

# 2025

## ANNUAL REPORT

# EXECUTIVE SUMMARY



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# EXECUTIVE SUMMARY **2025**

The full IFRC annual report can be found here: [Annual Report](#)



# 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.

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**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.

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**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.

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**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.

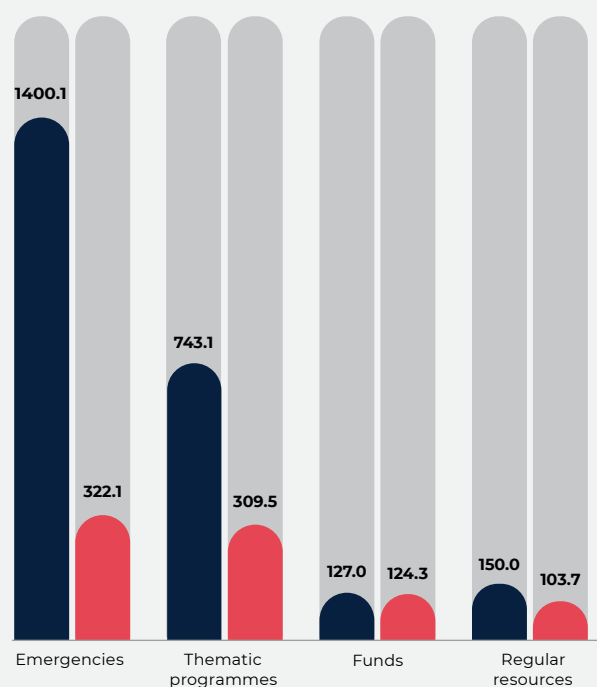
The **ForeSEE** Project closed at the end of 2025, having delivered significant, system-wide improvements to the IFRC secretariat’s emergency preparedness and operational effectiveness since its launch in 2021. This work included the creation of the Immediate Response Protocol, which was first rolled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

# 2025 IN NUMBERS

Total funding for 2025 was nearly 860 million Swiss francs<sup>1</sup>

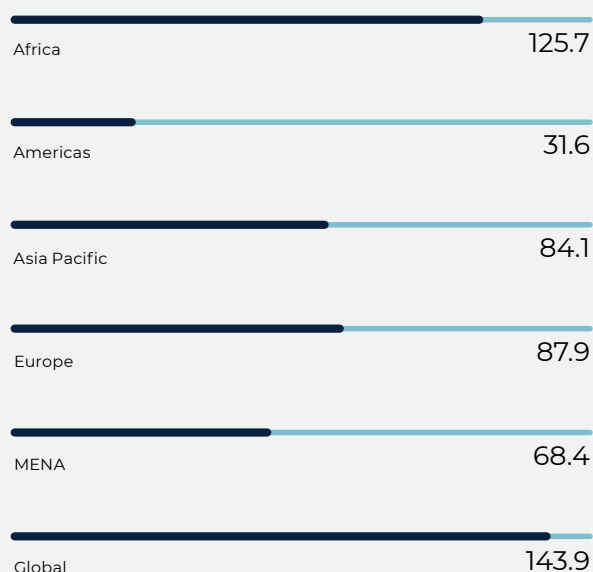
## ► IFRC 2025 funding overview *CHF millions*

● Funding requirement ● Funding

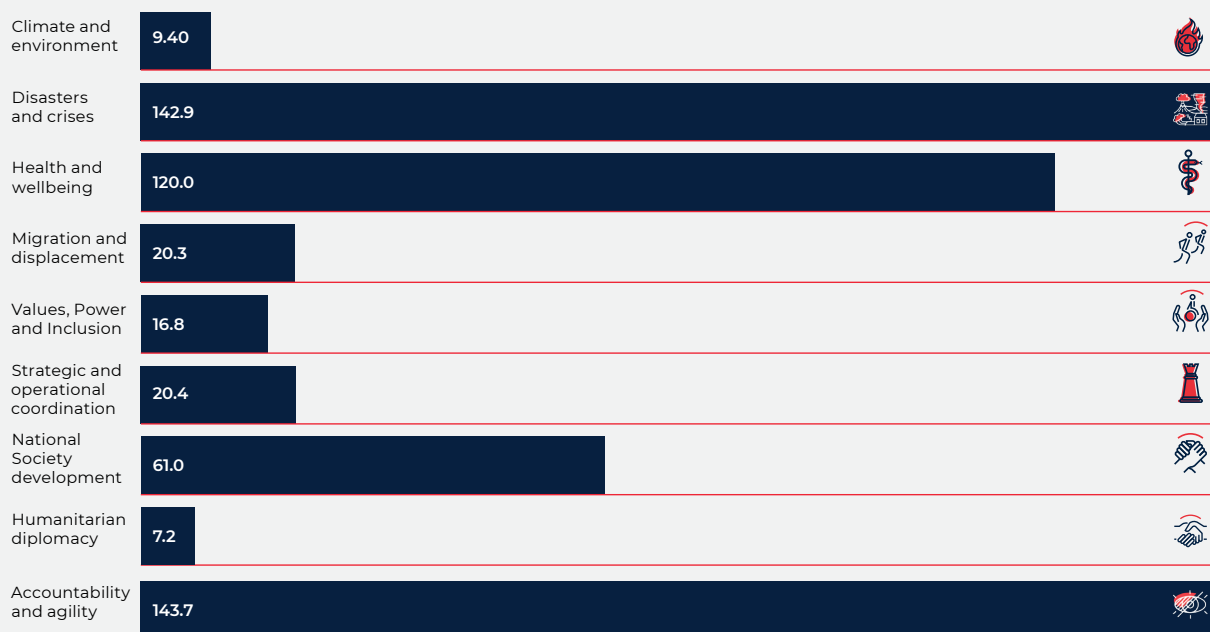


## ► 2025 work by region *CHF millions*

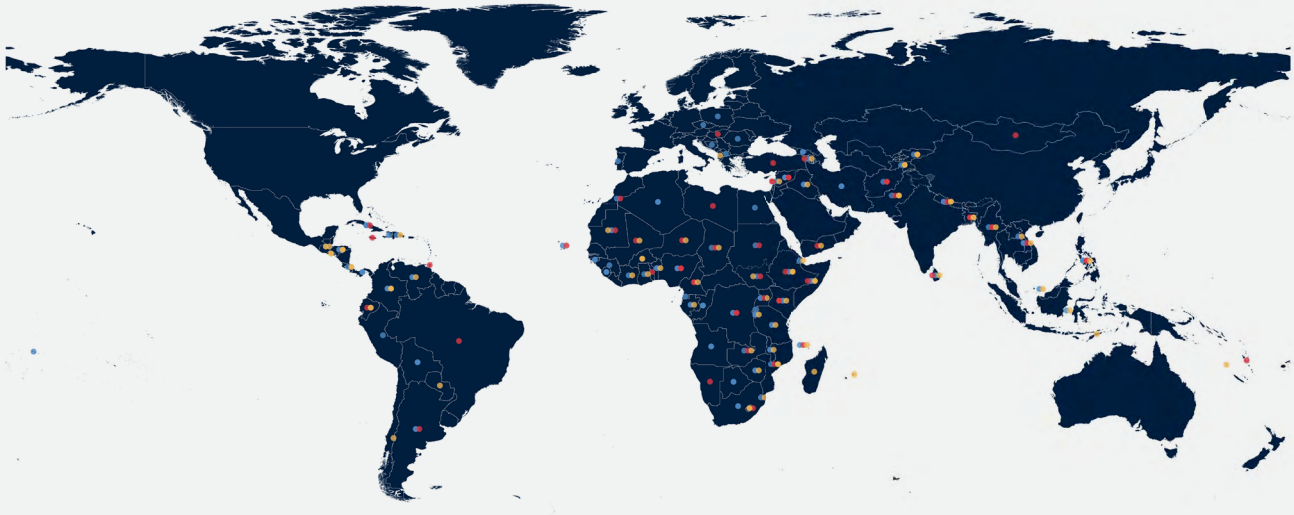
● Expenditure



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



<sup>1</sup> 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).

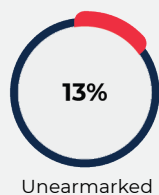
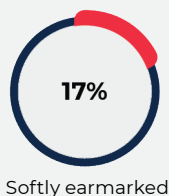
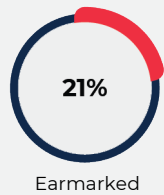
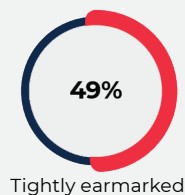


## 2025 People reached

by Strategic Priority



## 2025 Earmarking



## 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 | <b>Total 347.6</b>                                                                    |         |      |

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

# **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 18 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.