Values, power and inclusion	**949,898**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRBI021 Flood (DREF sEAP), MDRBI022 Mpox Epidemic (emergency appeal) (DREF), MDRBI023 Population Movement (DREF), MDRBI024 Epidemic (DREF), MDRBI025 Population Movement (DREF)

2025 progress examples

- About 800 road transporters were trained in first aid and the management of injuries related to traffic accidents
- A self-assessment was carried out as part of the preparedness for emergency response (PER) process and an action plan was put in place
- About 4.2 million people were reached through health promotion, risk communication, community surveillance and health service support activities
- Nearly 1,800 returnee households and host communities were registered to benefit from cash assistance
- A roadmap to strengthen quality, accountability and institutional compliance standards was developed

Participating National Societies

Belgian Red Cross, Finnish Red Cross, French Red Cross, Luxembourg Red Cross, Spanish Red Cross

IFRC network country plan 2026

Burundi

CAMEROON

IFRC Yaoundé delegation

In support of the Cameroon Red Cross Society

National Society staff	**148**
National Society volunteers	**105,000**
National Society branches	**58**
National Society local units	**320**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**1.4 million**

People reached by strategic priority

Climate and environment	**806,600**
Disasters and crises	**49,063**
Health and wellbeing	**185,368**
Values, power and inclusion	**1,675**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRCM039 Flood (emergency appeal), MDRCM040 Cholera Epidemic (DREF EAP), MDRCM042 Food Insecurity (emergency appeal)

2025 progress examples

- Delivered health and hygiene awareness on cholera, malaria and safe water practices to over 170,000 people affected by the 2024 floods, with unconditional multi-purpose cash assistance also provided
- Strengthened its water, sanitation and hygiene (WASH) response through the treatment or rehabilitation of about 260 water points and the distribution of nearly 92,000 water purification tablets
- Conducted a flood preparedness simulation workshop in Yagoua to test early action triggers in the flood-prone Far North Region, with technical and financial support from key partners
- Strengthened outbreak preparedness and protection through Mpox response activities

Participating National Societies

French Red Cross, Turkish Red Crescent

IFRC network country plan 2026

Cameroon

CAPE VERDE

IFRC Dakar delegation

In support of the Red Cross of Cape Verde

National Society staff	**137**
National Society volunteers	**2,270**
National Society branches	**19**
National Society local units	**46**

IFRC Network Databank country page

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRCV004 Epidemic (DREF), MDRCV005 Flood (emergency appeal)

2025 progress examples

- During the flood response, the National Society supported affected communities with evacuations, first aid and relief distributions. Water, sanitation and hygiene (WASH), health and shelter support were also provided
- During the dengue response, volunteers, doctors and nurses were mobilized to conduct awareness campaigns, vector control, door-to-door visits, cleaning campaigns and case referrals. 32,000 people were reached nationwide
- Community-based disaster and health response capacity was strengthened through the mobilization of volunteers, as well as training in emergency response, needs assessments and registration of affected communities
- Resilience-building efforts were strengthened through collaboration with the government and partners in preparedness, community engagement, and protection and recovery planning

Participating National Societies

Spanish Red Cross

IFRC network country plan 2026

Cape Verde

CENTRAL AFRICAN REPUBLIC

IFRC Bangui delegation

In support of the Central African Red Cross Society

National Society staff	**111**
National Society volunteers	**18,040**
National Society branches	**1,194**
National Society local units	**84**

IFRC Network Databank country page

People reached by strategic priority

Disasters and crises	**130,128**
Health and wellbeing	**692,202**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRS1003 African Regional Mpox Epidemic (emergency appeal), MDRS1001 Sudan Crisis Regional Population Movement (emergency appeal)

2025 progress examples

- A project on disaster preparedness and response, climate resilience and flood preparedness was implemented
- The construction of nine maternity wards in health facilities was launched
- A humanitarian diplomacy action plan was developed and validated
- An Anti-fraud and Anti-corruption Policy and a Whistleblower Protection Policy were developed
- A policy on Prevention and Response to Sexual Exploitation and Abuse was developed

Participating National Societies

French Red Cross, The Netherlands Red Cross, Norwegian Red Cross*

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Central African Republic

CHAD

IFRC Bangui delegation

In support of the Red Cross of Chad

National Society staff	**195**
National Society volunteers	**57,923**
National Society branches	**23**
National Society local units	**120**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**4.5 million**
Expenditure	**3.1 million**

People reached by strategic priority

Climate and environment	**257,238**
Disasters and crises	**405,108**
Health and wellbeing	**487,483**
Migration and displacement	**139,710**
Values, power and inclusion	**60,423**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRTD025 Cholera Outbreak (DREF), MDRTD024 Floods 2024 (emergency appeal), MDRTD023 Floods (DREF sEAP), MDRS1001 (MDRTD022) Sudan Population Movement Operation (emergency appeal)

2025 progress examples

- As part of the cholera response, 400 volunteers were mobilized to conduct mass awareness and sanitation campaigns
- As part of the flood response, 60 emergency shelters were constructed in Kournari and essential household kits were distributed across four provinces
- 262,422 people were reached across key refugee-hosting areas under the Sudan Population Movement Emergency Appeal, receiving support in health as well as water, sanitation and hygiene (WASH), shelter, protection, migration and livelihoods

Participating National Societies

British Red Cross, French Red Cross, Italian Red Cross, Luxembourg Red Cross, Turkish Red Crescent

IFRC network country plan 2026

Chad

COMOROS

IFRC Antananarivo delegation

In support of the Comoros Red Crescent

National Society staff	**32**
National Society volunteers	**6,000**
National Society branches	**3**
National Society local units	**24**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**208**
Disasters and crises	**24,898**
Health and wellbeing	**244,356**
Migration and displacement	**100**
Values, power and inclusion	**16,262**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRKM011 Epidemic (DREF), MDRKM012 Volcanic Eruption (DREF sEAP), MDRS1005 Cyclone Chido (emergency appeal)

2025 progress examples

- Interventions under the Cyclone Chido Emergency Appeal reduced the vulnerability of approximately 60 villages, with provisions such as shelter support, distribution of cash to families, and communication campaigns.
- A total of 46 volunteer vaccinators were deployed in seven priority districts, reaching isolated communities and promoting equitable vaccine coverage. A combination of door-to-door visits and community events helped increase the vaccination rate of children by 25 per cent in some remote areas
- A simplified early action protocol (sEAP) was activated for volcanic ash, aimed at mitigating the impact of volcanic eruptions on approximately 12,000 people in the risk area

Participating National Societies

French Red Cross

IFRC network country plan 2026

Comoros

REPUBLIC OF CONGO

IFRC Kinshasa delegation

In support of the Congolese Red Cross

National Society staff	**31**
National Society volunteers	**30,500**
National Society branches	**15**
National Society local units	**6**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**632,273**
Expenditure	**602,862**

People reached by strategic priority

Climate and environment	**452,534**
Disasters and crises	**307,765**
Health and wellbeing	**7.2 million**
Migration and displacement	**15,000**
Values, power and inclusion	**400,602**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRCG026 Flood (DREF), MDRCG025 Epidemic (DREF), MDRCG024 Population Movement (DREF)

2025 progress examples

- Essential humanitarian assistance including health and hygiene promotion, and cash-based interventions was provided to vulnerable communities
- Climate resilience efforts were advanced by improving hydroclimatic data collection, supporting forecasting models and promoting community-led preparedness measures
- Access to quality community healthcare was strengthened through the National Society's Integrated Health Centre, particularly antenatal care, family planning, malnutrition screening, preschool follow-up and childhood immunization
- Community awareness of available care and trust in health services increased through outreach activities led by community health volunteers

Participating National Societies

British Red Cross

IFRC network country plan 2026

Congo

COTE D'IVOIRE

IFRC Niamey delegation

In support of the Red Cross of Cote d'Ivoire

National Society staff	**124**
National Society volunteers	**3,574**
National Society branches	**106**
National Society local units	**116**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**712,859**
Expenditure	**1.3 million**

People reached by strategic priority

Disasters and crises	**73,947**
Health and wellbeing	**57,627**
Values, power and inclusion	**45,109**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRCI018 Epidemic (DREF), MDRCI017 Flood (DREF sEAP)

2025 progress examples

- Staff and volunteer capacity was strengthened through training in community engagement and accountability (CEA), enterprise resource planning (ERP) and protection, gender and inclusion (PGI) minimum standards
- Information-sharing systems were improved to provide affected communities with clear, actionable guidance on Red Cross services including selection criteria and counselling support
- Referral systems were established, incorporating safe guidance to improve awareness of sexual and gender-based violence (SGBV) and inclusive approaches that consider diverse gender identities
- Inclusive humanitarian action was strengthened through training on integrating the needs of persons with disabilities into programme design and response activities

Participating National Societies

The Netherlands Red Cross

DJIBOUTI

IFRC Addis Ababa delegation

In support of the Red Crescent Society of Djibouti

National Society staff	**39**
National Society volunteers	**1,000**
National Society branches	**5**
National Society local units	**6**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**897,940**
Expenditure	**673,171**

People reached by strategic priority

Disasters and crises	**1,639**
Health and wellbeing	**105,568**
Migration and displacement	**34,906**
Values, power and inclusion	**9,661**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRDJ007 Population Movement (DREF), MDRDJ008 Population Movement (DREF sEAP)

2025 progress examples

- Food parcels were distributed to 351 households across 10 localities during Ramadan and Eid al-Adha, to support dignified observance
- Malnutrition screening and treatment services were provided in partnership with UNICEF, reaching 2,000 children and 659 pregnant or breastfeeding women
- Restoring Family Links services were provided through the African Family Links Network including tracing, phone calls and cross-border case management
- World Red Cross and Red Crescent Day was celebrated on 8 May 2025 through nationwide activities, including a large-scale clean-up campaign, youth awareness through school visits and screening of a film on Henry Dunant
- An advocacy platform was established to engage national and international partners, and key decision-makers

Participating National Societies

Italian Red Cross, Qatar Red Crescent Society

IFRC network country plan 2026

Djibouti

DEMOCRATIC REPUBLIC OF THE CONGO

IFRC Kinshasa delegation

In support of the Red Cross of the Democratic Republic of Congo

National Society staff	**118**
National Society volunteers	**503,311**
National Society branches	**26**
National Society local units	**318**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**8.6 million**
Expenditure	**8.4 million**

People reached by strategic priority

Climate and environment	**4.7 million**
Disasters and crises	**7.5 million**
Health and wellbeing	**15.3 million**
Migration and displacement	**209,566**
Values, power and inclusion	**4.7 million**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRS1003 Regional Africa Mpox Epidemic (emergency appeal), MDRCD047 Ebola Virus Outbreak 2025 (emergency appeal), MDRCD046 Flood 2025 (DREF), MDRCD043 Population Movement (emergency appeal)

2025 progress examples

- Engaged with 1,652 community leaders via awareness sessions and reached over 5.2 million people with at least one service under the Mpox emergency response
- 236,882 people were reached with health services and 78,744 through water, sanitation and hygiene promotion under the Ebola response
- 116,097 displaced people and host families were provided with food support under the Population Movement operation
- A budget of CHF 650,000 was approved for organizational development through the IFRC and ICRC-run National Society Investment Alliance Accelerator Project (2024–2027)

Participating National Societies

Belgian Red Cross, Canadian Red Cross*, French Red Cross, Japanese Red Cross Society*, Luxembourg Red Cross, Red Cross of Monaco*, Spanish Red Cross, Swedish Red Cross

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Democratic Republic of Congo

ESWATINI

IFRC Pretoria delegation

In support of the Baphalali Eswatini Red Cross Society

National Society staff	**65**
National Society volunteers	**5,200**
National Society branches	**5**
National Society local units	**122**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**11,000**
Disasters and crises	**55,000**
Health and wellbeing	**147,000**
Migration and displacement	**216**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRSZ004 Drought (DREF), MDRSZ005 Drought (DREF EAP)

2025 progress examples

- A drought early action protocol (EAP) was activated with a budget of CHF 539,143 through the IFRC Disaster Response Emergency Fund (DREF). Multi-purpose cash assistance was provided for food security, with conditional and restricted cash provided for garden fencing material, vegetable seeds and animal care kits
- The provision of water through trucking ensured that drought-affected households had access to safe drinking water
- Close coordination continued with World Vision in longer-term livelihood protection and water, sanitation and hygiene (WASH) initiatives for communities affected by drought
- The National Society also engaged in coordination with the Office of the Deputy Prime Minister through the Disaster Management Department and the National Drought Management Authority

Participating National Societies

Belgian Red Cross, British Red Cross, Finnish Red Cross

IFRC network country plan 2026

Baphalali Eswatini

EQUATORIAL GUINEA

IFRC Yaoundé delegation

In support of the Red Cross of Equatorial Guinea

National Society staff	**28**
National Society volunteers	**500**
National Society branches	**8**
National Society local units	**18**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**35,000**
Expenditure	**35,000**

People reached by strategic priority

Disasters and crises	**1,367**
Health and wellbeing	**27,637**
Values, power and inclusion	**4,601**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRGQ006 Flood (DREF)

2025 progress examples

- Strengthened community-based prevention and response efforts were undertaken to address Mpox risks across the Central and West African region
- Staff and volunteer capacity was strengthened through community engagement and accountability (CEA) training, reinforcing accountability to affected populations
- Procurement of an enterprise resource planning (ERP) system and staff training were undertaken to strengthen organizational systems and operational efficiency

Participating National Societies

Japanese Red Cross Society*, Canadian Red Cross*, Red Cross of Monaco*

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Equatorial Guinea

ETHIOPIA

IFRC Addis Ababa delegation

In support of the Ethiopian Red Cross Society

National Society staff	**2,321**
National Society volunteers	**48,628**
National Society branches	**180**
National Society local units	**222**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**32.6 million**
Expenditure	**16.8 million**

People reached by strategic priority

Climate and environment	**669,072**
Disasters and crises	**3.1 million**
Health and wellbeing	**3.3 million**
Migration and displacement	**133,800**
Values, power and inclusion	**2.6 million**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRET033 Drought (DREF EAP), MDRET036 Landslide (emergency appeal), MDRET037 Earthquake (DREF), MDRET038 Epidemic (DREF sEAP), MDRET039 Epidemic (DREF)

2025 progress examples

- The National Society responded to four emergencies, including the regional population movement crisis, floods and landslides, an earthquake and an outbreak of Marburg viral disease
- Psychological First Aid services were provided to 16,000 migrants, exceeding the original target of 10,000
- 1,640 new Red Cross clubs were established across schools, workplaces and out-of-school settings

Participating National Societies

American Red Cross, Austrian Red Cross, British Red Cross, Danish Red Cross, Finnish Red Cross, German Red Cross, The Netherlands Red Cross, Norwegian Red Cross, Swiss Red Cross

IFRC network country plan 2026

Ethiopia

GABON

IFRC Yaoundé delegation

In support of the Gabon Red Cross Society

National Society staff	**35**
National Society volunteers	**3,835**
National Society branches	**9**
National Society local units	**54**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**2,420**
Disasters and crises	**9,538**
Health and wellbeing	**4,674**
Values, power and inclusion	**24,586**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRS1003 Regional Africa Mpox Epidemic, MDRGA015 Storm Surge (DREF), MDRGA014 Election Preparedness (DREF EAP), MDRGA013 Flood (DREF)

2025 progress examples

- 2,445 people were reached through hygiene and sanitation awareness activities as part of the DREF floods response, strengthening community knowledge on waterborne disease prevention and cleanliness during emergencies
- Multi-risk contingency plans were developed in three pilot communities, enhancing local preparedness for floods, epidemics and other emergencies
- 3,424 people were sensitized on epidemic prevention and good water, sanitation and hygiene (WASH) practices through community awareness and training activities
- 4,676 people were reached through educational programmes promoting health, disaster preparedness, hygiene and humanitarian principles
- Branch performance was strengthened through regular supervision missions every four months to assess operational capacity and identify improvement areas

Participating National Societies

Japanese Red Cross Society*, Turkish Red Crescent

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Gabon

GHANA

IFRC Abuja delegation

In support of the Ghana Red Cross Society

National Society staff	**50**
National Society volunteers	**66,000**
National Society branches	**10**
National Society local units	**3,200**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**720,822**
Expenditure	**470,000**

People reached by strategic priority

Climate and environment	**3,300**
Disasters and crises	**3,500**
Health and wellbeing	**258,136**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRGH020 Epidemic (DREF), MDRGH022 Flood (DREF sEAP)

2025 progress examples

- Collaborated with the Ghana Cocoa Board to explore afforestation opportunities in cocoa-growing areas, supporting compliance with the European Union Deforestation Regulation (EUDR)
- Worked with the National Disaster Management Organization (NADMO) through the National Coordination Forum to strengthen early warning, early action and anticipatory measures in vulnerable communities
- Supported a three-year partnership agreement (2024–2027) with Fontes and Myclimate to restore sustainable water, sanitation and hygiene (WASH) infrastructure in the Ashanti and Eastern Regions
- Marked World Red Cross Day 2025 in Accra and organized quiz competitions and media engagement in the Northern Region to strengthen public awareness, visibility, youth participation and membership

Participating National Societies

The Netherlands Red Cross, Swiss Red Cross

IFRC network country plan 2026

Ghana

GUINEA

IFRC Freetown delegation

In support of the Red Cross Society of Guinea

National Society staff	**71**
National Society volunteers	**31,200**
National Society branches	**38**
National Society local units	**303**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**1.8 million**
Expenditure	**1.8 million**

People reached by strategic priority

Climate and environment	**179,744**
Disasters and crises	**270,452**
Health and wellbeing	**5.6 million**
Migration and displacement	**1,237**
Values, power and inclusion	**73,700**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRGN018 Flood (DREF)

2025 progress examples

- Mobilized volunteers to conduct assessments, provide first aid, support evacuations and assist displaced families, while coordinating with authorities during the flood response
- Cash assistance and recovery support were expanded through mobile transfers to help flood-affected households meet shelter, food, hygiene and recovery needs
- Strengthened health and hygiene support was provided to affected communities through first aid, psychosocial support, disease prevention messaging; and water, sanitation and hygiene (WASH) services
- Community engagement and accountability mechanisms were strengthened through community participation, feedback systems, awareness campaigns and transparent targeting processes

Participating National Societies

Turkish Red Crescent

IFRC network country plan 2026

Guinea

GUINEA-BISSAU

IFRC Freetown delegation

In support of the Red Cross Society of Guinea-Bissau

National Society staff	**17**
National Society volunteers	**5,000**
National Society branches	**11**
National Society local units	**52**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**85,325**
Expenditure	**85,325**

People reached by strategic priority

Disasters and crises	**7,557**
Health and wellbeing	**16,334**
Values, power and inclusion	**215**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRGW006 Windstorm (DREF),
MDRGW005 Fire (DREF)

2025 progress examples

- Unconditional cash assistance was delivered to 269 households as part of the windstorm operation
- Individuals and families affected by the windstorm were provided with psychosocial support services during the first month of the operation
- Unconditional cash transfers were made to all 138 households affected by fire incidents in Gabú and Djofunco

Participating National Societies

Italian Red Cross, Qatar Red Crescent Society

IFRC network country plan 2026

Guinea-Bissau

KENYA

IFRC Nairobi delegation

In support of the Kenya Red Cross Society

National Society staff	**739**
National Society volunteers	**280,263**
National Society branches	**47**
National Society local units	**71**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**36.5 million**
Expenditure	**32.2 million**

People reached by strategic priority

Disasters and crises	**3.5 million**
Health and wellbeing	**8.1 million**
Migration and displacement	**376,812**
Values, power and inclusion	**358,087**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRKE069 Marburg Virus Disease (DREF),
MDRS1003 Regional Africa Mpox Epidemic (emergency appeal)

2025 progress examples

- During the Mpox response, border health surveillance, community engagement and early detection systems were strengthened. Travellers were screened at 26 points of entry
- The Community-based Surveillance (CbS) system generated 576 alerts through trained volunteers, improving early detection and links between communities and health authorities
- In response to the Marburg disease, anticipatory actions were focused on border communities where regular cross-border movement heightens the risk of virus transmission into Kenya
- In its drought response, the National Society supported 1,000 households in Turkana, Wajir and Mandera counties

Participating National Societies

American Red Cross, British Red Cross, Danish Red Cross, Finnish Red Cross, Italian Red Cross, Norwegian Red Cross, Qatar Red Crescent Society, Swiss Red Cross, Turkish Red Crescent

IFRC network country plan 2026

Kenya

LESOTHO

IFRC Pretoria delegation

In support of the Lesotho Red Cross Society

National Society staff	**62**
National Society volunteers	**900**
National Society branches	**10**
National Society local units	**105**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**12,000**
Disasters and crises	**27,000**
Health and wellbeing	**35,000**
Values, power and inclusion	**20,000**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRLS006 Drought (DREF EAP), MDRLS008 Drought (emergency appeal), MDRLS010 Cold Wave (DREF EAP)

2025 progress examples

- In 2025, through its drought response supported by the IFRC Emergency Appeal as well as the severe cold and drought early action protocol (EAP), the National Society reached vulnerable households with multipurpose cash grants and in-kind support
- Distributed crop seeds to more than 2,600 households, rehabilitated two water sources and carried out training of Village Disaster Management Teams and Community-based Disaster Response Teams
- 146,000 individuals in underserved districts were engaged through large-scale risk communication and community engagement (RCCE) activities
- The National Society continues to implement a long-standing initiative supporting orphans and vulnerable children through a comprehensive package that addresses education, psychosocial support, health and nutrition, and child protection

Participating National Societies

Spanish Red Cross, Turkish Red Crescent

IFRC network country plan 2026

Lesotho

LIBERIA

IFRC Freetown delegation

In support of the Liberian Red Cross Society

National Society staff	**38**
National Society volunteers	**4,920**
National Society branches	**15**
National Society local units	**91**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**32,868**
Disasters and crises	**37,292**
Health and wellbeing	**153,724**
Values, power and inclusion	**51,769**

2025 progress examples

- Climate resilience and community preparedness were strengthened through the GIRL, EW4ALL, and SLL initiatives, including Community Action Plans and training for 530 Community-Based Action Team members
- National disaster risk management was advanced through simulation exercises, preparedness planning, coordination mechanisms and a disaster law study to strengthen readiness
- Community-based health interventions were expanded through Community-Based Action Teams and Mothers Clubs, with 450 members trained to support health education and behaviour change
- Child protection coordination was strengthened through participation in national sector meetings and engagement with the Child Protection Network of Liberia
- Humanitarian diplomacy and institutional positioning were reinforced through engagement with government ministries, security institutions and local authorities

Participating National Societies

Swedish Red Cross

IFRC network country plan 2026

Liberia

MADAGASCAR

IFRC Antananarivo delegation

In support of the Malagasy Red Cross Society

National Society staff	**150**
National Society volunteers	**10,000**
National Society branches	**23**
National Society local units	**118**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**2.5 million**
Expenditure	**2.1 million**

People reached by strategic priority

Climate and environment	**239,522**
Disasters and crises	**286,678**
Health and wellbeing	**339,715**
Migration and displacement	**116**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRMG025 Cyclone (DREF EAP)

2025 progress examples

- A major milestone was the signing of a partnership between the Malagasy Red Cross Society and the Ministry of Environment and Sustainable Development, recognizing the National Society as a key player in community resilience and addressing the impacts of climate change
- In its response to cyclones, including Chido, the National Society distributed water, sanitation and hygiene (WASH) kits and dignity kits, and made unconditional cash transfers to 2,500 vulnerable households
- A simplified Early Action Protocol (sEAP) for floods was put in place to minimize the impact of river flooding in three communities of 2,000 people
- Rehabilitation and construction of health and water infrastructure, including a basic health centre, a maternity ward and several water points, was undertaken
- 900 people were trained in first aid

Participating National Societies

French Red Cross, German Red Cross, Luxembourg Red Cross

IFRC network country plan 2026

Madagascar

MALAWI

IFRC Harare delegation

In support of the Malawi Red Cross Society

National Society staff	**272**
National Society volunteers	**5,600**
National Society branches	**33**
National Society local units	**2,150**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**2.3 million**
Expenditure	**1.9 million**

People reached by strategic priority

Climate and environment	**2.3 million**
Disasters and crises	**2.3 million**
Health and wellbeing	**5.1 million**
Migration and displacement	**34,774**
Values, power and inclusion	**186,245**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRS1005 African Cyclone Chido (emergency appeal), MDRMW024 Food Insecurity (DREF), MDRMW023 Pluvial Floods (DREF sEAP), MDRMW022 Population Movement (DREF)

2025 progress examples

- Multipurpose and livelihood-support cash assistance was provided to 4,011 households in response to Tropical Cyclone Chido and Cyclone Jude. The National Society also responded to three other emergencies: food insecurity, pluvial floods and population movement
- Over 1.1 million people were reached with early warning messages
- Awareness campaigns for measles-rubella were conducted, reaching over 3,500 individuals
- Over 80,000 people were reached with integrated hygiene and nutrition messaging under the UNICEF-funded El Niño Response Project

Participating National Societies

Belgian Red Cross, Danish Red Cross, Icelandic Red Cross, Swiss Red Cross

IFRC network country plan 2026

Malawi

MALI

IFRC Niamey delegation

In support of the Mali Red Cross

National Society staff	**63**
National Society volunteers	**13,000**
National Society branches	**10**
National Society local units	**612**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**8.8 million**
Expenditure	**8.3 million**

People reached by strategic priority

Climate and environment	**428,921**
Disasters and crises	**292,802**
Health and wellbeing	**1.4 million**
Migration and displacement	**46,891**
Values, power and inclusion	**741,841**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRML019 Complex Emergency (emergency appeal), MDRML021 Flood (DREF EAP)

2025 progress examples

- The National Society responded to a complex emergency comprising multiple crises linked to flooding, armed conflicts and mass population displacement
- A total of 200 shelters were rehabilitated for 1,210 people
- Access to fundamental rights was promoted for displaced persons and migrants, enabling three internally displaced persons to obtain official documents
- Seven management, feedback and complaint handling committees were established, and 862 pieces of feedback and complaints were collected and processed

Participating National Societies

Belgian Red Cross, Danish Red Cross, The Netherlands Red Cross, Saudi Red Crescent Authority*, Spanish Red Cross

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Mali

MAURITANIA

IFRC Dakar delegation

In support of the Mauritanian Red Crescent

National Society staff	**21**
National Society volunteers	**5,000**
National Society branches	**56**
National Society local units	**56**

IFRC Network Databank country page

People reached by strategic priority

Disasters and crises	**562,000**
Health and wellbeing	**30,000**
Migration and displacement	**9,696**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRMR013 Food Insecurity (DREF), MDRMR017 Population Movement (emergency appeal), MDRMR019 Population Movement (DREF), MDRMR020 Flood (DREF sEAP)

2025 progress examples

- As part of its response to floods in August 2025, the Mauritanian Red Crescent conducted rapid assessments, provided first aid, supported evacuations to safe locations and mobilized volunteers to raise awareness and assist affected communities along the Senegal River
- Food security and livelihoods were strengthened through seed distribution, livestock vaccination, cash transfers, awareness activities and training, reaching around 15,000 people across multiple regions
- Humanitarian assistance for migrants was sustained through Humanitarian Service Points, with emergency assistance, meals, dignity kits and psychosocial support provided, while strengthening engagement with local authorities

Participating National Societies

British Red Cross, Norwegian Red Cross*

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Mauritania

MOZAMBIQUE

IFRC Maputo delegation

In support of the Mozambique Red Cross Society

National Society staff	**165**
National Society volunteers	**6,862**
National Society branches	**11**
National Society local units	**111**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**1,206**
Disasters and crises	**96,496**
Health and wellbeing	**173,254**
Values, power and inclusion	**2,417**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRMZ024 Drought (emergency appeal), MDRMZ022 Floods (DREF EAP), MDRMZ021 Cyclone (DREF sEAP), MDRS1005 Africa Cyclone Chido (emergency appeal)

2025 progress examples

- Food vouchers were delivered to 3,200 households across multiple rounds in response to the El Niño-induced drought
- Flood Early Action Protocols were activated in Gaza and Zambézia, reaching 2,000 households before and during floods
- More than 6,600 households in Nampula, Niassa and Cabo Delgado were supported with shelter toolkits, tarpaulins and hygiene items in response to Cyclone Chido
- Vocational training courses, livelihood kits and financial planning workshops were provided to 25 women survivors of gender-based violence
- Collaboration with academic institutions was expanded through the signing of a memorandum of understanding with the Eduardo Mondlane University

Participating National Societies

Austrian Red Cross, Belgian Red Cross, Japanese Red Cross Society*, Spanish Red Cross, Swedish Red Cross

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Mozambique

NAMIBIA

IFRC Pretoria delegation

In support of the Namibia Red Cross Society

National Society staff	**14**
National Society volunteers	**1,018**
National Society branches	**9**
National Society local units	**9**

IFRC Network Databank country page

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRNA014 Drought (emergency appeal)

2025 progress examples

- Food baskets comprising a bag of maize meal, cooking oil and canned fish were distributed to 2,004 households affected by droughts in Oshana and Oshikoto
- Cash assistance, vegetable seeds and rain-fed fruit tree seedlings were distributed in the Zambezi, Kavango, Kunene and Ohangwena regions in response to the drought
- A total of 40 lead farmers were identified across regions to support fellow farmers on crop husbandry practices
- Post-distribution monitoring reports highlighted high satisfaction with the food assistance received
- The National Society established agreements with three financial service providers to strengthen cash assistance delivery nationwide

NIGER

IFRC Niamey delegation

In support of the Red Cross Society of Niger

National Society staff	**399**
National Society volunteers	**10,102**
National Society branches	**8**
National Society local units	**774**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**4.6 million**
Expenditure	**4.3 million**

People reached by strategic priority

Climate and environment	**578,087**
Disasters and crises	**850,000**
Health and wellbeing	**789,111**
Migration and displacement	**38,160**
Values, power and inclusion	**19,200**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRNE030 Floods (emergency appeal)

2025 progress examples

- The National Society continued its response to the severe flooding that began in July 2024
- The National Disaster Risk Management Strategy 2021–2025 was promoted in Tahoua
- Medicines were shipped to Maradi, Tahoua and Agadez as part of epidemic response and migrant assistance projects
- The nutrition project in Commune IV in Niamey was jointly supervised with regional health services to strengthen intervention quality and local ownership
- Participation in regional platforms including the Sahel+ Cluster was strengthened
- The Efficiency-Impact-Localization process was implemented

Participating National Societies

Belgian Red Cross, British Red Cross, Danish Red Cross, Finnish Red Cross, French Red Cross, Italian Red Cross*, Luxembourg Red Cross, Spanish Red Cross, Turkish Red Crescent

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Niger

NIGERIA

IFRC Abuja delegation

In support of the Nigerian Red Cross Society

National Society staff	**500**
National Society volunteers	**800,000**
National Society branches	**37**
National Society local units	**774**

IFRC Network Databank country page

People reached by strategic priority

Disasters and crises	**3.4 million**
Health and wellbeing	**6.3 million**
Migration and displacement	**9,109**
Values, power and inclusion	**23,998**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRNG037 Epidemic (emergency appeal); MDRNG039 Malnutrition (DREF), MDRNG041 Flood (emergency appeal), MDRNG042 Malnutrition (emergency appeal), MDRNG043 Population Movement (DREF)

2025 progress examples

- As part of its response to acute malnutrition in 2025, the Nigerian Red Cross Society trained and deployed volunteers to conduct malnutrition screening and referrals, deliver health, nutrition and hygiene messaging, support Mothers and Papas Clubs, distribute therapeutic and hygiene supplies and strengthen coordination with health authorities and communities
- Humanitarian assistance for migrants and vulnerable groups was strengthened through safe spaces providing first aid, psychosocial support (PSS), restoring family links (RFL), referrals, food, non-food items and connectivity services, reaching over 5,600 people
- Mpox prevention and hygiene messaging reached over 9.1 million people, increasing awareness and promoting safer health practices

Participating National Societies

British Red Cross, Norwegian Red Cross, Turkish Red Crescent

IFRC network country plan 2026

Nigeria

RWANDA

IFRC Kinshasa delegation

In support of the Rwandan Red Cross

National Society staff	**87**
National Society volunteers	**70,013**
National Society branches	**30**
National Society local units	**31**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**1.6 million**
Expenditure	**2 million**

People reached by strategic priority

Climate and environment	**2.9 million**
Disasters and crises	**1.7 million**
Health and wellbeing	**8.6 million**
Migration and displacement	**192,781**
Values, power and inclusion	**77,722**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRS1003 African Regional Mpox Epidemic (emergency appeal)

2025 progress examples

- A handbook on the Model Village approach was developed in Kinyarwanda to guide volunteers and stakeholders in fostering community resilience among vulnerable populations
- A Preparedness for Effective Response (PER) assessment was conducted to evaluate readiness to prepare for and respond to disasters and crises
- Psychological first aid support was provided to 1,787 individuals during the commemoration of the 1994 genocide
- The IFRC and ICRC-run National Society Investment Alliance (NSIA) Accelerator funds were successfully secured to invest in the business plan developed through previous NSIA Bridge funds

Participating National Societies

Austrian Red Cross, Belgian Red Cross, Finnish Red Cross, Japanese Red Cross Society, Spanish Red Cross

IFRC network country plan 2026

Rwanda

SAO TOME AND PRINCIPE

IFRC Yaoundé delegation

In support of the Sao Tome and Principe Red Cross

National Society staff	**32**
National Society volunteers	**200**
National Society branches	**5**
National Society local units	**5**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**150,161**
Expenditure	**133,997**

People reached by strategic priority

Health and wellbeing	**26**

2025 progress examples

- Climate and environmental action were advanced through a solar photovoltaic system at the National Society Health Centre, and a nationwide tree-planting campaign
- Disaster preparedness was reinforced through emergency simulations, malaria prevention activities and weekly radio programmes
- Regular care was provided to 25 elderly people through the Elderly Care Centre, including medical assistance, nutrition and hygiene support, while childhood vaccination campaigns helped improve immunization coverage for children under five
- Health preparedness was strengthened through participation in the National Emergency Health Team, contributing to standard operating procedures and technical training with support from the World Health Organization

Participating National Societies

Japanese Red Cross Society*

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Sao Tome and Principe

SIERRA LEONE

IFRC Freetown delegation

In support of the Sierra Leone Red Cross Society

National Society staff	**67**
National Society volunteers	**18,000**
National Society branches	**14**
National Society local units	**16**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**126,856**
Disasters and crises	**311,857**
Health and wellbeing	**184,936**
Values, power and inclusion	**55,494**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRSL016 Flood (DREF), MDRSL018 Fire Incident (DREF), MDRSL019 Flood (DREF), MDRS1003 Regional African Mpox Epidemic (emergency appeal)

2025 progress examples

- 93,819 people were reached with Mpox prevention messaging
- 480 volunteers and 40 surveillance staff were trained in early detection, contact tracing, psychosocial support and community-based surveillance
- Handwashing and hygiene practices were promoted through household visits and community demonstrations as part of the Mpox response, reaching 102,707 people
- Coordination for the Mpox response was strengthened through alignment with Ministry of Health response plans and joint monitoring with district health teams, local councils and community leaders

Participating National Societies

British Red Cross, Finnish Red Cross

IFRC network country plan 2026

Sierra Leone

SOMALIA

IFRC Nairobi delegation

In support of the Somali Red Crescent Society

National Society staff	**1,118**
National Society volunteers	**20,000**
National Society branches	**18**
National Society local units	**130**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**21.8 million**
Expenditure	**20.9 million**

People reached by strategic priority

Climate and environment	**56,303**
Disasters and crises	**1.2 million**
Health and wellbeing	**2.4 million**
Migration and displacement	**143,031**
Values, power and inclusion	**98,446**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRSO019 Drought (DREF EAP), MDRSO020 Population Movement (DREF), MDRSO021 Epidemic (DREF), MDRSO022 Drought (DREF), MDRSO023 Epidemic (DREF EAP), MDRSO024 Diphtheria Outbreak (DREF), MDRSO025 Complex Emergency (emergency appeal)

2025 progress examples

- Standard operating procedures for monitoring triggers and activating a simplified Cholera Early Action Protocol were developed and rolled out
- Early actions for cholera readiness and response were implemented, including risk communication and community engagement (RCCE) activities
- A Drought Early Action Protocol was activated to support readiness, prepositioning and early action implementation once triggers were met

Participating National Societies

Australian Red Cross*, British Red Cross, Canadian Red Cross, Danish Red Cross, Finnish Red Cross, German Red Cross, Icelandic Red Cross, The Netherlands Red Cross, Norwegian Red Cross, Qatar Red Crescent Society, Saudi Red Crescent Authority*, Swedish Red Cross, Turkish Red Crescent

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Somalia

SOUTH AFRICA

IFRC Pretoria delegation

In support of the South African Red Cross Society

National Society staff	**263**
National Society volunteers	**10,700**
National Society branches	**51**
National Society local units	**93**

IFRC Network Databank country page

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRS1003 Africa Regional Mpox Epidemic (emergency appeal), MDRZA020 Thunderstorm (DREF), MDRZA021 Flood (DREF)

2025 progress examples

- Mental health and psychosocial support services were provided to 24,296 people to address fear and anxiety linked to Mpox
- A development workshop was held on Early Action Protocols (EAPs) focusing on droughts and floods
- The National Society served on a high-level panel during a regional workshop convened in Nairobi, bringing together a diverse coalition of stakeholders in Africa's disaster risk management landscape
- Secure physical and electronic archiving systems were established to protect institutional records from theft, fire and floods
- About 4 million people were reached through the implementation of core programmatic pillars across all nine provinces

IFRC network country plan 2026

South Africa

SOUTH SUDAN

IFRC Juba delegation

In support of the South Sudan Red Cross

National Society staff	**265**
National Society volunteers	**20,095**
National Society branches	**21**
National Society local units	**120**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**5,733**
Disasters and crises	**60,984**
Health and wellbeing	**1.5 million**
Values, power and inclusion	**89,601**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRS1001 Sudan Crisis Regional Population Movement (emergency appeal), MDRSS014 Floods (emergency appeal), MDRS1003 African Regional Mpox Epidemic (Emergency Appeal), MDRSS016 Civil Unrest (DREF)

2025 progress examples

- The National Society responded to four emergencies, comprising the regional population movement crisis, floods, civil unrest in Sudan as well as the African regional Mpox epidemic
- Support was provided to vulnerable households through the construction of 14 institutional latrines and 65 household latrines
- Awareness-raising messages on sexual and gender-based violence and its prevention reached 42,155 people

Participating National Societies

Australian Red Cross*, Danish Red Cross, Finnish Red Cross, The Netherlands Red Cross, Norwegian Red Cross, Saudi Red Crescent Authority*, Swedish Red Cross, Swiss Red Cross

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

South Sudan

SUDAN

IFRC Khartoum delegation

In support of the Sudanese Red Crescent Society

National Society staff	**668**
National Society volunteers	**283,144**
National Society branches	**18**
National Society local units	**1,660**

IFRC Network Databank country page

People reached by strategic priority

Disasters and crises	**3.4 million**
Health and wellbeing	**446,995**
Migration and displacement	**129,805**
Values, power and inclusion	**627**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRSD033 Complex Emergency (emergency appeal), MDRSD034 Floods (DREF)

2025 progress examples

- In response to the humanitarian crisis, 13,381 households were reached with emergency shelter and essential household items
- Food assistance was provided to 614,715 households affected by the complex emergency
- Health services were provided to 504,696 people affected by the complex emergency
- Hygiene kits were distributed to 5,000 households affected by floods

Participating National Societies

American Red Cross*, British Red Cross, Danish Red Cross, The Netherlands Red Cross, Norwegian Red Cross, Qatar Red Crescent Society*, Spanish Red Cross, Swedish Red Cross, Swiss Red Cross, Turkish Red Crescent

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Sudan

TANZANIA

IFRC Juba delegation

In support of the Tanzania Red Cross Society

National Society staff	**188**
National Society volunteers	**300,000**
National Society branches	**31**
National Society local units	**1,489**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**539,753**
Expenditure	**520,623**

People reached by strategic priority

Disasters and crises	**59,457**
Health and wellbeing	**3 million**
Migration and displacement	**3,315**
Values, power and inclusion	**908**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRS1003 African Regional Mpox Epidemic (emergency appeal), MDRTZ039 Marburg Outbreak (DREF), MDRTZ040 Floods (DREF), MDRTZ041 Floods (DREF EAP)

2025 progress examples

- The National Society responded to four emergencies including a regional Mpox epidemic and floods as well as an outbreak of Marburg viral disease
- A multi-stakeholder workshop was convened in Morogoro to co-develop early warning products and services, and strengthen disaster risk knowledge, hazard monitoring, communication and preparedness capacities
- Implementation of Phase 2 of the Saving Lives and Livelihoods project commenced
- A Prevention and Response to Sexual Exploitation and Abuse (PSEA) framework was implemented to safeguard beneficiaries and communities

Participating National Societies

Finnish Red Cross, Japanese Red Cross Society*, Red Cross of Monaco*, Spanish Red Cross, Turkish Red Crescent

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Tanzania

THE GAMBIA

IFRC Dakar delegation

In support of the Gambia Red Cross Society

National Society staff	**56**
National Society volunteers	**17,889**
National Society branches	**7**
National Society local units	**459**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**558**
Disasters and crises	**2,016**
Health and wellbeing	**419,391**
Migration and displacement	**23,026**
Values, power and inclusion	**25,464**

2025 progress examples

- Mobilized IFRC resources to sustain the Scaling Up Locally-Led Adaptation Project following USAID funding withdrawal, strengthening community-based climate adaptation, disaster preparedness and locally-led humanitarian action
- Reactivated and trained rapid response and first aid teams nationwide to strengthen emergency readiness, while enhancing community engagement, accountability and protection, gender and inclusion (PGI) mechanisms
- Rolled out the Accelerating Malaria Elimination through Community-Led Initiatives Project in partnership with the government and other stakeholders
- Secured a €200,000 grant from GIZ to support the social and psychosocial reintegration of returnees and vulnerable communities
- Strengthened coordination on child protection and protection against gender-based violence through case referrals, community assessments and partnerships with specialized actors

Participating National Societies

Italian Red Cross*, Spanish Red Cross

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

The Gambia

TOGO

IFRC Abuja delegation

In support of the Togolese Red Cross

National Society staff	**92**
National Society volunteers	**46,937**
National Society branches	**5**
National Society local units	**311**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**1.9 million**
Expenditure	**1.4 million**

People reached by strategic priority

Climate and environment	**15,550**
Disasters and crises	**7,775**
Health and wellbeing	**84,168**
Migration and displacement	**905**
Values, power and inclusion	**3,803**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRTG010 Population movement (emergency appeal)

2025 progress examples

- Disaster preparedness and anticipatory action were strengthened through the REBUMAA project by training volunteers on early warning systems and improving monitoring with digital tools
- Community resilience across the Maritime, Kara and Savanes regions was strengthened with disaster risk management and climate adaptation efforts through the RIC-CCA programme
- Water, sanitation and hygiene (WASH) infrastructure was expanded with disability-accessible, gender-segregated latrines for health facilities
- Humanitarian support for displaced populations was strengthened through a Humanitarian Service Point (HSP), providing psychosocial support, hygiene and dignity kits, and service referrals

Participating National Societies

Canadian Red Cross*, French Red Cross, German Red Cross, Italian Red Cross, Japanese Red Cross Society*, Red Cross of Monaco*, Swiss Red Cross

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Togo

UGANDA

IFRC Juba delegation

In support of the Uganda Red Cross Society

National Society staff	**217**
National Society volunteers	**6,275**
National Society branches	**51**
National Society local units	**51**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**8 million**
Expenditure	**7.5 million**

People reached by strategic priority

Climate and environment	**64,000**
Disasters and crises	**25,155**
Health and wellbeing	**4.6 million**
Migration and displacement	**49,939**
Values, power and inclusion	**952,699**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRS1003 Africa Regional Mpox Epidemic (emergency appeal), MDRUG053 Landslides (DREF), MDRUG055 Ebola Outbreak (emergency appeal), MDRUG056 Population Movement (DREF)

2025 progress examples

- The National Society responded to four emergencies in Uganda comprising a regional Mpox epidemic, Ebola outbreak, population movement and landslides
- A cash and voucher assistance information management digital system was launched
- Volunteers were trained in child protection and safeguarding under the Children Associated with Armed Conflict Project, while 300 at-risk children were identified and verified
- A total of 749 Red Cross Messages were exchanged, while 4,700 individuals were successfully supported with Restoring Family Links services

Participating National Societies

Austrian Red Cross, Belgian Red Cross, German Red Cross, Japanese Red Cross Society*, The Netherlands Red Cross, Turkish Red Crescent

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Uganda

ZAMBIA

IFRC Harare delegation

In support of the Zambia Red Cross Society

National Society staff	**114**
National Society volunteers	**8,455**
National Society branches	**65**
National Society local units	**61**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**80.4 million**
Expenditure	**72.8 million**

People reached by strategic priority

Climate and environment	**375,386**
Disasters and crises	**149,810**
Health and wellbeing	**4 million**
Migration and displacement	**9,000**
Values, power and inclusion	**17,011**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRS1003 Africa Regional Mpox Epidemic (emergency appeal), MDRZM022 Drought (emergency appeal), MDRZM024 Cholera Response (DREF)

2025 progress examples

- The National Society responded to three emergencies in Zambia comprising the regional Mpox epidemic, cholera outbreak and drought
- About 1,075 farmers were trained in climate-smart agriculture
- Construction of a maternity annex and shelter for mothers was completed to provide safe delivery spaces, particularly for women from remote areas
- A comprehensive constitutional review process was conducted to strengthen inclusive and efficient governance aligned with national laws and Movement standards

Participating National Societies

American Red Cross, British Red Cross*, Canadian Red Cross*, Italian Red Cross*, Japanese Red Cross Society*, Red Cross of Monaco*, The Netherlands Red Cross, Turkish Red Crescent

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Zambia

ZIMBABWE

IFRC Harare delegation

In support of the Zimbabwe Red Cross Society

National Society staff	**167**
National Society volunteers	**19,000**
National Society branches	**10**
National Society local units	**245**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**2.4 million**
Expenditure	**2 million**

People reached by strategic priority

Climate and environment	**654,853**
Disasters and crises	**27,294**
Health and wellbeing	**6.9 million**
Migration and displacement	**33,962**
Values, power and inclusion	**1.2 million**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRZW024 Cholera (DREF), MDRZW025 Malaria Epidemic (DREF), MDRZW026 Cholera (DREF sEAP)

2025 progress examples

- Through the malaria response, more than one million people were reached with awareness activities and personal protective equipment (PPE) distributions
- Through the National Society's cholera response, 18 boreholes were rehabilitated in Rushinga and Uzumba Maramba Pfungwe (UMP) to give communities access to safe drinking water and improved hygiene
- Under the Southern Africa Compounded Crisis project, 3,000 participants received agricultural seed support, with women comprising 60 per cent of beneficiaries and people with disabilities accounting for 8 per cent

Participating National Societies

British Red Cross, Danish Red Cross, Finnish Red Cross, The Netherlands Red Cross

IFRC network country plan 2026

Zimbabwe



AMERICAS

IFRC DELEGATIONS

ANTIGUA AND BARBUDA

IFRC Dutch- and English-Speaking Caribbean delegation

In support of the Antigua and Barbuda Red Cross Society

National Society staff	**5**
National Society volunteers	**66**
National Society local units	**1**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**20**
Disasters and crises	**137**
Health and wellbeing	**1,032**
Migration and displacement	**17**
Values, power and inclusion	**170**

2025 progress examples

- Disaster preparedness and institutional readiness were strengthened through the launch of a Facility Emergency Evacuation Plan (FEEP), progress on an Emergency Response Framework and improved hurricane season preparedness
- Health and wellbeing services were expanded, reaching over 1,000 people through health support, screenings, psychosocial support, hygiene assistance and first aid activities
- Disaster management, medical emergency response and first aid training were provided for 710 people
- Partnerships and coordination were enhanced through engagement in the National Emergency Operations Centre and formalised agreements to strengthen workplace safety and preparedness training

Participating National Societies

American Red Cross*, French Red Cross, Italian Red, Japanese Red Cross Society*, The Netherlands Red Cross*, Turkish Red Crescent*

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Antigua and Barbuda

ARGENTINA

IFRC Southern Cone delegation

In support of the Argentine Red Cross

CRUZ ROJA ARGENTINA

National Society staff	**1,855**
National Society volunteers	**7,160**
National Society branches	**63**
National Society local units	**65**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**5.6 million**
Expenditure	**5.7 million**

People reached by strategic priority

Climate and environment	**1,250**
Disasters and crises	**62,787**
Health and wellbeing	**41,134**
Migration and displacement	**3,261**
Values, power and inclusion	**5,714**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRA022 Economic Crisis (DREF), MDRAR023 Flood (DREF), MDRAR024 Pluvial/Flash Flood (DREF)

2025 progress examples

- In response to the economic crisis, a multisectoral emergency needs assessment was carried out for the benefit of 6,500 affected people
- Over 5,000 people were supported during floods in Bahía Blanca through a multisectoral strategy involving water, sanitation and hygiene (WASH); protection, gender and inclusion (PGI) and community engagement and accountability (CEA)
- The National Society distributed 1.4 million litres of drinking water and supported storage for 160 households
- Support for the integration and development of Venezuelan migrants was focused on the facilitation of access, awareness of migrant rights and opportunities for community participation

Participating National Societies

German Red Cross

BARBADOS

IFRC Dutch- and English-Speaking Caribbean delegation

In support of the Barbados Red Cross Society

National Society staff	**4**
National Society volunteers	**33**
National Society branches	**1**
National Society local units	**1**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**250**
Disasters and crises	**516**
Health and wellbeing	**348**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRS2001 Hurricane Beryl (Emergency Appeal)

2025 progress examples

- Livelihood support was provided for 129 fish-processing households to replace fishing gear and sustain incomes after the impact of Hurricane Beryl
- Six 1,000-gallon tanks were donated to the Barbados Water Authority's Water Tank Unit for installation in water-scarce communities, as part of the National Society's efforts to improve water access
- First aid training was conducted for 246 people along with psychosocial and mental health service training for 55 people, focusing on responding to disaster-related stress
- Protection, gender and inclusion (PGI) training was conducted for 44 shelter wardens and volunteers as part of efforts to mainstream PGI in institutional practices

Participating National Societies

American Red Cross*, French Red Cross, Italian Red Cross, Japanese Red Cross Society*, The Netherlands Red Cross*, Turkish Red Crescent*

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Barbados

BELIZE

IFRC Dutch- and English-speaking Caribbean delegation

In support of the Belize Red Cross Society

National Society staff	**5**
National Society volunteers	**191**
National Society branches	**7**
National Society local units	**7**

IFRC Network Databank country page

People reached by strategic priority

Disasters and crises	**204**
Health and wellbeing	**2,363**
Migration and displacement	**371**

2025 progress examples

- Special emphasis was placed on the distribution and planting of the Maya Nut tree as a flagship climate action initiative because of its drought tolerance
- Disaster preparedness was strengthened by updating community emergency plans and developing cash and voucher assistance (CVA) standard operating procedures
- First aid and cardiopulmonary resuscitation (CPR) training was conducted for approximately 1,171 individuals across multiple districts, while the Home Caregivers Programme supported older persons and those with chronic illnesses
- The National Society expanded its programming to include water, sanitation and hygiene (WASH), blood donations, and mental health and psychosocial support services

Participating National Societies

American Red Cross*, French Red Cross, Italian Red Cross, Japanese Red Cross Society*, The Netherlands Red Cross*, Turkish Red Crescent*

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Belize

BOLIVIA

IFRC Andean Countries delegation

In support of the Bolivian Red Cross

National Society staff	**20**
National Society volunteers	**1,367**
National Society branches	**9**
National Society local units	**30**

IFRC Network Databank country page

People reached by strategic priority

Disasters and crises	**53,000**
Health and wellbeing	**20,000**
Migration and displacement	**2,472**
Values, power and inclusion	**4,506**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRBO017 Fire (DREF), MDRBO018 Flood (DREF), MDRBO019 Fire (DREF), MDRBO020 Pluvial/Flash Flood (DREF)

2025 progress examples

- In response to the wildfires, a total of 400 respiratory protection and hygiene kits were distributed in the departments of Santa Cruz and Beni
- Flood response activities supported communities in the departments of La Paz, Cochabamba, Santa Cruz and Chuquisaca through the distribution of 2,000 personal hygiene kits, water purification tablets and safe water storage containers
- The distribution of hygiene and water support items was accompanied by community awareness and training sessions on personal hygiene practices, including proper handwashing

Participating National Societies

Italian Red Cross, Norwegian Red Cross, Swiss Red Cross

IFRC network country plan 2026

Bolivia

BRAZIL

IFRC Southern Cone delegation

In support of the Brazilian Red Cross

National Society staff	**1,810**
National Society volunteers	**12,000**
National Society branches	**15**
National Society local units	**69**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**3.9 million**
Expenditure	**3.2 million**

People reached by strategic priority

Disasters and crises	**19,000**
Health and wellbeing	**6,225**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRBR011 Rio Grande do Sul Floods (DREF)

2025 progress examples

- 63,412 people affected by floods in Rio Grande do Sul were supported with shelter, livelihoods and multipurpose cash assistance
- The National Society carried out 22,300 medical consultations and made use of the 'Ônibus da Saúde' mobile unit to serve indigenous and quilombola communities
- As part of its water, sanitation and hygiene (WASH) activities, the National Society set up a SETA3000 water treatment plant

Participating National Societies

American Red Cross*, Canadian Red Cross *, German Red Cross, Japanese Red Cross Society, Red Cross of Monaco, The Netherlands Red Cross, Swedish Red Cross, Swiss Red Cross

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Brazil

CHILE

IFRC Southern Cone delegation

In support of the Chilean Red Cross

National Society staff	**24**
National Society volunteers	**2,580**
National Society branches	**158**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding avaiable	**728,149**
Expenditure	**1 million**

People reached by strategic priority

Climate and environment	**1,266**
Disasters and crises	**1,266**
Health and wellbeing	**6,151**
Migration and displacement	**3,204**
Values, power and inclusion	**1,230**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRCL018 Wildfires (DREF sEAP)

2025 progress examples

- In response to forest fires, 2,000 people were supported through multipurpose cash transfers and the delivery of evacuation and firebreak equipment
- Key technical tools, including shelter as well as water, sanitation and hygiene (WASH) manuals as well as a pre-hospital care manual were developed and updated
- Regional leadership was strengthened through the organization of the Platform for Dialogue in Anticipatory Action for the Southern Cone
- A training centre for health-related capacity building was established and workshops were held on basic life support, cardiopulmonary resuscitation (CPR); water, sanitation and hygiene (WASH) and mental health and psychosocial support (MHPSS)

Participating National Societies

German Red Cross, Australian Red Cross

COLOMBIA

IFRC Colombia delegation

In support of the Colombian Red Cross Society

National Society staff	**2,900**
National Society volunteers	**20,220**
National Society branches	**31**
National Society local units	**209**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**14.3 million**

People reached by strategic priority

Climate and environment	**126,516**
Disasters and crises	**135,150**
Health and wellbeing	**102,704**
Migration and displacement	**152,517**
Values, power and inclusion	**161,433**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRCO027 Drought (DREF EAP), MDRCO028 Floods (DREF), MDRCO029 Population Movement (DREF), MDRCO030 Population Movement (DREF), MDRCO31 Forced Displacement (DREF sEAP), MDRCO032 Floods (DREF)

2025 progress examples

- The National Society responded to five emergencies in relation to floods, population movement and forced displacement
- A methodological guide for the design of nature-based solutions in humanitarian contexts was developed
- The Migration Network of the Americas was established and the Regional Migration Network of the Americas and the Caribbean was officially launched

Participating National Societies

American Red Cross, Canadian Red Cross, German Red Cross, Italian Red Cross, Norwegian Red Cross, Spanish Red Cross, Swedish Red Cross

IFRC network country plan 2026

Colombia

COSTA RICA

IFRC Central America delegation

In support of the Costa Rican Red Cross

National Society staff	**1,374**
National Society volunteers	**5,336**
National Society branches	**134**
National Society local units	**134**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**1,461**
Disasters and crises	**2,750**
Health and wellbeing	**2,811**
Migration and displacement	**52**
Values, power and inclusion	**173**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRCR026 Floods (DREF), MDRCR027 Flood Readiness (DREF)

2025 progress examples

- About 4,500 people affected by flooding during Hurricane Melissa were supported through cash transfer programmes and vector control initiatives
- An Early Action Protocol for heavy rains was advanced to strengthen disaster preparedness and anticipatory action mechanisms
- Six Humanitarian Service Points (HSPs) were pre-positioned with expanded operational capacity, including pre-hospital care, Restoring Family Links (RFL) and gender-based violence prevention

Participating National Societies

German Red Cross, Swedish Red Cross*, Canadian Red Cross*

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Costa Rica

DOMINICA

IFRC Dutch -and English-Speaking Caribbean delegation

In support of the Dominica Red Cross Society

National Society staff	**3**
National Society volunteers	**350**
National Society branches	**11**
National Society local units	**12**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**19**
Disasters and crises	**55**
Health and wellbeing	**196**
Migration and displacement	**2**

2025 progress examples

- The National Society cleared three acres of fire-prone hillside land and replanted them with 100 hardwood and fruit trees, thereby reducing bush fire risk, supporting ecosystem restoration and providing livelihood benefits
- The Tarreau community engaged in disaster preparedness such as developing hazard maps and a community disaster plan, with simulations demonstrating local response capacity
- The National Society trained approximately 400 people in first aid
- The Kalinago branch was re-established and strengthened, growing to nearly 100 volunteers and becoming one of the most active branches
- Youth participation increased through school-based Red Cross activities and branch-led initiatives in Kalinago and Wesley

Participating National Societies

American Red Cross*, British Red Cross*, Canadian Red Cross*, French Red Cross, Italian Red Cross, Japanese Red Cross Society*, The Netherlands Red Cross*, Norwegian Red Cross*, Swedish Red Cross*

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Dominica

DOMINICAN REPUBLIC

IFRC Latin Caribbean delegation

In support of the Dominican Red Cross

National Society staff	**1,300**
National Society volunteers	**11,252**
National Society branches	**157**
National Society local units	**157**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**1,386**
Disasters and crises	**4,151,250**
Health and wellbeing	**10,948,203**
Migration and displacement	**20,267**
Values, power and inclusion	**3,500**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRDO018 Pluvial/Flash floods (DREF), MDRDO019 Hurricane Melissa (DREF)

2025 progress examples

- 1,500 families affected by Hurricane Melissa were supported with restored access to safe water, as well as healthcare services, shelter and strengthened livelihoods
- In the National Society's response to floods, a total of 3,042 people were reached through disease prevention activities and the distribution of control kits
- Community-based surveillance and epidemiological preparedness actions were implemented through home visits to support high-risk families
- The Climate Resilience project, enhanced Vulnerability and Capacity Assessments (eVCA) and the Nexus Assessment Environment Tool (NEAT+) assisted in tailored interventions
- A specialised Early Warning Systems team was trained to develop community action plans and better assist communities

Participating National Societies

Canadian Red Cross, French Red Cross, German Red Cross, Italian Red Cross

ECUADOR

IFRC Andean Countries delegation

In support of the Ecuadorian Red Cross

National Society staff	**829**
National Society volunteers	**7,877**
National Society branches	**24**
National Society local units	**200**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding avaiable	**32 million**
Expenditure	**29.5 million**

People reached by strategic priority

Climate and environment	**39,412**
Disasters and crises	**54,885**
Health and wellbeing	**274,292**
Migration and displacement	**6,369**
Values, power and inclusion	**274,656**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDREC024 Volcanic Eruption (DREF EAP), MDREC027 Flood (emergency appeal), MDREC028 Epidemic (DREF EAP)

2025 progress examples

- Psychosocial support was provided to 1,883 people affected by the flood emergency, strengthening the emotional wellbeing of communities and first responders
- Participation in the Alliance for the Amazon was strengthened through technical and strategic committees, highlighting challenges arising from climate and socioeconomic crises in the region
- A multi-channel digital fundraising platform was developed
- A digital toolbox to standardize the volunteer management cycle was developed
- The National Society's Operational Security Policy was updated and its National Security Management Plan was developed

Participating National Societies

German Red Cross, Italian Red Cross, Norwegian Red Cross, Spanish Red Cross, Swiss Red Cross

IFRC network country plan 2026

Ecuador

GUATEMALA

IFRC Central America delegation

Cruz Roja Guatemalteca

In support of the Guatemalan Red Cross

National Society staff	**190**
National Society volunteers	**2,000**
National Society branches	**21**
National Society local units	**21**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding avaiable	**2.4 million**
Expenditure	**2.4 million**

People reached by strategic priority

Climate and environment	**7,999**
Disasters and crises	**36,142**
Health and wellbeing	**87,885**
Migration and displacement	**17,696**
Values, power and inclusion	**11,205**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRGT023 Drought (DREF EAP), MDRGT024 Flood (DREF EAP), MDRGT026 Earthquake (DREF)

2025 progress examples

- The National Society's response capacity for immediate deployment was improved as evidenced in its response to the eruption of the Pacaya volcano, as well as floods and landslides
- A total of 2,755 individuals directly affected by seismic activity received housing, health; water, sanitation and hygiene (WASH), and livelihoods assistance
- The National Society implemented reintegration support programmes for returnees, facilitating access to basic services and promoting social cohesion
- A new mobile clinic programme was launched to provide primary health care and nutritional support in rural and hard-to-reach communities

Participating National Societies

American Red Cross, German Red Cross, Spanish Red Cross, Swiss Red Cross

IFRC network country plan 2026

Guatemala

GUYANA

IFRC Dutch-and-English Speaking Caribbean delegation

GUYANA RED CROSS SOCIETY

In support of the Guyana Red Cross Society

National Society staff	**11**
National Society volunteers	**100**
National Society local units	**3**

IFRC Network Databank country page

People reached by strategic priority

Disasters and crises	**324**
Health and wellbeing	**3,974**
Migration and displacement	**42**
Values, power and inclusion	**1,105**

2025 progress examples

- Regular blood donation drives were conducted in collaboration with the National Blood Bank of Guyana
- Preparedness and response readiness were strengthened through cash and voucher assistance (CVA) rapid market assessments and pre-disaster market assessments in priority regions
- Support was provided to migrants in accessing stay permits and essential services, including health and education
- Volunteer engagement and accountability were reinforced through induction activities and insurance coverage

IFRC network country plan 2026

Guyana

HAITI

IFRC Latin Caribbean delegation

In support of the Haiti Red Cross Society

National Society staff	**52**
National Society volunteers	**4,940**
National Society branches	**14**
National Society local units	**115**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**536,778**

People reached by strategic priority

Climate and environment	**2**
Disasters and crises	**781**
Health and wellbeing	**9,257**
Migration and displacement	**1**
Values, power and inclusion	**507**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRHT021 Complex Emergency (DREF)

2025 progress examples

- In response to armed violence, 35,272 people were supported through first aid, ambulance services, psychosocial support and multi-purpose cash transfers
- Volunteers and staff were trained in safeguarding against sexual abuse, as well as child protection before deployment in the field
- The Global Early Warnings for All initiative (EW4ALL) was advanced to strengthen community knowledge and rapid response to hazards
- Psychosocial support for internally displaced persons was continued through activities such as Tè Malè, promoting psychological first aid and resilience
- Volunteers were trained in psychosocial support and delivered targeted assistance, while capacity-building included training in first aid, epidemic control, safer access and violence de-escalation

Participating National Societies

Italian Red Cross*, The Netherlands Red Cross, Spanish Red Cross, Swiss Red Cross

**Contributed multilaterally only via IFRC*

HONDURAS

IFRC Central America delegation

In support of the Honduran Red Cross

National Society staff	**487**
National Society volunteers	**6,633**
National Society branches	**7**
National Society local units	**53**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**5.8 million**
Expenditure	**5.9 million**

People reached by strategic priority

Climate and environment	**15,676**
Disasters and crises	**263,928**
Health and wellbeing	**57,937**
Migration and displacement	**38,093**
Values, power and inclusion	**3,833**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRHN020 Flood (DREF EAP), MDRHN021 Population Movement (DREF EAP), MDRHN024 Flood (DREF), MDRHN026 Flood (DREF), MDRHN027 Flood (DREF EAP)

2025 progress examples

- Approximately 7,540 people affected by Tropical Storm Sara were supported with family hygiene kits, unconditional cash transfers and safe water distribution
- Communities prone to flooding received sustainable technologies, including eco-stoves, rainwater-harvesting systems, storage tanks and pumping equipment
- The Early Warning System (EWS) in the Chamelecón and Aguán river basins was strengthened, along with community infrastructure microprojects such as roofs, floors, sanitary modules, and electrical and water systems

Participating National Societies

American Red Cross, Canadian Red Cross, German Red Cross, Norwegian Red Cross, Spanish Red Cross, Swiss Red Cross

IFRC network country plan 2026

Honduras

JAMAICA

IFRC Dutch-and English-speaking Caribbean delegation

Jamaica Red Cross

In support of the Jamaica Red Cross

National Society staff	**25**
National Society volunteers	**5,000**
National Society branches	**13**
National Society local units	**13**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**34**
Disasters and crises	**1,500**
Health and wellbeing	**119**
Migration and displacement	**37**
Values, power and inclusion	**37**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRJM005 Cyclone (emergency appeal)

2025 progress examples

- In response to Hurricane Melissa, 180,000 people were supported with non-food items including blankets, kitchen sets, shelter tool kits, tarpaulins, hygiene kits, solar lights, mosquito nets and mattresses
- Roof repairs were prioritised in Westmoreland, Hanover, St. James and St. Elizabeth to meet shelter needs
- 8,832 people were assisted with food packages
- A leptospirosis outbreak resulting from contaminated flood waters was responded to through hygiene promotion and risk communication and community engagement (RCCE) interventions to protect public health

IFRC network country plan 2026

Jamaica

PANAMA

IFRC Central America delegation

Cruz Roja Panameña

In support of the Red Cross Society of Panama

National Society staff	**135**
National Society volunteers	**1,300**
National Society branches	**23**
National Society local units	**28**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**1.4 million**
Expenditure	**1.3 million**

People reached by strategic priority

Climate and environment	**568**
Disasters and crises	**3,319**
Health and wellbeing	**10,704**
Migration and displacement	**41,464**
Values, power and inclusion	**5,908**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRPA019 Dengue Epidemic (DREF), MDRPA020 Flood(DREF), MDRPA021 Biological River Pollution (DREF)

2025 progress examples

- 30,740 people affected by the contamination of the La Villa River beginning in June 2025 have been assisted with water, sanitation and hygiene (WASH); protection, gender and inclusion (PGI) and community engagement and accountability (CEA) interventions
- Families affected by floods in the districts of Panamá, Ocú and Tonosí were supported with 300 family hygiene kits and 600 jerrycans, among other WASH assistance
- Reduced arrivals in Darién were supported through the continuation of humanitarian services in transit and return areas, including safe information, referrals, dignity kits and Restoring Family Links

Participating National Societies

Italian Red Cross, Spanish Red Cross, Swiss Red Cross

IFRC network country plan 2026

Panama

PARAGUAY

IFRC Southern Cone delegation

In support of the Paraguayan Red Cross

National Society staff	**35**
National Society volunteers	**1,438**
National Society branches	**21**
National Society local units	**21**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**529**
Disasters and crises	**4,960**
Health and wellbeing	**22,000**
Values, power and inclusion	**308**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRPY024 Drought (DREF sEAP)

2025 progress examples

- National Society activities under the drought simplified Early Action Protocol (sEAP) include continuous monitoring of climate and socio-economic conditions to ensure that forecasts and triggers remain aligned with the needs of at-risk communities
- Vulnerable communities are trained in resilient livelihoods practices such as water, soil, seed and sustainable agriculture management
- Rapid assessments of community water systems have also been conducted to identify critical issues such as leaks, damaged pumps and clogged pipes, while assessing opportunities to optimise alternative water sources such as community cisterns

Participating National Societies

Italian Red Cross, Swiss Red Cross

SAINT KITTS AND NEVIS

IFRC Dutch-and English-speaking Caribbean delegation

In support of the Saint Kitts and Nevis Red Cross Society

National Society staff	**1**
National Society volunteers	**153**
National Society branches	**2**
National Society local units	**2**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**577**
Disasters and crises	**125**
Health and wellbeing	**800**
Migration and displacement	**40**
Values, power and inclusion	**325**

2025 progress examples

- National disaster preparedness was supported through participation in pre-hurricane meetings, damage and needs assessment training and collaboration with disaster authorities
- The National Society continued to serve as the primary provider of first aid certification nationally
- A national volunteer induction and orientation initiative was conducted, engaging volunteers who had not previously received formal orientation
- Participated in the Americas Regional Meeting on First Aid facilitated by the Global First Aid Reference Centre (GFARC)

IFRC network country plan 2026

Saint Kitts and Nevis

SAINT LUCIA

IFRC Dutch-and English-speaking Caribbean delegation

In support of the Saint Lucia Red Cross

National Society staff	**6**
National Society volunteers	**280**
National Society branches	**1**
National Society local units	**1**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**30**
Disasters and crises	**1,200**
Health and wellbeing	**3,000**
Values, power and inclusion	**14**

2025 progress examples

- The National Society provided disaster relief support to neighbouring islands affected by hurricanes, including Jamaica, Grenada, Dominica, and Saint Vincent and the Grenadines
- Financial assistance was provided to the Jamaica Red Cross to support Hurricane Melissa relief efforts
- Four beach clean-up campaigns were conducted in collaboration with various NGOs across Saint Lucia
- Over 700 individuals were trained in first aid, and ambulance services remained operational

SAINT VINCENT AND THE GRENADINES

IFRC Dutch-and English-speaking Caribbean delegation

In support of the Saint Vincent and the Grenadines Red Cross

National Society staff	**7**
National Society volunteers	**200**
National Society branches	**1**
National Society local units	**32**

IFRC Network Databank country page

People reached by strategic priority

Disasters and crises	**315**
Health and wellbeing	**1,268**
Values, power and inclusion	**15**

2025 progress examples

- The hurricane response transitioned from emergency relief to recovery, with multi-purpose cash assistance provided to 400 vulnerable households
- Water, sanitation, and hygiene (WASH) interventions focused on preparedness and risk reduction, including community training and hygiene promotion activities
- Clean-up activities were conducted in collaboration with external partners such as the Central Water and Sewage Authority, strengthening coordinated environmental action
- 765 individuals comprising both commercial participants and volunteers were trained in first aid and cardiopulmonary resuscitation (CPR)

SURINAME

IFRC Dutch and English-speaking Caribbean delegation

In support of the Suriname Red Cross

Het Surinaamse Rode Kruis

National Society staff	**10**
National Society volunteers	**125**
National Society branches	**4**

IFRC Network Databank country page

People reached by strategic priority

Disasters and crises	**5,000**
Health and wellbeing	**5,000**

2025 progress examples

- Joined the Amazon Alliance to address ecosystem degradation and climate change, contributing to regional dialogue in Colombia on the humanitarian impacts on communities and indigenous peoples, while promoting locally-led resilience solutions
- Participated in a national calamity exercise on water-related emergencies under Project Makandra, led by the Department of Water of the Ministry of Natural Resources
- Participated in training on Sexual and Reproductive Health in Crises organized by UNFPA, in collaboration with the Medical Mission
- 46 women from two social care institutions received Basic Emergency Response and First Aid training to provide first aid and emergency support to persons with disabilities
- In conjunction with its 85th anniversary, the National Society held a stakeholder meeting with leading national companies to encourage private sector support for its humanitarian activities

IFRC network country plan 2026

Suriname

TRINIDAD AND TOBAGO

IFRC Dutch and English-speaking Caribbean delegation

In support of the Trinidad and Tobago Red Cross Society

Trinidad & Tobago Red Cross Society

National Society staff	**23**
National Society volunteers	**508**
National Society branches	**3**
National Society local units	**8**

IFRC Network Databank country page

People reached by strategic priority

Disasters and crises	**1,675**
Health and wellbeing	**240**
Migration and displacement	**738**
Values, power and inclusion	**3,500**

2025 progress examples

- Support was provided to communities whose homes were destroyed by thunderstorm and tornado activity
- Community disaster response team (CBRT) training sessions sustained engagement with community resilience groups
- First aid training targets were surpassed through multiple community outreach events, including eight mobile clinics and health fairs
- 738 migrants were supported through cash assistance, health services and community outreach programmes

IFRC network country plan 2026

Trinidad and Tobago

VENEZUELA

IFRC Venezuela delegation

In support of the Venezuelan Red Cross

National Society staff	**677**
National Society volunteers	**3,322**
National Society branches	**41**
National Society local units	**41**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**3.8 million**
Expenditure	**2.3 million**

People reached by strategic priority

Climate and environment	**107**
Disasters and crises	**18,012**
Health and wellbeing	**203,992**
Migration and displacement	**19,615**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRVE009 Flood (DREF), MDRVE011 Population Movement (DREF EAP), MDRVE012 Flood (DREF)

2025 progress examples

- 17,277 people on the move were supported with temporary shelter, primary health care and mental health and psychosocial support (MHPSS) services
- In response to floods, 700 families received water, sanitation and hygiene (WASH) supplies such as hygiene kits, cleaning kits, jerry cans and water purification tablets
- Returnees were assisted with primary health care, psychosocial support, essential kits, handwashing points and referral guidance
- Institutional safeguarding and child protection policies were designed and approved, in addition to a human resources policy and an operational manual

Participating National Societies

German Red Cross, The Netherlands Red Cross, Spanish Red Cross, Swiss Red Cross

IFRC network country plan 2026

Venezuela



ASIA PACIFIC

IFRC DELEGATIONS

AFGHANISTAN

IFRC Afghanistan delegation

In support of the Afghan Red Crescent

National Society staff	**4,006**
National Society volunteers	**26,568**
National Society branches	**34**
National Society local units	**329**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**19.9 million**
Expenditure	**17.7 million**

People reached by strategic priority

Climate and environment	**63,001**
Disasters and crises	**2.3 million**
Health and wellbeing	**10.2 million**
Migration and displacement	**1.4 million**
Values, power and inclusion	**423,619**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRAF015 Flood (emergency appeal), MDRAF017 Malnutrition (DREF), MDRAF018 Population Movement (emergency appeal), MDRAF019 Earthquake (emergency appeal)

2025 progress examples

- Mobile health teams delivered over 2 million oral polio vaccinations, while 72,500 people benefited from community health education on hygiene, nutrition and disease prevention
- Over 226,000 returnees received assistance including hot meals, healthcare, cash-for-work opportunities and dignity kits, while Humanitarian Service Points in Kandahar, Nangarhar and Herat provided integrated services including psychosocial support and referrals
- Income-generating assistance was provided to approximately 3,500 female-headed households, and 700 women-at-risk and female-headed households received vocational training

Participating National Societies

Austrian Red Cross, Danish Red Cross, Norwegian Red Cross, Qatar Red Crescent Society, Turkish Red Crescent

Multilateral contributions via IFRC also received from various PNS

IFRC network country plan 2026

Afghanistan

BANGLADESH

IFRC Bangladesh delegation

In support of the Bangladesh Red Crescent Society

National Society staff	**2,639**
National Society volunteers	**132,319**
National Society branches	**68**
National Society local units	**155**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**15.4 million**
Expenditure	**15.1 million**

People reached by strategic priority

Climate and environment	**100,146**
Disasters and crises	**592,724**
Health and wellbeing	**2.3 million**
Values, power and inclusion	**61,850**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRBD018 Population Movement (emergency appeal), MDRBD038 Cold Wave (DREF EAP), MDRBD036 Flash Floods (emergency appeal), MDRBD035 Cyclone (emergency appeal)

2025 progress examples

- The Oral Cholera Vaccine campaign in Cox's Bazar enabled the vaccination of about 1.4 million people in camps and host communities
- The Integrated Flood Resilience Programme, Phase 3, supported 5,014 people through 278 courtyard sessions focused on disaster preparedness and climate resilience response
- The Bangladesh Red Crescent Society secured a grant of £300,000 from Comic Relief, a UK-based charity, in support of the Integrated Flood Response and Recovery Programme

Participating National Societies

American Red Cross, British Red Cross, Danish Red Cross, German Red Cross, Japanese Red Cross Society, Qatar Red Crescent Society, Swedish Red Cross, Swiss Red Cross, Turkish Red Crescent

IFRC network country plan 2026

Bangladesh

BRUNEI DARUSSALAM

IFRC Jakarta delegation

In support of the Brunei Darussalam Red Crescent Society

National Society staff	**1**
National Society volunteers	**1,780**
National Society branches	**4**
National Society local units	**4**

IFRC Network Databank country page

2025 progress examples

- First Aid programming was expanded through the National Society's First Aid Academy, with the continued delivery of government-endorsed and certified commercial first aid training to private companies, universities and schools
- In January, first aid education was extended to communities in Temburong District, in support of the goal of having at least one trained first aider in every household
- As part of efforts to strengthen regional pandemic preparedness, the National Society participated in the Center of Excellence for Pandemic Preparedness (CoEPP) Friends Dialogue held in Singapore
- Food donation campaigns were conducted in conjunction with Brunei Darussalam National Day and the month of Ramadhan, with the mobilization of volunteers and communities to support vulnerable households

Participating National Societies

Indonesian Red Cross Society, Philippine Red Cross, Singapore Red Cross Society

IFRC network country plan 2026

Brunei Darussalam

CAMBODIA

IFRC Bangkok delegation

In support of the Cambodian Red Cross Society

National Society staff	**350**
National Society volunteers	**61,492**
National Society branches	**25**
National Society local units	**1,886**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**79,527**
Expenditure	**78,315**

People reached by strategic priority

Climate and environment	**77**

2025 progress examples

- An assessment on migration and displacement was conducted to gain a better understanding of the migration landscape, the specific needs of migrants and displaced people, and to develop practical recommendations for addressing those needs
- Psychological First Aid (PFA) was provided in evacuation centres during emergencies, including floods and periods of heightened tension. The National Society also collaborated with the Transcultural Psychosocial Organization Cambodia and the Ministry of Internal Health to strengthen mental health and psychosocial support (MHPSS) services
- Following the receipt of strategic guidance from IFRC, the National Society is working to integrate psychological first aid (PFA) into community first aid activities

Participating National Societies

British Red Cross, Japanese Red Cross Society*, Korean Red Cross, Swiss Red Cross, Thai Red Cross Society

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Cambodia

INDONESIA

IFRC Jakarta delegation

In support of the Indonesia Red Cross Society

National Society staff	**8,075**
National Society volunteers	**92,941**
National Society branches	**531**
National Society local units	**531**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**88 million**
Expenditure	**58.7 million**

People reached by strategic priority

Disasters and crises	**70,275**
Health and wellbeing	**313,065**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRID027 Flood (DREF EAP), MDRID028 Flood (DREF)

2025 progress examples

- With IFRC DREF support, about 59,6000 people affected by landslides and flash floods in Aceh, North Sumatera and West Sumatera were assisted
- Dengue and malaria outbreaks in South Nias and Riau saw mosquito net distributions, integrated health promotion and community mobilization
- The Indonesian Red Cross Society and Ministry of Protection for Indonesian Migrant Workers signed a memorandum of understanding to enhance the protection of Indonesian migrant workers
- The National Society hosted the IFRC Donor Advisory Group visit in October
- The water, sanitation and hygiene (WASH) minimum service standards for emergency water provision were put in place to improve National Society WASH services

Participating National Societies

American Red Cross, Australian Red Cross, Canadian Red Cross, Japanese Red Cross Society

IFRC network country plan 2026

Indonesia

LAO PEOPLE'S DEMOCRATIC REPUBLIC

IFRC Bangkok delegation

In support of the Lao Red Cross

National Society staff	**508**
National Society volunteers	**1,055**
National Society branches	**18**
National Society local units	**74**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**1.2 million**
Expenditure	**531,212**

People reached by strategic priority

Climate and environment	**169**
Disasters and crises	**39,455**
Health and wellbeing	**5,860**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRLA010 Flood (DREF EAP), MDRLA011 Flood (DREF)

2025 progress examples

- A DREF-funded flood response operation was undertaken from 2024 to early 2025, with a one-time multipurpose cash distribution to 5,430 flood-affected families
- Flood response operations continued by activating additional DREF support to assist 10,619 people across three provinces - implementation is ongoing into 2026
- Under Phase II of its first aid project, the National Society conducted a five-day training-of-trainers in January, including psychological first aid. School-based training followed across six provinces, reaching 482 students and teachers, while refresher sessions were held for 476 previous participants

Participating National Societies

Austrian Red Cross, Swiss Red Cross

IFRC network country plan 2026

Lao People's Democratic Republic

MALAYSIA

IFRC Malaysia delegation

In support of the Malaysian Red Crescent Society

National Society staff	**98**
National Society volunteers	**86,956**
National Society branches	**88**
National Society local units	**159**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**4.3 million**
Expenditure	**2.5 million**

People reached by strategic priority

Climate and environment	**280**
Disasters and crises	**189,347**
Health and wellbeing	**107,010**
Migration and displacement	**14,995**
Values, power and inclusion	**736**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRMY011 Flood (DREF EAP), MDRMY012 Flood (DREF)

2025 progress examples

- Under its IFRC DREF-funded operation after outbreaks of flood in Sabah, approximately 1,500 households were supported with multipurpose cash assistance, health screening services, distribution of clean water, and more
- An enhanced vulnerability and capacity assessment (eVCA) was carried out in Kedah with 47 personnel and 51 community participants from two flood-prone villages to co-design hazard maps, early-action triggers and evacuation routes ahead of the monsoon
- A total of 4,018 people were reached with health screenings, mobile clinic outreach and case management, with 68 referrals to services such as UNHCR registration, clinics and shelters

Participating National Societies

Indonesian Red Cross Society, Italian Red Cross, Singapore Red Cross Society, Swiss Red Cross

IFRC network country plan 2026

Malaysia

MONGOLIA

IFRC East Asia delegation

In support of the Mongolia Red Cross Society

National Society staff	**190**
National Society volunteers	**17,800**
National Society branches	**31**
National Society local units	**703**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**1.7 million**
Expenditure	**1.7 million**

People reached by strategic priority

Climate and environment	**66,387**
Disasters and crises	**155,256**
Health and wellbeing	**80,016**
Values, power and inclusion	**393,016**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRMN020 Cold Wave (emergency appeal)

2025 progress examples

- The Cold Wave (Dzud) response supported through the IFRC Emergency Appeal, reached 13,130 households with combined relief and recovery assistance
- Actions under the preparedness for effective response (PER) framework strengthened capacity in disaster response teams, information management, cash readiness, mental health and psychosocial support, and logistics
- The National Society's Youth Development Programme delivered 56 activities reaching 8.790 individuals, reflecting its commitment to empowering young people and promoting volunteerism

Participating National Societies

Australian Red Cross, Red Cross Society of China, Japanese Red Cross Society, Korean Red Cross, The Netherlands Red Cross, Norwegian Red Cross, Swiss Red Cross, Turkish Red Crescent

IFRC network country plan 2026

Mongolia

MYANMAR

IFRC Myanmar delegation

In support of the Myanmar Red Cross Society

National Society staff	**505**
National Society volunteers	**7,615**
National Society branches	**274**
National Society local units	**2,518**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**23.3 million**
Expenditure	**14.4 million**

People reached by strategic priority

Climate and environment	**194,942**
Disasters and crises	**147,986**
Health and wellbeing	**610,214**
Migration and displacement	**4,385**
Values, power and inclusion	**47,244**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRMM020 Flood (DREF), MDRMM021 Flood (emergency appeal), MDRMM022 Heat Wave (DREF EAP), MDRMM023 Earthquake (emergency appeal)

2025 progress examples

- In response to the March 2025 earthquake, more than 157,900 people were reached with shelter related assistance, including tarpaulins, shelter toolkits and family kits
- First Aid posts, shaded rest areas and water stands were established under a simplified Early Action Protocol for urban heatwaves
- In response to Typhoon Yagi, more than 56,533 people were reached with multisectoral assistance across eight states and regions

Participating National Societies

Australian Red Cross, Austrian Red Cross, Belgian Red Cross, British Red Cross, Cambodian Red Cross, Red Cross Society of China, Danish Red Cross, Finnish Red Cross, German Red Cross, Indonesian Red Cross Society, Japanese Red Cross Society, Korean Red Cross, Malaysian Red Crescent Society, Singapore Red Cross Society, Swedish Red Cross, Swiss Red Cross, Thai Red Cross Society, Turkish Red Crescent, Vietnam Red Cross Society

IFRC network country plan 2026

Myanmar

NEPAL

IFRC Nepal delegation

In support of the Nepal Red Cross Society

National Society staff	**343**
National Society volunteers	**89,863**
National Society branches	**77**
National Society local units	**8,319**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**12.3 million**
Expenditure	**3.7 million**

People reached by strategic priority

Climate and environment	**194,942**
Disasters and crises	**147,986**
Health and wellbeing	**610,214**
Migration and displacement	**4,385**
Values, power and inclusion	**47,244**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRNP016 Earthquake (emergency appeal), MDRNP017 Flood (DREF sEAP), MDRNP018 Flood (DREF), MDRNP019 Drought (DREF), MDRNP020 Heat Wave (DREF sEAP)

2025 progress examples

- In response to the floods and landslides in Koshi and Bagmati provinces, 1,594 households were provided with essential relief items, and 100 water schemes were renovated
- A heat perception study was conducted in Kailali district to strengthen evidence-based planning to support 60,000 people affected by drought
- The National Society finalized its National Strategy on Migration and Displacement (2025-2030), aligning with Movement priorities

Participating National Societies

American Red Cross, British Red Cross, Canadian Red Cross, Red Cross Society of China*, Danish Red Cross, Finnish Red Cross, German Red Cross*, Irish Red Cross Society, Japanese Red Cross Society*, Korean Red Cross, Luxembourg Red Cross, Malaysian Red Crescent Society, Red Cross of Monaco*, The Netherlands Red Cross*, Singapore Red Cross Society, Swiss Red Cross

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Nepal

PAKISTAN

IFRC Pakistan delegation

In support of the Pakistan Red Crescent

National Society staff	**692**
National Society volunteers	**5,000**
National Society branches	**7**
National Society local units	**70**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**3.3 million**
Expenditure	**2.5 million**

People reached by strategic priority

Disasters and crises	**246,670**
Health and wellbeing	**471,465**
Migration and displacement	**92,305**
Values, power and inclusion	**11,709**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRPK029 Riverine Floods (DREF EAP), MDRPK028 Monsoon Floods (emergency appeal), MDRPK027 Afghan Nationals Return from Pakistan (DREF), MDRPK024 Flood (DREF EAP)

2025 progress examples

- 225,000 people were supported during monsoon floods with multipurpose cash, food, emergency shelters, hygiene kits and safe drinking water
- A humanitarian service point (HSP) and medical health facility were set up in the Torkham and Chaman borders respectively to deliver humanitarian assistance to Afghan returnees
- Mobile health teams provided basic medical services to returnees, reaching over 60,000 people affected by Pakistan's Illegal Foreigners Repatriation Plan (IFRP)
- Access to primary healthcare services was strengthened in remote and underserved areas through basic health units which delivered outpatient, maternal, newborn and child health services

Participating National Societies

British Red Cross, German Red Cross, Norwegian Red Cross, Swiss Red Cross, Turkish Red Crescent

IFRC network country plan 2026

Pakistan

PHILIPPINES

IFRC Philippines delegation

In support of the Philippine Red Cross

National Society staff	**1,765**
National Society volunteers	**1.2 million**
National Society branches	**102**
National Society local units	**139**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**2.8 million**
Expenditure	**7 million**

People reached by strategic priority

Climate and environment	**215,399**
Disasters and crises	**208,829**
Health and wellbeing	**551,228**
Values, power and inclusion	**447,802**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRPH054 Flood (DREF), MDRPH055 Cyclone (DREF EAP), MDRPH056 Cyclone (emergency appeal), MDRPH057 Earthquake (emergency appeal), MDRPH058 Earthquake (DREF)

2025 progress examples

- Tarpaulins, shelter toolkits and other essential aid were provided to 284,904 people across provinces most affected by the earthquake and typhoons
- In response to Severe Tropical Storm Kristine (Trami), 86,713 people received integrated assistance covering livelihood, health, and water, sanitation and hygiene (WASH)
- Over a 14-day period, food insecurity was addressed through the deployment of food trucks and the daily distributions of hot meals
- Medical supplies, equipment and devices were pre-positioned across three regional warehouses to respond effectively to public health outbreaks

Participating National Societies

American Red Cross, Canadian Red Cross, Finnish Red Cross, German Red Cross, Japanese Red Cross Society*, The Netherlands Red Cross, Qatar Red Crescent Society, Spanish Red Cross, Swiss Red Cross, Turkish Red Crescent

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Philippines

PAPUA NEW GUINEA

IFRC Papua New Guinea delegation

In support of the Papua New Guinea Red Cross Society

National Society staff	**32**
National Society volunteers	**850**
National Society branches	**12**
National Society local units	**13**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**1.6 million**
Expenditure	**1.7 million**

People reached by strategic priority

Climate and environment	**7,892**
Disasters and crises	**540**
Health and wellbeing	**6,171**
Migration and displacement	**3,972**
Values, power and inclusion	**1,239**

2025 progress examples

- In the Eastern and Western Highlands, 400 tree seedlings were planted by communities to help reduce the impacts of flooding and landslides
- Training in epidemic control with a strong emphasis on water, sanitation and hygiene (WASH) was conducted for 35 branch volunteers
- As part of the government polio campaign, volunteers were engaged across six clinics with approximately 1,800 polio information pamphlets distributed to the public
- The National Society's Special Education School enrolled 69 students (30 males and 39 females), with two students successfully integrated into the formal education system

Participating National Societies

Australian Red Cross*, Japanese Red Cross Society*, Korean Red Cross*, The Netherlands Red Cross* Singapore Red Cross Society

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Papua New Guinea

SRI LANKA

IFRC Delhi delegation

In support of the Sri Lanka Red Cross Society

National Society staff	**90**
National Society volunteers	**3,895**
National Society branches	**25**
National Society local units	**302**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**2.1 million**
Expenditure	**1.9 million**

People reached by strategic priority

Climate and environment	**261,500**
Disasters and crises	**262,247**
Health and wellbeing	**333,200**
Migration and displacement	**180**
Values, power and inclusion	**94,121**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRLK020 Flood (DREF), MDRLK021 Cyclone (DREF), MDRLK022 Epidemic (DREF sEAP), MDRLK023 Cyclone (emergency appeal)

2025 progress examples

- More than 7,000 trained volunteers and National Disaster Response Teams were deployed to evacuation centres, distribution points and affected villages in response to Cyclone Ditwah, distributing 2,919 essential household item kits
- Conducted fire and rescue training in schools and communities, and disaster management training for teachers to strengthen community preparedness for emergencies
- Collaborated on the Emergency Evacuation Response Plan for migrant workers under the ILO Safe Labour Migration Programme, engaging 20 government agencies
- 150 schoolchildren from low-income families across 25 districts were assisted to stay in school and pursue education with dignity

IFRC network country plan 2026

Sri Lanka

THAILAND

IFRC Bangkok delegation

In support of the Thai Red Cross Society

National Society staff	**11,704**
National Society volunteers	**61,856**
National Society branches	**76**
National Society local units	**392**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**874,205**
Expenditure	**257,631**

People reached by strategic priority

Climate and environment	**7,478**

2025 progress examples

- Following the Myanmar earthquake in March, psychological first aid was provided to affected families in Thailand
- The National Society developed its Environmental, Energy and Greenhouse Gas Policy with support from the IFRC Capacity Building Fund
- A health project for vulnerable populations in provinces along the Thai–Myanmar border was implemented in collaboration with local hospitals
- The National Society developed its first Youth Policy, aligned with the IFRC Youth Engagement Strategy
- Water rescue and first aid training respectively were conducted in Lopburi, while disaster relief campaigns were conducted in Phang Nga and Trang

Participating National Societies

Japanese Red Cross Society

IFRC network country plan 2026

Thailand

TIMOR-LESTE

IFRC Jakarta delegation

In support of the Timor-Leste Red Cross Society

National Society staff	**142**
National Society volunteers	**951**
National Society branches	**13**
National Society local units	**14**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**4,650**
Disasters and crises	**2,925**
Health and wellbeing	**30,929**
Values, power and inclusion	**2,997**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRTL001 Flood (DREF EAP)

2025 progress examples

- The National Society's Strategic Plan 2025–2029 was finalized, providing a reference for resource mobilization and partnership engagement, as well as serving as key internal guidance
- The National Anticipatory Action Roadmap was launched, marking an important contribution towards strengthening Timor-Leste's disaster preparedness and climate resilience
- Renewed its memorandum of understanding with the Ministry of Health, securing CHF 213,284 to support medical services, health promotion, dengue prevention, and water and sanitation activities; and collaborated with WHO under the Pandemic Fund

Participating National Societies

American Red Cross, Australian Red Cross, Indonesian Red Cross Society, Korean Red Cross, The Netherlands Red Cross

IFRC network country plan 2026

Timor-Leste

VIET NAM

IFRC Bangkok delegation

In support of the Vietnam Red Cross Society

National Society staff	**14,960**
National Society volunteers	**198,657**
National Society branches	**63**
National Society local units	**13,000**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**4 million**
Expenditure	**1.9 million**

People reached by strategic priority

Disasters and crises	**36,275**
Health and wellbeing	**1,032**
Values, power and inclusion	**601**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRVN022 Heat Wave (DREF EAP), MDRVN024 Cyclone (emergency appeal), MDRVN025 Flood (DREF), MDRVN026 Flood (DREF)

2025 progress examples

- The Vietnam Red Cross Society delivered shelter support, cash assistance, and health as well as water, sanitation and hygiene (WASH) services to flood and landslide-affected communities across four provinces under operation Yagi
- In response to successive typhoons - Wipha, Kajiki, Bualoi, and Matmo - two DREF operations were activated to support approximately 50,000 people, primarily through cash-based interventions and early livelihood recovery
- The National Society, in coordination with the Ministry of Health, closely monitored blood collection and utilization, to provide timely guidance to provincial chapters in meeting hospital needs

Participating National Societies

Swiss Red Cross

IFRC network country plan 2026

Viet Nam

COOK ISLANDS

IFRC Pacific Islands delegation

In support of the Cook Islands Red Cross Society

National Society staff	**6**
National Society volunteers	**233**
National Society branches	**12**
National Society local units	**11**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**18,000**
Disasters and crises	**8,498**
Health and wellbeing	**13,000**

2025 progress examples

- The Pacific First Aid programme under the PIROPS initiative and 3 Oceans Project, strengthened first aid systems through regional coordination, capacity building and improved service access
- Branch-level functionality was strengthened through improved governance, clearer procedures and enhanced volunteer management
- Volunteer mobilization expanded significantly, supported by investments in training, recognition and wellbeing
- Youth engagement was strengthened through leadership development, skills-building and active participation in governance and programme delivery

FIJI

IFRC Pacific Islands delegation

In support of the Fiji Red Cross Society

National Society staff	**31**
National Society volunteers	**838**
National Society branches	**16**
National Society local units	**78**

IFRC Network Databank country page

People reached by strategic priority

Disasters and crises	**3,515**
Health and wellbeing	**1,356**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRFJ008 Tropical Cyclone (DREF sEAP)

2025 progress examples

- A simplified DREF Early Action Protocol was launched for cyclone readiness under which shelter, health; and water, sanitation and hygiene (WASH) support will be provided
- Climate Resilience Measurement for Communities processes which inform evidence-based climate adaptation planning are serving to strengthen community resilience
- Further advances in risk-informed programming were achieved under ZCRA and through Climate Risk Assessment planning under CAPClima
- New donor contributions were secured including UNDP Fiji GCF funding and WWF–IFRC Partnership funding covering Fiji and other National Societies
- The National Society strengthened its branch-level capacity through improved governance, clearer procedures and enhanced volunteer management

Participating National Societies

Australian Red Cross

KIRIBATI

IFRC Pacific Islands delegation

In support of the Kiribati Red Cross Society

National Society staff	**13**
National Society volunteers	**116**
National Society branches	**4**
National Society local units	**78**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**324,798**
Expenditure	**226,248**

People reached by strategic priority

Climate and environment	**2,529**
Disasters and crises	**1,753**
Health and wellbeing	**16,892**
Values, power and inclusion	**305**

2025 progress examples

- Kiribati remained a key focus of climate and resilience efforts, with targeted investments in both immediate and longer-term programming despite funding challenges
- New contributions included CREWS funding to strengthen climate risk and early warning systems
- Community resilience towards climate risks has been strengthened through climate risk assessments conducted to support evidence-based adaptation planning
- The Pacific First Aid programme has further strengthened first aid systems through regional coordination, capacity building and improved service access
- Youth engagement was strengthened through leadership development, skills-building, and active participation in governance and programme delivery

MARSHALL ISLANDS

IFRC Pacific Islands delegation

In support of the Marshall Islands Red Cross Society

National Society staff	**8**
National Society volunteers	**400**
National Society branches	**4**
National Society local units	**78**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**5,000**
Disaster and crises	**5,000**
Health and wellbeing	**5,000**
Values, power and inclusion	**5,000**

2025 progress examples

- First aid, psychological first aid and hygiene promotion support was provided to affected families during emergencies
- Emergency operations centres were strengthened through simulations, drills and better pre-positioning of relief supplies
- Branch-level effectiveness was improved through stronger governance, clearer operational procedures and better volunteer management systems

Participating National Societies

American Red Cross

MICRONESIA

IFRC Pacific Islands delegation

In support of the Micronesia Red Cross

National Society staff	**8**
National Society volunteers	**425**
National Society branches	**3**
National Society local units	**78**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**15,000**
Disasters and crises	**31,000**
Health and wellbeing	**15,000**
Values, power and inclusion	**570**

2025 progress examples

- Health activities were closely integrated with disaster response and early recovery efforts
- The National Society strengthened its emergency operations centre functions alongside simulations and drills, and the improved pre-positioning of relief items
- The National Society invested in volunteer training, and management and recognition, while also beginning to address volunteer wellbeing
- Youth engagement was strengthened through leadership development, skills-building and participation in governance and programme implementation

Participating National Societies

American Red Cross

PALAU

IFRC Pacific Islands delegation

In support of the Palau Red Cross Society

National Society staff	**11**
National Society volunteers	**163**
National Society branches	**2**
National Society local units	**78**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**1,938**
Disasters and crises	**1,504**
Health and wellbeing	**2,337**
Values, power and inclusion	**912**

2025 progress examples

- The National Society improved the functionality of its emergency operations centres, carrying out simulations and drills, and enhancing the strategic pre-positioning of relief supplies
- Preparedness approaches became increasingly operational and practice-oriented, with greater emphasis on ensuring systems and tools could be readily activated and applied during actual emergencies

Participating National Societies

American Red Cross

SAMOA

IFRC Pacific Islands delegation

In support of the Samoa Red Cross Society

National Society staff	**8**
National Society volunteers	**1,508**
National Society branches	**1**
National Society local units	**78**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**160,000**
Disasters and crises	**139,000**
Health and wellbeing	**45,000**
Values, power and inclusion	**62,000**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRWS003 Epidemic (DREF)

2025 progress examples

- As part of the dengue response, 300 households received cash assistance covering about 50 per cent of monthly income loss to meet essential needs. This marked the first such programme by the National Society since 2009, strengthening institutional capacity
- Water, sanitation and hygiene activities were a core part of dengue prevention, focusing on reducing mosquito breeding sites and improving hygiene practices
- 11 blood donation drives mobilised 182 donors
- Staff and volunteers were trained in safeguarding, with household assessments using sex, age and disability-disaggregated data to inform targeting
- Community engagement and accountability included two-way communication via outreach and feedback mechanisms such as a hotline and information desk

SOLOMON ISLANDS

IFRC Pacific Islands delegation

In support of the Solomon Islands Red Cross

National Society staff	**34**
National Society volunteers	**172**
National Society branches	**7**

IFRC Network Databank country page

People reached by strategic priority

Disasters and crises	**484**
Health and wellbeing	**56,000**
Values, power and inclusion	**94**

2025 progress examples

- Secured short-term Climate Risk and Early Warning Systems (CREWS) funds and WWF-IFRC Partnership funds which will harness nature-based solutions to strengthen the ability of communities to withstand and adapt to natural hazards
- Community Engagement and Accountability (CEA) was embedded across climate programming, particularly in climate risk assessments and Y-Adapt, where it serves as a core pillar of the assessment process and informs programme design
- Emergency operations functions were strengthened by conducting simulations and drills

Participating National Societies

Australian Red Cross

TONGA

IFRC Pacific Islands delegation

In support of the Tonga Red Cross Society

National Society staff	**19**
National Society volunteers	**125**
National Society branches	**3**

IFRC Network Databank country page

People reached by strategic priority

Disasters and crises	**548**
Health and wellbeing	**1,801**

2025 progress examples

- Tonga Red Cross provided fire relief using its own stocks in May, demonstrating operational independence that strengthens its auxiliary role and community trust
- Short-term Climate Risk and Early Warning Systems (CREWS) funding was secured and will provide support in maintaining humanitarian reach while strengthening systems and accountability for sustainable and locally-led solutions
- Significant progress in National Society development, including endorsement of protection, gender and inclusion (PGI) policies were made, which strengthened governance and financial systems and expanded branch-level capacity

Participating National Societies

Australian Red Cross

TUVALU

IFRC Pacific Islands delegation

In support of the Tuvalu Red Cross Society

TUVALU RED CROSS SOCIETY

National Society staff	**9**
National Society volunteers	**247**
National Society branches	**7**

IFRC Network Databank country page

People reached by strategic priority

Disasters and crises	**4,350**
Health and wellbeing	**1,877**
Values, power and inclusion	**167**

2025 progress examples

- The National Society supported the response to a large-scale dengue outbreak declared in June, with about 70 per cent of cases involving children. The response included trained volunteers supporting vector control activities
- Climate and environmental action was expanded through island-wide awareness activities such as tree planting, water campaigns and community preparedness outreach
- Disaster preparedness and first aid capacity were strengthened through training linked to climate and emergency response readiness for staff and volunteers
- Community engagement and youth outreach were deepened through school competitions, awareness sessions, radio talks and community campaigns on health, climate and preparedness
- Organizational capacity and volunteer coordination were strengthened through volunteer mobilization and operational planning

Participating National Societies

American Red Cross, Australian Red Cross

VANUATU

IFRC Pacific Islands delegation

In support of the Vanuatu Red Cross Society

National Society staff	**50**
National Society volunteers	**361**
National Society branches	**6**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**831**
Disasters and crises	**16,000**
Health and wellbeing	**11,000**
Values, power and inclusion	**1,288**

Emergency appeals, DREF and Anticipatory Action active in 2025

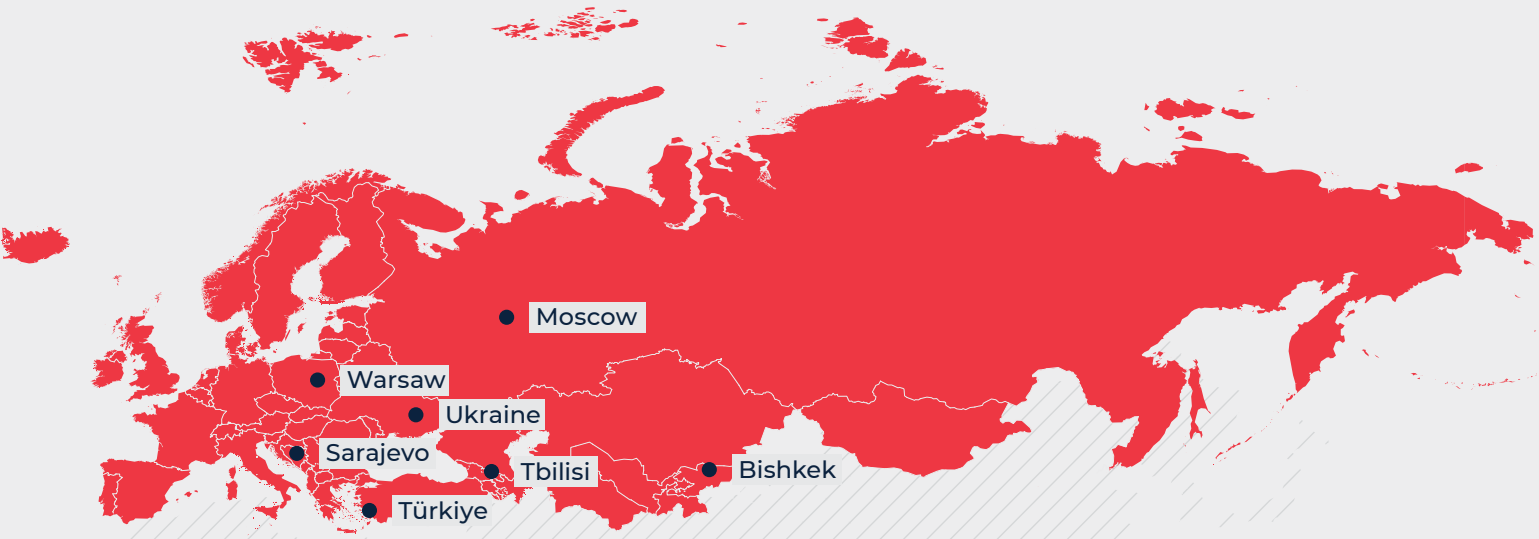
MDRVU012 Earthquake (emergency appeal)

2025 progress examples

- The National Society demonstrated strong operational leadership during the Vanuatu earthquake response, delivering shelter, cash assistance, livelihoods support, health; water, sanitation and hygiene (WASH), and protection activities at scale
- Both major disasters and localized emergencies were responded to, with life-saving assistance prioritized while longer-term preparedness and institutional capacity were reinforced
- Emergency operations were used to test and strengthen preparedness systems, including cash readiness, shelter coordination and volunteer mobilization
- IFRC secured over CHF 4 million from new and existing donors to support climate and resilience initiatives, including EU DG CLIMA funding for Vanuatu

Participating National Societies

American Red Cross, Australian Red Cross, Japanese Red Cross Society



EUROPE

IFRC DELEGATIONS

ALBANIA

IFRC Central and South-Eastern Europe delegation

In support of the Albanian Red Cross

National Society staff	**58**
National Society volunteers	**2,800**
National Society branches	**39**
National Society local units	**39**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**1.8 million**
Expenditure	**1.8 million**

People reached by strategic priority

Climate and environment	**15,000**
Disasters and crises	**48,571**
Health and wellbeing	**55,020**
Migration and displacement	**2,510**
Values, power and inclusion	**39,989**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRAL009 Heatwave (DREF sEAP)

2025 progress examples

- A nationwide heatwave awareness campaign reaching over 15,000 people and the successful approval of DREF anticipatory action has positioned the National Society as a key actor in early forecast-based response to extreme heat
- Expanded health and social services, including first aid training for more than 21,900 people, blood donation campaigns and improved home-care services for older people
- Improved support for migrants and displaced people via a UNHCR partnership, assisting around 1,500 individuals with counselling, referrals and basic aid
- Strengthened institutional and branch capacity through the Branch Organizational Capacity Assessment (BOCA) rollout in 17 branches, informing action plans and the development of a new strategy

Participating National Societies

Austrian Red Cross, Italian Red Cross, Qatar Red Crescent Society, Turkish Red Crescent

IFRC network country plan 2026

Albania

ARMENIA

IFRC delegation for South-Caucasus and Türkiye

In support of the Armenian Red Cross Society

National Society staff	**300**
National Society volunteers	**1,792**
National Society branches	**12**
National Society local units	**52**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**6.5 million**
Expenditure	**4.4 million**

People reached by strategic priority

Climate and environment	**70,000**
Disasters and crises	**175,106**
Health and wellbeing	**148,924**
Migration and displament	**19,195**
Values, power and inclusion	**16,424**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRAM012 Population Movement (emergency appeal), MDRAM014 Population Movement (DREF), MDRAM015 Gas Explosion (DREF)

2025 progress examples

- Developed and presented Armenia's first National Climate Assessment, a disaster law study and a feasibility study on anticipatory action, all of which were shared with national stakeholders
- In its population movement emergency response, structured cash-for-livelihoods support enabled over 80 per cent of displaced people who received business training and conditional cash grants, to fully invest funds into income generating activities
- 98,020 people received mental heath and psychosocial support services, complemented with psychological first aid kits, while 45 Smiley Clubs reached over 2,400 children with trauma-sensitive, inclusive support

Participating National Societies

American Red Cross*, Austrian Red Cross, Italian Red Cross, Swiss Red Cross

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Armenia

AZERBAIJAN

IFRC delegation for South-Caucasus and Türkiye

In support of the Red Crescent Society of Azerbaijan

National Society staff	**175**
National Society volunteers	**6,000**
National Society branches	**85**
National Society local units	**85**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**1.6 million**
Expenditure	**1.6 million**

People reached by strategic priority

Climate and environment	**3,350**
Disasters and crises	**24,086**
Health and wellbeing	**7,562**
Migration and displacement	**1,389**
Values, power and inclusion	**24,642**

2025 progress examples

- First aid services were delivered to populations on the move, in addition to the distribution of food and water
- Six emergency mobile volunteer teams participated in a model civil defence drill organized by the Ministry of Emergency Situations
- Approximately 110 migrants received information support, food, clothing, essential household items and assistance to cover transportation costs during the holiday periods
- Following the escalation in Iran, early preparedness measures focused on mental health and psychosocial support for people arriving from southern border regions
- A new Youth Policy was approved

Participating National Societies

Italian Red Cross, Turkish Red Crescent

IFRC network country plan 2026

Azerbaijan

BOSNIA AND HERZEGOVINA

IFRC Central and South-Eastern Europe delegation

In support of the Red Cross Society of Bosnia and Herzegovina

National Society staff	**339**
National Society volunteers	**9,781**
National Society branches	**21**
National Society local units	**165**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**3.5 million**
Expenditure	**3.5 million**

People reached by strategic priority

Climate and environment	**42**
Disasters and crises	**19,477**
Health and wellbeing	**44,965**
Migration and displacement	**159,690**
Values, power and inclusion	**1,571**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRBA017 Pluvial/Flash Flood (DREF)

2025 progress examples

- Emergency in-kind assistance was provided to approximately 300 households, alongside livelihood and shelter support to approximately 900 people affected by flooding
- Under its active and healthy ageing intervention, 2,060 group members were supported and the International Day of Older Persons was celebrated in Tuzla
- The 21st National First Aid competition was held, with 66 competitors demonstrating their first aid competencies at simulation stations
- A total of 2,331 people were engaged through workshops, school activities, simulation exercises and awareness campaigns to support community preparedness and coordination

Participating National Societies

Austrian Red Cross, German Red Cross, Italian Red Cross, Qatar Red Crescent Society, Swiss Red Cross, Turkish Red Crescent

IFRC network country plan 2026

Bosnia and Herzegovina

BULGARIA

IFRC Central and South-Eastern Europe delegation

In support of the Bulgarian Red Cross

National Society staff	**543**
National Society volunteers	**16,546**
National Society branches	**28**
National Society local units	**379**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**20.3 million**
Expenditure	**19.1 million**

People reached by strategic priority

Disasters and crises	**52,820**
Health and wellbeing	**394,426**
Migration and displacement	**43,940**
Values, power and inclusion	**3,583**

Emergency appeals, DREF and Anticipatory Action active in 2025

MGR65002 Ukraine and Impacted Countries (emergency appeal)

2025 progress examples

- As part of its Ukraine response, 3,000 people were assisted with mental health and psychosocial support, and 1,000 households were supported with cash and voucher assistance
- Maintained emergency readiness for 11,444 people by prepositioning bedding supplies in line with the national agreement to support at least 10,000 people during crises
- Strengthened national blood supplies through a week-long donation campaign that collected 1,200 donations
- Operated four community centres and two Humanitarian Service Points, delivering essential assistance, support services and education to migrants, refugee children and older persons
- Advanced national-level humanitarian coordination and emergency cooperation by engaging with government ministries

Participating National Societies

Canadian Red Cross, Korean Red Cross, Swiss Red Cross, Turkish Red Crescent

IFRC network country plan 2026

Bulgaria

GEORGIA

IFRC delegation for South-Caucasus and Türkiye

In support of the Georgia Red Cross Society

National Society staff	**178**
National Society volunteers	**15,000**
National Society branches	**39**
National Society local units	**40**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**1.3 million**
Expenditure	**1.1 million**

People reached by strategic priority

Climate and environment	**50,300**
Disasters and crises	**11,369**
Health and wellbeing	**284,260**
Values, power and inclusion	**94,940**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRGE019 Cold Wave (DREF),
MDRGE020 Pluvial/Flash Flood (DREF)

2025 progress examples

- Rapid emergency assistance was provided to 915 snowstorm-affected households through basic services, shelter, health and livelihoods
- Urgent livelihoods support as well as cash and voucher assistance was provided to 3,500 people in response to floods in Lagodekhi
- 400 volunteers were mobilized to support risk assessments, household data collection and awareness-raising initiatives
- Humanitarian assistance parcels containing food and essential relief items were distributed to populations on the move at temporary facilities alongside coordination with border authorities under restricted access conditions
- The Restoring Family Links services were strengthened by launching new tracing cases, expanding access through digital tools and preparing materials in minority languages

Participating National Societies

Austrian Red Cross, French Red Cross, Italian Red Cross, Norwegian Red Cross, Swiss Red Cross

IFRC network country plan 2026

Georgia

HUNGARY

IFRC Regional Office for Europe

In support of the Hungarian Red Cross

National Society staff	**950**
National Society volunteers	**8,841**
National Society branches	**20**
National Society local units	**1,443**

IFRC Network Databank country page

People reached by strategic priority

Health and wellbeing	**451,727**

Emergency appeals, DREF and Anticipatory Action active in 2025

MGR65002 Ukraine and Impacted Countries (emergency appeal)

2025 progress examples

- 400 cash vouchers valued at approximately CHF 76 each were distributed to 150 displaced people from Ukraine to help households meet their most pressing needs
- The drafting of a Child Protection Policy was initiated, alongside the launch of a Child-Friendly Development Centre in Szabolcs-Szatmár-Bereg county
- Initiated the development of its internal National Society Development Plan for the period 2025-2027
- The Integrity Line was implemented as part of the National Society's accountability framework
- Participated in the community engagement and accountability (CEA) Community of Practice peer learning session and the Disability Inclusion Consultation

Participating National Societies

American Red Cross*, Australian Red Cross*, The Netherlands Red Cross*

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Hungary

KYRGYZSTAN

IFRC Central Asia country cluster delegation

In support of the Red Cresent Society of Kyrgyzstan

National Society staff	**162**
National Society volunteers	**5,025**
National Society branches	**8**
National Society local units	**38**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**22,476**
Health and wellbeing	**860,811**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRKG016 Heat Wave (DREF EAP), MDRKG020 Cold Wave (DREF EAP), MDRKG021 Epidemic (DREF)

2025 progress examples

- Reached 387,400 people through information sessions on heat-related risks, and assisted 81,500 people affected by a measles outbreak in Bishkek City, Chuy, Jalal-Abad, Osh and Osh City
- Disaster risk reduction and mitigation activities benefited 36 settlements across seven regions, in collaboration with the Ministry of Emergency Situations and local communities
- The Salvation Army project provided life-saving heart surgeries to seven children (6 to 18 years) from vulnerable families, significantly improving their quality of life and long-term health outcomes
- A study was conducted across all regions to assess labour migration trends, identify key vulnerability factors affecting migrants and examine their access to basic services

Participating National Societies

Swiss Red Cross, Turkish Red Crescent

IFRC network country plan 2026

Kyrgyzstan

MOLDOVA

IFRC delegation for Moldova, Poland and Romania

In support of the Red Cross Society of the Republic of Moldova

National Society staff	**55**
National Society volunteers	**1,550**
National Society branches	**21**
National Society local units	**16**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**1.1 million**
Expenditure	**1 million**

People reached by strategic priority

Disasters and crises	**9,972**
Health and wellbeing	**5,361**
Values, power and inclusion	**3,217**

Emergency appeals, DREF and Anticipatory Action active in 2025

MGR65002 Ukraine and Impacted Countries (emergency appeal)

2025 progress examples

- Ten branches coordinated with Territorial and Municipal Social Assistance Units to refer households with urgent shelter needs and link with Refugee Accommodation Centre operations
- Provided multi-purpose cash assistance, in one-off transfers of CHF 155 to 1,100 displaced and host-community households to reduce financial barriers to essential healthcare
- The National Disaster Risk Reduction Strategy of the Ministry of Environment has created new opportunities for collaboration between the National Society and public authorities
- First aid and emergency preparedness training across educational institutions reached 120 participants
- Restoring Family Links services managed complex tracing cases linked to the regional conflict, reaching 985 women and 618 men

Participating National Societies

Swedish Red Cross, Swiss Red Cross, Turkish Red Crescent

IFRC network country plan 2026

Moldova

MONTENEGRO

IFRC Central and South-Eastern Europe delegation

In support of the Red Cross of Montenegro

National Society staff	**156**
National Society volunteers	**1,578**
National Society branches	**23**
National Society local units	**23**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**1.2 million**
Expenditure	**1.2 million**

People reached by strategic priority

Climate and environment	**28,900**
Disasters and crises	**17,918**
Health and wellbeing	**43,073**
Migration and displacement	**2,880**
Values, power and inclusion	**14,936**

Emergency appeals, DREF and Anticipatory Action active in 2025

MGR65002 Ukraine and Impacted Countries (emergency appeal)

2025 progress examples

- 525 asylum seekers, persons under protection, and stateless individuals were supported with psychosocial and medical assistance, financial aid, integration workshops and mental health consultations
- A psychological first aid (PFA) training-of-trainers was hosted with the Mental Health and Psychosocial Support hub, building staff capacity to deliver services to displaced people from Ukraine
- Two international water rescue instructor training sessions were conducted with Croatian Red Cross (ILS-certified) trainers, certifying nine National Society assistant instructors
- Home care for adults, the elderly and persons with disabilities was delivered by 134 professionals, with services expanded to 16 municipalities

Participating National Societies

Austrian Red Cross, Italian Red Cross, Swiss Red Cross, Turkish Red Crescent

IFRC network country plan 2026

Montenegro

NORTH MACEDONIA

IFRC Central and South-Eastern Europe delegation

In support of the Red Cross of the Republic of North Macedonia

National Society staff	**204**
National Society volunteers	**4,585**
National Society branches	**33**
National Society local units	**33**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**6.3 million**
Expenditure	**5 million**

People reached by strategic priority

Climate and environment	**45,179**
Disasters and crises	**3,953**
Health and wellbeing	**5,835**
Migration and displacement	**10,406**
Values, power and inclusion	**33,602**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRMK010 Fire (DREF)

2025 progress examples

- A total of 10,406 people on the move were supported including institutionally assisted migrant people, irregular migrants and people supported with the Restoring Family links service
- The Red Cross Homeless Point supported 160 vulnerable and homeless people in North Macedonia, including 40 children, through social inclusion initiatives and access to health and social services
- A 45-member Disaster Response Unit was established and trained to respond to a disaster within the first 72 hours
- Memoranda of Understanding were signed with the Ministry of Interior and the National Security Agency, strengthening coordination in crisis, emergency and security-sensitive situations

Participating National Societies

American Red Cross*, Austrian Red Cross, British Red Cross*, Red Cross of Serbia, Swiss Red Cross, Turkish Red Crescent

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

North Macedonia

POLAND

IFRC delegation for Moldova, Poland and Romania

In support of the Polish Red Cross

National Society staff	**6,173**
National Society volunteers	**6,742**
National Society branches	**16**
National Society local units	**186**

IFRC Network Databank country page

People reached by strategic priority

Disasters and crises	**15,000**
Health and wellbeing	**36,000**
Migration and displacement	**3,365**
Values, power and inclusion	**3,365**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRPL003 Flood (DREF), MGR65002 Ukraine and Impacted Countries (emergency appeal)

2025 progress examples

- Temporary shelter items were distributed to flood-affected communities, with people in evacuation centres prioritized
- First aid as well as mental health and psychosocial support were delivered to affected people in coordination with specialized providers and social services
- Through cash and voucher assistance, affected households received dehumidifiers, electric heaters and hygiene kits
- People displaced from Ukraine were supported with shelter and relief distributions
- Humanitarian diplomacy capabilities were strengthened through training and capacity building initiatives

Participating National Societies

American Red Cross*, British Red Cross*, German Red Cross, Spanish Red Cross

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Poland

ROMANIA

IFRC delegation for Moldova, Poland and Romania

In support of the Romanian Red Cross

National Society staff	**289**
National Society volunteers	**7,314**
National Society branches	**47**
National Society local units	**605**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**4.1 million**
Expenditure	**6.7 million**

People reached by strategic priority

Disasters and crises	**38,142**
Health and wellbeing	**111,051**
Values, power and inclusion	**13,000**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRRO006 Flood (DREF), MGR65002 Ukraine and Impacted Countries (emergency appeal)

2025 progress examples

- Bedding items including blankets, sleeping bags, duvets, bed sheets and pillows were distributed to 2,208 households during the flood response
- 43,595 litres of water and 17,794 hygiene items were distributed as part of water, sanitation and hygiene (WASH) support in Galați
- Cash and voucher assistance remained an important modality for helping households cover food, housing and healthcare expenses
- After-school activities for children displaced from Ukraine and community engagement initiatives supported integration, wellbeing and social cohesion between the displaced population and host communities

Participating National Societies

British Red Cross, Danish Red Cross*, French Red Cross, Italian Red Cross, Swedish Red Cross

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Romania

RUSSIA

IFRC Moscow delegation

In support of the Russian Red Cross Society

National Society staff	**835**
National Society volunteers	**57,000**
National Society branches	**85**
National Society local units	**605**

IFRC Network Databank country page

People reached by strategic priority

Disasters and crises	**280,724**
Health and wellbeing	**1.6 million**
Migration and displacement	**135,577**
Values, power and inclusion	**1.3 million**

Emergency appeals, DREF and Anticipatory Action active in 2025

MGR65002 Ukraine and Impacted Countries (emergency appeal)

2025 progress examples

- Under the Ukraine and Impacted Countries Emergency Appeal, 40,249 people received psychosocial support, with mental health and psychosocial support consultations conducted in coordination with UNHCR
- Held the first national gathering of first aid instructors and trainers, with over 100 professionals from 80 regions, introducing modules on tourniquet use and psychological first aid (PFA)
- Strengthened HIV treatment adherence from 50 per cent to 72 per cent among participants across 54 regions
- Began implementing a Child Safeguarding Policy guided by an action plan and adopted a Resource Mobilization Strategy
- Conducted its first Community Trust Index survey using IFRC methodology to assess public trust

Participating National Societies

Norwegian Red Cross

IFRC network country plan 2026

Russia

SERBIA

IFRC Central and South-Eastern Europe delegation

Црвени крст Србије
Red Cross of Serbia

In support of the Red Cross of Serbia

National Society staff	**1,090**
National Society volunteers	**26,803**
National Society branches	**183**
National Society local units	**186**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**2.6 million**
Expenditure	**2.6 million**

People reached by strategic priority

Disasters and crises	**36,667**
Health and wellbeing	**25,824**
Migration and displacement	**9,567**
Values, power and inclusion	**64,335**

2025 progress examples

- A climate risk profile for Serbia was prepared, together with an analysis of climate risks
- An agreement was signed with the European Union to strengthen cooperation in migration and border management aimed at reducing irregular activities, including human trafficking
- A memorandum of cooperation was entered into with UNFPA to enhance the digital knowledge and skills of older people, promote healthy and active ageing and encourage volunteerism and inter-generational solidarity
- Initiated the roll-out of its unified volunteer database

Participating National Societies

Austrian Red Cross, Italian Red Cross*, Swiss Red Cross

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Serbia

TAJIKISTAN

IFRC Central Asia country cluster delegation

In support of the Red Crescent Society of Tajikistan

National Society staff	**165**
National Society volunteers	**10,388**
National Society branches	**4**
National Society local units	**65**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**420**
Disasters and crises	**466,000**
Health and wellbeing	**51,000**
Migration and displacement	**15,000**
Values, power and inclusion	**1,000**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRTJ036 Earthquake, (DREF) MDRTJ034 Heatwave (DREF sEAP), MDRTJ033 Cold Wave (DREF EAP)

2025 progress examples

- As part of the heatwave simplified Early Action Protocol, drinking water, spray fans, farmer hats and umbrellas were distributed to vulnerable communities
- In the earthquake response, non-food items including 262 bedding and kitchen sets were distributed to earthquake-affected households
- Multipurpose cash assistance supported 262 earthquake-affected households, with fully destroyed homes receiving CHF 109 each, and households with partially damaged homes receiving CHF 90 each
- 12 National Disaster Response Team members participated in training on community engagement and accountability (CEA), protection, gender and inclusion (PGI), psychological first aid (PFA), monitoring and the use of the KOBO Toolbox

Participating National Societies

Finnish Red Cross, Turkish Red Crescent

IFRC network country plan 2026

Tajikistan

TÜRKIYE

IFRC delegation for South-Caucasus and Türkiye

In support of the Turkish Red Crescent

National Society staff	**6,140**
National Society volunteers	**449,406**
National Society branches	**525**
National Society local units	**1,779**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**989.1 million**
Expenditure	**754.8 million**

People reached by strategic priority

Climate and environment	**673,180**
Disasters and crises	**3.3 million**
Health and wellbeing	**13,701**
Values, power and inclusion	**17,093**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRTR004 Earthquake (emergency appeal), MGR65002 Ukraine and Impacted Countries (emergency appeal)

2025 progress examples

- Under the Ukraine and Impacted Countries Emergency Appeal, displaced people from Ukraine received financial support for accommodation and medical costs through the Special Needs Fund, along with referrals to local social services
- In collaboration with the General Directorate of Forestry, tree-planting activities were implemented nationwide under the Green Homeland campaign
- Maintained its leadership role in the Platform for European Red Cross and Red Crescent Cooperation on Refugees, Asylum Seekers and Migrants (PERCO), co-chairing and participating in the December 2025 meeting in Brussels
- Strengthened collaboration with the Ministry of Education through Kızılay school clubs

Participating National Societies

American Red Cross, British Red Cross, German Red Cross, Japanese Red Cross Society, Korean Red Cross

IFRC network country plan 2026

Türkiye

TURKMENISTAN

IFRC Central Asia country cluster delegation

In support of the National Red Crescent Society of Turkmenistan

National Society staff	**126**
National Society volunteers	**2,342**
National Society branches	**6**
National Society local units	**39**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**445,804**
Expenditure	**438,303**

People reached by strategic priority

Climate and environment	**20,587**
Disasters and crises	**27,734**
Health and wellbeing	**22,680**
Values, power and inclusion	**67,399**

2025 progress examples

- 220 responders were trained in climate-induced water emergencies, while 70 climate-focused school safety sessions nationwide were delivered in partnership with UNICEF
- Integrated cash and voucher assistance (CVA) into operations through the adoption of a roadmap and the establishment of a permanent cross-departmental CVA technical group
- Expanded health and tuberculosis services, reaching over 65,000 people with TB education and contributing to the development of the National TB Policy for 2026–2030
- Volunteers were engaged across 17 centres, while nationwide youth-focused inclusion activities were also implemented
- Conducted 455 International Humanitarian Law training sessions, reaching 13,256 people

IFRC network country plan 2026

Turkmenistan

UKRAINE

IFRC Ukraine delegation

In support of the Ukrainian Red Cross Society

National Society staff	**5,000**
National Society volunteers	**7,671**
National Society branches	**200**
National Society local units	**186**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**108.3 million**
Expenditure	**126.4 million**

People reached by strategic priority

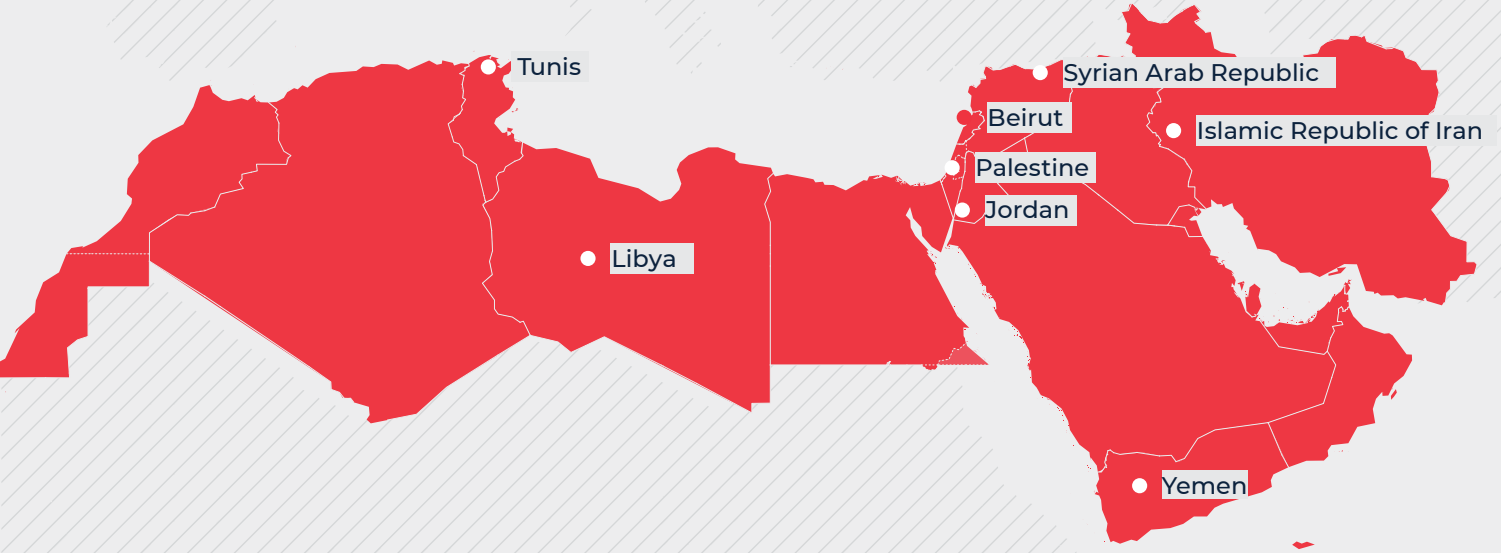
Disasters and crises	**3.1 million**
Health and wellbeing	**1.2 million**
Migration and displacement	**20,000**
Values, power and inclusion	**193,000**

Emergency appeals, DREF and Anticipatory Action active in 2025

MGR65002 Ukraine and Impacted Countries (emergency appeal)

2025 progress examples

- Emergency Response Teams assisted 106,000 people across 24 oblasts of Ukraine, with 1,600 joint response activities conducted with the State Emergency Service of Ukraine (SESU)
- Mobile health units operated across 23 oblasts, while mobile rehabilitation units functioned in 13 oblasts
- 7,900 people received home-based care, while Active Ageing Clubs engaged 5,000 older people in social connection and support activities
- 16,000 people were reached with employability support
- 2,200 National Society staff and volunteers were trained in community engagement and accountability (CEA)



MIDDLE EAST & NORTH AFRICA

IFRC DELEGATIONS

ALGERIA

IFRC North Africa delegation

In support of the Algerian Red Crescent

National Society staff	**181**
National Society volunteers	**42,520**
National Society branches	**62**
National Society local units	**592**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**200,000**
Disasters and crises	**58,625**
Health and wellbeing	**135,595**
Migration and displacement	**200,000**
Values, power and inclusion	**10,000**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRDZ011 Flood (DREF), MDRDZ012 Epidemic (DREF), MDRDZ013 Flood (DREF)

2025 progress examples

- Immediate assistance was provided to families affected by flash floods in May with the distribution of tents to nomadic families, along with mattresses, blankets and food parcels
- Safe drinking water was provided to households impacted by flooding, reducing the risk of waterborne illnesses
- 6,000 people directly impacted by the malaria and diphtheria outbreaks in South Algeria were assisted through the mobilization of doctors and nurses to ensure early detection and clinical follow-up

Participating National Societies

Spanish Red Cross

EGYPT

IFRC Egypt delegation

In support of the Egyptian Red Crescent Society

National Society staff	**473**
National Society volunteers	**35,040**
National Society branches	**27**
National Society local units	**27**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**22,190**
Disasters and crises	**496,904**
Migration and displacement	**1,063,171**
Values, power and inclusion	**10,438**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDREG022 Flood (DREF),
MDRS5002 Middle East Crisis (emergency appeal)

2025 progress examples

- 163,700 hot meals, more than a million ready-to-eat meals and 1.87 million loaves of bread were prepared and distributed to Palestinians in Gaza, as well as those in Egypt
- In the aftermath of the 2025 floods, approximately 6,000 people impacted by elevated Nile water levels were provided with humanitarian assistance
- Improvement of water and sanitation facilities was carried out in four schools in Arish, benefiting 2,305 students, and the Sheikh Zuweid Hospital in North Sinai was rehabilitated
- Sand barriers were constructed for floods and other rain protection measures were carried out in sites for internally displaced persons (IDP) in the Arhab area

Participating National Societies

Danish Red Cross, Netherlands Red Cross

IFRC network country plan 2026

Egypt

IRAN

IFRC Iran delegation

In support of the Red Crescent Society of the Islamic Republic of Iran

National Society staff	**7,454**
National Society volunteers	**3.0 million**
National Society branches	**579**
National Society local units	**113**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**234,000**
Disasters and crises	**735,000**
Health and wellbeing	**1 million**
Migration and displacement	**568,000**
Values, power and inclusion	**150,000**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRIR015 Complex Emergency (DREF), MDRIR016 Fire (DREF), MDRIR017 Flood (DREF)

2025 progress examples

- After nationwide flooding, about 12,000 affected people were supported with essential relief items, food parcels, kitchen sets and shelter materials. Communities affected by forest wildfires were also supported
- Approximately 150,000 people benefited from protection, gender and inclusion (PGI) programming, with tailored support for women, children and other vulnerable groups
- The Service Donation Project continues to support people in emergencies through healthcare, as well as water, sanitation and hygiene (WASH) and other services
- National Society Investment Alliance and Capacity Building Fund grants helped strengthen the National Society's institutional development and organizational sustainability

IFRC network country plan 2026

Iran

IRAQ

IFRC delegation for Iraq and Lebanon

In support of the Iraqi Red Crescent Society

National Society staff	**1,800**
National Society volunteers	**15,000**
National Society branches	**19**
National Society local units	**7,647**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**5,314**
Disasters and crises	**75,021**
Health and wellbeing	**57,048**
Migration and displacement	**161**
Values, power and inclusion	**2,226**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRIQ017 Flood (DREF), MDRIQ018 Population Movement (DREF EAP), MDRIQ019 Flood (DREF)

2025 progress examples

- Following the March 2025 floods, about 5,000 families were supported with food assistance. Shelter and water, sanitation and hygiene (WASH) support was also provided
- A nationwide Climate Risk Assessment was initiated in all 18 governorates, involving 72 meetings with local leaders and communities
- Approximately 8,268 people were assisted as part of an imminent population movement response to ensure emergency preparedness
- A vocational training centre was established in Baghdad, supported by an initial CHF 50,000 allocation under the National Society's Development Plan

Participating National Societies

British Red Cross, Danish Red Cross, German Red Cross, Norwegian Red Cross, Swedish Red Cross, Turkish Red Crescent

IFRC network country plan 2026

Iraq

JORDAN

IFRC Jordan delegation

In support of the Jordan National Red Crescent Society

National Society staff	**52**
National Society volunteers	**700**
National Society branches	**10**
National Society local units	**19**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**70,000**
Disasters and crises	**105,694**
Health and wellbeing	**62,668**
Migration and displacement	**70,915**
Values, power and inclusion	**791**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRS5002 Middle East Crisis (emergency appeal)

2025 progress examples

- In response to the Middle East Crisis emergency appeal, approximately 313 evacuees from Gaza were provided with essential assistance before their onward travel through their respective embassies
- The Zaatari Camp clinic served 29,211 refugees, while the mobile clinic visited 21 regions, reaching underserved Jordanian and Syrian communities
- A new clinic was launched in June, treating an average of 15 to 20 Syrian refugees daily, and the Dialysis Project with the Ministry of Health ensured life-saving care for 6,240 patients
- Prevention and Response to Sexual Exploitation and Abuse (PSEA) training was expanded

Participating National Societies

Bahrain Red Crescent Society, British Red Cross, Iraqi Red Crescent Society, Qatar Red Crescent Society, Turkish Red Crescent, United Arab Amirates Red Crescent

Multilateral contributions via IFRC also received from various PNS

IFRC network country plan 2026

Jordan

LEBANON

IFRC delegation for Iraq and Lebanon

In support of the Lebanese Red Cross

National Society staff	**400**
National Society volunteers	**12,000**
National Society branches	**34**
National Society local units	**203**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**77.2 million**
Expenditure	**89 million**

People reached by strategic priority

Climate and environment	**34,403**
Disasters and crises	**154,962**
Health and wellbeing	**1.4 million**
Values, power and inclusion	**1,826**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRLB017 Complex Emergency (emergency appeal), MDRLB018 Population Movement (DREF), MDRLB019 Cold wave (DREF sEAP), MDRS5002 Complex Emergency (emergency appeal)

2025 progress examples

- Approximately 71,264 people were assisted with emergency medical care and evacuations, alongside the dignified management of deceased individuals
- After the sudden influx of displaced people from Syria, a total of 38,858 individuals were assisted through the delivery of mobile medical services, food parcels, hygiene kits and essential non-food items
- Through the GAVI-supported immunization project, nearly 80,000 children received immunization services and the project was extended to June 2026 due to its success

Participating National Societies

Austrian Red Cross, British Red Cross, Canadian Red Cross, Danish Red Cross, French Red Cross, German Red Cross, Italian Red Cross, Japanese Red Cross Society, The Netherlands Red Cross, Norwegian Red Cross, Qatar Red Crescent Society, Spanish Red Cross, Swedish Red Cross, Swiss Red Cross

Multilateral contributions via IFRC also received from various PNS

IFRC network country plan 2026

Lebanon

LIBYA

IFRC Country Delegation Libya

In support of the Libyan Red Crescent

National Society staff	**655**
National Society volunteers	**3,000**
National Society branches	**38**
National Society local units	**41**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**32,096**
Disasters and crises	**272,326**
Health and wellbeing	**208,024**
Migration and displacement	**187,964**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRLY005 Flood (emergency appeal)

2025 progress examples

- More than 700 volunteers were mobilized to respond to Storm Daniel, leading search and rescue efforts, providing health, psychosocial, shelter and relief support, and supporting recovery for flood-affected communities across eastern Libya
- Large-scale community health services reached approximately 134,000 people, while eight mobile clinics and 143 medical convoys were deployed in underserved communities
- Preparedness and response capacity was strengthened by training approximately 1.064 volunteers in first aid, ensuring rapid service delivery in high-risk and underserved areas
- Over 400 weapon contamination awareness sessions were conducted, reaching more than 20,000 people, nearly half of whom were children

Participating National Societies

American Red Cross*, Belgian Red Cross (Flanders)*, Red Cross Society of Bosnia and Herzegovina*, British Red Cross, Italian Red Cross*, Liechtenstein Red Cross*, New Zealand Red Cross*, Norwegian Red Cross, Swiss Red Cross*

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Libya

MOROCCO

IFRC delegation for Algeria, Morocco & Tunisia

In support of the Moroccan Red Crescent

National Society staff	**900**
National Society volunteers	**15,000**
National Society branches	**28**
National Society local units	**77**

IFRC Network Databank country page

People reached by strategic priority

Disasters and crises	**72,998**
Health and wellbeing	**27,972**
Values, power and inclusion	**6,243**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRMA010 Earthquake (emergency appeal),
MDRMA011 Flood (DREF)

2025 progress examples

- Through the floods response, a total of 17,800 people received humanitarian assistance in the form of essential household items, shelter support; and water, sanitation and hygiene services
- Three multipurpose cash assistance programmes benefited 5,018 households
- The first aid trainer network was substantially expanded, including training for rescuers and six training sessions for the public
- A training centre was established in Khouribga with accommodation that doubles as a social centre for women

Participating National Societies

Spanish Red Cross, Swiss Red Cross

Multilateral contributions via IFRC also received from various PNS

IFRC network country plan 2026

Morocco

PALESTINE

IFRC Palestine delegation

In support of the Palestine Red Crescent Society

National Society staff	**4,259**
National Society volunteers	**9,187**
National Society branches	**33**
National Society local units	**167**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**229,000**
Disasters and crises	**8.2 million**
Health and wellbeing	**8.2 million**
Migration and displacement	**47,000**
Values, power and inclusion	**1,440**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRS5002 Middle East Crisis (emergency appeal)

2025 progress examples

- 7,277 medical evacuees and 15,752 accompanying family members were transported to receive medical treatment at Humanitarian Service Points close to the Rafah border. Particular attention was given to pregnant women, children and individuals with chronic illnesses
- With the support of the Egyptian Red Crescent Society, both international and domestic aid deliveries to Gaza from Egypt were undertaken, comprising aid supported by 59 countries and 50 organizations
- Support from the IFRC Disaster Response Emergency Fund (DREF) was utilized to scale up preparedness to respond to humanitarian needs

Participating National Societies

American Red Cross, British Red Cross, Irish Red Cross Society, Japanese Red Cross Society, The Netherlands Red Cross, Norwegian Red Cross, Spanish Red Cross, Swedish Red Cross, Swiss Red Cross, Turkish Red Crescent

SYRIA

IFRC Syria delegation

In support of the Syrian Arab Red Crescent

National Society staff	**4,357**
National Society volunteers	**12,878**
National Society branches	**14**
National Society local units	**109**

IFRC Network Databank country page

People reached by strategic priority

Climate and environment	**24,495**
Disasters and crises	**65,585**
Health and wellbeing	**1.1 million**
Values, power and inclusion	**403,008**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRSY009 Earthquake (emergency appeal), MDRSY013 Fire (DREF), MDRSY014 Complex Emergency (emergency appeal), MDRSY015 Fire (DREF), MDRSY016 Heat wave (DREF), MDRSY017 Drought (DREF)

2025 progress examples

- In response to the 2025 drought in Syria which triggered a water crisis, approximately 100,000 people were supported with emergency livestock feed, rehabilitation of boreholes, water supply and community messaging
- Through the Complex Emergency Appeal, approximately 160,000 people were provided with basic needs such as food, hygiene and health services
- Approximately 30,000 people affected by wildfires in Latakia, Tartous Homs and Hamaln, were provided support

Participating National Societies

Austrian Red Cross, Belgian Red Cross (Flanders)*, British Red Cross, Danish Red Cross, Korean Red Cross*, Red Cross of Monaco*, The Netherlands Red Cross*, Norwegian Red Cross, Swedish Red Cross, Swiss Red Cross, Turkish Red Crescent, Vietnam Red Cross Society*

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Syria

YEMEN

IFRC Yemen delegation

In support of the Yemen Red Crescent Society

National Society staff	**673**
National Society volunteers	**7,724**
National Society branches	**22**
National Society local units	**32**

IFRC Network Databank country page

2025 funding in Swiss francs

Funding available	**3.1 million**
Expenditure	**2.8 million**

People reached by strategic priority

Disasters and crises	**1.2 million**
Health and wellbeing	**2.9 million**
Migration and displacement	**23,836**
Values, power and inclusion	**241,744**

Emergency appeals, DREF and Anticipatory Action active in 2025

MDRYE016 Floods (DREF),
MDRYE014 Floods (emergency appeal)

2025 progress examples

- Approximately 315,762 people received primary and secondary health services
- Food parcels, non-food items and hygiene kits were distributed across the five governorates of Al Baidha, Hajjah, Ammran, Aden and Mahweet, benefiting approximately 3,665 households directly
- Through the restoring family links (RFL) programme, family communications were facilitated by delivering Red Cross messages and phone calls which were instrumental in the recovery of 378 deceased individuals

Participating National Societies

British Red Cross, Canadian Red Cross*, Danish Red Cross, Finnish Red Cross, German Red Cross, Italian Red Cross*, Japanese Red Cross Society*, Netherlands Red Cross*, Norwegian Red Cross, Qatar Red Crescent Society, Swedish Red Cross*, Turkish Red Crescent

**Contributed multilaterally only via IFRC*

IFRC network country plan 2026

Yemen

FINANCES

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International Federation of Red Cross and Red Crescent Societies

Geneva

Report of the Independent Auditor

to the President of the International Federation of Red Cross and Red Crescent Societies on the consolidated financial statements for the year ended December 31, 2025

Report of the Independent Auditor to the President of the International Federation of Red Cross and Red Crescent Societies, Geneva

Report on the Audit of the Financial Statements

Opinion

We have audited the consolidated financial statements of the International Federation of Red Cross and Red Crescent Societies (the Federation), which comprise the statement of comprehensive income, the statement of financial position, the statement of change in reserves, the statement of cash flows and notes for the year ended December 31, 2025.

In our opinion, the consolidated financial statements for the year ended December 31, 2025 (pages 311 to 378) give a true and fair view of the consolidated financial position of the Federation, its consolidated results of operations and its consolidated cash flows in accordance with the International Financial Reporting Standards (IFRSs).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those provisions and standards are further described in the “Auditor's Responsibilities for the Audit of the Consolidated Financial Statements” section of our report. We are independent of the Federation in accordance with the requirements of the International Ethics Standards Board for Accountants (IESBA) Code of Ethics for Professional Accountants, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the consolidated financial statements and our auditor’s report thereon. The annual report is expected to be made available to us after the date of this auditor’s report.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance

Management is responsible for the preparation of the consolidated financial that give a true and fair view in accordance with IFRSs, and for such internal control as the Management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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In preparing the consolidated financial statements, the Management is responsible for assessing the Federation ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless the Management either intends to liquidate the Federation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Federation's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISA, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Federation's internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made;
- Conclude on the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Federation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Federation to cease to continue as a going concern;
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation;
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Federation to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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We communicate with Management and those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A further description of our responsibilities for the audit of the financial statements is located on EXPERTsuisse's website at: https://www.expertsuisse.ch/en/audit-report. This description forms an integral part of our report.

Forvis Mazars SA



Michael Ackermann
Licensed audit expert



Fanny Chapuis
Licensed audit expert

Geneva, May 21, 2026

Attachments:

- Consolidated financial statements (statement of comprehensive income, statement of financial position, statement of reserves, statement of cash flows and notes)

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INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
CONSOLIDATED FINANCIAL STATEMENTS 2025

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INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Restricted 2025 CHF 000s	Unrestricted 2025 CHF 000s	Total 2025 CHF 000s	Total 2024 CHF 000s
OPERATING INCOME					
Statutory contributions	2.1a	-	34,230	34,230	34,657
Voluntary contributions and donations	2.1b	362,268	29,435	391,703	515,156
Services income	2.1c	29,697	88	29,785	25,751
Other income		2,547	786	3,333	17,781
Total OPERATING INCOME		394,511	64,540	459,051	593,345
OPERATING EXPENDITURE	3.1				
Humanitarian response		235,360	-	235,360	316,038
Thematic		172,935	-	172,935	259,674
Other resources (Programmes)		408,295	-	408,295	575,713
Supplementary services		28,939	-	28,939	26,714
Regular resources		-	89,520	89,520	73,591
Total OPERATING EXPENDITURE		437,234	89,520	526,754	676,018
NET (DEFICIT) FROM OPERATING ACTIVITIES		(42,722)	(24,980)	(67,703)	(82,672)
NET FINANCE INCOME	4.1	(625)	1,241	616	14,202
NET (DEFICIT) FOR THE YEAR		(43,347)	(23,739)	(67,087)	(68,470)
OTHER COMPREHENSIVE INCOME					
Actuarial remeasurement losses on defined benefit plans - will not be subsequently reclassified to income or expenditure	4.5	13,964	18,820	32,784	(9,468)
Cash flow hedges - will or may be subsquently reclassified to income or expenditure	2.1d	-	87	87	(156)
Total OTHER COMPREHENSIVE INCOME FOR THE YEAR		13,964	18,907	32,871	(9,624)
TOTAL COMPREHENSIVE (LOSS) FOR THE YEAR		(29,383)	(4,832)	(34,216)	(78,095)
Attributable to:					
Restricted reserves	2.4	(29,383)	-	(29,383)	(75,579)
Unrestricted reserves		-	(4,832)	(4,832)	(2,516)
		(29,383)	(4,832)	(34,216)	(78,095)

There were no discontinued operations during the year.

The notes on pages 7 to 66 are an integral part of these consolidated financial statements.

Public

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 CHF 000s	2024 CHF 000s
ASSETS			
Current Assets			
Cash and cash equivalents	4.2	168,843	240,165
Investments	4.3	240,632	200,819
Current receivables	2.2	185,908	253,727
Prepayments and contract assets	3.3	11,207	13,631
Other current assets		4,136	4,909
Total Current Assets		610,726	713,251
Non-Current Assets			
Receivables	2.2	57,204	49,706
Tangible assets	3.4a	106,396	108,652
Intangible assets	3.4b	14,596	17,007
Total Non-Current Assets		178,195	175,365
Total ASSETS		788,921	888,617
LIABILITIES AND RESERVES			
Current Liabilities			
Accounts payable and accrued expenses	3.5	38,926	56,174
Short-term employee benefits		7,769	7,142
Provisions	3.6	17,210	16,165
Deferred income and contract liabilities	2.3	138,372	151,677
Loans and borrowings	4.4	3,098	3,177
Total Current Liabilities		205,375	234,335
Non-Current Liabilities			
Deferred income	2.3	38,492	44,876
Loans and borrowings	4.4	56,810	56,843
Post-employment defined benefit liabilities	4.5	21,574	51,747
Total Non-Current Liabilities		116,876	153,466
Total LIABILITIES		322,251	387,801
Reserves			
Restricted reserves	2.4	366,340	393,329
Unrestricted reserves	2.4/2.5	91,607	90,703
Designated reserves	2.5	8,723	16,784
Total RESERVES		466,670	500,816
Total LIABILITIES and RESERVES		788,921	888,617

The notes on pages 7 to 66 are an integral part of these consolidated financial statements.

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
CONSOLIDATED STATEMENT OF CHANGES IN RESERVES
FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Restricted reserves CHF 000s	Unrestricted reserves CHF 000s	Designated reserves CHF 000s	Total CHF 000s
2025					
Balance at 1 January		393,329	90,703	16,784	500,816
Opening balance adjustment		-	69	-	69
Adjusted balance at 1 January		393,329	90,772	16,784	500,885
Transfers to/from reserves					
Net (deficit) for the year		(43,347)	(23,739)	-	(67,087)
Other comprehensive income for the year		13,964	18,907	-	32,871
Total comprehensive loss for the year		(29,383)	(4,832)	-	(34,216)
Used during the year		2,708	6,700	(9,408)	-
Allocations during the year		(314)	(1,033)	1,347	-
Balance at 31 December	2.4/2.5	366,340	91,607	8,723	466,670
2024					
Balance at 1 January		467,811	87,641	23,459	578,911
Transfers to/from reserves					
Net surplus/(deficit) for the year		(71,933)	3,462	-	(68,471)
Other comprehensive income for the year - (loss)		(3,646)	(5,978)	-	(9,624)
Total comprehensive loss for the year		(75,579)	(2,516)	-	(78,095)
Used during the year		1,612	6,478	(8,090)	-
Allocations during the year		(515)	(900)	1,415	-
Balance at 31 December	2.4/2.5	393,329	90,703	16,784	500,816

Restricted reserves represent the cumulative excess of income over expenditure for other resources activities.
Unrestricted reserves represent the cumulative excess of income over expenditure for regular resources activities.
Designated reserves are funds set aside for specific purposes including self-insurance, statutory meetings, specific projects, and major building works.

The notes on pages 7 to 66 are an integral part of these consolidated financial statements.

Public

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES, GENEVA
CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 CHF 000s	2024 CHF 000s
CASH FLOWS FROM OPERATING ACTIVITIES			
Net (deficit) for the year		(67,087)	(68,470)
Adjustment for non-cash items:			
Depreciation, amortisation and impairment	3.4	11,761	11,156
(Decrease) / increase in provisions	3.6	1,045	(45,694)
Other non-cash items		2,026	11,873
Finance expense	4.1	(312)	(6,940)
		14,520	(29,605)
Changes in working capital			
Receivables, net	2.2	60,322	45,173
Prepayments and contract assets	3.3	2,424	(460)
Accounts payables and accrued expenses	3.5	(17,161)	13,209
Deferred income and contract liabilities	2.3	(19,688)	(27,650)
Other		1,199	(2,818)
Net change in working capital		27,096	27,454
NET CASH (USED IN) OPERATING ACTIVITIES		(25,471)	(70,621)
CASH FLOWS (USED) / GENERATED IN INVESTING ACTIVITIES			
Interest and dividends received	4.1	4,508	7,639
Proceeds from sale of tangible assets	3.4a	1,553	2,260
Acquisition of tangible assets	3.4a	(5,596)	(11,830)
Acquisition of intangible assets	3.4b	(336)	(971)
(Acquisition) / disposal of investments	4.3	(39,814)	157,562
NET CASH GENERATED FROM / (USED IN) INVESTING ACTIVITIES		(39,684)	154,659
CASH FLOWS (USED IN) FINANCING ACTIVITIES			
Loan repayments	4.4	(1,415)	(1,415)
Lease payments	3.7	(1,953)	(2,018)
NET CASH (USED IN) FINANCING ACTIVITIES		(3,368)	(3,433)
NET (DECREASE) / INCREASE IN CASH AND CASH EQUIVALENTS		(68,522)	80,605
CASH & CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR		240,165	159,624
Effect of exchange rate fluctuations on cash held		(2,800)	(64)
CASH & CASH EQUIVALENTS AT THE END OF THE YEAR	4.2	168,843	240,165

The notes on pages 7 to 66 are an integral part of these consolidated financial statements

Public

1. ACTIVITIES AND BASIS OF ACCOUNTING

1.1 Activities and organisation

Founded in 1919, the International Federation of Red Cross and Red Crescent Societies (IFRC) is a membership organisation comprising of 191 member Red Cross and Red Crescent societies governed by a Governing Board and with management support provided by a Secretariat with more than 60 delegations strategically located to support activities around the world. The IFRC secretariat headquarters' address is at 17, Chemin des Crêts, Petit-Saconnex, 1209 Geneva, Switzerland.

The IFRC's mission is to improve the lives of vulnerable people by mobilising the power of humanity. Working in support of its 191 member national Red Cross and Red Crescent Societies (National Societies), the IFRC acts before, during and after disasters and health emergencies to meet the needs and improve the lives of vulnerable people. It does so with impartiality as to nationality, race, gender, religious beliefs, class and political opinions.

In 1996, the IFRC concluded a Status Agreement with the government of Switzerland which recognised the IFRC's international personality. Under the Agreement, the IFRC is exempt from Swiss taxes. The IFRC is also exempt from taxes in most countries in which its delegations are based. The IFRC acts under its own constitution, with all rights and obligations of a corporate body with a legal personality. The IFRC is solely responsible, to the exclusion of its member National Societies, for all its transactions and commitments.

The General Assembly, composed of delegates from the member National Societies, is the supreme governing body of the IFRC. The Governing Board, elected by and from the members of the General Assembly, has authority to govern the IFRC. The Audit and Risk Commission gives advice on audit and risk matters affecting the IFRC and the Finance Commission gives advice on financial matters affecting the IFRC.

The IFRC, together with National Societies and the International Committee of the Red Cross (ICRC), make up the International Red Cross and Red Crescent Movement.

The following are the activities of the IFRC in 2025 and 2024:

Activity	Description	Budget category
Humanitarian response	Support National Societies in their programmes to support disaster affected and vulnerable people.	Other resources (Restricted) activities
Thematic	Support National Societies in their individual organisational development.	
Supplementary services	Provide cost-effective, relevant and demand driven services to individual and groups of National Societies.	
Governance and Secretariat activities	Fulfil the IFRC's constitutional role as the permanent body of liaison and coordination among National Societies representing the Red Cross and Red Crescent globally and providing network wide services.	Regular resources (Unrestricted) activities

Public

1.2 Material and significant accounting policies and basis of preparation

This note contains the IFRC's material accounting policies that relate to the consolidated financial statements as a whole. Significant accounting policies specific to individual notes are described in those notes.

(a) Statement of compliance
The consolidated financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) and are presented in accordance with the IFRC's Financial Regulations.

IFRS do not contain specific guidance for non-profit organisations and non-governmental organisations concerning the accounting treatment and the presentation of financial statements. Where IFRS are silent or do not give guidance on how to treat transactions specific to the not-for-profit sector, accounting policies selected are based on the general principles of IFRS, as detailed in the IASB Conceptual Framework for Financial Reporting. The consolidated financial statements have been prepared on a historical cost basis, except where otherwise indicated.

The consolidated financial statements of the IFRC for the year ended 31 December 2025 were approved and authorised for issue by the Audit and Risk Commission on 19 May 2026.

(b) Functional and presentation currency
The consolidated financial statements are presented in Swiss Francs (CHF), which is the IFRC's functional and presentation currency. All values are in absolute amounts and have been rounded to the nearest thousand, unless otherwise indicated.

(c) Foreign currency transactions
Monetary assets and liabilities denominated in foreign currencies are translated into Swiss francs using the exchange rate at the reporting date. Foreign currency transactions are translated into Swiss Francs using actual rates that were applied to transactions or rates which approximate to the prevailing rate at the date of the transactions. Exchange gains and losses resulting from the settlement of foreign currency transactions and from translation are included under Net finance income/expense in the Consolidated Statement of Comprehensive Income, with the exception of realised and unrealised exchange gains and losses on voluntary contributions and donations, which are included under Voluntary contributions and donations, net in the Consolidated Statement of Comprehensive Income.

The principal rates of exchange against the Swiss Franc are shown below:

	Closing rate of exchange		Average rate of exchange	
	2025	**2024**	**2025**	**2024**
EUR	0.93	0.94	0.94	0.95
USD	0.79	0.90	0.83	0.88
GBP	1.07	1.14	1.09	1.13
CAD	0.58	0.63	0.59	0.64

Public

1.2 Material and significant accounting policies and basis of preparation (continued)

(d) Basis of consolidation

The financial statements of the IFRC are consolidated to include the International Federation of Red Cross and Red Crescent Societies at the United Nations, Inc. (IFRC at the UN Inc.) and a protected cell of White Rock Insurance Company PCC Limited, as well as the activities of the Geneva Secretariat and all IFRC delegations.

The IFRC at the UN Inc., whose principal place of business is the United States of America, is a wholly owned subsidiary of the IFRC. The IFRC controls the IFRC at the UN Inc. by virtue of having power over the entity, which gives the IFRC the ability to affect returns from the entity. The assessment of the IFRC's control over the IFRC at the UN Inc. includes an examination of all facts and circumstances. Transactions between the IFRC at the UN Inc. and the IFRC and the balances at reporting date are eliminated when the consolidated financial statements are prepared. The IFRC at the UN Inc.'s accounting policies are consistent with those adopted by the IFRC.

The IFRC holds a 100% controlling interest in a protected cell of White Rock Insurance Company PCC Limited (White Rock protected cell), whose principal place of business is Guernsey. The IFRC controls the White Rock protected cell by virtue of having power over the entity, which gives the IFRC the ability to affect returns from the entity. The assessment of the IFRC's control over the White Rock protected cell includes an examination of all facts and circumstances. Transactions between the White Rock protected cell and the IFRC and the balances at reporting date are eliminated when the consolidated financial statements are prepared. The White Rock protected cell's accounting policies are consistent with those adopted by the IFRC.

During the year ended 31 December 2025, the IFRC had interests in the following hosted programmes under joint arrangements, where the activities of the programmes are in accordance with the IFRC's principal activities:

- Global Road Safety Partnership;
- National Society Investment Alliance;
- Steering Committee Human Response;
- Risk-informed Early Action Partnership;
- Centre of Competence on Humanitarian Negotiation.

The IFRC determines that these joint arrangements are joint operations and accounts for its interests by recognising and measuring the assets and liabilities and related revenues and expenses as its proportional interest in the joint operations. The joint operations' accounting policies are consistent with those adopted by the IFRC.

1.3 Critical accounting estimates and judgements

Preparation of the consolidated financial statements requires the use of judgements, estimates and assumptions that affect the application of IFRC's accounting policies, the recognition and reported amounts of assets, liabilities, revenues, and expenses. Actual results may differ from these estimates. Estimates and assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

1.3 Critical accounting estimates and judgements (continued)

All significant accounting judgements, estimates and assumptions specific to a given note are described in that note or the associated accounting policy. In particular:

(i) Judgements
Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the consolidated financial statements is included in the following notes:

- Note 1.2d – Consolidation: whether entities are subsidiaries of the IFRC.
- Note 2.1b – Income from voluntary contributions and donations: whether a voluntary contribution or donation is fully under the control of the IFRC and hence its accounting treatment.
- Note 2.1c – Income from the provision of services: whether services income is recognised over time or at a point in time.

(ii) Estimates and assumptions
Information about assumption and estimation uncertainties that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities, within the next financial year is included in the following notes:

- Notes 2.1b and 3.4 - Fair value of in-kind contributions and donations: key assumptions used to estimate the value of in-kind contributions and donations.
- Note 3.6 - Recognition and measurement of provisions and contingencies: key assumptions about the likelihood and magnitude of resource flows, including the likelihood of reimbursing pledged funds and amounts to be paid to staff members made redundant under the IFRC's "Renewal" restructuring process.
- Note 4.5 – Post-employment defined benefit plans: key actuarial assumptions.

1.4 New Standards, Amendments and Interpretations

There were no relevant new or amended standards (of the IFRS) and interpretations (by the Interpretations Committee) effective for 2025 which were applicable for the IFRC. Implementation of the new or amended standards, including the IASB Conceptual Framework for Financial Reporting, has not had a material impact on the IFRC's consolidated financial statements.

The following Standards, Amendments and Interpretations have been issued but are not yet effective. They have not been applied early in the preparation of these consolidated financial statements. The IFRC intends to adopt relevant new and amended standards and interpretations when they become effective. Based on assessments conducted by IFRC's management, the expected impact of each Standard, Amendment and Interpretation is presented below.

1.4 New Standards, Amendments and Interpretations (continued)

Standard / Amendment	Effective date	IFRC planned application	Anticipated impact
Amendments to IFRS 9 and IFRS 7 - Power Purchase Agreements	01-Jan-26	Reporting year 2026	Not material/applicable
IFRS 14 Regulatory Deferral Accounts (issued on 30 January 2014)	01-Jan-26	Reporting year 2026	Not material/applicable
Annual Improvements Volume 11 (issued on 18 July 2024) - IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7	01-Jan-26	Reporting year 2026	Not material/applicable
Amendments to IFRS 9 and IFRS 7 - Amendments to the Classification and Measurement of Financial Instruments (issued on 30 May 2024)	01-Jan-26	Reporting year 2026	Not material/applicable
IFRS 18 Presentation and Disclosure in Financial Statements (issued on 9 April 2024)	01-Jan-27	Reporting year 2027	To be analyzed
IFRS 19 and Amendments to IAS 19 Subsidiaries without Public Accountability: Disclosures	01-Jan-27	Reporting year 2027	Not material/applicable
Amendments to IAS 21 Translation into a Hyperinflationary Presentation Currency	01-Jan-27	Reporting year 2027	Not material/applicable

1.5 Significant items in the current reporting period

In 2025, the IFRC had one significant operation - the Ukraine and impacted countries crisis operation. This operation began when the IFRC launched an emergency appeal on 28 February 2022. Since 10 May 2023, the appeal has been for 800 million Swiss francs, to assist 17 million people in Ukraine and 5.65 million in neighbouring countries with the initial plan for the operation to end on 31 December 2025 (see note 3.2).

As per an operations update issued on 17 December 2025, the IFRC has revised and extended the timeframe of the Ukraine and impacted countries crisis operation through 31 December 2027 to respond to the evolving context four years after the escalation of the Russia-Ukraine international armed conflict.

Ongoing hostilities continue to damage homes, energy and water infrastructure, schools, and health facilities, while families strive to rebuild their lives, restore livelihoods, and care for loved ones amid significant psychosocial stress. Communities continue to face multiple and compounding pressures, and humanitarian needs remain exceptionally high.

With the situation continuously evolving, the revised Emergency Appeal is designed to remain flexible. If hostilities decrease and conditions stabilize, the IFRC network will be able to place greater emphasis on recovery and reintegration in Ukraine, supporting communities as they rebuild essential services and livelihoods. If, however, the conflict escalates, the Appeal provides the basis for rapidly scaling up.

The IFRC Secretariat funding ask remains at CHF 800 million.

Public

2. FUNDING

2.1 Income

Income of the IFRC comprises statutory contributions and voluntary contributions in cash or in-kind from member National Societies, donations in cash or in-kind from donors, and income from services and leases.

(a) Statutory contributions

Statutory contributions are fixed by the General Assembly, the supreme governing body of the IFRC, and are recognised as income in the year they fall due.

(b) Voluntary contributions and donations

Voluntary contributions are contributions to the IFRC voluntarily made by National Societies.

	2025 Total CHF 000s	2024 Total CHF 000s
Voluntary contributions		
Ukraine and impacted countries crisis	9,595	16,211
Other appeals and activities	222,434	165,082
	232,029	181,293
Donations		
Ukraine and impacted countries crisis	18,820	21,316
Other appeals and activities	140,854	312,547
	159,674	333,863
Total voluntary contributions and donations	391,703	515,155

Donations are donations or other financial assistance to the IFRC, voluntarily made by private individuals, States, or any other public or private institutions. Voluntary contributions and donations are recognised when a signed agreement (pledge) has been received from the National Society or other donor. In the absence of a signed agreement, the contribution is recognised upon the receipt of cash.

Donations, where receipt of funding is conditional and contingent upon uncertain future events not wholly within the IFRC's control, are not accounted for but are disclosed as contingent assets.

Government grants for specific projects and donations that are subject to specific contractual obligations, are reported as deferred income and recognised as income when expenditure is incurred, and contractual obligations are fulfilled. Government grants that are neither for specific projects nor identifiable assets, and are both earmarked and managed at appeal level, are recognised when a confirmed written pledge has been received from the donor and accepted by the IFRC.

2.1 Income (continued)

After initial recognition, subsequent changes to Voluntary contributions and donations are recognised as additions to, or reductions of income, in the period in which the change is agreed. The IFRC is unable to evaluate the impact of such changes on the income reported in these consolidated financial statements.

Voluntary contributions from National Societies and donations from non-National Societies are recognised based on the level of earmarking, as summarised in the below table:

Unearmarked	Can be used for any purpose to further the objectives of the IFRC. Amounts are recognised as income in the current period and within unrestricted income. Unspent amounts included within unrestricted reserves at the end of the accounting period.
Earmarked	*Fully under the control of the IFRC* Can be restricted in terms of nature, timeframe, or subject matter Amounts are recognised within restricted income. Unspent amounts included within restricted reserves at the end of the accounting period.
	Not fully under the control of the IFRC Can be restricted in terms of nature, timeframe, or subject matter Earmarked for use in a future period. Amounts are recognised as deferred income in the current period. Amounts are recognised within restricted income in the future period for which they are earmarked. Subject to specific contractual obligations, similar to government grants Amounts are recognised within restricted income as expenditure is incurred and contractual obligations are fulfilled. Amounts received but not recognised are included in deferred income.

Public

2.1 Income (continued)

Income recognition policy for voluntary contributions from National Societies and donations from non-National Societies is summarised in the below table:

Donors	**Category**	**Earmarking**	**Income recognition**
National Societies	Fully under the control of the IFRC	Unearmarked	Recognised upfront in the current period.
	Not fully under the control of the IFRC	Earmarked for use in a future period	Deferred in the current period and recognised in the future period for which the funds are earmarked.
Non-National Societies (Governments, multi-lateral agencies, corporations, and others)	Fully under the control of the IFRC (e.g., non-refundable donations, contributions towards regular resources, funding managed at appeal level including DREF, hosted programmes, contributions towards multi-donor actions)	Unearmarked or earmarked at an appeal level	Recognised upfront in the current period.
	Not fully under the control of the IFRC	Earmarked for use in a future period	Deferred in the current period and recognised in the future period for which they are earmarked.
		Subject to specific contractual obligations, similar to government grants	Recognised as expenditure is incurred and contractual obligations are fulfilled. Amounts received but not recognised in the current period are included in deferred income.

Public

2.1 Income (continued)

Voluntary contributions and donations are received from a range of donors:

2025	Cash CHF 000s	In-kind CHF 000s	Total CHF 000s
National Societies	229,166	2,863	232,029
Governments	93,483	4,855	98,338
Multi-lateral agencies	49,536	-	49,536
Corporations	4,871	-	4,871
Others	6,868	61	6,929
	383,924	7,779	391,703
2024			
National Societies	175,954	5,339	181,293
Governments	155,190	3,637	158,827
Multi-lateral agencies	126,954	9	126,963
Corporations	27,483	-	27,483
Others	19,471	1,119	20,590
	505,052	10,103	515,156

Voluntary contributions and donations are mainly received in cash but may be received in-kind (relief supplies, inventories, or tangible assets) or as services (staff, transport or property operating costs including rent). The fair value of in-kind goods, assets and property operating cost donations, is taken as the value indicated by the donor. This value is tested for reasonableness by comparing it to the cost that the IFRC would incur if it were to buy in the open market similar goods, assets or property services, for the same intended use. If the market value is found to be significantly different to the value indicated by the donor, the value is revised to the market value. The fair value of in-kind staff is taken as the average cost that would be incurred by the IFRC if it were to directly employ a person in a similar position. In-kind contributions are recognised at their estimated fair value, and the income recognition policy is summarised in the below table:

In-kind Contribution category	Income recognition	Expenditure recognition
Relief supplies	Recognised on date of receipt equally as both income and expenditure.	
Tangible assets	Recognised on date of receipt.	Depreciation and impairment recorded in the same way as purchased fixed assets.
Services	Recognised on date of receipt equally as both income and expenditure.	
Inventories	Recognised on date of receipt.	Expensed on date used.
Government grants - building operating costs	Recognised on date of receipt equally as both income and expenditure.	
Government grants - right of use Land and buildings, and other equipment	Reported as deferred income and recognised as the associated expense is incurred.	Depreciation recorded on a straight-line basis over the durations of the grant agreements representing the useful life of the asset.

Public

(c) Services income

Income from the provision of services comes from supplementary services priced on a cost-recovery basis to National Societies, including fleet services, logistics services, and administrative services in countries where National Societies are working bi-laterally with the local National Society, rather than multi-laterally with the IFRC and the local National Society. The IFRC provides contracted services, in the form of grant and programme management services, to other humanitarian actors. Priced on a cost-recovery basis, income from these services is included under Services income in the Consolidated Statement of Comprehensive Income.

Income from the provision of services is within the scope of IFRS 15 Revenue from Contracts with Customers, except for rental of vehicles under operating leases and leases of property that are within the scope of IFRS 16 Leases. These are reflected as Lease income below.

2025	**Restricted CHF 000s**	**Unrestricted CHF 000s**	**Total CHF 000s**
Services income from contracts with customers	29,002	-	29,002
Lease income	695	88	783
Total Services income	29,697	88	29,785
2024			
Services income	25,793	(130)	25,663
Services income - ESSN Project	(419)	-	(419)
Total Services income from contracts with customers	25,374	(130)	25,244
Lease income	438	69	507
Total Services income	25,812	(61)	25,751

Included in Services income above is CHF 17,909k (2024: CHF 15,778k) related to administrative services, CHF7,917k (2024: CHF 8,206k) related to Fleet services, and CHF 3,210k (2024: CHF 2,101k) related to Logistic services.

Public

2.1 Income (continued)

Income recognition policies for services income from contracts with customers are as below:

Type of services income	Timing of income	Income recognition policy
Administrative	Over time	Income is recognised as and when monthly chargeable services are delivered.
Contracted	Over time/at a point in time	Income is recognised based on contractual performance obligation, which could be over time or at a point in time.
Logistics	Over time/at a point in time	Income is recognised over time for recurring services such as warehousing, and at a point in time for distinct services such as procurement and transportation.
Fleet	At a point in time	Income is recognised at a point in time for sale of vehicles.

Judgement is applied in assessing whether service income is recognised over time or at a point in time. Where income is recognised at a point in time, this point is determined as the point when the goods or services are received by the customer, where fulfilment of performance obligations is measured based on the customer's written confirmation of receipt of control over the goods and/or services. Where income is recognised over time, fulfilment of performance obligations is measured using the output method, which is a direct measurement of value to the customer for goods or services transferred. For the provision of services across accounting periods, income is recognised when performance obligations have been satisfied, by reference to services performed to date. Payment terms for services income are generally 30 days from date of invoice.

Services performed in advance of income being received are classified as Contract assets. Consideration received in advance for services to be performed is classified as Contract liabilities.

Leases – IFRC as a lessor
Where the IFRC acts as a lessor, it determines at the inception of each lease, whether it is a finance lease or an operating lease. To classify each lease, the IFRC makes an overall assessment of whether the lease transfers substantially all the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease, if not, then it is an operating lease. As part of this assessment, the IFRC considers certain indicators, such as whether the lease is for the major part of the economic life of the asset. The IFRC has no interest in finance leases as a lessor.

When the IFRC is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the IFRC applies the short-term lease exemption described above, then it classifies the sub-lease as an operating lease.

Public

2.1 Income (continued)

Lease income from operating leases is recognised in the Consolidated Statement of Comprehensive Income on a straight-line basis over the terms of the leases, as described below:

Type of lease income	Timing of income	Income recognition policy
Administrative	Over time	Income is recognised as and when monthly chargeable services are delivered.
Fleet	Over time	Income from the provision of vehicles under operating leases is recognised on a straight-line basis over the lease terms.

(d) Other comprehensive income
Other comprehensive income consists of items, such as actuarial gains or losses on defined benefit plans, that will not be subsequently reclassified to operating income or expenditure, and items such as cash flow hedges, that may be subsequently reclassified to operating income or expenditure.

Cash flow hedges
Hedge instruments are used to mitigate foreign exchange risk associated with receiving statutory contribution payments in foreign currencies. These are supported by hedge accounting to avoid an accounting mismatch, whereby the effects of the changes in fair values of both hedge items and hedge instruments are appropriately measured, matched, and recognised in the same period in the Consolidated Statement of Comprehensive Income.

When a derivative is designated as a cash flow hedging instrument, the effective portion of the changes in the fair value is recognised in Other Comprehensive Income and accumulated in a hedge reserve. An ineffective portion of changes in fair value is recognised immediately in the Statement of Comprehensive Income.

The amount accumulated in the hedge reserve is also reclassified to the Statement of Comprehensive Income in the same period as the hedged item or forecast cash flows affect income and expenditure.

Public

2.1 Income (continued)

Cash flow hedges	**2025** **CHF 000s** Hedge Contract value	**2025** **CHF 000s** Fair value balance	**2024** **CHF 000s** Hedge Contract value	**2024** **CHF 000s** Fair value balance
Forward exchange contracts in Euros	2,445	15	4,824	(61)
Forward exchange contracts in United States Dollars	219	3	219	(8)
Total cash flow hedges	2,664	18	5,044	(69)

Movement in Other Comprehensive Income that may be reclassified to Income or Expenditure in subsequent period

	2025 **CHF 000s**	**2024** **CHF 000s**
Cash flow hedge - effective portion of changes to fair value	(18)	69
Amount reclassified from Other Comprehensive Income to Operating Income and Expenditure	(69)	87
	(87)	156

Expected cash flows in subsequent period	**2025** **CHF 000s** Carrying value	**Hedge Contract cash flows** **CHF 000s** 1 - 6 months	**2024** **CHF 000s** Carrying value	**Hedge Contract cash flows** **CHF 000s** 1 - 6 months
Forward exchange contracts used for hedging				
- Ouflow	-	(2,646)	-	(5,113)
- Inflow	18	2,664	80	5,044
	18	18	80	(69)

In 2025, the IFRC entered into foreign currency forward exchange contracts, with final maturities of 31 March 2026, in order to hedge the foreign exchange risk of receiving statutory contributions of CHF 2,445k in Euros and CHF 219k in US Dollars. The hedges were designated as cash flow hedges for hedge-accounting purposes. Amounts recycled to Operating Income and Expenditure amounted to a gain of CHF 18k (2024: gain of CHF 87k). The settlement of the 2024 foreign currency forward exchange contracts in 2025, resulted in a net realised gain of CHF 101k (in 2024: gain of CHF 275k).

Public

2.2 Receivables

	2025 CHF 000s	2024 CHF 000s
Accounts receivable		
Statutory contributions	25,705	26,149
Provision for estimated credit losses (ECL) on statutory contributions	(21,392)	(13,211)
	4,313	12,938
Voluntary contributions	227,157	269,694
Provision for ECL on voluntary contributions	(6,811)	(5,439)
	220,346	264,255
National Societies receivables	10,926	15,698
Provision for ECL on National Societies receivables	(2,581)	(1,566)
	8,346	14,132
Other accounts receivable (see note below)	2,080	4,197
Provision for ECL on other receivables	(14)	(89)
	2,066	4,108
Total accounts receivable	235,071	295,433
Other receivables	8,041	8,000
Total Receivables	243,112	303,433
Current receivables	185,908	253,727
Non-current receivables	57,204	49,706
Total Receivables	243,112	303,433

Accounts receivable comprise statutory contributions due but not yet received, outstanding voluntary contributions and donations, and amounts due for the provision of services. Other receivables include cash advances to National Societies and employees, reimbursable taxes, contract assets, sundry receivables and fair value of cash flow hedges. Statutory contributions receivable may be subject to appeal and subsequent adjustments.

Trade receivables are initially recognised when they are originated. A trade receivable without a significant financing component is initially measured at the transaction price and subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

The carrying amounts of the IFRC's assets are reviewed at each period end date, in order to determine whether there is any indication of impairment.

Public

2.2 Receivables (continued)

Movements in the Provision of Estimated Credit Losses (ECL) are as follows:

	Provision for unpaid statutory contributions CHF 000s	Provision for voluntary contributions receivable CHF 000s	Provision for national societies receivable CHF 000s	Provision for other accounts receivable CHF 000s	Total CHF 000s
2025					
Balance at 1 January	13,211	5,439	1,566	89	20,305
Changes to provision for ECL	8,181	5,935	1,148	-	15,264
Write offs during the year	-	-	(16)	(75)	(91)
Unused provisions reversed	-	(4,563)	(117)	-	(4,680)
Balance at 31 December	21,392	6,811	2,581	14	30,798
2024					
Balance at 1 January	18,980	1,268	1,108	89	21,445
Changes to provision for ECL	(5,769)	4,920	826	-	(23)
Write offs during the year	-	-	1	-	1
Unused provisions reversed	-	(749)	(369)	-	(1,118)
Balance at 31 December	13,211	5,439	1,566	89	20,305

Receivables are impaired based on the Estimated Credit Losses model, which is a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e., the difference between the cash flows due to the IFRC in accordance with the contract and the cash flows that the IFRC expects to receive). The provisions for ECL above include impairment of CHF 2,386 k (2024: CHF 938k) for receivables and contract assets that relate to contracts with customers (see note 2.2).

Public

2.2 Receivables (continued)

The provision for unpaid statutory contributions is based upon the IFRC's assessment of the probability of payment. Provision of statutory contribution receivables does not invalidate the obligation of National Societies to pay amounts due.

Receivables ageing	Not past due	Past due 1-60 days	Past due 61-90 days	Past due more than 90 days	Total
	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s
2025					
Gross carrying amount	169,865	27,118	13,335	63,592	273,910
Provision for ECL	-	-	-	(30,798)	(30,798)
Receivables	169,865	27,118	13,335	32,794	243,112
2024					
Gross carrying amount	256,546	8,750	11,429	47,013	323,738
Provision for ECL	-	-	-	(20,305)	(20,305)
Receivables	256,546	8,750	11,429	26,708	303,433

Where the recovery will only be confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the IFRC, receivables are not recognised as receivables in the Consolidated Statement of Financial Position but are disclosed as contingent assets (see note 2.6). If the effect is material, the fair value of contingent assets is determined by discounting the expected future cash flows that reflect a current market assessment of the time value of money.

Receivables, contract assets and contract liabilities from contracts with customers are as follows:

	Opening balances CHF 000s	Closing balances CHF 000s
2025		
Contract assets	5,269	5,535
Contract liabilities	(12,084)	(7,156)
Receivables from Customers	14,385	8,642
	7,569	7,021
2024		
Contract assets	8,683	5,269
Contract liabilities	(13,484)	(12,084)
Receivables from Customers	6,954	14,385
	2,153	7,569

In 2025, there were no assets recognised from the costs to obtain or fulfil a contract (2024: Nil), and there were no variable contract considerations that reduced transaction prices for service income recognised (2024: Nil). The amount included within the contract liability opening balance is fully recognised as income during the accounting period.

2.3 Deferred income and contract liabilities

Current liabilities	2025 CHF 000s	2024 CHF 000s
Deferred income	131,042	139,492
Contract liabilities	7,156	12,084
Statutory contributions received in advance	174	101
	138,372	151,677

Non-current liabilities	2025 CHF 000s	2024 CHF 000s
Deferred income	38,492	44,876

Deferred income

The IFRC is not in a position to reliably determine in which future periods donations, that are deferred due to specific contractual obligations under the accounting policy set out in note 2.1, will be recognised as income in the Consolidated Statement of Comprehensive Income. Accordingly, all amounts deferred consistent with that accounting policy are included in current liabilities, although some amounts may ultimately be recognised as income more than one year after the period end date. Non-current liabilities include voluntary contributions and donations that are earmarked for use in a future period, more than one year from the period end date. Included within Deferred income above is CHF 36,294k (2024: CHF 39,215k) related to non-monetary in-kind donations from host country governments (see note 3.4a).

Contract liabilities

A contract liability is the obligation to transfer goods or services to a counterparty for which the IFRC has received consideration from the counterparty. If a customer pays a consideration before the IFRC transfers goods or services to the counterparty, a contract liability is recognized when the payment is made by the counterparty or when the payment is due. Contract liabilities are recognized as revenue when IFRC meets its performance obligations under the contract.

Public

2.4 Restricted reserves

Funds held for operations

	2025 CHF 000s	2024 CHF 000s
Donor-restricted voluntary contributions and donations	363,698	411,448
Operations with temporary deficit financing	(5,576)	(12,373)
Defined benefit pension obligations recognised in Other Comprehensive Income	8,218	(5,746)
	366,340	393,329

Restricted reserves represent the cumulative excess of income over expenditure for other resources activities. Restricted reserves include the following:

Donor-restricted voluntary contributions and donations
The cumulative excess, of earmarked voluntary contributions and donations over expenditure, is recorded as Funds held for operations within restricted reserves. In the event that it is determined that funds will not be spent as originally agreed, the IFRC obtains agreement from the National Society or other donor for a reallocation of those funds for a different use or reimburses them to the National Society or other donor, in which case they are recognised as liabilities until the effective repayment takes place.

Operations with temporary deficit financing
Expenditure on individual projects may temporarily exceed the amount of income allocated to those projects at reporting dates. This excess of expenditure over income is separately reflected within Funds held for operations as Operations with temporary deficit financing, so long as management considers that future funding will be forthcoming. When the IFRC considers that future funding is unlikely to be forthcoming, the deficit is reclassified as unrestricted expenditure, and reflected as a reduction in unrestricted reserves, through the provision for pledge and services deficits.

Public

2.5 Designated reserves

	Self insurance CHF 000s	Statutory meetings CHF 000s	Specific projects CHF 000s	Major works CHF 000s	Total CHF 000s
2025					
Balance at 1 January	2,237	489	12,314	1,744	16,784
Used during the year	(94)	-	(9,314)	-	(9,408)
Allocations during the year	133	900	-	314	1,347
Balance at 31 December	2,276	1,389	3,000	2,058	8,723
2024					
Balance at 1 January	2,291	2,067	17,700	1,401	23,458
Used during the year	(226)	(2,478)	(5,386)	-	(8,090)
Allocations during the year	172	900	-	343	1,415
Balance at 31 December	2,237	489	12,314	1,744	16,784

Designated reserves are funds set aside for specific purposes including self-insurance, statutory meetings, specific projects and major building works. The IFRC may transfer these funds back to either restricted or unrestricted reserves. Designated reserves include the following:

Self-insurance reserve
The IFRC self-insures its vehicles against collision, loss or other damage. Based on an assessment of risk exposure, this reserve is established to meet approved insurance claims as they fall due.

Statutory meetings reserve
Funds are set aside to meet the anticipated costs of future statutory meetings and Governing Board initiatives as and when the events take place.

Specific projects reserve
In keeping with the IFRC's principle of full cost recovery (see note 3.1), the direct costs of programmes and services are subject to indirect cost recovery to fund the costs of providing indirect support services, essential to the success of operations. In the event that there is an operation with expenditure in excess of CHF 50,000k and the total amount charged for a given year exceeds the total amount incurred, the excess is allocated to projects according to a Governing Board decision. Pending the Governing Board decision, the excess is allocated to a designated reserve.

Major building works reserve
In March 2016, the IFRC signed an agreement with *Fondation des Immeubles pour les Organisations Internationales* (FIPOI) for a 50-year interest free loan to be used by the IFRC to construct new office premises. Under this agreement, the IFRC has an obligation to undertake regular building maintenance and, as required by the agreement, set up a designated reserve for major building works upon acceptance of the new building. The IFRC makes an annual allocation corresponding to 0.75% of the building works value. Usage of the reserve is restricted to:

- planned obsolescence including major renovation and replacement works;
- emergency repairs.

Public

2.6 Contingent assets

The IFRC sometimes receives donations where receipt of the funding is conditional and contingent upon uncertain future events not wholly within the IFRC's control. Such donations are treated as contingent assets:

Donor	Nature of contingent asset	2025	2024
		CHF 000s	CHF 000s
Swedish Government	Contingent upon finalization of consultations	516	-
Republic of Korea Government	Contingent upon government funding allocation	-	874
Others	Contingent upon performance/report/audit	311	567
Total Contingent assets		**827**	**2,576**

Public

3. OPERATIONS

3.1 Operating expenditure

Operating expenditure comprises the following:

2025	(a) Employee benefits	(b) Relief supplies, transportation & storage	(c) Contributions to National Societies	Depreciation amortisation and impairment	Supplementary services cost recoveries	(d) Other costs & allocations	Indirect cost recovery	Total 2025
	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s
Humanitarian response	29,524	41,785	128,421	55	7,390	13,627	14,559	235,360
Thematic	39,229	17,193	64,290	206	10,726	30,910	10,381	172,935
Total Other resources (Programmes)	68,753	58,978	192,710	261	18,116	44,536	24,940	408,295
Supplementary services	22,606	7,100	29	3,546	(21,194)	15,838	1,013	28,939
Total RESTRICTED	**91,359**	**66,078**	**192,739**	**3,807**	**(3,078)**	**60,375**	**25,953**	**437,234**
Regular resources	83,055	808	124	7,951	3,078	20,458	(25,953)	89,520
Total UNRESTRICTED	**83,055**	**808**	**124**	**7,951**	**3,078**	**20,458**	**(25,953)**	**89,520**
Total OPERATING EXPENDITURE 2025	**174,414**	**66,886**	**192,863**	**11,759**	**-**	**80,833**	**-**	**526,754**

Costing principle
The IFRC applies a full cost recovery principle to its activities and operations. As such, each functional expense category includes all associated direct costs, indirect costs, and pledge fees.

Direct cost
Direct costs are those costs that can be readily and specifically identified with a particular project or service. These include costs recovered from operations for the provision of specific supplementary services.

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3.1 Operating expenditure (continued)

Indirect cost
The direct costs of programmes and services are subject to standard indirect cost recovery rate to fund the costs of providing indirect support services, essential to the success of operations. Such indirect support services include management and leadership, information, and communication technology and professional and services functions in the areas of programme quality, reporting, resource mobilisation, finance, information technology and human resources. In 2025, the support added to unrestricted reserves amounted to CHF 25,953k. In 2024, the support added to unrestricted reserves amounted to CHF 33,900k, of which, in accordance with agreements signed at inception of the project in 2022, CHF 2,172k was allocated to National Societies participating in the European Commission Directorate General for Humanitarian Aid and Civil Protection Pilot Programmatic Partnership (ECHO PPP).

2024	(a) Employee benefits	(b) Relief supplies, transportation & storage	(c) Contributions to National Societies	Depreciation amortisation and impairment	Supplementary services cost recoveries	(d) Other costs & allocations	Indirect cost recovery	Total 2024
	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s	CHF 000s
Humanitarian response	43,227	62,182	183,480	38	7,404	918	18,789	316,038
Thematic	46,859	23,063	127,448	80	10,483	37,541	14,200	259,674
Total Other resources (Programmes)	90,086	85,245	310,928	118	17,887	38,459	32,989	575,713
Supplementary services	23,695	4,059	5	4,188	(21,210)	15,065	911	26,714
Total RESTRICTED	**113,781**	**89,304**	**310,934**	**4,306**	**(3,323)**	**53,524**	**33,900**	**602,427**
Regular resources	83,172	772	45	7,448	3,323	10,559	(31,728)	73,591
Total UNRESTRICTED	**83,172**	**772**	**45**	**7,448**	**3,323**	**10,559**	**(31,728)**	**73,591**
Total OPERATING EXPENDITURE 2024	**196,953**	**90,076**	**310,979**	**11,754**	**-**	**64,083**	**2,172**	**676,018**

Public

3.1 Operating expenditure (continued)

The operating expenditures pertaining to humanitarian response are as follows:

	2025 Total CHF 000s	2024 Total CHF 000s
Ukraine and impacted countries crisis	60,266	86,230
Other appeals and activities	466,488	589,788
	526,754	676,018

(a) Employee benefits

Employee benefits consist of the following:

	Restricted CHF 000s	Unrestricted CHF 000s	Total CHF 000s
2025			
Wages and salaries	59,271	64,953	124,224
Contributed services	2,123	(5)	2,118
Short-term termination benefit costs	778	6,774	7,552
Social security costs	4,088	2,170	6,259
Post-employment benefit costs	25,099	9,162	34,261
	91,359	83,055	174,414
2024			
Wages and salaries	55,319	68,781	124,100
Contributed services	6,057	362	6,419
Short-term termination benefit costs	844	373	1,217
Social security costs	3,887	2,099	5,986
Post-employment benefit costs	47,675	11,557	59,232
	113,781	83,172	196,953

Notional internal taxation

In accordance with the IFRC's Status Agreement with the government of Switzerland, a notional internal taxation amount of CHF 8,072k (2024: CHF 9,199k) has been calculated on the reported staff costs for employees based in Switzerland. No actual Swiss tax is paid on IFRC employment income by either the Swiss based employees or by the IFRC.

Short-term termination benefits

Short-term termination benefits are payable whenever an employee's employment is terminated before the normal retirement date, contract completion date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. Termination benefits are recognised on the basis of a formal committed plan to terminate the employment of current employees or are provided as a result of an offer made to encourage voluntary redundancy.

Post-employment benefit costs

This includes pension costs for defined benefit pension plans, contributions towards retirees' health insurance, and non-Swiss long-term termination benefit costs.

Public

3.1 Operating expenditure (continued)

Pension costs – defined benefit plans

The IFRC has a Base Pension Plan and a Supplemental Pension Plan (the Pension Plans), covering its expatriate field staff and all headquarters staff. The Pension Plans are funded defined benefit plans which also provide benefits on death, disability and termination. Subject to certain conditions, members of the Pension Plans are also eligible to receive contributions on the cost of health insurance during retirement. According to the pension plans' rules, the IFRC must make contributions to the pension plans of 16% of contributory salary for the Base Pension Plan and 5% of contributory salary for the Supplemental Pension Plan, for each covered participant. In the event that the pension plans become underfunded according to the requirements of Swiss law, the IFRC could be requested to make additional contributions.

Pension obligations are covered by an independent fund which is held in a single, separate legal entity. The Pension Fund of the International Federation of Red Cross and Red Crescent Societies (hereafter "the Pension Fund") is a foundation, as defined in articles 80 to 89 "bis" of the Swiss Civil Code (Swiss law). The Pension Fund is registered with the Swiss supervisory authority in the Canton of Geneva and the Swiss pension guarantee fund. As such, it must comply with the compulsory insurance requirements established by the Swiss Federal law on Occupational Retirement, Survivors and Disability Pension Funds (LPP to use the French acronym) and its activities are overseen by both the Geneva Cantonal and the Swiss Federal pension oversight authorities. The Pension Fund Governing Board is responsible for the Fund's management. It comprises three representatives appointed by the IFRC, three representatives elected by the Pension Fund's participants and two supplemental members. The Pension Fund is funded as determined by periodic actuarial calculations in accordance with the requirements of Swiss law.

Retirees' health insurance

Depending upon service at retirement and subject to having both worked a minimum of five years and taken an annuity upon retirement, retirees receiving a pension from either the Base Pension Plan and/or the Supplemental Plan receive a contribution towards the cost of health insurance. Whilst the IFRC is under no legal obligation to make contributions towards the cost of retirees' health insurance, the IFRC currently plans to continue making these contributions for the foreseeable future. As contributions are fixed at flat rates with no obligations to change the amounts, the arrangement does not expose the IFRC to any unusual, specific or significant concentrations of risk.

Non-Swiss long-term termination benefits

In certain legal jurisdictions, outside Switzerland, the IFRC has obligations to calculate and pay termination and other benefits in accordance with the requirements of local law, regardless of the reason for an employee's departure. IAS 19 Employee benefits considers such benefits as post-employment benefits. Hereafter, these benefits are referred to as non-Swiss post-employment benefits.

Further details of the IFRC's defined benefit pension plans, the retirees' health insurance and non-Swiss long-term post-employment benefits can be found in note 4.5.

Public

3.1 Operating expenditure (continued)

(b) Relief supplies, transportation, and storage

	Restricted CHF 000s	Unrestricted CHF 000s	Total CHF 000s
2025			
Relief supplies	57,844	91	57,936
Transportation & storage	8,234	716	8,950
	66,078	808	66,886
2024			
Relief supplies	78,807	-	78,807
Transportation & storage	10,498	772	11,270
	89,304	772	90,076

Relief supplies pertain to goods that were either purchased or received in-kind and committed for specific projects and are expensed at the time of receipt.

Inventories of prepositioned relief items, which have not been committed to a project, are stated at the lower of cost or net realisable value and included in other current assets in the Consolidated Statement of Financial Position. Cost is determined using the weighted average cost method and comprises the cost of purchase and other costs directly attributable to acquisition. In-kind donations of prepositioned relief items are included in inventories, and their fair value is included in the calculation of weighted average cost. Net realisable value is the estimated selling price, in an arm's length transaction, less attributable selling expenses. Inventories are included in expenditure once they have been committed to a project.

The fair value of in-kind goods is taken as the value indicated by the donor. This value is tested for reasonableness by comparing it to the cost that the IFRC would incur if it were to buy in the open market similar goods, assets, or property services, for the same intended use. If the market value is found to be significantly different to the value indicated by the donor, the value is revised to the market value.

Public

3.1 Operating expenditure (continued)

(c) Contributions to National Societies

In implementing its activities in the ordinary course of its business, the IFRC provides funds to member Red Cross and Red Crescent National Societies. Two mechanisms are used - cash working advances and contributions to National Societies.

Cash working advances
The IFRC provides cash working advances to National Societies for them to implement activities on behalf of the IFRC. Amounts advanced are recorded directly as operating expenditure in the Consolidated Statement of Comprehensive Income, initially as *Unvouched expense* and subsequently reclassified to *Vouched expense* when reported on by the recipient National Societies.

For cash working advances, the IFRC does not formally assess the organisational capacities and internal controls of the recipient National Societies to manage the funds received from the IFRC, to meet project objectives and satisfy stakeholders' accountability requirements. The IFRC maintains additional controls, by verifying supporting documents for the expenditure incurred, and validating that the expenditure has been incurred in accordance with signed agreements.

Contributions to National Societies
The IFRC makes cash contributions to fund the activities of member National Societies. Such contributions are recognised as operational expenditure as they are incurred. Contributions to National Societies are made as Cash transfers or Fund transfers.

Cash transfers or Fund transfers are made to National Societies that meet certain criteria to manage funds received from the IFRC, to meet project objectives and satisfy stakeholders' accountability requirements. To operate under Fund transfer, National Societies will have undergone a systematic risk assessment process conducted by the IFRC, which provides assurance that the National Societies have adequate organisational capacities and internal controls, and that the risks associated with project implementation and reporting will be adequately mitigated. For both Cash transfer and Fund transfer, the recipient National Society manages the use of the funds based on its internal regulations and reports the use of the funds back to the IFRC without the need to submit detailed supporting documentation. National Societies operating under Cash transfer are subject to periodic audits of their use of funds transferred, while National Societies operating under Fund transfer may be subject to external audit if deemed necessary.

Public

3.1 Operating expenditure (continued)

(d) Other costs and allocations

	Restricted CHF 000s	Unrestricted CHF 000s	Total CHF 000s
2025			
Administration, office and general	15,857	2,636	18,493
Consultancy fees	4,882	2,173	7,055
Information	725	16	741
Travel	11,639	2,284	13,923
Vehicles and equipment	9,829	86	9,915
Workshops & training	5,598	571	6,169
Other costs and allocations	11,844	12,692	24,536
	60,375	20,458	80,833

	Restricted CHF 000s	Unrestricted CHF 000s	Total CHF 000s
2024			
Administration, office and general	12,692	6,506	19,198
Consultancy fees	13,265	2,725	15,990
Information	2,088	717	2,805
Travel	14,691	3,691	18,382
Vehicles and equipment	18,251	3	18,254
Workshops & training	12,200	865	13,065
Other costs and allocations	(19,663)	(3,948)	(23,611)
	53,524	10,559	64,083

Public

3.2 Significant operations in the current accounting period

(a) Ukraine and impacted countries crisis

Active since 2014, the armed conflict in Ukraine significantly escalated in February 2022, as hostilities spread to most parts of the country. The conflict has caused loss of human life, destruction of cities and civilian infrastructure, and displacement of people inside Ukraine and across its borders with neighbouring countries.

Pertinent information concerning the Ukraine and impacted countries crisis emergency appeal is summarised in the below table.

Date	Description	Appeal amount CHF 000s
5 February 2022	DREF initial allocation	219
28 February 2022	Launch of the Ukraine and impacted countries crisis appeal	100,000
14 April 2022	Increase of CHF 450 million	550,000
7 October 2022	Extension of timeframe and a substantial increase in funding	550,000
31 May 2023	Publication of the Revised Emergency Appeal	800,000

An initial appeal of 100 million Swiss francs was launched to enable the IFRC to assist an initial 2 million people displaced inside Ukraine and people reaching neighbouring countries affected by the conflict. The increase to 550 million Swiss francs was planned in order to increase the reach of the Red Cross National Societies in Ukraine and other impacted countries to scale up assistance to 3.6 million people in the immediate term and in their transition to long term recovery.

The scope of the emergency operation has since further expanded, with National Societies in the region requesting support from the IFRC for technical and financial assistance to people in need. Consequently, new needs and approaches have been identified with National Societies, reflected in the Revised National Society Response Plans published in April 2023, followed by the publication of the Revised Emergency Appeal in May 2023. This revision increased the IFRC Secretariat Funding requirements from 550 million Swiss Francs to 800 million Swiss Francs, aiming to assist 17 million people in Ukraine and 5.65 million people in neighbouring countries.

The IFRC had allocated CHF 1,293k from its Disaster Response Emergency Fund (DREF) including CHF 219k allocated on 5 February 2022 that supported the Ukrainian Red Cross Society in its preparedness efforts. As of 31 December 2023, the full amount of the DREF allocation had been reimbursed to the DREF.

Public

3.2 Significant operations in the current accounting period (continued)

Income and expenditure figures specific to this emergency appeal in 2025 and 2024 are provided as follows:

	2025 CHF 000s	2024 CHF 000s
OPERATING INCOME		
Voluntary contributions	9,595	16,211
Donations	18,820	21,316
Total OPERATING INCOME	28,415	37,527
OPERATING EXPENDITURE		
Humanitarian Response		
Employee benefits	9,037	16,560
Relief supplies, transportation and storage	6,522	17,857
Contributions to National Societies	35,711	43,143
Supplementary services cost recoveries	1,746	2,275
Other costs & allocations	3,582	1,218
Total direct costs	56,599	81,052
Indirect cost recovery	3,667	5,178
Total OPERATING EXPENDITURE	60,266	86,230
NET (DEFICIT) FROM OPERATING ACTIVITIES	(31,850)	(48,703)
Finance income / (expense), net	8	(176)
NET (DEFICIT) FOR THE PERIOD	(31,842)	(48,879)
FUNDS HELD FOR OPERATIONS		
Brought forward	63,855	112,734
Net (deficit) for the year	(31,842)	(48,879)
FUNDS HELD FOR OPERATIONS	32,013	63,855

At the end of 2025, the IFRC had received voluntary contributions and donations of CHF 10,216k (2024: CHF 15,153k) which are not recognized as income in the Consolidated Statement of Comprehensive Income but are included within deferred income in the Consolidated Statement of Financial Position.

At the end of 2025, the IFRC had outstanding receivables from donors of CHF 13,109k (2024: CHF 15,682k) that are included in the Consolidated Statement of Financial Position related to the Ukraine and impacted countries appeal.

Public

3.3 Prepayments and contract assets

	2025 CHF 000s	2024 CHF 000s
Prepayments	5,275	6,241
Contract assets	5,535	5,269
Accrued interest income	396	2,121
Total prepayments and contract assets	11,207	13,631

Prepayments

Prepayments are expenses paid in advance. Prepayments are apportioned over the period covered by the payment and are included in operating expenditure when incurred.

Contract Assets

A contract asset is the right to consideration in exchange for goods or services transferred to the counterparties. If the IFRC performs by transferring goods or services to a counterparty before the counterparty pays a consideration or before payment is due, a contract asset is recognized for the earned consideration that is conditional.

3.4 Tangible and intangible assets

(a) Tangible assets – Property, vehicles and equipment

Tangible assets consisting of land and buildings, vehicles and other equipment are stated at historical cost less accumulated depreciation and any accumulated impairment in value. The initial cost of acquired tangible assets includes expenditure that is directly attributable to the acquisition of the items. The initial cost of contributed or donated assets is equivalent to its fair market value at the time of donation.

The residual values, useful lives and depreciation methods for tangible assets are reviewed, and adjusted if appropriate, at each reporting date. A tangible asset is derecognised upon disposal or when there is no future economic benefit to the IFRC. Gains and losses between the carrying amount and the disposal proceeds are recognised as operating expenditure.

Depreciation is calculated using the straight-line method over the following estimated useful lives:

Tangible asset type	Number of years
Land and buildings	Up to 50 years
Vehicles	4 to 10 years
Computer and other	2 to 10 years

Public

(a) Tangible assets – Property, vehicles and equipment (continued)

The balances and movements in tangible assets are as follows:

	Land and buildings	Vehicles	Other equipment	Total Tangible assets
	CHF 000s	CHF 000s	CHF 000s	CHF 000s
2025				
Cost				
Balance as at 1 January	127,887	22,283	5,968	156,137
Additions	3,465	5,484	167	9,116
Disposals and write offs	(1,563)	(3,058)	(342)	(4,963)
Reclassifications to/from assets held for sale, net	-	(1,778)	-	(1,778)
Balance at 31 December	129,789	22,930	5,793	158,512
Accumulated depreciation and impairment losses				
Balance at 1 January	(33,562)	(9,889)	(4,034)	(47,485)
Depreciation charge for the year	(6,407)	(1,997)	(611)	(9,014)
Disposals and write offs	1,563	1,812	342	3,717
Impairment loss	-	(12)	(38)	(50)
Reclassifications to/from assets held for sale, net	-	717	-	717
Balance at 31 December	(38,406)	(9,370)	(4,340)	(52,116)
Net book value at 31 December	91,382	13,561	1,453	106,396
Net book value at 1 January	94,324	12,393	1,934	108,652
2024				
Cost				
Balance as at 1 January	121,084	21,843	6,136	149,063
Additions	7,585	6,159	315	14,059
Disposals and write offs	(783)	(4,178)	(483)	(5,444)
Reclassifications to/from assets held for sale, net	-	(1,541)	-	(1,541)
Balance at 31 December	127,887	22,283	5,968	156,137
Accumulated depreciation and impairment losses				
Balance at 1 January	(27,617)	(9,845)	(3,750)	(41,212)
Depreciation charge for the year	(6,728)	(2,072)	(581)	(9,381)
Disposals and write offs	783	1,778	297	2,858
Impairment loss	-	(122)	-	(122)
Reclassifications to/from assets held for sale, net	-	373	-	373
Balance at 31 December	(33,562)	(9,889)	(4,034)	(47,485)
Net book value at 31 December	94,324	12,393	1,934	108,652
Net book value at 1 January	93,467	11,997	2,387	107,851

Public

(a) Tangible assets – Property, vehicles and equipment (continued)

Tangible assets include the following Right-of-Use (ROU) and owned assets that have been received as in-kind donations:

2025	Land and buildings CHF 000s	Other equipment CHF 000s	Vehicles CHF 000s	Total CHF 000s
Gross carrying amount	52,125	705	155	52,985
Accumulated depreciation	(16,086)	(435)	(116)	(16,637)
Net book value	36,039	271	39	36,349
Depreciation charge for the year	(2,828)	(97)	(68)	(2,993)
2024				
Gross carrying amount	52,125	705	183	53,013
Accumulated depreciation	(13,258)	(338)	(82)	(13,678)
Net book value	38,867	367	101	39,335
Depreciation charge for the year	(2,677)	(87)	(63)	(2,828)

(b) Intangible assets

Intangible assets represent acquired computer software and computer software under development mostly related to the continuing development of an Enterprise Resource Planning (ERP) system that was brought into use in June 2024.

Acquired computer software is stated at acquisition cost, less accumulated amortisation and any impairment in value.

The amortisation method and useful lives of intangible assets are reviewed annually. Changes in the expected patterns of consumption or the useful lives are accounted for prospectively by changing the amortisation method or period. The gains or losses recognised in operating income or expenditure arising from the derecognition of intangible assets are measured as the difference between net disposal proceeds and the carrying amount of the intangible asset.

Computer software under development is stated at cost, including costs of development and other direct costs (for example own labour) to bring the specific software into use. Computer software under development is not amortised until such time as the relevant assets are completed and ready for operational use.

Amortisation is calculated using the straight-line method over the following estimated useful lives:

Intangible asset type	Number of years
Computer software	3 to 7 years

Public

(b) Intangible assets (continued)

The balances and movements in intangible assets are as follows:

2025	Computer software CHF 000s	Computer software under development CHF 000s	Total intangible assets CHF 000s
Cost			
Balance at 1 January	24,781	553	25,334
Additions	-	336	336
Transfers	-	-	-
Disposal and write offs	(513)	-	(513)
Balance at 31 December	24,268	889	25,157
Accumulated amortisation and impairment losses			
Balance at 1 January	(8,327)	-	(8,327)
Amortisation charge for the year	(2,747)	-	(2,747)
Disposals	513	-	513
Balance at 31 December	(10,561)	-	(10,561)
Net book value at 31 December	13,707	889	14,596
Net book value at 1 January	16,454	553	17,007
2024			
Cost			
Balance at 1 January	8,740	15,884	24,624
Additions	8	963	971
Transfers	16,033	(16,033)	-
Disposal and write offs	-	(261)	(261)
Balance at 31 December	24,781	553	25,334
Accumulated amortisation and impairment losses			
Balance at 1 January	(6,552)	-	(6,552)
Amortisation charge for the year	(1,775)	-	(1,775)
Balance at 31 December	(8,327)	-	(8,327)
Net book value at 31 December	16,454	553	17,007
Net book value at 1 January	2,188	15,884	18,072

Public

(c) Right-of-Use (ROU) assets

Tangible assets include right-of-use (ROU) assets under leases amounting to CHF 3,762k (2024: CHF 2,271k) - see note 3.7.

Right-of-Use assets received as non-monetary in-kind donations pertain to rent-free use of land and buildings for the IFRC's operations in Dubai, Budapest, Geneva and Panama City (see note 3.7). The fair value of in-kind assets and property operating cost donations is taken as the value indicated by the donor. This value is tested for reasonableness by comparing it to the cost that the IFRC would incur if it were to buy or lease in the open market similar assets or property services, for the same intended use. If the market value is found to be significantly different to the value indicated by the donor, the value is revised to the market value.

Assessing impairment of non-financial assets

The IFRC assesses impairment of non-financial assets whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. Impairment losses on non-financial assets amounted to CHF 50k (2024: CHF 122k).

Non-current assets held-for-sale

Non-current assets held-for-sale of CHF 1,347k (2024: CHF 1,227k) relate to vehicles and equipment, and they are presented under other current assets. The IFRC is in discussion to finalise the arrangement for the sale of the vehicles and equipment and management considers that the ultimate selling prices are likely to be equal to or higher than the carrying amounts of the assets.

3.5 Accounts payable and accrued expenses

	2025 CHF 000s	2024 CHF 000s
Accounts payable		
Suppliers	21,353	24,890
National Societies	7,410	8,930
Other payables	2,348	4,359
Total accounts payable	31,111	38,179
Accrued expenses	7,815	17,995
Total accrued expenses	7,815	17,995
Total accounts payable and accrued expenses	38,926	56,174

3.6 Provisions

At 31 December 2025 and 2024, the balances and movements in provisions are as follows:

2025	Operations CHF 000s	Pledge and services deficits CHF 000s	Restructuring and redundancy CHF 000s	Total CHF 000s
Current provisions				
Balance at 1 January	9,887	5,345	933	16,165
Additional provisions	4,324	6,257	5,696	16,277
Unused amounts reversed	-	(5,082)	-	(5,082)
Used during the year	(9,887)	(263)	-	(10,150)
Balance at 31 December	4,324	6,257	6,629	17,210
2024				
Current provisions				
Balance at 1 January	56,135	5,082	643	61,860
Additional provisions	9,887	5,346	290	15,523
Unused amounts reversed	-	(3,797)	-	(3,797)
Used during the year	(56,135)	(1,285)	-	(57,420)
Balance at 31 December	9,887	5,345	933	16,165

A provision is recognised when the IFRC has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimates.

Provision for operations

The provision for operations includes the estimated value of cash working advances made to National Societies that have not been reported on at the reporting date, and the estimated costs of other operational liabilities that have been incurred at the reporting date, where the timing and/or the amount of the ultimate liability is uncertain.

Provision for pledge and services deficits

The provision for pledge and service deficits is maintained for restricted activities where expenditure and the estimated costs of individual pledges and services have exceeded the income, and the IFRC considers that future funding is unlikely to be collected within 12 months following the period end date.

Provision for restructuring and redundancy

The provision for restructuring and redundancy is made for the estimated cost of redundancies. On 6 November 2025, the IFRC announced to staff that, as part of its Renewal Process, it would undertake a restructuring programme to be started in 2025 and completed by the end of 2026. The IFRC estimates the cost of resultant redundancies to be CHF 6,629k (2024: nil) and expects that this will be settled within the next 12 months. In 2024, the IFRC carried a provision of CHF 933k against the expected cost of redundancies that had been announced.

Public

3.7 Leases – IFRC as a lessee

The IFRC has entered into various lease agreements for office spaces, residential apartments, warehouses, and office equipment. The terms of the lease agreements range from less than one year to five years.

The IFRC's main accounting policies for leases as a lessee are as follows:

- IFRS 16 Leases defines a lease as "a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration". At inception of a contract, the IFRC uses judgement to assess whether the contract is, or contains, a lease. To assess whether a contract conveys the right to control the use of an identified asset, the IFRC uses the definition of a lease in IFRS 16.
- At the lease commencement date, the IFRC determines the term of the lease, including any periods covered by an option to extend the lease, as non-cancellable, if it is reasonably certain that the option to extend will be exercised, and any periods covered by an option to terminate the lease are reasonably certain not to be exercised.
- The IFRC has elected not to separate non-lease components and to account for the lease and non-lease components as a single lease component.

(a) Short-term leases and leases of low value assets

The IFRC has elected not to recognise right-of-use (ROU) assets and lease liabilities for short-term leases that have a lease term of 12 months or less, and leases where the underlying asset is of low value. The IFRC recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2025 CHF 000s	2024 CHF 000s
Expenses related to short-term leases	5,285	4,649
Expenses related to low-value assets, excluding short-term leases of low value assets	536	530
	5,821	5,179

(b) Leases that have been recognised as Right-of-Use assets

At the end of 2025, the IFRC had capitalizable leases for 28 office premises in 27 locations from which it conducts its business around the world. The IFRC also had capitalizable leases for 4 residential apartments in 4 locations around the world. Generally, employees are responsible for arranging accommodation at their own costs, however in certain duty stations, this responsibility lies with the IFRC. In these instances, the IFRC will sign the accommodation lease and make the necessary arrangements with the landlord. Furthermore, the IFRC had one capitalizable warehouse lease. Other warehouses are leased under short-term contracts. Warehouses are used for the strategic pre-positioning of emergency supplies to allow the IFRC to deliver aid to people in need more quickly and at minimum cost. They also allow the IFRC to provide warehousing and handling services to National Societies and other humanitarian agencies. Finally, the IFRC had a capitalizable lease for photocopiers for use by staff in one of its regional offices.

The IFRC recognizes ROU assets and lease liabilities for all leases, except for short-term leases with terms of 12 months or less and leases for which the underlying asset is of low value.

Public

3.7 Leases – IFRC as a lessee (continued)

The ROU asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date, net of any lease incentives received, any initial direct costs incurred, and an estimate of costs expected to be incurred for dismantling, removing, and restoring the underlying asset.

ROU assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the entity expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. ROU asset values may be adjusted for impairment or for any remeasurement of lease liabilities.

ROU assets related to leased properties and equipment are presented as tangible assets (see note 3.4a).

	Land and Buildings CHF 000s	Vehicles & Equipment CHF 000s	Total CHF 000s
2025			
Balance at 1 January	2,263	8	2,271
Additions	3,451	-	3,451
Depreciation charge for the year	(1,954)	(6)	(1,960)
Balance at 31 December	3,760	2	3,762
2024			
Balance at 1 January	2,487	230	2,717
Additions	2,229	-	2,229
Derecognition of right-of-use assets	-	(187)	(187)
Depreciation charge for the year	(2,453)	(35)	(2,488)
Balance at 31 December	2,263	8	2,271

Lease liabilities

Lease liabilities are initially measured as the present value of future lease payments. The IFRC has elected not to measure its lease liabilities on a discounted basis because the effect of discounting is not material. Lease payments included in the measurement of the lease liabilities comprise the fixed lease payments less any incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be payable by the lessee under residual value guarantees; and exercise price of purchase options when the exercise of the options is reasonably certain to occur; and any anticipated termination penalties. The IFRC remeasures the lease liability and makes a corresponding adjustment to the related ROU asset whenever the lease term has changed.

Public

3.7 Leases – IFRC as a lessee (continued)

The lease liabilities recognised in the Consolidated Statement of Financial Position are as follows:

	2025 CHF 000s	2024 CHF 000s
Current lease liabilities	1,683	1,762
Non-current lease liabilities	2,140	758
	3,823	2,520

The table below summarises the maturity profile of the lease liabilities.

	2025 CHF 000s	2024 CHF 000s
Less than one year	1,683	1,762
One to two years	818	503
Two to three years	378	220
Three to four years	333	35
Four to five years	333	-
Five to six years	278	-
	3,823	2,520

The amounts recognised in the Consolidated Statement of Cash Flows are as follows:

	2025 CHF 000s	2024 CHF 000s
Payment of lease liabilities	1,953	2,018

The total cash outflow for leases including short-term leases, low value leases and ROU assets in 2025 is CHF 7,927k (2024: CHF 7,198k).

3.8 Capital commitments

Capital expenditure contracted for at 31 December 2025 but not yet incurred, amounted to CHF 985k (2024: CHF 1,021k), of which CHF 843k (2024: CHF 840k) relate to purchase of vehicles and CHF 142k (2024: 84k) relate to ERP implementation (see note 3.4b).

3.9 Contingent liabilities

From time to time, usually as part of a restructuring plan, the IFRC terminates staff contracts prior to agreed upon contract end dates. As a result, the terminated staff sometimes file cases against the IFRC. Whilst liability is not admitted, the IFRC is defending a number of such actions. The IFRC does not expect the outcome of these actions to have a material impact on the IFRC's consolidated financial position. The risks that management considers likely to be settled through a payment and that can be measured reliably have been included as provisions in the Consolidated Statement of Financial Position.

In the interest of not prejudicing the outcomes of these actions, these consolidated financial statements do not disclose all of the information required by IAS 37 Provisions, Contingent Liabilities and Contingent Assets.

Public

3.10 Related parties

(a) Identity of related parties

Parties related to the IFRC include the individuals that represent their National Societies as members of the General Assembly or the Governing Board, together with close members of their families or households. Other parties related to the IFRC include the Standing Commission and its individual members including close members of their families or households; the IFRC's subsidiaries, joint arrangements, key management personnel; and the IFRC's post-employment benefit plans, which are independent funds that constitute separate legal entities.

The Standing Commission comprises representatives of the IFRC, the ICRC and National Societies. Its principal activities include organising the next International Conference and the next Council of Delegates. In between the International Conferences, the Commission works to encourage and further the implementation of the Conference's resolutions.

Key management personnel are persons having authority and responsibility for planning, directing, and controlling the activities of the IFRC. This includes the Secretary General, Under-Secretaries General and five Regional Directors. Close members of their families or households are also parties related to the IFRC.

The International Conference of the Red Cross and Red Crescent (the International Conference) is the supreme deliberative body of the International Red Cross and Red Crescent Movement. The Council of Delegates is the body where representatives of all components of the Movement meet to discuss matters that concern the Movement as a whole. Neither the International Conference nor the Council of Delegates are parties related to the IFRC.

National Societies are not parties related to the IFRC.

(b) Key management compensation

Key management compensation includes the salaries and benefits of the Secretary General, the Under-Secretaries General and the five Regional Directors.

The total benefits amounted to CHF 3,221k (2024: CHF 2,813k), comprised as follows:

	2025 CHF 000s	2024 CHF 000s
Short-term employee benefits	2,704	2,338
Post-employment benefits	517	475
	3,221	2,813

Public

3.10 Related partied (continued)

(c) Transactions with related parties during the year

The transactions with related parties during the year are as follows:

Related Party	Nature of transaction	2025 CHF 000s	2024 CHF 000s
Pension Fund	Service income related to services provided to Pension Fund	546	601
Standing Commission	Service income related to services provided to the Standing Commission	153	228
	IFRC contribution to Standing Commission operating costs	131	183

All transactions were made on an arm's length basis.

Other than compensation arising in the ordinary course of business, as disclosed above, there were no transactions with key management personnel. During the year, individual members of the General Assembly and Governing Board received reimbursement for expenses properly incurred in the conduct of their duties as members of those bodies. Neither they, nor any other person related or connected by business to them, have received any remuneration from the IFRC during the year.

Public

4. MANAGEMENT OF FUNDS

4.1 Net finance income

2025	Restricted CHF 000s	Unrestricted CHF 000s	Total CHF 000s
Interest income on bank deposits	-	1,536	1,536
Dividend income on global equity fund	-	636	636
Interest income on global bond fund	-	2,336	2,336
Net change in fair value of financial assets at fair value through profit or loss	-	2,044	2,044
Net realised gains from cash flow hedge	-	101	101
Finance income	-	6,653	6,653
Foreign exchange losses on revaluations of assets & liabilities	-	(1,913)	(1,913)
Foreign exchange losses on statutory contributions received	(625)	(670)	(1,294)
Net change in fair value of financial assets at fair value through profit or loss	-	(2,829)	(2,829)
Finance expense	(625)	(5,411)	(6,036)
Net finance income	(625)	1,241	616

2024	Restricted CHF 000s	Unrestricted CHF 000s	Total CHF 000s
Interest income on bank deposits	-	5,347	5,347
Dividend income on global equity fund	-	780	780
Interest income on global bond fund	-	1,512	1,512
Net change in fair value of financial assets at fair value through profit or loss	-	6,658	6,658
Net realised gains from cash flow hedge	-	275	275
Finance income	-	14,572	14,572
Foreign exchange losses on revaluations of assets & liabilities	(860)	848	(11)
Foreign exchange losses on statutory contributions received	-	(359)	(359)
Finance expense	(860)	490	(370)
Net finance income	(860)	15,062	14,202

The Net finance income is comprised of interest and dividends received on funds invested, realised and unrealised foreign exchange gains and losses on revaluations of foreign currency denominated assets and liabilities, and realised and unrealised gains and losses on units held in global equity and bond funds. Interest income is recognised in the Consolidated Statement of Comprehensive Income as it accrues taking into account the effective yield on the asset.

Public

4.2 Cash and cash equivalents

	2025 CHF 000s	2024 CHF 000s
Cash in hand	600	525
Cash at bank	98,243	74,640
Bank deposits (original maturities < 3 months)	70,000	165,000
	168,843	240,165

Cash and cash equivalents include cash at bank and short-term placements. Short-term placements are highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash, and are subject to an insignificant risk of changes in value.

4.3 Investments

	2025 CHF 000s	2024 CHF 000s
Bank deposits measured at amortised cost (see note 4.6)		
Short-term investment (maturities > 3 months)	120,000	80,000
Total bank deposits measured at amortised cost	120,000	80,000
Financial assets measured at fair value through profit and loss		
Global bond fund	76,963	72,132
Global equity funds	43,670	48,687
Total financial assets measured at fair value through profit and loss	120,632	120,819
Total Investments	240,632	200,819
Current investments	240,632	200,819
Total Investments	240,632	200,819

Short-term investments are initially recognised at fair value and subsequently measured at amortised cost. They include short-term bank deposits with original maturities of more than three months, but less than one year. Investments with maturities of more than twelve months after the reporting period are classified as non-current assets.

Long-term investments are recognised and subsequently measured at fair value through profit or loss, and comprise units held in a global bond fund and units held in global equity funds. All of these funds are classified as financial assets. The fair value of the units in each fund is fully determined by reference to published price quotations in an active market. Purchases and sales of units are recognised on the trade date, which is the date that the investment managers commit to purchase or sell the asset, on behalf of the IFRC. Realised or unrealised gains and losses arising from changes in the fair value of financial assets are included in the Consolidated Statement of Comprehensive Income under Net finance income, in the period in which they arise.

Public

4.4 Loans and borrowings

	2025 CHF 000s	2024 CHF 000s
Current liabilities		
Loans for building	1,415	1,415
Lease liabilities	1,683	1,762
	3,098	3,177
Non-current liabilities		
Loans for building	54,670	56,085
Lease liabilities	2,140	758
	56,810	56,843

FIPOI building loans

The IFRC has two loans from the *Fondation des Immeubles pour les Organisations Internationales* (FIPOI). Both loans are for the construction of office buildings at the Geneva headquarters. Both loans are at 0% interest, are unsecured and repayable in equal annual instalments over 50 years.

It is common practice that international organisations have access to interest free loans for building improvements from the Government of Switzerland through the FIPOI. As such, a market for such loans exists and the market rate of interest for them is 0%. The amortised cost of the financial liability is equal to the actual costs of the financial liability as recorded in the IFRC's accounts, and there is no in-kind benefit from a below-market interest.

Reconciliation of movement of liabilities to cashflows arising from financing activities:

	2025 CHF 000s	2024 CHF 000s
Balance at 1 January	60,020	61,319
Changes from financing cash flows:		
Repayment of borrowings	(1,415)	(1,415)
Payment of lease liabilities	(1,953)	(2,018)
Total changes from financing cash flows	**(3,368)**	**(3,433)**
Non-cash lease liability movements	3,256	2,134
Balance at 31 December	59,908	60,020

Public

4.5 Post-employment defined benefit liability, net

(a) Post-employment benefit plans

Post-employment benefit plans are formal or informal arrangements under which an entity provides post-employment benefits for one or more employees.

Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

Defined benefit plans are post-employment benefit plans other than defined contribution plans.

Liabilities are separately recognised in these consolidated financial statements for the following IFRC post-employment benefit arrangements:

- The IFRC's Pension Fund
- Retirees' health insurance
- Non-Swiss post-employment benefits

Pension Fund

The IFRC has a Base Pension Plan and a Supplemental Pension Plan (the Pension Plans), covering its expatriate field staff and all headquarters staff.

Pension obligations are covered by an independent fund which is held in a single, separate legal entity. The Pension Fund of the International Federation of Red Cross and Red Crescent Societies (hereafter "the Pension Fund") is a foundation, as defined in articles 80 to 89a of the Swiss Civil Code (Swiss law). The Pension Fund is registered with the Swiss supervisory authority in the Canton of Geneva and the Swiss pension guarantee fund. As such, it must comply with the compulsory insurance requirements established by the Swiss Federal law on Occupational Retirement, Survivors and Disability Pension Funds (LPP to use the French acronym) and its activities are overseen by both the Geneva Cantonal and the Swiss Federal pension oversight authorities.

The Pension Fund Governing Board is responsible for the Fund's management. It comprises three representatives appointed by the IFRC, three representatives elected by the Pension Fund's participants and two supplemental members.

The Pension Plans are funded defined benefit plans which provide retirement benefits based on a participant's accumulated account balance, and also provide benefits on death, disability and termination. Subject to certain conditions, members of the Pension Plans are also eligible to receive contributions to the cost of health insurance during retirement. The Pension Plans are fully funded through contributions, as determined by periodic actuarial calculations, in accordance with Swiss law. According to the Pension Plans' rules, the IFRC must make contributions to the Pension Plans of 16% of contributory salary for the Base Pension Plan and 5% of contributory salary for the Supplemental Pension Plan, for each covered participant. If the Pension Plans are underfunded according to Swiss Law, the Pension Fund Governing Board decides remedial measures that will allow the coverage ratio to get back to 100% within an appropriate time frame – typically five to seven years. The remedial measures may include asking the IFRC to make additional contributions. Whilst it is possible that the IFRC makes contributions in excess of the amounts specified in the Pension Plans' rules, the IFRC usually only makes contributions as per the Pension Plans' rules and

Public

4.5 Post-employment defined benefit liability, net (continued)

the IFRC does not anticipate making additional contributions within the foreseeable future.

As explained above, pension benefits due, and funding requirements, are calculated and paid in accordance with Swiss law. According to the latest actuarial calculations, in accordance with Swiss law, the pension obligations were 121.6% funded at 31 December 2025 and 119.5% funded at 31 December 2024. The difference in the funding position shown in the Consolidated Statement of Financial Position and the funding position according to Swiss law, arises due to the use of different actuarial valuation models to estimate the likely pension liabilities. Under Swiss law, although the Pension Fund Board may ask the IFRC, as employer, to make additional contributions in the event of under-funding, primary responsibility for ensuring that the independent Pension Fund's assets are sufficient to meet pension obligations as they fall due, rests with the Pension Fund Board, without legal recourse to the IFRC to improve the underfunding situation. Accordingly, pursuant to Swiss law, the IFRC had no further financial obligations to the independent Pension Fund's foundation at either 31 December 2025 or 31 December 2024.

With a diversified investment portfolio, full funding according to the requirements of Swiss law, and no legal recourse to the IFRC in the event of under-funding, management considers that the Pension Fund does not expose the IFRC to any unusual, specific or significant concentrations of risk.

Retirees' health insurance

Depending upon service at retirement and subject to having both worked a minimum of five years and taken an annuity upon retirement, retirees receiving a pension from either the Base Pension Plan and/or the Supplemental Plan receive a contribution towards the cost of health insurance.

Whilst the IFRC is under no legal obligation to make these contributions towards the cost of retirees' health insurance, the IFRC currently plans to continue making them for the foreseeable future. As contributions are fixed at flat rates with no obligations to change the amounts, the arrangement does not expose the IFRC to any unusual, specific or significant concentrations of risk.

Non-Swiss post-employment benefits

In certain legal jurisdictions, the IFRC has obligations to calculate and pay termination and other benefits in accordance with the requirements of local law, regardless of the reason for an employee's departure. IAS 19 Employee benefits requires that such long-term termination benefits are accounted for as post-employment benefits. Other social benefits paid to staff employed locally by the IFRC's delegations are recognised on an accruals basis in these financial statements.

(b) Amounts in the Consolidated Statement of Financial Position

For the purposes of these consolidated financial statements, in accordance with the requirements of IAS 19:

- both plans that comprise the Pension Fund are considered and accounted for as a single defined benefit plan;
- contributions to the cost of retirees' health insurance are accounted for as a separate defined benefit plan;
- the costs of meeting post-employment benefits in certain non-Swiss jurisdictions are calculated as individual separate defined benefit plans and combined for disclosure purposes.

Public

4.5 Post-employment defined benefit liability, net (continued)

The amount recognised in the Consolidated Statement of Financial Position in respect of the defined benefit pension plans is the present value of the defined benefit obligations at the period end date less the fair value of the pension plans' assets. The retirees' health insurance scheme and the non-Swiss post-employment benefits are unfunded and, as such, do not have any plan assets.

The defined benefit obligations, for all three of the above-mentioned arrangements, are calculated by independent actuaries using the projected unit credit method. The present value of the defined benefit obligations is determined by discounting the estimated future cash outflows. For the pension plans and the retirees' health insurance contributions, the discount rate is established with reference to interest rates on high quality corporate bonds that have terms to maturity approximating to the terms of the related post-employment benefit liabilities, and are denominated in Swiss Francs, the currency in which the benefits will be paid. The discount rates applied in measuring the present value of non-Swiss post-employment benefit obligations are rates applicable to the currencies of the cash outflows; where there is no deep market for high quality corporate bonds, government bond rates have been used.

In determining the present value of the Pension Fund defined benefit obligations and the service cost for the related pension plans, the IFRC attributes benefit to periods of service on a straight-line basis to decrement, e.g., retirement, death or disability. For the retirees' health insurance scheme, benefit is attributed on a straight-line basis over 15 years, representing the period of service after which no further material amount of benefit is earned by employees. According to the terms of the arrangements, non-Swiss post-employment benefits are attributed over periods based upon accrued leave days, the benefit calculation formula or pro-rated service according to the benefit calculation formula and available information.

The amounts recognised in the Consolidated Statement of Financial Position comprise:

	Pension Fund	Retirees' health insurance	Non-Swiss post-employment benefits	TOTAL
2025	**CHF 000s**	**CHF 000s**	**CHF 000s**	**CHF 000s**
Present value of obligations	(353,293)	(9,619)	(3,398)	(366,310)
Fair value of plan assets	344,736	-	-	344,736
Post-employment defined benefit obligations, net	(8,557)	(9,619)	(3,398)	(21,574)
2024	**CHF 000s**	**CHF 000s**	**CHF 000s**	**CHF 000s**
Present value of obligations	(373,400)	(9,766)	(3,406)	(386,572)
Fair value of plan assets	334,825	-	-	334,825
Post-employment defined benefit obligations, net	(38,575)	(9,766)	(3,406)	(51,747)

4.5 Post-employment defined benefit liability, net (continued)

Change in defined benefit obligations during the year:

	2025 CHF 000s	2024 CHF 000s
Defined benefit obligations 1 January	386,572	345,099
Opening balance adjustment	785	-
Net current service cost	21,646	19,966
Immediate recognition of (gains)/losses arising during the ye	-	-
Interest cost on defined benefit obligation	3,675	4,780
Employee contributions	10,616	11,285
Net benefits paid	(30,993)	(25,278)
Loss due to experience, net	(311)	7,361
(Gain) due to demographic assumption changes	(24)	-
Loss due to financial assumption changes	(19,694)	23,204
Special termination benefits	347	-
Past service cost / (credit)	(5,937)	-
Loss / (gain) due to exchange rate	(372)	155
Defined benefit obligations 31 December	366,310	386,572

The breakdown of the Defined Benefit Obligation between active members and retirees is as follows:

	2025 CHF 000s	2024 CHF 000s
Defined benefit obligations for active members	226,479	246,827
Defined benefit obligations for retirees	136,433	136,339
Defined benefit obligations for non-Swiss post-employment benefits	3,398	3,406
	366,310	386,572

Change in pension plan assets during the year:

	2025 CHF 000s	2024 CHF 000s
Fair value of plan assets at 1 January	334,825	313,665
Employer contributions	14,141	9,772
Employee contributions	10,616	11,285
Net benefits paid	(30,076)	(24,757)
Actual administration expenses paid	(670)	(634)
Interest income on plan assets	3,154	4,288
Return on plan assets excluding amounts included in interest income	12,399	21,206
One-off employer contribution to finance special termination benefits	347	-
Fair value of plan assets at 31 December	344,736	334,825

Public

4.5 Post-employment defined benefit liability, net (continued)

Reconciliation of net defined benefit / (liabilities):

	2025 CHF 000s	2024 CHF 000s
Net (liabilities) at 1 January	(51,748)	(31,472)
Opening balance adjustment	(827)	38
Total (charge) recognised in employee benefits operating expenditure	(17,188)	(21,139)
Total remeasurements recognised in other comprehensive income	32,784	(9,468)
Employer contributions	15,058	9,772
Direct benefit payments made during the period	-	521
One-off employer contribution to finance special termination benefits	347	-
Net (liabilities) at 31 December	(21,574)	(51,748)

(c) Amounts in the Consolidated Statement of Comprehensive Income

The IFRC recognises all actuarial remeasurement gains and losses immediately in Other Comprehensive Income. Expenses related to defined benefits are included as Employee benefits operating expenditure.

The amounts recognised in the Consolidated Statement of Comprehensive Income are as follows:

	2025 CHF 000s	2024 CHF 000s
Service cost	21,646	19,966
Past service (credit)	(5,937)	-
Net interest on the net defined benefit liability / (asset)	520	492
Special termination benefits loss	347	-
Immediate recognition of (gain) / loss over the period	(58)	46
Administration expenses	670	634
Total included in employee benefits expenditure	17,188	21,138

In November 2025, the IFRC entered into a restructuring programme that is expected to significantly reduce the number of active Pension Fund members. As such, the IFRC has performed pension curtailment accounting as required by IAS 19. This has resulted in a Past service cost credit of CHF 5,937k (2024: nil) that has been immediately recognised as a credit to Employee benefits operating expenditure.

Public

4.5 Post-employment defined benefit liability, net (continued)

(d) Amounts in Other Comprehensive Income

The amounts recognised in Other Comprehensive Income that will not be subsequently reclassified to income or expenditure, are as follows:

	2025 CHF 000s	2024 CHF 000s
Defined benefit obligation (gains) due to changes in demographic assumptions	(24)	-
Defined benefit obligation (gains) / loss due to changes in financial assumptions	(19,705)	23,212
Defined benefit obligation (gain) /loss due to experience,	(296)	7,330
Return on pension plan assets excluding amounts included in interest income	(12,399)	(21,206)
Exchange rate (gain) / loss	(360)	132
Total included in Other Comprehensive Income	(32,784)	9,468

Results under IAS 19 can change significantly depending on market conditions. The pension plans defined benefit obligations are discounted using a rate linked to yields on Swiss corporate bonds and assets are measured at market value. Accordingly, changing markets can lead to volatility in both defined benefit obligations and the fair value of plan assets, and therefore lead to volatility in the funded status of the Pension Plans. Similarly, whilst neither the Retirees' health insurance scheme nor the non-Swiss post-employment benefit arrangements have assets, changing market conditions can lead to volatility in the defined benefit obligations.

In 2025, the discount rate applied in calculating the defined benefit obligations for the Pension Fund and the retirees' health insurance was increased from 0.95% in 2024 to 1.3% in 2025, resulting in defined benefit obligation gains of CHF 18,913k (2024: discount rate decreased from 1.4% to 0.95% resulting in defined benefit losses of CHF 23,806k).

Changes to other financial assumptions together with experience losses generated net defined benefit obligation gains of CHF 1,063k (2024: loss of CHF 6,899k), which means that the total liability actuarial gain is CHF 19,976k (2024: net losses of CHF 30,705k).

The pension plan assets returned more than expected leading to a gain on assets of CHF 12,399k (2024: CHF 21,206k).

In these consolidated financial statements, the risk of the above-mentioned volatility is shared across the restricted and unrestricted reserves in proportion to the IFRC's contributions to the pension plans.

Sensitivity analyses have been carried out to illustrate how the results change when the main assumptions change. The results of these analyses are included in the disclosure details below.

Public

4.5 Post-employment defined benefit liability, net (continued)

(e) Significant assumptions

The significant actuarial assumptions used in valuing the Pension Fund related defined benefit obligation are:

	2025	2024
Discount rate	1.30%	0.95%
Underlying consumer price inflation	0.90%	1.10%
Rate of future compensation increases	1.15%	1.35%
Rate of pension increases	0.00%	0.00%
Interest rate credited to account balances	2.75%	2.75%
Increase in maximum lump sum death benefit	0.90%	1.10%
Change life expectancy at retirement age (mortality rate)	LPP 2020 CMI LTR1.5%	LPP 2020 CMI LTR1.5%

The significant actuarial assumptions used in valuing the Retirees health insurance defined benefit obligation are:

	2025	2024
Discount rate	0.95%	0.95%
Change life expectancy at retirement age (mortality rate)	LPP 2020 CMI LTR1.5%	LPP 2020 CMI LTR1.5%

The significant actuarial assumptions used in valuing the non-Swiss post-employment benefits are:

	2025	2024
Discount rate - average	8.08%	6.46%
Rate of future compensation increases	4.63%	3.51%

For a pensioner retiring at age 65, the assumptions regarding mortality rates translate into an average life expectancy of between 22.2 and 25.9 years in 2025 and between 22.1 and 25.8 years in 2024, for both the Pension Fund and the Retirees' health insurance scheme.

As per IAS 19 paragraph 144, the IFRC considers the following to be significant actuarial assumptions used to determine the present value of the defined benefit obligations:

- Pension Fund: Discount rate, interest rate credited to account balances and mortality rate;
- Retirees' health insurance: Discount rate and life expectancy at retirement age;
- Non-Swiss post-employment benefits: Discount rates and rates of future salary increases.

4.5 Post-employment defined benefit liability, net (continued)

The sensitivity of the Pension Fund defined benefit obligation to changes in the significant actuarial assumptions is:

Impact on the defined benefit obligation	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	0.50%	Decrease by 6.3% CHF 22,257k	Increase by 7.1% CHF 25,084k
Interest rate credited to account balances	0.50%	Increase by 1.5% CHF 5,299k	Decrease by 1.4% CHF 4,946k
Change life expectancy at retirement age	1 year	Increase by 2.3% CHF 8,126k	Decrease by 2.4% CHF 8,479k

The sensitivity of the Retirees' health insurance defined benefit obligation to changes in the significant actuarial assumptions is:

Impact on the defined benefit obligation	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	0.50%	Decrease by 6.7% CHF 644k	Increase by 7.5% CHF 721k
Life expectancy at retirement age	1 year	Increase by 4.3% CHF 414k	Decrease by 4.4% CHF 423k

The sensitivity of the non-Swiss post-employment benefits to changes in significant actuarial assumptions is:

Impact on the defined benefit obligation	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	0.50%	Decrease by 2.6% CHF 89k	Increase by 2.8% CHF 95k
Salary increase rate	0.50%	Increase by 5.6% CHF 190k	Decrease by 5.0% CHF 170k

The above sensitivity analyses for the Pension Fund, the Retirees' health insurance scheme and the non-Swiss post-employment benefit obligations are based on a change in one assumption whilst, in each case, holding all other assumptions constant. In practice, this is unlikely to occur as changes in some of the assumptions may be correlated.

When calculating the sensitivity of the defined benefit obligation to significant assumptions, the same method has been applied as when calculating the post-employment benefit liabilities recognised in the Consolidated Statement of Financial Position.

Public

4.5 Post-employment defined benefit liability, net (continued)

(f) Plan assets

At 31 December 2025, the fair value of Pension Fund plan assets was CHF 344,736k (2024: CHF 334,825k). In December 2020, as permitted by Swiss law and the Pension Fund regulations, the IFRC advanced CHF 21,000k to the Pension Fund to fund future employer contributions. This amount was included in the fair value of plan assets. Since the beginning of 2023, the IFRC has been utilising the advance. During 2024, CHF 9,000k of this amount was utilised leaving a balance of CHF 3,600k included in the fair value of plan assets at 31 December 2024. This remaining balance of CHF 3,600k has been fully utilised during 2025.

The proportion of Pension Fund plan assets invested in each major asset category was:

	2025 Proportion	2025 Of which quoted in an active market	2024 Proportion	2024 Of which quoted in an active market
Cash and cash equivalents	3.9%		3.3%	
Equity securities	40.9%	41.1%	39.7%	39.7%
Debt securities	20.2%	20.0%	22.5%	22.2%
Real estate	20.8%	6.8%	20.0%	6.2%
Other	14.2%	0.5%	14.6%	0.5%
Total	100.0%		100.0%	

The IFRC does not have capital as defined by IFRS. Accordingly, the IFRC does not have its own transferable financial instruments, such as equity or debt securities, and the Pension Fund assets do not include any such financial instruments. The Pension Fund assets also do not include any property occupied or used by the IFRC.

The Pension Fund has its own investment policy. The primary objective is to ensure the security of funds. Other objectives include ensuring appropriate distribution of risks and obtaining sufficient return on investment to achieve the Pension Fund's objectives. The Fund's assets are managed by investment managers, based on investment rules produced by the Investment Committee and approved by the Pension Fund Board. These rules are compliant with the requirements of Swiss law.

The retirees' health insurance scheme and the non-Swiss post-employment benefit arrangements are unfunded and, as such, do not have any plan assets.

(g) Indication of the effect of the defined benefit plans on the IFRC's future cash flows

The expected value of employer contributions to be paid in 2026 is CHF 13,662k (2025: CHF 10,132k – net of the CHF 3,600k then remaining advanced contributions paid in 2020 – see note 4.5 (f) above). The weighted average duration of the Defined Benefit Obligations at the end of the current financial year are:

Pension plans	13.3 years
Retirees' health insurance	14.1 years
Non-Swiss termination benefits	6.0 years

Public

4.6 Financial instruments – Fair values and risk management

A financial instrument is any contract that gives rise to a financial asset of an entity and a financial liability or equity instrument of another entity. The IFRC recognizes a financial asset or a financial liability in the Consolidated Statement of Financial Position when it becomes a party to the contractual provisions of a financial instrument. In the case of a regular purchase or sale of financial assets, recognition and derecognition are accounted for using settlement date accounting.

Financial assets

The IFRC's financial assets are made up of cash and cash equivalents, investments, receivables, contract assets, and cash flow hedges.

The IFRC classifies its financial assets at initial recognition under the following categories: (a) financial assets at amortised cost and (b) financial assets at fair value through profit or loss (FVTPL).

Financial assets are measured at amortised cost when these are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest. Interest income from these financial assets is included in Finance income using the effective interest rate method. Under IFRS 9, the financial assets that are measured at amortised cost include transaction costs and are impaired using an 'expected credit loss' (ECL) model. The ECLs are calculated based on change in credit risks and measured at an amount equal to the lifetime of the financial assets. This impairment model does not apply to investments that are classified and measured at FVTPL.

Financial assets that do not meet the criteria for amortized cost are measured at FVTPL. A gain or loss on a financial asset measured at FVTPL is recognized in profit or loss. Financial assets at FVTPL include global bond and equity funds, and cash flow hedges.

Hedge derivative instruments are used to mitigate foreign exchange risks associated with receiving statutory contribution payments in foreign currencies. These derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at fair value at each reporting date.

The IFRC reclassifies its financial assets when, and only when, it changes its business model for managing those financial assets. The reclassification is applied prospectively from the first day of the first reporting period following the change in the business model.

The IFRC considers a financial asset in default when contractual payments are one year past due. Financial assets are derecognized when the rights to receive cash flows from the financial assets have expired or have been transferred and the IFRC has transferred substantially all the risks and rewards of ownership.

Financial Liabilities

The IFRC's financial liabilities are made of payables, loans and borrowings. These represent liabilities to third parties, which are initially recognised at fair value and subsequently measured at amortised cost.

Financial liabilities are initially recognized at the fair value of the consideration received. In the case of financial liabilities at amortised cost, the initial measurement is net of any directly attributable transaction costs.

Public

4.6 Financial instruments – Fair values and risk management (continued)

Subsequent to initial recognition at fair value, when the substance of the contractual arrangement results in the IFRC having an obligation to deliver either cash or another financial asset to the holder, the IFRC classifies its financial liabilities as financial liabilities at amortised cost and measures them using the effective interest method. Gains and losses are recognized in the Statement of Comprehensive Income either when the liabilities are derecognised or through the amortisation process.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or has expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the Consolidated Statement of Comprehensive Income.

Financial instruments are measured either at amortised cost or at fair value. Financial assets measured at fair value are categorised into three hierarchy levels, where each level reflects the transparency of the inputs used to measure the value.

The financial instruments' classification, hierarchy levels, and carrying values at 31 December are:

Financial asset/liability	Note	Measured at	Fair value level	Carrying amount 2025 CHF 000s	Carrying amount 2024 CHF 000s
Investments - global bond funds	4.3	Fair value through	1	76,963	72,132
Investments - global equity funds	4.3	Fair value through	2	43,670	48,687
Foreign exchange forward contracts	2.1d	Fair value - hedging instruments	2	18	(69)
Investments - bank deposits	4.3	Amortised cost		120,000	80,000
Cash and cash equivalents	4.2	Amortised cost		168,843	240,165
Receivables[1]	2.2	Amortised cost		236,334	297,647
Payables	3.5	Amortised cost		(38,926)	(56,174)
Loans and borrowings	4.4	Amortised cost		(59,908)	(60,020)

[1] *Financial instruments include accounts receivable and sundry receivables only.*

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Transfers between levels of fair value hierarchy are recognised at the date of the event or change in circumstances that caused the transfer. There were no transfers between levels in 2025 (2024: none).

Public

4.6 Financial instruments – Fair values and risk management (continued)

For financial assets and liabilities not measured at fair value, the carrying value is a reasonable approximation of fair value.

Risk management

The IFRC is exposed to a variety of financial risks, namely market risk, credit risk, and liquidity risk. The IFRC actively seeks to minimise potential adverse effects arising from these exposures as detailed below.

In consultation with the Finance Commission, the IFRC has established Investment Guidelines which set out the overall principles and policies for the IFRC's management of financial instruments. Revised Investment Guidelines were completed and implemented during 2025. The Finance Commission reports to the Governing Board and the General Assembly and has oversight responsibility to ensure that management is adherent to the Investment Guidelines. The Governing Board has established an Audit and Risk Commission to provide advice on risk matters affecting the IFRC, including advice regarding risk identification, evaluation, measurement, monitoring, and the overall risk management processes of the IFRC.

(i) Market risk

This includes foreign exchange risk, price risk and interest rate risk.

Foreign exchange risk

Foreign exchange risk primarily arises from assets, such as bank deposits and pledge receivables in currencies other than Swiss francs, that are revalued against the Swiss franc between the pledge date and the settlement date. Foreign exchange risk on these assets is naturally mitigated by the foreign exchange risk on accounts payable that are denominated in currencies other than Swiss francs. The main currencies influencing foreign exchange risk are the Euro, Canadian dollar, Pound Sterling, and the United States dollar. The IFRC maintains the net exposure within acceptable levels by buying or selling foreign currencies at spot rates to meet short-term needs.

Public

4.6 Financial instruments – Fair values and risk management (continued)

The following table shows the main currencies influencing IFRC's foreign exchange risk:

	Cash & Cash Equivalents	Investments	Receivables	Payables	Total
2025	**CHF 000s**	**CHF 000s**	**CHF 000s**	**CHF 000s**	**CHF 000s**
Currency					
Swiss Franc	159,448	240,632	44,965	(12,705)	432,339
Euro	6,023	-	86,821	(4,341)	88,503
United States Dollar	1,330	-	84,420	(12,825)	72,925
Pound Sterling	-	-	17,802	(74)	17,727
Canadian Dollar	-	-	2,119	(85)	2,034
Other currencies	2,042	-	6,986	(8,895)	132
	168,843	240,632	243,112	(38,926)	613,661
2024	**CHF 000s**	**CHF 000s**	**CHF 000s**	**CHF 000s**	**CHF 000s**
Currency					
Swiss Franc	222,337	200,819	63,926	(29,649)	457,433
Euro	5,997	-	25,701	(6,309)	25,389
United States Dollar	8,874	-	179,343	(13,298)	174,919
Pound Sterling	-	-	25,762	(439)	25,323
Canadian Dollar	-	-	4,510	(64)	4,446
Other currencies	2,957	-	4,191	(6,415)	733
	240,165	200,819	303,433	(56,174)	688,243

At 31 December 2025, if the Swiss Franc had strengthened by 5% against the aforementioned currencies, with all other variables held constant, the net deficit result and total comprehensive loss for the year would have increased by CHF 9,059k (2024: CHF 11,504k), primarily as a result of foreign exchange gains/losses on translation of pledge receivable balances and bank balances held in Euros, Pounds Sterling, and US dollars. Foreign exchange risk also arises on statutory contributions settled by certain National Societies in either Euros or US dollars. The IFRC hedges this foreign exchange risk, by entering into offsetting forward contracts with a bank, to sell the foreign currencies it receives in exchange for Swiss francs at pre-agreed exchange rates. The differences between the market rates and the forward rates constitute hedge foreign exchange gains and losses and are recognized in the consolidated financial statements using hedge accounting.

Price risk

This relates to price risk on investments measured at fair value through profit and loss (FVTPL). In order to manage the risk arising from investments in securities, the IFRC diversifies its investment portfolio, which is managed by external investment managers, in accordance to the IFRC's revised Investment Guidelines.

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4.6 Financial instruments – Fair values and risk management (continued)

The global bond funds are measured at FVTPL and are held in a listed fund indexed to the Swiss Bond Index (SBI AAA–BBB) and the FTSE World Government Bond Index. At the reporting date, approximately 19% of the overall portfolio was invested in bond funds indexed to the Swiss Bond Index (SBI AAA–BBB), with a further 45% invested in global government bond funds indexed to the FTSE World Government Bond Index. An increase of 5% in these indices, at the reporting date, would have increased the global bond funds, and decreased the net deficit result and total comprehensive loss for the year by CHF 3,848k (2024: CHF 3,607k). An equal change, in the opposite direction, would have decreased the global bond fund investment, and increased the net deficit result and total comprehensive loss for the year by CHF 3,848k (2024: CHF 3,607k).

The global equity funds are measured at FVTPL. During 2025, the IFRC fully liquidated its previous equity portfolio, and reinvested the cash proceeds in a new equity portfolio in accordance with the IFRC's revised Investment Guidelines.

The new equity portfolio is partly invested in equity securities and part in real estate investments.

The equity securities are held in unlisted funds that invest in actively traded equity securities indexed to the MSCI World ex-CH ESG Screened Index and the Swiss Performance Index. At the reporting date, equity investments represented approximately 31% of the overall investment portfolio, with exposure broadly split between global equity markets and Swiss developed equities. An increase of 5% in the two indices, at the reporting date, would have increased the global equity funds investment, and decreased the net deficit result and total comprehensive loss for the year by CHF 1,872k (2024: CHF 2,434k for the same change in the equivalent market). An equal change in the opposite direction would have decreased the global equity funds investment and increased the net deficit result and total comprehensive loss for the year by CHF 1,872k (2024: CHF 2,434k).

Real estate investments are measured at FVTPL and represent a new asset class introduced during 2025, as part of the implementation of the IFRC's revised Investment Guidelines. The investments are held in a listed real estate fund, indexed to the SIX Real Estate Funds Broad Index. The investment provides exposure to real estate through equity interests and does not involve direct ownership of property. At the reporting date, real estate investments represented approximately 5% of the overall portfolio. A 5% increase in the SIX Real Estate Funds Broad Index, at the reporting date, would have increased the global equity funds investment, and decreased the net deficit result and total comprehensive loss for the year by CHF 312k (2024: CHF Nil). An equal change in the opposite direction would have decreased the real estate funds investment and increased the net deficit result and total comprehensive loss for the year by CHF 312k (2024: CHF Nil).

There was no exposure to commodities price risk at either 31 December 2025 or 31 December 2024.

Interest rate risk

There is no significant short-term exposure to changes in interest rates, as cash and cash equivalents are held as cash in hand, on-demand deposits, or in short-term deposits with original maturities of three months or less, and there are no material interest-bearing liabilities. Short-term investments with maturities of more than three months and long-term investments have fixed interest rates for the terms of the investments.

Public

(ii) Credit risk

Credit risk arises primarily from holding receivables that may not be settled and from holding cash balances with financial institutions that may default.

The IFRC's principal receivables are with member National Societies, donor governments, and other international organisations where credit risk is considered to be low. A breakdown is provided below:

Receivables credit exposure	**2025**	**2024**
	CHF 000s	**CHF 000s**
National Societies	51,500	85,078
Governments	106,867	122,850
Corporations	17,711	26,154
Multi-lateral agencies	62,018	48,604
Others	5,016	20,747
	243,112	303,433

Each category and class of receivable has its own definition of default, and provisions of estimated credit losses are made on the probability of credit losses occurring over the expected lives of the receivables. The movement in estimated credit losses is disclosed in note 2.2.

4.6 Financial instruments – Fair values and risk management (continued)

The IFRC's Investment Guidelines only allow investment in liquid securities and deposits with counterparties that have investment grade or better credit ratings, limiting the holding with one financial institution to 25% of the IFRC's total cash and investment holdings at any given time. The IFRC reviews the credit ratings of all financial institution counterparties on a regular basis.

Details of cash and cash equivalent holdings by credit ratings of financial institution are provided below:

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	2025 CHF 000s	2024 CHF 000s
Fitch ratings		
Investment grade (AAA to BBB-)	144,105	110,981
Non-investment grade (BB+ and below)	2,510	1,515
Unrated	1,628	2,145
Other ratings (current accounts):		
ZKB AA (Banque Cantonale Fribourg)	-	40,000
ZKB AA (Glarner KantonalBank)	10,000	30,000
S&P A- (Cembra Money Bank AG)	10,000	55,000
Cash in hand	600	525
	168,843	240,165
Short-term investments (see note 4.3)		
Fitch ratings Investment grade (AAA to BBB-)	70,000	50,000
Other ratings: ZKB AA (Banque Cantonale Fribourg)	20,000	20,000
Other ratings: S&P A- (Cembra Money Bank AG)	30,000	-
Other ratings: ZKB AA (Glarner Kantonalbank)	-	10,000
	120,000	80,000

As investments are measured at FVTPL, they do not require additional impairment for credit losses. In locations where rated financial institutions are not operational, the IFRC maintains banking relationships with certain unrated financial institutions. At 31 December 2025, the value of assets held with such institutions was CHF 1,628k (2024: CHF 2,145k). Other positions are not material or are covered by provisions.

Public

4.6 Financial instruments – Fair values and risk management (continued)

(iii) Liquidity risk

Liquidity risk concerns the risk that the IFRC will encounter difficulty to meet the obligations associated with its financial liabilities that are settled by cash or other financial assets.

The IFRC mitigates its liquidity risk by maintaining sufficient funds as cash in hand, on-demand bank deposits or short-term bank deposits with original maturities of three months or less, to meet short-term liabilities. A maturity analysis of financial liabilities is provided below:

	Payables	Loans for building	Lease Liabilities	Total
	CHF 000s	CHF 000s	CHF 000s	CHF 000s
2025				
Less than one year	(38,926)	(1,415)	(1,683)	(42,024)
One to five years	-	(5,660)	(1,862)	(7,522)
More than five years	-	(49,010)	(278)	(49,288)
	(38,926)	(56,085)	(3,823)	(98,834)
2024				
Less than one year	(56,174)	(1,415)	(1,762)	(59,351)
One to five years	-	(5,660)	(758)	(6,418)
More than five years	-	(50,425)	-	(50,425)
	(56,174)	(57,500)	(2,520)	(116,194)

The IFRC anticipates meeting annual loan repayments from short-term liquid funds (see note 4.4). In addition, most investments are held in liquid securities which can easily be sold to meet longer term cash flow needs, including annual loan repayments should the need arise. No significant contractual payments are due on financial investments, including financial assets at fair value through profit or loss, short-term and long-term investments.

Capital risk management

By its very nature, the IFRC does not have capital as defined by IFRS. Unrestricted reserves may be considered to have similar characteristics to those of capital, the intention of which is to maintain a sound financial position to ensure that the organisation is able to continue its operations and thereby fulfil its mission. The unrestricted reserves are available to mitigate a broad range of financial risks including working capital, non-current receivables and settlement of non-current liabilities. The governing bodies' policy is to maintain a strong level of reserves so as to maintain stakeholder and donor confidence. The balance of the unrestricted reserves at 31 December 2025 was CHF 91,607k (2024: CHF 90,703k). The unrestricted reserves are not subject to any externally imposed capital requirement. As further explained in note 2.4, the IFRC holds restricted reserves that are subject to the earmarking requirements of donors.

Appendix - Expenditure by resources, results, and structure, against (unaudited) budget

Income and expenditure as reported below are not audited and are presented for information purposes only. The budgets in the tables below refer to the budget approved by the General Assembly pursuant to the Plan and Budget 2025 - 2026, which informs the presentation for consolidated income and expenditure by results and structure.

1. Performance against (unaudited) budget

2025	Budget (unaudited) CHF 000s	Actuals CHF 000s	Actuals on a comparable basis (unaudited) CHF 000s	Performance Variance (unaudited) CHF 000s
OPERATING INCOME				
Statutory contributions	34,800	34,230	33,600	(1,200)
Voluntary contributions and donations	940,000	348,903	385,300	(554,700)
Services income	40,000	29,785	28,800	(11,200)
Other income	5,200	3,333	17,600	12,400
Total OPERATING INCOME	1,020,000	416,251	465,300	(554,700)
OPERATING EXPENDITURE				
Regular resources	150,000	89,520	128,300	(21,700)
Other resources	885,000	365,495	413,800	(471,200)
Supplementary services	40,000	28,939	28,300	(11,700)
Cost recoveries	(55,000)	-	(36,600)	18,400
Total OPERATING EXPENDITURE	1,020,000	483,954	533,800	(486,200)
NET SURPLUS FROM OPERATING ACTIVITIES	-	(67,703)	(68,500)	(68,500)
FINANCE INCOME				
Finance income	-	616		-
				-
NET FINANCE INCOME	-	616	-	-
NETDEFICIT FOR THE YEAR	-	(67,087)	(68,500)	(68,500)

2024	Budget (unaudited) CHF 000s	Actuals CHF 000s	Actuals on a comparable basis (unaudited) CHF 000s	Performance Variance (unaudited) CHF 000s
OPERATING INCOME				
Statutory contributions	34,800	34,657	34,300	(500)
Voluntary contributions and donations	521,000	515,156	517,100	(3,900)
Services income	40,000	25,751	25,900	(14,100)
Other income	4,200	17,781	23,200	19,000
Total OPERATING INCOME	600,000	593,345	600,500	500
OPERATING EXPENDITURE				
Regular resources	140,000	73,591	120,600	(19,400)
Other resources	465,000	575,713	570,500	105,500
Supplementary services	40,000	26,714	24,800	(15,200)
Cost recoveries	(45,000)	-	(47,900)	(2,900)
Total OPERATING EXPENDITURE	600,000	676,018	668,000	68,000
NET SURPLUS FROM OPERATING ACTIVITIES	-	(82,672)	(67,500)	(67,500)
FINANCE INCOME				
Finance income	-	14,202	6,700	6,700
				-
NET FINANCE INCOME	-	14,202	6,700	6,700
NET DEFICIT FOR THE YEAR	-	(68,470)	(60,800)	(60,800)

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2. Expenditure by Results against (unaudited) budget

	2025 Budget (unaudited)	2025 Actuals on a comparable basis (unaudited)	2025 Performance Variance (unaudited)	2024 Actuals on a comparable basis (unaudited)
	CHF 000s	CHF 000s	CHF 000s	CHF 000s
Strategic Priorities				
1. Climate and environmental crises	105,000	9,000	(96,000)	15,400
2. Evolving crises and disasters	376,000	170,300	(205,700)	221,100
3. Growing gaps in health and well-being	198,000	110,400	(87,600)	114,600
4. Migration and identity	61,000	18,900	(42,100)	21,700
5. Values, power and inclusion	33,000	15,900	(17,100)	22,500
Total Strategic Priorities	773,000	324,500	(448,500)	395,300
Enabling Functions				
1. Strategic and operational coordination	43,000	39,500	(3,500)	58,700
2. National Society development	43,000	47,700	4,700	92,400
3. Humanitarian diplomacy	19,000	7,000	(12,000)	9,400
4. Accountability and agility	142,000	115,100	(26,900)	112,200
Total Approaches to enable National Societies	247,000	209,300	(37,700)	272,700
Total expenditure by results	1,020,000	533,800	(486,200)	668,000

3. Expenditure by Structure against (unaudited) budget

	2025 Budget (unaudited)	2025 Actuals on a comparable basis (unaudited)	2025 Performance Variance (unaudited)	2024 Actuals on a comparable basis (unaudited)
	CHF 000s	CHF 000s	CHF 000s	CHF 000s
Governance meetings and support	6,000	5,100	(900)	6,400
Office of Secretary General	12,000	10,700	(1,300)	13,800
National Society Development and Operations Coordinatio	48,000	41,100	(6,900)	48,100
Global Relations, Humanitarian Diplomacy and	32,000	23,800	(8,200)	32,100
Management Policy, Strategy and Corporate Services	25,000	24,300	(700)	26,300
Africa	190,000	125,800	(64,200)	153,700
Americas	75,000	30,800	(44,200)	43,400
Asia Pacific	153,000	82,900	(70,100)	84,300
Europe	245,000	85,000	(160,000)	148,200
Middle East and North Africa	170,000	67,000	(103,000)	97,700
Hosted projects	50,000	12,100	(37,900)	9,900
Depreciation and amortisation	11,000	7,900	(3,100)	7,200
General Provision	3,000	17,300	14,300	(3,100)
Total expenditure by structure	1,020,000	533,800	(486,200)	668,000

Public

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.



The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, with 191 National Red Cross and Red Crescent Societies and around 15 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.