



# GLOBAL PLAN 2025



**GLOBAL  
PLAN  
2025**

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Guatemala 2024 © IFRC / Hermanos Corallo

# MESSAGE FROM THE SECRETARY GENERAL



The International Federation of Red Cross and Red Crescent Societies (IFRC) and its 191 member National Societies – the ‘IFRC network’ – are active every day. We’re working to respond to crises, to build resilience – and to do both with respect.

As we move into 2025, interconnected challenges are putting unprecedented numbers of people at risk. New vulnerabilities are emerging. Existing vulnerabilities have become entrenched or are worsening, particularly in complex and fragile settings. People on the move continue to face discrimination and danger along migratory routes.

Meanwhile, the trend of growing polarization has accelerated, shaking communities and countries alike. Driven by misinformation and disinformation, it threatens to undermine the social cohesion and peace that we all strive for.

An era of *polycrisis* – overlapping, simultaneous and interrelated crises – is shifting to an era of *permacrisis* – long or permanent periods of crisis. People have little or no time to recover from one shock before being shaken by another. They are trapped in an unrelenting cycle.

Navigating these challenges requires robust, agile and adaptable humanitarian responses.

The IFRC network’s long experience shows the best way to build sustainable resilience is through locally led humanitarian action focused on needs and aspirations at community level.

Our Global Plan 2025 is built around these needs and aspirations, and the priorities of the member National Societies who work so hard to build community resilience and to stop hazards from turning into crises. It takes into account the increased trends of climate-induced disasters, growing health – and water, sanitation and hygiene (‘WASH’) needs – and huge rises in the movement of people worldwide.

Few things are certain as we look towards 2025.

But the hope carried by 16 million Red Cross and Red Crescent volunteers into communities in 191 countries will not change.

The support provided by the IFRC network to people in the greatest need, without fear or favour, will not change.

The fundamental principles underlying our locally led humanitarian action will not change.

Humanity calls on all of us to do everything in our capacity, however small or big, to alleviate pain and suffering with compassion and care.

We will be ready to respond, we will build lasting resilience, and we will always operate with full respect for people’s agency, knowledge, skills and human dignity, as well as for international norms.

Our 2025 Global Plan shows how the IFRC will support member National Societies in achieving this life-saving and life-changing impact at community level, where it is needed most. That is where real and lasting positive change begins.

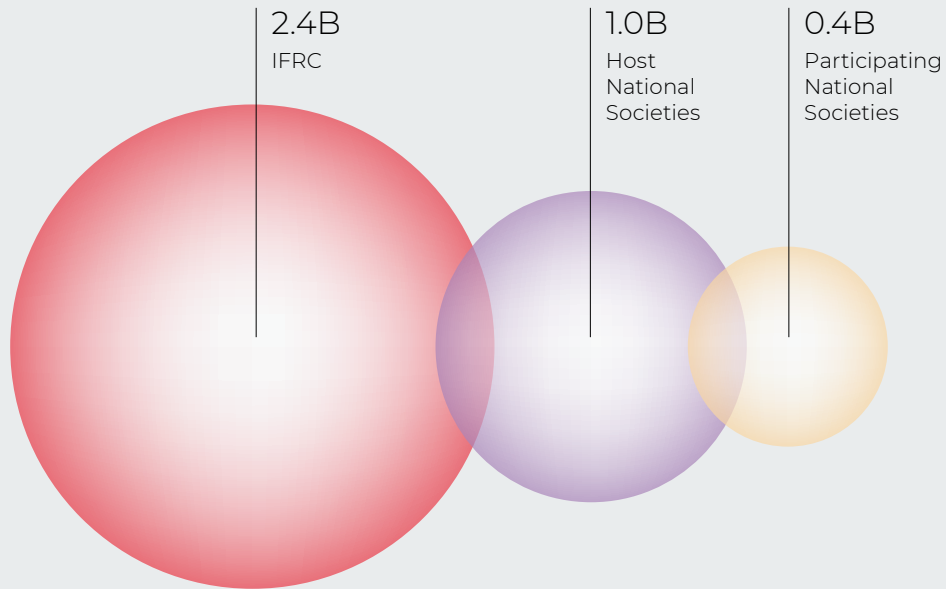
I hope that our partners will continue to accompany us in 2025 and help to turn our Global Plan into transformative humanitarian action.

A handwritten signature in black ink, appearing to read 'Jagan Chapagain'. The signature is stylized and fluid.

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

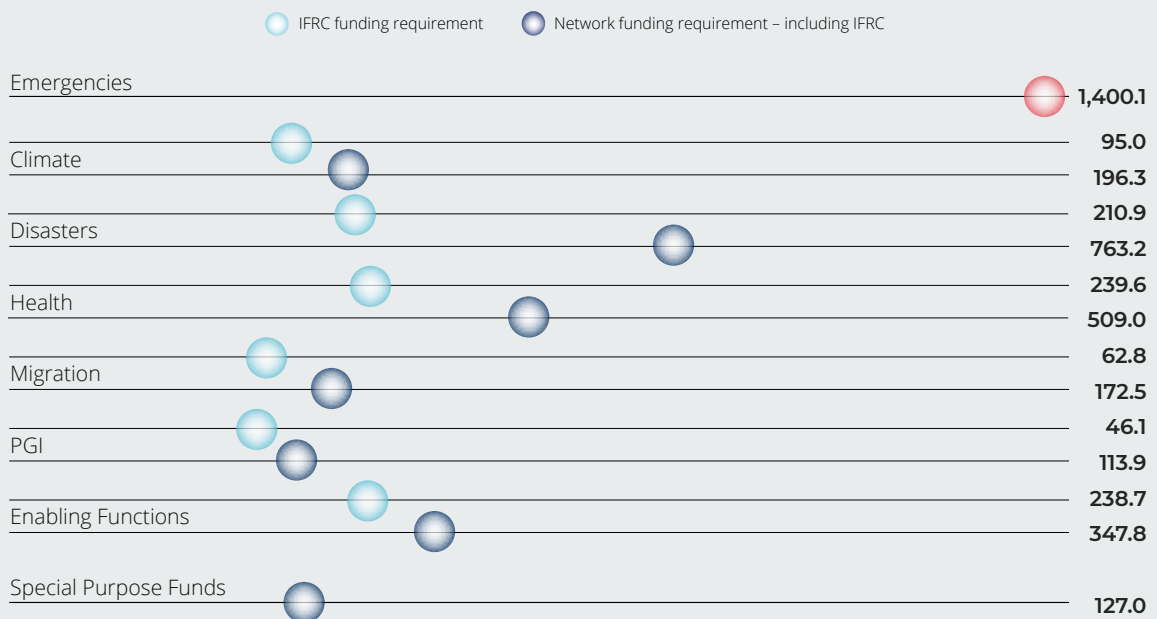
# 2025 OVERVIEW

IFRC network total funding requirement for 2025  
in CHF



TOTAL 3.8 BILLION

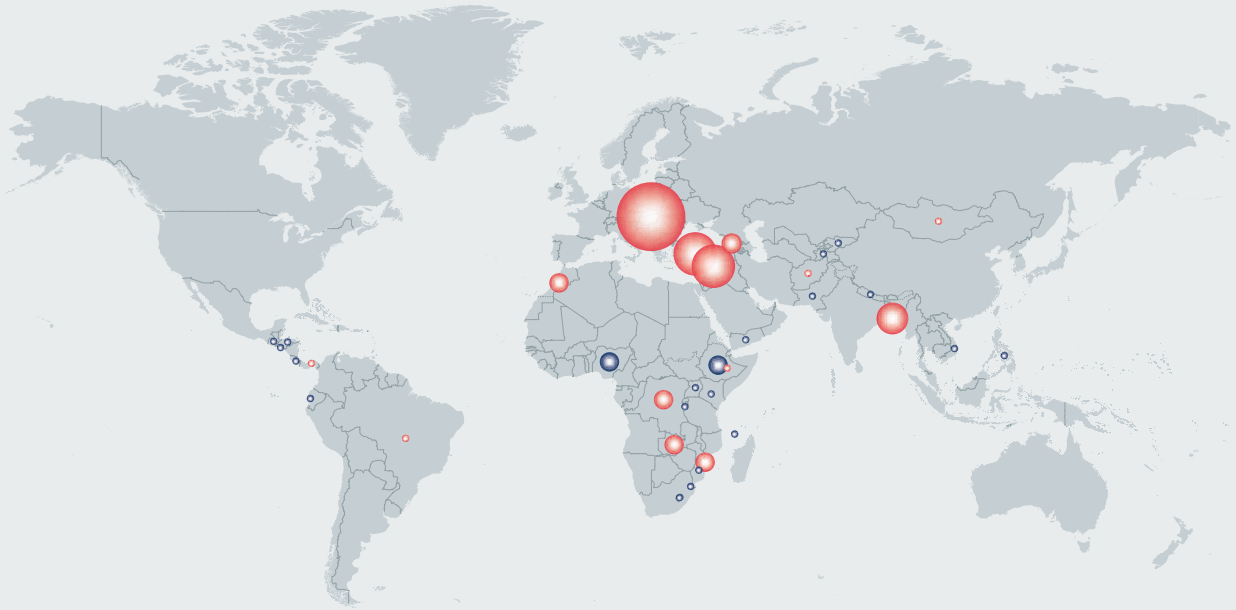
IFRC and network funding requirement by thematic area for 2025  
in CHF millions





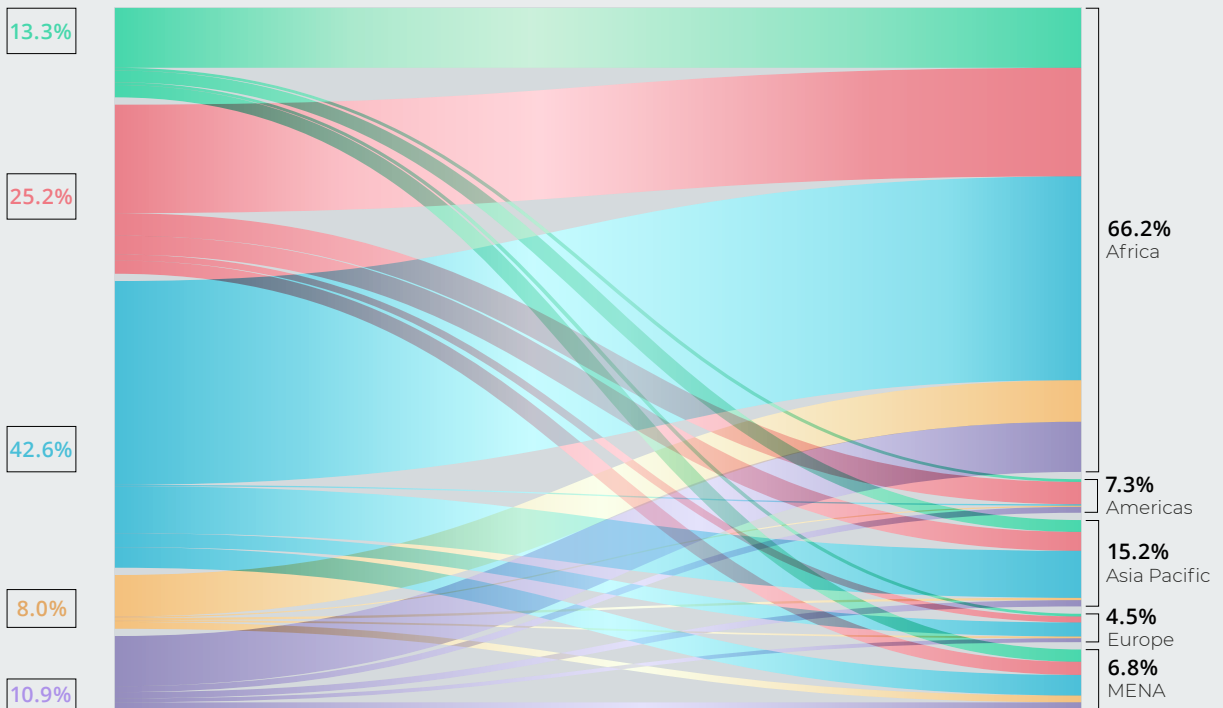
## Ongoing emergencies in 2025

● Emergency Appeals    ● DREF



## People to be reached by the Network in 2025

● Climate and environment    ● Disasters and crises    ● Health and wellbeing  
 ● Migration and displacement    ● Values, power and inclusion



# INTRODUCTION

This Global Plan shows how the IFRC is evolving to better support the principled local action of National Red Cross and Red Crescent Societies in 191 countries. It illustrates the links between **global ambitions** built upon **local needs**, delivered by National Societies with coordination and support from the IFRC.

The work for 2025 – and this Global Plan – is structured according to five Strategic Priorities and four Enabling Functions. These are inspired by the IFRC network's *Strategy 2030* and reflected in its Plan and Budget 2025–2026, which was approved by the IFRC's General Assembly in October 2024.

In 2025, the IFRC will focus on reducing the impact of emergencies through our work on climate, health and migration, and building lasting **resilience** at community level; **responding** when and where needed through our local-to-global work in disasters and crises; and working with **respect** with the people we support – doing the right thing in the right way – through our work in values, power and inclusion.

All IFRC work is carried out in support of the priorities and ambitions of National Societies. Where international support is needed, it is captured through country-level planning. This ensures that all support from across the network – whether from the IFRC or from sister National Societies – is aligned to individual National Society priorities. The country plans inform all IFRC planning at regional and headquarter levels.

Country plans highlight how National Societies will deliver services to communities – even in fragile settings, complex emergencies or in the most remote areas. Each plan covers work in emergency response, and in the longer-term programming that builds resilience at community level. [These plans are published on the IFRC's website, ifrc.org.](#)

In this document, partners can learn how the IFRC network will implement high-impact local to global programmes in interlinked areas like climate, disasters, health and migration in 2025, including through the IFRC's innovative funding platforms.

It covers initiatives that will be launched, implemented or mainstreamed in 2025. These are all

**The IFRC is building resilience in climate, health and migration; responding when needed in disasters and crises; and working with respect through values, power and inclusion.**

designed to further improve how the IFRC works as the global organization, with National Societies as a distributed network, and with partners and donors, as a transparent and fully accountable entity.

This includes 30 expert Red Cross and Red Crescent Reference Centres that carry out cutting-edge research, promote innovation, and provide vital guidance and resources in their specific areas of humanitarian work.

The IFRC prioritizes rigorous research as a cornerstone for informed decision-making, ensuring that all work grounded in high-quality data and comprehensive contextual analysis.

This nuanced understanding of the specific challenges faced by communities allows the IFRC to provide tailored support that has meaningful and sustainable impact at community level.

The IFRC network is able to save lives, build lasting resilience and protect human dignity in 191 countries every year thanks to the support and partnership of our generous donors.

Your continued support will be vital if the IFRC and National Societies are to reach the rising numbers of communities at risk – reducing vulnerability, responding effectively where needs emerge, and investing long-term to build resilience to reduce future needs.

Together, we will achieve transformative locally led humanitarian impact wherever and whenever it is needed most.

*Please note that the funding requirements in this plan are all listed in Swiss francs (CHF).*

# SITUATIONAL ANALYSIS

2024 was marked by several serious challenges to human safety, health and dignity. The trend of communities moving from a time of polycrisis into an era of permacrisis – a never-ending crisis marked by shocks and hazards such as climate stress, disaster, disease, political tension and worsening socio-economic realities – looks set to continue into 2025 and beyond. Needs continue to grow in a seemingly unending trend.

In lead up to the mid-term review of the IFRC network's *Strategy 2030*, National Societies identified climate and environment issues as the most pressing global challenge overall. However, many have noted that humanitarian needs are increasingly driven by the complexity of interconnected crises.

Climate change intensifies storms, floods and wild-fires which, in turn, worsen resource scarcity, affect water, health and food security, and force displacement and migration. Environmental stress can then worsen conflicts, destabilizing regions and hampering international peace efforts. Communities are also being affected by economic pressures such as inflation, unemployment, and widening health and social inequalities.

In a global environment increasingly defined by interrelated and potentially destructive risks, the overriding challenge is to keep pace with a changing humanitarian landscape at a time when needs are so vast and so complex, yet the resources to address them are so constrained.

## Polarization

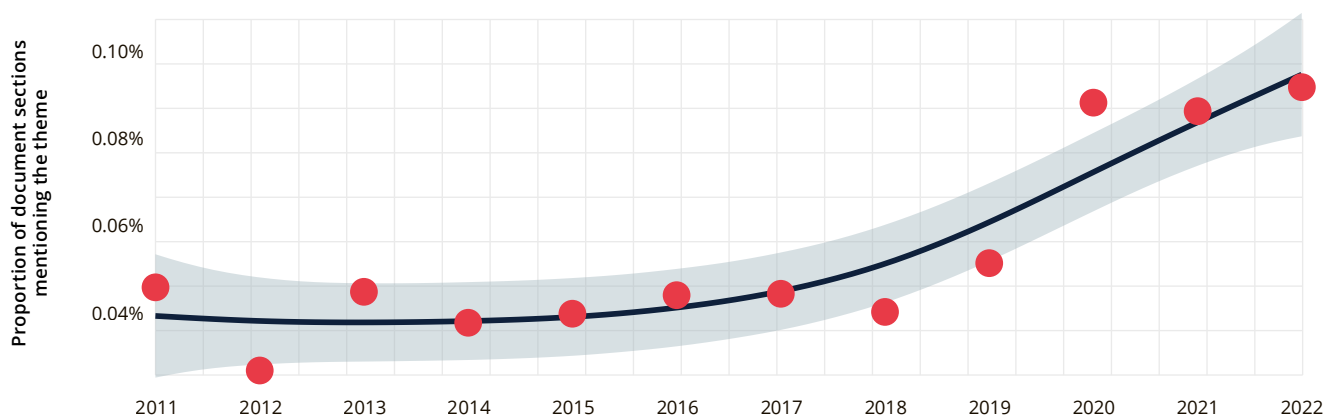
IFRC data analysis and research conducted by the IFRC's [Solferino Academy](#) as part of the [mid-term review of the network's Strategy 2030](#) indicated that polarization is already posing challenges to the neutrality and independence of National Societies. The research – which included consultations with more than 4,000 people in 154 countries – highlighted that social, political, geopolitical and economic polarization is having an adverse impact on communities and National Societies alike.

Social polarization linked to accelerating inequality was also cited as a growing challenge to National Societies, with a deepening gulf between those who have wealth, health and access to opportunity, and the rising number of increasingly marginalized and excluded communities at the other extreme. This trend has accelerated since 2017 and is now regularly cited in the planning and reporting of National Societies:

In addition, polarization is often worsened by disinformation and misinformation which deepen and entrench divides.

These developments will pose significant challenges for the IFRC network in 2025 and beyond, as demand for humanitarian services increases and new vulnerabilities appear, while at the same time respect for the fundamental principles appears to decline.

## Mentions of social polarization in Annual Reports



## Disinformation and misinformation

The World Economic Forum has identified disinformation and misinformation as posing some of the biggest global risks in the coming years. Indeed, false content – much of it AI-generated – is already thriving in the social media ecosystem. This poses serious challenges for humanitarian organizations, as much of it is designed to undermine trust and destroy empathy for marginalized groups and people in need.

National Societies consulted as part of the mid-term review of *Strategy 2030* have identified several areas that are critical to addressing these challenges:

- Principles-based communication: using humanitarian principles to foster dialogue and understanding across polarized divides.
- Advocacy leadership: taking a proactive stance in advocating for inclusive and principled approaches to societal issues.
- Humanitarian education: investing in child and youth education programmes that promote humanitarian principles.
- Learning: investing in more opportunities for staff and leaders to come together and share experiences, learn from each other and develop collaborative approaches.

## Adaptation and flexibility

In a context of a rise in the number and severity of humanitarian challenges, an increasing number of National Societies are reporting a greater focus on **risk reduction, preparedness and resilience** as opposed to response.

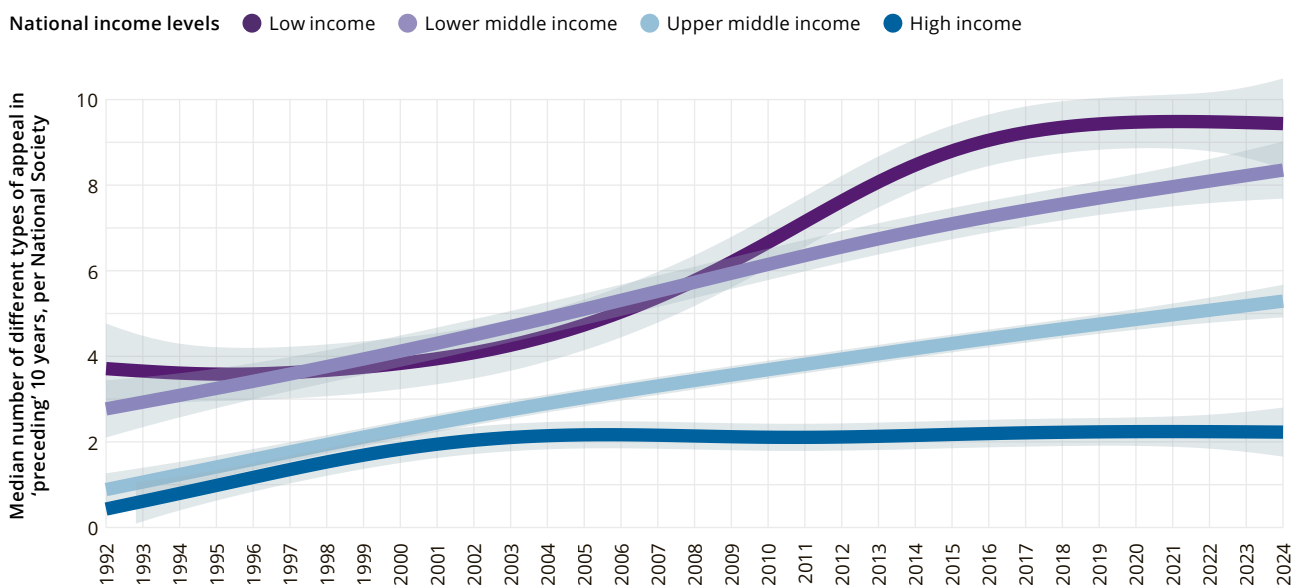
The network's strategic plans and reporting show how National Societies are adapting their priorities and approaches to ensure they can continue to respond to changing and overlapping crises and needs. This includes, for instance, increased focus on disaster preparedness and climate adaptation, health and epidemic preparedness, sustainability and technological innovation:

## Digital transformation

National Societies are increasingly recognizing the importance of a digital transformation, not only to deliver services, but also to improve their quality and relevance to communities in need. These systems also support a culture of accountability by providing transparent and evidence-based insights into the performance and outcomes of various initiatives.

For the IFRC network, the **Africa** region has been leading the way with the highest number of National Societies investing in their digital transformation, followed by the **Americas and Asia Pacific**.

## Increasing range of different types of threats confronting National Societies





## The global economy

Looking forward to the financial outlook for 2025, the IMF has predicted modest growth in the global economy, with developing countries showing the highest potential. However, inequality is projected to continue to grow, with most wealth now being held by the private sector rather than governments.

## Humanitarian funding

UNOCHA reports in its [Global Humanitarian Overview 2024- Mid-year update](#), that in the first half of 2024, global humanitarian requirements have grown from 46.4 billion US dollars in January 2024 to \$49 billion mid-year, driven by both conflict and disaster.

In the years following the COVID-19 pandemic, the gap in financing for the Sustainable Development Goals (SDG) has increased to 56% – \$3.9 trillion US dollars per year. This is severely impeding progress on the SDGs as only 15% of the goals are currently on track<sup>1</sup>.

International aid from official donors rose in 2023 to a new all-time high of 223.7 billion US dollars, up from 211 billion in 2022. However, this increase is largely attributed to aid flows to Ukraine and an increase in humanitarian assistance to developing countries.

Given an increase in fiscal constraints in many countries around the world and increased defence spending in response to conflict, there is a strong chance that humanitarian aid budgets will suffer in the next few years. The increase in spending in regions like [Europe](#), in response to increased migration, will also continue to negatively impact the funds available for other parts of world.

At the same time, there is growing pressure on Multilateral Development Banks to grow their support. Some are already responding. For example, ongoing reforms of the World Bank<sup>2</sup> aim to fundamentally reshape and scale up the institution to deliver poverty reduction and inclusive economic growth more effectively. The key changes include a major overhaul of the World Bank's guarantee business to simplify processes, improve access and speed up execution.

For the private sector, collaborative funds<sup>3</sup>, or collaborative giving, is one of the fastest growing giving mechanisms. Today, there are more than 400 philanthropic collaboratives based in the United States and increasing in popularity worldwide. These funds pool donor resources, provide deep subject matter expertise, and channel resources to organizations that accelerate social change.

With more than half of the funds initiated after 2010, collaborative funds have already channelled over 2–3 billion US dollars per year to non-profits.

## Climate and environment

Climate change is a global humanitarian emergency, amplifying the intensity of extreme weather events, increasing unpredictability, and worsening existing vulnerabilities. Climate and extreme weather events such as floods, storms and heatwaves have made up approximately 90% of all disasters so far in the 2020s.

The year 2023 was the warmest year on record, with the first half of 2024 continuing the trend. At the same time, we are experiencing a triple planetary crisis of biodiversity loss and pollution that is further threatening lives and livelihoods.

Climate and environment are linked to urban resilience, as more than half of the world's populations live in urban areas. Climate change also contributes to migration and rapid urbanization, often leading to unplanned growth of informal settlements.

[Africa's](#) climate and environmental crisis is inextricably linked with poverty, food insecurity, and resource-based conflict and displacement. The IFRC has identified the need to merge climate and environmental interventions into traditional humanitarian work. This includes nature-based solutions to protect, sustainably manage or restore ecosystems that address societal challenges, such as disaster risk, climate change, food security, water security and health.

In the [Americas](#), the Latin America and Caribbean regions are severally impacted by La Niña and El Niño phenomena, while extreme weather events

1 SDG report 2023 <https://unstats.un.org/sdgs/report/2023/>

2 world bank, [odi.org](https://odi.org)

3 [panoramaglobal.org/publications/making-the-case-to-invest-in-collaborative-funds](https://panoramaglobal.org/publications/making-the-case-to-invest-in-collaborative-funds)

are likely to increase in the Caribbean and Central America, with more intense and frequent hurricanes leading to an increase in flooding and landslides.

The effects of climate change risks in South America include the increase of water scarcity and loss of productive lands, with changing rainfall patterns and reducing yields of key crops (coffee, soybeans, maize, etc), thus impacting food security and water resources<sup>4</sup>.

Thirteen of the 30 countries most vulnerable to climate change are in [Asia Pacific](#), and seven of the ten countries most affected by weather-related disasters from 2000–2019.

More than half of Asia-Pacific cities are extremely vulnerable due to their location in low-lying areas, which are highly exposed to climate-change impacts such as sea-level rise and salinization. Around 74% of Global Air Pollution deaths are in this region. In addition, some 80% of rivers in Asia Pacific are polluted, causing 1.8 million deaths per year.

The summers of 2023 and 2024 were marked by unprecedented heatwaves in [Europe](#), starting as early as April, with temperatures reaching records across southern and south-eastern Europe, as well as Central Asia.

The Europe and Central Asia region has been experiencing more frequent and severe flooding due to extreme rainfall. The summer and early autumn of 2023, and the spring, summer, and autumn of 2024, have recorded several flash floods and floods across the region. Flooding has caused significant damage to infrastructure, homes and livelihoods.

Since the 1990s, the [Middle East North Africa](#) region (MENA) has already experienced a temperature increase of 1.5°C. Under current climate models, peak heatwave temperatures could reach an unprecedented 56°C, with several areas in the region potentially facing temperatures that could threaten human survival without the implementation of adaptation strategies.

In Jordan, a country already suffering from water scarcity due to long-term upstream water diversion, climate change-induced drought is causing an unprecedented crisis. Desertification is endangering both large cities like Dubai and vital oases in south-eastern Morocco. In Iraq and other areas,

farmland is increasingly becoming salinized, posing a threat to local, and potentially global, food supplies.

## Disasters and crises

Humanitarian response systems continue to be tested by sudden onset and protracted crises, and complex emergencies with global or region-wide impacts. In 2024, these included: the complex emergency in Sudan and the consequent population movement to neighbouring countries; the humanitarian crisis in the Democratic Republic of the Congo; the food security crisis in the Horn of Africa; the crisis in Ukraine, and the ongoing conflict in Gaza, with its horrific impact on civilians.

The rise of climate-related hazards has amplified the importance of multi-hazard early-warning systems. These have been highlighted as one of the most cost-effective methods for reducing disaster-related deaths and losses.

Floods and drought are the most prevalent and damaging type of disasters in the [Africa](#) region. Floods were responsible for 64% of the disaster events, but drought has been the deadliest, and the type of crisis that affects more people. Some 165 million people were estimated to be in acute food insecurity in 2023.

In 2024, food insecurity has remained high in the region. Prolonged drought in parts of East Africa and floods in parts of Southern Africa, as well as intense and protracted violent conflict in the countries of the Sahel zone and in the Horn of Africa, have contributed to high levels of food insecurity. As of June 2024, approximately 135 million people in Sub-Saharan Africa were reported to be experiencing acute food insecurity ([State of Food and Agriculture, 2024](#)).

Extreme weather and climate shocks are becoming more acute in the [Americas](#) region. In 2023, 69 meteorological, hydrological and climate-related hazards were reported in the region, according to the Centre for Research on the Epidemiology of Disasters (CRED) Emergency Events Database (EM-DAT).

These challenges, charged by the climate crisis, are affecting livelihoods, food security and public health. Additionally, rising sea levels threaten coastal areas, while significant gaps in infrastructure and climate services hinder efforts to improve preparedness and resilience.

4 <https://ccafs.cgiar.org/news/look-how-changing-climate-will-hit-south-and-central-america>

Half of the world's undernourished people live in the **Asia Pacific** region, with more than 1 billion people assessed as being food insecure in 2023.

The region is also experiencing increased security issues, making it difficult to reach and support at-risk communities. Countries faced with worldwide inflation saw internal unrest, as people were pushed further into poverty, lost jobs and faced increasing living costs, while also dealing with the impact of crises and disasters.

Ongoing crises in the **Europe** region, including Ukraine and surrounding countries, continue to cause widespread displacement, extensive damage to infrastructure and a humanitarian emergency affecting millions of people across the continent.

The **MENA** region is facing its most tense situation in decades as the Middle East crisis threatens an escalation that could potentially have dramatic humanitarian impact across the entire region.

The region is already affected by a multitude of global stressors, including disasters, climate change, economic instability, political tension and armed conflict. These factors have a profound impact on population movement, protection, livelihoods, health and food security.

## Health and wellbeing

Epidemics and pandemics are on the rise and are spreading further and faster than ever before. Known epidemics, such as cholera, measles, yellow fever and malaria, continue to threaten large numbers of the world's population. New threats of infectious disease risk lives and have the potential to bring health systems to their knees, reversing decades of development progress.

The rapidly increasing global burden of non-communicable diseases (NCDs) is one of the most significant health and development challenges of the 21st century. While the first two decades saw a decline in deaths from communicable diseases, the mortality from NCDs has surged, now accounting for 74% of all global deaths.

Post-COVID-19, healthcare systems continue to experience labour shortages. Universal Health Coverage will not be achieved if healthcare worker shortages are not rapidly addressed.

In **Africa**, healthcare systems remain under-resourced, unequally distributed, poorly maintained and mostly inaccessible, for reasons of undersupply, poor regulatory monitoring and staffing.

This is evidenced by a growing health and care service gap. Until recently, interventions to strengthen community systems remained insufficiently acknowledged, prioritized, or integrated in national plans and budgets.

In 2024, a surge in mpox cases and deaths has been observed in Africa, with more than 17,000 cases and 500 deaths across 12 countries at the time of going to press, representing a 160% and 19% increase in cases and deaths, respectively, in comparison to the same period in 2023.

In the **Americas**, dengue, chikungunya and zika are a severe public health problem – particularly in the case of dengue. Here, from 1981 to the first quarter of 2024, we can see an eight-fold increase in dengue.

Migration flows in the Americas are intensifying, and healthcare for migrants along routes and upon arrival in receiving countries is often limited.

Mental health issues are increasingly prevalent in the Americas, with a significant impact stemming from the COVID-19 pandemic.

In **Asia Pacific**, 70% of the increased population is at risk to dengue due to longer breeding spells for mosquito species, fuelled by the climate crisis.

The region also hosts the highest number of zero-dose countries, worsening recurrent outbreaks of vaccine-preventable disease outbreaks.

More than 369 million people living in this region lack basic sanitation, and 165 million do not have access to drinking water.

Despite generally high vaccination rates in **Europe**, the COVID-19 pandemic highlighted gaps in public trust and compliance, evident in pockets of vaccine hesitancy and the subsequent outbreaks of vaccine-preventable diseases such as measles. The number of measles cases has surged dramatically, with the WHO and UNICEF reporting more than 56,000 cases and four deaths across 45 countries in the WHO European region during the first three months of 2024 alone. This number is poised to surpass the total cases reported in all of 2023.

Antimicrobial resistance also poses a growing challenge in Europe, where the misuse and overuse of antibiotics have led to an increase in drug-resistant infections. This complicates the treatment of common infections, creating significant public health concerns.

The WHO identifies that health inequalities are prevalent across the **MENA** region, with disparities in access to health services, nutrition and overall health outcomes. For instance, young people aged 10–24, who constitute nearly 25% of the region's population, face a high prevalence of health risks, including mental health issues, injury, and adverse sexual and reproductive health outcomes.

UNICEF reports that young people affected by conflict, including refugees and displaced individuals, are particularly vulnerable, facing compounded risks that threaten their health and wellbeing.

The water, sanitation and hygiene situation in the region remains a significant area of concern. Out of the 17 most water-stressed countries in the world, 14 are in the MENA region.

## Migration and displacement

The humanitarian situation of vulnerable migrants and displaced persons remains alarming, fuelled by conflict, disasters, including those related to the climate crisis, and other crises. Migrants across the globe continue to face barriers to accessing essential and often life-saving support.

Sub-Saharan **Africa** is globally the region most affected by conflict-induced displacement. Since the start of the conflict in Sudan in mid-April 2023, 12.6 million people have been forced to flee their homes, making this the largest displacement crisis in the world. This includes about 8 million people displaced within Sudan and another 2.3 million who crossed into neighbouring countries, notably to the Central African Republic, Chad, Egypt, Ethiopia, Libya, South Sudan and Uganda. The ongoing conflict in the east of the Democratic Republic of the Congo has displaced more than 8 million people, and the Sahel crisis close to 7 million people.

In Africa, the most significant migration occurs internally, often as circular movements from rural to urban areas. As rural livelihoods become increasingly unstable due to climate change, between 70

and 110 million migrants might be compelled to make these moves permanent.

Disaster-related displacements also increased, with Nigeria, Somalia, Ethiopia and South Sudan being the most affected. Mixed-migration flows remain significant but increasingly dangerous, exposing individuals to violence, exploitation and abuse.

Migration and displacement in the **Americas** and the Caribbean have reached unprecedented levels, driven by a combination of economic crises, political instability and environmental factors.

Migration dynamics in the Americas are particularly complex, especially in Central America. In September 2024 alone, more than 263,000 people crossed the dangerous Darién route, the majority being Venezuelans, followed by Colombians, Ecuadorians and Chinese nationals.

At the same time, internal displacement due to gang violence, political unrest and disasters continues to affect countries like Colombia and Haiti, where tens of thousands of people remain displaced. This complex migration landscape highlights the urgent need for coordinated humanitarian responses and long-term solutions.

Globally, **Asia Pacific** is the region most affected by disaster displacement, which is often triggered by the climate crisis. According to UNHCR, 51% of global disaster-induced displacements during 2023 occurred across Asia and the Pacific. About 12.5 million people were internally displaced in the region due to climate-induced disasters in 2023 alone. While the majority were able to return home, 4.1 million people remained displaced at the end of 2023.

**Europe** has experienced significant shifts in migration patterns driven by a complex interplay of factors. Multi-directional flows are increasingly influenced by ongoing conflicts, economic instability and environmental challenges, leading to heightened demand for responsive policies and humanitarian support.

As geopolitical dynamics evolve, migration routes are changing, both on land and at sea. Stricter border controls and emerging conflict zones are reshaping these pathways.

The **MENA** region is home to a significant share of the world's displaced people, driven by various factors such as ongoing conflict in the occupied Palestinian



territory, Lebanon, Syria, Yemen and Libya, which have resulted in large-scale displacement of people and refugee movements to neighbouring countries. At the same time, lives across the region are being threatened or curtailed by factors including climate-related disasters, economic impacts such as high unemployment and limited job opportunities, and political issues, among others.

## Values, power and inclusion

Growing inequality continues to widen, straining social safety nets and increasing vulnerability to protection risks like sexual- and gender-based violence, and trafficking. These threats and challenges also contribute to an increase in mental health issues, with anxiety and depression becoming increasingly prevalent.

Polarization and disinformation also erode trust in institutions, governments and communities, making it harder to tackle pressing issues like public health and climate change.

At the same time, growing polarization, coupled with the spread of misinformation and disinformation, is placing additional pressure on humanitarians as they work to improve the lives of marginalized communities and groups enduring discrimination and/or violence – such as women and girls, elders, people with disabilities, LGBTQ+ people, migrants and displaced people, among others.

The **Africa** region is experiencing a protection crisis across the continent. Conflict in Sudan and the Democratic Republic of the Congo, and a widespread hunger crisis, have spurred an increase in internal displacement and population movement to neighbouring countries. This has resulted in increased sexual and gender-based violence including sexual exploitation and abuse, child labour and unaccompanied minors who face heightened risks.

In the **Americas**, Latin America has become the most violent region in the world. According to a World Bank article published in January 2024, the number of homicides in this region is five times higher than in North America and ten times higher than in Asia. Although the region hosts only 9% of the world's population, it accounts for one-third of the world's homicides.

At the same line, gender-based and domestic violence are widespread and often invisible phenomena in the region, primarily affecting women.

Social inequality continues to exist in **Asia Pacific** and evidence shows that disasters and crises aggravate worsen existing gender-based discrimination, inequality and violence. More than 700 million persons with disabilities are estimated to live in this region.

Asia Pacific's extremely diverse linguistic and cultural landscape makes it difficult to address misinformation and disinformation with a one-size-fits-all approach.

Gender inequality persists as a significant challenge in the **Europe** region. The ongoing conflict in Ukraine and the population movement that has followed it have raised alarm over protection issues, particularly for children and young people on the move. Other issues include the gender pay gap, which continues to limit economic opportunities for women. In 2021, the average gender pay gap in the EU stood at 12.7% on average in 2021, with substantial variations between countries. In Central Asia, data indicates significant levels of sexual and gender-based violence, with nearly one in five women in countries experiencing such violence annually.

In the **MENA** region, the situation for marginalized populations remains a significant concern, with women and girls suffering a disproportionate impact in emergency and conflict settings.

An average of 9% of persons in MENA are living with a disability. There has been a substantial rise in conflict-related injuries in the region over the past decade. For example, some 17 % of people in Syria are living with a disability, compared to the regional average of 9% (Humanitarian Needs Overview 2024). As of early August 2024, the conflict in the occupied Palestine territory has resulted in more than 1,000 children undergoing amputations.

Rates of gender-based violence remain particularly high, with typically low levels of reporting and support-seeking by survivors. Child marriage is reportedly on the rise, especially in conflict-affected areas like Yemen, where over 50% of girls are married before the age of 18, up from 32% before the conflict, hampering their healthy development and access to education, as well as other child rights. Similar patterns can be seen in the occupied Palestinian territory.



Philippines 2024 © Philippine Red Cross

# ABOUT THE IFRC

The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian membership organization. It consists of 191 National Red Cross and Red Crescent Societies and the IFRC secretariat, which supports, coordinates and represents National Societies, and promotes their local humanitarian action.

The IFRC works to ensure that National Societies have the necessary capacity and robust systems to meet humanitarian needs in communities large and small, no matter how remote, wherever and whenever these needs may arise.

It also connects member National Societies into one global network that delivers principled and locally led humanitarian action with global reach and impact.

The IFRC coordinates international humanitarian operations carried out in preparedness for and in response to disasters and crises, and ensures strong cooperation within the International Red Cross and Red Crescent Movement, and with external partners.

With its status as an international organization, the IFRC also represents National Societies at highest-level international discussions, influencing humanitarian policy and decision-making. The IFRC also facilitates National Society access to funding that is often not available to national organizations.

The IFRC also plays an important role in supporting individual member National Societies in their development as strong and accountable partners of choice, and in strengthening the integrity of the entire network.

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 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 to provide a global platform for coordinated humanitarian action.

There are some 16 million active Red Cross and Red Crescent volunteers living and working in communities around the world. They deliver truly local humanitarian action through some 225,000 local branches and units before, during and after a disaster or crisis.

## IFRC governance

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.

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.

The IFRC President is elected by the IFRC's member National Societies during a General Assembly and chairs the Governing Board. The President is the highest personality in the IFRC and is responsible to the General Assembly 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 Governing Board and the President are supported in their functions by several commissions and committees.

The Finance Commission, which is responsible for providing financial advice to and oversight of the IFRC, is comprised of a chair and representatives from five National Societies, one of which 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 IFRC Secretary General and may bring any allegations of breaches of integrity to the Compliance and Mediation Committee.

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.

## The management structure: local action, global reach

The IFRC's management structure is designed to ensure the smooth functioning of the organization globally. It places 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 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, Switzerland; five Regional Offices; 50+ delegations; three international representation hubs; two Global Services Centres, and a global logistics/fleet hub. The IFRC also hosts several projects under its legal status in Geneva, including the Global Road Safety Partnership, the Risk-Informed Early Action Partnership (REAP) and the Steering Committee for Humanitarian Response.

The Senior Leadership Team (SLT) is a high-level decision-making body. It is composed of the IFRC's four Under Secretaries General<sup>5</sup>, and its role is to support the Secretary General in providing overall leadership.

The Global Leadership Team (GLT) 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 (SMT) is a management coordination body based at the IFRC Headquarters. It is comprised of the Senior Leadership Team, the Directors of Headquarters departments, the Head

5 The Under Secretary General leading the People and Strategy Division also functions as the IFRC's Chief of Staff.

of the Global Services Centre, the Special Advisor to the President, the Head of Global Security and the Head of the Coordination team.

The Global Management Team (GMT) is a global organization-wide management coordination body. It is comprised of the Global Leadership Team, the Deputy Regional Directors, the Senior Management Team, all Heads of Delegations and the Ombudsperson.

Work in support of National Societies' humanitarian operations, programmes and ambitions, and the strategy and goals of the IFRC, is carried out by departments and units within IFRC's four divisions at Headquarter level, with functional teams in the Regional Offices.

These are the National Society Development and Coordination division; the Humanitarian Diplomacy and Digitalization division; the Management and Accountability Division, and the People and Strategy Division - each led by an Under Secretary General. A number of important functions also report directly to the Secretary General, such as Governance Excellence and Board Support, Internal Audit and Investigations, Legal and Data Protection, and an independent and impartial Ombudsperson, in close engagement with the Chief of Staff.

### **People and Strategy Division**

This division is made up of the Executive Office which coordinates support to the Secretary General and his leadership teams, ensures coherence across the IFRC, and supports the overall strategic direction of the organization. The People and Strategy Division also contains offices and units dedicated to Human Resources Management, where the responsibilities include overseeing the development of a network-wide approach that enables the IFRC to attract, select, train and retain a diverse and committed workforce with up-to-date skills and expertise. In addition, Security Management, Ethical Practices (including risk management, safeguarding and protection, gender and inclusion) and Strategic Planning, are critical components of this division.

### **National Society Development and Coordination Division**

This division works along the continuum from resilience-building at community level and institutional resilience, including risk reduction and crisis

prevention, mitigation, adaptation to response and recovery, to build safe, healthy and resilient communities through strong, sustainable and relevant National Societies.

It provides vision, leadership and strategic direction to build stronger National Societies, from the strategic and operational capacity of headquarters to the distributed network of local branches with the capacity to sustain humanitarian services across their countries; in leadership-strengthening, volunteering development, and youth engagement; in policy and knowledge development; in disaster-risk reduction and crisis prevention, preparedness, response and recovery; in health- and water-system strengthening in building the resilience of communities including sanitation and hygiene to address health and water security. Migration and displacement services are delivered through humanitarian-service points; the climate crisis is addressed through the Global Climate Resilience Platform and climate-heat actions. Food security, nutrition, livelihoods and poverty reduction form part of a stronger focus towards socioeconomic empowerment actions 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, and in strategic and operation coordination within the IFRC network and the wider Movement, and with external partners.

The division is comprised of departments and functions dedicated to Disasters Climate and Crises, Health and Care, National Society Development Services, Coordination, quality delivery in operations and programmes, the Disaster Response Emergency Fund (IFRC-DREF) and information management. It also oversees the IFRC's field presence – the Regional Offices and the Delegations.

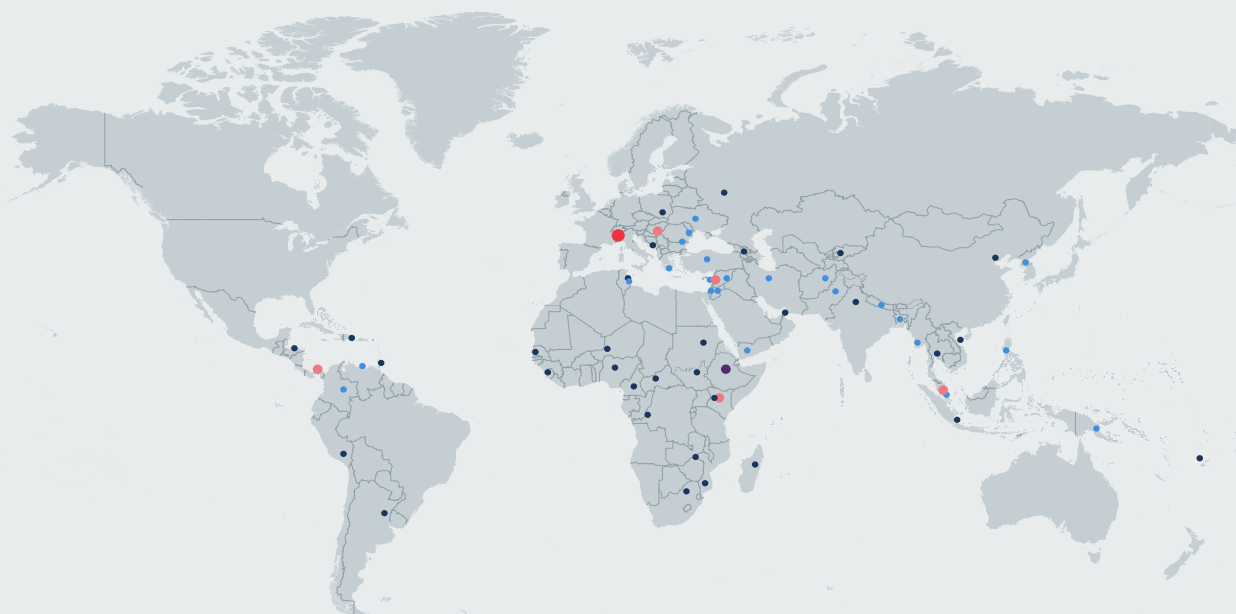
### **Regional Offices**

The IFRC has 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



## IFRC Delegation Map



● Headquarters ● Representative office ● Regional office ● Country Cluster Delegation ● Country Delegation

### 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, The Gambia and Mauritania)
- Freetown (Sierra Leone, Liberia, Guinea and Guinea-Bissau)
- Harare (Zimbabwe, Zambia and Malawi)
- Juba (South Sudan, Uganda and Tanzania)
- Khartoum (Sudan and Eritrea)
- Kinshasa (The Democratic Republic of the Congo, Congo, Rwanda and Burundi)
- Maputo (Mozambique and Angola)
- Nairobi (Kenya and Somalia)

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

- Nepal
- Democratic People's Republic of Korea
- Pakistan
- Papua New Guinea
- Philippines
- Bishkek (Kyrgyzstan, Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan)
- Moscow (Russia and Belarus)
- Sarajevo (Central and South Eastern Europe)
- Tbilisi (Georgia, Armenia and Azerbaijan)
- Warsaw (Poland, Estonia, Latvia, Lithuania and Romania)
- Ukraine
- Türkiye
- Beirut (Lebanon and Iraq)
- Tunis (Tunisia and Morocco)
- Jordan
- 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)

Lumpur, Malaysia. For Europe, the Regional Office is in Budapest, Hungary. The Middle East North Africa Regional Office is located in Beirut, Lebanon.

The Regional Offices manage the delegations in their respective regions. They also ensure strategic and operational coordination at 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.

Each Regional Office forms part of the global team and provides tailored regional leadership support to the different statutory regions of the IFRC in National Society development, humanitarian diplomacy, and strategic and operational coordination support to its member National Societies.

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 at regional and country levels, where required.

## **Delegations**

The delegations allow the IFRC to provide tailored support to National Societies – 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 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.

Each one promotes a ‘One IFRC’ approach designed to link strategic and operational objectives at country, headquarter and local-branch levels, while promoting and reinforcing the National Society’s role as auxiliary to its government.

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

In addition, some 30 expert IFRC network Reference Centres, hosted by the IFRC and member National Societies around the world, contribute expertise and support in their specialized areas of humanitarian work.

## **Humanitarian Diplomacy and Digitalization**

The IFRC’s work in this area is comprised of Strategic Partnerships and Resource Mobilization, Humanitarian Diplomacy, Communications and Digital Transformation. The global humanitarian diplomacy function and the IFRC Representation Offices located in New York City, Brussels and Addis Ababa, also report to the Under Secretary General responsible for this division, and are closely integrated into the Humanitarian Diplomacy function.

Vision, leadership and strategic direction for the work of the IFRC are provided to expand, strengthen and maintain strategic partnerships, and engage in humanitarian diplomacy and resource mobilization.

Leadership, strategic guidance and advice relating to resource mobilization are also provided to National Societies, including identifying and pursuing new opportunities to expand resources at global, regional and national levels, as well as ensuring the provision of critical information and analyses for resource development, donor reporting, and planning and budgeting processes. It also explores innovative ways of collective fundraising and working with National Societies to grow the overall resource base and build their own financial sustainability.

The communications and advocacy function provides a strategic, audience-driven outreach that increases awareness and understanding of the IFRC globally and locally; inspires greater ambition and action by staff, volunteers and membership; mobilizes action among partners in support of the IFRC; builds lasting support and trust for the IFRC and its network; strengthens capacities, and addresses misinformation, disinformation and hate speech.

In digital transformation, the work includes leadership and strategic guidance to drive digital transformation across the IFRC while also supporting

the membership. The smart use of data and adoption of digital tools are already playing a crucial role in the delivery of humanitarian services and the development of organizational capabilities. Ensuring that digital transformation has a strategic place in National Societies, features in daily work and mobilizes the necessary resources is essential. This work also includes managing and overseeing IT services and operations, optimizing IT investments and maintenance.

### ***Humanitarian diplomacy and Representation Offices***

The **IFRC Delegation to the United Nations** in New York City, USA, plays a central role in advancing the IFRC's global humanitarian diplomacy through its representation of the broader interests of the IFRC and National Societies, profiling the work of the IFRC network and its ambitions as laid out in the Agenda for Renewal and *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 collective work.

The **Red Cross European Union (EU) Office**, based in Brussels, Belgium, is a membership office representing the [27 National Red Cross Societies in the EU](#), the Norwegian Red Cross, Icelandic 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.

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

The IFRC AUIO representation office serves as a convening platform and enabler of strategic partnerships, in the service and advancement of the auxiliary role of African National Societies in particular, before the African Union and its Member States, as well as international organizations.

### **Management and Accountability**

The IFRC's Management and Accountability division is comprised of the Financial and Administrative

Management department, the Global Humanitarian Services and Supply Chain Management department, and the IFRC's Global Services Centre, which is based in Budapest, Hungary.

It ensures that the financial planning and budgeting process is aligned to deliver and demonstrate value for money in achieving the IFRC's plan, and that financial processes and control procedures (including financial analysis, treasury and assets management) are streamlined, robust and effective in delivering the agreed activities of the business units.

Its Global Humanitarian Services and Supply Chain Management function ensures the efficient and effective flow of goods, services and information from suppliers to operations on the ground. It manages all steps in the supply chain, from planning, sourcing, procurement, transport, warehousing to fleet services. The supply chain is the backbone of operations, focusing on increasing the impact of aid while minimizing costs and maximizing value. Support is given to National Societies in supply-chain preparedness and emergency-response activities.

### ***IFRC Global Services Centre, Budapest***

The Global Services Centre located in Budapest, Hungary, primarily provides IT operations, and support and logistics services to IFRC offices and personnel around the world, in areas such as procurement and supply chain, human resources; surge training, IFRC-DREF and operational services to the IFRC and some National Societies globally.

The centre also supervises the provision and maintenance of shared services to improve efficiency and effectiveness by looking continuously for solutions that will enhance delivery. It also provides a home for IT professionals in the field of data, digital product development and product management, as well as IT architecture support.

The division is responsible for championing key flagship initiatives which include the Inclusion Journey, carbon accounting and targets, ForeSEE initiatives, etc.

The division also oversees hosted projects such as the Global Road Safety Partnership, the Risk-Informed Early Action Partnership (REAP) and the Steering Committee for Humanitarian Response.



Syria 2024 © Syrian Arab Red Crescent

# OUR FUNDAMENTAL PRINCIPLES KEEPING HUMANITY ALIVE

All IFRC network operations, programmes and work are inspired by, and carried out in accordance with, the [Fundamental Principles of the International Red Cross and Red Crescent Movement](#): Humanity; Impartiality; Neutrality; Independence; Voluntary Service; Unity, and Universality.

In 2025, the International Red Cross and Red Crescent Movement will celebrate 60 years of these fundamental principles. The world has dramatically transformed since they were formalized, but one thing has not changed: our commitment to principled humanitarian action.

These principles set the Movement – National Societies, the IFRC and the ICRC – apart from other humanitarian organizations.

The principles are distinct from International Humanitarian Law but are intrinsically connected to it. States that have signed the Geneva Conventions of 1949 and their Additional Protocols of 1977, for example, have officially agreed that National Societies “shall be able to pursue their activities in accordance with Red Cross principles”.

However, respect for humanitarian principles and International Humanitarian Law is being eroded. And when both are not respected, Red Cross and Red Crescent volunteers and staff are put at risk – and many will die.

Tragically we have seen an escalation of this in the first years of this decade. In 2022, eight volunteers and staff died on duty. In 2023, 18 volunteers and staff were killed, including deaths during and after the 7 October attack on Israel.

At the time of going to press, 32 volunteers and staff have been killed on duty in 2024.

The majority have died in the occupied Palestinian territory, but the Middle East Crisis is not the only conflict where volunteers and staff are coming under fire in defiance of the protections afforded to them under the Geneva Conventions. In Sudan, eight volunteers and staff of the Sudanese Red Crescent

**Volunteers and staff provide humanitarian support to people in need, despite the personal risks.**

Society were killed while trying to help people whose lives have been torn apart by the ongoing conflict.

National Society volunteers and staff are dedicated humanitarians. The emblems they wear are visible signs of the protection conferred by the Geneva Conventions.

Tragically, many are now living with the emotional uncertainty of knowing that this has not been enough to protect their colleagues. And yet, every day, volunteers and staff continue to provide humanitarian support to people in need, no matter the personal risks, in full accordance with our fundamental principles.

In January 2024, the IFRC established a Think Tank to explore the dilemmas and challenges of applying the fundamental principles from the perspective of National Red Cross and Red Crescent Societies. In 2025, this work will be expanded into training and awareness initiatives for National Societies, linked to the Resolution [“Call for respect and support for principled humanitarian action”](#), which was adopted during the 2024 Council of Delegates.

## About the fundamental principles

The fundamental principle of **Humanity** recognizes the imperative “to prevent and alleviate human suffering wherever it may be found”.

The purpose of this principle 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** is the principle which ensures that people in the greatest need receive the support and



assistance they require to prepare for, withstand and recover from a disaster or crisis.

National Societies and the IFRC only consider the urgency of the humanitarian need and make no distinction as to a person's nationality, economic or legal status, gender, religion, class or political opinions. This principle allows the IFRC network to support the people in greatest need, whatever the circumstances.

**Neutrality** is the principle which allows National Societies and the IFRC to reach the people in greatest need.

The IFRC network does not take sides in any hostilities or engage at any time in controversies of a political, racial, religious or ideological nature. At all times, the IFRC network responds to the humanitarian consequences of a disaster or crisis without assigning blame for its causes.

The principle of **Independence** allows National Societies to maintain their autonomy while also performing their legally mandated role as humanitarian auxiliaries to the government of their country. It also allows the IFRC to perform its role as an international organization that is not influenced by states or any other entities. Independence prevents the IFRC network from being instrumentalized and ensures it can always act in accordance with the fundamental principles.

**Voluntary service** indicates that our volunteer-based humanitarian services are not prompted in any manner by desire for gain.

**Unity** ensures that there can be only one Red Cross or one Red Crescent Society in any one country, and that it must be open to all, and conduct its humanitarian work throughout its territory.

The principle of **Universality** is that the International Red Cross and Red Crescent Movement, in which all National Societies have equal status, and share

equal responsibilities and duties in helping each other, is worldwide.

This principle also enshrines the IFRC's responsibility to support all National Societies as equal partners, and to coordinate and promote their work before, during and after disasters and crises, for the benefit of all.

These seven fundamental principles are needed in all contexts where people are at risk and are looking for humanitarian support. They are of particular importance in fragile states and during protracted crises, especially those involving conflict or political unrest.

In Afghanistan, for example, the National Society's trust and community access are critical for the delivery of integrated health and wellbeing services across the country.

In 2023, nearly 400,000 doses of vaccine were given to children aged under 59 months, including 5,000 vaccinated against measles as part of "catch-up" efforts. Work towards polio eradication continued with more than 46,000 doses of oral polio vaccine being given to children aged between 24 and 59 months.

The Afghan Red Crescent was able to achieve this because its neutrality allows its volunteers and staff to navigate difficult operating environments and reach people in need, even in the most sensitive of contexts.

This principled humanitarian action is being carried out in 191 countries worldwide, supporting and empowering community-based work before, during and after disasters and crises of every kind.

In a time of rising polarization, increased risks and protracted crises, the fundamental principles are still of paramount importance. They envisage a better world of fairness and compassion, and they ensure that the IFRC's collective focus remains on people in need.

# IFRC PLAN AND BUDGET 2025–2026

The escalating impact of climate shocks, disasters, food insecurity, disease outbreaks, displacement and conflict are causing unprecedented humanitarian needs around the world. The multifaceted nature of these crises is creating cycles of instability and fragility, where communities have little or no time to recover from one shock before a new crisis sets back their recovery and deepens their vulnerability.

This era of polycrisis – a succession of overlapping, simultaneous and interrelated crises – is rapidly shifting to an era of permacrisis, long and permanent periods of crisis. Navigating these challenges will require robust, agile and adaptable humanitarian responses.

The IFRC network's long experience has demonstrated that the best way to build sustainable resilience is through locally led humanitarian action that is based on community needs and takes place at community level.

The IFRC's Plan and Budget for 2025–2026 was approved by the IFRC's General Assembly in October 2024 and focuses on the support that will be given to National Red Cross and Red Crescent Societies as they work to achieve this in communities large and small in 191 countries around the world.

It reflects a vision of a world where no one is left behind, and human dignity is respected and protected. It demonstrates a progression of priorities identified in the 2021–2025 Plan and Budget, while adapting to rapidly evolving humanitarian contexts, challenges and needs.

The plan continues to be centred around the five interrelated global challenges as identified by the IFRC network's *Strategy 2030*: i) Climate and environment; ii) Disasters and crises; iii) Health and wellbeing; iv) Migration and displacement, and v) Values, power and inclusion. Equal attention is given to the four Enabling Functions supporting these priorities: Strategic and Operational Coordination; National Society Development; Humanitarian Diplomacy, and Accountability and Agility.

The Plan and Budget recognizes the need for the network to be robust, agile and adaptable, navigating from an era of polycrisis to one of permacrisis. The Strategic Priorities are presented as overlapping and intersecting areas, adopting a multi-sectoral, cross-thematic approach.

Multiple global crises need interconnected solutions that are rooted in locally led humanitarian action and supported by a coordinated global network. The 2025–2026 plan emphasizes fostering a network of capable National Societies with strong preparedness capacities and a rapid, effective local-to-global response system that is agile enough to respond to community-identified needs.

In short, this is a plan for response, resilience and respect: responding to disasters and crises through quality and accountable humanitarian services for the people in greatest need; investing in community resilience and reducing the impact of emergencies through work in climate, health and migration; and, ultimately, being guided by doing the right thing in the right way, through the IFRC network's actions in values, power and inclusion.

# MOBILIZING INVESTMENT BY RESULT

The IFRC network's total funding requirement for 2024 is 3.8 billion Swiss francs, of which we seek 2.4 billion Swiss francs to be channelled through the IFRC. This funding requirement is presented in the table below by: (i) Strategic Priorities; (ii) Enabling Functions; (iii) special purpose funds, and (iv) ongoing and estimated Emergency Appeals.

IFRC 2025 IFRC funding requirement:  
**2.4 billion Swiss francs**

IFRC network 2025 funding requirement:  
**3.8 billion Swiss francs**

## 2025 Funding requirements

	IFRC funding requirement	Participating National Society funding requirements	Host National Society funding requirements
<b>Strategic Priorities</b>			
Climate and environment	95.0	23.2	78.2
Disasters and crises	210.9	100.4	451.9
Health and wellbeing	239.6	73.5	195.9
Migration and displacement	62.8	25.3	84.3
Values, power and inclusion	46.1	20.4	47.5
<b>Sub-total Strategic Priorities</b>	<b>654.4</b>	<b>242.8</b>	<b>857.8</b>
<b>Enabling Functions</b>			
Strategic and operational coordination, National Society development, Humanitarian diplomacy, Accountability	238.7	25.9	83.2
<b>Sub-total Enabling Functions</b>	<b>238.7</b>	<b>25.9</b>	<b>83.2</b>
<b>Special Purpose Funds</b>			
DREF	100.0		
Capacity Building Fund	15.0		
NSIA	12.0		
<b>Sub-total Special Purpose Funds</b>	<b>127.0</b>		
<b>Emergency Appeals</b>			
Current Emergency Appeals rolling over to 2025	640.8		
Bangladesh population movement	109.2		
Middle East crisis	159.0		
Ukraine and impacted countries crisis	291.1		
Estimation of new Emergency Appeals to be launched in 2025	200.0		
<b>Sub-total Emergency Appeals</b>	<b>1,400.1</b>		
<b>Grand total IFRC 2025</b>	<b>2,420.2</b>		
Participating National Society funding requirements	389.7		
Host National Societies domestic funding requirements	940.9		
<b>Grand total IFRC network 2025</b>	<b>3,750.8</b>		

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

The IFRC relies on contributions from partners to achieve this support.

The IFRC raises funds for its support of National Societies, delivered through its five Strategic Priorities and four Enabling Functions. Funds come from statutory contributions from National Societies, voluntary contributions and donations, supplementary service fees and cost recoveries.

The IFRC also raises funds on behalf of National Societies, which are passed to them for their programming, ensuring strengthened, compliance-assured locally led action. These funds are channelled through Emergency Appeals, thematic multi-year global platforms and IFRC-brokered partnerships for National Societies.

To be able to better serve the needs of its member National Societies, the IFRC seeks to increase unrestricted donations – what we refer to as “regular resources” – and reduce levels of earmarking. This is in line with the IFRC’s desire to reinforce the central role of National Societies in programme delivery and its own mandate of supporting National Societies.

Regular resources are crucial to support the core mandate of the IFRC, as expressed through our Enabling Functions. Increasing them also creates more space for the IFRC’s coordination within the network to ensure better efficiency and effectiveness when working together.

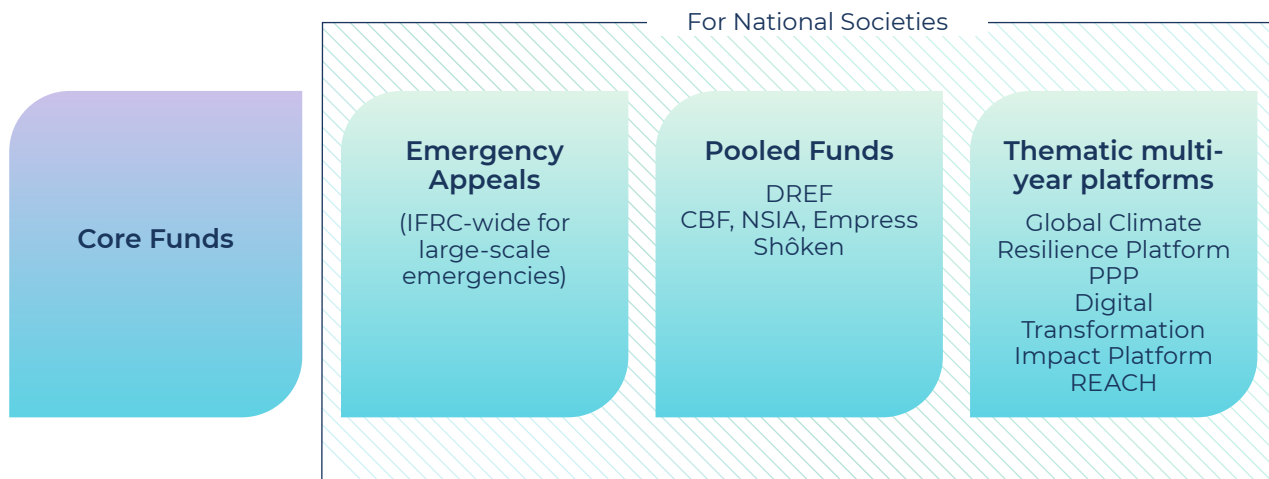
Strengthening of IFRC pooled funds – including the Disaster Response Emergency Fund (IFRC-DREF), the Capacity Building Fund, the National Society Investment Alliance and the Empress Shōken Fund – remains a high priority. These funds are essential in providing both short-term support during emergencies and longer-term support for National Society development.

The IFRC’s large-scale platforms fund National Society programming in specific thematic areas like climate, health, water and sanitation, and migration. They enable partners to engage with the IFRC in these areas, connecting their funding to specific pieces of work that contribute to global objectives and results.

The IFRC will continue its prioritization of Emergency Appeals for large-scale emergencies, bringing together funding to support the life-saving work of National Societies.

Finally, the IFRC continues to leverage its international organization status to provide opportunities for funding that National Societies may not have access to otherwise.

## New Resourcing Architecture to deliver the Agenda for Renewal



Working with the IFRC helps partners to respond to global needs – supporting localized thematic work in multiple countries and National Societies at the same time. These brokered partnerships also support economies of scale, as the IFRC’s coordination work and the learning that takes place through the network enable replication of programming rather than starting over with small individual projects each time. Working with the IFRC also ensures increased accountability, coupled with a reduced administrative burden for partners.

The IFRC understands that traditional humanitarian partners will not be able to keep pace with steeply increasing humanitarian needs. It is, therefore, engaging in a disciplined approach to diversify its income. This includes increasing engagement with the private sector, developing partnerships with governments and exploring innovative ways to bring donor ambitions together with urgent needs at community level. This approach will enable the IFRC to leverage and multiply investment from our traditional partners, increasing our ability to support National Societies to deliver services at scale and respond to increasing needs.

For example, IFRC-DREF insurance will continue in 2025. The IFRC continues to explore how the mechanism can develop in the future – whether by increasing the premium, or by exploring use of the mechanism for other types of risks, or in thematic areas like climate or health.

The IFRC will also continue to grow its Islamic fundraising platform. This currently hosts five appeals: Middle East crisis; Afghanistan complex crisis; Sudan complex crisis; Ocean Viking SOS Méditerranée, and the Africa hunger crisis.

In 2025, the IFRC will continue to map new emergencies and programmes that can be on the platform and consolidate our work with National Societies to increase number of fatwas (certification that allows receipt of funding) and institutional Islamic donors, whether these go through the IFRC or bilaterally.

Additionally, the IFRC has begun to explore the area of carbon credits with an initial assessment. In 2025, there will be pilot implementations to generate evidence for mainstreaming this new fundraising tool.

### Focusing funds where needs exist

When prioritizing support and allocations to National Societies, the IFRC considers numerous factors – first and foremost, the level of need/risks in the country; the mandate and capacity of the National Society; the level of IFRC presence for support; the possibility to transition between longer-term and emergency support, and the presence of other humanitarian actors and their role in the country.

In the Strategic Priorities section of this global plan, you will find some comparisons of the IFRC’s funding requirements and some of the major humanitarian indexes. This comparison shows that the IFRC is investing in areas with high levels of need and vulnerability.

## 2025 IFRC Funding requirements geographically

	Climate and environment	Disasters and crises	Health and wellbeing	Migration and displacement	Values, power and inclusion	Enabling functions	Total
<b>Africa</b>	51.2	72.7	109.2	13.7	21.2	55.1	<b>323.0</b>
<b>Americas</b>	11.0	14.9	4.5	4.7	1.9	11.0	<b>48.0</b>
<b>Asia Pacific</b>	16.6	25.8	25.0	6.2	6.6	26.7	<b>106.9</b>
<b>Europe</b>	4.4	36.5	11.7	17.4	3.8	9.9	<b>83.8</b>
<b>MENA</b>	9.2	49.2	55.9	18.4	2.7	22.3	<b>157.7</b>
<b>Global</b>	2.6	11.8	33.2	2.5	9.9	113.7	<b>173.7</b>
<b>Total</b>	95.0	210.9	239.6	62.8	46.1	238.7	<b>893.0</b>



## Top funding requirements by country for each thematic area (CHF millions)

### Climate and environment

Country	IFRC funding requirement	Participating National Society funding requirement	Host National Society funding requirement	Total
Philippines	1.3	1.0	10.9	13.2
Kenya	0.4	1.4	10.3	12.1
Mozambique	0.3	0.9	9.3	10.5
Bangladesh	3.0	3.4	1.5	7.9
Zimbabwe	6.5	0.2	0.8	7.5

### Disasters and crises

Country	IFRC funding requirement	Participating National Society funding requirement	Host National Society funding requirement	Total
Islamic Republic of Iran	1.0	-	173.1	174.1
Sudan	-	0.3	96.0	96.3
Türkiye	19.7	0.1	19.7	39.4
Lebanon	16.6	17.2	15.6	39.4
Syrian Arab Republic	21.4	9.1	-	30.5

### Health and wellbeing

Country	IFRC funding requirement	Participating National Society funding requirement	Host National Society funding requirement	Total
Lebanon	24.0	10.5	9.9	44.4
The Democratic Republic of the Congo	16.0	0.6	6.2	22.8
Afghanistan	9.0	2.2	8.0	19.2
Yemen	2.1	0.3	16.1	18.5
Bangladesh	5.0	3.5	9.8	18.3

### Migration and displacement

Country	IFRC funding requirement	Participating National Society funding requirement	Host National Society funding requirement	Total
Sudan	-	0.1	28.0	28.1
Türkiye	11.8	-	11.8	23.6
Colombia	0.1	2.2	8.6	10.9
Egypt	10.0	-	-	10.0
Ethiopia	0.1	1.2	4.0	5.3

### Values, power and inclusion

Country	IFRC funding requirement	Participating National Society funding requirement	Host National Society funding requirement	Total
Colombia	0.1	0.5	9.8	10.4
Islamic Republic of Iran	0.2	-	7.5	7.7
Afghanistan	2.0	0.3	3.0	5.3
Jordan	0.2	5.0	-	5.2
Kenya	0.8	-	4.2	5.0

## Top 10 participating National Societies providing support bilaterally

National Society	Amount CHF millions*
Danish Red Cross	58.2
Norwegian Red Cross	46.2
British Red Cross	30.2
German Red Cross	29.7
Spanish Red Cross	28.1
The Netherlands Red Cross	23.6
Austrian Red Cross	23.2
Swiss Red Cross	20.6
Finnish Red Cross	19.7
Swedish Red Cross	19.5

## Top 10 countries receiving support bilaterally from participating National Societies

National Society	Amount CHF millions*
Ukraine	65.7
Lebanon	28.0
Syrian Arab Republic	21.4
Ethiopia	18.1
State of Palestine	17.6
Bangladesh	14.0
Afghanistan	13.0
Somalia	12.2
South Sudan	11.5
Burkina Faso	10.9

\*(from unified planning process for 2025)

# REGULAR RESOURCES

As a membership organization, the IFRC's purpose is to support the work and development of 191 National Societies around the world. To live up to the trust National Societies have placed in the IFRC, we must be ambitious, focused and work at scale to achieve humanitarian impact. The IFRC also needs flexible funds (regular resources) to enable its core functions. **Regular resources are funds that have no earmarking.**

Regular resources consist of statutory and voluntary contributions from members, donations from partners, cost recoveries and other flexible income.

## Allocation of regular resources

The IFRC Secretary General holds the decision-making authority in the allocation of regular resources with input from the Senior Leadership Team. The process begins with an initial analysis of the planned or anticipated thematic and emergency work for the coming year, and identification of gaps or difficulties in funding specific areas. This takes place at the end of the previous year and is based on the IFRC's Plan and Budget (as approved by the General Assembly), annual plans and ongoing Emergency Appeals.

Regular resources are vital for the IFRC at head-quarter and country levels, to support work in core mandate areas and ensure timely accompaniment to National Societies in times of stress and peace. When considering potential areas for allocation, priority is given to strengthening field presence and National Society development, particularly in the areas of integrity, accountability and delivery.

After allocations are made, there is a regular review process. Each quarter, the IFRC reviews completed and intended spending, identifies cost savings, and analyses events that may change its priorities.

Regular resources may be re-directed at this time to reflect changing needs. Having the flexibility to reallocate these funds is another reason why regular resources are so important.

## Importance of regular resources

Regular resources are essential for the IFRC to deliver on its core mandate, which is delivered through the following functions:

### Strategic and operational coordination

When crises surpass the capacity of the host National Society to respond, the IFRC coordinates the network's response when international assistance is sought. The IFRC also works with National Societies to ensure that support from network partners aligns with their priorities, and that they remain at the centre of decision-making. The IFRC's coordination also supports National Societies to connect with and learn from one another to capitalize on existing capacities, reduce overlap and make the network stronger.

### National Society development

The IFRC's principal objective is to support the work of National Societies. This means helping National Societies to become strong, effective local organizations that are trusted, accountable, and able to carry out at scale programmes through their network of local branches for at-risk communities. This is of paramount importance in a complex and polarized world, where humanitarian needs continue to rise every year.

### Humanitarian diplomacy

The IFRC 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 at risk, to promote humanitarian principles and values, and to support National Societies to engage in domestic advocacy efforts.

The IFRC's status as an international organization means that we can facilitate access for National Societies to global discussions and funding. The IFRC also leverages its international organization status to facilitate access to resources that National Societies may not have access to.

### Accountability and agility

We are accountable to the people we 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 and integrity strengthening, to name but a few. The IFRC also supports National Societies in building their accountability and integrity to reinforce institutional resilience through National Society development work and responsibility with affected communities that receive direct services from National Societies.

## Contribution to humanitarian impact

Regular resources play a direct role in IFRC's support to National Societies contributing to their humanitarian impact.

The IFRC is investing these resources where they are most needed.

It is notable that all countries that score 'very high' on the INFORM Risk Register are supported by regular resources. This enables the IFRC to ensure continuity of support to those National Societies regardless of programmatic funding or emergencies.

As the IFRC pursues an ambition to grow regular resources, it is also prioritizing their allocation to country level, where IFRC delegations provide the most direct support to National Societies. Regular resources enable IFRC to support the continuum of a National Society's work. This includes:

- The creation and administration of pooled funding mechanisms like the IFRC-DREF and the IFRC Capacity Building Fund. The existence and maintenance of these funds ensure that valuable resources can be provided to National Societies for their response to emergencies, programming and development. IFRC Delegations and regional offices also provide a great deal of support to National Societies in their application to such funds;

- The creation and administration of global platforms like the Global Climate Resilience Platform or the Digital Transformation Impact Platform, which boosts vital work in anticipatory action and early warning, nature-based solutions, and shock-responsive social protection;
- Strengthening the National Societies' acts/laws in each country and reinforcing relations with authorities at local and national levels to ensure the delivery of services, based on principles of humanitarian action, and increasing National Society and IFRC influence through humanitarian diplomacy and communications;
- Strategic and operational planning to ensure effective organizations and programmes that can better assist at-risk people and to reinforce the distributed network of local branches in each country;
- Needs assessments and community engagement and accountability to ensure emergency services reach the people most in need and have impact;
- Emergency Appeals to secure coordinated international support when needed in response to disasters and crises, so that National Societies can deliver life-saving services;
- Technical support in specific areas of programming to ensure the needs of at-risk people can be met where a National Society may lack sufficient experience or capacity;
- Coordination within the IFRC network to ensure that the host National Society receives the support it needs in the most effective and efficient manner.

### Regular resources funding requirement 2025 *(CHF millions)*

Statutory contributions	34.8
Donations	55.0
Other income	5.2
Cost recoveries	55.0
<b>Total resources</b>	<b>150.0</b>



The Democratic Republic of the Congo 2024 © Esther Nsapu



# ECHO-IFRC PILOT PROGRAMMATIC PARTNERSHIP

The Pilot Programmatic Partnership (PPP) between DG ECHO and the IFRC represents a pivotal advancement in the global effort to strengthen locally led humanitarian action.

National Societies around the world already play an essential role in supporting local communities to prepare for, respond to and recover from disasters and health emergencies with greater resilience. This partnership provides more strategic, flexible, longer-term and predictable funding, so they can deliver more efficient and effective humanitarian support.

It is currently the largest grant of the IFRC, with more than €200 million over three and a half years, allocated for implementation in 24 countries, engaging 37 National Societies, 15 IFRC delegations, five Regional Offices and several of the network's expert Reference Centres.

The IFRC, as grant holder and lead coordinator, is channelling to 13 EU National Societies the funding needed to provide technical support to the 24 PPP countries. In each one of the 24 countries, one of the EU National Societies carries out the role of the lead participating National Society in support of the host National Society of the country where activities are taking place.

The PPP embodies the operationalization of the IFRC's Strategy 2030, its Agenda for Renewal and the IFRC's Way of Working – which places National Societies at the centre of all work carried out in their country. The scope of the PPP is strategic and far-reaching, and takes an integrated global multiannual programmatic approach. The five thematic pillars are:

- Disaster preparedness and response
- Epidemic and pandemic preparedness and response
- Supporting people on the move
- Cash and voucher assistance
- Risk communication, community engagement and accountability.

***By the end of July 2024, 12.8 million people had been reached through programming supported by the PPP.***

Seventy per cent of PPP funding is managed by host National Societies, which are essential local organizations in their country. More than 50% of funding is dedicated to directly supporting people/communities.

Staff costs were reduced compared to the regular HIP grants, thus relying more on the local actors' resources and national staff instead of international delegates. The efficiency rate in the PPP is 80–20 in favour of the programmatic costs vs support costs.

It is not only about how finances are directed, either. Host National Societies are driving the planning discussions and have a seat at the table in the dialogue with DG ECHO, which did not necessarily happen before the PPP. This not only better in ensuring that their needs and the needs of local people are taken into account, but also in contributing to the development of these National Societies in handling large complex grants.

## **Already making a difference**

By the end of July 2024, 12.8 million people had been reached through programming supported by the PPP.

This includes 6.2 million people reached with disaster-risk management activities; 6.1 million people reached with epidemic and pandemic preparedness and response; more than 830,000 people reached with humanitarian assistance and protection for people on the move; more than 480,000 people reached with cash and voucher assistance, and five million people reached with risk communication, community engagement and accountability work. It is important to note that many people may have been supported in more than one area.

The PPP has provided a unique opportunity to develop new ways of working; strengthening the IFRC network's collective response capacity; increasing our reach and efficiency through tangible investments in National Society capacity at national and branch levels; enhancing our collective readiness through strengthened engagements with national and local authorities; promoting culture change and innovation; and defining new ways of working through enhanced models of coordination and cooperation across the network, and with DG ECHO.

It has enhanced the overall capacity, quality and reach through the development of global guidelines and standards and critically, has given ECHO greater insight into how the IFRC operates as the world's largest humanitarian network, and in partnership with other humanitarian actors.

Perhaps most importantly, the actions of the PPP, being driven and owned by National Societies, will ensure that good practice and lessons learned are embedded in future actions and thereby demonstrate the longer-term sustainability of this multi-year approach.

Different reviews of the PPP have demonstrated the added value and impact of this ambitious and coordinated approach. The insights and recommendations from reviews will inform the development of future PP(s) globally, including beyond the current countries.

### PPP success stories to date

- The crisis modifier within the PPP enabled a response to landslides in [Ecuador](#) that was six times faster compared to the regular response times of the National Society. People were reached within five days of the disaster thanks to the availability of strategic warehouses supported by the PPP. This contrasts sharply with previous emergencies where it took 30–45 days due to long lead times for the implementation of kit-purchasing processes.
- In close partnership with public authorities and other partners, the [Uganda Red Cross Society](#) was able to respond effectively to the **Ebola outbreak** that was declared in September 2022. More than 3,000 Uganda Red Cross Village Task Force members carried out risk communication and community engagement activities, reaching

more than 100,000 households, while 3,950 community-based surveillance alerts were raised and directed to the Ministry of Health surveillance team. A total of 512 burials were conducted by the six safe and dignified burial teams deployed by the National Society, ensuring that highly infectious dead bodies of Ebola victims were properly handled both at community and hospital levels to mitigate further spread. The PPP has contributed to the institutional preparedness of the Uganda Red Cross, and provided flexibility funding in the response to Ebola, allowing the National Society to play a key role at this critical time.

- The three-year predictable funding enabled the IFRC to work with National Societies to significantly build their institutional capacities on Community Engagement and Accountability, as it allowed the IFRC to provide tailored support, test approaches and adjust the programme along the way, with feedback from communities.
- Feasibility of cross-border cooperation between National Societies improved thanks to the three-year duration of the PPP. This longer duration facilitates the sharing of best practices, resources and expertise, fostering stronger partnerships and enhancing collective capacity to address humanitarian challenges on a regional or global scale.

### Year three implementation of the PPP

The third and final year of the current PPP began on 1st July 2024 and is set to end in March 2025, followed by a four-month final reporting period.

The 24 country plans for the third year build on the capacity-building work, and reflect a scale-up of the quality and quantity of the support and services offered to people and communities, and strengthening of National Societies' relationships with the authorities.

#### Pillar 1: Disaster risk management

This pillar focuses on investing in the preparedness, risk reduction and anticipatory action work that are so crucial to helping communities cope before an emergency happens.

In [Burkina Faso](#), the National Society will continue to work with the National Council for Emergency Relief

and Rehabilitation to strengthen the capacity of both to provide a rapid and effective response to people who are vulnerable to crises and disasters in fragile or at-risk areas.

The Burkina Faso Red Cross will work to ensure that the IFRC [Minimum Standards for Protection, Gender, and Inclusion](#) are assured in all areas of preparedness and response. It will conduct a self-assessment using the PGI scorecard, and create a baseline and corresponding targets.

In [Bangladesh](#), year three will focus on setting up mechanisms to ensure proper exit and sustainability, and improved integration of all pillars.

With extreme heat a growing risk in the country, there are plans to work with the government to develop a National Early Action Protocol for heatwaves. In addition, the PPP will test the application of early action in the existing social-protection system.

A strong collaboration with FAO at national as well as the Cox's Bazar level will support joint implementation on landslide early-warning systems which will progress to anticipatory action.

## **Pillar 2: Epidemic and pandemic preparedness and response**

Lessons from COVID-19, mpox, cholera, Ebola and many more outbreaks have shown the need and value for the IFRC network to further invest in epidemic and pandemic preparedness and response.

The PPP has provided critical resources for National Societies to scale up their support to health-system strengthening, focusing on the role local volunteers and networks play to prevent, detect and respond early to disease outbreaks and other health risks.

Globally, the PPP has greatly contributed to the expansion and reach of IFRC's epidemic and pandemic-preparedness programming, ensuring a consistent approach and the further development of technical resources to prevent, prepare, detect and respond to epidemics.

In 2025, the Red Crescent in [Tajikistan](#) will continue to actively engage in community-based surveillance, seamlessly integrating it into the existing national system using a One Health approach. This strategic initiative will position the National Society as a key partner for the government in the early detection of potential outbreaks at community level. This involves

establishing or utilizing community committees, selecting and training volunteers from the target villages, coordinating with local authorities and relevant partners, and implementing a community-feedback mechanism.

In [Zambia](#), the Red Cross has a Memorandum of Understanding with the Zambia National Public Health Institute and will collaborate with existing government structures under the Ministry of Health for social mobilization, disease surveillance, early-warning systems, health promotion and disease prevention/control interventions at all levels. As part of the implementation of the PPP, the Zambia Red Cross has supported the response to cholera outbreaks, including the development of vaccination campaigns; this support is going to continue by setting aside financial resources to respond when the need arises.

In [Cameroon](#), the National Society is capitalizing on the programme to expand the reach of its community-based surveillance system to the Far North, working hand-in-hand with local One Health committees. In this last year of implementation, a regional workshop is planned in coordination with the national zoonoses-control programme. Emphasis will also be placed on psychological first aid and protection, gender and inclusion in the context of epidemics.

## **Pillar 3: Supporting people on the move**

Through the Programmatic Partnership, the IFRC is protecting the safety, dignity and rights of people on the move, and providing principled humanitarian assistance that meets their complex needs.

In [Panama](#), building upon lessons learned from its own work and exchanges of experiences with the Honduran, Colombian and Costa Rican Red Cross Societies, the Red Cross Society of Panama will update its Migration Strategy and Policy, and align it to IFRC instruments.

In [Chad](#), particular attention will be paid to the Sudanese crisis in the east of the country. Specialized teams will be mobilized to assess the needs of displaced people in this region, with an emphasis on protection. Activities will include setting up protection centres and coordinating referrals for gender-based violence cases.

In addition, the Chad Red Cross' own internal systems will be strengthened, to ensure a clear standard operating procedure, policy and protocol for prevention and mitigation of the risk of sexual exploitation and abuse. The Red Cross of Chad will increasingly take a leading role in year three, while the IFRC maintains technical and financial support to ensure the continuity of activities.

#### **Pillar 4: Cash and voucher assistance**

People's dignity and choice are at the heart of this partnership. Cash and voucher assistance means the people we support can choose how to best support themselves and their families.

In line with the IFRC's goal to deliver 50% of its humanitarian assistance through cash and voucher assistance (CVA), 21 ECHO PPP National Societies are investing in and institutionalizing CVA preparedness.

By end of year three of the PPP, six National Societies – **Cameroon, Guatemala, Palestine, Panama, Uganda,** and **Somalia** – will have completed the CVA preparedness self-assessment, while four others – Kyrgyzstan, Tajikistan, Zambia and South Sudan – will have carried out a mid-term review of their CVA preparedness. This progress reflects the investment by National Societies to deliver scalable, timely and accountable CVA. The PPP is also inspiring other National Society investment, beyond the PPP, in digitalization, CVA mainstreaming across sectors and expanded use of CVA for anticipatory action.

In **Eswatini**, the cash and voucher assistance (CVA) programme will move into its third year. Staff and volunteers will engage communities in a comprehensive community engagement and accountability process whereby communities choose who will receive support, rather than the authorities. Through this example of people-centred approaches, the community will decide the type of cash grants that are most suitable.

in 2025, 1,700 of the most vulnerable households will be assisted with multi-purpose, unconditional cash in communities most at risk of hunger during the lean season, in four distribution cycles. The CVA process includes community sensitization, volunteer selection and training, beneficiary selection, registration and verification, responding to community feedback, post-distribution monitoring, monthly volunteer

meetings, and focus-group discussions. Other work will include cash grants for livelihood-recovery support, including grants to catalyze the use of improved and drought-tolerant seeds ahead of the planting season, and to support expanded planting of tropical fruit trees and communal gardens, among other activities.

In **Cameroon**, the Cameroon Red Cross Society will continue to support the most at-risk households in emergency situations through three distributions of multi-purpose cash transfers to 800 shock-affected households.

In year one, around 30% of people supported did not have a national identity card. In year two, given the difficulties encountered in obtaining these official documents, the programme requested authorities to produce identity cards and also initiated use of the RedRose tool for cash data management. In year three, the Cameroon Red Cross year will finalize the acquisition of this technology and train staff in its use, not only as a capacity-builder, but also as one of the programme's exit strategies. An effort will be made to test this equipment in year three, with the target of 50% of people being supported.

#### **Pillar 5: Risk communication, community engagement and accountability**

The people supported through the PPP are partners in our work. We listen to them carefully and act upon their needs and wishes every step of the way.

Under Pillar 5, five National Societies have established a National Society-wide community feedback mechanism. A further 13 have a feedback mechanism in place and are currently strengthening and scaling this up to be National Society-wide.

Ten National Societies have run a community-engagement and accountability self-assessment and planning workshop to identify their strengths, gaps and priorities; nine have developed a CEA strategy, plan or policy for their National Society, and one is in the process of getting this approved; and 15 have delivered a CEA foundation training to staff at HQ level from different sectors and programmes, so they can strengthen accountability in their work.

At global level, the CEA Guide, Toolkit and training packages were updated to incorporate the latest insights from the PPP and have been translated and

shared through the Community Engagement Hub. These materials and training packages are used by National Societies across the globe, including ECHO and non-ECHO countries. They are also frequently used by external organizations.

Reporting against the PPP indicators shows that, on average, 77% of community members surveyed across 18 countries said they felt their views were being taken into account in decisions about the support they receive.

On average, 88% of community members surveyed across 17 countries reported humanitarian assistance is delivered in a safe, accessible, accountable and participatory manner, and on average 80 % of community members surveyed across 18 countries report receiving useful and actionable information through different trusted channels.

Of the 16 countries who committed to do this, 14 have contributed to national coordination mechanisms and plans for risk communication and community engagement in their country, while of the 22 countries who committed to do this, 21 have developed a national CEA strategy, plan, policy or framework.

In **Mali**, the Mali Red Cross reviewed its CEA strategy in year one, then carried out a self-assessment of the level of implementation of community engagement and accountability in year two. Year three will see the operationalization of these procedures. Action will focus on ensuring that the Mali Red Cross has a functional organization-wide management and feedback mechanism capable of receiving, analyzing, acting on and responding to community feedback, including sensitive feedback. CEA actions will be integrated across the other four pillars so that at least 70% of people supported feel that their views are considered in decisions relating to the aid they receive.

In **Honduras**, more effective and timely National Society's procedures on CEA issues have been developed. In year three, CEA will be integrated into existing Honduran Red Cross policies, plans and strategies. Feedback response mechanisms, in collaboration with the IFRC, will be prioritized to standardize CEA in the Honduran Red Cross operational structure. This will be accompanied by training for the National Society's personnel and volunteers. CEA will be implemented in the communities and populations prioritized in each pillar.

## Global Component

The IFRC Global Component of the PPP will continue to develop, provide technical support and promote uptake of new approaches on the five thematic pillars, and on cross-cutting issues including anticipatory action, climate-smart programming, environmental sustainability, digital transformation, legal frameworks and National Society capacity-strengthening.

The IFRC will continue to engage closely the expert Reference Centres, which provide invaluable expertise in each thematic area.

The **Livelihoods Resource Centre**, an IFRC global reference centre, will provide technical support and training to National Societies on climate-smart livelihoods, based on requests from National Societies and on their individual needs. Technical support for climate-smart programmes will be provided for countries including **Madagascar** by the **Climate Centre**, another IFRC global reference centre, in close cooperation with the Livelihoods Reference Centre.

The revised climate-smart programmes and operations guide will be translated into French and Spanish.

The expert **Reference Centre for Institutional Disaster Preparedness** will support National Societies in the **Americas** region in their mainstreaming of the **NEAT+** environmental screening tool, development of environmental policies, integration of climate and environment into IFRC's Preparedness for Effective Response approach, and support to implement recommendations.

The Digital Transformation teams of the IFRC, **Spanish Red Cross** and the **Netherlands Red Cross** will continue supporting National Societies to strengthen their digital maturity, enhancing operational efficiency, service delivery and donor engagement.

Through assessments and tailored roadmaps, National Societies will have clear pathways to implement digital and data solutions effectively. Specialized expertise and training will be provided to build the capacity of IT, information management and PMER teams, as well as to support the digitalization of key areas such as cash and voucher assistance, volunteer management and community engagement and accountability.



The planned **Africa** Region digital transformation workshop will further facilitate knowledge sharing and foster collaborative networks among National Societies, continuing the work that was started in 2024 with the **Americas** Region digital transformation workshop.

The IFRC will also continue to provide technical guidance on epidemic and pandemic preparedness and response to its membership, for example through the [community-based surveillance website](#), the [epidemic control toolkit](#), and through an annual global meeting co-organized with other initiatives enhancing global health security.

## After this PPP

The current iteration of the PPP, coming to an end in 2025, has been incredibly successful – bringing locally led assistance to communities facing vulnerabilities and improving ways of working.

The partnership between the IFRC and DG ECHO has been a very valuable experience for both organizations, and discussion has already begun on how the two organizations can continue to engage in the future in innovative and sustainable ways.

Future Programmatic Partnerships would further build on gains and be articulated to sustain the investments made over the past three years. Collectively, we aim to maintain an ambitious bottom-up and coherent approach, aligned with the IFRC's strategic objectives, possibly with common global commitments around locally led action (e.g. investing in strengthening capacities and leadership of National Societies in humanitarian diplomacy and response).

The IFRC and National Societies are working jointly to ensure funding from DG ECHO to continue activities of the PPP and beyond. This will be done in alignment with DG ECHO's priorities for future programmatic partnerships. In a coordinated approach, new funding proposals will be submitted by **EU National Societies** and the IFRC for all funding instruments or modalities offered by DG ECHO.

There are several elements from the PPP that the IFRC will aim to sustain in future programmatic partnerships such as linking with the IFRC's unified planning process; strong coordination mechanisms at country level to support the coordination role of the host National Society; maintaining a unique set of requirements for finance, procurement and reporting, aligned between all EU National Societies and agreed with host National Societies at country level; and a strong focus on capacity development.

# STRATEGIC **PRIORITIES**

# CLIMATE AND ENVIRONMENT

## Targets

- **50 Million people**  
per year are better protected from heat, in at least 150 cities.
- **50 Coastal urban areas**  
are supported to adapt to longer-term impacts of climate change, including sea level rise.
- **100 National Societies**  
harness the power of nature through nature-based solutions focused on reducing disaster risks and adapting to and mitigating climate change, with a particular focus on the planting of trees and mangroves.
- **100 National Societies**  
implement environmental, or climate campaigns focused on behavioural change, plastic reduction or clean-ups.

*Targets are for 2026, unless otherwise noted.*

## RESILIENCE

*Reducing the current and future humanitarian impacts of climate and environmental crises.*

**95.0M  
CHF**

IFRC funding  
requirement

**196.3M  
CHF**

IFRC network  
requirement

**33.8M  
people**

to be reached by  
the network

## Our approach

The IFRC's approach to climate and environment stems from a community-level understanding of the unprecedented scale of the crises, and the deadly impact it is having worldwide.

These crises are not only putting lives at risk in low- and middle-income countries, which have long suffered the disproportionate effects while contributing very little to the global emissions driving climate change. Extreme weather, heatwaves, floods and wildfires are now a yearly event in North America, Europe, Australia and other parts of the so-called Global North.

To reduce these impacts and equip communities with the skills and knowledge they need to protect their lives and livelihoods, the IFRC is encouraging systemic and transformational change in how the network approaches climate and environmental issues.

The focus is on how the network can work differently and better to enhance National Societies' already strong skills, introduce new methods and approaches, and build the capacities needed to boost support in the most at-risk communities.

At the IFRC, we will promote a message of urgency for taking action to respond to the climate crisis. Within that mindset, the IFRC will also embed such thinking in our actions and support to National Societies.

Expert reference centres such as the **Red Cross Red Crescent Climate Centre, Global Disaster Preparedness Centre and the Livelihood Centre** will work closely with the IFRC and National Societies to ensure all work in this area is evidence-based and informed by the latest scientific research and projections.

## Our plan for 2025

From 2025, all IFRC action to address the climate crisis will be integrated as part of all humanitarian operations supported by the IFRC, and all programmes and resilience-building initiatives. Similarly, we will place greater focus on the delivery of commitments made in the [Climate and Environment Charter for Humanitarian Organizations](#). This approach will see reflective progressive changes in the implementation of climate-action activities across all IFRC programmes.

The IFRC will continue to champion locally led approaches and solutions to climate and environmental hazards and shocks, with a focus on empowering communities to adapt actively to the crisis and learn how to reduce the risks in their own contexts.

Focus will be placed on locally led adaptation, where communities themselves can take action and choose the approaches that are right for their specific needs and contexts.

Addressing the rising global threat of heatwaves will remain a priority, with a specific focus on under-served urban communities at risk of extreme heat.

The IFRC will also continue to advocate for integrated approaches to climate, disaster-risk reduction and environment in local and national plans, policies and laws.

All IFRC activities are cross-cutting to some extent and are designed to address the intersecting risks that communities face every day. In 2025, the IFRC will strengthen the existing links between its climate and environmental work, and its programmes in areas such as health, food security and livelihoods, urban resilience and settlements, and water, sanitation and hygiene (WASH).

## Top 10 IFRC network funding requirements for climate and environment

### By country compared to the risk category on the **INFORM Climate Change Risk Index**

Country	IFRC network funding requirement (CHF millions)	INFORM Severity Index
Philippines	13.3	High
Kenya	12.1	Medium
Mozambique	10.5	Very High
Bangladesh	7.9	High
Zimbabwe	7.5	Medium
Islamic Republic of Iran	7.1	Medium
Ethiopia	6.7	Very High
Afghanistan	6.4	Very High
Ghana	5.5	Medium
Zambia	4.6	Medium

Internally, the IFRC network is working to identify, avoid, reduce and mitigate the adverse environmental impact resulting from its emergency response and long-term development programmes. This involves ongoing work to mainstream the [Green Response](#) into all systems and practices. At the same time, the network is working to reduce its carbon footprint, promote environmentally sustainable practices in its offices and implement environmental policies.

### Global Climate Resilience Platform

The IFRC network is coming together under the Global Climate Resilience Platform (GCRP), launched in 2022, to bring its climate and environment ambitions to life.

The GCRP, which was co-created by the IFRC and National Societies, enables investment in locally led climate programming. It has the ambition to raise at least 1 billion Swiss francs to scale up local and community-based climate action and support at least 500 million people over five years in increasing their resilience to the impact of climate change, enhancing their adaptive capacities.

In the two years since the launch, 246.4 million Swiss francs have already been mobilized to support community-led climate action in 48 of the most climate-vulnerable countries.

By 2027, the GCRP aims to:

- Support 500 million people in building resilience against climate impacts
- Assist 100 National Societies in developing climate-resilient strategies, reaching even remote communities
- Promote the participation of women, Indigenous Peoples, youth and marginalized groups in climate-resilience programmes.

The GCRP spurs investment, enables the scale-up of effective programming and ensures that the IFRC network's actions to strengthen locally led and community-based climate action are carried out where needed most, and in a coordinated manner to ensure effectiveness and accountability.

The following sections detail how this work will be implemented in 2025 and beyond.

### *Global Climate Resilience Fund*

To date, existing financial vehicles have been used to channel funding to the local level in support of the Global Climate Resilience Platform.

In 2025, the IFRC will work to explore effective new resource mobilization methods, such as a proposed financial vehicle inside the Platform. This proposed Global Climate Resilience Fund would support programmatic approaches that facilitate the provision of flexible funding to the local level.



## ***The IFRC is supporting National Climate Risk Assessments in National Societies, in collaboration with the Red Cross Red Crescent Climate Centre.***

This would not only support the expansion of IFRC work in climate resilience, but also become a reliable means for our partners to channel global funding towards locally led adaptation.

The Global Climate Resilience Fund would serve as the main vehicle to capture non programme-specific climate finance, adaptation, and loss and damage funding under the Platform.

### ***Early warning early action***

When disaster looms, early-warning systems are vital to save lives and livelihoods. Yet more than half of all countries lack effective systems, leading to thousands of preventable deaths every year.

The IFRC is co-leading the action to change this. In partnership with the United Nations (UN) Early Warnings for All initiative, we are stepping up action to ensure every person on the planet is protected by early warning systems by 2027. IFRC is the global lead for Pillar 4, "Preparedness to respond to warnings". While this initiative significantly contributes to the IFRC's work in climate and the environment, you will find more specific detail on this programming in the **Disasters and Crises section** of this plan.

### ***Locally led adaptation***

Throughout 2025, the IFRC will provide technical guidance and oversee effective implementation and reporting of climate-related global grants as part of the Global Climate Resilience Programme, with a focus on locally led adaptation.

This will include the Zurich Urban Climate Resilience Programme, which operates in nine countries to engage communities in assessing their resilience to climate risks and co-develops solutions in urban areas, as well as the Zurich Climate Resilience Alliance, focused on some 15 countries, to enhance and increase the resilience of urban and rural communities to climate hazards.

IFRC's partnership with USAID will continue through locally led programmes in nature-based solutions in five countries in collaboration with **American Red Cross**; in the Coastal Heat and Cities project in four countries, with the American Red Cross and the expert **Red Cross Red Crescent Climate Centre**, and in the Scaling up Locally-led Adaptation and Transforming Humanitarian Responses to Climate Change project, currently operating in 13 countries (expanding to 18 countries in 2025), embedding community engagement and accountability as part of locally led adaptation.

### ***Climate-risk management***

The IFRC will continue to strengthen National Society capacities by supporting National Climate Risk Assessments in at least 15 National Societies, in collaboration with the Red Cross Red Crescent Climate Centre. Ecosystem assessments will also be carried out in at least three National Societies in the 12-month period to support the design and implementation of nature-based solutions.

The integration of climate-risk management and climate-smart approaches into all IFRC network programmes and operations will be supported in 2025 through the provision of regional training in climate-smart programmes and operations. This will be carried out in collaboration with the network's expert reference centres specializing in Climate and [Livelihoods](#). The IFRC-ECHO Pilot Programmatic Partnership will continue to fund climate-smart programming and operations in the first months of 2025.

For example, in 2025, National Societies in the **Middle East and North Africa** will be supported to integrate climate-risk awareness into all areas of their operations, including WASH, cash, livelihoods, migration, and early-warning early action.

### ***Nature-based solutions***

In 2025, the IFRC will work with partners to scale-up nature-based solutions as an accessible high-impact way to build climate resilience and reduce the vulnerability of people and nature to climate-related risks.

The IFRC network will increase the number of nature-based solutions projects around the world through global and national partnerships with The Nature Conservancy, the International Union for the Conservation of Nature, WWF and other agencies.

The IFRC and The Nature Conservancy renewed their successful nature-based solutions partnership in 2024 and will greatly expand their work in 2025. Together, the partners will scale up locally led action in the areas of extreme heat, food security and sustainable land management, water security, WASH and freshwater protection, and climate and environmental impacts on health. Particular focus will be given to at-risk communities in Asia Pacific, and the Latin America and Caribbean regions.

The IFRC and the International Union for the Conservation of Nature will continue to work with partners to promote the [Sphere Unpacked Guide on Nature-based Solutions for Climate Resilience in Humanitarian Action](#). In 2025, this partnership will test the application of the guide in different humanitarian contexts to enable the development of its update.

Wetlands International will work with the Red Cross Societies of [Jamaica](#), [Grenada](#) and the IFRC in 2025 to implement the Ecological Connectivity and Community Resilience project.

This initiative is supported by the Caribbean Biodiversity Fund and is designed to improve coastal resilience and reduce climate risks in vulnerable protected areas, through mangrove restoration and community leadership.

The National Societies and partners will undertake both people- and nature-centred assessments to understand the risks and resilience factors of the ecosystems, and the people who occupy them. These community-led assessments will then inform locally led restoration plans. Communities will be trained in restoration techniques to care for mangroves and stimulate natural resource-based livelihoods.

For example, the [Ethiopian Red Cross Society](#) is improving community resilience by focusing on hunger reduction, drought resilience and environmental restoration through rehabilitating degraded land, implementing nature-based solutions and conducting annual tree-planting events. In 2025, in collaboration with the Danish Red Cross, the Ethiopian Red Cross will rehabilitate 230 hectares of degraded land in Tigray, Somali and Oromia (Moyale).

The [Malaysian Red Crescent](#) will continue its partnership with WWF Malaysia to pilot nature-based solutions in climate-change mitigation and adaptation projects.

In the [Philippines](#), the Philippines Red Cross, with support from the American Red Cross, IFRC and USAID, is engaged in numerous nature-based solution activities including a programme in building community and institutional capacity on nature-based solutions through the creation of trained and equipped eco-DRR teams, and ecosystem and vulnerability assessments. The project also focuses on mainstreaming nature-based solutions in governmental processes.

Also in 2025, the IFRC will give extra support to the Pan-African Tree Planting and Care initiative, which inspires [African National Societies](#) to plant and take care of at least 5 billion trees across Africa by 2030. This work – which has already resulted in the planting of 10 million trees - will enhance ongoing efforts to address acute hunger and environmental degradation in the region.

Ten National Societies will be supported to develop a robust Tree Planting and Care Plan of Action, building upon baseline information with specific monitoring and evaluation tools. The focus countries are [Ethiopia](#), [Ghana](#), [Kenya](#), [Lesotho](#), [Madagascar](#), [Mali](#), [Nigeria](#), [Rwanda](#), [Sierra Leone](#) and South Africa. Trees will be planted and cared for, and the volume of carbon emissions sequestered will be measured. In Kenya, the National Society will also carry out public campaigns on tree-planting, and plastic usage and disposal. In Madagascar, the National Society will work with local communities, with support from the [German Red Cross](#), to carry out reforestation campaigns with climate-adapted tree species. In Ghana, the National Society will mobilize resources for the planting and care of 1,000,000 trees in forest reserves.

### *Urban heat*

The IFRC is enhancing its support to National Societies in urban contexts by focusing on the role of urban resilience in bridging the humanitarian-development divide, tailoring National Society strategies to the specific risks, vulnerabilities and development needs of local communities.

The Coastal City Resilience and Extreme Heat Action Project are funded by the USAID/BHA and implemented by the IFRC, the [American Red Cross](#), the [Red Cross Red Crescent Climate Centre](#) and the National Societies of [Indonesia](#), [Bangladesh](#), [Honduras](#) and [Tanzania](#). It builds climate resilience

in urban communities, particularly to extreme heat and coastal threats.

For example, in Tanzania, the Tanzania Red Cross Society is implementing the Coastal City Heat Action Project in Tanga and Urban District in the West Urban Region in Unguja. The project is creating awareness and preparedness for city dwellers in fighting the extreme heat which frequently occurs from October to February.

In Indonesia, the National Society has carried out a National Heat Impact Study, which is informing actions such as setting heat thresholds for early-action and adaptation measures. Heat awareness campaigns have also been carried out.

Looking forward, new global programmes under the GCRP are in development, including an Extreme Heat Initiative being launched at COP29, focusing on People, Places and Partnerships. The IFRC will mobilize 500 million Swiss francs by 2030 to beat the heat in cities.

### ***Climate impact on health and migration***

The IFRC is developing an ambitious Climate and Health programme with the Green Climate Fund to build resilience of the health infrastructure and communities to climate-related health risks in 12 countries.

The six-year programme Climate and Health Action for a Global Resilient Community aims to bolster climate health resilience and enhance the livelihoods of affected communities by deploying disease- and climate-surveillance mechanisms, improving preparedness of health workers, restoring health infrastructure, utilizing low-carbon technologies and reinforcing communities' preparedness. For more information on the IFRC work in climate and health, please see the **Health and wellbeing** section of this Global Plan.

As the impact of climate change continues to grow, National Societies around the world are acting to reduce risks that influence or lead to climate- and disaster-related displacement.

In 2025, this includes research to strengthen knowledge and action at the intersection of climate, migration and displacement. More information on the IFRC network's activities related to climate and

## **The IFRC is working with National Societies in urban contexts on the role of urban resilience in bridging the humanitarian development divide.**

migration can be found in the **Migration and displacement** section of this Global Plan.

### ***Environmental sustainability***

Throughout this year, the IFRC will support National Societies in developing and implementing their own environmental policies, including direct support to up to ten National Societies, using the new IFRC Environmental Policy Toolkit.

This toolkit and other global activities related to environmental sustainability were developed and implemented as part the IFRC-ECHO PPP, which will continue in the first months of 2025. One example is the further advancement of the global faecal sludge management initiative from the Austrian Red Cross. The technology has been lab-tested in Austria, building on early experiences in the Cox's Bazaar camps in Bangladesh, and in early 2025 will be tested in refugee camps in Uganda.

National Societies will also be encouraged to measure and reduce their environmental and carbon footprints using recently developed carbon-accounting tools.

Capacity-building efforts will include support for National Societies in using the nexus environmental assessment tool ([NEAT+](#)) environmental screening tool in their programmes and operations.

A number of National Societies are developing Environmental Policies, to kick-start the internal change required to improve their environmental sustainability. For example, the [Uganda Red Cross](#), [Somalia Red Cross](#) and [El Salvador Red Cross](#) have all drafted policies which will commit them to measure and reduce their environmental footprints, including greenhouse gas emissions, as well as have an environmental focal point and a task force from across the organization to support the implementation of this policy.

## ***National Societies are partnering with government agencies to ensure that social protection systems reach people in vulnerable situations.***

In the Americas region, following the provision of training, 12 National Societies are now able to use the NEAT+ (to screen the environmental risks associated with their programming, and identify mitigating measures that can be included).

In **Bangladesh**, the IFRC worked with the National Society to conduct a 'green procurement' analysis of local supply chains, to identify what local options exist to improve the environmental sustainability of what is purchased. A similar initiative has just deployed a green logistics expert from the El Salvador Red Cross to the IFRC Central America Cluster, to support the uptake of the new sustainable supply-chain tools and best practices in the region.

The IFRC recognizes that environmental sustainability involves more than just managing the organization's carbon footprint. While the IFRC will explore how to manage water, waste and the other commitments in its Environmental Policy in the near future, addressing our carbon emissions is a critically important first step.

The IFRC has already started measuring emissions on a yearly basis across all its offices, with results available for 2022 and 2023. The IFRC is also joining the [Climate Action Accelerator initiative](#) to help design an actionable roadmap – setting decarbonization targets in 2025 – that will accelerate the transition to a lower carbon organization.

### ***Climate Action Journey and Climate Champions***

The IFRC network's Climate Action Journey is a new programmatic approach at the heart of the GCRP, standardizing and scaling-up locally led interventions. More than 40 National Societies have already adopted this framework and many more will embark on their own journeys in the coming months.

In 2025, the IFRC will continue to prioritize the Climate Action Journey, supporting National Societies in locally based and globally supported climate action.

Expert reference centres such as the **Red Cross Red Crescent Climate Centre**, the **Livelihood Centre** and the **Global Disaster Preparedness Centre** will work closely with the IFRC and National Societies to establish climate-risk informed strategies and institutional priorities.

This will enhance National Society efforts in identifying partnerships, funding opportunities and designing locally led adaptation programmes towards developing national climate-risk assessments, carrying out climate-smart screening of their programmes and operations, developing multi-year climate strategies and identifying adaptation priorities.

**The Gambia, Ghana, Ethiopia, Dominican Republic, Antigua and Barbuda, Paraguay and Ethiopia** are only a few of the National Societies that are either a part of or about to embark on their Climate Journey.

More than 20 National Societies have established a Climate Working Group or Taskforce, including **Bosnia and Herzegovina, Dominica, Madagascar and Uganda**.

Twenty National Societies are developing or have developed a National Climate Risk Assessment and Screening, including **Pakistan, Nigeria and Ethiopia**.

Fifteen National Societies have developed or are currently developing their National Climate Strategy, including **Türkiye, Nigeria and Pakistan**.

For example, in **Ghana**, the Ghana Red Cross, supported by USAID, will develop a multiyear climate-smart strategy. It will train 20 staff and 200 volunteers in climate and environmental issues, the tools, innovations and technology available to address the issues and support the establishment of volunteer and community climate groups to champion climate action at local level.

From this process, a formidable team of **climate champions** is emerging. Their leadership is strengthening climate action at community level and driving interventions that assist people living the daily reality of the impact of climate change.

The IFRC's Climate Champions initiative will continue to foster National Society thought leadership on climate change in policy and programming in 2025. Plans include the roll-out of the initiative to an additional 15–20 National Societies who are active in IFRC's Global Climate Resilience Programme.

For 2025, the IFRC will continue to support National Societies in advancing their climate-action initiatives and will engage additional National Societies to commence their Climate Action Journey. The objectives include:

- 20 additional National Societies to embark on the Climate Action Journey across all regions.
- More than 20 National Societies to establish a Climate Working Group or Taskforce.
- 30 National Societies to develop or are currently developing a National Climate Risk Assessment and Screening.
- 30 National Societies to develop their National Climate Strategy.

For example, in the **Europe** region, 23 National Societies are following a Climate Action Roadmap aligned to the Climate Action Journey and Climate Champions.

The **Turkish Red Crescent Society** conducted an Environment and Climate Change Current Situation Analysis in 2024 to help the National Society integrate climate-focused strategies across all its operations, making a direct contribution to Türkiye's national goals for improved energy efficiency, waste management and sustainability. The Turkish National Society also launched a climate-change module on its online training platform.

### ***Safety nets and shock responsive social protection***

Social-protection systems play an essential role in buffering the consequences of unexpected shocks and stresses. However, current social-protection

systems are often not equipped to adequately safeguard marginalized groups, who are frequently most at risk during climate crises.

National Societies are partnering with government agencies in several countries to improve risk assessment and targeting, ensuring that existing social protection systems effectively reach the most vulnerable populations. They are also leveraging the humanitarian mandate of the IFRC to reach and support marginalized communities, particularly in contexts where this issue is politically sensitive and access to formal services is limited.

Enhancing social safety nets, with tools including savings groups and micro-insurance, can further strengthen social-protection buffers during climate-related disasters, and enable quicker recovery and rebuilding.

Meanwhile, the IFRC is exploring new programming under the Shock Responsive Social Protection pillar in the form of economic boosts for resilience for at-risk individuals, households and small businesses.

This programming would support people through strengthening social safety nets and ensuring the people most at risk are covered by Shock Responsive Social Protection systems, particularly as risks rise as the climate crisis intensifies.

It would support households by providing community grants for livelihoods and solutions that work, by the provision of funding/resourcing models to enable delivery of solutions at scale.

Small businesses would be supported by leveraging and strengthening local economies, and promoting the role of small businesses in local resilience and livelihoods strategies. Funding/resourcing models could also enable delivery of solutions at scale while strengthening local procurement and market support.



### A Climate Champion on a Climate Action Journey

The Malawi Red Cross is one of the IFRC network's Climate Champions. It has been actively engaged in climate work and is dedicated, not only to continuing to develop its own climate activities, but to be a leader in the IFRC network to inspire others to do the same.

The Malawi Red Cross embarked on its Climate Action Journey in 2023 through the Scaling up Locally Led Adaptation and Transforming Humanitarian Responses to Climate Change projects. These efforts have continued throughout 2024.

The Malawi Red Cross Society Director of Programmes and its climate champion, Prisca Chisala, says that the climate action journey enabled the National Society to “set our institutional vision and priorities on climate for the next few years”.

She adds that the journey has been “a living process, able to be adapted whenever new experiences and lessons arise. Experiences and thoughts by National Societies are critical to shape this journey into a tool that will be most helpful to the mission and work of Red Cross and Red Crescent. The National Society has to be at the centre of the journey, defining the direction it's taking.”

The Malawi Red Cross launched a national climate-action working group involving national governmental authorities, UN agencies and CSOs to coordinate climate action and provide technical advice. It also organized a national project launch with key partners, hosted by the Ministry of Natural Resources and Climate Change.

The Malawi Red Cross conducted a National Climate Risk Assessment which included the integration of climate-risk considerations into its programmes and operations.

It trained staff and volunteers at national and district levels to undertake the Locally Led Adaptation Approach and developed the Locally Led Adaptation Plan with three Traditional Authorities from three districts affected by more frequent and more extreme weather events resulting in floods and drought. The Malawi Red Cross remains engaged in key regional and global climate-policy events, to share voices on the ground on climate action, including Africa Climate Week and COP.

In 2025, the Malawi Red Cross will continue to support communities facing climate risks by implementing their Locally Led Adaptation work. It will do this through the development of its National Multiyear Climate Action Strategy.

Training will also continue into 2025, including for National Society staff and volunteers, to conduct climate-change adaptation actions to support communities' adaptation. Training will also be conducted with local disaster-risk management structures at district and community levels, including climate in health, and disaster-risk management.

To support the implementation of climate-smart agriculture and livelihoods, the Malawi Red Cross will support the formation and capacity-strengthening of farmers through the setting up of farmer field schools.

District-level early-action protocols for floods and community-level early-warning early-action plans will be developed in target communities, supported by trained teams. Training will also include the Participatory Approach for Safe Shelter Awareness (PASSA), including a demonstration of a resilient house and latrine.

Throughout 2025, the Malawi Red Cross will continue to build partnerships with national and district actors working on climate-change adaptation to ensure effective and lasting climate work.



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# DISASTERS AND CRISES

## Targets

- **50 Million people**  
per year are reached with support services, in-kind cash and voucher assistance for emergency response and recovery – 50% of assistance in the form of cash by 2026.
- **100 National Societies**  
are engaged in preparedness and capacity-building processes (such as forecast-based financing, early action, preparedness for effective response-PER, cash preparedness, and logistics) (cumulative until 2026, no National Society counted twice).
- **500 Million Swiss francs**  
per year are mobilized through IFRC mechanisms for National Society responses to crises and disasters, including 100 million via the IFRC-DREF.
- **30 Governments**  
are supported in adopting new legal instruments related to disaster law.
- **50 National Societies**  
have shelter and urban strategies in place by 2026, which include city-level coordination, partnerships with development actors, and actionable municipal contingency and response plans.

*Targets are for 2026, unless otherwise noted.*

## RESPONSE

*Helping communities reduce risk to prevent disasters where we can and helping them to prepare for everything we cannot prevent.*

**210.9M  
CHF**

IFRC funding  
requirement

**763.2M  
CHF**

IFRC network  
requirement

**63.9M  
people**

to be reached by  
the network

## Our approach

The IFRC network will always be present and ready to respond to a disaster or crisis, whether in an urban centre or in the remotest communities in the world, but our focus remains on preventing hazards from becoming a crisis, while also strengthening community and National Society preparedness.

The IFRC takes a holistic approach to anticipating threats to communities, working to reduce their risks and impact, responding to disasters, and ensuring swift recovery and greater resilience.

Work is done year-round to build National Society skills and capacities to ensure that all Red Cross and Red Crescent disaster and crisis management work is as local as possible, and as international as necessary. This involves a suite of international-response mechanisms that can be activated if the scale of a disaster overwhelms national capacities.

The IFRC works to strengthen local-to-global capacities in risk reduction, early warning and early/anticipatory action, and preparedness, so that the network can better manage the rising number of disasters and crises worldwide.

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 system draws on the expertise and international influence of the IFRC network in support of local humanitarian action that is effective, principled and accountable.

## Our plan for 2025

In 2025, National Societies and the IFRC will work to save more lives, reduce disaster impact and enable well-prepared communities to recover more quickly and with greater resilience.

The IFRC will continue to enhance its services by ensuring they are evidence-based, results-driven and context-appropriate, while also enhancing regional-response and recovery capacities, and embedding risk management across all operations.

There will be an acute focus on enhancing National Society capacities in 2025, including by supporting the development and implementation of early-action plans by an increasing number of National Societies for an increasing number of hazards.

The IFRC will also focus on scaling up programming carried out by National Societies in community-based disaster-risk reduction. This will include investment in early warning systems and anticipatory action. This work will include Protection, Gender and Inclusion (PGI) approaches with a particular focus on child participation and protection, [Community Engagement and Accountability \(CEA\)](#) and [Cash and Voucher Assistance \(CVA\)](#) to ensure that communities not only receive alerts, but have the knowledge and resources to act on them, and can do so safely.

National Societies and the IFRC will strengthen their presence as a bridge between the humanitarian and development sectors by mainstreaming CEA, cash, social protection, food security and livelihoods activities in communities worldwide – shifting the focus from support during emergencies to a joined-up approach that strengthens communities, and improves their wellbeing and life opportunities. At all times, community feedback and participation will guide IFRC support, improving programme effectiveness, and building trust and accountability.

In addition, the IFRC will continue to advocate for the creation and strengthening of legal and regulatory frameworks to improve how states manage disasters and reduce disaster risks.



## Top 10 IFRC network funding requirements for disasters and crises

### By country compared to the [INFORM Severity Index](#)

Country	IFRC network funding requirement (CHF millions)	INFORM Severity Index
Islamic Republic of Iran	174.1	High
Sudan	96.3	Very High
Türkiye	39.4	High
Lebanon	39.4	High
Syrian Arab Republic	30.5	Very High
Ethiopia	28.5	Very High
Yemen	18.7	Very High
Bangladesh	17.3	High
South Sudan	13.6	Very High
Afghanistan	13.1	Very High

### Ongoing emergencies

Disasters and crises do not neatly follow a calendar year. While we know that new emergencies will arise in 2025, we also know that needs from several ongoing emergencies will continue into 2025.

In these instances, the IFRC network will continue to provide life-saving assistance while working to reduce future risks and support National Societies to continue to build their capacities, even during difficult circumstances.

Some examples of ongoing emergency appeals include the ongoing crisis in the Middle East; earthquakes in [Morocco](#), [Türkiye](#) and [Syria](#); population movements in [Armenia](#), [Bangladesh](#), [the Democratic Republic of the Congo](#) and [Hungary](#); cyclones and hurricanes in [Bangladesh](#) and [Panama](#), and drought in [Mozambique](#) and [Zambia](#) among others.

While most funding received for emergency appeals arrives in the first weeks of a disaster, needs extend far beyond. See the list of all [active emergency appeals and DREFs](#) and their funding needs on the IFRC's public website.

Some protracted crises will transition from having Emergency Appeals to being included as part of longer-term work in their country's IFRC network plan for 2025. The response to humanitarian needs is already included in the country plans for many

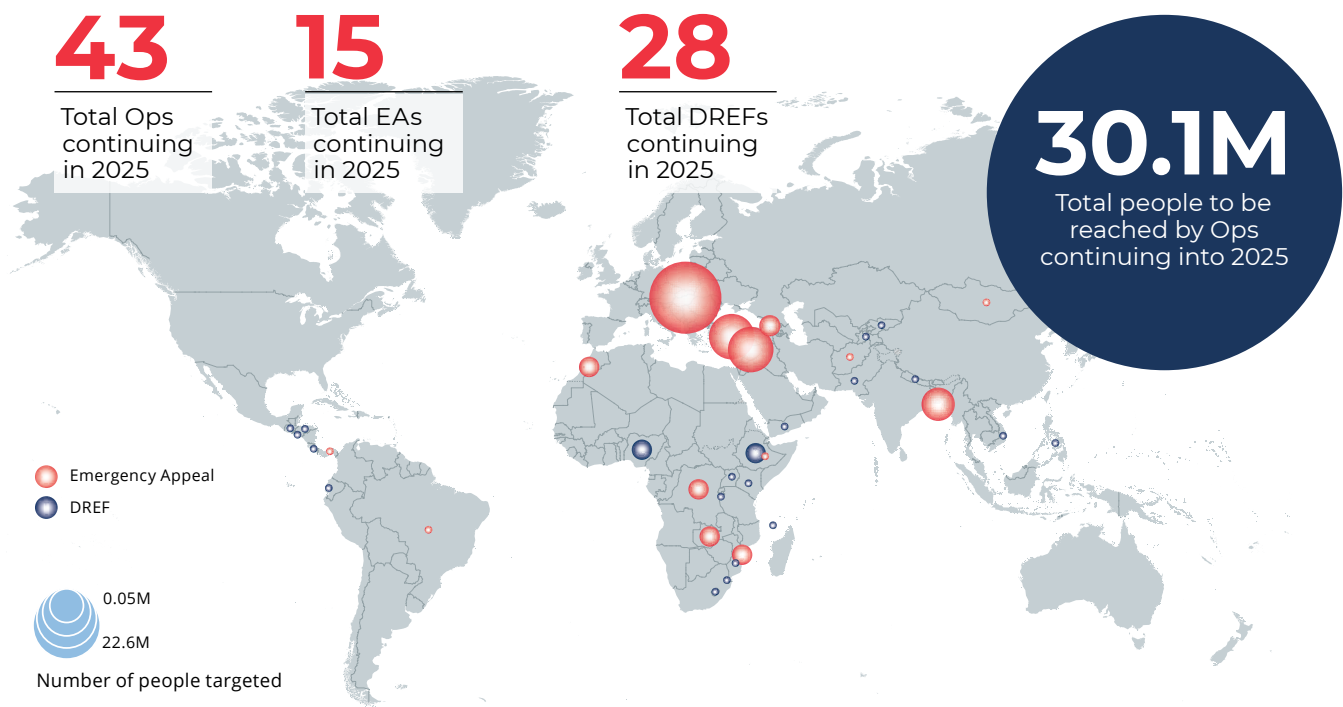
National Societies operating in a protracted crisis, such as Yemen, South Sudan, Somalia and others.

For example, in [Afghanistan](#), the National Society and the IFRC will be transitioning from the Humanitarian Crises Emergency Appeal, which has been open since April 2021, to the thematic priorities of the IFRC network plan, where continuing activities will focus on activities that spur economic regeneration.

The Emergency Appeal for [Ukraine](#) and surrounding countries has been extended until December 2025. This reflects the massive continuing needs, with millions of Ukrainians who left their country during the conflict remaining in surrounding countries. While life-saving support inside Ukraine continues, in the surrounding countries, there will be a shift in support provided to displaced people from initial humanitarian assistance – where most National Societies' experience has been – to [integration and inclusion](#) work.

The Emergency Appeal for Population Movement in [Bangladesh](#) – to serve 980,000 displaced people in 33 camps in Cox's Bazar and at Bhashan Char Island in Noakhali, and 100,000 people in host communities – has been extended until 2027. This is in response to the protracted nature of the crisis and the need for a continued crisis-specific response, as a staggering number of displaced people fully depend on humanitarian assistance.





## The IFRC's Disaster Response Emergency Fund

The [Disaster Response Emergency Fund \(IFRC-DREF\)](#) has been empowering National Society responses to small- and medium-scale disasters and crises for more than 45 years. Between 1979 and 2024, the IFRC-DREF disbursed more than 575 million Swiss francs to National Societies, supporting more than **230 million people** in crisis worldwide.

The IFRC-DREF is one of the oldest pooled funds in the humanitarian sector and is unique in offering support for [both anticipatory action and disaster response in a single fund](#). While only around 1.2% of international humanitarian funding reaches the local level, by contrast the IFRC-DREF channels a massive 80%<sup>1</sup> of its allocations directly to National Societies for their locally led community-based work.

At the time of writing, in 2024, allocations by the IFRC-DREF have reached **80.5 million Swiss francs** across **165 operations**, providing life-saving support to more than **15.2 million people in 93 countries**. Of this, **10.5 million Swiss francs** was allocated under the anticipatory pillar, representing **13%** of total allocations. This marks progress toward the ambition of allocating **25%** of funds under the anticipatory pillar by 2025.

In 2023, the IFRC partnered with **Aon** and the **Centre for Disaster Protection** to introduce an innovative risk-transfer mechanism for disaster response. The IFRC-DREF was insured on an indemnity basis, providing a potential payout of up to **15 million Swiss francs** in one calendar year. This mechanism was **triggered for the first time in September 2024**.

The IFRC-DREF will continue to increase and leverage localization and flexibility to remain as relevant and localized as possible. Emphasis will also continue to be placed on further refinement of DREF accountability and compliance tools, such as the DREF risk register, a quarterly compliance review and the finalization of a DREF Risk Appetite Statement. These tools ensure robust monitoring and accountability to maintain donor trust and enhance the efficiency of fund utilization.

The IFRC will also continue its systematic efforts to share insights and risks, enabling informed decision-making. Regular monitoring of DREF Performance Indicators – including key, general and critical indicators – remains a priority.

<sup>1</sup> This percentage (79.7%) is the average of the allocation directly channelled to National Societies over the past three years

***The IFRC-DREF is one of the oldest pooled funds in the humanitarian sector and is unique in offering support for both anticipatory action and disaster response in a single fund.***

Looking ahead, the IFRC aims to strengthen the fund further, guided by a new strategic ambition (2026–2030), which will be developed after the latest IFRC-DREF Pledging Conference in November 2024.

This effort will align with the culmination of work outlined in the [IFRC-DREF Strategic Ambition 2021–2025](#), while focusing on stabilizing the changes introduced during the current strategic ambition, such as the ongoing DREF Evolution initiative. A key priority will also be to enhance the feedback collection process, ensuring that insights from partners from the community level up are systematically integrated to inform and shape the new strategic ambition.

### **Disaster risk reduction**

As the number and intensity of disasters rise every year, the only sustainable approach to disaster management is to work within communities to reduce disaster risks.

The IFRC will continue to support National Societies to scale up community-based disaster-risk reduction and resilience action on the ground. This will be done by finalizing and rolling out the revised **Community Early Warning Systems Guiding Principles** and training package, as well as IFRC's Enhanced Vulnerability and Capacity Assessment ([EVCA](#)) methodology and **Roadmap to Community Resilience**, focused on the development of risk-informed community-action plans.

In 2025, the IFRC will operationalize new guidance on how to implement disaster-risk reduction in fragile contexts, including those affected by violence and conflict. This guidance was developed with the IFRC in partnership with the German Red Cross, ICRC and the Red Cross Red Crescent Climate Centre.

National Societies will be supported in their risk-reduction work in all regions, including measures for specific disaster risks.

For example, for many years now, in the [Americas](#), a pre-hurricane season meeting is held with all National Societies and external partners to ensure preparedness and readiness for the hurricane season. This is of particular importance as many National Societies are overstretched following repeated hurricane responses, and this meeting allows the network in the Americas to come together to try and anticipate the demand, and provide extra support where needed.

In the [Asia Pacific](#) region, the IFRC will work with National Societies, the Asia Pacific Disaster Resilience Centre, and local and national government in 2025 to test new approaches for multi-hazard community-based early warning, early action, and disaster-risk reduction.

### ***Enhanced Vulnerability and Capacity Assessment (EVCA)***

The IFRC's Enhanced Vulnerability and Capacity Assessment (EVCA) and the Road to Resilience (R2R) approach are key tools designed to strengthen community resilience. The EVCA empowers communities to identify and understand their risks, vulnerabilities and capacities, enabling them to take informed, locally driven action to reduce disaster impacts – set out in risk-informed community action plans. Complementing this, the R2R provides a comprehensive pathway for National Societies to support community resilience-building efforts, from risk assessment through to long-term sustainable development.

For example, the [Nigerian Red Cross](#), supported by the [British Red Cross](#), finalized its EVCA in early 2024. The insights from this process will directly influence its programming in 2025.

During the EVCA process, the main hazard prioritized was floods. The communities developed action plans to reduce these risks. Based on this, the Nigerian Red Cross used these community action plans to develop a programme with projects focusing on areas prioritized by the communities.

For example, some of the risks identified through the EVCA included further contamination of water sources by floods, open defecation and limited knowledge of sanitation. Work will continue in 2025 to improve the provision of safe water storage and water purification to vulnerable households, provision of handwashing units and soap, with

capacity-building work on soapmaking for the community to promote livelihoods.

Community livelihoods are often damaged by floods. This risk resulted in the design of a food security and livelihoods project aimed at strengthening community resilience to shocks and stresses related to food security and livelihoods by providing training in financial literacy and business management for target groups in the community; and the provision of training and support to strengthen/start businesses.

The EVCA ensured that the National Society could better design its programming to respond to the risks in a way that will most benefit the community.

### **Early warning and early/anticipatory action**

Early-warning systems to predict hazards such as floods, drought and cyclones/storms are a proven, efficient and cost-effective way to save lives and livelihoods, and support long-term sustainability.

#### ***Anticipatory action***

The IFRC will continue to advocate with and build capacities for more National Societies to engage in anticipatory action and develop Early Action Protocols to facilitate the swift allocation of resources from the Anticipatory Action pillar of the Disaster Response Emergency Fund (IFRC-DREF).

The IFRC and National Societies will also work to operationalize a Resolution endorsed at the International Conference of the Red Cross and Red Crescent in October 2024. "[Protecting people from the humanitarian impacts of extreme climate and weather events: Working together to strengthen anticipatory action](#)" calls on states to integrate anticipatory action into their domestic frameworks and systems, and asks the IFRC network to support these processes worldwide.

The IFRC will also enhance coordination and collaboration on cross-cutting and thematic areas related to anticipatory action, such as National Society Preparedness, Cash, and Health and WASH.

#### ***Warning dissemination and communication***

Throughout the year, the IFRC will strengthen guidance, products and platforms for National Societies to engage in the dissemination and communication of hazard warnings, with the aim of ensuring alerts

reach everyone, through preferred and trusted channels of communication, and are actionable.

In 2025, IFRC will finalize step-by-step guidance for the country-level contextualization of IFRC's standard set of [Public Awareness and Public Education \(PAPE\)](#) messages, including what to do in response to warnings. These messages can be included in official alerts that use the Common Alerting Protocol and redistributed by online media such as Google.

In 2025, the IFRC Alert Hub and Safety Tips platform will be enhanced to share official government alerts and contextualized PAPE messages to a broader audience. In addition, a dedicated annex to the PAPE guide will offer global messaging templates for digital communications.

#### ***Community Early Warning Systems***

Following intensive work in 2024 to revise materials on and training in Community Early Warning Systems, and a series of pilots at national and regional levels, the IFRC will roll out these new tools in 2025 and support their use across the IFRC network.

#### ***Early Warnings for All***

In 2025, the IFRC will continue its efforts as a leading partner in the United Nations-led Early Warnings for All initiative ([EW4All](#)), which aims to ensure everyone on Earth is protected by early-warning systems by 2027.

The EW4All initiative comprises four Pillars, in line with the four components of an end-to-end multi-hazard early warning system:

1. Disaster risk knowledge
2. Detection, observations, monitoring, analysis and forecasting of hazards
3. Warning dissemination and communication
4. Preparedness to respond to warnings.

The IFRC is the lead of Pillar 4 on preparedness for response to warnings and will also be actively engaged in Pillars 1 and 3, namely Disaster Risk Knowledge, and Warning Dissemination and Communication, respectively.

Throughout the year, National Societies will be supported in working with and supporting their national authorities to coordinate Pillar 4 and implement activities.

Working closely with the other global pillar leads (UNDRR, WMO and ITU) and partners, guidance, tools and training will be provided, alongside support for resource mobilization work to fund activities around the world.

In 2025, the IFRC will finalize research to assess how anticipatory action has been integrated in domestic frameworks and systems related to Disaster Risk Management around the world.

In the [Africa](#) region, [Madagascar](#) was among the first countries in 2023 to launch the EW4All initiative. In 2025, work will include the updating and dissemination of pre-disaster agreements; development of preparedness to respond action plans and roll-out; training in and capacity-strengthening for anticipatory action with relevant line ministries, and organizing an end-to-end cross-pillar simulation exercise at national and regional levels focusing on tropical cyclones.

### ***Water at the Heart of Climate Action project***

This [ambitious partnership](#) between the IFRC, the Netherlands Red Cross, the Red Cross Red Crescent Climate Centre, the United Nations Office for Disaster Risk Reduction, the World Meteorological Organization and the Systematic Observations Financing Facility combines local knowledge and global technology to help communities understand and reduce the water-related risks they face – before they become disasters. The programme is focused on supporting the countries of [Ethiopia](#), [South Sudan](#), [Sudan](#), [Rwanda](#) and [Uganda](#), which make up the Nile River basin. These countries are not only among the Least Developed Countries in the world but are also highly vulnerable to the impact of climate change. The five-year partnership is supported by financial contributions from the Government of the Netherlands.

Water at the Heart of Climate Action contributes to the Early Warnings 4 All initiative and is carried out in collaboration with the pillar leads of EW4All.

After a one-year inception phase ensuring alignment with government, identification of needs in-country and identification of related programming already begun, the implementation of the programme began in October 2024 and is being carried out in Ethiopia, Sudan, South Sudan, Rwanda and Uganda.

Each country has selected specific communities for the implementation of community-level activities. For example, in [Ethiopia](#), Harish Woreda has been selected for the implementation of locally led adaptation programming for drought, while Kelafo Woreda has been selected for floods.

With regards to warning dissemination and communication, the IFRC network will focus on understanding the information gaps and barriers in communities to better design information and early-warning dissemination products in collaboration with the relevant line ministries. CEA and PGI studies on risk perception and inclusivity of EWS will also be conducted.

Furthermore, the improvement of the ability of communities to act in response to warnings will be prioritized through training in forecasting, EWS and anticipatory action, preparing and testing warning messages to assess perception, including the inclusion of age, gender and disability-specific needs, and reestablishing and strengthening early-warning early action (EWEA) committees.

The IFRC will ensure in 2025 that all National Society operations will be climate-smart, developing Woreda level early-action protocols on drought and floods, activities supporting locally adapted initiatives to increase water points and water management for reduction of the impact of water-related disaster risks, improve hygiene and sanitation infrastructures within communities, and enhance locally led adaptation and income diversification to reduce the impact of water-related disasters. The IFRC network will also support the development and sensitization of Disaster Risk Management policies and laws for EWEA.

### **National Society preparedness**

Some disasters and crises will always outstrip community capacities, and so in 2025 the IFRC will continue to provide its high-impact Preparedness for Effective Response ([PER](#)) programme to National Societies.

PER is one of the core services that the IFRC provides to help National Societies improve their response capacity. It allows National Societies to take control of their own development by identifying strengths and spotting gaps in their own disaster- and crisis-response systems and services.

PER brings fundamental and sustainable improvements. It can be carried out in stages and can even continue while a National Society is responding to a crisis. It requires country-level investment to cover costs that can range from general support in planning, the creation of an emergency operations centre, carrying out simulation exercises, and putting national emergency response teams in place. There are different levels of investments needed for different circumstances.

In addition to accompanying National Societies in this process, in 2025 the IFRC will continue to gather evidence to demonstrate that PER is effective in improving and enhancing National Society response capacities.

In 2025, the IFRC will support National Societies to assess their capacities to be prepared and respond efficiently in urban contexts. This will include the development of needed expertise by supporting National Society capacity-building for urban preparedness and response – for example, through PER urban considerations, urban EVCA, the urban compass tool and related maturity model.

The Pan Africa Initiative on National Society Preparedness and Readiness will continue to guide work in the region in 2025. [African National Societies](#) will be supported to improve capacities in anticipation and readiness, with early-warning early-action mechanisms mainstreamed across the continent. In [Zimbabwe](#), for example, in 2025, the National Society will conduct ten emergency-response simulations and preposition relief items for early action and response.

In [Asia Pacific](#), the Red Ready Initiative contributes to this area of work. It is currently in its third phase, and, in 2025, the initiative's focus will broaden to develop strategic models for National Society strengthening. This shift aims to align with regional ambitions for National Society preparedness, while engaging more partners to support the model.

For example, in [Afghanistan](#), experience gained from the responses to the Khost and Paktika earthquakes, as well as Herat earthquakes, will help the National Society to further invest in preparedness.

Recent large-scale emergencies in [Europe](#) and [Central Asia](#), including the crisis in [Ukraine](#) and its neighbouring countries, underscore the urgent need

## ***The IFRC's Surge system deploys the right people to the right place at the right time – keeping operations as local as possible and as global as necessary.***

for enhanced preparedness and recovery among National Societies. The IFRC is working in Europe to ensure that a standard, minimum level of preparedness capacity is established across the region.

This includes the establishment of Early Action Protocols and the implementation of tools and processes such as disaster-management plans, Emergency Operations Centres, National Response Teams and Needs Assessments, as well as incorporating chemical, biological, radiological and nuclear preparedness into existing processes. For example, in [Turkmenistan](#), the National Society will be supported in establishing rapid-response teams in branches and communities.

### **Surge**

In 2025, the IFRC's [Surge system](#) will continue to build on successful changes made in previous years while also anticipating current and emerging trends. Its aim is to deploy the right people and services to the right place at the right time – keeping operations as local as possible and as global as necessary, across the entire disaster and crisis management spectrum.

Surge mechanisms include Rapid Response rosters of specialized professionals who can be deployed for up to three months in support of emergency operations; Emergency Response Units of specialized professionals and equipment ready for deployment to sudden and slow-onset disasters, and Heads of Emergency Operations, diverse and highly experienced disaster managers who can provide operational and strategic leadership in the IFRC's largest and most complex emergency operations.

In 2025, the IFRC will work to strengthen the connection between national response teams and rapid-response teams; increase investment in regional preparedness and deployments; continue to improve the diversity of professionals on the Surge roster, and enhance Emergency Response Units' adaptability for evolving contexts.



## French Red Cross PIROI Center

### *Improving coordinated response efforts in the Indian Ocean*

Since 2000, the French Red Cross has been running a disaster-risk management programme in the south-west Indian Ocean through the Indian Ocean Regional Intervention Platform (PIROI).

The PIROI is composed of seven National Societies: the [Comorian Red Crescent](#); the [Malagasy Red Cross](#); the [Mauritius Red Cross](#); the [Mozambique Red Cross](#); the [Seychelles Red Cross](#); the [Tanzanian Red Cross](#), With the [French Red Cross](#), as coordinator, as well as the IFRC and the ICRC.

Over time, strong links have been forged that today have improved the ability to implement coordinated emergency-response efforts, but also to adapt risk-reduction projects to each of the National Societies.

In November 2024, the French Red Cross opened a new center of expertise, research and innovation the **PIROI Center**. This centre provides the potential for improved coordination in the region,

but also opportunities for learning, skill building and exchanges.

In 2025, the PIROI Center will continue its activities to strengthen the capacities of disaster-risk management actors and the resilience of populations to climate change, while developing new activities. The Center has also reinforced its logistics capacities, thanks to a new 900 square meter warehouse, which is part of an integrated network of storage facilities in the South-West Indian Ocean. Additionally, research and innovation work is carried out in partnership with research institutions and Red Cross Red Crescent Reference Centres.

In conjunction with the IFRC, it will organize workshops and simulation exercises on disaster law, as well as regional training for emergency-response teams dedicated to shelter and human settlements, and training aimed at promoting nature-based solutions for disaster-risk management.

In [Africa](#), the IFRC will work to expand the number of specializations available on Rapid Response rosters, and to develop operational leadership, with particular focus on female leadership.

In the [Americas](#), priority will be given to building skills across operational management, cash and voucher assistance, and information management.

The IFRC in [Asia Pacific](#) will develop a comprehensive Surge Leadership Programme and a comprehensive financial strategy to ensure preparedness and response are supported sustainably.

[Europe](#) will enhance contextualized surge processes and procedures at regional level, while building the participation of a wider group of National Societies through the provision of training.

In [Middle East and North Africa](#), plans for 2025 include the adoption and endorsement of Rapid Response procedures, and the development of a

regional programme focused on women and operational leadership.

The IFRC will also work with the French Red Cross' **Indian Ocean Regional Intervention Platform**, known as [PIROI](#), to conduct regional training for emergency response teams from the National Societies of the south-west Indian Ocean.

### **Cash**

In 2025, the IFRC will increase support for the use of cash and voucher assistance (CVA) in areas such as health, migration, anticipatory action and social protection.

Support will be provided to National Societies to scale up this approach beyond the use of multipurpose cash to address basic needs, with the aim of meeting the goal where 50% of humanitarian assistance is being delivered through cash and vouchers.

## Cash in emergencies

IFRC will continue to strengthen support on cash in emergencies in 2025. The use of cash and vouchers in emergencies have been increasing with 47% of IFRC-DREFs and Emergency Appeals including cash and voucher assistance in their plans in 2023.

Investment for the use of cash and voucher assistance in protracted crises is also important. The IFRC supports National Societies in protracted crises in all regions, particularly with ongoing responses in the [Middle East and North Africa](#), [Asia Pacific](#) and [Europe](#).

In 2025, the IFRC will continue to work with the British Red Cross' [Cash Hub](#) to facilitate more knowledge-sharing to highlight best practices, and show how barriers and challenges can be addressed and overcome, alongside the provision of additional tools to complement cash preparedness in protracted crises.

With increasing numbers of people on the move around the world, the IFRC will continue to prioritize cash support along migratory routes in the Americas, Africa and Europe. This work will be supported with new training in incorporating cash and voucher assistance in the Humanitarian Service Points operated by National Societies and the IFRC to provide support to people on the move.

## Cash in anticipatory action

In 2025, the IFRC and National Societies will build on the success of a pilot project bringing cash and anticipatory action together. Plans include a mapping initiative to identify which National Societies are already using cash in their anticipatory action work by developing Early Action Protocols, and which National Societies need additional support.

An introductory module on cash and anticipatory action will be developed in 2025, and this will be incorporated into training programmes to ensure all practitioners understand the overlap between the two approaches. The IFRC will also focus on scenario-based training, taking participants through the development process of an Early Action Protocol, incorporating cash preparedness activities.

## Cash in shelter

Cash and voucher programming is an integral part of the support provided by the IFRC network to people who have been displaced from their communities or whose homes have been lost to disaster or crises.

In 2025, the IFRC will support work in Central and Eastern [Europe](#) to mainstream rental assistance, an approach implemented in [Slovakia](#) and [Poland](#) during the crisis in Ukraine and neighbouring countries. Around 25 National Societies will be supported in this work throughout the year.

## Digital solutions in action

**AccessRC** is an innovative multilingual app developed by the IFRC for National Societies to aid people in crisis. It allows users to learn about and apply for support services, including cash transfers, using their mobile phone.

In late 2024, the IFRC launched a programme management module increasing the app's features and enabling National Societies to manage programmes rapidly and independently. In 2025, this module will lower the barriers to entry for National Societies' digital delivery of humanitarian

assistance, with the IFRC providing training and support.

The IFRC will also work with National Societies on expanded use cases (including anticipatory action, route-based migration and climate-smart livelihoods), on interoperability with national systems and on resource mobilization for sustainability. In 2025, localization of the tool will continue by training interested National Societies like the Romanian Red Cross in the use of the programme management module.

## **Enabling Integrated Assistance**

The IFRC is advancing the use of multiple digital tools that enable seamless access to humanitarian services to address diverse needs and contexts, including migration, large- and small-scale emergency responses, and other national programmes to advance humanitarian goals. These digital solutions encompass critical components such as digital cash assistance, case management and referrals, community engagement, health records management, and requests and feedback, e.g. through digital call centres.

Building on the successful implementation of these tools in the [Ukraine](#) response and in countries like [Colombia](#), [Jordan](#), [Georgia](#) and [Kenya](#), the IFRC has launched the Integrated Assistance initiative to identify, coordinate and integrate these digital solutions across our network.

The Integrated Assistance initiative is designed to empower National Societies by optimizing their resources, to ensure a consistent and unified experience for the communities we support, and to significantly amplify the network's collective humanitarian impact.

## **Shelter**

Shelter is essential if people are to recover swiftly and safely from disasters and crises. In 2025, the IFRC will focus on improving the support given to National Societies in assistance for hosting arrangements for displaced populations, and rental assistance to affected populations.

This will include work to enhance the capacity and professionalization of volunteers and staff while promoting actions that will improve the links between green response, environmental sustainability and shelter programming.

For example, in [Europe](#), the regional population movement crisis has led to significant demand for housing and shelter. In response, the IFRC has implemented a range of shelter solutions, from temporary accommodation to providing support for host families, which are essential for providing immediate relief and facilitating the long-term recovery and integration of displaced populations. This work will continue in 2025 with an increasing focus on integration.

The IFRC will also work with National Societies in the development of shelter and urban strategies, using

experience gained from recent crises to enhance National Society programmes to reduce specific vulnerabilities such as homelessness, and explore links with the EU civil protection file.

A strong focus on urban contexts continues to be developed in the IFRC's work. It will continue to support National Societies to be prepared and respond efficiently in urban contexts, and develop needed expertise in urban preparedness and response (for example through PER urban considerations, urban EVCA, the urban compass tool and related maturity model).

## **Disaster law**

In 2025, work will continue to ensure that states and National Societies have suitable [legal frameworks](#) in place to support global initiatives such as Early Warnings for All (EW4All). This will build on 2024's drive to create baselines, during which mapping was carried out to identify strengths and gaps in specific countries and contexts.

This year, National Societies will be supported in engaging with their public authorities in strengthening these legal frameworks to improve the implementation of early-warning systems. This work is crucial to the success of EW4All but will be contingent on the availability of funding.

IFRC will work with PIROI in 2025 to organize simulation exercises and a Disaster Law event for Small Island Developing States of the [Indian Ocean Rim Association](#). The integration of protection, gender and inclusion approaches into legal frameworks relating to disaster-risk management will be given particular attention.

Also in 2025, the IFRC and National Societies will work with states to implement a Resolution on Disaster Law that was approved at the International Conference of the Red Cross and Red Crescent in October 2024.

The Resolution – “Strengthening disaster risk governance through comprehensive legal and regulatory frameworks” – encourages states to develop and improve preparedness for disasters to reduce disaster risks and their impact on people; calls on states, National Societies and the IFRC to strengthen their institutional arrangements for disaster-risk management, and to place early-warning systems and resilience-building measures among innovative approaches to risk reduction.

### **Preparedness for effective response**

Panama is experiencing an unprecedented movement of people across its territory, including the deadly migration route through the Darién jungle. Communities across the country are also experiencing rising levels of violence, inequality and discrimination, alongside hazards such as hurricanes and floods.

To be able to respond to these challenges, the Red Cross Society of Panama continues to strengthen its response capacities and institutional development, so that it can meet the humanitarian needs of increasing numbers of people at risk.

The Panamanian National Society conducted its first Preparedness for Effective Response (PER) capacity review in 2020 and followed this work up with a readiness check in advance of Hurricanes Eta and Iota.

The review highlighted the need to strengthen the National Society's local logistical capacities, to speed up response times following a disaster or crisis. PER also identified ways in which the National Society's emergency operations centre could be developed to improve coordination and communications between headquarters and branches. In addition, PER resulted in improved resource mobilization and partnership opportunities, both of which allowed the National Society to expand its programmes and services.

Two years later, the National Society completed a second cycle of the PER process, which involved the governance, management, operations and volunteering functions. This review resulted in improved services around climate and migration, and a review of existing processes and functions to enhance quality and efficiency.

PER resulted in the implementation of standardized operational processes for the reporting of activated volunteers in times of emergencies, as well as the adoption of disaster-risk management and environmental policies.

The Red Cross Society of Panama has monitored the progress in its response capacity over time, in the continuous transformation and improvement of the necessary areas of work for emergency times.

The strategic plan of the Red Cross Society of Panama (2021–2025) includes crisis and disaster preparedness, and the strengthening of the National Society as part of its pillars, both areas that are subject to discussion and review as part of the PER process monitoring system and plan for upcoming 2025 priorities.

# HEALTH AND WELLBEING

## Targets

- **150 Million people**  
per year are reached with contextually appropriate health services.
- **30 Million people**  
per year are reached with contextually appropriate water, sanitation and hygiene services.
- **15 Million people**  
per year are reached with mental health and psychosocial support services.
- **20 Million people**  
per year are trained in first aid.

*Targets are for 2026, unless otherwise noted.*

## RESILIENCE

*Ensuring that everyone has access to the health services they need, including during emergencies.*



**239.6M  
CHF**

IFRC funding  
requirement

**509.0M  
CHF**

IFRC network  
requirement

**108.3M  
people**

to be reached by  
the network

## Our approach

The IFRC's work in health and wellbeing is informed by the escalating impact of major crises, including climate and health; the efforts to better prepare for and respond to future epidemics and pandemics; lack of access to safe drinking water, sanitation and hygiene, and the risks posed by increasing malnutrition.

The work prioritizes climate-resilient strategies, acknowledging the interconnectedness of health and climate change, strengthening National Society capacities to address the compounding impact of climate-related hazards on health outcomes.

The IFRC takes a forward-looking approach to the broader determinants of health. By integrating a health equity lens, the IFRC aims to contribute to the global health agenda by addressing the root causes of health disparities and promoting inclusive, accessible and sustainable health solutions.

The IFRC is equally seeking to fortify National Societies' abilities to respond effectively to epidemics and pandemics through 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.

## Our plan for 2025

In 2025 and beyond, the IFRC will give special attention to the reinforcement of the vast number of health infrastructure facilities and services that the IFRC network have available, and which provide services to rural, peri-urban and urban populations. We will also ensure greater coordination with the WHO and national health authorities and will also focus on supporting primary health and water-system strengthening and community resilience.

The IFRC network will continue to link its work in health and care to the global agenda through the Sustainable Development Goals, particularly SDG 3 – “Ensure healthy lives and promote wellbeing for all at all ages” – and SDG 6: “Ensure the availability and sustainable management of water and sanitation for all”. The IFRC also continues to engage in major health forums, including the Global Health Multi-Stakeholder Dialogue, WHO Cholera Forum, World Health Assembly and the World Health Summit.

## Climate and health

As climate change progresses, it amplifies pre-existing health risks while introducing new challenges that disproportionately affect vulnerable communities. Rising global temperatures, extreme weather events such as heatwaves, floods, hurricanes and cyclones, and shifting ecosystems are worsening the spread of infectious diseases, malnutrition and respiratory conditions, among other health issues.

These changes place the most significant burden on populations already at risk, such as people living in poverty, marginalized groups and communities in geographically vulnerable regions. In response, the IFRC network is committed to expanding its efforts to help public health systems and local communities better adapt to these emerging challenges.

This will be achieved by prioritizing resilient health systems, enhancing the adaptation agenda and implementing effective mitigation strategies. Through these actions, the IFRC aims to ensure that communities are better equipped to manage the health consequences of climate change.

To further these efforts, strategic partnerships are planned with key global organizations such as the World Health Organization, the Green Climate Fund

## Top 10 IFRC network funding requirements for health and wellbeing

### By country compared to their ranking on the [Global Health Security Index](#)

Country	IFRC network funding requirement (CHF millions)	Global Health Security Index
Lebanon	44.4	111
The Democratic Republic of the Congo	22.8	167
Afghanistan	19.2	145
Yemen	18.5	194
Bangladesh	18.4	95
Syrian Arab Republic	16.1	192
Ethiopia	14.5	87
Kenya	14.2	84
Ukraine	11.7	83
South Sudan	11.2	185

and the Rockefeller Foundation. These partnerships will play a crucial role in ensuring that National Societies have the necessary resources and support to integrate climate action into their public health policies. This alignment of climate resilience with health policy is essential for protecting populations from the far-reaching health impact of climate change, and for fostering a sustainable future for all.

In 2025, the IFRC will support National Society efforts to design and implement local and national action plans which specifically address the health implications of climate change; work to build a coordinated approach to address the intersection of these critical areas, and enhance work carried out in the overlapping areas of climate, health and migration. There will also be increased support available for the most at-risk and marginalized communities.

At the same time, the IFRC will put increased efforts into continuous evidence and data collection, strengthened advocacy and research, and resource mobilization in support of National Societies' work within communities worldwide.

### Health and migration

People on the move face significant risks to both their physical and mental health, either from the perilous nature of their journeys, or from the lack of culturally and linguistically appropriate healthcare in both transit and destination countries.

Their health can be negatively affected by the complex interplay of political, social, environmental and

employment challenges in countries of origin or host countries. These can include ongoing socio-economic inequalities, demographic and employment disparities, human rights violations, prolonged conflicts, and the environmental effects of the climate crisis, such as insecurity around housing, water and food. Women, children, elders and individuals with chronic health conditions are particularly at risk.

The IFRC takes a comprehensive, multisectoral approach to health in migration and displacement which addresses the root causes of health disparities and confronts broader existential threats to wellbeing. This includes enhancing health across the life course, with special attention to the people at greatest risk.

Equally important is accelerating efforts to prevent non-communicable diseases, promoting mental health, eliminating high-burden communicable diseases and tackling anti-microbial resistance, to which these populations are particularly vulnerable. People on the move are able to access a range of health services at the Humanitarian Service Points (HSPs) operated by National Societies as part of the IFRC's Global Route-Based Migration Programme. HSPs are designed to provide humanitarian assistance and protection to people on the move, meet their essential needs and contribute to their safety and dignity (see the **Migration and displacement** section for more information).

Areas of focus concentrate on the capacity and responsiveness of National Societies and health

systems, viewed through a primary healthcare lens, within the context of local policies and governance during the later settlement phase, when people on the move integrate into existing systems.

IFRC priority areas include health service delivery, workforce and information systems; access to essential medicines, vaccines and technologies; health system financing, and leadership and governance.

In 2025, the IFRC will launch a review of the resources available to National Societies and organize training for National Societies in how to design, implement, monitor and evaluate health and migration support and programmes.

### **Cholera Country Support Platform**

In 2025, the Global Taskforce on Cholera Control Country Support Platform will prioritize critical cholera control work in [Asia](#), the [Caribbean](#) (particularly in Haiti), Central Africa, Southern [Africa](#) and Western Africa, focusing on multisectoral collaboration, capacity-building and resource mobilization to strengthen country-led National Cholera Plans.

The Country Support Platform aims to help cholera-affected countries integrate lessons from outbreak responses into their national plans, shifting from reactive outbreak management to sustainable preparedness and prevention for rapid outbreak detection and response.

The IFRC will work throughout 2025 to support affected national authorities in the development, implementation, and monitoring and evaluation of their National Cholera Plans, with the focus on [Bangladesh](#), [Burundi](#), [the Democratic Republic of the Congo](#), [Haiti](#), [Malawi](#), [Mozambique](#), [Nigeria](#), [Nepal](#) and [Zambia](#), positioning National Societies as trusted implementing partners in areas of their expertise and/or interest.

Technical support and capacity building will be provided across the five cholera intervention pillars, namely surveillance, case management, WASH, Oral Cholera Vaccination strategies and community engagement.

The IFRC will also lead high-level advocacy engagements and events with national and sub-national government officials, global and local funders and implementing partners, to secure political and financial support for cholera control in Asia, Central Africa, Southern Africa and Western Africa.

### **Epidemic and pandemic preparedness**

Epidemics and pandemics are some of the biggest threats to a safe and healthy world. Known diseases – such as cholera, Ebola, measles and malaria – already pose a serious threat to large parts of the global population.

The world is also at risk from new infectious diseases, as we saw with the devastating COVID-19 pandemic. As **mpox** has surged to global attention, and WHO and the Africa Centres for Disease Control and Prevention declared it a public health emergency, our National Societies are once again working with communities, public authorities and other partners to prevent, detect and respond to the outbreak.

Much more investment is needed globally to strengthen health systems and ensure societies are prepared for an increasingly hazardous world. Through its global programmes – such as the Community Epidemic and Pandemic Preparedness Programme supported by USAID, the Pilot Programmatic Partnership with ECHO and the Preparedness for Pandemic Response (PREPARE) initiative funded by the Pandemic Fund – the IFRC engages, trains and supports people in epidemic and pandemic preparedness in more than 37 countries worldwide.

In 2025, the [Kenya Red Cross](#) will work with human, animal and environmental health actors to strengthen the One Health approach at sub-national level, allowing for a coordinated and rapid response to new outbreaks of zoonotic diseases such as anthrax.

In [Guinea](#), the National Society will extend its community-based surveillance system to Nzérékoré, a region particularly prone to hemorrhagic fever.

In [The Democratic Republic of the Congo](#) and [Burundi](#), volunteers will help communities prevent, prepare for and respond to mpox.

The PREPARE programme, implemented in partnership with the Intergovernmental Authority on Development in Eastern Africa, will strengthen critical One Health cross-border surveillance, laboratory systems, the workforce, community engagement and multi-sectoral coordination in [Djibouti](#), [Ethiopia](#), [Kenya](#), [Somalia](#), [South Sudan](#) and [Uganda](#).

In South-East Asia ([Laos](#), [Vietnam](#), [Cambodia](#), [Thailand](#), [Indonesia](#), [Malaysia](#) and [Philippines](#)), the

## Pandemic Fund

The IFRC is currently undergoing the accreditation process for the [Pandemic Fund](#). This instrument finances critical investment to strengthen pandemic prevention, preparedness and response capacities at national, regional and global levels, with a focus on low- and middle-income countries.

The IFRC was the only organization which has cleared stage 1 and been requested to submit stage 2 application and documents for the

accreditation process. In July 2024, the IFRC submitted its Stage I application to the independent panel, and Stage II in mid-October after approval of the Stage I submission by the Pandemic Fund board.

At the time of going to press, the IFRC hoped to become an accredited Implementing Entity by the start of 2025, in time for the next call for proposals of the Pandemic Fund, expected in the first quarter of 2025.

IFRC will strengthen cross-border coordination and National Society staff and volunteers' capacity to prepare for and respond to avian influenza, SARS and Nipah. At the same time, the IFRC will encourage anticipatory action for vector-borne diseases including malaria, dengue and chikungunya, all of which are being exacerbated by climate change.

The [Indonesian Red Cross](#) will play a major role in the roll-out and sustainability of community-based surveillance in the country, following the adoption of a community-based surveillance regulation by the Government of Indonesia.

In [Tajikistan](#), the Red Crescent will train volunteers in epidemic preparedness and response in districts bordering with Kyrgyzstan and Afghanistan.

In [Ecuador](#), the Red Cross will support vaccination campaigns at community level, providing logistical support and health personnel to the national health system.

In [Honduras](#), the Red Cross will work with community-based organizations to respond to the health consequences of epidemics and pandemics.

The [Lebanese Red Cross](#) will strengthen established community-based surveillance systems in collaboration with the Ministry of Public Health.

In the [occupied Palestinian territory](#), the National Society will run community-action committees' awareness activities, particularly essential due to the elevated risk of infectious disease outbreaks in Gaza caused by dire WASH and shelter conditions.

## Mental health and psychosocial support

The IFRC has long acknowledged the significance of mental health and psychosocial wellbeing to enhance resilience during challenging times.

In 2025, IFRC will establish a Movement Mental Health and Psychosocial Support Hub as per an agreement signed in February 2024 by the IFRC, ICRC and Danish Red Cross. This is an evolution of the current Psychosocial Reference Centre.

In 2025, work will continue to strengthen IFRC network emergency response systems and National Society preparedness initiatives, through mental health and psychosocial support (MHPSS) surge tools and components, delivering a standardized MHPSS surge capacity training course, and establishing an MHPSS roster. The IFRC will continue the USAID-supported programme [Integrated Model for Supervision](#) with the [IFRC Psychosocial Centre](#) and Trinity College of Dublin. The vision for the programme is that all organizations operating in humanitarian emergencies have the knowledge, tools and capacity to confidently incorporate supportive supervision as an essential component of mental health and psychosocial support programming.

Supportive supervision is an approach that contributes to building skills, quality assurance and the wellbeing of mental health and psychosocial support service providers, as supported by [research](#). In addition, a new project will be launched to develop an evidence-based toolkit for suicide prevention and response. The toolkit will enable humanitarian staff and volunteers to identify and support persons at risk of suicide and their communities.

National Society capacity-building work will continue through the provision of opportunities for staff and volunteers to build their skills and knowledge, including through expanding the catalogue of training courses available on the IFRC's Learning Platform.

The **French Red Cross'** Indian Ocean Regional Intervention Platform – **PIROI** – will join forces with the **Global Reference Centre for First Aid** in 2025 to deliver training in psychological first aid for the National Societies of **Mauritius** and **the Comoros**. These training courses aim to enable response teams to support people affected by a crisis or disaster in managing their reactions to these events.

### **Water, sanitation and hygiene**

The IFRC has developed a comprehensive and forward-thinking water, sanitation and hygiene (WASH) plan for 2025, one with a dual approach that both builds on its traditional strengths and embraces innovation.

In 2025, the IFRC will maintain its traditional WASH Emergency Response Units (ERUs) while expanding its capacity to deliver WASH services in novel, complex and unpredictable settings through the continued deployment and improvement of new, more flexible modules, and continuous efforts to build and maintain WASH human resource pools.

For example, the ongoing complex crises in the **Middle East** and **Sudan** have led to significant disruptions in WASH services, with the impact extending to other countries in the regions. In 2025, the IFRC's focus will be on supporting and coordinating National Societies and their local partners to deliver essential health and WASH services to the most affected areas.

The IFRC is committed to enhancing the quality and efficiency of its operations, ensuring it can do more with fewer resources while providing timely and comprehensive WASH services to people in need. This means refining both the technical expertise and logistical operations that underpin its emergency responses.

The IFRC's focus on WASH includes a strong focus on longer-term WASH needs that lead to stronger, healthier and more resilient communities.

In 2025, National Societies will be supported with the continuous capacity-building of global-, regional- and national-level WASH response rosters, the

development of a wastewater treatment ERU, and support for greater involvement of National Societies from the Global South in the ERU system.

In the **Americas**, the IFRC will work to support National Societies in addressing regional gaps in access to WASH services, particularly in Central America. A central focus will be the establishment of a WASH Hub, enhancing regional collaboration and capacity-building through standardized tools and best practices.

The IFRC will explore innovative wastewater and energy solutions for emergency settings this year, continuing a collaboration with academic partners to drive research and engineering design in these fields, creating cutting-edge technologies that can be rapidly deployed in the most challenging environments. This partnership allows the IFRC to stay at the forefront of technological advancements, ensuring that emergency WASH services are both efficient and resilient in the face of new challenges.

For example, in **Ethiopia**, significant work has been done to increase the installation of water points, which are a lifeline for rural communities. Previously, it may have taken an entire day to access the nearest place for clean water or risk drinking contaminated water from local sources.

However, these new water points are dependent upon electricity, and this has resulted in uneven access. Affected communities asked the Ethiopian Red Cross to connect the water pumps to solar energy to solve this problem.

In 2025, the Ethiopian Red Cross will carry out work to convert the water points to solar power, ensuring that communities have more reliable access to safe, clean water.

The IFRC is committed to using new online learning modalities to build the capacity of its global WASH workforce. By harnessing these digital tools, the IFRC can improve the skills of staff from around the world at a fraction of the cost of traditional in-person training, ensuring that more people are equipped with the knowledge and skills needed to respond to emergencies effectively. These efforts will reinforce the emergency and developmental WASH capacities at regional and global levels, with regional WASH roles continuing to be a cornerstone of the IFRC's operational model.



### Mental health in crises

In Mongolia, the harsh winters can generate an extreme cold weather event known as *dzud*. In January 2024, this disaster affected a staggering 90% of Mongolia, hitting herder families the hardest. These families, whose livelihoods depend on their livestock, faced devastating losses, severely affecting their mental and physical well-being. Although Mongolia has been enduring increasingly severe winters in recent years, this *dzud* stands out for its unprecedented toll on communities.

As families grappled with loss and struggled to survive, assessments revealed growing mental health and psychosocial support (MHPSS) needs. Herder families were experiencing heightened stress, sleeplessness, seasonal depression and substance abuse. Tragically, there had also been a rise in suicides.

These issues stemmed from the physical and emotional toll of losing livelihoods, being separated from loved ones, dealing with health problems caused by the cold, and being forced to migrate due to climate change.

The Mongolian Red Cross Society recognized the urgent need for MHPSS services as part of their response to the crisis. Despite the challenges posed by the disaster, the National Society has

made remarkable strides in providing mental health and psychosocial support to affected communities.

By mid-May 2024, volunteers and staff had reached more than 10,000 people through in-person visits and phone calls, addressing the unique challenges herder families face. To enhance their efforts, the Mongolian Red Cross trained 45 volunteers in MHPSS techniques, preparing them to better support their communities during emergencies like *dzud*. The National Society worked with Mongolia's National Centre of Mental Health to create MHPSS messages that reached more than 133,000 people through social media.

Looking ahead, *dzud* is expected to return in early 2025, and the Mongolia Red Cross is already preparing for another robust response. Mental health and psychosocial support will remain a top priority, with plans to expand and improve the services based on the experience gained in 2024.

The National Society's efforts are being supported by the IFRC, including the Asia Pacific MHPSS Collaborative and the Country Cluster Delegation for China, Mongolia, Japan and the Republic of Korea.



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# MIGRATION AND DISPLACEMENT

## Targets

- **75% of National Societies**  
to conduct a migration and displacement needs assessment and/or to integrate migration and displacement into their strategic planning.
- **ALL National Societies**  
operating along main migratory routes to have the capacity to access resources to establish Humanitarian Service Points, providing access to assistance, protection and integration support to migrants and the displaced.

*Targets are for 2026, unless otherwise noted.*

## RESILIENCE

*All people on the move are safe and treated with dignity, have their rights respected and can thrive in inclusive communities.*

**62.8M  
CHF**

IFRC funding  
requirement

**172.5M  
CHF**

IFRC network  
requirement

**20.3M  
people**

to be reached by  
the network

## Our approach

Migration and displacement are among the defining features of our time. More than 280 million people live outside their country of birth, the highest number in human history. While many people choose to migrate in search of better opportunities, more than 100 million people – the highest in recorded history – are forced to flee their homes to escape persecution, conflict, disasters, climate change or extreme poverty.

Many people on the move face barriers to accessing essential and often life-saving support. Others face difficulties related to integration and socio-economic inclusion in countries of transit and destination, including discrimination and marginalization. For many, their humanitarian needs persist even on their return to countries of origin.

The IFRC supports migrants and displaced people based on our humanitarian approach – which means assisting people regardless of why they are moving and irrespective of their status. In practice, this means we are assisting people on the move in more than 165 countries around the world, and including asylum seekers, refugees, migrant workers, undocumented migrants and others. National Societies and the IFRC work to provide support, information and access to basic services for people who migrate or are displaced, ensuring that their agency, dignity and humanity are recognized and respected.

The network is present along migration routes on land and sea, in host communities, and in countries of origin, transit and destination. At all times, focus is placed on the needs of the individual, not their status, nationality or reasons for leaving their home.

The IFRC has been working to support and enhance National Societies' capacities to prepare, anticipate and respond rapidly to migration and displacement crises, including through investing in anticipatory

action approaches to population movement. This includes strengthening coordination between National Societies across borders and along migration routes.

In addition, the IFRC actively supports coordination mechanisms such as the Migration Leadership Group, the Global Migration Taskforce, the Movement Reference Group on Internal Displacement, and the research and analysis of the [Global Migration Lab](#). These groups help leverage expertise and insight across the network, as well as to ensure a collective and coordinated global approach based on local needs and local response.

## Our plan for 2025

From 2025 onwards, the IFRC will initiate a comprehensive approach around migration and displacement, from promoting community resilience through economic empowerment and livelihoods, to awareness-raising and access to information on migration risks. It will reinforce its migration-route protection services through more and stronger Humanitarian Service Points and will support National Societies in their work with returnees.

Migration holds the potential for significant social, economic and cultural benefits; however, for many – especially the people National Societies and the IFRC work to support – migration is fraught with risk and vulnerability.

In 2025, the IFRC will continue to build network capacities to prepare, anticipate and respond rapidly to migration and displacement crises, including through continued investment in anticipatory action approaches to population movement.

The network's strengths – solidarity, shared humanitarian principles and values, sharing of information



and best practices – will continue to be enhanced through strengthened coordination and collaboration between National Societies and the IFRC, ensuring that people on the move receive a continuity of care wherever they are on their journeys.

The IFRC will broaden its research activities to better understand the drivers and dynamics of migration in different contexts. This will ensure that the network's humanitarian services are appropriate and continue to meet the needs of migrants, displaced people and host communities.

This will also allow the IFRC and individual National Societies to provide increasingly effective support in countries of origin by strengthening community resilience to risks such as the climate crisis and environmental degradation, as well as to vulnerabilities created by persecution, discrimination and socio-economic pressures.

For example, in the [Africa](#) region, the IFRC aims to build the capacities of 80% of African National Societies to provide more effective support to migrants and displaced people in the areas of health, psychosocial support, shelter, cash and voucher assistance, water, sanitation and hygiene (WASH), and livelihoods.

Work will include expanding assistance through the IFRC network's system of [Humanitarian Service Points](#) and implementing a regional community resilience programme for returning migrants. Additionally, the IFRC will enhance its collaboration with the UN Migration Network, offering practical expertise and a strong advocacy platform to support the Global Compact for Migration's framework for safe and dignified migration.

In the [Africa](#) region, the IFRC will continue supporting National Societies in coming together to address the challenges posed by migration in a collective and collaborative way, through the various migration networks established throughout the continent (i.e. the Sahel+ Migration Working Group and the East Africa Migration Network).

In the [Americas](#), where the migration flows are transregional, the IFRC will continue to support an increasing number of migrants, many of whom are on the move following continued insecurity in Haiti, Venezuela and throughout Central America. Crises are driving people from their homes in search of

safety and economic security, with many taking perilous routes. The IFRC will continue to enable a regional and route-based approach to responding to the needs of migrants, providing essential information and supporting dignity, including through Humanitarian Service Points. The IFRC will also continue supporting National Societies in building their capacities through the Preparedness for Effective Response approach (see the **Disasters and Crises** section for more information on PER).

The work of [Asia Pacific](#) National Societies will be supported throughout 2025 by IFRC's regional and country-level analysis, its forecasting, assessments on migration and displacement, and evaluations of population movement operations. There is a strong focus on migration and displacement as related to protracted crises and complex emergencies, with a particular focus on [Afghanistan](#), [Bangladesh](#), [Myanmar](#) and [Sri Lanka](#).

Countless people are still displaced across [Europe](#) following the crisis in Ukraine and neighbouring countries. Population movement is also driven by other events and affected by the stricter migration policies in the region. While the IFRC and National Societies are still providing humanitarian assistance to people on the move, greater focus will be placed on supporting integration and inclusion activities in 2025.

For example, the Hungarian Red Cross migration and asylum department was established in response to the Ukraine crisis. These services are now being expanded to support a broader range of migrants, refugees and displaced people arriving in [Hungary](#). In 2025, the IFRC will support the National Society in developing educational programmes aimed at helping new arrivals integrate more effectively and find their place within local communities.

Lessons learned from multiple population movement events in Europe – including those in [Ukraine](#), [Armenia](#), [Poland](#), [Greece](#) and [the Balkans](#) – will improve the IFRC network's preparedness and response to cross-border migration and displacement operations in 2025 and beyond. A Population Movement Operation review was undertaken and as a result, an operational handbook to support operations with recommendations in preparing for and responding will be disseminated across the IFRC network.



The MENA region represents countries of origin, transit and destination, with several factors driving movements in the region, including conflict and economic factors, as well as climate change. National Societies in the [Middle East and North Africa](#) region will be supported in 2025 to provide assistance and protection to migrants in emergency and non-emergency contexts, and with support to enhance National Society capacities.

The IFRC will also support the work of the MENA Migration Network, including through a work plan of regional priorities and activities. Technical support will also be provided to National Societies affected by the ongoing crisis in the region, which has been driving increasing internal and cross-border displacement in Lebanon and the occupied Palestine territory, among others. The IFRC will also support National Societies in expanding the IFRC MENA Children Red Initiative for Children on the Move across the region.

### **Global Route-based Migration Programme**

The IFRC's [Global Route Based Migration Programme](#) was established in 2021 to protect the safety and dignity of people on the move along some of the world's most dangerous routes. This programme delivers essential services to people regardless of their status, including food, water, reliable information, healthcare (including first aid and psychosocial support) and safe referrals.

As well as working to improving people's access to assistance and protection along migration routes, including through [Humanitarian Service Points](#) on land and the [HSP@Sea](#) on board the Ocean Viking vessel in the Central Mediterranean, the programme also builds National Societies' capacities, and supports local and global advocacy.

Solidarity, coordination and knowledge-sharing among National Societies allow the network to provide an enhanced continuity of care along migration routes. In 2023, 59 National Societies committed to the programme and collectively supported more than 1.3 million people.

In 2025, the IFRC will move the programme into its second phase, which will involve strengthening National Society capacities and building the network's collective support along migratory routes.

The IFRC will use experience gained in the initial phase of the programme, and insights from a recent research study, to explore the use of digital tools to support migrants and displaced people, including a pilot project on the use of Digital ID for healthcare support in cross-border contexts.

### **Humanitarian Service Points**

Humanitarian Service Points (HSPs) are a global initiative of the IFRC network in responding to the needs of migrants and displaced people. HSPs are neutral, safe and welcoming physical spaces that may be established by National Red Cross and Red Crescent Societies as part of their response to emergencies or as part of their longer-term programmes.

All are designed to provide humanitarian assistance and protection to people on the move, meet their essential needs, and contribute to their safety and dignity.

In 2025, the IFRC will continue to ensure that National Societies have the capacity to activate HSPs in the context of people on the move, ensuring the continuity of care along migratory routes.

Building on the success of the first face-to-face HSP training in 2024, in which personnel from 67 National Societies were trained, and the launch of an HSP e-learning programme on the IFRC's Learning Platform, the IFRC will organize a global HSP training programme in 2025. Plans are also being developed for the creation of a roster of HSP experts who can provide support to National Societies in emergency and non-emergency settings.

In [Asia Pacific](#), the IFRC will host an orientation to HSPs for Asia Pacific National Societies, drawing on the expertise and experiences of National Societies from other regions.

National Societies in the [Africa](#) and [Middle East and North Africa](#) regions will continue to work across borders in 2025 to support people affected by the conflict in [Sudan](#), which began in April 2023.

The Sudanese Red Crescent, with support from the IFRC and other partners, set up HSPs along migratory routes at the onset of the crisis, and has been delivering humanitarian assistance and essential services to displaced people ever since.

Neighbouring countries – which have received a considerable number of displaced people crossing

borders in search of safety – have also set up HSPs in strategic locations to assist people affected by the crisis. The [Egyptian Red Crescent](#) operates an HSP at Egypt's border with Sudan, offering essential services such as health care, WASH, restoring family links, shelter and food.

The [Ethiopian Red Cross Society](#) currently operates two HSPs in bordering locations (Metema and Kurmuk), supporting displaced people entering Ethiopia. In [Chad](#), the National Society also recently opened its first HSP in Adré to support vulnerable people crossing towards Chad and is currently assessing locations to open another one (see the Journey section for more details).

In [Europe](#), the [North Macedonia Red Cross](#) will continue to operate its fixed HSP at the border with Serbia, in the city of Lojane, where the National Society is delivering assistance and protection to migrants. The National Society also operates a mobile HSP at borders that allows volunteers and staff to reach and support migrants in the deep forest.

### ***HSP@Sea***

In 2025, the IFRC will continue to work with SOS Méditerranée to support people rescued by the Ocean Viking vessel on the deadly Mediterranean Sea migration route. It is estimated that more than 30,000 people have died trying to make this perilous crossing since 2014.

The IFRC's HSP@Sea was established in 2021 and has since supported 6,841 people rescued by the Ocean Viking during 123 operations. Some 1,841 of the survivors were minors.

The search and rescue work is performed by SOS Méditerranée, and IFRC network staff on board provide post-rescue support to survivors. The on-ship IFRC team includes a leader, a cultural facilitator, medical staff such as a doctor, nurse and midwife, and delegates who specialize in relief, protection and communications.

### ***Centre for Humanitarian Action at Sea***

Given the scale of this crisis, the IFRC and SOS Méditerranée are working with partners to create a space for dialogue between states, the commercial maritime sector and humanitarian organizations.

The **Centre for Humanitarian Action at Sea**, hosted in Geneva by the Global Centre for Security

Policy, envisions a future where innovation, collaboration and proactive solutions define the landscape of maritime humanitarian rescue. Its overall goal is to reduce mortality and to increase cooperation at sea through high-level dialogue, research, training and humanitarian diplomacy, and support for search and rescue operations.

In 2025, the Centre will continue to collect data and conduct research into migration across sea routes, to ensure an evidence-based approach to protecting lives at sea.

### **Anticipating challenges with Early Action Protocols**

In 2025, the IFRC will work with National Societies to support the development of Early Action Protocols (EAPs) for anticipated population movement in their countries or region.

An Early Action Protocol brings together a trigger, predefined early action and pre-agreed financing from the anticipatory action pillar of the IFRC's Disaster Response Emergency Fund (IFRC-DREF). Once approved, an Early Action Protocol has a five-year lifespan. Funds are distributed over the number of years that the EAP is active for preparedness activities. Once the trigger is reached, funding is disbursed for the implementation of early actions to mitigate the impact of the hazard.

The first Early Action Protocol for population movement was developed by the Honduras Red Cross and was approved in December 2023. This Early Action Protocol will guide the timely and effective implementation of early actions based on consensus-based forecasts that predict population movement, reducing the risks of such an event becoming a humanitarian crisis.

In 2024, the IFRC supported the [Djibouti Red Crescent Society](#) as it developed a simplified Early Action Protocol. The objective is that, should large numbers of people on the move pass through Djibouti on their way to the Arabian peninsula, the National Society's capacities will not be overwhelmed, and its volunteers and staff can provide the needed humanitarian assistance.

Anticipatory action is a vital way to ensure a National Society has access to the funds it needs to prepare for, and mitigate the risks of, population movement in its context. This involves protecting the safety and

dignity of migrants and displaced people as well as host communities.

In 2025, the IFRC intends to expand this approach across the network by facilitating the development of more Early Action Protocols.

### **Integration and inclusion activities**

When crises occur, migration activities are included in the respective emergency appeals. When emergency appeals end, and in all cases of longer-term support to migrants and host communities, activities are included in the [IFRC network country plan](#).

National Societies continue to complement national efforts in reception, integration and inclusion initiatives by implementing programming focused on the integration and inclusion of migrants within their host communities and societies.

For the IFRC network, integration refers to the process through which migrants become active and engaged members of the host society, while inclusion ensures that migrants have equal access to rights, opportunities and services in the host society, irrespective of their cultural or ethnic background.

In 2025, the IFRC will provide a standardized structure to assist National Societies in designing, financing and implementing integration and inclusion initiatives, based on four interconnected pillars

- Pillar 1: Socio-economic integration and inclusion, which includes areas like employment, housing and education.
- Pillar 2: Socio-cultural integration and inclusion which includes areas like orientation and information, language and social connections.
- Pillar 3: Wellbeing and protection which includes areas like health, mental health and protection.
- Pillar 4: Accountability and meaningful participation.

### **A migration strategy for the Movement**

The [Movement Migration Strategy \(2024–2030\)](#), which was adopted at the Council of Delegates in 2024, is designed to steer National Societies, the IFRC and ICRC through an evolving landscape shaped by climate change, disasters, armed conflicts, other situations of violence, pandemics, growing inequalities, advancements in digital technology, and a shifting political and humanitarian space.

## **A new Movement Migration Strategy will create strong, coordinated and coherent Movement action.**

It provides an overarching framework for strong, coordinated and coherent Movement action, aligned with and capitalizing on, the respective and complementary mandates, roles and areas of expertise of the Movement components.

The implementation of the strategy will begin in January 2025. The IFRC will be closely involved in collaborative efforts to develop an action plan; a capacity-strengthening toolkit that will also function as an implementation manual and a monitoring plan.

### **Climate-related displacement**

Sudden-onset hazards influenced by climate change often force people to leave their homes to remain safe and avoid harm. During their flight and while they are displaced, people face risks to their lives and safety, struggle to access essential services, including food and water, health services, shelter and reliable information, and to maintain income, livelihoods, and family and social connections.

In the face of these needs, National Societies are acting to reduce risks that influence or lead to climate- and disaster-related displacement, build resilience and support adaptation, reduce and address humanitarian needs, and support solutions for people to re-establish safe and dignified lives.

In line with *Strategy 2030*, the Movement Climate Ambitions, and the Global Climate Resilience Programme, the IFRC is collecting evidence across three regions – Africa, Asia Pacific and the Americas – to strengthen knowledge and action at the intersection of the two Strategic Priorities of Climate and Migration and Displacement, recognizing the changing climate is exacerbating vulnerability, risk and humanitarian need, increasing displacement, and influencing people’s decisions to migrate.

In 2025, this research will represent a first step in meeting the needs of National Societies in to strengthen our capacity to reduce and address the humanitarian needs stemming from climate- and disaster-related displacement and mobility.

## Alleviation of migratory pressures and reintegration of returnees

The IFRC network provides humanitarian support to people on the move wherever they are on their journeys. This includes support given to migrants who return to their countries of origin, whether by choice or because they have been compelled to. It also includes strengthening community resilience and creating economic opportunities so that, if they choose to, people can stay in their communities and not face significant pressure to migrate,

Many people who return will face significant reintegration and socio-economic challenges. National Societies coordinate their activities in countries of destination, transit and return, and cooperate, both in preparation of returns, in receiving the returnees. Support offered includes pre-departure counselling as well as reintegration assistance and monitoring of conditions after their return.

In 2025, the IFRC will launch a new programme in the [Sahel](#) (Community Resilience Programme

for Returning Migrants) with the participation of 11 National Societies already present at points of departure, arrival, transit and return, and in the main border areas.

This programme sets out a regional framework with a common goal and three common pillars of response (essential needs and livelihoods, support and strengthening, social inclusion, and mental health and psychosocial support). The National Societies will adapt this framework to suit their own context and the needs of returning migrants.

For example, the [Mali Red Cross](#) – alongside its existing activities with HSPs through the IFRC Global Route-Based Migration Programme – will work in 2025 to train staff and volunteers, engage with communities to promote understanding and integration of returning community members, run awareness-raising campaigns, and work with policymakers to ensure that the needs of migrants and displaced people are addressed at national and regional levels.

## MIGRATION IN THE AMERICAS

In the [Americas](#), people on the move cross many borders and pass through multiple countries on their journeys, facing unacceptable risks along the way. The region's National Red Cross Societies provide support through HSPs and work closely together to provide a strong, coordinated route-based network for people facing challenges.

National Societies are in daily contact to discuss new entry points, increasing or changing flows of people, complex cases or shared political issues. Where critically necessary, information on people with serious medical needs is shared between the relevant National Societies to ensure that the person will receive the support they need in their next country of transit, with specialist referrals if required.

The use of HSPs as a common mechanism is vital to the success of this humanitarian support, as is improved data collection.

For example, the [Panama Red Cross](#) supports people on the move transiting through the dangerous Darién jungle crossing. Pregnant women

or those travelling with young children are met with a tailored maternity and infant-care programme, where specialist medical staff and volunteers take the child's measurements and, if needed, assist the mother in breastfeeding.

Panama's National Society has also introduced an innovative medical card following community concern about continuity of care along migration routes. These cards embed metrics including details of any medicines previously provided to families. This allows people to share their recent medical history with staff and volunteers at other HSPs or with other agencies.

In 2025, National Societies in the Americas will strengthen their ongoing efforts to implement common data management tools and further streamline humanitarian assistance across borders. They plan to mainstream the use of [RedSafe](#), a digital humanitarian platform hosted by the ICRC that securely hosts digital copies of a person's documents, informs migrants of risks, maps humanitarian services along routes and allows for in-app messaging.

### **Humanitarian Service Points**

The ongoing conflict in Sudan has led to an increase in the number of displaced people crossing the border into Chad – including many Chadians returning to their home country.

In response, the Red Cross of Chad set up a new Humanitarian Service Point in the south-eastern border town of Adré. There, volunteers and staff set up a data-collection system to ensure accountability, adapt their services and anticipate the needs of people crossing the border.

Through this data collection, the Chad Red Cross gained an understanding of the demographic profile and variety of needs of the individuals and households passing by the Adré HSP.

In their first month of operation, 6,599 individuals from 1,113 households displaced by the conflict in neighbouring Sudan were welcomed at the HSP. Of this number, 81.5% needed assistance in obtaining a refugee card and a ration card, while 7% needed support in health, and 6.2% in water and sanitation. The National Society also

conducted safe referrals in areas in which they were unable to provide direct support. They discovered that 79% of their visitors were satisfied with their services.

The National Society is exploring the possibility of opening additional HSPs along the border with Sudan and is working to improve social cohesion between the displaced people and their host communities.

In 2025, the Red Cross of Chad will work to raise awareness of the needs of Sudanese refugees and Chadian returnees, through advocacy campaigns, fundraising efforts and humanitarian diplomacy to persuade policymakers to address issues around migration and displacement.

Programmes to improve community cohesion and resilience will also be developed for the benefit of host communities and displaced people alike, and plans will be drawn up to build capacities through training for emergency and non-emergency contexts.



# VALUES, POWER AND INCLUSION

## Targets

- **4 Million young people**

are reached with skills- and values-based humanitarian education, through 80 National Societies collaborating in a flagship programme.

*at least*

- **100 National Societies and the IFRC**

actively implement a gender and diversity policy, and demonstrate tangible progress against agreed institutional and programming targets, including equal gender representation at all levels of leadership.

*Targets are for 2026, unless otherwise noted.*

## RESPECT

*Doing the right thing in the right way to build trust, and address inequalities and underlying causes that result in violence, discrimination and exclusion.*

**46.1M  
CHF**

IFRC funding  
requirement

**113.9M  
CHF**

IFRC network  
requirement

**27.8M  
people**

to be reached by  
the network

## Our approach

Persistent inequalities, discrimination and exclusion fuel cycles of violence, instability and harm, disproportionately affecting marginalized people.

The IFRC addresses these interconnected challenges of violence, exclusion and inequality by combining three key approaches: **Community Engagement and Accountability (CEA)**; **Protection, Gender and Inclusion (PGI)**, and **Education**. Together, these approaches aim to break cycles of harm, build trust, and foster strong, inclusive and resilient communities, and transformative humanitarian action.

By advancing gender equality, preventing violence and exploitation, and embedding safeguarding in all programming, the IFRC ensures that the most at-risk individuals are protected and empowered. Through inclusive and resilient education, the IFRC network equips children and young people with skills, empathy and critical thinking, preparing them for future crises and promoting humanitarian values. Climate resilience, health equity and protection are integrated into these efforts, ensuring responses address the realities faced by vulnerable populations.

At the core of this work is community engagement and accountability. Ensuring that communities are meaningfully and continuously involved in decisions that directly impact their lives, creates inclusive environments where dignity, equity and opportunity thrive. This also fosters the responsible use of power, even in times of crisis. This commitment, grounded in the Movement's Fundamental Principles, drives positive change.

The IFRC's work in values, power and inclusion is based on building and maintaining trust within and between communities through our community engagement work.

## Our plan for 2025

Communities around the world continue to face serious challenges to their safety, wellbeing, dignity and cohesion following global shocks, the impact of the climate crisis, growing polarization, worsening inequality and an erosion of trust in institutions.

The IFRC continues to support National Societies to invest in building trust and improving the opportunities of at-risk and/or marginalized groups. This includes designing programmes and services aimed at building skills and empathy, developing critical thinking and promoting humanitarian values.

Nearly all National Societies have been involved in formal and non-formal [education](#) work for decades. This will be expanded in 2025 through the IFRC's RED Education Programme. Wide-ranging support will also be provided to educators, children and young adults during emergencies, protracted crises or following displacement.

Efforts will also focus on ensuring that the IFRC and National Societies are safe and inclusive organizations, where dignity, access, participation and safety for people of all identities are central to all that the network does.

To achieve this, the IFRC will support National Societies in their [Protection, Gender and Inclusion \(PGI\)](#) work, and lead network-wide efforts in preventing the risk of sexual abuse and exploitation, and ensuring safeguarding for all people receiving IFRC network services.

Respectful community involvement and two-way communication will continue to be ensured through our [Community Engagement and Accountability](#) work, which also includes robust and effective complaint mechanisms.

## Top 10 IFRC network funding requirements for values, power and inclusion

### By country compared to their ranking on the [Gender Inequality index](#)

Country	IFRC network funding requirement (CHF millions)	Gender Inequality index ranking
Colombia	10.4	80
Islamic Republic of Iran	7.7	51
Afghanistan	5.3	5
Jordan	5.2	65
Kenya	5.0	31
Kazakhstan	3.7	141
Ethiopia	3.5	47
Philippines	3.0	84
Central African Republic	2.4	-
Lebanon	2.2	92

In addition, the IFRC will continue to refine its own approaches and build a more inclusive and open culture to ensure that we can continue to do the right thing in the right way, with respect for the lived experience, agency and contributions of communities, National Societies, our staff and the partners we work alongside.

### RED Education

National Societies and the IFRC have been active in education for many decades, as an integral part of work to promote humanitarian values, and build a culture of non-violence and peace.

#### **Education is also a critical tool in climate action, disaster-risk management and health promotion.**

It builds the knowledge, values and skills needed to anticipate, prepare for, adapt to and recover from the effects of any hazard or shock, including extreme weather events, and the climate and environment crisis.

When people lack access to quality education, or when their learning is disrupted by disasters and crises, it can have a dramatic impact on their development, health and wellbeing – affecting the prospects of entire generations.

The overall objective of the RED Education-related programmes/approaches is to contribute to the building of peaceful and inclusive communities where individuals have the capacity to sustain their

lives and livelihoods, and fortify their economic development.

This is done by developing the knowledge, values and skills that contribute to an individual's personal, social and professional development. It builds compassion and critical thinking, allowing people to interpret situations from a humanitarian perspective and to take action in the spirit of the Fundamental Principles, helping and caring for themselves and others.

The programme contains three pillars: Pillar 1 – Education Ready (anticipation and preparedness including training of teachers); Pillar 2 – Education First (responding in times of emergencies to ensure safe spaces and access to education); Pillar 3 – Education Forward (recovery, response and longer-term development work).

Collectively, the IFRC network ensures that people have safe, equitable and uninterrupted access to inclusive, quality education opportunities – both formal and non-formal – so that they can care for themselves and others, and can strive for a better future.

The IFRC works with National Societies to help them analyze and understand the education sector in their country, and assess what the needs are. This includes understanding what the barriers to education are in their context – for example, migrants and displaced people may not have the papers needed to register, etc.

National Societies are also supported to identify how education can be included in other areas of their work, e.g. disaster-risk reduction, health and migration, and are provided with training in minimum standards of education. In 2025, the IFRC will also work to strengthen its monitoring and evaluation work to measure impact, including through training and the provision of standard indicators.

Also in 2025, the IFRC will keep its focus on building capacities in **African** National Societies through the provision of training in education in emergencies and creating a roster of education focal points. It is hoped that this work will be extended into the **Asia Pacific** region in the course of the year.

The **Austrian Red Cross** will launch an IFRC network Humanitarian Education Reference Centre in 2025. This new expert centre will focus on supporting teachers in integrating humanitarian education into formal learning systems.

In **Ghana**, in 2025, the National Society will develop a comprehensive programme of humanitarian education to support 3,000 young people in schools and out of school. It will also engage in the dissemination of humanitarian principles and values for 5,000 young people.

In **Montenegro**, as with many of the countries supporting those impacted by the conflict in Ukraine, efforts include facilitating access to education for children from Ukraine by providing school supplies, enrolment assistance and additional language support. It will also engage in activities to promote humanitarian values to 300 students through 15 workshops in schools/educational institutions.

In **Pakistan**, learning and awareness raising will be promoted through practical exercises, mock evacuation drills, the inclusion of disaster-risk reduction in school curriculums, extra-curricular activities and the development of soft skills enabling schools to be prepared and act effectively on saving lives in an emergency. School Safety initiatives are also supported by the National Disaster Management Authority with the technical and financial support of different donors, including UNICEF. The IFRC will support the school safety project in eight districts, including coordination and liaison with the department of education.

## Protection, gender and inclusion

The IFRC network's approach to Protection, Gender and Inclusion (PGI) means recognizing the unique perspectives of diverse groups, ensuring they have meaningful opportunities to participate and making sure that their unique needs are met. This requires that volunteers and staff reflect all segments of the community and can ensure safe and accountable decision-making, and resource allocation to people in need.

The IFRC includes prevention, risk mitigation and response efforts into all activities, while also covering specialized activities related to issues like sexual and gender-based violence, trafficking in persons, child protection, safeguarding, disability inclusion, gender equality and restoring family links.

The re-launched and re-invigorated Global PGI Network will work throughout the year on improved advocacy, partnerships and learning. This will be facilitated by improving knowledge-sharing and data management, monitoring, reviews and evaluations related to PGI.

In 2025, the IFRC will embed PGI capacities across the network through the use of the Organizational Assessment Toolkit (integrated with IFRC's Capacity Building Fund) and the Safeguarding Self-Assessment for National Societies.

The IFRC will strengthen the network's ability to address PGI in emergencies by increasing the number of PGI specialists available for surge deployment, with a specific emphasis on safeguarding and child protection in emergencies. PGI training for emergency operations leadership will also be improved in 2025.

The IFRC will also ensure that PGI is considered appropriate in all Emergency Appeals and an increased number of IFRC-DREF operations. Currently, 89% of Emergency Appeals and IFRC-DREF mention PGI as a priority.

This will be complemented by supporting National Societies to address specific types of risks in emergencies and in long-term programmes – especially the prevention of sexual and gender-based violence; child protection, and disability inclusion.

For example, National Societies in **Asia Pacific** will be supported in testing and scaling projects to protect

adolescent girls from child marriage and sexual and gender-based violence (SGBV), and in developing child-friendly communications tools for use in emergencies and crises.

In Africa, the **Beninese Red Cross** will provide funds for the investigation of allegations related to PSEA and support for victims of gender-based violence (orientation, psychosocial support, professional reintegration, etc.).

### **Protection**

At the [Council of Delegates in October 2024](#), a Resolution was adopted that focused on strengthening protection within the Movement, accompanied by a detailed protection framework.

The Resolution's five objectives include the establishment of a common approach to protection within the Movement, prioritizing the safety and rights of people across all contexts, and strengthening our capacity to act in solidarity. Central to this resolution is the Movement Protection Framework, which lays the foundation for the complementary approaches needed to address critical issues effectively.

### **Red Links initiative**

The Red Links initiative is a groundbreaking effort to address protection, gender and inclusion (PGI) through the power of local knowledge and grassroots action. With branches across 191 countries, the IFRC network is uniquely placed to tackle violence, discrimination and exclusion by connecting local expertise with global resources. Red Links emphasizes safe and survivor-centred referral pathways that prioritize dignity, inclusion and accessibility, ensuring a consistent and reliable standard for protection and support.

Through the Red Links initiative, the IFRC is working to revolutionize the way local aid workers respond to critical protection issues in their communities during and after emergencies.

In 2025, the IFRC and partners aim to develop an accessible, and globally scalable, service that provides standardized, tailored, quality-assured referral pathways for survivors and people at risk of violence, discrimination or exclusion – including across borders.

Combining established approaches to mental health and psychosocial support (e.g. psychological first aid), with trusted and protected information about

service providers, trained staff and volunteers will be guided based on user-selected features to orient to the best solutions for individuals at risk.

This strategic investment will empower aid workers with the essential knowledge and skills needed to keep populations safe, ensuring high value for money, by making the most local, efficient and effective response to protection challenges globally accessible.

### **Safeguarding**

There are two main aspects of the IFRC's work in safeguarding. The first is to ensure that the IFRC itself has its own systems and procedures in place to ensure proper safeguarding for the IFRC and the network (see the **Accountability and Agility** section for more details).

The second is the IFRC's work to support National Societies in their own safeguarding work – ensuring that they have policies and action plans in place, and that safeguarding is embedded into their operations and programming.

The IFRC supports National Societies to develop and implement PSEA, child safeguarding and whistleblowing policies and systems. By 2023, 47 National Societies had a PSEA policy, 46 National Societies had a Child Safeguarding policy and 86 National Societies were supported to develop PSEA or safeguarding policies.

In 2025, the IFRC will continue to roll out a safeguarding self-assessment tool for National Societies. This can be followed by training, policy reviews, assessments and assistance in how to embed safeguarding into programmes.

Safeguarding is also now one of the seven focus areas for the Capacity Building Fund, to ensure that National Societies are protected and can work in an enabling environment.

For example, the **North Macedonia Red Cross** received support from the Capacity Building Fund in 2023 to develop a safeguarding policy. They were supported to run a consultation and development process to ensure a policy that would best meet their own needs and IFRC standards. Roll out of the policy included translation into the local language and training. They adopted the integrity line, and developed community engagement and accountability materials.



## RED Family Fund

Humanitarian workers are also in need of protection. Too many continue to be killed in the line of duty. The RED Family Fund is an initiative of the IFRC to honour National Society staff and volunteers who die on duty, and to provide additional financial support to their families.

This compensation is to complement any other mechanisms of local or global insurance, or other funds that may exist for families.

It is envisaged that families of staff and volunteers from IFRC member National Societies who have

died in the line of duty will be immediate beneficiaries. Support will be available for the families of volunteers and staff who have died on duty since 7 October 2023.

The fund will be financed through voluntary contributions and donations. The ambition for the fund is to reach 100,000 Swiss francs within the first year of operation and to be replenished on an ongoing basis. The standard compensation will be 2,500 Swiss francs per family.

In **Nigeria**, the National Society will establish links between sexual exploitation and abuse-reporting mechanisms, and feedback mechanisms as part of regular programmes, and ensure that all feedback mechanisms are linked to clear referral systems.

### **Child protection**

In 2025, the IFRC will increase its efforts on child protection in and through education as reflected in the Movement Pledge at the 34th International Conference. This includes supporting schools to build safe environments for children, conducting education on preventing sexual and gender-based violence (SGBV), and advancing gender equality in schools.

The IFRC will also continue to lead the inclusion of child protection and education into Anticipatory Action by developing an inter-agency guidance tool, piloting a global Child Community Trust Index module to measure levels of trust of children and adults in school, and the community capacity to protect children as part of Early Warning Systems.

Recognizing the importance of including Child Friendly Spaces in disaster contexts, the IFRC will partner with at least ten National Societies in 2025 to implement training and programming to protect and assist children affected by armed conflict, including unaccompanied and separated children.

The programmes will build National Society capacities in the areas of child protection and education in emergencies; supporting National Societies to develop/strengthen their institutional capacity through Child Safeguarding policies and systems;

and enhancing IFRC systems to support the network in child protection and education in Anticipatory Action and emergency responses.

For example, in **Chad** – which is recognized as a country of origin, transit and destination for trafficking in persons – the Red Cross of Chad has been working to protect and assist unaccompanied and separated children affected by conflict. This includes work on restoring family links, tracing and preventing separation.

The Red Cross of Chad is now partnering with the IFRC to build on their experience and expand reach. In particular, it is participating in a two-year project on Protecting and Assisting Children Affected by Armed Conflict, funded by the Norwegian Ministry of Foreign Affairs.

This will allow the Red Cross of Chad to strengthen their restoring of family links services, and provide migrant children with new services such as access to education, child-friendly spaces, SGBV prevention information and referrals.

Five other African National Societies are taking part in this programme – those of **Central African Republic, Gambia, Nigeria, Sudan** and **Uganda**.

The IFRC also plans to launch a programme to support children affected by armed conflict in **Yemen** and **Iraq**, aimed at deepening community understanding of PGI, while enhancing the capacities of National Societies at both branch and headquarter levels. This initiative will involve comprehensive training, capacity-building efforts, and the development

of PGI and safeguarding policies to ensure that these principles are effectively integrated into local and national responses

### ***Child participation***

In order to enhance child participation, the IFRC will roll out an innovative Child Participation Toolkit ([Child Participation Toolkit | Protection, Gender and Inclusion \(ifrc.org\)](#)). In addition, after a successful pilot, in 2025 the IFRC will scale up a partnership with [Sesame Street](#).

Without appropriate child participation, humanitarian programming is inherently ineffective because it does not draw on the perspectives or needs and capacities of children and their families. This play-based assessment tool of children's wellbeing is designed to engage young children, aged between four and eight, and their families, as part of assessments in emergency or non-emergency settings. Based on the results and need identified, new actions can be implemented, or existing programmes strengthened, to better respond to the needs of children.

### **Community Engagement and Accountability**

Community Engagement and Accountability (CEA) is a low-cost, high-impact approach to humanitarian programming that recognizes communities as dynamic and knowledgeable places of agency and dignity, and places community members at the heart of all programmes and operations.

Through respectful interaction and clear feedback mechanisms, National Societies and the IFRC are able to ensure that community-level work meets specific needs in a sustainable way, and that communities are always able to express their thoughts, ideas, concerns or complaints – and trust that these will be acted upon.

### ***The Community Trust Index***

Community trust is crucial for successful humanitarian action, as it promotes cooperation and builds sustainable relationships. However, community trust is earned, not given. If there is little or no trust between communities and an organization, the organization risks poor access and even reduced security.

To monitor how National Societies and the IFRC are gaining and maintaining community trust, the IFRC created the [Community Trust Index](#). This is an

evidence-based tool aimed at fostering and measuring trust between humanitarian organizations and the communities they work alongside.

During its pilot phase, the Index primarily focused on assessing community trust towards National Societies in two key dimensions: competency and effectiveness.

In its implementation phase, the Index also assesses barriers and enablers to community trust in specific thematic issues such as climate adaptation and early-warning systems. By examining trust within these specific contexts, the Index aims to provide a comprehensive understanding of the factors that influence community trust and to identify strategies and actions for enhancing trust in different areas of humanitarian action.

In 2025, the main focus will be on gathering findings from the Index, developing recommendations and translating data into actions to inform strategic planning and ongoing operations.

### ***CEA Ambassadors' Network***

In 2025, the IFRC will empower its network of National Society Community Engagement and Accountability Ambassadors. These National Societies will receive sustained, multi-year, technical and financial support to scale up their work in community engagement and accountability.

This initiative will help to realize Strategy 2030's call for an urgent shift of leadership and decision-making to the most local level – placing communities at the very centre of change so that our actions are effective, inclusive and sustainable.

In [Europe](#), for example, the IFRC will develop a roadmap to support National Societies in their institutionalization of CEA. In [Slovakia](#), the National Society created a CEA implementation plan during the crisis in [Ukraine](#) and neighbouring countries. In 2025, the Slovak Red Cross will use the Ambassadors' Network to implement CEA across all its programmes and operations.

The [Lebanese Red Cross](#) will work in 2025 to identify gaps in its current feedback mechanisms, generate case studies highlighting the impact of community engagement work, implement pilot initiatives into selected programmes, and integrate community engagement approaches and accountability systems in its emergency plans.



Nepal 2023 © Pramin Manandhar / IFRC

### **Community Engagement and Accountability**

The Nepal Red Cross Society has long experience in integrating Community Engagement and Accountability (CEA) into its programming, both for development and emergency programmes. Following the devastating earthquake that struck Nepal in 2015, CEA was integrated as one of the key components of programming, ensuring that the services provided met the expectations and needs of the people affected by the disaster.

The Nepal Red Cross has had a CEA Policy in place since 2023, along with a CEA mainstreaming guide, risk communication and CEA guidelines for COVID-19, etc. as part of its institutionalization.

The National Society's work to continually enhance its CEA includes areas such as digitization of the feedback-collection process, learning documentation and dissemination.

The experience of the Nepal Red Cross and its continued commitment to improving its CEA makes it an ideal participant in the IFRC's CEA Ambassadors' Network and its goal to provide sustained, multi-year, technical and financial support to scale up community engagement and accountability.

In 2025, the Ambassadors' network will focus on supporting the increased integration of CEA in the Nepal Red Cross at all levels, resulting in strengthened accountability to the communities they serve.

In addition, the National Society is gathering feedback data on regular basis. Digitization of this data will help to systematize the feedback loop with more systemic data and shorten the time to resolve it, including sensitive feedback. This will result in generating greater trust among the communities the Nepal Red Cross works within.

# ENABLING **FUNCTIONS**



# STRATEGIC AND OPERATIONAL COORDINATION

## Our approach

As part of its mandate and steadfast commitment, the IFRC takes on the pivotal role of providing comprehensive strategic and operational guidance and monitoring for the coordination of the membership, as well as to guarantee its effective implementation, both in emergency and programming settings.

This ensures a unified, coherent and complementary approach within the IFRC, positioning the entire network as a preferred and highly effective partner. Our strength as a network is not only derived from the individual capacities of our member National Societies but also from the collective results that surpass the sum of its parts, defining the essence of synergy within the IFRC network. To achieve this, the IFRC must ensure that its institutional systems are agile enough to ensure quality operations and effective coordination.

After a network-wide consultation, the IFRC has developed definitions and related checklists of strategic and operational coordination in 2024, aiming to reinforce greater conceptual clarity, understanding and agreement of what is strategic and operational coordination, and what it should achieve.

**Strategic coordination** is a capacity to represent the IFRC in line with its constitution and the Movement statutes. It involves organizing, coordinating and directing international relief preparedness, actions and operations to effectively address humanitarian needs. It also means being the official representative of member National Societies in the international field, the guardian of National Society integrity and the protector of National Society interests.

It is defined by the capacity to foster international collaboration and create unity of purpose across the global IFRC network, guided by the strategic priorities of the National Society in each country, as well

as IFRC policies and procedures. It involves an honest brokerage led by the IFRC that shapes a common intent, discerns priorities and nurtures a shared vision among all network partners, as embodied in *Strategy 2030*.

It uses engagement processes that harmonize efforts, and secure the successful realization of globally agreed policies, strategies and regulations, all within an environment that values trust, inclusiveness and the richness of diverse perspectives, in line with the IFRC Way of Working.

**Operational Coordination** represents the organization and management of activities and resources (money, people, technologies) in line with the IFRC constitution and the Movement statutes. It involves organizing, coordinating and directing international relief preparedness, actions and operations so that humanitarian needs are addressed effectively and efficiently. Its role is to translate the strategic orientations into concrete operational plans and oversee their implementation through inclusive and problem-solving coordination, focusing on the needs of affected people.

Within the IFRC, the IFRC network, or with the ICRC as part of the Movement collective response, operational coordination is focused on implementing strategies and involves routine communication, task allocation, responsibility delineation, responsible risk-taking and shared risk-taking, with joint risk analysis and mitigation efforts. While strategic coordination sets the overall direction and priorities, operational coordination focuses on the execution on the ground with the IFRC membership and wider Movement. Simply put, strategic coordination is about deciding what the goals are, and operational coordination is about making those goals happen.

When it comes to strategic coordination at country level, it is the responsibility of all IFRC Heads of Delegation (HOD) to ensure:

1. consistency of action in applying all levels of coordination.
2. that the priorities of National Societies are the foundation of the coordination in times of shock.
3. operational priorities are guiding discussions in various coordination platforms.

## Our plan

In 2025, the IFRC will continue to boost the coherent, unified and coordinated IFRC network approach through tailored support in three priority areas of transformational coordination:

- **Mindset change** in the way the IFRC works, participating National Societies cooperate and host National Societies set the direction in their own countries on their strategic and operational priorities.
- **Action change** for the 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.
- **Competency boost** of IFRC leadership in coordination and drive to bring National Societies together to achieve a more coherent, effective, efficient and accountable way of working as a network.

Our focus for 2025 continues to be on further developing, mainstreaming, enhancing and monitoring transformative **IFRC Membership coordination** mechanisms, that will result in efficiency and effectiveness in humanitarian actions, and in the shift in its mindset towards a Federation-wide approach that will lead to increased trust within the network.

## Mainstreaming the IFRC Way of Working

Tasks in 2025 will include a focus on locally led action through full mainstreaming of the IFRC network Way of Working (WoW).

This will include work to foster institutional coherence; to ensure alignment of the existing **integration agreements** modality to the WoW mindset; the further integration of the technical and research wealth of the distributed network of expert Red Cross and Red Crescent **Reference Centres**; setting a basis for an updated **policy on international cooperation**, and furthering the understanding and mainstreaming of the **Movement coordination** Seville Agreement 2.0 framework to ensure all our actions as a Movement centre around the priorities of individual National Societies and deliver a complementary approach for collective impact.

To be able to do so, the IFRC will strengthen work on **strategic coordination** and harmonize this with other key initiatives while mainstreaming the WoW.

In doing so, the focus will also be on supporting Heads of Delegation in their role of strategic coordination and the potential value of coaching to hone skills and create space for critical reflection on the process.

## The Way of Working @ country level

Strategic coordination	Operational coordination
IFRC leadership to bring National Societies together to achieve a more coherent, effective, efficient and accountable way of working as a network.	Shared context and regular situational analysis Joint needs assessments to support planning and priorities A set of common multi-year high-level objectives
Changing mindsets in the way the IFRC works, participating National Societies cooperate, and host National Societies set the direction of their countries on their strategic and operational priorities.	Common monitoring and reporting framework One joint network-wide risk management Harmonized resource mobilization and fundraising plan Joint implementation model based on shared leadership and country-support mechanisms



### Unified planning and reporting

Efforts will continue to engage the membership in Federation-wide planning, monitoring and reporting at country level. The primary focus in 2025 will be to ensure that quality unified planning and reporting become deeply embedded in the culture of the IFRC network. The IFRC Global Strategic Planning and Reporting Centre, based in New Delhi, India, will pursue efforts for the timely release of public [IFRC network country plans](#) and [IFRC network mid-year and annual reports](#). These serve to promote IFRC network action and support resource mobilization.

In 2025, the IFRC will continue to prioritize real-time coordination through the unified planning and reporting data-collection processes, and data collection for emergency operations and global programmes, through integrating Federation-wide standard indicators and building surge capacity for monitoring. This includes continuation of previous efforts in data collection for the Global Route-based Migration Programme, the Global First Aid Reference Centre and the DG-ECHO IFRC Pilot Programmatic Partnership's monitoring and data-collection system covering 24 countries. This experience and success will be built on through the integration of the monitoring of major grants and

global programmes within the unified planning and reporting data-collection system.

Feeding strategic-level prioritization through analysis of the more comprehensive Federation-wide data-collection processes will also continue to be a priority. Federation-wide data collected over the years allows for robust analyses of the IFRC network footprint. These analyses are usually published within the [Everyone Counts](#) report.

The 2024 edition of *Everyone Counts* was launched at the 24th session of the IFRC's General Assembly, and provides a comprehensive look at the collective efforts, achievements and challenges of the IFRC network at the mid-term point of *Strategy 2030*.

By analysing data collected through Federation-wide data systems, alongside insights from the [IFRC Solferino Academy's global consultation](#), the leadership gained a clearer picture of the IFRC network's impact and the evolving humanitarian landscape. Key findings and recommendations from this mid-term review of *Strategy 2030* will inform priority-setting for the IFRC and the membership for the coming five years.

## External coordination

The IFRC continues to be extremely active in its partnerships with non-Movement humanitarian actors and other organizations. These partnerships will be strengthened and enhanced in 2025.

Within the **IASC** and related bodies, these include: the Emergency Directors' Group, Operational Policy and Advocacy Group (OPAG) and its Task Forces (including as co-convenor of OPAG Task Force 2 on Accountability to Affected People); the Global Cluster Coordinators' Group, Global Shelter Cluster (IFRC as co-convenor), Global Food Security Cluster and Global Education Cluster; the Housing, Land and Property Rights Area of Responsibility within the Protection Cluster, the Protection Cluster's Task Teams on Anti-Trafficking and Law and Policy, the Preparedness, Early Action and Readiness Group, and the Early Warning, Early Action Group.

In **Community Engagement and Accountability**, the IFRC continues to co-lead (with WHO and UNICEF) the [Collective Service](#) for community-led response, a collaborative partnership to enhance coordination and increase the scale and quality of locally led community engagement approaches.

The IFRC is active in **Civil-Military** networks such as the OCHA-led Consultative Group on Humanitarian Civil-Military Coordination; NATO; FCDO; EU/ECHO Civil Protection mechanisms; the Centre for Excellence for Disaster Management and Humanitarian Assistance (DMHA), and various governments, military bodies, and regional and sub regional DMHA systems, among others.

The IFRC is also represented within **humanitarian networks** such as the Zurich Flood Alliance; SPHERE project (as a member of the Executive Committee); the OCHA Global Cash Working Group; the Cash Learning Partnership (as a board member); the Inter-Agency Group of the United Nations Office for Disaster Risk Reduction and its Resilient Cities Campaign Steering Committee; the Global Network for Sustainable Housing; the Consultative Group of the World Bank's Global Facility for Disaster Reduction and Recovery; the International Network for Multi-hazard Early Warning System; the Expert Team on the WMO Coordination Mechanism; the Early Action Focus Task Force; the Inter Agency Committee on Radiological and Nuclear

## *The IFRC continues to be extremely active in its partnerships with non-Movement humanitarian actors and other organizations.*

Emergencies; the International Search and Rescue Advisory Group; the Humanitarian Data Exchange and the International Aid Transparency Initiative; the Steering Committee for Humanitarian Response; the Environment in Humanitarian Action Network; the UNESCO-led Global Alliance for Disaster Risk Reduction and Resilience in the Education Sector and the Capacity for Disaster Reduction Initiative (as a board member); the Global Mangrove Alliance and the Partnership for Environment and DRR; the Nature-Based Solutions in Humanitarian 7 Internal Contexts Working Group (as co-chair); the Platform on Disaster Displacement Advisory Group, and the UNFCCC Task Force on Displacement.

At the same time, the IFRC is active in **interagency partnerships** with various UN agencies and international governmental and non-governmental organizations on common areas of work including: UNOCHA; UNHCR; UNICEF; WFP; FAO; UNEP; IOM; EC JRC; IAEA; UN Habitat; UNDP; UNDRR; ILO; WMO; the World Bank; UCPM; Habitat for Humanity; the Norwegian Refugee Council; Save the Children; CARE International; Shelterbox and Craterre; The Nature Conservancy, and the World Wildlife Fund.

## Shelter Cluster coordination

Throughout 2025, the IFRC will continue to provide leadership of the Global Shelter Cluster and of country-level shelter clusters. The objective of this work is the continuous strengthening of shelter and settlement responses that more effectively meet the needs of people affected by humanitarian crises.

To encourage and empower National Societies that have expressed proactive interest in the leadership of the shelter cluster, both at global and country levels, the IFRC will work in 2025 to strengthen partnerships with these National Societies. At global level, the IFRC will continue to deliver on its established responsibilities, with a stronger focus on advancing urban resilience, and climate and green agendas.

### **Embracing the IFRC network Way of Working**

The Way of Working (WoW), previously the New Way of Working, is an IFRC network initiative that places the needs, priorities and capacities of National Societies at the heart of all operations and programmes in their countries.

As one of the 14 pilot countries for the WoW, the Bangladesh Red Crescent Society has embraced transformation, actively shaping the initiative to meet its unique needs. The positive impact is already apparent.

The Bangladesh Red Crescent's work with network partners resulted in a multi-year country-support plan. Building on these efforts, a common accountability framework was co-created, comprising a set of commitments, indicators and validation measures to better measure impact.

Presently, nine participating National Societies are active in Bangladesh, working bilaterally or multilaterally with the IFRC to implement the Bangladesh Red Crescent's Strategic Plan. These partnerships are critical, especially in the context of emergency and development interventions, and the WoW process has increased both the speed and effectiveness of humanitarian responses, especially in the ongoing Population Movement Operation.

A key example of how the WoW is being brought to life in Bangladesh is through the ECHO-IFRC Pilot Programmatic Partnership (PPP).

This partnership has strengthened local humanitarian actions, particularly in disaster-risk management, epidemic and pandemic preparedness and response, and community engagement and accountability across four districts. Through this collaboration, the Bangladesh Red Crescent

is implementing critical activities with support from the German, Danish and Swedish Red Cross societies, as well as the IFRC.

Secondly, the Population Movement Operation in Cox's Bazar follows a network-wide strategy to maximize collective humanitarian impact.

One particularly successful outcome of this strategy is the shared leadership model, piloted by the IFRC and American Red Cross, which has strengthened the response. Looking ahead, this shared leadership model will be expanded into other emergency and development interventions.

Looking forward, the WoW will continue to improve shared understanding of the country context, needs and capacity, building towards the new Bangladesh Red Crescent Strategy 2025 and beyond, while ensuring that capacity development remains a priority.

In 2025, the WoW in Bangladesh will focus on joint resource mobilization, risk analysis and joint implementation of its plan. The IFRC will support the Bangladesh Red Crescent to have one plan, one report and one dashboard for all Movement partners in the country.

The Bangladesh Red Crescent will also conduct scenario planning for potential large-scale disasters and crises, assessing their impact on ongoing projects and operations.

By embracing this new way of working, the Bangladesh Red Crescent is not only enhancing its own capabilities but is also setting an example for others in the network, paving the way for stronger partnerships and more effective humanitarian outcomes.





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# NATIONAL SOCIETY DEVELOPMENT

## Our approach

The IFRC works to foster strong, accountable and sustainable National Societies that deliver relevant local services through volunteers and staff to address humanitarian needs, reduce disaster and crisis risks, and build lasting resilience in communities.

Locally led organizations, including National Red Cross and Red Crescent Societies, are best placed to understand a specific humanitarian context, its stressors and its opportunities, and be able to anticipate and respond to emerging and fast-changing local and global needs. National Societies play a pivotal role in delivering local humanitarian and development action in line with the IFRC vision of localization and locally led action, with National Society development as an enabler.

National Societies receive multifaceted development support from the IFRC to ensure they are ready to respond to whatever needs emerge in their country. At the same time, they are also supported to carry out their rights and duties as members of the IFRC network, including actions to strengthen integrity and compliance, and position them as trusted, accountable actors.

IFRC's National Society development approach mainstreams **protection, gender and inclusion** (PGI) to make local humanitarian action safe, inclusive and effective. Integrating PGI strengthens protections for communities, builds trust and ensures accountability in National Societies, making them stronger partners. Gender and diversity-focused measures anchor these efforts, creating resilient organizations capable of meeting humanitarian and development needs sustainably.

The IFRC's approach is based on its [National Society Development Compact](#) which is centred on four commitments and stresses that each National Society is in charge of its own destiny and is the driver of its own development journey. All support from the IFRC network should be tailored to the needs and ambitions of the specific National Society receiving the support.

## Our plan for 2025

In 2025, the IFRC will continue to support all National Society development work to reinforce their core capacities – the capacity to exist, to perform, to grow, to organize, and to relate and mobilize. Central to this is organizational (core) development (long-term institutional development) and capacity strengthening to deliver programmes tailored to context, priorities and needs.

This includes support towards strengthening the National Society mandate, statutes and legal base; leadership development; institutional and programmatic capacities; reinforcing local policies, systems and structures; developing local branches and nurturing sustainable member, volunteer and youth-led services; and building financial sustainability – the foundational capabilities that enable a National Society to deliver on its mandate.

To strengthen the quality of National Society development support provided, the IFRC will work to encourage greater understanding, harmonization and measuring the impact of NSD across the network through mechanisms for learning and building NSD competencies. The roll-out of the NSD Competency framework and the accompanying staff development tools and products will support the development of a pool of new-generation practitioners to ensure quality support to National Societies.

In line with the IFRC vision on localization and locally led action, the IFRC will seek to encourage rethinking localization by all parties and to engage in shaping a mindset shift in various approaches. This includes promoting investment in NSD (particularly in institutional strengthening of National Societies) to enable them to better deliver local humanitarian action; in rethinking partnerships leading to more equitable power dynamics and equal risk sharing; and in rethinking our collective business models, our structures, competencies, skills and competitiveness to be better positioned to lead local action, and with global reach.



## Pooled funds for National Society development

Three pooled funds are available to power National Society development activities: the **Capacity Building Fund**; the National Society Investment Alliance, and the **Empress Shôken Fund**.

The IFRC's [Capacity Building Fund](#) focuses on seven critical pillars for effective local humanitarian action: integrity; transparency and accountability; financial sustainability; systems development and digital transformation; volunteering development; youth engagement and development; branch development, and protection, gender and inclusion. The IFRC's ambition is for this fund to reach an annual target of 20 million Swiss francs by 2026.

By the end of 2024, the Capacity Building Fund was projected to have disbursed close to 15 million Swiss francs benefitting 130 National Societies worldwide. Of this number, around 70 National Societies had benefitted from this fund's support more than once, enabling them to plan strategically for their long-term development.

In 2025, the fund will continue to support many National Societies in transforming their work and their capacities as part of our commitment to providing long-term strategic development support.

For example, the [Colombian Red Cross Society](#) has already used the Capacity Building Fund to strengthen the financial sustainability of two of its branches. A second round of support will allow the National Society to enhance its resource mobilization strategy and build more innovative approaches to income generation.

The [Kenya Red Cross Society](#) has used the Capacity Building Fund to strengthen its governance and scale up youth engagement initiatives. In 2025, the National Society will use the support for digital transformation projects to enhance organizational performance. The [Uganda Red Cross Society](#) used the fund to enhance its safeguarding procedures, and in 2025 will use a second grant to implement digital infrastructure upgrades for its headquarters and 20 branches.

The [Red Cross of Serbia](#) will use the fund's support to assess the impact of its programmes and services through branch-level evaluations; while the [Salvadorean Red Cross Society](#) will improve

its efficiency in 2025 through the introduction of an electronic document management system.

The [National Society Investment Alliance](#) (NSIA) supports the long-term sustainable development of National Societies operating in complex emergencies, protracted crises and fragile contexts. It is co-managed by the IFRC and the ICRC.

This fund has an annual funding target of 15 million Swiss francs by 2026. By the end of 2024, the NSIA was projected to have disbursed 17 million Swiss francs in total, funding 78 initiatives for 56 National Societies. In 14 cases, National Societies have successfully moved from short-term Bridge funding to longer-term Accelerator funding, allowing flexible, context-driven growth.

For example, the [Myanmar Red Cross Society](#) used an NSIA Bridge grant to strengthen its commercial first aid services, focusing on empowering its branches. Insights from this pilot helped lay the foundation for future Accelerator funding, which in 2025 will allow the National Society to further enhance branch capacities for generating sustainable income streams.

The [Syrian Arab Red Crescent](#) used a Bridge grant to improve HR and financial management standards at its branches. After transitioning to the Accelerator phase, the National Society will continue scaling up its efforts across eight branches to further enhance financial sustainability and operational efficiency in 2025 and beyond.

The third mechanism, the [Empress Shôken Fund](#), is also co-managed by the IFRC and ICRC and offers up to 500,000 Swiss francs annually in support of National Society innovation. Now entering its 104th cycle in 2025, this endowment fund continues to operate as a self-sustaining mechanism, funding up to 20 initiatives each year.

In 2025, the IFRC will work to enhance all three pooled funds through four workstreams. These are Results-based management and impact assessment; Innovation and learning; Accountability, and Strategic alignment. These efforts will build on past achievements, driving continuous organizational transformation and contributing to the sustainability and effectiveness of National Societies worldwide.

## Sudanese Red Crescent's development in emergencies

Sudan has been affected by a catastrophic humanitarian crisis since April 2023, when conflict broke out in the capital, Khartoum. Since then, more than eight million people have been displaced within and outside Sudan, and thousands have been killed.

The crisis has caused overwhelming humanitarian needs. The Sudanese Red Crescent Society, as a trusted local actor with skilled volunteers in communities across the country, has been under intense pressure ever since.

The Sudanese Red Crescent was already supported through a National Society development working group it had established with the IFRC, ICRC and participating National Societies.

A transformation plan was in place and stayed operational after the conflict broke out, giving the National Society coordinated support for National Society development in emergencies.

The National Society worked with the group to identify and address needs to ensure business continuity. These included setting up hubs to manage the response, allowing for uninterrupted

management of operations across headquarters and 18 branches. These hubs also provided a temporary home for displaced staff members.

In 2025, the Sudanese Red Crescent plans to build on these efforts to address both immediate needs and long-term recovery. Planned activities include strengthening local capacities by expanding training programmes for volunteers and staff to better handle emergencies and provide essential services.

There will be a focus on enhancing support services such as human resources, finance, PMER and logistics, as well as data management and security. To ensure the National Society can maintain its critical role in the emergency response, a business continuity plan integrates insights from across the country and international partners to minimize service disruptions and uphold duty of care.

This plan will serve as a foundation for a longer-term National Society development plan, which will be developed post-crisis to build on existing priorities and enhance organizational functionality.

### National Society development in emergencies

The IFRC has developed new guidance on National Society development in emergencies, which is expected to be rolled out in the course of 2025.

The guidance will lay out minimum actions for National Society development support roles, surge and operations staff and IFRC delegations in the field, to contribute to National Society development in crisis settings.

National Society and IFRC capacities will be enhanced in 2025 through the provision of training in support of the new guidance, and for National Society development in emergencies professionals who wish to join the rapid-response management system roster.

In 2025, the IFRC will also conduct analysis of how National Society development in emergencies is being implemented and contributing to strengthening National Societies.

Additionally, particular emphasis will be laid on building more synergy and complementarity between National Society Preparedness and National Society Development in Emergencies approaches to better safeguard National Societies and allow them to build back better after emergency operations.

### Organizational Capacity Assessment

The IFRC's organizational capacity assessment and certification (OCAC) system is being updated and transformed in 2025 to OCA (organizational capacity assessment) to better suit National Society needs and aspirations. The OCA will continue to serve as a "general health-check of a National Society" and a foundation for National Societies in identifying development priorities and guiding their implementation. As a result, 2025 will be a transition year, but the work will continue as National Societies will still be able to use the tool for self-assessment during this time.

## Development certification

The IFRC will develop a new third-party certification process for National Societies in the course of the year. A fundamental shift is that the new IFRC Certification will introduce an independent third-party verification process and will allow National Societies to demonstrate that they are accountable organizations by demonstrating their compliance with an established standard through a credible process that is recognized by external partners. The new IFRC Certification will focus on key standards around accountability and trust, which are often the core of due diligence processes. The certification will profile National Societies as trusted local partners and provide greater assurance for donors.

National Societies will decide whether and when to undergo the certification based on their interests, capacities and readiness while the IFRC establishes the standard for certification and determines key elements such as certification validity and maintenance requirements.

IFRC certification pillars:

1. The National Society has competent leadership and sound legal and statutory foundation to define and deliver on its mandate in accordance with Fundamental Principles, while adapting to emerging situations.
2. The National Society actively engages with communities to shape and adapt its services, ensuring it has the capability to deliver services that meet their evolving needs and concerns.
3. The National Society has a defined strategy and an effective risk management, planning, monitoring, evaluation and reporting mechanism to operationalize it.
4. The National Society ensures ethical conduct and a coherent organizational approach to preventing and adequately responding to safeguarding concerns and fulfils the duty of care responsibilities towards its staff and volunteers.
5. The National Society ensures ethical, transparent and accountable financial management across the organization and manages financial risks.
6. The National Society has a coherent organizational approach to assess and address its climate and environmental footprint.

## Leadership development

In 2024, the IFRC reviewed and mapped the extensive resources and initiatives in leadership development that are already offered to National Societies to ensure that today's pressing challenges are covered in sufficient depth, and that leaders are supported to lead transformative change in their National Societies.

Going forward in 2025, focus will be on building localized and contextualized support across IFRC's regions, recognizing that leadership challenges and development needs are different across contexts, organizational cultures and even situations.

In the [Americas](#) region, for example, the IFRC plans to organize a Leadership Bootcamp for Secretaries General in 2025, alongside a Movement Induction Course for new leaders.

### *Lead to change initiative*

*Strategy 2030* calls on the IFRC network to listen, learn and adapt in order to increase our individual and collective impact. The Solferino Academy leadership study reinforced that these abilities are crucial to effective leadership. The IFRC's [Lead to Change](#) service offers the tools to make that happen.

Lead to Change is a learning programme for staff and volunteers in the IFRC network to develop leadership capabilities. The programme imparts core capabilities among participants and provides them with the necessary tools and accompaniment to lead a change process in their own National Society or context.

Forty participants in [Europe](#) took part in the initiative during 2024, with 76% saying that the programme met or exceeded their expectations. In 2025, the IFRC intends to roll the initiative out across other regions based on resources.

### **Financial sustainability**

The National Society Development Compact highlights financial sustainability as one of three areas in need of collective investment for improvement.

The IFRC continues to coordinate, guide and frame financial sustainability work across the network. A flexible and adaptive approach prioritizes locally relevant initiatives to strengthen National Society capabilities in financial sustainability and ensures



## Localization Alliance

The Localization Alliance was created to reinforce financial sustainability as an enabler of localization and locally led action. The [Netherlands Red Cross](#) formed a consortium of technical partners to support ten African National Societies: those of [Uganda](#), [Zambia](#), [Mali](#), [Ethiopia](#), [Sudan](#), [South Sudan](#), [Ivory Coast](#), [Central African Republic](#), [Liberia](#) and [Nigeria](#).

Each partner provides expertise on specific areas of work, including [the Norwegian Red Cross](#) on finance development; the [Swiss Red Cross](#) on private fundraising capacity; the IFRC and [Kenya Red Cross](#) on leadership and branch development, and the [Netherlands Red Cross](#) on workplace first aid and institutional resource mobilization.

Guided by a Steering Group which will monitor progress, the Localization Alliance will reach further in advocating for a systemic change in mindset from

a project mode of financing to an investment with a return-on-investment approach.

This includes improving the understanding of localization and locally led action, as laid out in the Resolution [Enabling local leadership, capacity and delivery in principled humanitarian action and strengthening resilience](#), which was adopted at the 34th International Conference of the Red Cross and Red Crescent in October 2024.

National Societies supported by the Localization Alliance will work to strengthen finance systems, improve on domestic resource mobilization, and ensure effective branch structures, to deliver quality sustainable humanitarian services.

In 2025, the alliance will hold strategic dialogues and seek investment from a diversified group of donors towards building financial sustainability within African National Societies.

coherence, connection and synergies that make best use of all available resources across the membership.

Peer-to-peer support in financial sustainability has significantly evolved, including increased participation and engagement of National Societies in the Communities of Practice related to financial sustainability. There are currently 125 National Societies – 65% of the membership – active in this Community of Practice.

In 2025, the IFRC National Society Financial Sustainability Framework will continue to guide efforts to support National Societies in improving their financial sustainability.

Key deliverables planned for 2025 include bringing deeper engagement (including National Society leadership) on financial sustainability through a thorough understanding of the topic, targeted support and stronger embedding into membership-wide initiatives; supporting National Societies in their mission, mandate and strategy, and developing, supporting and deploying solutions to enable National Societies easier access to relevant financial sustainability initiatives and services.

For example, the IFRC will continue its close collaboration with the National Societies of [Austria](#), [France](#) and [Spain](#) in 2025 to further develop and deploy solutions related to social entrepreneurship and social enterprises.

The [Austrian Red Cross' REDpreneur](#) programme for entrepreneurship is a first-of-its-kind global innovation and acceleration programme that supports the development of business skills and innovative impact-driven enterprises in the core service areas of WASH, health, disaster-risk reduction, first aid and pre-hospital care.

The [RED Social Innovation](#) is an international resource centre for social innovation supported by the [French Red Cross](#) and the [Spanish Red Cross](#). Its goal is to test, scale and highlight social innovations created and developed within the Movement, or by private or public actors.

The IFRC will also work with the [Norwegian Red Cross](#) to provide tailored finance management development services to build the capacities of National Societies.

## Volunteering

The IFRC is the world's largest humanitarian network with more than 16 million active volunteers providing life-saving and life-changing services in communities large and small in 191 countries worldwide.

Volunteer development is therefore a crucial part of IFRC work: recruiting volunteers, managing them, inspiring them, helping them build their skills to achieve their goals, and keeping them safe and secure while on duty.

In 2025, the IFRC will continue to operationalize its Volunteering Policy by integrating sustainable volunteer development principles into all programmes and operations, and promoting volunteerism across the network.

The IFRC will provide actionable recommendations to improve volunteer management during emergencies over the course of 2025, develop training modules and establish a roster of volunteer coordinators for emergencies. This will enable swift volunteer deployment with comprehensive safety measures in place.

Young people will be actively engaged in the development and leadership of their National Societies, offered specialist training to boost their skills and competencies, and supported with clear routes to governance and leadership positions. This ensures their comprehensive personal development and empowers them to influence the direction of their National Societies.

For example, in 2025 National Societies in the [Asia Pacific](#) region will be given tailored support to develop Youth and Volunteer policies, facilitating youth-led structures within National Societies and developing young people's leadership capacities. They will also use findings from a 2024 study on the volunteering landscape in Asia Pacific to inform work in developing and strengthening volunteering management systems.

In [Africa](#), 35 National Societies (65%) have already developed youth policies and have empowered youth representatives on their Governing Board. All African National Societies will be supported to build on this success in 2025. In addition, the IFRC will support the development of a regional Youth Engagement Dashboard.

National Societies in all regions will be supported to create and promote spaces for active listening,

co-creation and participation of young people and volunteers in designing and supporting humanitarian and development programmes.

The IFRC will work in 2025 to design communication and dissemination strategies to redefine the narrative around humanitarian principles and their practical and active application, using culturally relevant language that also resonates with young people.

Strong focus will be placed on the fundamental principle of Unity. The IFRC network will raise awareness of National Societies as being open to all people, offering opportunities for volunteers of any background, skill set, age and physical ability, while fostering a sense of Universality by connecting volunteers worldwide through shared experiences.

## Innovation

The IFRC's approach to innovation is to create the systems and cultures that enable local innovation and agility while also building local capacities.

The [Solferino Academy](#) works with senior leaders across the network to inspire transformational and adaptive leadership cultures that can truly drive positive change in National Societies and the IFRC. Leaders are also coached in anticipatory governance and ways to incentivize innovation in their National Societies, for example by offering seed funding for projects.

Leadership bootcamps in strategic foresight and adaptation are also offered for presidents and other National Society governance members.

In 2025, the IFRC will work to integrate strategic foresight across the network to enhance long-term planning, building adaptability and resilience against future risks. This effort will span all levels of National Societies – from volunteers and branches to senior leadership – promoting the use of foresight methodologies throughout their processes.

By strengthening the capacity to develop future scenarios and actively engage with emerging insights, the network's strategies will be more flexible, proactive and effective in the face of evolving challenges.

Other plans for 2025 include the creation of a development acceleration programme bringing National Society leaders together with external experts for face-to-face learning.



Paraguay 2024 © Paraguayan Red Cross

### Prioritizing institutional development

The Paraguayan Red Cross has embarked on a transformative journey of institutional strengthening, as a key humanitarian actor in Paraguay. This is a testament to the commitment of its leadership, management and close collaboration with the IFRC and the Movement. Synergy with other National Societies, active participation in regional networks and strategic financing have been essential drivers to improve response capacity and strengthen its organizational structure.

In 2018 it updated its statutes, supported by the IFRC, for greater transparency in decision-making. This increased the trust of members and communities, while creating a more favourable environment for long-term strategy development.

Supported by the OCAC, a plan for improvement has guided the National Society's institutional strengthening. The Capacity Building Fund has been crucial in financing this growth. Significant investment in financial sustainability aims to improve the financial solvency of the National Society and guarantee the continuity of its humanitarian services.

Investment of technology for volunteer management and training of personnel and volunteers has amplified the impact of its capacity-building efforts, ensuring that knowledge flows efficiently. Training has fostered leadership and expanded the capacity of human resources to respond effectively to humanitarian needs in communities. Technical collaboration with the IFRC and other Movement members has been crucial in this work.

Today, the Paraguayan Red Cross has renewed its capacity to influence at national level through inter-institutional platforms, where it actively participates to coordinate actions and raise awareness of Paraguay's urgent humanitarian needs. This has transformed and reinforced

the role of the National Society in the country's humanitarian network.

Looking towards 2025, the Paraguayan Red Cross will provide institutional support for shelter management alongside national organizations such as the National Emergency Secretariat; promote community resilience through updated contingency plans and early-warning systems; and ensure comprehensive disaster-risk management through its branches. These branches will be strengthened through the IFRC's [Branch Organizational Capacity Assessment](#) system, to reinforce its structure at local level, continuing this development path.

The physical and emotional wellbeing of its volunteers will be a priority, and they will remain an integral part of decision-making. Furthermore, cross-cutting approaches such as Community Engagement and Accountability, Protection, Gender and Inclusion; and Safer Access will be placed at the core of all operations. The Paraguayan Red Cross will also prioritize improved nutrition, and implement mental health and psychosocial support, as well as community health initiatives.

In a context of increasingly limited resources, the Paraguayan Red Cross will continue to prioritize financial sustainability and build strategic alliances with the private sector and international organizations to diversify its funding. This will increase its capacity to provide sustained, high-quality humanitarian services.

The ongoing support from the IFRC and other strategic partners will be essential for this process of institutional growth to continue, allowing the Paraguayan Red Cross to solidify its role as a robust, effective and sustainable humanitarian actor in the future.



# HUMANITARIAN DIPLOMACY

## Our approach

Humanitarian diplomacy – based on country-level needs in communities around the world – is used by the IFRC and National Societies to engage with governments, donors, humanitarian and development actors, and other partners at national, regional and global levels.

This engagement takes place in a variety of ways, including at operational level to ensure National Society staff and volunteers have safe and unrestricted access to people at risk, and to advocate for humanitarian needs to be addressed.

For National Societies, humanitarian diplomacy is a vital part of the auxiliary role they play with their governments in the humanitarian arena. National Societies, often with IFRC support, regularly seek to influence country-level laws, policies and practices, such as through the work of IFRC's Disaster Law programme.

The IFRC also works to support National Society humanitarian diplomacy activities at local, national, regional and international levels, and builds capacities through training and the provision of tools, messaging and analysis and more.

The IFRC's global humanitarian diplomacy team engages in multilateral processes and seeks to bring the voices and perspectives of National Societies to high-level events such as the United Nations General Assembly in New York, the UN Framework Convention on Climate Change's annual Conference of Parties (COP), the Global Refugee Forum and many more.

This work is of vital importance in an increasingly complex and polarized world, one experiencing an increase in conflict and fragility, as well as misinformation, disinformation and hate speech, persistent human rights violations and lack of respect for International Humanitarian Law.

In this context, humanitarian diplomacy and effective public communication is needed more than ever to improve humanitarian outcomes for people affected by, or at risk of, disasters and crises.

## Our plan for 2025

In 2025, the IFRC will use humanitarian diplomacy to persuade policymakers to act at all times in the interests of the world's most at-risk communities. This will include advocacy at all levels of government with the aim of creating more enabling legal and policy environments for **principled and locally led humanitarian action**.

The IFRC will call for increased respect and protection for **neutral and impartial humanitarian action**, particularly during protracted crises and in fragile contexts.

This will include work to ensure the **Fundamental Principles** are recognized, that governments publicly recognize the importance of neutral and independent humanitarian action, and that all partners fully understand the unique auxiliary role National Societies perform for their government in the humanitarian field.

As Red Cross and Red Crescent support takes place at community level, in full partnership with those communities, the IFRC will also call for increased recognition and support for **local leadership**, delivery and capacity in humanitarian action. The IFRC will also press for the inclusion of local actors in decision-making processes – ensuring that not only do they have a seat at the table, but that their voices are heard and acted upon.

National Society and IFRC work to address the **climate crisis** will be underpinned by sustained humanitarian diplomacy in favour of increased and urgent investment in climate adaptation and resilience that reaches the people in the greatest need in the countries at greatest risk. This work will include pressure for policy change in loss and damage finance that reaches the local level, increasing climate-smart finance and accessibility in fragile contexts.

The IFRC will also work towards the development of a strong **Disaster Law** treaty/instrument on the protection of people affected by disasters – including drafting articles on the protection of people from disasters – ensuring that any treaty reflects IFRC recommendations and recognizes the roles of National Societies as trusted, skilled and accountable local actors.



In the area of **health security**, the IFRC will advocate for improved prevention and response to epidemics and pandemics that meet the needs of communities – building trust, enabling equity and facilitating local action. This work will also call for increased investment in community engagement and accountability, and greater protection for healthcare workers at all levels of a country’s health infrastructure.

In 2025, with rising numbers of people at risk following their **migration or displacement**, the IFRC will press for improved safety, dignity and access to services for vulnerable people on the move, regardless of their legal status. The network calls for increased prioritization of and investment in saving lives along migratory routes on land and sea, more equitable and safer pathways for international protection, and the right of family reunification.

All work in humanitarian diplomacy throughout 2025 will be guided by the IFRC’s [Humanitarian Diplomacy Policy](#).

Externally, the IFRC and National Societies will be profiled as experts in all areas where it seeks to influence. This will be done through providing relevant timely information and asks based on strong analysis from affected countries and communities, and nuanced engagement plans where the network can deliver humanitarian outcomes through “closed door” diplomacy, as well as more public avenues.

Internally, the IFRC will continue to enhance effectiveness, by investing in systems, structures, resources and procedures which will enable the effective humanitarian diplomacy required to achieve external ambitions.

All IFRC work in humanitarian diplomacy will be reinforced through a strong new **Global Communications and Advocacy** strategy in support of the ambitions and commitments of the Agenda for Renewal and Strategy 2030. This work will improve the IFRC network’s outreach by bringing humanitarian issues, challenges and successes to global attention.

### **Protection of Red Cross and Red Crescent volunteers and staff**

By the end of November, 32 National Society volunteers and staff had been killed in 2024 while performing their humanitarian duties (see the Fundamental Principles section for more information).

## ***Even one death is one too many. Violence against humanitarian workers must stop.***

This is among the highest levels of global violence against National Society teams ever experienced by the IFRC network.

The life-saving local humanitarian action of IFRC network volunteers and staff is enshrined in the Geneva Conventions, which also give protective status to the emblems worn on Red Cross and Red Crescent uniforms. Put simply, these emblems say, “Don’t shoot!”. They show that the volunteer or staff member is a neutral and independent humanitarian actor working to save and support people in need.

In 2025, the IFRC network will raise awareness on the urgent need to protect the volunteers and staff who risk their lives daily to help people in need. This will include humanitarian diplomacy to reaffirm the importance of the Fundamental Principles and the need for International Humanitarian Law to be respected.

To honour volunteers and staff from National Societies who die on duty, the IFRC is launching the **RED Family Fund** – a mechanism that will provide a compensation to support the families they have left behind.

This compensation is designed to complement any other mechanisms of local or global insurance, or other funds that may exist for families. Read more about the new RED Family Fund on page 87.

### **Humanitarian diplomacy in emergencies and complex settings**

Since the start of the crisis in the [occupied Palestinian territory](#) and [Israel](#) in October 2023, the IFRC has deployed humanitarian diplomacy efforts with the aim of achieving better humanitarian outcomes for all people affected. These efforts include advocacy for sustained and scaled-up delivery of humanitarian aid into Gaza, which remains a challenge.

In 2025, the IFRC will pursue these efforts by continuously highlighting the challenges faced by National Societies in [Palestine](#), [Lebanon](#), [Egypt](#) and [Jordan](#) in ensuring aid can reach people in need. It will engage

at different levels, in multilateral forums and bilaterally with influential partners, to provide platforms for the concerned National Societies to raise their voices, and leverage the influencing power of the global network.

In **Afghanistan**, a fragile context involving overlapping protracted crises, IFRC humanitarian diplomacy efforts will include gathering evidence and analyzing the need for longer-term development investments in the country. The focus will be on further strengthening the capacity of the National Society to enhance their engagement with authorities at all levels, and engage the international community on matters of strategic importance (i.e. the status of war widows, locally led action, principled humanitarian action and children in urgent need of medical support).

In **Bangladesh**, the focus will be on influencing government policies to enhance the security, self-sufficiency and dignity of the displaced community in Cox's Bazar. This effort aims to collectively seek increased political and financial support for Bangladesh, recognizing the protracted and politicized nature of the situation, and the country's vulnerability to climate change.

Work will continue in 2025 to support the establishment and operationalization of the **African Humanitarian Agency**. This new agency, first agreed upon by the African Union Assembly of Heads of States and Governments in 2016, presents an opportunity for African National Societies to use their auxiliary role to influence national and regional decision-makers and opinion leaders.

With financial support from Denmark, Norway and Sweden, the IFRC will continue to work with the AU Commission and the Humanitarian Division of Health, Humanitarian and Social Affairs through a two-year project. Where appropriate, the IFRC will promote the engagement of African National Societies in specific activities to share their expertise and showcase the work they do in the humanitarian space in support of regional and sub-regional bodies.

In **Europe** and **Central Asia**, plans for 2025 include work to build the humanitarian-diplomacy and communications skills of first responders, volunteers and branches through targeted support, training and missions. Priority will be given to National Societies operating in high-risk and/or disaster-prone contexts.

Following COP28, it was agreed to put into action a loss and damage fund to help developing countries recover from economic and other losses resulting from extreme weather events – whether acute or slow-onset. Some 770.6 million US dollars was pledged for the fund at the event.

In 2025, the IFRC will continue to follow this process and work to ensure that the new fund will support communities affected by the climate crisis.

The World Bank will establish the new Loss and Damage Fund as a Financial Intermediary Fund. As part of this process, the IFRC's Disaster Response Emergency Fund (IFRC-DREF) has been recognized as a relevant loss and damage Funding Arrangement.

Alongside work to position the IFRC-DREF as a Funding Arrangement, the IFRC will use humanitarian diplomacy to highlight the critical role of its Global Climate Resilience Platform in averting and minimizing loss and damage, as well as in strengthening locally led climate adaptation action.

Additionally, the IFRC will explore how National Societies can use their auxiliary role to partner with their governments to support loss and damage assessments and action linked to country-level applications.

### **Global communications and advocacy**

In 2025, a repurposed global communications and advocacy team will position the work and achievements of National Societies and the IFRC around seven main objectives.

These are supporting the achievement of operational objectives around the five Strategic Priorities and the four Enabling Functions; increasing awareness and understanding of the IFRC globally and locally; inspiring greater ambition and action by staff, volunteers and membership; mobilizing action among partners in support of the IFRC; building lasting support and trust for the IFRC and its network; strengthening capacities and peer collaboration to amplify the voices of the network, and addressing misinformation, disinformation and hate speech.

Specific priorities will include positioning the IFRC's work on migration (e.g. the Not Alone Campaign and the Darién migration exhibition) and climate (e.g. the Early Warnings for All Initiative), putting a spotlight

on the hunger crisis in Africa, and the network's response to emergencies and crises by ensuring that timely, relevant and credible information reaches IFRC network audiences.

Greater efforts will be made to enhance donor visibility to encourage continued and unrestricted support. Investment will be made in developing suitable metrics for monitoring and measuring the perception of the IFRC and its network, and for evaluating the impact of its communications efforts.

## **IFRC leadership role in humanitarian diplomacy**

### ***IFRC President***

In 2025, IFRC President Kate Forbes will prioritize humanitarian diplomacy efforts to reinforce the protection of people and communities in vulnerable situations, respect for the emblems and upholding our Fundamental Principles.

This involves advocating for greater access to affected populations, promoting respect for international humanitarian law, and ensuring that humanitarian aid reaches people in need without delay or discrimination.

The President will focus on strengthening partnerships with governments, regional bodies and other stakeholders to foster an environment conducive to delivery of humanitarian aid and resilience-building.

Additionally, there will be a strong emphasis on addressing the root causes of vulnerabilities, such as climate change, displacement, and socioeconomic inequalities, while amplifying the voices of local communities and National Red Cross and Red Crescent Societies to drive inclusive and effective humanitarian action.

Recognizing the evolving geopolitical landscape, the President will seek innovative and pragmatic approaches to engage with diverse partners, ensuring that addressing massive humanitarian needs are at the forefront of international and regional policy agendas.

### ***IFRC Secretary General***

The Secretary General views leadership in humanitarian diplomacy as a catalyst to driving purposeful action that directly improves humanitarian outcomes. Humanitarian diplomacy must be purpose-driven, not an end in itself, but a means to achieve concrete goals. Effective diplomacy relies on leadership's ability to engage decision-makers and opinion leaders, from grassroots efforts to high-level forums, always with a people-centred focus.

By leveraging its presence in multilateral and national forums, the IFRC will advocate for community needs. This advocacy must be rooted in the IFRC network's actions, ensuring that it drives real impact on the ground. Trust and credibility, built through a clear, unified approach.

Looking to 2025, the Secretary General envisions a more ambitious humanitarian diplomacy strategy, strengthening internal capacities and coordination within the IFRC network. The roll-out of the new Humanitarian Diplomacy Strategy, including the Framework for Humanitarian Diplomacy in Emergencies and the Global Communications and Advocacy Strategy, will ensure that Humanitarian Diplomacy efforts remain closely linked to our programmatic objectives and a people-centred approach.

In line with the "one message, many messengers" approach, humanitarian diplomacy serves as a platform for unified advocacy, where IFRC leadership and staff, National Societies and key partners deliver consistent, powerful messages across various levels and contexts. By having multiple voices convey the same message, the IFRC amplifies its influence and strengthens its call for principled humanitarian action.

The humanitarian diplomacy goal for 2025 is for the IFRC network to be even more effective in protecting human dignity, shaping global humanitarian debates and supporting legislative advocacy that addresses evolving global challenges.

### **Humanitarian diplomacy and climate action**

The Uganda Red Cross has used humanitarian diplomacy to influence Uganda's climate strategies for some ten years, through its active participation in the National Adaptation process and the passage of the National Climate Change Act 2021.

The Uganda Red Cross is part of the IFRC's Climate Champions initiative, which brings together the knowledge, expertise and leadership of 20 National Societies on climate action at policy and programmatic levels. It seeks to strengthen engagement in local, national, regional and global climate planning, policy processes and diplomacy; to improve collaboration and peer-to-peer learning between National Societies, while transforming policy into practice.

The initiative supports National Societies in undertaking their Climate Action Journey, which is one that enables National Societies to initiate, deepen and scale-up climate action and locally led adaptation through increasing their climate-risk knowledge and capacity, strengthening partnerships for action, and accessing climate finance.

The Ugandan National Society's engagement in humanitarian diplomacy has been invaluable in progressing its relationship with its government in climate and establishing a role for itself in Uganda's climate action.

It has engaged consistently over time with its government through its auxiliary role, establishing itself as a trusted partner in climate work. This engagement was founded on building strategic relationships with the Ministry of Water and Environment.

Uganda Red Cross has facilitated discussions across civil society organizations, non-state actors and the government, such as with the organization of the National Civil Society Symposium in 2020 – an important step in the process to establish the country's National Climate Change Act.

They also established a long-term Memorandum of Understanding between the Uganda Red Cross and the Ministry of Water and Environment, while also sharing regular updates with Ministries to improve collaborative efforts in projects such as developing catchment management plans for specific water-management zones.

The Uganda Red Cross is now a part of the technical advisory group to the government on Loss and Damage. In this role, the National Society will document and quantify the impact of climate-induced disasters and has been tasked with developing a framework for operationalizing these efforts.



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# ACCOUNTABILITY AND AGILITY

## Our approach

The IFRC's approach to accountability is to always operate with integrity in accordance with the Fundamental Principles of the Red Cross and Red Crescent, and in line with all applicable statutory texts, rules, policies and procedures.

Work is done proactively to strengthen accountability within the IFRC, with particular focus given to the areas of risk management, integrity and safeguarding.

IFRC assurance and integrity activities help the network to respond to urgent humanitarian demand effectively, and use resources in the best way possible, to have the greatest impact we can have. Good assurance and risk management also help prevent misconduct. By establishing robust internal control and monitoring mechanisms, the IFRC can reduce adverse incidents, and uphold trust.

The IFRC provides continuous support to National Societies to help them strengthen their own systems and practices in accountability, risk management, integrity and safeguarding. This ensures they can continue to build and maintain the trust needed to work within communities, fulfil their role as independent auxiliary to their governments and forge meaningful partnerships.

The IFRC continues to uphold a zero-tolerance policy in response to all incidents of misconduct, corruption, fraud, sexual exploitation and abuse, harassment and other grave threats to communities, to the IFRC's humanitarian mission, and to the trust of our donors and partners.

This culture of continuous improvement goes hand in hand with a culture of agility, for example, by prioritizing digital transformation and innovation to make the network future-fit and ready to respond to the challenges of tomorrow.

## Our plan for 2025

In 2025, the IFRC will continue to ensure improved accountability, better integration and streamlining of IFRC systems and processes, and a mindset change towards a culture of risk management.

The network will be supported in focusing on business development and improvement, particularly in

the areas of audit and investigation, financial sustainability, planning and reporting, digital transformation and business continuity.

A culture of risk management will continue to be promoted through initiatives such as global, regional, national and local awareness-raising campaigns, the development of a global training programme and Circles of Collaboration with National Societies.

## Risk management

The IFRC is committed to the management of risks as an integral part of its strategy and implementation. The management of risks are integrated into the IFRC's planning and operational processes, and fully recognized in the organization's reporting processes.

The IFRC will continue the implementation of the IFRC Risk Management Policy and Framework, by establishing clear guidelines and procedures, as well as providing technical support to National Societies for their own implementation of risk-management practices.

In 2025, the IFRC will further explore ways to continue to integrate risk management into its Emergency Appeals to ensure that risk management is considered from the start of an operation and has sustained support for large or protracted emergencies. Additionally, the IFRC will continue to support the establishment of sound risk-management processes for critical multi-year programmes.

To achieve these goals, the organization maintains risk registers, including identifying and mitigating top strategic risks for the organization, and works to establish and/or revise risk appetite statements while developing a comprehensive framework to integrate risk management with internal control mechanisms.

The IFRC will also explore the development of a centralized and unified platform to manage risks effectively, as well as the development of country-risk dashboards.

All these activities will be supported by regular training to ensure the proper knowledge for risk management is embedded in the IFRC's culture.

## The Lebanese Red Cross

### ***Improved accountability through unified planning***

The Lebanese Red Cross has been actively engaged in the unified planning process since its inception. Starting in 2022, inspired as well by the New Way of Working, they shifted towards a “one-programme approach”, a significant move from managing numerous small, fragmented projects to a more cohesive, structured system.

This unified approach covers planning, reporting and proposal development, aimed at improving coordination across multiple programmes, such as emergency medical services, blood transfusion and primary healthcare.

As part of this, the Lebanese Red Cross has worked to standardize its annual planning processes, closely aligning with partners to ensure a more integrated approach.

The Lebanese Red Cross has seen several benefits from the unified planning process. By consolidating activities and unifying their programme and reporting structures, it has managed to reduce complexity, improve transparency and enhance coordination with partners. This has led to better resource management and clearer accountability, as seen in efforts to decrease the number of indicators used, simplifying performance measurement. Additionally, this structured approach has enabled it to maintain critical services, despite challenges such as reduced funding and a volatile national context.

However, a unified planning process is not without its difficulties. The Lebanese Red Cross faces challenges in aligning donor expectations, as various partners may still require separate reporting or adherence to specific funding guidelines. This often complicates the implementation of the unified reporting structure. Additionally, while some partners fully support the one-programme approach, others maintain traditional practices due to donor requirements. The difficulty of securing sustainable financial support and maintaining operational capacity amid decreasing resources also remains a significant challenge for the Lebanese Red Cross.

The unified planning process is expected to have a significant influence on the Lebanese Red Cross’ work in 2025. With a solid foundation in place, it plans to continue its efforts to streamline reporting and enhance programme integration, particularly by expanding the one-programme approach to sectors such as WASH and economic security. These efforts will help the Lebanese Red Cross improve efficiency, allowing it to focus more on delivering core services like emergency medical care and blood transfusions despite financial and operational constraints. The unified planning approach will also help ensure that resources are optimally allocated, contributing to a more sustainable and resilient humanitarian response.

## **Safeguarding**

Safeguarding is integral to all IFRC efforts to achieve and maintain accountability. It is also a core responsibility of IFRC staff members, which requires ensuring that they are trained and capable.

The IFRC is fully committed to integrating safeguarding processes into all areas of work and at all levels, so that the organization can guide and support National Societies in fully embedding safeguarding into their own offices and programming.

In 2025, the IFRC will ensure increased consistency and quality standards in the review and vetting of staff. This means ensuring a safeguarding lens in

the vetting of all staff, and growing the safeguarding surge roster with qualified, vetted candidates that can be deployed to the field, to ensure stronger operations that protect communities, volunteers and staff.

This also includes ensuring that safeguarding is specifically included in the job descriptions of all Heads of Delegations, along with training as a crucial start for ensuring an environment where staff are protected, where systems are in place for complaints, and where proper support and guidance can be provided to National Societies.

In addition, in 2025, the IFRC will host a conference between IFRC Delegations and National Societies in [Türkiye](#) to strengthen and support safeguarding across operations and to promote programme quality. National Societies will be supported to recognize and mitigate risk, and understand and address obstacles to reporting.

This approach will not only strengthen safeguarding but will also contribute to building global surge capacity, operationalizing IFRC safeguarding responsibilities and ensuring our policies are transformed into meaningful action.

### **Office of Internal Audit and Investigations**

Good assurance, risk management, integrity and investigation activities are all at the heart of ensuring that the IFRC network delivers humanitarian impact with full accountability to communities and donors alike.

In 2025, the IFRC will continue to implement robust measures to prevent, detect and respond to any misconduct effectively, and to provide assurance over all IFRC activities and operations.

This will involve empowering National Societies and strengthening their systems in audit, assurance and risk management; fostering transparency and accountability across the IFRC network through whistleblowing hotlines and case-management systems; building integrity, capacity and ethical leadership by creating a pathway to professional qualifications in both audit and investigation, and using technology for enhanced investigations.

While this support is available to all National Societies, priority is given to those in countries and territories eligible to receive Official Development Assistance.

Work to strengthen integrity will be conducted through training and workshops in governance, assurance, risk management, as well as internal audit; external audit preparation and donor compliance; whistleblower hotline and case-management system training (the [Integrity Line](#)), fraud and corruption prevention; preventing sexual exploitation, abuse and harassment, and training in conducting audit and investigations.

Work will continue throughout 2025 to build rosters of professionally qualified investigators (specializing in investigating fraud and corruption, and sexual

misconduct) and auditors who can provide technical audit and investigation support across the IFRC network, particularly for smaller or lower-income National Societies. The immediate goal is to identify integrity champions across the network and provide the funding and opportunities that will allow them to become professionally qualified and experienced.

Also in 2025, the IFRC will address rising demands for external audit by creating a database to identify commonalities in audit needs, so that information can be centralized to reduce the reporting burden.

The IFRC is an industry leader in transparency, holding quarterly meetings with donors and partners for frank and open discussions on all aspects of IFRC work; this will be expanded into 2025 to focus on investigations and external audit risks.

### **Security**

The IFRC security programme continues to focus on developing a culture of security both within the IFRC and among member National Societies. The programme focuses on providing guidance to field managers on actions required to comply with the IFRC's [Minimum Security Requirements](#), as well as establishing a well-reasoned and effective security management process. This includes an effective Critical Incident Management system both at head-quarter and field levels.

In 2025, the IFRC plans to increase its security training capacities and deliver on its needs-based security learning strategy for operations in high-risk contexts. It will also continue to collaborate with National Societies to offer a high standard of security training in the field.

For example, in [Africa](#), five National Societies operating in fragile or high-risk settings will be supported to enhance their security management in 2025, and all IFRC Delegations in the Africa region will receive technical support to ensure their security and contingency plans have been reviewed.

The IFRC's online safety and security "one-stop shop" website, [ifrcstaysafe.org](http://ifrcstaysafe.org), will be regularly updated with the tools and training that IFRC network staff and volunteers need to Stay Safe and implement good security management in the field.

The IFRC will continue to promote its new IFRC Stay Safe Security learning (Stay Safe 2.0), which

has already been completed by more than 40,000 people. The aim of the course is to provide basic security preparation for network personnel traveling or being deployed to the field. Translation of this training course into additional language versions to ensure volunteer inclusion will be explored.

IFRC network security capacities will also be enhanced by the roll-out of IFRC's Security Information Management Platform. This platform standardizes global IFRC security management systems, thereby increasing oversight and accountability with regards to IFRC "Duty of Care" and security compliance issues.

To ensure safer operations, the IFRC will continue to strengthen its security-surge roster, including through the development of a technical competency framework for surge-security profiles, a surge-security personal development plan, and security training for personnel on the roster.

### **Legal and Data Protection**

In 2025, the Legal and Data Protection function will continue to provide strategic and expert advice to leadership and governance, senior management and operations of the IFRC on all legal matters, including those related to the international legal status of the IFRC.

Following the adoption of several amendments to the IFRC's Statutory Texts at the 2024 General Assembly in October 2024, work will continue in 2025 with a focus on integrity; financial matters and financial regulations; governance appointment and election processes; the minimum requirements for compliance with their legal basis set by the IFRC and the Movement, and ethics.

The IFRC will strengthen its accountability with improved legal and compliance risk-management processes fully embedded into the business, as well as tools, including the review of the Contract Approval Matrix and the deployment of an interface to link eContracts with the new Enterprise Resource Planning (ERP) system.

The IFRC's overall compliance will be strengthened through the provision of legal training and information sessions for staff and National Societies on legal matters of interests such as legal risk management, compliance, legal status, sanctions and data protection, etc. Advice will also be provided in support of

the implementation of the new policy on the prevention of sexual exploitation, abuse and harassment.

Legal advice will be provided on strategic and key data protection and privacy matters, strengthening processes and practices compliant with the IFRC Policy on the Protection of Personal Data, and that all data processing is done accordingly, with a particular focus on international data transfer, and the management of any data breach.

### **Governance and Board Support**

The IFRC will continue to develop standardized compliance guidelines and policies applicable across all member National Societies (such as the policy on the protection of integrity) and the IFRC. This fosters uniformity in how rules and regulations are interpreted and adhered to. Sharing examples of best practices raises awareness and strengthens the understanding of compliance across various contexts, providing a model for National Societies to emulate.

The IFRC continues to implement regular evaluations to assess the compliance status of National Societies, identifying areas where improvements are needed. Establishing robust feedback mechanisms encourages open communication about compliance challenges and facilitates timely mitigation measures. The IFRC also provides frameworks for conducting risk assessments, allowing National Societies to identify and prioritize their compliance risks more effectively. The dashboard concept strengthens and further develops a culture of accountability and transparency within the IFRC, and monitors the organizational health of the network.

Through initiatives that emphasize the importance of ethical conduct and accountability, the IFRC encourages National Societies to prioritize compliance as a fundamental aspect of their operations. By promoting a culture that values compliance and integrity, National Societies are more likely to internalize the importance of adhering to rules and regulations. The IFRC continues to support National Societies for potential regulatory crises, enhancing their agility in compliance and enabling the swift adaptation to new regulations.

### **Strategic planning and results-based management**

Efforts will continue to enhance alignment of planning processes with the IFRC membership-wide

ten-year Strategy 2030, in particular through unified planning, and to reinforce results-based management (RBM) at all levels.

The primary focus for 2025 will be to further boost [Federation-wide results-based matrix](#) methodologies and innovative tools; increase the network's RBM capacity and foster a Community of Practice approach for planning, monitoring, evaluation and reporting (PMER) staff across the membership; enable results-based global programmes and major grants/initiatives; and support accountability through quality assurance and evaluations.

### ***Network-wide data systems***

The IFRC's network-wide data systems have significantly evolved since the launch of unified planning and reporting in 2022, shifting from a top-down to a bottom-up approach.

Data collection tools and indicators have been adapted to better support the managerial and external accountability of National Societies. One major milestone is the launch of a comprehensive [indicator bank](#) that brings together standard indicators further harmonizing Federation-wide data collection, and improving data quality and analysis. Efforts will be made in 2025 to ensure the use of the indicator bank, and its continuous improvement.

### ***Reporting and accountability***

To ensure that it is providing top-quality and timely reporting, the IFRC will continue to identify the needs of donors, and to streamline requirements. This will include supporting National Societies in moving from project to programme management with partners, and developing a network-wide standard requirements document.

While working collaboratively within the network, the IFRC will develop innovative PMER approaches and cutting-edge monitoring and evaluation methods in 2025. At the same time, evaluation of quality assurance will be enhanced through the provision of direction, tools, templates and mentorship.

### ***Using Artificial Intelligence in Planning, Monitoring, Evaluation and Reporting***

Work will continue to explore applications, benefits, challenges and best practices of AI in the area of PMER, with practical use cases, discussions around challenges/risks, and opportunities. This includes ensuring frequent conversations within the IFRC

network PMER community of practice about the use of AI in PMER; documenting success stories of use; the ethical, environmental and reputational risks associated with AI, including how to deal with bias and inaccuracies in generative output, and data protection issues.

## **Human resources**

### ***Staff Global Mobility Policy***

The IFRC places workforce mobility at the heart of its operations. In 2025, the IFRC will develop a global framework that will not only make employee mobility more coherent and systematic, but also empower employees to actively shape their own career paths. The framework is intended to promote an agile, highly skilled and more effective workforce.

### ***Emergency/Rapid Response Deployment***

Several initiatives have been identified to enhance preparedness, coordination and efficiency in rapid-response deployments. In 2025, the IFRC will launch a holistic toolkit for HR emergency responders and for practitioners who manage people in emergencies, in line with the establishment of minimum safeguarding standards.

### ***Leadership development***

Leadership is expected to be a priority for systematic and sustained development among National Societies in 2025, either through IFRC resources such as the [Solferino Academy](#), or their own leadership systems, competency frameworks and development paths.

The IFRC will continue the work of the Solferino Academy and the Lead to Change initiative, explore the potential of "on demand" leadership courses as components of the standard Movement Induction Course, and explore on-boarding programmes/ leadership induction for new management and governance at National Society level.

Further development of National Society governance-strengthening programmes will be a priority as this has been identified as a need by many National Societies.

### ***Inclusion journey***

The IFRC's Inclusion Journey continues to foster an organization and culture where everyone is valued and treated with dignity and respect.



Since its inception, more than a thousand colleagues have participated in interviews, workshops and dialogues, sharing their aspirations for a diverse, equitable and inclusive IFRC. In 2023, a core group of 11 staff members from across the IFRC facilitated the collaborative development of recommendations to address the opportunities and challenges identified throughout the Inclusion Journey.

In 2025 and beyond, the implementation of the Inclusion Journey recommendations will drive the sustained and continuous improvement of IFRC's workplace culture that will lead to better decision-making, improved performance and enhanced organizational resilience.

### **ForeSEE**

IFRC's ForeSEE project identified several areas for improvement in several departments during a review in 2024, with the objective of enhancing staff capacity and productivity to provide more effective support to National Societies.

In 2025, the resulting plan of action will be fully implemented through priority initiatives. These include cross-cutting actions such as the development of a Delegation of Authority Framework to clarify roles and responsibilities, and the introduction of an Immediate Response Protocol to streamline procedures during emergencies.

### **Supply chain management**

In 2025, the IFRC will continue to transform its supply chain to enhance efficiency, responsiveness and alignment with operational needs.

#### ***Sourcing and procurement***

The IFRC will improve the purchasing function by emphasizing strategic sourcing, planning and local procurement, strengthening the relationships between supply chain and operations. High-demand sourcing power and localized medical procurement will ensure competitive pricing, quality and accessibility. Revised procedures for procurement, warehousing, customs and transportation will be introduced, positioning the supply chain as essential to IFRC's daily and emergency operations.

#### ***Supply chain in emergencies***

In 2025, the IFRC will develop protocols for supply chains in emergencies. This includes working with

## ***In 2025, the IFRC will work to localize its emergency supply chain through the use of cash and local procurement – enhancing timeliness and relevance to local contexts.***

National Societies to identify minimum stock for improved readiness, develop a readiness mechanism in supply chains for National Societies, and promoting local sourcing and clear procedures to accelerate the pace of response.

The IFRC will also create a global supply-chain management talent pool that can be deployed to cover any gap areas. The localization of the emergency supply chain through cash and local procurement will be prioritized to enhance responsiveness and relevance to local contexts.

#### ***Fleet management***

The IFRC will continue to provide vital fleet services that provide equipment for National Societies, while reviewing how these services are managed for more consistency, quality and value. This will include the development of a fleet strategy and an updated fleet business plan.

#### ***Stock***

Having the right materials on hand is essential to responding quickly to needs. The IFRC will review its current global stocks – both materials and warehouses. This includes an analysis to identify what stock is needed and the best locations to store it, with fewer but better-connected locations for faster delivery. It also includes looking not just at IFRC global stocks but increasing coordination among National Societies to utilize all the resources within the network, reducing redundancy and increasing efficiency.

The IFRC will also explore the use of virtual warehouses, where materials would remain under the ownership of the supplier but be available to be expedited rapidly when needed. This would reduce warehouse management cost and bureaucracy for the IFRC.

## ***Innovation and development***

IFRC will look at maximizing economies of scale by leveraging IFRC's extensive network and developing a standardized approach to non-food items and National Society products.

Collaboration across member organizations will ensure consistent quality, reduce costs and improve logistics efficiency, as well as drive innovation. Sustainability will be prioritized to drive long term change and reduce our environmental footprint.

The IFRC will continue working closely with partners like DG ECHO, who are equally committed to improving supply-chain management for more effective humanitarian responses.

## **Digital transformation**

*Strategy 2030* identifies digital transformation as one of the seven transformations needed to address the main global challenges for this decade.

Throughout 2025, the IFRC will harness digital transformation to improve the relevance, speed, quality, accessibility and resilience of humanitarian services delivered to people in need.

### ***Digital Transformation Impact Platform***

National Societies need skills and technology to deliver assistance in an increasingly digital world and to engage with communities in the way that communities prefer.

The IFRC's target is to enable 80 of the least digitally mature National Societies to increase their digital maturity by one level by the end of 2027.

This work is carried out through the **Digital Transformation Impact Platform**. In 2025, the IFRC is working to secure 10 million Swiss francs in additional funding for digital products and services, enabling the support of 11 National Societies in their digitalization projects.

So far, 55 National Societies have undergone a digital maturity assessment to define their growth priorities and investment needs. In 2025, at least nine additional National Societies will complete the Digital Maturity Assessment and improve the usability of their methods.

The IFRC will publish a revised package of Digital Maturity Methodology guidelines with a target of

encouraging a 50% adoption rate among National Societies by the end of 2025.

Other ambitions for the year include the implementation of a digital transformation roadmap for at least seven National Societies, so that at least ten National Societies are supported with upgraded infrastructure, connectivity and tools.

### ***Data literacy***

Work to improve and enhance data literacy will continue in 2025, including through establishing a network of data champions across all IFRC regions, with at least one champion per region by mid-2025.

The IFRC also aims to increase peer-to-peer learning engagement by organizing five regional workshops and ten online sessions, achieving at least a 70% participation rate among National Society staff by the end of 2025.

Work will be done to achieve a 30% improvement in quality and access to the Data Playbook toolkit based on feedback; to conduct AI training sessions with partners, and to roll out Data Protection and Information Security training to 70% of IFRC staff, ensuring that 80% pass post-training assessments.

The IFRC will continue collaborating with partners like Microsoft TSI to develop a common data model that aligns with National Society operations. In 2025, key elements of this model will be identified and adopted by the IFRC and at least three National Societies.

### ***Adoption of Artificial Intelligence technologies***

The IFRC is committed to leveraging the potential of AI, adopting this new technology in a safe, legal and ethical way, to support our work and that of our network of volunteers and partners. We aim to focus on three key areas:

- Increasing internal productivity to support our daily operations and processes.
- Harnessing internal and external knowledge, making it more accessible and informative.
- Enhancing the delivery of humanitarian services.

The IFRC will coordinate and align on the prioritization of use cases, ensuring that technology is adopted in an innovative and responsible manner,

coordinating the already ongoing work of internal teams and National Societies.

Great emphasis will also be given to upskilling and training opportunities for our personnel and network, with dedicated material and courses made available throughout the year.

### ***A more efficient IFRC***

The IFRC will work to achieve a 75% project success rate and user satisfaction level for digital transformation initiatives by the end of 2025.

Other projects to improve efficiency and cost effectiveness will include the migration of all existing web applications to Azure Cloud App Services with less than 2% downtime, and finalizing the ERP system integration and achieve a 30% reduction in processing time for eContracts and Approvals applications by Q4 2025.

Work will also continue to develop and implement an AI strategy for the IFRC, supporting at least four AI-augmented use cases per quarter.

### ***Integrated assistance***

Work in the **Integrated assistance** ecosystem of humanitarian digital solutions will continue to be a priority, including products like AccessRC (see page 63 for more information) and the Digital Engagement Hub, and others.

The goal of the **Digital Engagement Hub** is to improve accountability by facilitating multi-channel communication between humanitarian actors and the communities they support. The Hub is a collaboration between the IFRC, the Norwegian Refugee Council, the Netherlands Red Cross' data and digital initiative (510), a number of National Societies, and several other partners. It has developed a technical solution that provides actionable insights into humanitarian needs, and is replicable for National Societies across the IFRC network. It is currently operated by National Societies in [Hungary](#), [Georgia](#), [Jordan](#) and [the Netherlands](#).

## **A cybersecurity framework will be implemented across all IFRC systems. The goal is to achieve a 50% reduction in cybersecurity incidents by the end of 2025.**

In 2025, in [Hungary](#), the National Society will implement agile customer-relationship management systems to manage and standardize data efficiently, enabling real-time decision-making and improved accountability in operations.

In [Jordan](#), the IFRC and the Netherlands Red Cross will support the Jordan National Red Crescent Society to digitalize its communications with communities (the CEA Digital platform).

### ***Cybersecurity***

The IFRC developed a mandatory cybersecurity training programme for staff and continues to build a culture of cybersecurity through nano-learning, where updates of information continue to come to users after the initial training has been completed.

The IFRC has also implemented information classification to better understand the levels of sensitivity of documents being created and shared, so that it can better protect sensitive information and implement data-leakage protection and mobile-device management controls to ensure better security.

In 2025, the IFRC will implement security event-information management, an AI-based tool that will review and analyse digital logs to identify unusual or potentially malicious activity so that the IFRC can respond quickly and accurately to any threat.

A Zero Trust cybersecurity framework will be implemented across all IFRC systems, achieving a 50% reduction in cybersecurity incidents by the end of 2025.

### Ensuring trust and accountability

Since the transition in August 2021, Afghanistan's de facto authorities have maintained an approach where they appoint high-ranking officials of agencies established by law. Among the agencies established by law is the Afghan Red Crescent.

These changes have resulted in the appointment of individuals designated under UN Security Council Resolution 1988 (SCR 1988) sanctions to the Afghan Red Crescent.

The IFRC continues to implement strong mitigation measures in its dealings with the Afghan Red Crescent in relation to financial, legal and reputational risks to ensure the integrity of its funding support. The IFRC and ICRC continue to work hand in hand to ensure that Movement principles and the modus operandi are understood and respected by the Afghan Red Crescent leadership, newly appointed staff and downstream partners. This also extends to the respect of IFRC policies relating to financial integrity, financial management and accountability.

This ensures that these designated individuals have no control over, and are not signatories to, programmes and activities funded by the IFRC or other international Movement partners. They also do not participate in the design of programmes, in defining humanitarian priorities, or in selecting targeted geographical areas. Additionally, since 1 September 2021, any procurement and payment of goods and services is undertaken by the IFRC itself directly. For cash and voucher assistance, the IFRC has its own agreements with financial service providers.

Since 2023, the IFRC has a strong in-country compliance and risk-management team. In addition to screening personnel, vendors and consultants against UN, OFAC, EU and other sanctions lists, the team ensures quarterly reviews and updates of the IFRC risk register as well as monitoring progress against audit recommendations.

The IFRC and ICRC have also worked with the Afghan Red Crescent to update its statutes and legal base to strengthen good governance. Clear working practices that allow for separation between governance and management were put in place and discussions have reaffirmed them. A draft revised Red Crescent Law has been presented to the authorities and is awaiting their assent. These revised statutes will come into effect once the revised Red Crescent Law is assented. In mid-October 2024, a decree was issued reconfirming the independence and neutrality of the Afghan Red Crescent from all other government institutions, with the understanding the National Society will respect laws and regulations declared by the government.

The IFRC briefs the Afghan Red Crescent leadership about international financing as they play a role in holding the executive accountable, as well as in updating the authorities about the holistic programmes of the Afghan Red Crescent.

The IFRC will continue to work closely with donors to enable their continuing support in the crucial work of the Afghan Red Crescent, via the IFRC and other Movement partners or directly.

The Afghan Red Crescent retains unparalleled access, community trust and experience and, as a national humanitarian partner, has the ability to immediately reach the people most in need.

The National Society has a branch in each province of the country, boasts a strong network of volunteers – including some 6,700 women who are crucial to delivering services to vulnerable groups, especially women and girls. Community members – men and women, boys and girls – remain central to the efforts of the Red Cross and Red Crescent: as recipients, designers and deliverers.

# REFERENCE **CENTRES**



# RED CROSS RED CRESCENT REFERENCE CENTRES

## IFRC GLOBAL REFERENCE CENTRES

### Climate Centre

The mission of the Climate Centre is to support the Red Cross and Red Crescent Movement and its partners in reducing the impacts of climate change and extreme weather on vulnerable people. The Climate Centre focuses primarily on providing guidance and tools to National Societies and their partners, and fostering the exchange of experience, training and technical back-up for the network's volunteers, delegates and managers specializing in the management of disaster risk and health.

The Climate Centre has adopted three pathways to change that include harnessing scientific knowledge and influencing agendas; informing policy from local to global levels, across sectors and themes; and advancing practical solutions to better manage rising risk. The Centre does this with a number of result areas that include: anticipatory action; urban heat risk; youth engagement; urban communities; climate-conflict nexus; climate responsive social protection; climate and health; locally led adaptation, and innovative engagement.

[climatecentre.org](https://climatecentre.org)

*Hosted by: The Netherlands Red Cross Society*

2025 Funding requirement:  
**6.9 million Swiss francs**

### Global Disaster Preparedness Center

The Global Disaster Preparedness Center is a globally focused reference center 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.

For 2025, the GDPC will continue an approach that builds upon proven areas of success, including innovation through practical, operationalized research. This approach focuses on identifying and developing community-driven innovation in the areas of climate change, migration and displacement, and early warning early action. In tandem with this approach, the GDPC is continuing its successful Small Research Grants programme, which funds local research opportunities for researchers in low- and middle-income countries. Emphasizing local research and solutions, the GDPC will test and support the transition of ownership of successful innovations to a pre-determined partner for scaling.

[preparecenter.org](https://preparecenter.org)

*Hosted by: American Red Cross*

2025 Funding requirement:  
**500,000 Swiss francs**

## Global First Aid Reference Centre

The Global First Aid Reference Centre supports National Societies to develop and implement quality First Aid services, education programmes and operations; to reduce deaths and severity of injuries and illnesses around the world, and to make people and communities more resilient. It collaborates with National Societies and the ICRC, as well as scientific, institutional and private partners. In line with the IFRC First Aid Vision 2030, our ambition is to reach at least one person trained in First Aid by the National Societies in every home, workplace and school.

### Priority areas of work for 2025 include:

- Developing technical resources to support the IFRC First Aid Vision 2030. This includes: International Guidelines on First Aid, Resuscitation and Education 2025; education tools for people with specific vulnerabilities training; First Aid at School guidelines, and the Commercial First Aid toolbox.
- Disseminating the Universal First Aid mobile application worldwide.
- Enhancing First Aid education through training of trainers courses and scaling-up International First Aid Attestation.

<https://www.globalfirstaidcentre.org/>

Hosted by: French Red Cross

2025 Funding requirement:  
**1.2 million Swiss francs**

## Livelihoods Resource Centre

The mission of IFRC Livelihoods Resource Centre (LRC) is to advance economic empowerment initiatives aimed at strengthening the resilience and dignity of communities and individuals through sustainable livelihood strategies. The LRC assists Federation Members to increase awareness and use of effective livelihoods programming strategies.

### Priority areas of work for 2025:

- Financial inclusion: Promote economic empowerment by enabling people to invest in income-generating activities.
- Employment: Employability support for vulnerable groups.
- Climate: Advocacy of climate-smart and environmentally sustainable livelihoods.
- Migration: Support livelihood opportunities for migrants and displaced populations according to each context.

[www.livelihoodscentre.org](http://www.livelihoodscentre.org)

Hosted by: Spanish Red Cross

2025 Funding requirement:  
**500,000 Swiss francs**



Lebanon 2024 © Syrian Arab Red Crescent

## Psychosocial Support Centre

The Psychosocial Support Centre guides National Societies on community-based mental health and psychosocial support, contributing to the development and delivery of services to vulnerable groups, staff and volunteers. The centre generates evidence-based resources such as handbooks, videos and podcasts, and it provides technical advisory including assessments, training, quality assurance, and activities to support implementation, monitoring and evaluation of mental health and psychosocial support (MHPSS) initiatives. It furthermore advocates for the integration of MHPSS across humanitarian work.

In 2025, the Centre will become the MHPSS Movement Hub, with the ICRC joining the Danish Red Cross and the IFRC as founding partners to strengthen MHPSS across the Movement. It will include the following priority areas of work: specialized mental health interventions; targeted regional capacity-building; conflict-affected populations; suicide prevention and response; climate adaptation and resilience; maternal and neonatal health; community-based programming, and integration of MHPSS skills and tools in multisectoral interventions.

[www.pscentre.org](http://www.pscentre.org)

Hosted by: Danish Red Cross

2025 Funding requirement:  
**3.8 million Swiss francs**

## IFRC REGIONAL REFERENCE CENTRES

### Interamerican Centre for Volunteering Development (ICVD)

The ICVD supports National Societies in their strategies and objectives to promote and improve volunteering management and development, recognizing that investment in increasing the individual National Societies capacity contributes to collective effectiveness as a Movement. The ICVD advocates for volunteering as a continued fundamental pillar of the work of the Red Cross, re-positioning it at the centre of our work, while ensuring that our volunteers are protected, motivated, trained and engaged.

In 2025, the ICVD will strengthen its main areas to provide better services to National Societies. This includes launching a new version of the Volunteering Development Platform 2.0, exchanges and research on volunteering, laboratories, working groups and a network of experts. Additionally, the implementation of the Americas Volunteering Development Framework will be supported. The development and implementation of the Americas Volunteering Standards will also be a priority. Specific support to National Societies focusing on their specific country plans will be provided.

[volunteeringredcross.org](http://volunteeringredcross.org)

2025 Funding requirement:  
**500,000 Swiss francs**

### Asia Pacific Mental Health and Psychosocial Support Collaborative

The Asia Pacific Mental Health and Psychosocial Support Collaborative (the Collaborative), a tripartite collaboration between the Movement Reference Centre for Psychosocial Support, the IFRC Asia Pacific Regional Office and the Chinese Red Cross, is committed to providing high-quality and accessible technical assistance in MHPSS to National Societies in the Asia Pacific Region. We strive to scale up the MHPSS programmes through effective technical support in emergencies, capacity-building initiatives, knowledge-sharing practices, and robust humanitarian diplomacy and resource mobilization.

The Collaborative will continue its role in 2025, to ensure the effective implementation of MHPSS based on the needs and priorities of the National Societies in the region, with a greater focus on cross-sectoral work and localization. This includes integrating MHPSS in climate change, migration and youth work, and ensuring an MHPSS response to complex and protracted crises. Moreover, there will be pilot initiatives such as the integration of Psychological First Aid and First Aid, and development of a regional roster for MHPSS surge.

[Asia Pacific Mental Health and Psychosocial Support Collaborative](#)

*Hosted by: Red Cross Society of China*

2025 Funding requirement:  
**120,000 Swiss francs**

## Observatorio Humanitario

The Observatory's mission is to produce evidence to strengthen and enhance the Movement's humanitarian actions. With the concept of Research for Action, it aims to identify humanitarian needs and situations of vulnerability; generate tools for listening to communities; and design social advocacy projects and public policies. As a reference centre and member of RC3, the Observatory has the task of generating evidence to support the humanitarian strategy of the IFRC and its National Societies.

### Priority areas of work for 2025 include:

- Development of the Global Humanitarian Dashboard: a monitoring and modelling system of prospective scenarios for the anticipation of humanitarian crises and IFRC action. Active member of the RC3 members' working group and ethics committee.
- Climate change: community resilience; epidemics linked to climate change.
- Mental health: barriers to access.
- Living conditions: child poverty, food insecurity, community vulnerability.
- Impact of AI and new technologies: challenges and opportunities for humanitarian action.

[observatorio-humanitario](https://observatorio-humanitario.org)

*Hosted by: Argentine Red Cross*

2025 Funding requirement:  
**180,000 Swiss francs**

## Asia Pacific Disaster Resilience Centre

The Asia Pacific Disaster Resilience Centre collaborates with National Societies to reduce disaster risk and enhance community resilience. It conducts activities such as safety education, technical assistance and fostering collaboration across the region using innovative technologies. In 2025, the APDRC aims to position itself as a premier knowledge hub for the Asia-Pacific region, leveraging global partnerships and promoting youth engagement to drive innovation and collaboration.

### Priority areas of work for 2025:

- Develop and disseminate content related to climate change and disaster resilience, and strengthen research collaborations with international organizations such as the Climate Centre, GDPC and UNDRR.
- Promote IMPACT Workshops in cooperation with domestic and foreign organizations, and strengthen disaster-prevention education through the development of simulation contents using Virtual Reality and serious game.
- Host the seventh International Seminar on Disaster Resilience and participate in the Global Urban Resilience Working Group.

[apdisasterresilience.org](https://apdisasterresilience.org)

*Hosted by: Korea Red Cross*

2025 Funding requirement:  
**350,000 Swiss francs**



## Caribbean Disaster Risk Management Reference Centre

The CaDRiM is dedicated to enhancing community resilience across 13 Caribbean Red Cross Societies and partner organizations. Focusing on Small Island Developing States, the CaDRiM is a collaboration of technical experts in Information Management, Training, and Learning and Research. We collect and disseminate vital data, develop advanced learning resources, and conduct multidisciplinary research to promote sustainable preparedness and risk-reduction activities. Our mission is to empower communities to manage disaster risks effectively and thrive in the face of challenges.

### Priority areas of work for 2025:

- Conduct regional online training for Enhanced Vulnerability Capacity Assessment (eVCA), and Damage and Needs Assessment/Kobo Collection.
- Create a centralized training dashboard for monitoring training across National Societies.
- Research disaster-preparedness strategies through cross-national comparisons of Caribbean National Societies.
- Reassess the effectiveness of Early Warning Systems (EWS) five years post-implementation.
- Expand the Public Awareness and Public Education (PAPE)-E Library and develop inclusive communication materials for disaster preparedness.
- Enhance training for community-disaster response teams and develop metrics for measuring community resilience post-disaster.
- Provide ongoing training and learning support to the IFRC Global ERP/Ready project.

[www.cadrim.org](http://www.cadrim.org)

Hosted by: IFRC

2025 Funding requirement:  
**75,000 Swiss francs**



Jamaica 2023 © Jamaica Red Cross

## NATIONAL SOCIETY REFERENCE CENTRES

### Centre for Research on the Third Sector

Balancing the state and the market, the 'third sector' (i.e. any association of people that is neither public nor private) is a key sector in society. In contrast to the first two, the third sector has received very little attention in academic and policy debates. Our centre aims to facilitate research on the third sector's relevance by providing empirical evidence on its size and importance for society.

In 2025 our research will encompass a broad spectrum of the third sector's impact, by linking societal outcomes to our global dataset. Examples include quantifying the importance of the third sector during the Ukraine refugee crisis, and the relationship between third sector size and polarization in society.

[rodekruis.be](http://rodekruis.be)

*Hosted: Belgian Red Cross-Flanders*

2025 Funding requirement:  
**200,000 Swiss francs**

### Centre for Evidence-Based Practice (CEBaP)

The CEBaP provides a scientific basis for a wide range of humanitarian activities, from blood-supply services to development programmes or emergency relief. This is achieved by collecting existing scientific studies in evidence reviews and by developing evidence-based guidelines (secondary research). Where gaps in evidence are identified, also primary-field studies are conducted. In this way, the centre aims to identify which activities are most (cost-) effective and can achieve impact on research, practice and policy.

In 2025, the Centre will focus on first-aid education: finalizing a systematic review of the effectiveness of first-aid training; updating evidence-based first-aid guidelines for Flanders; creating guidelines on first aid for aquatic rescue in Africa and collecting data on first-aid training for mental health problems. It will also include priority areas like blood donors, blood banking: second year of PhD on MSM (men who have sex with men) and blood donation; evidence review of optimal blood products for organ transplantation, and research on Patient Blood Management.

[cebap.org](http://cebap.org)

*Hosted by: Belgian Red Cross-Flanders*

2025 Funding requirement:  
**1.1 million Swiss francs**

## Indian Ocean Regional Intervention Platform (PIROI)

Inaugurated in November 2024, the PIROI Center aims to facilitate the capitalization of experiences and the provision of expertise in favour of strengthening the resilience of populations in the face of natural and health-disaster risks, as well as climate change.

The action of the PIROI Center includes reinforcing logistics capacity (900m<sup>2</sup> warehouse in Réunion coupled with a network of ten warehouses in the south-west zone of the Indian Ocean) and an extensive training offer in disaster-risk management, both within and outside the International Red Cross and Red Crescent Movement.

The PIROI Center strives to promote a green response, integrating the consideration of ecosystems and promoting longer-term development as well as contributing to the networking of stakeholders at national, regional and international levels.

The PIROI Center also conducts research and innovation work in partnership with research institutes and in particular through the network of reference and research centres of the Movement.

[piroi.croix-rouge.fr](http://piroi.croix-rouge.fr)

*Hosted by: French Red Cross*

2025 Funding requirement:  
**4.5 million euros**

## Science Foundation

People have a right to quality humanitarian action informed by robust evidence, not just tradition or good intentions. The Science Foundation of the Belgian Red Cross mission is to fund the generation of reliable evidence on (cost-) effectiveness of humanitarian action.

We initially funded research mostly in the field of public health and pre-hospital care but are now broadening our scope to also include economic, sociologic and ethical elements. The reason being that for many important health issues, people cannot be convinced by just providing them with more scientific data.

[rodekruis.be](http://rodekruis.be)

*Hosted by: Belgian Red Cross*

## Partnership on Substance Abuse

The mission of the 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 such as HIV, hepatitis B or C and other related risk factors.

In 2025, the Partnership will use the high standards of practice set by the Villa Maraini Foundation to advocate for greater flexibility in helping people affected by drug use disorders. It will support National Societies in advocating towards relevant stakeholders for humane and effective drug policies. It will develop and share models and tools that reflect best practices in drug policy within and outside the Movement. It will cooperate with key organizations and networks at global and country levels working in the field of substance abuse and related topics.

[rcsubstanceabuse.org](https://rcsubstanceabuse.org)

*Hosted by: Italian Red Cross*

2025 Funding requirement:  
**150,000 Swiss francs**

## Transfusion Research Center

The mission of the centre is to better understand blood transfusion in order to contribute to transfusion medicine and cell therapy. This is achieved in a high-tech biochemistry laboratory harbouring a (stem) cell culture unit, molecular biology and state-of-the-art analytical equipment. The centre has a strong focus on platelets, investigating storage biology and platelet interactions with the immune system. We develop novel products derived from donated blood, in particular platelets. This includes platelet lysates, platelet-reinforced transplants and convalescent plasma.

In 2025, the platelet biology team will focus on interactions between platelets and immune cells, related to cell deterioration during storage. The immunology team will test a nasal spray against viral transmission of airborne viruses using convalescent donor plasma. Research on artificial blood from stem cells will reveal how platelets are born from megakaryocytes. The innovation team will build on the platelet lysate portfolio, a preclinical model of wound healing and immunoglobulin purification from plasma.

[Transfusion Research Center](#)

*Hosted by: Belgian Red Cross*

2025 Funding requirement:  
**2.3 million Swiss francs**

## HUBS, LABS AND OTHER INITIATIVES

### Cash Hub

The Cash Hub, through shared leadership, 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 a dedicated team of experts, who provide technical guidance and support to partners across the Movement looking to strengthen the position of the Movement and National Societies as local partners of choice in the coordination and delivery of CVA.

In 2025, the Cash Hub will prioritize work in the following areas: strengthening locally led cash assistance through National Society Development for Cash (or cash preparedness for National Societies); driving evidence for cash assistance to increase the impact of cash for people; strengthening and continuing a common Movement approach to cash assistance, and advocating for increased uptake of quality and timely cash assistance across the Movement

[cash-hub.org](https://cash-hub.org)

Hosted by: British Red Cross

### Global Advisory Panel on Corporate Governance and Risk Management of Blood Services

GAP supports Red Cross Red Crescent blood programmes to be safe and sustainable, and based on the underlying principle of voluntary, non-remunerated blood donation, as outlined in the [IFRC Blood Policy](#).

GAP has been a critical resource for National Societies, providing a much-needed global focal point and targeted support programmes and resources from 2017 to 2023. Funding to enable continuity of this important area of support is sought.

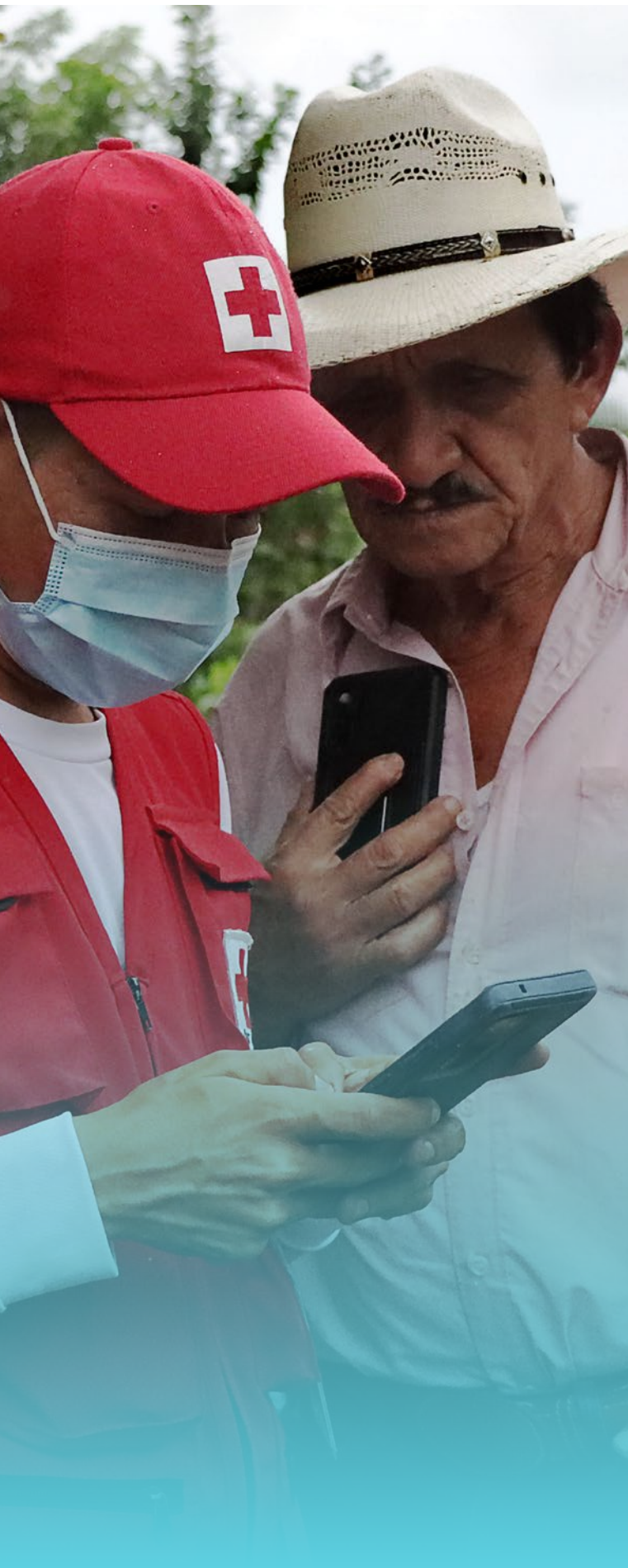
Priority areas of work for 2025 include:

- Provision of expert technical advice and advocacy, serving as a global focal point and sharing best practices in blood-donor recruitment.
- Promotion and support for knowledge sharing and programme sustainability through a comprehensive online resource hub.
- Enhancing National Society capacity through training, webinars, networking and fostering peer-to-peer support.
- Strengthening risk management and corporate governance via the GAP Self-Assessment programme, offering targeted recommendations and strategies.

[globaladvisorypanel.org](https://globaladvisorypanel.org)

2025 Funding requirement:  
**150,000 Swiss francs**  
**(450,000 for a 3-year programme)**





Guatemala 2022 © Guatemalan Red Cross

## 510: Improving humanitarian action with data and digital

510, the data and digital team of the Netherlands Red Cross, supports National Societies to improve speed, quality and cost-effectiveness of humanitarian aid by creating products and services using data and digital. In line with the IFRC Digital Transformation Strategy, we are a technical partner for National Societies to use data for decision-making and use digital products to increase the scale and impact of humanitarian services.

### Thematic areas and their 2025 objectives:

**Anticipatory Action:** Support National Societies to understand risk and forecast the impact of upcoming hazards, in line with the IFRCs operational framework 4AA 2021–2025. This includes developing trigger models for Early Action Protocols; training and scaling up the impact-based forecasting platform.

**Cash and voucher assistance:** Support the network to scale up cash to 50% by 2025 by creating capacities in information management; facilitating digitalization of CVA by scaling up the use of the 121 platform; and integrating digitalization of complaints & feedback mechanisms in CVA.

**Community Engagement & Accountability:** This will be done by integrating data analysis in CEA, scaling up the Digital Engagement Hub together with the IFRC, and integrating other digital CEA products in operations such as the Helpful Information App and Social Media Listening.

**Digital Transformation:** Support National Societies to create their own digital transformation strategy, and create and share case studies.

**Emergency response:** Promote data services for emergency support, learning from deployments and publishing case studies.

**Water and landscape:** Support landscape restoration and water projects with information management in the emergency WASH response.

<https://510.global/>

Hosted by: *The Netherlands Red Cross Society*

# COUNTRY **INFORMATION**

## 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, The Gambia and Mauritania)  
Freetown (Sierra Leone, Liberia, Guinea and Guinea-Bissau)  
Harare (Zimbabwe, Zambia and Malawi)  
Juba (South Sudan, Uganda and Tanzania)  
Khartoum (Sudan and Eritrea)  
Kinshasa (The Democratic Republic of the Congo, Congo, Rwanda and Burundi)  
Maputo (Mozambique and Angola)  
Nairobi (Kenya and Somalia)  
Niamey (Niger, Burkina Faso, Mali and Ivory Coast)  
Pretoria (South Africa, Botswana, Eswatini, Lesotho and Namibia)  
Yaoundé (Cameroon, Gabon, Equatorial Guinea and Sao Tome and Principe)  
Buenos Aires (Argentina, Brazil, Chile, Paraguay and Uruguay)  
Lima (Peru, Bolivia and Ecuador)  
Port of Spain (English- and Dutch-speaking Caribbean)  
Santo Domingo (Dominican Republic, Cuba and Haiti)  
Tegucigalpa (Honduras, Costa Rica, El Salvador, Guatemala, Nicaragua and Panama)  
Colombia

Venezuela  
Bangkok (Thailand, Cambodia, Laos and Vietnam)  
Beijing (East Asia)  
Jakarta (Indonesia, Brunei, Singapore and Timor-Leste)  
New Delhi (India, Bhutan, Maldives and Sri Lanka)  
Suva (Pacific islands)  
Afghanistan  
Bangladesh  
Malaysia  
Myanmar  
Nepal  
Democratic People's Republic of Korea  
Pakistan  
Papua New Guinea  
Philippines  
Bishkek (Kyrgyzstan, Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan)  
Moscow (Russia and Belarus)  
Sarajevo (Central and South Eastern Europe)  
Tbilisi (Georgia, Armenia and Azerbaijan)  
Warsaw (Poland, Estonia, Latvia, Lithuania and Romania)  
Ukraine  
Türkiye  
Beirut (Lebanon and Iraq)  
Tunis (Tunisia and Morocco)  
Jordan  
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)

# IFRC NETWORK COUNTRY INFORMATION

To provide the best and most tailored support to National Societies, the IFRC has over 50 delegations worldwide. Some of these delegations cover a single country, while others group countries together.

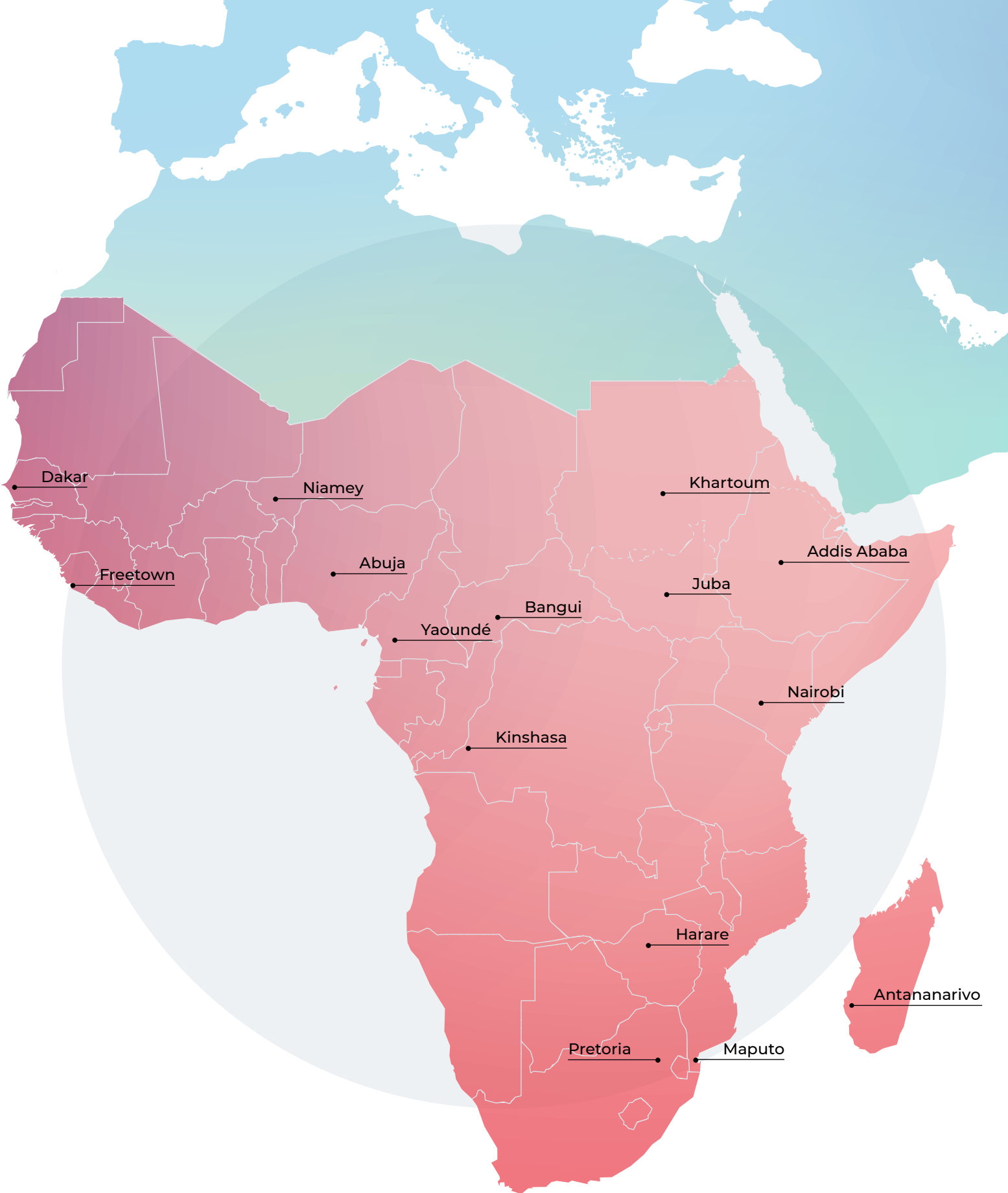
The IFRC's country delegations allow the IFRC to provide individually tailored support to National Societies, for their programming and development.

The following pages are structured according to region. You will find a map for each region that lists the location of the IFRC's delegations. Afterwards, you will find a summary of information on the IFRC network's work next year **by country**.

For 2025, the IFRC has continued to implement **unified planning**, 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. 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.

For each country you see represented in this section, a far more detailed plan has been drafted with multi-year priorities and activities for 2025. 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 plans will also be available on the [IFRC's public website](#).



# AFRICA

IFRC DELEGATIONS



# ANGOLA

## In support of the Angola Red Cross

National Society staff	77
National Society volunteers	4,665
National Society branches	18

<https://data.ifrc.org/FDRS/national-society/DAO001>

## 2025 Network funding requirements (CHF)

Climate and environment	310,000
Disasters and crises	8.4 million
Health and wellbeing	6.3 million
Migration and displacement	57,000
Values, power and inclusion	80,000
Enabling functions	2.0 million

## People to be reached

Climate and environment	66,000
Disasters and crises	82,652
Health and wellbeing	1,080,000
Migration and displacement	33,000
Values, power and inclusion	361,768

## Ongoing Emergency Appeals and DREF

MDRAO010, Emergency Appeal, mpox

## 2025 example priorities and actions

- Early-warning systems will be developed in 6 villages in coordination with public authorities, to provide communities with advance warning for floods.
- 500,000 trees will be planted by 2025 through the Pan-African Tree Planting and Care Initiative.
- Migrants and internally displaced persons (IDPs) will receive family tracing services through a partnership with the ICRC.
- A National Disaster Management master plan will be developed to enhance disaster response.

## Participating National Societies

Italian Red Cross

# BENIN

## In support of the Red Cross of Benin

National Society staff	65
National Society volunteers	12,600
National Society branches	24

<https://data.ifrc.org/fdrs/national-society/DBJ001>

## 2025 Network funding requirements (CHF)

Climate and environment	1.4 million
Disasters and crises	2.2 million
Health and wellbeing	3.6 million
Migration and displacement	400,000
Values, power and inclusion	581,000
Enabling functions	1.8 million

## People to be reached

Climate and environment	20,000
Disasters and crises	45,000
Health and wellbeing	240,000
Migration and displacement	25,000
Values, power and inclusion	40,000

## 2025 Example priorities and actions

- Communities will be supported in preparing for and strengthening their response actions to crises and disasters.
- More effective programmes will be developed to address migration and displacement.
- Actions to combat climate change will be strengthened by promoting community behavioural change.
- Funds will be allocated to investigate allegations related to the Prevention of Sexual Exploitation and Abuse (PSEA).
- Support will be provided to victims of Gender-Based Violence, including psychosocial support and professional reintegration.

## Participating National Societies

American Red Cross, Belgian Red Cross, French Red Cross, Kuwait Red Crescent Society, Luxembourg Red Cross, Swiss Red Cross

# BURUNDI

## In support of the Burundi Red Cross

National Society staff _____	346
National Society volunteers _____	611,171
National Society branches _____	18

<https://data.ifrc.org/FDRS/national-society/DBI001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	284,000
Disasters and crises _____	1.7 million
Health and wellbeing _____	2.5 million
Migration and displacement _____	153,000
Values, power and inclusion _____	355,000
Enabling functions _____	616,500

## People to be reached

Climate and environment _____	44,500
Disasters and crises _____	84,300
Health and wellbeing _____	644,000
Migration and displacement _____	58,500
Values, power and inclusion _____	46,800

## Ongoing Emergency Appeals and DREF

MDRBI021, DREF, flood; MDRBI022, Emergency Appeal, mpox

## 2025 Example priorities and actions

- Train provincial and communal centres to map environmental and housing-related risks.
- Implement environmental or climate campaigns focusing on behavioural change, plastic reduction or cleaning.
- At least 1,000 people will be reached through support services, including in-kind aid, cash transfers and vouchers for emergency response and recovery.
- 70,000 people will be reached with mental health and psychosocial support services.
- Reach 644,000 people with water, sanitation and hygiene services.

## Participating National Societies

Belgian Red Cross, Finnish Red Cross, French Red Cross, Luxembourg Red Cross, Spanish Red Cross

# CENTRAL AFRICAN REPUBLIC

## In support of the Central African Red Cross Society

National Society staff _____	114
National Society volunteers _____	18,285
National Society branches _____	20

<https://data.ifrc.org/fdrs/national-society/DCF001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	900,000
Disasters and crises _____	624,000
Health and wellbeing _____	10.5 million
Migration and displacement _____	200,000
Values, power and inclusion _____	2.4 million
Enabling functions _____	3.9 million

## People to be reached

Climate and environment _____	422,500
Disasters and crises _____	723,500
Health and wellbeing _____	1,100,000
Migration and displacement _____	100,000
Values, power and inclusion _____	10,000

## Ongoing Emergency Appeals and DREF

MDRCF032, Emergency Appeal, mpox

## 2025 Example priorities and actions

- Raise community awareness about green responses and nature-based solutions to address environmental challenges.
- Strengthen disaster-response structures and equip them with the necessary tools and protective gear for effective management and support during emergencies.
- Develop a community strategy for protecting family ties and children.
- Support nutritional interventions by conducting screenings, monitoring community health, and promoting healthy family and infant-feeding practices.
- Analyze the needs of migrants and displaced populations to inform the CRCA's strategies and plans for effective support.

## Participating National Societies

French Red Cross, The Netherlands Red Cross

# CHAD

## In support of the Red Cross of Chad

National Society staff \_\_\_\_\_ **195**  
National Society volunteers \_\_\_\_\_ **57,923**  
<https://data.ifrc.org/fdrs/national-society/DTD001>

## 2025 Network funding requirements (CHF)

Climate and environment \_\_\_\_\_ **556,000**  
Disasters and crises \_\_\_\_\_ **2.4 million**  
Migration and displacement \_\_\_\_\_ **917,000**  
Values, power and inclusion \_\_\_\_\_ **119,000**  
Enabling functions \_\_\_\_\_ **85,000**

## People to be reached

Climate and environment \_\_\_\_\_ **141,505**  
Disasters and crises \_\_\_\_\_ **209,187**  
Migration and displacement \_\_\_\_\_ **92,780**  
Values, power and inclusion \_\_\_\_\_ **12,045**

## Ongoing Emergency Appeals and DREF

MDRDT024, Emergency Appeal, flood

## 2025 Example priorities and actions

- Support existing public health facilities by providing medical supplies and vehicles for referral services.
- Transform emergency shelters into sustainable shelters using local materials that respect the environment.
- Conduct awareness-raising activities to promote social cohesion, non-discrimination, and the inclusion of refugees and returnees.
- Set up a prevention mechanism for HIV and tuberculosis.

## Participating National Societies

British Red Cross, French Red Cross, Italian Red Cross, Luxembourg Red Cross

# CONGO

## In support of the Congolese Red Cross

National Society staff \_\_\_\_\_ **24**  
National Society volunteers \_\_\_\_\_ **30,500**  
National Society branches \_\_\_\_\_ **12**  
<https://data.ifrc.org/FDRS/national-society/DCG001>

## 2025 Network funding requirements (CHF)

Climate and environment \_\_\_\_\_ **45,000**  
Disasters and crises \_\_\_\_\_ **620,000**  
Health and wellbeing \_\_\_\_\_ **320,000**  
Migration and displacement \_\_\_\_\_ **25,000**  
Values, power and inclusion \_\_\_\_\_ **105,000**  
Enabling functions \_\_\_\_\_ **405,000**

## People to be reached

Climate and environment \_\_\_\_\_ **150,000**  
Disasters and crises \_\_\_\_\_ **325,000**  
Health and wellbeing \_\_\_\_\_ **520,000**  
Migration and displacement \_\_\_\_\_ **15,000**  
Values, power and inclusion \_\_\_\_\_ **150,000**

## Ongoing Emergency Appeals and DREF

MDRS1003, Emergency Appeal, mpox

## 2025 Example priorities and actions

- Contribute to the reduction of child malnutrition through the Jardin de Santé community childcare clubs/networks in the Ingié Ngabé health district, in the Mpoumako health area.
- Train volunteers/members of target communities/civil society players/media on environmental protection issues/green response.
- 25 staff members and volunteers will undergo capacity-building sessions on emergency planning for responses.
- Use CEA approaches and tools to improve young people's development.
- Regularly evaluate the communication strategy to respond to changing needs and trends.

# THE DEMOCRATIC REPUBLIC OF THE CONGO

## In support of the Red Cross of the Democratic Republic of the Congo

National Society staff _____	118
National Society volunteers _____	503,311
National Society branches _____	26

<https://data.ifrc.org/FDRS/national-society/DCD001>

### 2025 Network funding requirements (CHF)

Climate and environment _____	1.3 million
Disasters and crises _____	11.1 million
Health and wellbeing _____	22.8 million
Migration and displacement _____	1.4 million
Values, power and inclusion _____	1.2 million
Enabling functions _____	1.9 million

### People to be reached

Climate and environment _____	250,000
Disasters and crises _____	450,000
Health and wellbeing _____	3,500,000
Migration and displacement _____	250,000
Values, power and inclusion _____	200,000

### Ongoing Emergency Appeals and DREF

MDRCD043, Emergency Appeal, population movement; MDRCD045, Emergency Appeal, mpox

### 2025 Example priorities and actions

- 100 focal points will be trained on green response and nature-based solutions.
- Strengthen community involvement by setting up a feedback system.
- Strengthen the prevention of sexual exploitation and abuse within operational teams through training and community support.
- Establish Community Outreach Units in health zones to enhance health education, hygiene and sanitation initiatives in Kinshasa and major provincial towns.
- Develop, produce and disseminate PCI awareness-raising material for CRRDC health centre staff following a new assessment.

### Participating National Societies

Belgian Red Cross, French Red Cross, Luxembourg Red Cross, Spanish Red Cross, Swedish Red Cross

# DJIBOUTI

## In support of the Red Crescent Society of Djibouti

National Society staff _____	41
National Society volunteers _____	1,000
National Society branches _____	5

<https://data.ifrc.org/fdrs/national-society/DDJ001>

### 2025 Network funding requirements (CHF)

Climate and environment _____	128,000
Disasters and crises _____	528,000
Health and wellbeing _____	799,000
Migration and displacement _____	277,000
Values, power and inclusion _____	109,000
Enabling functions _____	493,000

### People to be reached

Climate and environment _____	5,500
Disasters and crises _____	108,200
Health and wellbeing _____	52,900
Migration and displacement _____	67,000
Values, power and inclusion _____	40,900

### 2025 Example priorities and actions

- Mental health and psychosocial support services will be provided to communities, volunteers and staff, with referral mechanisms in place.
- The capacity of National Society branches will be strengthened to ensure effective response to disasters and crises.
- Family links will be protected by offering phone calls to refugees and migrants.
- Capacity for detecting, preventing and responding to infectious disease outbreaks will be strengthened, with expanded vaccination coverage and health awareness campaigns.

### Participating National Societies

Italian Red Cross, Qatar Red Crescent Society

# EQUATORIAL GUINEA

## In support of the Red Cross of Equatorial Guinea

National Society staff _____	<b>28</b>
National Society volunteers _____	<b>500</b>
National Society branches _____	<b>8</b>
<a href="https://data.ifrc.org/FDRS/national-society/DGQ001">https://data.ifrc.org/FDRS/national-society/DGQ001</a>	

### 2025 Network funding requirements (CHF)

Climate and environment _____	<b>310,000</b>
Disasters and crises _____	<b>248,000</b>
Health and wellbeing _____	<b>1.1 million</b>
Migration and displacement _____	<b>55,000</b>
Values, power and inclusion _____	<b>219,000</b>
Enabling functions _____	<b>198,000</b>

### People to be reached

Climate and environment _____	<b>26,000</b>
Disasters and crises _____	<b>20,000</b>
Health and wellbeing _____	<b>48,000</b>
Migration and displacement _____	<b>20,000</b>
Values, power and inclusion _____	<b>20,000</b>

### 2025 Example priorities and actions

- Strengthen community disaster resilience through risk information, contingency planning, and EVCA training for staff and volunteers.
- Provide emergency shelter, food, clean water and healthcare to migrants, refugees and displaced communities.
- Develop disaster preparedness and risk-reduction programmes, particularly in areas prone to coastal erosion, flooding and other environmental risks.
- Establish mobile health clinics and community programmes to enhance access to primary healthcare, vaccinations and maternal-child health in remote and underserved areas.

# ESWATINI

## In support of the Baphalali Eswatini Red Cross Society

National Society staff _____	<b>74</b>
National Society volunteers _____	<b>5,000</b>
National Society branches _____	<b>5</b>
<a href="https://data.ifrc.org/fdrs/national-society/DSZ001">https://data.ifrc.org/fdrs/national-society/DSZ001</a>	

### 2025 Network funding requirements (CHF)

Climate and environment _____	<b>1.3 million</b>
Disasters and crises _____	<b>1.4 million</b>
Health and wellbeing _____	<b>1.7 million</b>
Values, power and inclusion _____	<b>30,000</b>
Enabling functions _____	<b>248,000</b>

### People to be reached

Climate and environment _____	<b>87,360</b>
Disasters and crises _____	<b>1,218,210</b>
Health and wellbeing _____	<b>168,420</b>
Values, power and inclusion _____	<b>30,000</b>

### Ongoing Emergency Appeals and DREF

MDRSZ005, DREF, drought

### 2025 Example priorities and actions

- Increase partnerships with development organizations to complement climate-change mitigation initiatives and scale up global initiatives.
- Enhance community capacities to withstand, adapt to and recover from adverse socio-economic and climate-induced events.
- Ensure a rapid, effective and well-coordinated emergency response to save lives and protect property.
- Strengthen community health systems by working with volunteers who are integrated in the primary health-care system.
- Implement tailored care models by integrating HIV and non-communicable disease services at community level.

### Participating National Societies

British Red Cross, Finnish Red Cross



# ETHIOPIA

## In support of the Ethiopian Red Cross Society

National Society staff _____	<b>2,201</b>
National Society volunteers _____	<b>25,863</b>
National Society branches _____	<b>12</b>

<https://data.ifrc.org/fdrs/national-society/DET001>

### 2025 Network funding requirements (CHF)

Climate and environment _____	<b>6,658,280</b>
Disasters and crises _____	<b>28.5 million</b>
Health and wellbeing _____	<b>14.5 million</b>
Migration and displacement _____	<b>5.3 million</b>
Values, power and inclusion _____	<b>3.5 million</b>
Enabling functions _____	<b>6.5 million</b>

### People to be reached

Climate and environment _____	<b>114,450</b>
Disasters and crises _____	<b>1,071,628</b>
Health and wellbeing _____	<b>1,723,942</b>
Migration and displacement _____	<b>253,532</b>
Values, power and inclusion _____	<b>1,723,942</b>

### Ongoing Emergency Appeals and DREF

MDRET033, DREF, drought; MDRET036, Emergency Appeal, landslide

### 2025 Example priorities and actions

- 125 people will be trained in livelihoods such as agriculture, livestock and business management, with cash grants provided to support livelihood rebuilding.
- 39,767 households will receive food supplies, with 29,250 supported by regional branches using domestically mobilized resources.
- 13,959 households will receive non-food items, with 8,746 of those supported by regional branches.
- 614 hectares of degraded land will be rehabilitated through soil and water conservation measures.
- 29 new communal latrines will be built and 17 existing ones will be renovated.

### Participating National Societies

American Red Cross, Austrian Red Cross, British Red Cross, The Canadian Red Cross Society, Danish Red Cross, Finnish Red Cross, German Red Cross, Italian Red Cross, The Netherlands Red Cross, Norwegian Red Cross, Swiss Red Cross

# GABON

## In support of the Gabonese Red Cross Society

National Society staff _____	<b>52</b>
National Society volunteers _____	<b>3,000</b>
National Society branches _____	<b>9</b>

<https://data.ifrc.org/FDRS/national-society/DGA001>

### 2025 Network funding requirements (CHF)

Climate and environment _____	<b>340,000</b>
Disasters and crises _____	<b>520,000</b>
Health and wellbeing _____	<b>612,000</b>
Migration and displacement _____	<b>72,000</b>
Values, power and inclusion _____	<b>340,000</b>
Enabling functions _____	<b>105,000</b>

### People to be reached

Climate and environment _____	<b>270,000</b>
Disasters and crises _____	<b>270,000</b>
Health and wellbeing _____	<b>340,000</b>
Migration and displacement _____	<b>2,500</b>
Values, power and inclusion _____	<b>270,000</b>

### Ongoing Emergency Appeals and DREF

MDRGA012, Emergency Appeal, mpox

### 2025 Example priorities and actions

- Run community awareness campaigns to promote behavioural change in response to global warming.
- Launch ten awareness campaigns on sexual and gender-based violence in 50 schools nationwide.
- Train 20 youth focal points on the fundamental principles of the Red Cross and Red Crescent Movement.
- Recruit 800 new volunteers in the Family Plus Department.
- Provide training for staff and volunteers on the prevention of and response to sexual exploitation and abuse (PSEA).

# THE GAMBIA

## In support of The Gambia Red Cross Society

National Society staff	45
National Society volunteers	17,240
National Society branches	7

<https://data.ifrc.org/fdrs/national-society/DGM001>

## 2025 Network funding requirements (CHF)

Climate and environment	755,000
Disasters and crises	1.7 million
Health and wellbeing	3.2 million
Migration and displacement	1.2 million
Values, power and inclusion	475,000
Enabling functions	1.7 million

## People to be reached

Climate and environment	30,000
Disasters and crises	55,000
Health and wellbeing	150,000
Migration and displacement	50,000
Values, power and inclusion	15,000

## 2025 Example priorities and actions

- Implement solar-energy systems and horticultural gardening projects for vulnerable women in communities.
- Distribute over 24,000 insecticide-treated mosquito nets, reaching over 8,000 households, and implement indoor residual spraying as part of vector-control efforts.
- Assist 10% of the population by expanding locally led climate adaptation projects and leading the Early Warning for All (EW4All) initiative.
- Improve disaster prevention, preparedness and response, mitigation, and recovery activities of the National Society.
- Revitalize and improve the primary healthcare system, targeting communities and emergencies, to ensure consistent access to appropriate health service packages.

## Participating National Societies

Spanish Red Cross

# GHANA

## In support of the Ghana Red Cross Society

National Society staff	65
National Society volunteers	66,000
National Society branches	16

<https://data.ifrc.org/fdrs/national-society/DGH001>

## 2025 Network funding requirements (CHF)

Climate and environment	5.5 million
Disasters and crises	2.6 million
Health and wellbeing	2.3 million
Migration and displacement	620,000
Values, power and inclusion	250,000
Enabling functions	1.4 million

## People to be reached

Climate and environment	250,000
Disasters and crises	160,000
Health and wellbeing	220,000
Migration and displacement	40,000
Values, power and inclusion	36,000

## 2025 Example priorities and actions

- Launch new community-led carbon-reduction projects in collaboration with government and private sector partners.
- Increase access to affordable, environmentally sustainable WASH services.
- Facilitate routine immunization campaigns for polio and COVID-19, and the introduction of a malaria vaccine.
- Strengthen cross-border migration support by establishing Humanitarian Service Points.
- Train 20 staff and 200 volunteers on climate and environmental issues, tools, innovations and technology available to address the issues.

## Participating National Societies

The Netherlands Red Cross, Swiss Red Cross

# GUINEA-BISSAU

## In support of the Red Cross Society of Guinea-Bissau

National Society staff _____	<b>16</b>
National Society volunteers _____	<b>3,000</b>
National Society branches _____	<b>11</b>
<a href="https://data.ifrc.org/FDRS/national-society/DGW001">https://data.ifrc.org/FDRS/national-society/DGW001</a>	

### 2025 Network funding requirements (CHF)

Climate and environment _____	<b>1.4 million</b>
Disasters and crises _____	<b>1.5 million</b>
Health and wellbeing _____	<b>1.6 million</b>
Migration and displacement _____	<b>785,000</b>
Values, power and inclusion _____	<b>840,000</b>
Enabling functions _____	<b>825,000</b>

### People to be reached

Climate and environment _____	<b>85,000</b>
Disasters and crises _____	<b>85,000</b>
Health and wellbeing _____	<b>289,000</b>
Migration and displacement _____	<b>9,000</b>
Values, power and inclusion _____	<b>4,200</b>

### 2025 Example priorities and actions

- Strengthened coordination and collaboration with community networks, schools, healthcare providers and civil organizations on evolving public health challenges.
- Establish and strengthen systems and mechanisms that will reduce mainly rural-urban migration.
- Develop a clear and dynamic health/water, sanitation and hygiene strategy.
- Increase joint advocacy on migration and displacement issues by coordinating collective advocacy, policy and communications at global and regional levels.
- Expand technical and financial support for youth action, building on the Youth Engagement Strategy and other youth-led initiatives.

### Participating National Societies

Italian Red Cross

# GUINEA

## In support of the Red Cross Society of Guinea

National Society staff _____	<b>121</b>
National Society volunteers _____	<b>30,000</b>
National Society branches _____	<b>38</b>
<a href="https://data.ifrc.org/FDRS/national-society/DGN001">https://data.ifrc.org/FDRS/national-society/DGN001</a>	

### 2025 Network funding requirements (CHF)

Climate and environment _____	<b>1.5 million</b>
Disasters and crises _____	<b>2.5 million</b>
Health and wellbeing _____	<b>3.2 million</b>
Migration and displacement _____	<b>740,000</b>
Values, power and inclusion _____	<b>740,000</b>
Enabling functions _____	<b>1.2 million</b>

### People to be reached

Climate and environment _____	<b>510,000</b>
Disasters and crises _____	<b>687,000</b>
Health and wellbeing _____	<b>1,623,000</b>
Migration and displacement _____	<b>20,000</b>
Values, power and inclusion _____	<b>19,000</b>

### 2025 Example priorities and actions

- Communities will be empowered to drive climate-change mitigation and promote sustainable environmental practices, supported by trained and dedicated volunteers and staff.
- Help save lives, protect livelihoods and strengthen from conflict, violence and disaster.
- Provide psychological support for people living with HIV/AIDS.
- Strengthen the resilience of migrants, displaced persons and affected populations to the risks and effects of irregular migration.
- Promote and consolidate a multifaceted partnership to achieve financial autonomy and integrated operational capacity.

# KENYA

## In support of the Kenya Red Cross Society

National Society staff _____	<b>692</b>
National Society volunteers _____	<b>227,863</b>
National Society branches _____	<b>47</b>

<https://data.ifrc.org/FDRS/national-society/DKE001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	<b>12.1 million</b>
Disasters and crises _____	<b>13.1 million</b>
Health and wellbeing _____	<b>14.2 million</b>
Migration and displacement _____	<b>1.2 million</b>
Values, power and inclusion _____	<b>5.0 million</b>
Enabling functions _____	<b>5.8 million</b>

## People to be reached

Climate and environment _____	<b>1,500,000</b>
Disasters and crises _____	<b>2,500,000</b>
Health and wellbeing _____	<b>3,000,000</b>
Migration and displacement _____	<b>150,000</b>
Values, power and inclusion _____	<b>250,000</b>

## Ongoing Emergency Appeals and DREF

MDRKE055, DREF, drought; MDRKE061, Emergency Appeal, mpox

## 2025 Example priorities and actions

- Improve early warning systems, raise awareness of flood risks in Kenya and support the construction of flood-resilient infrastructure to mitigate climate-related hazards.
- Develop innovative solutions and models to improve food and nutrition security, boost resilience and enhance grassroots food systems.
- Support the provision of health services delivery for vulnerable populations through mobile outreaches in hard-to-reach areas.
- Support government in policy review around public health and advocacy.
- Promoting social cohesion and inclusion, which includes activities such as conflict resolution, mediation and peacebuilding.

## Participating National Societies

American Red Cross, British Red Cross, Danish Red Cross, Finnish Red Cross, Norwegian Red Cross

# LESOTHO

## In support of the Lesotho Red Cross Society

National Society staff _____	<b>66</b>
National Society volunteers _____	<b>720</b>
National Society branches _____	<b>10</b>

<https://data.ifrc.org/fdrs/national-society/DLS001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	<b>164,000</b>
Disasters and crises _____	<b>190,000</b>
Health and wellbeing _____	<b>501,000</b>
Migration and displacement _____	<b>10,000</b>
Values, power and inclusion _____	<b>40,000</b>
Enabling functions _____	<b>60,000</b>

## People to be reached

Climate and environment _____	<b>35,000</b>
Disasters and crises _____	<b>18,000</b>
Health and wellbeing _____	<b>35,000</b>
Migration and displacement _____	<b>500</b>
Values, power and inclusion _____	<b>18,000</b>

## Ongoing Emergency Appeals and DREF

MDRLS006, DREF, drought

## 2025 Example priorities and actions

- Design and implement coordinated preparedness programmes, ensuring effective communication and execution of interventions in response to declared disasters.
- Collaborate with governmental disaster-risk reduction structures to provide timely early-warning messages to communities in drought-prone areas and those at risk from snow and cold fronts.
- Pre-position and distribute warm clothing to herders to protect vulnerable populations and livestock from harsh winter conditions.
- Engage in provision of primary healthcare initiatives such as promotion, prevention, curative and rehabilitation.

# LIBERIA

## In support of the Liberian Red Cross Society

National Society staff _____	42
National Society volunteers _____	3,963
National Society branches _____	15

<https://data.ifrc.org/FDRS/national-society/DLR001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	500,000
Disasters and crises _____	575,000
Health and wellbeing _____	750,000
Migration and displacement _____	60,000
Values, power and inclusion _____	275,000
Enabling functions _____	285,000

## People to be reached

Climate and environment _____	250,000
Disasters and crises _____	160,000
Health and wellbeing _____	220,000
Migration and displacement _____	40,000
Values, power and inclusion _____	36,000

## 2025 Example priorities and actions

- Develop a climate and environmental mainstreaming strategy.
- Conduct clean-up campaigns and the promotion of sustainable solid-waste management.
- Facilitate the development of an International Disaster Response Act with the national legislature.
- Work with national stakeholders and advocate for equal access to new vaccines, especially for vulnerable people.
- Upgrade all National Society resource mobilization assets including guesthouses, clinic, vehicles and offices.

## Participating National Societies

Swedish Red Cross

# MADAGASCAR

## In support of the Malagasy Red Cross Society

National Society staff _____	115
National Society volunteers _____	1,431

<https://data.ifrc.org/FDRS/national-society/DMG001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	2.0 million
Disasters and crises _____	7.4 million
Health and wellbeing _____	2.8 million
Values, power and inclusion _____	405,000
Enabling functions _____	1.2 million

## People to be reached

Climate and environment _____	25,000
Disasters and crises _____	60,000
Health and wellbeing _____	205,000
Values, power and inclusion _____	25,000

## 2025 Example priorities and actions

- Increase geographical coverage of assistance, particularly through unconditional cash transfers in high-priority and non-supported areas.
- Strengthen preparedness of local responders, including volunteers and community committees, in high-risk areas.
- Strengthen disaster-risk management and early warning systems essential for reducing the impact of extreme weather events on vulnerable communities.
- Expand multi-sectoral disaster preparedness programmes, based on EVCA findings, to include health, WASH and food security in additional communities.
- Equip vulnerable communities with risk-awareness training and involve them in local decision-making processes for disaster response and resilience planning.

## Participating National Societies

French Red Cross, German Red Cross, Luxembourg Red Cross



# MOZAMBIQUE

## In support of the Mozambique Red Cross Society

National Society staff _____	185
National Society volunteers _____	6,908
National Society branches _____	11

<https://data.ifrc.org/FDRS/national-society/DMZ001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	10.5 million
Disasters and crises _____	7.1 million
Health and wellbeing _____	9.4 million
Migration and displacement _____	1.2 million
Values, power and inclusion _____	400,000
Enabling functions _____	1.5 million

## People to be reached

Climate and environment _____	423,500
Disasters and crises _____	423,500
Health and wellbeing _____	1,210,000
Migration and displacement _____	6,050
Values, power and inclusion _____	36,300

## Ongoing Emergency Appeals and DREF

MDRMZ024, Emergency Appeal, drought;  
MDRMZ021, DREF, cyclone; MDRMZ022, DREF, flood

## 2025 Example priorities and actions

- Promote reforestation efforts in areas that have been devastated.
- Train staff and volunteers in community engagement, emphasizing behavioural change approaches to support climate adaptation.
- Adapt and share information in local languages through trusted channels, ensuring it is accessible to diverse community audiences.
- Provide cash-based safety nets to support the basic needs, prevent asset depletion and protect the livelihoods of vulnerable low-income households.
- Actively participate in technical and coordination meetings with government health authorities.

## Participating National Societies

Austrian Red Cross, Belgian Red Cross, German Red Cross, Italian Red Cross, Spanish Red Cross, Swedish Red Cross

# NIGERIA

## In support of the Nigerian Red Cross Society

National Society staff _____	500
National Society volunteers _____	66,739
National Society branches _____	37

<https://data.ifrc.org/FDRS/national-society/DNG001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	1.4 million
Disasters and crises _____	1.8 million
Health and wellbeing _____	3.8 million
Migration and displacement _____	794,000
Values, power and inclusion _____	1.9 million
Enabling functions _____	2.6 million

## People to be reached

Climate and environment _____	150,000
Disasters and crises _____	2,800,000
Health and wellbeing _____	640,000
Migration and displacement _____	40,000
Values, power and inclusion _____	40,000

## Ongoing Emergency Appeals and DREF

MDRNG039, DREF, severe acute malnutrition;  
MDRNG041, Emergency Appeal, mpox

## 2025 Example priorities and actions

- Scale up climate-smart disaster-risk reduction, anticipatory action and preparedness.
- Establish safe spaces and report through trusted communication channels linked to existing complaint and feedback mechanisms.
- Reduce gender and diversity-based inequality, discrimination and violence by actively promoting the Fundamental Principles.
- Improve quality and contribute to programme decisions through evidence-based data.
- Raise awareness of disaster-risk management legal frameworks and protocols among government ministries, departments and agencies for support to the review of the national disaster law.

## Participating National Societies

British Red Cross, Italian Red Cross, Norwegian Red Cross

# RWANDA

## In support of the Rwandan Red Cross

National Society staff _____	91
National Society volunteers _____	67,886
National Society branches _____	30

<https://data.ifrc.org/fdrs/national-society/DRW001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	1.7 million
Disasters and crises _____	1.7 million
Health and wellbeing _____	2.9 million
Migration and displacement _____	742,000
Values, power and inclusion _____	324,000
Enabling functions _____	1.3 million

## People to be reached

Climate and environment _____	300,000
Disasters and crises _____	120,000
Health and wellbeing _____	2,500,000
Migration and displacement _____	150,000
Values, power and inclusion _____	60,000

## Ongoing Emergency Appeals and DREF

MDRRWO23, Emergency Appeal, mpox

## 2025 Example priorities and actions

- Promote the DRR initiatives in all the branch committees based on identified gaps and existing opportunities.
- Develop participatory and joint planning with communities to address the rising and evolving risks.
- Strengthen volunteer networks and capacities at all levels to enhance effectiveness in health, disaster response, humanitarian advocacy and community programmes.
- Strengthen disaster response teams at national and branch levels to effectively manage outbreaks like cholera, diarrhoeal diseases and other health emergencies.

## Participating National Societies

Austrian Red Cross, Belgian Red Cross, Finnish Red Cross, Japanese Red Cross Society, Spanish Red Cross

# SAO TOME AND PRINCIPE

## In support of the Sao Tome and Principe Red Cross

National Society staff _____	43
National Society volunteers _____	200
National Society branches _____	5

<https://data.ifrc.org/FDRS/national-society/DST001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	308,000
Disasters and crises _____	325,000
Health and wellbeing _____	359,000
Values, power and inclusion _____	187,000
Enabling functions _____	330,000

## People to be reached

Climate and environment _____	23,650
Disasters and crises _____	26,650
Health and wellbeing _____	130,000
Values, power and inclusion _____	22,000

## 2025 Example priorities and actions

- Install solar panels to harness renewable energy.
- Empower young volunteers to effectively communicate climate-change prevention and response strategies to their communities.
- Three pilot areas identified as high-risk will receive pre-purchased and pre-positioned kits and equipment.
- 150 elderly people will receive a basic monthly subsistence allowance, along with hot meals for elderly individuals in day centres.
- Develop a strategy for community engagement and accountability, including a standard procedure for managing feedback mechanisms.

# SIERRA LEONE

## In support of the Sierra Leone Red Cross Society

National Society staff _____	<b>60</b>
National Society volunteers _____	<b>9,766</b>
National Society branches _____	<b>13</b>

<https://data.ifrc.org/FDRS/national-society/DSL001>

### 2025 Network funding requirements (CHF)

Climate and environment _____	<b>2.2 million</b>
Disasters and crises _____	<b>1.4 million</b>
Health and wellbeing _____	<b>3.2 million</b>
Migration and displacement _____	<b>650,000</b>
Values, power and inclusion _____	<b>940,000</b>
Enabling functions _____	<b>1.0 million</b>

### People to be reached

Climate and environment _____	<b>231,000</b>
Disasters and crises _____	<b>338,000</b>
Health and wellbeing _____	<b>1,340,000</b>
Migration and displacement _____	<b>28,000</b>
Values, power and inclusion _____	<b>113,000</b>

### 2025 Example priorities and actions

- Strengthen national and branch staff, volunteers and youth on the migration response strategy.
- Continue supporting communities in understanding and using early warning signs.
- Increase the initiatives that promotes social cohesion and peaceful coexistence between refugee and host communities.
- Develop and operationalize a health/WASH strategy.
- Support people at risk or survivors of SGBV with an increased capacity to prevent, respond, mitigate the risks of SGBV.

### Participating National Societies

British Red Cross, Finnish Red Cross, Icelandic Red Cross

# SOUTH AFRICA

## In support of the South African Red Cross Society

National Society staff _____	<b>268</b>
National Society volunteers _____	<b>4,220</b>

<https://data.ifrc.org/fdrs/national-society/DZA001>

### 2025 Network funding requirements (CHF)

Climate and environment _____	<b>1.0 million</b>
Disasters and crises _____	<b>1.0 million</b>
Health and wellbeing _____	<b>95,000</b>
Migration and displacement _____	<b>1.0 million</b>
Values, power and inclusion _____	<b>1.0 million</b>
Enabling functions _____	<b>1.0 million</b>

### People to be reached

Climate and environment _____	<b>7,000,000</b>
Disasters and crises _____	<b>6,000,000</b>
Health and wellbeing _____	<b>9,000,000</b>
Migration and displacement _____	<b>60,000</b>
Values, power and inclusion _____	<b>800,000</b>

### Ongoing Emergency Appeals and DREF

MDRZA019, Emergency Appeal, mpox

### 2025 Example priorities and actions

- Increase community resilience to evolving shock and multiple hazards.
- Increase access to affordable, appropriate and environmentally sustainable water, sanitation and hygiene services.
- Improve access to assistance and protection for migrants and displaced persons.
- Improve access and support to equitable and quality education for boys and girls affected by disasters.
- Strengthen engagement with partners to work collectively on the key challenges facing communities.

# SOUTH SUDAN

## In support of the South Sudan Red Cross

National Society staff	261
National Society volunteers	19,785
National Society branches	21

<https://data.ifrc.org/FDRS/national-society/DSS001>

## 2025 Network funding requirements (CHF)

Climate and environment	845,000
Disasters and crises	13.6 million
Health and wellbeing	11.2 million
Migration and displacement	300,000
Values, power and inclusion	1.8 million
Enabling functions	3.5 million

## People to be reached

Climate and environment	100,000
Disasters and crises	100,424
Health and wellbeing	2,197,500
Migration and displacement	300,000
Values, power and inclusion	66,594

## Ongoing Emergency Appeals and DREF

MDRSS015, Emergency Appeal, mpox

## 2025 Example priorities and actions

- Collaborate with meteorological and hydrological services to improve branch access to and use of climate data for community planning and decision-making.
- Ensure inclusion of migration and displacement in National Response and Contingency Plan.
- Ensure affected communities gain better access to essential goods and services through targeted cash, voucher assistance and technical support.
- Scale up health promotion in the vulnerable and marginalized communities on disease prevention and control using the eCBHFA strategy.
- Five humanitarian service points (HPSs) to be established at key transit locations to provide restoring family links and psychosocial support for crisis-affected families and those with destroyed livelihoods.

## Participating National Societies

Danish Red Cross, Finnish Red Cross, German Red Cross, The Netherlands Red Cross, Norwegian Red Cross, Swedish Red Cross, Swiss Red Cross

# SUDAN

## In support of the Sudanese Red Crescent

National Society staff	500
National Society volunteers	10,000

<https://data.ifrc.org/fdrs/national-society/DSD001>

## 2025 Network funding requirements (CHF)

Climate and environment	1.7 million
Disasters and crises	96.3 million
Health and wellbeing	8.5 million
Migration and displacement	28.1 million
Values, power and inclusion	800,000
Enabling functions	8.9 million

## People to be reached

Climate and environment	4,125,000
Disasters and crises	13,200,000
Health and wellbeing	22,000,000
Migration and displacement	9,900,000
Values, power and inclusion	9,189,717

## 2025 Example priorities and actions

- Repair and improve existing water systems, particularly in schools used as gathering points, to maximize efficiency and utilize existing resources.
- Capacity-building for the Ministry of Health on cholera response and water-management committees.
- Develop and share guidance for volunteer management in emergencies, including basic screening for new and spontaneous volunteers.
- Strengthen internal and external communication to enhance and build community trust and optimize knowledge sharing.
- A comprehensive risk-management framework will be developed and implemented, including the identification and prioritization of key risks.

## Participating National Societies

Danish Red Cross, The Netherlands Red Cross, Norwegian Red Cross, Spanish Red Cross

# TANZANIA

## In support of the Tanzania Red Cross National Society

National Society staff _____	217
National Society volunteers _____	173,420
National Society branches _____	31

<https://data.ifrc.org/FDRS/national-society/DTZ001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	1.8 million
Disasters and crises _____	1.1 million
Health and wellbeing _____	1.7 million
Migration and displacement _____	230,000
Values, power and inclusion _____	170,000
Enabling functions _____	373,000

## People to be reached

Climate and environment _____	75,000
Disasters and crises _____	50,000
Health and wellbeing _____	600,000
Values, power and inclusion _____	15,000

## Ongoing Emergency Appeals and DREF

MDRTZ038, Emergency Appeal, mpox

## 2025 Example priorities and actions

- Promote the use of agro seeds depending on the weather conditions and supplementary feeding for domestic animals.
- Strengthen early warning information dissemination at community level to inform DRR planning.
- Provision of cash grants to the most vulnerable selected households for multi-sectoral activities (especially FSL and nutrition) to ensure food security and protect livelihoods.
- Strengthen and facilitate peer-to-peer support in the region through active participation in the existing delegation DM platform.
- Support enhancing capacities of front-line health care workers on IPC, CBS and water-quality testing.

## Participating National Societies

American Red Cross, Finnish Red Cross, Italian Red Cross, Spanish Red Cross

# TOGO

## In support of the Togolese Red Cross

National Society staff _____	92
National Society volunteers _____	46,932
National Society branches _____	311

<https://data.ifrc.org/fdrs/national-society/DTG001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	2.1 million
Disasters and crises _____	2.5 million
Health and wellbeing _____	4.5 million
Migration and displacement _____	780,000
Values, power and inclusion _____	825,000
Enabling functions _____	685,000

## People to be reached

Climate and environment _____	35,000
Disasters and crises _____	65,000
Health and wellbeing _____	550,000
Migration and displacement _____	60,000
Values, power and inclusion _____	30,000

## 2025 Example priorities and actions

- At least 50 staff and 1,000 volunteers to be trained on climate and environmental issues, tools, innovations and available technologies.
- Support communities annually with risk maps and community preparedness plans.
- Carry out a feasibility study for the creation of a National First Aid Training School.
- Advocate for public policies that support the health of older adults.
- Build latrine blocks in schools, health facilities and public places.

## Participating National Societies

French Red Cross, German Red Cross, Italian Red Cross, Swiss Red Cross



# UGANDA

## In support of the Uganda Red Cross Society

National Society staff	244
National Society volunteers	6,275
National Society branches	51

<https://data.ifrc.org/FDRS/national-society/DUG001>

## 2025 Network funding requirements (CHF)

Climate and environment	2.7 million
Disasters and crises	2.3 million
Health and wellbeing	6.6 million
Migration and displacement	3.9 million
Values, power and inclusion	700,000
Enabling functions	4.5 million

## People to be reached

Climate and environment	700,000
Disasters and crises	900,000
Health and wellbeing	1,050,000
Migration and displacement	500,000
Values, power and inclusion	500,000

## Ongoing Emergency Appeals and DREF

MDRUG052, Emergency Appeal, mpoX

## 2025 Example priorities and actions

- Ensure the establishment of volunteer and community climate groups for championing climate action at local level.
- Participate in the development and review of national policies on environmental conservation and climate change.
- Link at-risk individuals to relevant stakeholders to support in addressing the prioritized and evolving risks.
- Support at-risk communities with actionable risk information, enabling them to actively reduce their vulnerability and exposure to hazards.
- Assist communities in identifying health risks and addressing unmet needs through community engagement, accountability and behavioural change strategies.

## Participating National Societies

Austrian Red Cross, Belgian Red Cross, German Red Cross, The Netherlands Red Cross

# ZAMBIA

## In support of the Zambia Red Cross Society

National Society staff	92
National Society volunteers	7,350
National Society branches	60

<https://data.ifrc.org/fdrs/national-society/DZM001>

## 2025 Network funding requirements (CHF)

Climate and environment	4.6 million
Disasters and crises	9.7 million
Health and wellbeing	5.3 million
Migration and displacement	40,000
Values, power and inclusion	955,000
Enabling functions	4.0 million

## People to be reached

Climate and environment	469,132
Disasters and crises	849,132
Health and wellbeing	7,061,034
Migration and displacement	16,092
Values, power and inclusion	3,505

## Ongoing Emergency Appeals and DREF

MDRZM023, Emergency Appeal, mpoX

## 2025 Example priorities and actions

- Integrate climate and environmental considerations into programmes to support communities in adapting and transforming to climate change.
- Develop and implement hydro and meteorological early warning systems in disaster-prone areas.
- Strengthen the disaster-management training curriculum to include novel disease outbreaks.
- Maintain the health and dignity of communities in emergencies by providing access to appropriate health services.
- Safeguard communities at risk from pandemics, epidemics and emerging diseases through affordable, appropriate and sustainable surveillance systems.

## Participating National Societies

American Red Cross, The Netherlands Red Cross

# ZIMBABWE

## In support of the Zimbabwe Red Cross Society

National Society staff _____	<b>173</b>
National Society volunteers _____	<b>1,520</b>
National Society branches _____	<b>8</b>

<https://data.ifrc.org/fdrs/national-society/DZW001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	<b>7.5 million</b>
Disasters and crises _____	<b>8.6 million</b>
Health and wellbeing _____	<b>8.0 million</b>
Values, power and inclusion _____	<b>1.3 million</b>
Enabling functions _____	<b>3.9 million</b>

## People to be reached

Climate and environment _____	<b>75,000</b>
Disasters and crises _____	<b>50,000</b>
Health and wellbeing _____	<b>2,500,000</b>
Migration and displacement _____	<b>56,000</b>
Values, power and inclusion _____	<b>18,000</b>

## 2025 Example priorities and actions

- 60 volunteers and 5,000 people to be trained on climate-change mitigation and adaptation.
- 2,000 climate-change and climate-smart agriculture brochures to be distributed.
- 10 rapid assessments to be conducted to guide response strategies.
- Subsidize sanitation facilities for marginalized groups.
- Free services, including phone calls, internet, Red Cross Messages, and support for unaccompanied and separated minors, to be provided at Tongogara Refugee Settlement, Beitbridge Border and Harare Road port.

## Participating National Societies

British Red Cross, Danish Red Cross, Finnish Red Cross, The Netherlands Red Cross



# AMERICAS

IFRC DELEGATIONS

# ANTIGUA AND BARBUDA

## In support of the Antigua and Barbuda Red Cross

National Society staff \_\_\_\_\_ 7  
National Society volunteers \_\_\_\_\_ 68  
<https://data.ifrc.org/FDRS/national-society/DAG001>

## 2025 Network funding requirements (CHF)

Climate and environment \_\_\_\_\_ 45,000  
Disasters and crises \_\_\_\_\_ 275,000  
Health and wellbeing \_\_\_\_\_ 30,000  
Migration and displacement \_\_\_\_\_ 15,000  
Enabling functions \_\_\_\_\_ 250,000

## People to be reached

Climate and environment \_\_\_\_\_ 200  
Disasters and crises \_\_\_\_\_ 30  
Health and wellbeing \_\_\_\_\_ 300  
Migration and displacement \_\_\_\_\_ 150

## 2025 Example priorities and actions

- Support local climate adaptation by engaging in initiatives that help communities anticipate and adapt to climate-change impacts.
- Develop a logistics plan to improve operational efficiency and ensure effective emergency response and support for initiatives.
- Carry out a national health and wellness needs assessment to identify key priorities and gaps for targeted interventions.
- Enhance coordination with key stakeholders through MOUs to support collaborative efforts at national and sub-national levels.

# ARGENTINA

## In support of the Argentine Red Cross

National Society staff \_\_\_\_\_ 1,885  
National Society volunteers \_\_\_\_\_ 7,160  
National Society branches \_\_\_\_\_ 65  
<https://data.ifrc.org/FDRS/national-society/DAR001>

## 2025 Network funding requirements (CHF)

Climate and environment \_\_\_\_\_ 575,000  
Disasters and crises \_\_\_\_\_ 900,000  
Health and wellbeing \_\_\_\_\_ 1.5 million  
Migration and displacement \_\_\_\_\_ 500,000  
Values, power and inclusion \_\_\_\_\_ 433,000  
Enabling functions \_\_\_\_\_ 1.1 million

## People to be reached

Climate and environment \_\_\_\_\_ 15,000  
Disasters and crises \_\_\_\_\_ 5,000  
Health and wellbeing \_\_\_\_\_ 10,000  
Migration and displacement \_\_\_\_\_ 3,000  
Values, power and inclusion \_\_\_\_\_ 3,500

## 2025 Example priorities and actions

- Promote climate-related education and awareness at all levels, encouraging community involvement in preparedness, adaptation and risk reduction.
- Promote community awareness of events like fires, floods and heatwaves using both traditional and digital media platforms.
- Maintain ongoing communication with health authorities at all levels to ensure coordination and alignment of humanitarian efforts with public health systems.
- Continue assisting 12 Wichí, Toba and Chorote communities in Santa Victoria Este, Salta, by ensuring access to water, healthcare and basic support through the Humanitarian Camp.

## Participating National Societies

German Red Cross

# BRAZIL

## In support of the Brazilian Red Cross

National Society staff _____	<b>1,853</b>
National Society volunteers _____	<b>28,604</b>
National Society branches _____	<b>74</b>
<a href="https://data.ifrc.org/FDRS/national-society/DBR001">https://data.ifrc.org/FDRS/national-society/DBR001</a>	

## 2025 Network funding requirements (CHF)

Disasters and crises _____	<b>8,000,000</b>
Enabling functions _____	<b>110,000</b>

## People to be reached

Disasters and crises _____	<b>8,000,000</b>
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## Ongoing Emergency Appeals and DREF

MDRBR011, Emergency Appeal, flood

## 2025 Example priorities and actions

- Strengthen internal development at local and national levels by improving leadership, volunteer and staff capabilities, and financial and accounting systems.
- Enhance the Compliance and Internal Controls Department to strengthen internal control systems and support effective management.
- Develop a communication and media strategy to effectively manage reputational crises.
- Enhance the transparency and accountability system to ensure clear, open communication and build trust with stakeholders.

# CHILE

## In support of the Chilean Red Cross

National Society staff _____	<b>30</b>
National Society volunteers _____	<b>4,450</b>
National Society branches _____	<b>156</b>
<a href="https://data.ifrc.org/FDRS/national-society/DCL001">https://data.ifrc.org/FDRS/national-society/DCL001</a>	

## 2025 Network funding requirements (CHF)

Climate and environment _____	<b>200,000</b>
Disasters and crises _____	<b>200,000</b>
Health and wellbeing _____	<b>350,000</b>
Migration and displacement _____	<b>120,000</b>
Values, power and inclusion _____	<b>95,000</b>
Enabling functions _____	<b>250,000</b>

## People to be reached

Climate and environment _____	<b>3,000</b>
Disasters and crises _____	<b>5,000</b>
Health and wellbeing _____	<b>9,000</b>
Migration and displacement _____	<b>4,000</b>
Values, power and inclusion _____	<b>5,000</b>

## 2025 Example priorities and actions

- Develop a communication programme featuring capsules to highlight the implementation and impact of the youth participation project.
- Implement training for WASH focal points to improve access to water, sanitation and hygiene services for the population.
- Incorporate the Protection, Gender and Inclusion (PGI) approach by training volunteers and providing PGI induction for paid staff.
- Integrate the Community Engagement and Accountability (CEA) approach into all community actions to ensure that their needs and feedback drive the process.

## Participating National Societies

German Red Cross



# CUBA

## In support of the Cuban Red Cross

National Society staff _____	<b>545</b>
National Society volunteers _____	<b>31,134</b>
National Society branches _____	<b>183</b>

<https://data.ifrc.org/fdrs/national-society/DCU001>

## 2025 Example priorities and actions

- Support communities in reducing current and future impacts of climate and environmental crises, helping people to adapt and build resilience.
- Enhance preparedness and readiness to respond to shocks, while strengthening community-risk reduction and resilience.
- Ensure equitable access to health services, clean water, sanitation and adequate living conditions for all individuals.
- Increase awareness and action through youth engagement, education community involvement and fostering inclusivity, while protecting dignity and building resilience and peace.
- Include key elements, tailored to relevant training, of peer support, data literacy and strategy development.

# COSTA RICA

## In support of the Costa Rican Red Cross

National Society staff _____	<b>1,966</b>
National Society volunteers _____	<b>5,033</b>
National Society branches _____	<b>134</b>

<https://data.ifrc.org/FDRS/national-society/DCR001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	<b>100,000</b>
Disasters and crises _____	<b>315,000</b>
Health and wellbeing _____	<b>68,800</b>
Migration and displacement _____	<b>1.3 million</b>
Values, power and inclusion _____	<b>190,000</b>
Enabling functions _____	<b>904,000</b>

## People to be reached

Climate and environment _____	<b>5,000</b>
Disasters and crises _____	<b>500</b>
Health and wellbeing _____	<b>25,000</b>
Migration and displacement _____	<b>6,000</b>
Values, power and inclusion _____	<b>380</b>

## Ongoing Emergency Appeals and DREF

MDRCR024, DREF, flood

## 2025 Example priorities and actions

- Adopt better environmental management practices and address climate-related risks through both adaptation and mitigation actions.
- Support families with financial aid for the protection and recovery of their livelihoods.
- Disseminate direct communication and education campaigns through local and national media to prevent respiratory and gastrointestinal diseases caused by ash.
- Ensure the provision of essential services, protection and dignified treatment to all people, regardless of nationality, religion, social status or political belief.
- Develop an external communication strategy that strengthens the visibility of the institutional work.

## Participating National Societies

German Red Cross

# DOMINICA

## In support of the Dominica Red Cross Society

National Society staff _____	6
National Society volunteers _____	200
National Society branches _____	11
<a href="https://data.ifrc.org/FDRS/national-society/DDM001">https://data.ifrc.org/FDRS/national-society/DDM001</a>	

## 2025 Network funding requirements (CHF)

Climate and environment _____	57,000
Disasters and crises _____	95,000
Health and wellbeing _____	26,000
Values, power and inclusion _____	5,000
Enabling functions _____	89,000

## People to be reached

Climate and environment _____	300
Disasters and crises _____	525
Health and wellbeing _____	150
Values, power and inclusion _____	200

## 2025 Example priorities and actions

- Engage national authorities to align with existing climate-change frameworks and contribute to the revision of national legal frameworks.
- Continue enhancing the warehouse infrastructure and logistics capacities to improve operational efficiency.
- Ensure access to food and protect livelihoods during and immediately after emergencies to support affected communities.
- Develop a strategy to enhance maternal health and well-being programmes in key provinces, improving care and support services for women.
- Approve, disseminate and implement the protection and inclusion policy to safeguard vulnerable populations.

## Participating National Societies

French Red Cross, Italian Red Cross

# GUATEMALA

## In support of the Guatemalan Red Cross

National Society staff _____	249
National Society volunteers _____	650
National Society branches _____	21
<a href="https://data.ifrc.org/FDRS/national-society/DGT001">https://data.ifrc.org/FDRS/national-society/DGT001</a>	

## 2025 Network funding requirements (CHF)

Climate and environment _____	115,000
Disasters and crises _____	3.5 million
Health and wellbeing _____	510,000
Migration and displacement _____	1.5 million
Values, power and inclusion _____	633,000
Enabling functions _____	1.7 million

## People to be reached

Climate and environment _____	9,000
Disasters and crises _____	6,000
Health and wellbeing _____	16,500
Migration and displacement _____	44,266
Values, power and inclusion _____	1,000

## Ongoing Emergency Appeals and DREF

MDRGT023, DREF, drought; MDRGT024, DREF, flood

## 2025 Example priorities and actions

- Develop and promote educational materials designed to raise awareness and educate communities about climate change.
- Deliver essential disaster-response services, such as pre-hospital care, search and rescue, and evacuation support.
- Provide immediate care in disasters through pre-hospital services, search and rescue, and evacuation.
- Implement services to enhance public access, including medical care, transfers, pre-hospital support and voluntary blood donation promotion.
- Develop medical workshops in host and transit communities, and strengthen local capacities by training Community Health Promoters.

## Participating National Societies

American Red Cross, German Red Cross, Spanish Red Cross

# HAITI

## In support of the Haiti Red Cross Society

<https://data.ifrc.org/fdrs/national-society/DHT001>

### 2025 Network funding requirements (CHF)

Climate and environment	500,000
Disasters and crises	1.9 million
Health and wellbeing	500,000
Migration and displacement	1.0 million
Values, power and inclusion	100,000
Enabling functions	778,000

### People to be reached

Climate and environment	2,500
Disasters and crises	5,000
Health and wellbeing	10,000
Migration and displacement	2,000
Values, power and inclusion	5,500

### 2025 Example priorities and actions

- Address vulnerabilities related to livelihoods, food shortages, health access and climate change-induced displacement to support affected communities and strengthen resilience.
- Ensure people-centred preparedness and response by focusing on ethical, localized approaches, including cash and livelihood transfer programmes.
- Invest in epidemic and pandemic preparedness by leveraging local actors, networks and volunteers as first responders and early-risk detectors.
- Ensure that migrants and displaced individuals are safe, treated with dignity, and receive the necessary assistance and protection to thrive in inclusive societies.

### Participating National Societies

American Red Cross, The Canadian Red Cross Society, The Netherlands Red Cross, Spanish Red Cross, Swiss Red Cross

# PARAGUAY

## In support of the Paraguayan Red Cross

National Society staff	35
National Society volunteers	1,438
National Society branches	21

<https://data.ifrc.org/FDRS/national-society/DPY001>

### 2025 Network funding requirements (CHF)

Climate and environment	150,000
Disasters and crises	600,000
Health and wellbeing	4.0 million
Migration and displacement	50,000
Values, power and inclusion	125,000
Enabling functions	1.9 million

### People to be reached

Climate and environment	3,000
Disasters and crises	3,500
Health and wellbeing	8,000
Migration and displacement	500
Values, power and inclusion	500

### 2025 Example priorities and actions

- Conduct youth-focused awareness and environmental care campaigns in public spaces and schools.
- Promote a comprehensive disaster-risk management approach across its network of subsidiaries.
- Implement emergency recovery programmes focused on revitalizing and protecting livelihoods.
- Implement MHPSS and community-health programmes in vulnerable communities through trained volunteers in branch networks.
- Implement and manage safe spaces in emergency shelters in collaboration with the National Ministry of Children and Adolescents.

### Participating National Societies

Italian Red Cross, Swiss Red Cross

# URUGUAY

## In support of the Uruguayan Red Cross

National Society staff _____	<b>52</b>
National Society volunteers _____	<b>350</b>
National Society branches _____	<b>16</b>
<a href="https://data.ifrc.org/FDRS/national-society/DUY001">https://data.ifrc.org/FDRS/national-society/DUY001</a>	

## 2025 Network funding requirements (CHF)

Climate and environment _____	<b>145,000</b>
Disasters and crises _____	<b>200,000</b>
Health and wellbeing _____	<b>180,000</b>
Migration and displacement _____	<b>72,000</b>
Values, power and inclusion _____	<b>70,000</b>
Enabling functions _____	<b>750,000</b>

## People to be reached

Climate and environment _____	<b>4,000</b>
Disasters and crises _____	<b>3,000</b>
Health and wellbeing _____	<b>3,500</b>
Migration and displacement _____	<b>200</b>
Values, power and inclusion _____	<b>500</b>

## 2025 Example priorities and actions

- Develop and train climate and environment focal points in branches to create localized initiatives and integrate them across various projects and programmes.
- Implement preparedness, resilience and anticipatory actions with affiliated communities to strengthen disaster-response capabilities.
- Reopen the Montevideo School of Nursing to establish a comprehensive training centre that will enhance financial sustainability.
- Operationalize services for restoring family links at the Migration Reference Centre in Montevideo.
- Integrate a protection approach across all actions to enhance the capacity for addressing violence, stigma and discrimination.

## Participating National Societies

The Canadian Red Cross Society, Italian Red Cross, Spanish Red Cross



# ASIA PACIFIC

IFRC DELEGATIONS



# AFGHANISTAN

## In support of the Afghan Red Crescent

National Society staff _____	4,006
National Society volunteers _____	26,600
National Society branches _____	34

<https://data.ifrc.org/FDRS/national-society/DAF001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	6.4 million
Disasters and crises _____	13.1 million
Health and wellbeing _____	19.2 million
Migration and displacement _____	4.0 million
Values, power and inclusion _____	5.3 million
Enabling functions _____	5.1 million

## People to be reached

Climate and environment _____	400,000
Disasters and crises _____	1,400,000
Health and wellbeing _____	5,200,000
Migration and displacement _____	120,000
Values, power and inclusion _____	500,000

## Ongoing Emergency Appeals and DREF

MDRAF015, Emergency Appeal, flood

## 2025 Example priorities and actions

- Institutionalize climate action, focusing on climate resilience, including forecast-based action, early warning early action and mitigation projects at community level.
- Deliver humanitarian assistance to people affected by evolving crises and disasters.
- Enhance primary health, immunization, maternal, new-born, child health and emergency services through static and mobile health facilities.
- Engage young people from IDPs, returnees and host community as agents for behavioural change including promoting social cohesion.
- Implement interventions to strengthen the socio-economic resilience of widows and women who head households.

## Participating National Societies

Danish Red Cross, Norwegian Red Cross, Qatar Red Crescent Society, Turkish Red Crescent Society

# BANGLADESH

## In support of the Bangladesh Red Crescent Society

National Society staff _____	2,757
National Society volunteers _____	122,559
National Society branches _____	68

<https://data.ifrc.org/FDRS/national-society/DBD001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	7.9 million
Disasters and crises _____	17.3 million
Health and wellbeing _____	18.4 million
Migration and displacement _____	3.1 million
Values, power and inclusion _____	727,000
Enabling functions _____	3.8 million

## People to be reached

Climate and environment _____	1,276,979
Disasters and crises _____	1,680,691
Health and wellbeing _____	7,041,406
Migration and displacement _____	71,205
Values, power and inclusion _____	637,586

## Ongoing Emergency Appeals and DREF

MDRBD033, DREF, cyclone; MDRBD035, Emergency Appeal, cyclone

## 2025 Example priorities and actions

- Establish effective community early warning systems to reduce climate-induced loss and damage.
- Establish a national platform of like-minded organizations in Bangladesh to strengthen advocacy and sustain road-safety legislative reforms.
- Design and implement interventions to reduce the prevalence and impacts of non-communicable diseases.
- Promote natural water storage, retention and conservation.
- Prevent the conditions that drive internal displacement due to disasters and climate change.

## 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 Society

# BRUNEI

## In support of the Brunei Darussalam Red Crescent Society

National Society staff _____	1
National Society volunteers _____	1,780
National Society branches _____	4
<a href="https://data.ifrc.org/FDRS/national-society/DBN001">https://data.ifrc.org/FDRS/national-society/DBN001</a>	

### 2025 Network funding requirements (CHF)

Climate and environment _____	15,000
Disasters and crises _____	25,000
Health and wellbeing _____	35,000
Values, power and inclusion _____	15,000
Enabling functions _____	255,000

### People to be reached

Climate and environment _____	1,000
Disasters and crises _____	1,000
Health and wellbeing _____	1,000
Values, power and inclusion _____	1,000

### 2025 Example priorities and actions

- Draft the Climate Change Adaptation and Resilience strategy.
- Deliver mental health and psychosocial services (MHPSS) and preparedness on pandemic.
- Strengthen Emergency Operation Centre capacity by drafting the EOC guideline.
- Strengthen and manage the Youth Forum, Youth Engagement and Volunteer programmes by advocating through an MoU with Ministry of Education.
- Develop resource mobilization and fundraising strategy and plan.

### Participating National Societies

Indonesian Red Cross Society, Philippine Red Cross, Singapore Red Cross Society

# CAMBODIA

## In support of the Cambodian Red Cross Society

National Society staff _____	359
National Society volunteers _____	53,314
National Society branches _____	25
<a href="https://data.ifrc.org/FDRS/national-society/DKH001">https://data.ifrc.org/FDRS/national-society/DKH001</a>	

### 2025 Network funding requirements (CHF)

Disasters and crises _____	1.7 million
Health and wellbeing _____	100,000
Migration and displacement _____	100,000

### People to be reached

Disasters and crises _____	500,000
Health and wellbeing _____	100,000
Migration and displacement _____	100,000

### 2025 Example priorities and actions

- Facilitate health-awareness sessions specifically targeting migrant communities to improve access to essential health information and services.
- Increase community awareness around safe migration practices, focusing on cross-border migration, and the associated risks and resources.
- Coordinate with the Ministry of Health to educate communities on disease prevention and disaster response.
- Enhance first-aid initiatives and focus on HIV awareness for vulnerable groups.
- Strengthen women's leadership programmes, collect disaggregated data by sex, age and disability, and establish a policy to prevent sexual exploitation and abuse with clear reporting and support pathways.

# COOK ISLANDS

## In support of the Cook Islands Red Cross Society

National Society staff _____	<b>6</b>
National Society volunteers _____	<b>149</b>
National Society branches _____	<b>12</b>

<https://data.ifrc.org/fdrs/national-society/DCK001>

### 2025 Network funding requirements (CHF)

Disasters and crises _____	<b>10,000</b>
Health and wellbeing _____	<b>4,000</b>
Values, power and inclusion _____	<b>1,000</b>
Enabling functions _____	<b>11,000</b>

### People to be reached

Climate and environment _____	<b>400</b>
Disasters and crises _____	<b>450</b>
Health and wellbeing _____	<b>2,012</b>
Migration and displacement _____	<b>56</b>
Values, power and inclusion _____	<b>560</b>

### 2025 Example priorities and actions

- Develop long-term plans to engage volunteers in Green Response, Nature-based Solutions, Early Warning Early Action and resilience initiatives.
- Conduct logistics mapping of prepositioned stocks, provide quarterly stock development and submit funding proposals to appropriate donors to secure financial support for key initiatives.
- Provide mental health and psychosocial support (MHPSS) training for staff and volunteers.
- Develop and monitor implementation of gender and diversity policies.

# FIJI

## In support of the Fiji Red Cross Society

National Society staff _____	<b>28</b>
National Society volunteers _____	<b>520</b>
National Society branches _____	<b>16</b>

<https://data.ifrc.org/fdrs/national-society/DFJ001>

### 2025 Network funding requirements (CHF)

Climate and environment _____	<b>600,000</b>
Disasters and crises _____	<b>344,000</b>
Health and wellbeing _____	<b>150,000</b>
Migration and displacement _____	<b>10,000</b>
Values, power and inclusion _____	<b>8,000</b>
Enabling functions _____	<b>799,000</b>

### People to be reached

Climate and environment _____	<b>20,000</b>
Disasters and crises _____	<b>60,000</b>
Health and wellbeing _____	<b>80,415</b>
Migration and displacement _____	<b>2,224</b>
Values, power and inclusion _____	<b>20,000</b>

### 2025 Example priorities and actions

- Provide training and raise awareness on Forecast-Based and Early Actions to improve operational preparedness and timely disaster response.
- Formulate or review climate-smart and disaster-related laws, plans, regulations and policies in collaboration with the government.
- Conduct capacity-building activities on human trafficking to improve awareness, response and prevention efforts.
- Review and monitor all Emergency Appeals, DREFs and Emergency Plans of Action to ensure protection, gender and inclusion are mainstreamed.

# INDIA

## In support of the Indian Red Cross Society

National Society staff _____	2,641
National Society volunteers _____	4,900,000
National Society branches _____	1260

<https://data.ifrc.org/FDRS/national-society/DIN001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	150,000
Disasters and crises _____	900,000
Health and wellbeing _____	400,000
Enabling functions _____	200,000

## People to be reached

Climate and environment _____	50,000
Disasters and crises _____	100,000
Health and wellbeing _____	100,000
Values, power and inclusion _____	50,000

## Ongoing Emergency Appeals and DREF

MDRIN028, DREF, flood

## 2025 Example priorities and actions

- Response plans with evacuation routes to be prepared, ensuring mainstreaming of protection, gender and inclusion (PGI).
- Support outbreak responses in coordination with the Ministry of Health, equipping teams to develop pandemic and epidemic response plans.
- Enhance adolescent girls' hygiene in schools and support youth with knowledge and talent development.
- Engage community members, in particular women, in decision-making about disaster-risk management.
- Develop a CEA strategy building on the Movement-wide commitments and minimum actions for CEA.

## Participating National Societies

The Canadian Red Cross Society

# INDONESIA

## In support of the Indonesian Red Cross Society

National Society staff _____	6,598
National Society volunteers _____	316,617
National Society branches _____	530

<https://data.ifrc.org/FDRS/national-society/DID001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	748,000
Disasters and crises _____	1.8 million
Health and wellbeing _____	2.5 million
Values, power and inclusion _____	339,000
Enabling functions _____	1.4 million

## People to be reached

Climate and environment _____	79,000
Disasters and crises _____	102,000
Health and wellbeing _____	145,400
Migration and displacement _____	300
Values, power and inclusion _____	121,000

## 2025 Example priorities and actions

- Increase public education and awareness on climate change, including its causes, impacts and how to reduce associated risks.
- Encourage progressive and sustainable policy-making through effective advocacy.
- Develop guidelines for search and rescue of victims and their development plans (including functions related to armed conflict).
- Develop PMI policies on migration and human trafficking.
- Establish partnerships with mass media and local community organizations to increase their visibility.

## Participating National Societies

American Red Cross, Australian Red Cross, The Canadian Red Cross Society, Japanese Red Cross Society, The Republic of Korea National Red Cross

## KIRIBATI

### In support of the Kiribati Red Cross Society

National Society staff _____	14
National Society volunteers _____	152
National Society branches _____	4
<a href="https://data.ifrc.org/fdrs/national-society/DKI001">https://data.ifrc.org/fdrs/national-society/DKI001</a>	

### 2025 Network funding requirements (CHF)

Climate and environment _____	180,000
Disasters and crises _____	50,000
Health and wellbeing _____	25,000
Migration and displacement _____	12,000
Values, power and inclusion _____	30,000
Enabling functions _____	213,000

### People to be reached

Climate and environment _____	2,500
Disasters and crises _____	3,500
Health and wellbeing _____	9,002
Migration and displacement _____	105
Values, power and inclusion _____	3,000

### 2025 Example priorities and actions

- Implement Y-Adapt activities in selected communities to enhance youth-led climate adaptation and resilience efforts.
- Update readiness plans, repositioning measures and implementing contingency plans.
- Provide training on non-communicable diseases (NCDs) for staff and volunteers to enhance awareness and improve response capabilities.
- Develop and implement a National Society Youth & Volunteering Action Plan, focusing on affordable and simple activities in Health, Disaster Management and Climate Change.

## LAOS

### In support of the Lao Red Cross

National Society staff _____	508
National Society volunteers _____	1,055
National Society branches _____	18
<a href="https://data.ifrc.org/FDRS/national-society/DLA001">https://data.ifrc.org/FDRS/national-society/DLA001</a>	

### 2025 Network funding requirements (CHF)

Climate and environment _____	75,000
Disasters and crises _____	147,000
Health and wellbeing _____	1.2 million
Migration and displacement _____	100,000
Values, power and inclusion _____	70,000
Enabling functions _____	143,000

### People to be reached

Disasters and crises _____	550,000
Health and wellbeing _____	210,000
Migration and displacement _____	100,000
Values, power and inclusion _____	700

### 2025 Example priorities and actions

- Conduct community-based disaster-risk reduction, including VCA approach, to enhance community capacity for effective disaster response.
- Develop Early Action Protocol (EAP) for drought and flood.
- Provide community information on mitigation measures to reduce seasonal disease outbreaks.
- Ratify and implement national PSEA and Child Safeguarding policies.
- Enhance first aid and health promotion capacity by improving training skills and increasing the number of trainers.

### Participating National Societies

Swiss Red Cross, The Thai Red Cross Society



# MALAYSIA

## In support of the Malaysian Red Crescent Society

National Society staff _____	<b>92</b>
National Society volunteers _____	<b>75,807</b>
National Society branches _____	<b>142</b>
<a href="https://data.ifrc.org/FDRS/national-society/DMY001">https://data.ifrc.org/FDRS/national-society/DMY001</a>	

### 2025 Network funding requirements (CHF)

Climate and environment _____	<b>50,000</b>
Disasters and crises _____	<b>621,000</b>
Health and wellbeing _____	<b>637,000</b>
Migration and displacement _____	<b>170,000</b>
Values, power and inclusion _____	<b>396,000</b>
Enabling functions _____	<b>627,000</b>

### People to be reached

Climate and environment _____	<b>18,000</b>
Disasters and crises _____	<b>55,000</b>
Health and wellbeing _____	<b>55,000</b>
Migration and displacement _____	<b>30,000</b>
Values, power and inclusion _____	<b>50,000</b>

### 2025 Example priorities and actions

- Operationalize its Humanitarian Field School to improve practical knowledge and qualifications of first responders.
- Increase access to affordable, appropriate and sustainable water, sanitation and hygiene services for vulnerable communities.
- Continuous engagements with migrants, displaced persons and host communities to assess and address priority needs, advocating for access to essential public services.
- Promote safe and equitable access to quality education for boys and girls affected by disaster or displacement through partnerships and advocacy.

### Participating National Societies

American Red Cross

# MARSHALL ISLANDS

## In support of the Marshall Islands Red Cross Society

National Society staff _____	<b>10</b>
National Society volunteers _____	<b>62</b>
National Society branches _____	<b>4</b>
<a href="https://data.ifrc.org/fdrs/national-society/DMH001">https://data.ifrc.org/fdrs/national-society/DMH001</a>	

### 2025 Network funding requirements (CHF)

Climate and environment _____	<b>70,000</b>
Disasters and crises _____	<b>15,000</b>
Health and wellbeing _____	<b>12,000</b>
Migration and displacement _____	<b>5,000</b>
Values, power and inclusion _____	<b>5,000</b>
Enabling functions _____	<b>41,000</b>

### People to be reached

Climate and environment _____	<b>250</b>
Disasters and crises _____	<b>1,500</b>
Health and wellbeing _____	<b>5,014</b>
Migration and displacement _____	<b>206</b>
Values, power and inclusion _____	<b>800</b>

### 2025 Example priorities and actions

- Integrate community inputs into climate-responsive Early Warning Systems to enhance forecasting and preparedness for climate-related disasters.
- Recruit, mobilize and manage local responder capacity and systems to retain staff and volunteers.
- Develop green response and recovery initiatives to enhance environmental sustainability and strengthen resilience against climate-related impacts.
- Integrate gender and diversity considerations into all programmes to ensure inclusivity and equality in services and activities.

### Participating National Societies

American Red Cross

# MICRONESIA

## In support of the Micronesia Red Cross

National Society staff _____	9
National Society volunteers _____	275

<https://data.ifrc.org/fdrs/national-society/DFM001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	55,000
Disasters and crises _____	20,000
Health and wellbeing _____	23,000
Migration and displacement _____	600
Values, power and inclusion _____	5,000
Enabling functions _____	39,000

## People to be reached

Climate and environment _____	2,000
Disasters and crises _____	3,500
Health and wellbeing _____	9,204
Migration and displacement _____	257
Values, power and inclusion _____	2,345

## 2025 Example priorities and actions

- Train and monitor local youth volunteers to track key life and livelihood resources, such as water, within the community.
- Update readiness plans, prepositioning measures and implement contingency plans.
- Conduct auxiliary role mapping in disaster-risk management to ensure effective coordination and support during emergencies.
- Develop, implement and monitor strategies, plans and policies aimed at enhancing leadership accountability, and fostering organizational systems and cultural transformation.

## Participating National Societies

American Red Cross

# MONGOLIA

## In support of the Mongolian Red Cross Society

National Society staff _____	185
National Society volunteers _____	28,590
National Society branches _____	31

<https://data.ifrc.org/fdrs/national-society/DMN001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	701,000
Disasters and crises _____	610,000
Health and wellbeing _____	498,000
Migration and displacement _____	15,000
Values, power and inclusion _____	97,000
Enabling functions _____	1.5 million

## People to be reached

Climate and environment _____	150,000
Disasters and crises _____	240,000
Health and wellbeing _____	225,000
Values, power and inclusion _____	68,000

## 2025 Example priorities and actions

- Develop partnerships to secure additional funding and technical support, expanding service provision to vulnerable communities and enhancing programme success.
- Implement disaster-risk reduction and capacity-building projects in soum administrative divisions, focusing on vulnerability and capacity assessment.
- Expand collaboration with international organizations to provide humanitarian aid and support recovery efforts for disaster-affected communities.
- Six provinces will implement community-based surveillance, detection and response activities for infectious and zoonotic diseases.

## Participating National Societies

Australian Red Cross, Red Cross Society of China, Japanese Red Cross Society, The Republic of Korea National Red Cross, The Netherlands Red Cross, Qatar Red Crescent Society

# MYANMAR

## In support of the Myanmar Red Cross Society

National Society staff _____	<b>587</b>
National Society volunteers _____	<b>6,432</b>
National Society branches _____	<b>274</b>

<https://data.ifrc.org/FDRS/national-society/DMM001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	<b>500,000</b>
Disasters and crises _____	<b>3.3 million</b>
Health and wellbeing _____	<b>1.9 million</b>
Migration and displacement _____	<b>400,000</b>
Values, power and inclusion _____	<b>200,000</b>
Enabling functions _____	<b>3.9 million</b>

## People to be reached

Climate and environment _____	<b>20,000</b>
Disasters and crises _____	<b>450,000</b>
Health and wellbeing _____	<b>300,000</b>
Migration and displacement _____	<b>20,000</b>
Values, power and inclusion _____	<b>5,000</b>

## 2025 Example priorities and actions

- Enhance climate-change awareness and environmental sustainability through training and knowledge-sharing on climate-smart livelihoods in branches and communities, integrating these topics into community-based programmes.
- 21,500 households to have pre-positioned non-food items distributed across the Myanmar Red Cross warehouse network in all states and regions.
- Expand and strengthen primary healthcare services, including mobile health clinics, static clinics, support to health facilities and referrals.

## Participating National Societies

American Red Cross, Australian Red Cross, British Red Cross, Cambodian Red Cross Society, The Canadian Red Cross Society, Red Cross Society of China, Danish Red Cross, Finnish Red Cross, German Red Cross, Italian Red Cross, Japanese Red Cross Society, The Republic of Korea National Red Cross, Norwegian Red Cross, Singapore Red Cross Society, Swedish Red Cross, Swiss Red Cross, The Thai Red Cross Society, Vietnam Red Cross Society

# NEPAL

## In support of the Nepal Red Cross Society

National Society staff _____	<b>323</b>
National Society volunteers _____	<b>146,524</b>
National Society branches _____	<b>77</b>

<https://data.ifrc.org/FDRS/national-society/DNP001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	<b>1.3 million</b>
Disasters and crises _____	<b>4.2 million</b>
Health and wellbeing _____	<b>3.5 million</b>
Migration and displacement _____	<b>299,000</b>
Values, power and inclusion _____	<b>1.7 million</b>
Enabling functions _____	<b>1.5 million</b>

## People to be reached

Climate and environment _____	<b>241,867</b>
Disasters and crises _____	<b>248,320</b>
Health and wellbeing _____	<b>487,876</b>
Migration and displacement _____	<b>16,200</b>
Values, power and inclusion _____	<b>206,440</b>

## Ongoing Emergency Appeals and DREF

MDRNP017, DREF, flood

## 2025 Example priorities and actions

- Initiate youth and volunteer-led community awareness on climate-change adaptation with advocacy for addressing policy gaps.
- Promote resource mobilization and provision of emergency funds.
- Advocate for expanded partnerships with government, bilateral and multilateral organizations, philanthropists and corporations to enhance health service delivery.
- Implement anti-trafficking initiatives and sustain risk communication and stigma reduction campaigns at community and school levels.
- Participate in HCT-related mechanisms, specifically by continuing to co-lead the shelter cluster with IFRC as per global arrangements.

## Participating National Societies

American Red Cross, British Red Cross, The Canadian Red Cross Society, Danish Red Cross, Finnish Red Cross, Irish Red Cross Society, The Republic of Korea National Red Cross, Swiss Red Cross

# PAKISTAN

## In support of the Pakistan Red Crescent

National Society staff	664
National Society volunteers	5,000
National Society branches	7

<https://data.ifrc.org/FDRS/national-society/DPK001>

## 2025 Network funding requirements (CHF)

Climate and environment	2.3 million
Disasters and crises	8.5 million
Health and wellbeing	2.2 million
Migration and displacement	1 million
Values, power and inclusion	832,000
Enabling functions	49,000

## People to be reached

Climate and environment	58,795
Disasters and crises	485,680
Health and wellbeing	500,066
Migration and displacement	91,420
Values, power and inclusion	100,014

## Ongoing Emergency Appeals and DREF

MDRPK024, DREF, flood

## 2025 Example priorities and actions

- Organize awareness campaigns on heatwaves, cyclones and floods, and other climate-induced disasters.
- Engage PRCS in cash working group initiatives, including market assessments and Financial Service Provider (FSP) mapping.
- Formulation of a Technical Working Group (TWG) to annually review the FA curriculum and include FA content in educational textbooks.
- Finalize PRCS Safeguarding Policies, covering Protection from Sexual Exploitation and Abuse (PSEA), Child Safeguarding, Anti-Harassment of Women at the Workplace, and Whistleblower Protection.

## Participating National Societies

German Red Cross, Norwegian Red Cross, Turkish Red Crescent Society

# PALAU

## In support of the Palau Red Cross Society

National Society staff	15
National Society volunteers	322
National Society branches	2

<https://data.ifrc.org/fdrs/national-society/DPW001>

## 2025 Network funding requirements (CHF)

Climate and environment	79,000
Disasters and crises	150,000
Health and wellbeing	8,000
Migration and displacement	700
Values, power and inclusion	3,000
Enabling functions	119,057

## People to be reached

Climate and environment	500
Disasters and crises	500
Health and wellbeing	1,819
Migration and displacement	42
Values, power and inclusion	2,465

## 2025 Example priorities and actions

- Implement green initiatives and integrate them into existing programmes and goals.
- Develop and monitor implementation of policy on acceptance of in-kind donations.
- Conduct training in the effective use of the Go Platform and First Aid App.
- Identify and implement new ways of volunteering and documenting success stories.

## Participating National Societies

American Red Cross

# PAPUA NEW GUINEA

## In support of the Papua New Guinea Red Cross Society

National Society staff _____	<b>32</b>
National Society volunteers _____	<b>850</b>
National Society branches _____	<b>12</b>

<https://data.ifrc.org/fdrs/national-society/DPG001>

### 2025 Network funding requirements (CHF)

Climate and environment _____	<b>110,000</b>
Disasters and crises _____	<b>170,000</b>
Health and wellbeing _____	<b>100,000</b>
Migration and displacement _____	<b>5,000</b>
Values, power and inclusion _____	<b>15,000</b>
Enabling functions _____	<b>60,000</b>

### People to be reached

Climate and environment _____	<b>5,000</b>
Disasters and crises _____	<b>10,000</b>
Health and wellbeing _____	<b>2,000</b>
Values, power and inclusion _____	<b>2,000</b>

### 2025 Example priorities and actions

- Develop a multi-year climate strategy for building and straightening a climate-resilient community.
- Engage key stakeholders to promote eco-friendly programmes, such as multi-use and recyclable goods, local shelter materials and sustainable packaging for emergency relief items, while exploring guidelines from other INGOs and partners.
- Discuss shelter challenges with the community, document and incorporate their solutions, and ensure the inclusion of marginalized groups with specific shelter provision.
- Support social and behavioural change through feedback systems, mobile cinemas and radio shows to increase knowledge and promote healthier, safer practices.
- Provide safe water and shelter to conflict related IDPs i.e. in the Highlands.

# PHILIPPINES

## In support of the Philippine Red Cross

National Society staff _____	<b>1,923</b>
National Society volunteers _____	<b>125,000</b>
National Society branches _____	<b>102</b>

<https://data.ifrc.org/FDRS/national-society/DPH001>

### 2025 Network funding requirements (CHF)

Climate and environment _____	<b>13.3 million</b>
Disasters and crises _____	<b>11.7 million</b>
Health and wellbeing _____	<b>9.9 million</b>
Migration and displacement _____	<b>3.2 million</b>
Values, power and inclusion _____	<b>3.0 million</b>
Enabling functions _____	<b>5.4 million</b>

### People to be reached

Climate and environment _____	<b>1,200,000</b>
Disasters and crises _____	<b>605,000</b>
Health and wellbeing _____	<b>2,500,000</b>
Migration and displacement _____	<b>100,000</b>
Values, power and inclusion _____	<b>370,000</b>

### Ongoing Emergency Appeals and DREF

MDRPH054, DREF, flood

### 2025 Example priorities and actions

- Strengthen the Anticipatory Action programme by diversifying hazard-based EAP and expanding geographic reach.
- Test the Forecast-based Financing Trigger Models in selected pilot sites.
- Build volunteer and staff capacity in health, safety and welfare, equipping chapters with essential knowledge, skills and resources.
- Provide safe, reliable information and services to migrants, refugees, asylum seekers and overseas Filipino workers through awareness activities and referrals.

### Participating National Societies

American Red Cross, The Canadian Red Cross Society, Finnish Red Cross, German Red Cross, The Netherlands Red Cross, Qatar Red Crescent Society, Spanish Red Cross



## SAMOA

### In support of the Samoa Red Cross Society

National Society staff _____	<b>8</b>
National Society volunteers _____	<b>5,698</b>
<a href="https://data.ifrc.org/fdrs/national-society/DWS001">https://data.ifrc.org/fdrs/national-society/DWS001</a>	

### 2025 Network funding requirements (CHF)

Climate and environment _____	<b>600,000</b>
Disasters and crises _____	<b>200,000</b>
Health and wellbeing _____	<b>18,000</b>
Migration and displacement _____	<b>5,000</b>
Values, power and inclusion _____	<b>25,000</b>
Enabling functions _____	<b>609,000</b>

### People to be reached

Climate and environment _____	<b>5,000</b>
Disasters and crises _____	<b>8,420</b>
Health and wellbeing _____	<b>17,004</b>
Migration and displacement _____	<b>480</b>
Values, power and inclusion _____	<b>4,000</b>

### 2025 Example priorities and actions

- Conduct CEA community training and develop community-feedback mechanism.
- Conduct analysis of current negative environmental impact, prioritization and environmental practices through recent operations.
- Participate in monthly meetings of Pacific health network and share lesson-learned and best practices.
- Conduct assessments on migration, displacement and climate mobility to inform strategies for addressing the challenges posed by these factors.

## SOLOMON ISLANDS

### In support of The Solomon Islands Red Cross

National Society staff _____	<b>25</b>
National Society volunteers _____	<b>114</b>
<a href="https://data.ifrc.org/fdrs/national-society/DSB001">https://data.ifrc.org/fdrs/national-society/DSB001</a>	

### 2025 Network funding requirements (CHF)

Climate and environment _____	<b>295,000</b>
Disasters and crises _____	<b>80,000</b>
Health and wellbeing _____	<b>25,000</b>
Migration and displacement _____	<b>10,000</b>
Values, power and inclusion _____	<b>15,000</b>
Enabling functions _____	<b>251,000</b>

### People to be reached

Climate and environment _____	<b>5,600</b>
Disasters and crises _____	<b>10,240</b>
Health and wellbeing _____	<b>26,300</b>
Migration and displacement _____	<b>1,030</b>
Values, power and inclusion _____	<b>6,450</b>

### 2025 Example priorities and actions

- Conduct household- and community-level assessments using sex, age and disability disaggregated (SADD) data.
- Identify and implement changes in logistics practices across Shelter, Health and WASH sectors to minimize environmental impact and promote sustainability.
- Identify and prioritize implementation of MHPSS initiatives including as part of disaster response.
- Enhance leadership accountability and drive organizational change through the development, implementation and monitoring of strategies, plans and policies.

### Participating National Societies

American Red Cross

# SRI LANKA

## In support of the Sri Lanka Red Cross Society

National Society staff _____	<b>249</b>
National Society volunteers _____	<b>1,500</b>
National Society branches _____	<b>25</b>

<https://data.ifrc.org/FDRS/national-society/DLK001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	<b>34,000</b>
Disasters and crises _____	<b>311,000</b>
Health and wellbeing _____	<b>196,000</b>
Migration and displacement _____	<b>13,000</b>
Values, power and inclusion _____	<b>53,000</b>
Enabling functions _____	<b>56,000</b>

## People to be reached

Climate and environment _____	<b>75,000</b>
Disasters and crises _____	<b>500,000</b>
Health and wellbeing _____	<b>50,000</b>
Migration and displacement _____	<b>25,000</b>
Values, power and inclusion _____	<b>50,000</b>

## 2025 Example priorities and actions

- Systematically integrate climate-change mitigation and environmental sustainability into all programmes and services.
- Enhance branch capacities for mapping disaster-prone areas, strengthen external coordination with the government and humanitarian community, and promote anticipatory action.
- Implement WASH interventions at school and community levels, alongside developing a local strategy and resource mobilization plan.
- Review and update the Child Protection Policy to ensure child-safe programming, incorporating child safeguarding risk analyses across projects and programmes.
- Introduce drought-resilient agriculture techniques for farmers in the dry zone.

# THAILAND

## In support of The Thai Red Cross Society

National Society staff _____	<b>11,514</b>
National Society volunteers _____	<b>63,526</b>
National Society branches _____	<b>14</b>

<https://data.ifrc.org/FDRS/national-society/DTH001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	<b>200,000</b>
Disasters and crises _____	<b>200,000</b>
Health and wellbeing _____	<b>400,000</b>
Migration and displacement _____	<b>282,000</b>
Values, power and inclusion _____	<b>100,000</b>

## People to be reached

Climate and environment _____	<b>550,000</b>
Disasters and crises _____	<b>100,000</b>
Health and wellbeing _____	<b>500,000</b>
Migration and displacement _____	<b>200,000</b>
Values, power and inclusion _____	<b>150,000</b>

## 2025 Example priorities and actions

- Provide communities with the equipment needed to use during disaster response.
- Develop and enhance PhonPhai app to incorporate with air-image data collected by drones.
- Organize meetings and training with disaster-management authorities to ensure timely support and prevent duplication during crises.
- Engage actively with integrated, functioning One Health platforms at various levels.
- Provide epidemic preparedness outreach in Khmer, Karen, Burmese, Lao and Thai to eliminate language barriers in accessing health services.

# TIMOR-LESTE

## In support of the Timor-Leste Red Cross Society

National Society staff _____	<b>134</b>
National Society volunteers _____	<b>792</b>
National Society branches _____	<b>13</b>

<https://data.ifrc.org/FDRS/national-society/DTL001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	<b>33,000</b>
Disasters and crises _____	<b>832,000</b>
Health and wellbeing _____	<b>15,000</b>
Values, power and inclusion _____	<b>19,000</b>
Enabling functions _____	<b>261,000</b>

## People to be reached

Climate and environment _____	<b>7,000</b>
Disasters and crises _____	<b>7,000</b>
Health and wellbeing _____	<b>4,900</b>
Values, power and inclusion _____	<b>1,800</b>

## 2025 Example priorities and actions

- Develop and review climate policy and strategy to strengthen the ability to address climate-related challenges effectively.
- Establish a regional warehouse and ensure timely emergency stock replenishment to improve rapid-response capabilities.
- Collaborate with the Ministry of Health, local authorities and relevant stakeholders to refer cases and provide comprehensive support for mental health and psychosocial needs.
- Reconnect families separated by disasters and crises.
- Manage partnership through collaboration and coordination events.

## Participating National Societies

American Red Cross, Australian Red Cross, Indonesian Red Cross Society, The Republic of Korea National Red Cross, The Netherlands Red Cross

# TONGA

## In support of the Tonga Red Cross Society

National Society staff _____	<b>17</b>
National Society volunteers _____	<b>16</b>
National Society branches _____	<b>3</b>

<https://data.ifrc.org/fdrs/national-society/DTO001>

## People to be reached

Climate and environment _____	<b>3,000</b>
Disasters and crises _____	<b>8,400</b>
Health and wellbeing _____	<b>4,000</b>
Values, power and inclusion _____	<b>6,450</b>

## 2025 Example priorities and actions

- Adopt multi-use, recyclable packaging for emergency relief items to enhance sustainability in various operational processes.
- Review and refine community-based approaches and tools used in community-resilience programming.
- Monitor the implementation of fundamental principles to promote an inclusive and diverse working environment, regardless of gender, ethnicity, sexual orientation or race.
- Host national youth forums and camps to foster greater youth involvement, focusing on building their skills, expanding their knowledge and shaping positive behaviour.

# TUVALU

## In support of the Tuvalu Red Cross Society

National Society staff _____	7
National Society volunteers _____	135
National Society branches _____	8
<a href="https://data.ifrc.org/fdrs/national-society/DTV001">https://data.ifrc.org/fdrs/national-society/DTV001</a>	

## 2025 Network funding requirements (CHF)

Climate and environment _____	58,000
Disasters and crises _____	100,000
Health and wellbeing _____	3,000
Migration and displacement _____	8,000
Values, power and inclusion _____	3,000
Enabling functions _____	88,000

## People to be reached

Climate and environment _____	300
Disasters and crises _____	256
Health and wellbeing _____	898
Migration and displacement _____	57
Values, power and inclusion _____	560

## 2025 Example priorities and actions

- Conduct training in the legislative process and advocacy, focusing on disaster resilience and climate-smart laws.
- Implement community resilience plans which include preparedness, mitigation and prevention.
- Promote best practices in menstrual hygiene management to improve health and education for individuals.

## Participating National Societies

American Red Cross

# VANUATU

## In support of the Vanuatu Red Cross Society

National Society Staff _____	42
National Society volunteers _____	422
National Society branches _____	6
<a href="https://data.ifrc.org/fdrs/national-society/DVU001">https://data.ifrc.org/fdrs/national-society/DVU001</a>	

## 2025 Network funding requirements (CHF)

Climate and environment _____	475,000
Disasters and crises _____	270,400
Health and wellbeing _____	25,000
Migration and displacement _____	2,000
Values, power and inclusion _____	20,000
Enabling functions _____	465,000

## People to be reached

Climate and environment _____	4,000
Disasters and crises _____	15,280
Health and wellbeing _____	27,422
Migration and displacement _____	720
Values, power and inclusion _____	16,800

## 2025 Example priorities and actions

- Engage with the government to review and formulate effective climate- and disaster-related laws, regulations and policies for better protection.
- Conduct a climate vulnerability baseline survey for the targeted community to assess their exposure to climate risks and vulnerabilities.
- Conduct lessons-learned and best practices from successful community engagement in menstrual hygiene management (MHM) to improve future strategies.
- Organize national youth forums and camps to enhance youth engagement, while developing their skills, knowledge and behaviour.

## Participating National Societies

American Red Cross, Japanese Red Cross Society

# VIETNAM

## In support of the Vietnam Red Cross Society

National Society staff _____	<b>17,024</b>
National Society volunteers _____	<b>421,220</b>
National Society branches _____	<b>63</b>

<https://data.ifrc.org/FDRS/national-society/DVN001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	<b>200,000</b>
Health and wellbeing _____	<b>100,000</b>

## People to be reached

Climate and environment _____	<b>300,000</b>
Health and wellbeing _____	<b>150,000</b>

## Ongoing Emergency Appeals and DREF

MDRVN022, DREF, heatwave

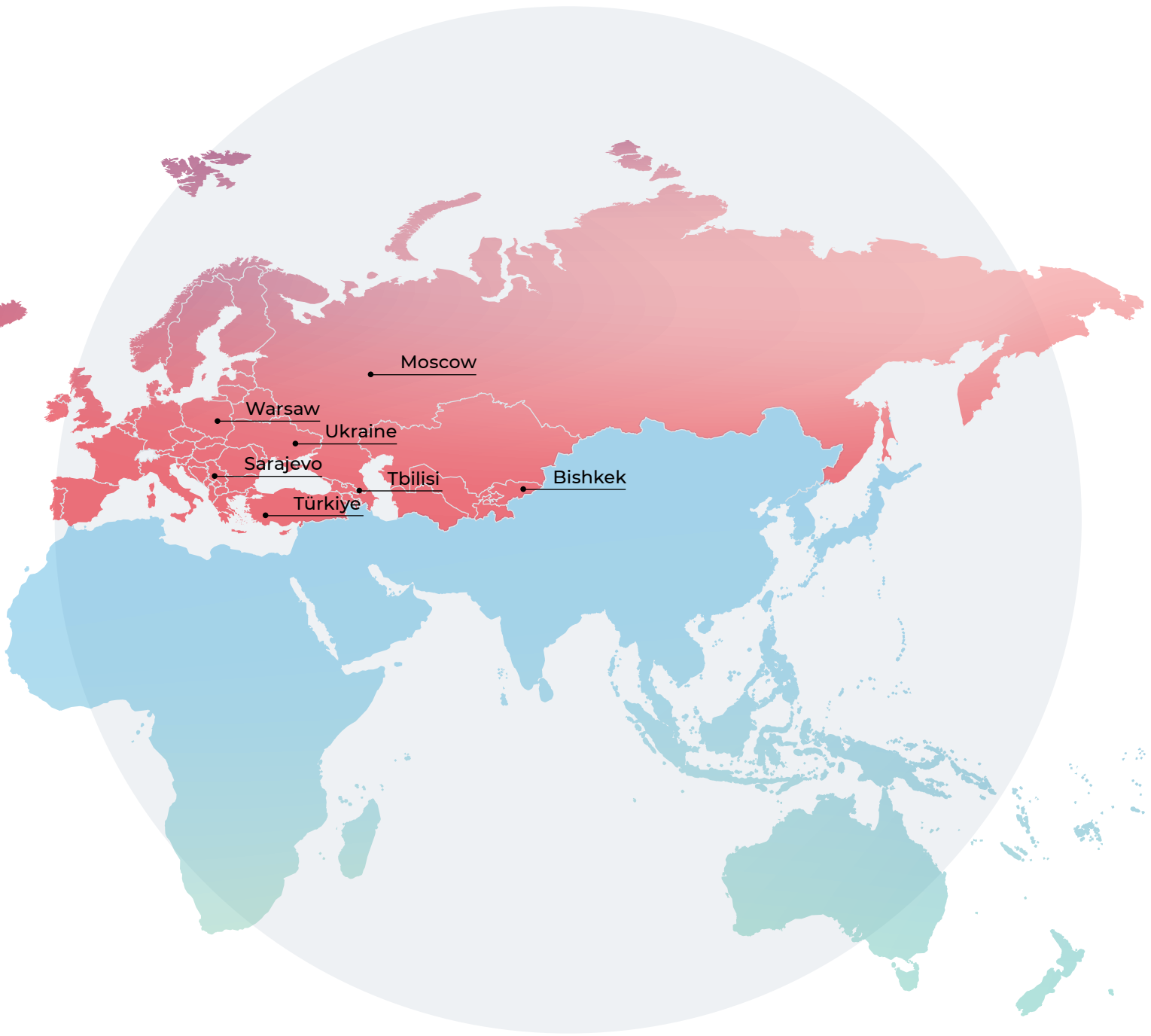
## 2025 Example priorities and actions

- Disseminate Safe school manual at local schools to raise awareness on environment protection, disaster risks and vulnerabilities.
- Provide relief kits including essential personal items to disaster-affected households.
- Conduct PFA in emergency training for staff and volunteers.
- Collect and analyse sex, age and disability disaggregated data (SADDD) in all assessments, programmes and operations.
- Address community concerns through transparent communication and active participation in diverse community groups and activities.

## Participating National Societies

The Republic of Korea National Red Cross





# EUROPE

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IFRC DELEGATIONS

# ALBANIA

## In support of the Albanian Red Cross

National Society staff _____	58
National Society volunteers _____	2,800
National Society branches _____	39

<https://data.ifrc.org/FDRS/national-society/DAL001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	200,000
Disasters and crises _____	327,000
Health and wellbeing _____	738,000
Migration and displacement _____	50,000
Values, power and inclusion _____	302,000
Enabling functions _____	1.0 million

## People to be reached

Climate and environment _____	60,030
Disasters and crises _____	16,000
Health and wellbeing _____	112,604
Migration and displacement _____	520
Values, power and inclusion _____	133,364

## 2025 Example priorities and actions

- Support vulnerable populations by promoting physical health and building resilience to psychosocial challenges.
- Reach 5,000 people annually to strengthen community resilience through disaster awareness, mitigation and preparedness activities, helping them analyze vulnerabilities and improve responses to crises like floods.
- 10,000 people to be supported through CBHFA programmes, MHPSS training and health-promotion activities, with updated tools for first aid and MHPSS services.
- 20,000 members per year to be provided with increased knowledge on humanitarian values, and 100,000 people from the general population to be reached annually through external campaign activities.

## Participating National Societies

Austrian Red Cross, Italian Red Cross, Qatar Red Crescent Society

# ARMENIA

## In support of the Armenian Red Cross Society

National Society staff _____	371
National Society volunteers _____	1,792
National Society branches _____	12

<https://data.ifrc.org/fdrs/national-society/DAM001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	300,000
Disasters and crises _____	1.6 million
Health and wellbeing _____	1.3 million
Migration and displacement _____	1.9 million
Values, power and inclusion _____	374,000
Enabling functions _____	1,504,242

## People to be reached

Climate and environment _____	11,000
Disasters and crises _____	7,833
Health and wellbeing _____	35,360
Migration and displacement _____	45,000
Values, power and inclusion _____	670

## Ongoing Emergency Appeals and DREF

MDRAM012, Emergency Appeal, population movement

## 2025 Example priorities and actions

- 11,000 people will be supported through training 2,000 ARCS volunteers and 371 staff members.
- Enhance partnerships with key stakeholders to improve early warning systems and anticipatory actions for heatwaves and other climate hazards affecting vulnerable communities.
- Conduct regular coordination meetings at national and regional levels with civil protection authorities and engage in simulations to strengthen response readiness.
- 35,360 people will be supported, including MHPSS services, through training 382 ARCS volunteers and staff members to implement activities.

## Participating National Societies

Austrian Red Cross, Italian Red Cross, Swiss Red Cross

# AZERBAIJAN

## In support of the Red Crescent Society of Azerbaijan

National Society staff _____	154
National Society volunteers _____	6,000
National Society branches _____	86

<https://data.ifrc.org/fdrs/national-society/DAZ001>

### 2025 Network funding requirements (CHF)

Climate and environment _____	50,000
Disasters and crises _____	560,000
Health and wellbeing _____	197,000
Migration and displacement _____	16,000
Values, power and inclusion _____	314,000
Enabling functions _____	861,000

### People to be reached

Climate and environment _____	3,000
Disasters and crises _____	5,300
Health and wellbeing _____	17,000
Migration and displacement _____	130
Values, power and inclusion _____	30,000

### 2025 Example priorities and actions

- Seek funding to expand climate awareness activities at community level, aiming to boost preparedness for climate emergencies and enhance understanding of forest preservation.
- Support livelihood needs of returnees in Karabakh through cash and voucher assistance (CVA).
- Enhance maternal and child health through the Child Care Pack project, providing essential support to pregnant women in need.
- About 30 migrants to receive support for transportation costs to attend language courses.

### Participating National Societies

Italian Red Cross, Turkish Red Crescent Society

# BOSNIA AND HERZEGOVINA

## In support of The Red Cross Society of Bosnia and Herzegovina

National Society staff _____	431
National Society volunteers _____	9,749
National Society branches _____	21

<https://data.ifrc.org/FDRS/national-society/DBA001>

### 2025 Network funding requirements (CHF)

Climate and environment _____	50,000
Disasters and crises _____	494,000
Health and wellbeing _____	150,000
Migration and displacement _____	250,000
Values, power and inclusion _____	100,000

### People to be reached

Climate and environment _____	40,000
Disasters and crises _____	45,000
Health and wellbeing _____	70,000
Migration and displacement _____	30,000
Values, power and inclusion _____	10,000

### 2025 Example priorities and actions

- Prepare proactively to address extreme weather conditions, such as heatwaves and cold waves, effectively.
- Prioritize educating young volunteers and promoting peer-to-peer sharing of information on climate and nature-friendly practices.
- Expand X-STOCK and online disaster preparedness platforms across CSEE and NHF networks, focusing on youth training.
- Promote humanitarian values through PGI workshops and information sharing with volunteers and communities.
- Plan activities to improve access to opportunities and rights for marginalized groups.

### Participating National Societies

Austrian Red Cross, The Canadian Red Cross Society, Danish Red Cross, German Red Cross, Italian Red Cross, Qatar Red Crescent Society, Swiss Red Cross, Turkish Red Crescent Society, Red Crescent Society of the United Arab Emirates

# BULGARIA

## In support of the Bulgarian Red Cross

National Society staff _____	<b>543</b>
National Society volunteers _____	<b>16,546</b>
National Society branches _____	<b>28</b>

<https://data.ifrc.org/FDRS/national-society/DBG001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	<b>1.0 million</b>
Disasters and crises _____	<b>3.1 million</b>
Health and wellbeing _____	<b>300,000</b>
Migration and displacement _____	<b>3.3 million</b>
Values, power and inclusion _____	<b>525,000</b>
Enabling functions _____	<b>125,000</b>

## People to be reached

Climate and environment _____	<b>5,000</b>
Disasters and crises _____	<b>15,000</b>
Health and wellbeing _____	<b>10,000</b>
Migration and displacement _____	<b>20,000</b>
Values, power and inclusion _____	<b>15,000</b>

## Ongoing Emergency Appeals and DREF

MGR65002, Emergency Appeal, Ukraine and impacted countries crisis

## 2025 Example priorities and actions

- Increase health awareness among elderly and vulnerable groups through education and campaigns promoting disease prevention and healthy lifestyle choices.
- Promote humanitarian values through PGI workshops and information dissemination to volunteers and the public.
- Provide timely and effective assistance to protect vulnerable persons, and to restore and maintain family ties between members of separated families.
- Ensure the active involvement of refugee and migrant communities, supporting their successful integration into host communities.

## Participating National Societies

The Canadian Red Cross Society, Red Cross Society of China, The Republic of Korea National Red Cross, Swiss Red Cross, Turkish Red Crescent Society

# ESTONIA

## In support of the Estonia Red Cross

National Society staff _____	<b>229</b>
National Society volunteers _____	<b>553</b>
National Society branches _____	<b>16</b>

<https://data.ifrc.org/fdrs/national-society/DEE001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	<b>75,000</b>
Disasters and crises _____	<b>400,000</b>
Health and wellbeing _____	<b>450,000</b>
Migration and displacement _____	<b>100,000</b>
Values, power and inclusion _____	<b>75,000</b>
Enabling functions _____	<b>858,000</b>

## People to be reached

Climate and environment _____	<b>5,000</b>
Disasters and crises _____	<b>10,000</b>
Health and wellbeing _____	<b>12,000</b>
Migration and displacement _____	<b>1,000</b>
Values, power and inclusion _____	<b>1,000</b>

## Ongoing Emergency Appeals and DREF

MGR65002, Emergency Appeal, Ukraine and impacted countries crisis

## 2025 Example priorities and actions

- Strengthen the volunteer base, HR systems and service capabilities of branches, while diversifying income sources through investment in RMCB.
- Become a centre of excellence for mental health and psychosocial support training, know-how and services.
- Strengthen first-aid capabilities including the establishment of emergency-health response teams.
- Build long-term partnerships with key ministries and agencies for effective responses to crises, including mass evacuations, armed conflict, migration, health emergencies and major incidents.
- Strengthen operational links with neighbouring National Societies.

# GEORGIA

## In support of Red Cross Society of Georgia

National Society staff	214
National Society volunteers	14,280
National Society branches	39

<https://data.ifrc.org/fdrs/national-society/DGE001>

## 2025 Network funding requirements (CHF)

Climate and environment	535,000
Disasters and crises	609,000
Health and wellbeing	2.9 million
Values, power and inclusion	380,000
Enabling functions	480,000

## People to be reached

Climate and environment	630,000
Disasters and crises	300,000
Health and wellbeing	580,280
Values, power and inclusion	19,190

## Ongoing Emergency Appeals and DREF

MGR65002, Emergency Appeal, Ukraine and impacted countries crisis

## 2025 Example priorities and actions

- Support local Civil Society Organizations (CSOs) in Tskaltubo municipality through Financial Support to Third Parties (FSTP) to facilitate food distribution for food-insecure populations.
- Continue community-based health promotion, focusing on hygiene and immunization awareness.
- Further strengthen financial sustainability by enhancing the Face-to-Face (F2F) programme.
- Strengthen and expand cash and voucher assistance as a response modality for disasters and emergencies.
- Continue organizational capacity strengthening in Restoring Family Links and respective service provision.

## Participating National Societies

Austrian Red Cross, Italian Red Cross, Norwegian Red Cross, Swiss Red Cross

# KAZAKHSTAN

## In support of the Kazakh Red Crescent

National Society staff	111
National Society volunteers	7,795
National Society branches	18

<https://data.ifrc.org/fdrs/national-society/DKZ001>

## 2025 Network funding requirements (CHF)

Climate and environment	416,000
Disasters and crises	486,000
Health and wellbeing	242,000
Values, power and inclusion	3.7 million
Enabling functions	93,000

## People to be reached

Climate and environment	12,000
Disasters and crises	12,000
Health and wellbeing	335,350
Values, power and inclusion	4,000

## 2025 Example priorities and actions

- Coordinate with potential partners on funding opportunities in Forecast-based Financing.
- Conduct risk-informed awareness campaigns in target communities based on the results of risk assessments, including those related to climate change.
- Provide mental health and psychosocial support assistance to vulnerable groups, including older persons and people with disabilities, during emergency operations.
- Develop and translate informational materials on legal rights and access to services for migrant communities, and set up information points for labour migrants.
- Strengthen capacity to integrate community engagement and accountability practices across all operations.

## Participating National Societies

Italian Red Cross, Spanish Red Cross, Swiss Red Cross, Red Crescent Society of the United Arab Emirates

# KYRGYZSTAN

## In support of the Red Crescent Society of Kyrgyzstan

National Society staff _____	261
National Society volunteers _____	4,726
National Society branches _____	8

<https://data.ifrc.org/fdrs/national-society/DKG001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	760,000
Disasters and crises _____	3.5 million
Health and wellbeing _____	2.5 million
Migration and displacement _____	142,000
Values, power and inclusion _____	1.9 million
Enabling functions _____	1.1 million

## People to be reached

Climate and environment _____	11,500
Disasters and crises _____	11,040
Health and wellbeing _____	359,980
Migration and displacement _____	100
Values, power and inclusion _____	101,500

## Ongoing Emergency Appeals and DREF

MDRKG016, DREF, heatwave

## 2025 Example priorities and actions

- Implement the Action Plan for Preparedness Emergency Response, focusing on documentation and capacity building.
- Intensify First Aid and Psychological Aid training services by training instructors, updating materials and expanding client outreach.
- Enhance activities on non-communicable diseases by developing informational materials and training volunteers.
- Maintain collaboration with relevant ministries to support vulnerable displaced individuals, including families of migrants left behind.

## Participating National Societies

Italian Red Cross, Kuwait Red Crescent Society, Qatar Red Crescent Society, Spanish Red Cross, Swiss Red Cross, Turkish Red Crescent Society, Red Crescent Society of the United Arab Emirates

# LATVIA

## In support of the Latvian Red Cross

National Society staff _____	2,300
National Society volunteers _____	1,000
National Society branches _____	6

<https://data.ifrc.org/fdrs/national-society/DLV001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	65,000
Disasters and crises _____	305,000
Health and wellbeing _____	393,000
Migration and displacement _____	100,000
Values, power and inclusion _____	150,000
Enabling functions _____	488,000

## People to be reached

Climate and environment _____	7,500
Disasters and crises _____	10,000
Health and wellbeing _____	25,000
Migration and displacement _____	2,000
Values, power and inclusion _____	3,000

## Ongoing Emergency Appeals and DREF

MGR65002, Emergency Appeal, Ukraine and impacted countries crisis

## 2025 Example priorities and actions

- Reintroduce dissemination and education activities related to International Humanitarian Law (IHL).
- Advocate to strengthen national crisis preparedness and clarify roles in disaster-risk management.
- Strengthen dialogue and cooperation with state and municipal institutions, and activate cooperation with other NGOs operating in Latvia.
- Strengthen operational links with neighbouring National Societies.



# LITHUANIA

## In support of the Lithuanian Red Cross Society

National Society staff _____	<b>163</b>
National Society volunteers _____	<b>15,165</b>
National Society branches _____	<b>14</b>
<a href="https://data.ifrc.org/fdrs/national-society/DLT001">https://data.ifrc.org/fdrs/national-society/DLT001</a>	

### 2025 Network funding requirements (CHF)

Climate and environment _____	<b>91,000</b>
Disasters and crises _____	<b>1.3 million</b>
Health and wellbeing _____	<b>313,000</b>
Migration and displacement _____	<b>375,000</b>
Values, power and inclusion _____	<b>270,000</b>
Enabling functions _____	<b>409,000</b>

### People to be reached

Climate and environment _____	<b>5,000</b>
Disasters and crises _____	<b>25,000</b>
Health and wellbeing _____	<b>10,000</b>
Migration and displacement _____	<b>10,000</b>
Values, power and inclusion _____	<b>6,000</b>

### Ongoing Emergency Appeals and DREF

MGR65002, Emergency Appeal, Ukraine and impacted countries crisis

### 2025 Example priorities and actions

- Increase specialized support for vulnerable groups through services such as case management, social consulting and legal consultations.
- Establish referral pathways and collaborate with civil-society organizations to create a network coalition that will assist people in need.
- Diversify income sources by implementing income generation activities to secure funding for the continued development of sustainable services.
- Strengthen operational connections with neighbouring societies to enhance collaboration and support.
- Further strengthen corporate systems and procedures across all areas of work.

### Participating National Societies

The Canadian Red Cross

# MOLDOVA

## In support of the Red Cross Society of the Republic of Moldova

National Society staff _____	<b>22</b>
National Society volunteers _____	<b>1,300</b>
National Society branches _____	<b>16</b>
<a href="https://data.ifrc.org/fdrs/national-society/DMD001">https://data.ifrc.org/fdrs/national-society/DMD001</a>	

### 2025 Network funding requirements (CHF)

Climate and environment _____	<b>397,000</b>
Disasters and crises _____	<b>1.6 million</b>
Health and wellbeing _____	<b>1.6 million</b>
Migration and displacement _____	<b>337,000</b>
Values, power and inclusion _____	<b>313,000</b>
Enabling functions _____	<b>403,000</b>

### People to be reached

Climate and environment _____	<b>10,000</b>
Disasters and crises _____	<b>50,100</b>
Health and wellbeing _____	<b>50,100</b>
Migration and displacement _____	<b>33,333</b>
Values, power and inclusion _____	<b>50,100</b>

### Ongoing Emergency Appeals and DREF

MGR65002, Emergency Appeal, Ukraine and impacted countries crisis

### 2025 Example priorities and actions

- Support climate adaptation in communities by collaborating with local authorities to address their unique needs and contexts.
- Provide emergency response services, including first aid, needs assessments, relief distribution, voucher assistance and psychosocial support to meet immediate needs of affected population and support long-term recovery.
- Establish closer collaboration with local health authorities to contribute to improving the overall health of the population.
- Raise awareness among young people about the humanitarian risks of irregular migration and provide guidance on safe migration practices.

### Participating National Societies

French Red Cross, Norwegian Red Cross, Swedish Red Cross, Swiss Red Cross

# MONTENEGRO

## In support of the Red Cross of Montenegro

National Society staff _____	194
National Society volunteers _____	1,493
National Society branches _____	23

<https://data.ifrc.org/FDRS/national-society/DME001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	35,000
Disasters and crises _____	282,000
Health and wellbeing _____	110,000
Migration and displacement _____	198,000
Values, power and inclusion _____	896,000

## People to be reached

Climate and environment _____	9,000
Disasters and crises _____	15,000
Health and wellbeing _____	15,000
Migration and displacement _____	4,000
Values, power and inclusion _____	12,900

## Ongoing Emergency Appeals and DREF

MGR65002, Emergency Appeal, Ukraine and impacted countries crisis

## 2025 Example priorities and actions

- Improve public knowledge and skills regarding climate risks, prevention and disaster preparedness, with the goal of building a more resilient community.
- 20 action plans to be implemented across 20 municipalities to increase volunteer blood donors in Montenegro.
- 50 companies to be engaged in blood-donation actions, and at least 1,000 citizens to be reached through awareness activities in 23 municipalities.
- Improve the social protection of vulnerable groups by ensuring high-quality, accessible and affordable services that enhance their quality of life.

## Participating National Societies

Austrian Red Cross, Italian Red Cross, Swiss Red Cross

# NORTH MACEDONIA

## In support of the Red Cross of The Republic of North Macedonia

National Society staff _____	216
National Society volunteers _____	4,693
National Society branches _____	33

<https://data.ifrc.org/FDRS/national-society/DMK001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	200,000
Disasters and crises _____	50,000
Health and wellbeing _____	528,000
Migration and displacement _____	215,000
Values, power and inclusion _____	40,000
Enabling functions _____	50,000

## People to be reached

Climate and environment _____	10,000
Disasters and crises _____	15,000
Health and wellbeing _____	110,000
Migration and displacement _____	25,000
Values, power and inclusion _____	20,000

## Ongoing Emergency Appeals and DREF

MGR65002, Emergency Appeal, Ukraine and impacted countries crisis

## 2025 Example priorities and actions

- Address the root causes of crises, reduce their impacts and prevent emerging risks by understanding the evolving nature of vulnerability.
- Establish a national disaster response team, consisting of employees and experienced volunteers, to enhance the efficiency of rapid and effective disaster response.
- Distribute 3,500 bottles of water, 2,000 flyers and educational materials to raise awareness about health prevention during heatwaves.
- Continuously educate the population and promote healthy lifestyles to enable the prevention and timely detection of both infectious and non-infectious diseases.
- Provide 55,000 units of blood annually through 800 blood drives, in cooperation with the Institute for Transfusion Medicine of the Republic of North Macedonia.

## Participating National Societies

Austrian Red Cross, Italian Red Cross, Swiss Red Cross

# POLAND

## In support of the Polish Red Cross

National Society staff _____	<b>6,173</b>
National Society volunteers _____	<b>1,711</b>
National Society branches _____	<b>16</b>

<https://data.ifrc.org/fdrs/national-society/DPL001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	<b>40,000</b>
Disasters and crises _____	<b>2.1 million</b>
Health and wellbeing _____	<b>8.7 million</b>
Migration and displacement _____	<b>5.2 million</b>
Values, power and inclusion _____	<b>97,000</b>
Enabling functions _____	<b>1.5 million</b>

## People to be reached

Climate and environment _____	<b>5,000</b>
Disasters and crises _____	<b>11,500</b>
Health and wellbeing _____	<b>89,000</b>
Migration and displacement _____	<b>18,000</b>
Values, power and inclusion _____	<b>2,700</b>

## Ongoing Emergency Appeals and DREF

MGR65002, Emergency Appeal, Ukraine and impacted countries crisis

## 2025 Example priorities and actions

- Develop digital tools to monitor and improve the climate efficiency of Polish Red Cross activities by tracking direct and indirect carbon emissions.
- Rescue teams will be trained and equipped to international SAR standards, ensuring readiness for immediate response in Poland and neighbouring countries.
- Develop commercial health and welfare first-aid models to improve financial sustainability and enhance the ability to provide uninterrupted services.
- Engage with migrants, displaced persons and host communities to assess, understand and respond more effectively to their priority needs.
- Promote and support safe, equitable and continuous access to quality education for all, especially children affected by disaster, crisis or displacement.

## Participating National Societies

Spanish Red Cross

# ROMANIA

## In support of the Romanian Red Cross

National Society staff _____	<b>533</b>
National Society volunteers _____	<b>7,314</b>
National Society branches _____	<b>47</b>

<https://data.ifrc.org/FDRS/national-society/DRO001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	<b>50,000</b>
Disasters and crises _____	<b>1.9 million</b>
Health and wellbeing _____	<b>2.8 million</b>
Migration and displacement _____	<b>960,000</b>
Values, power and inclusion _____	<b>460,000</b>
Enabling functions _____	<b>6.0 million</b>

## People to be reached

Climate and environment _____	<b>10,000</b>
Disasters and crises _____	<b>50,000</b>
Health and wellbeing _____	<b>80,000</b>
Migration and displacement _____	<b>30,000</b>
Values, power and inclusion _____	<b>30,000</b>

## Ongoing Emergency Appeals and DREF

MGR65002, Emergency Appeal, Ukraine and impacted countries crisis

## 2025 Example priorities and actions

- Equip staff and volunteers with the knowledge and capacity to take urgent action in response to the climate crisis.
- Develop curriculums for public awareness and training in emergency preparedness, including family plans and distributing emergency kits to households in at-risk areas.
- Migrants in vulnerable conditions to receive support to access needs-based services, ensuring they can live with dignity throughout their migration journeys.
- Strengthen the capacity for community engagement and accountability across all organizational levels, from programme and operations staff to senior leadership.

## Participating National Societies

American Red Cross, British Red Cross, French Red Cross, Italian Red Cross, Swedish Red Cross

# RUSSIAN FEDERATION

## In support of The Russian Red Cross Society

National Society staff _____	835
National Society volunteers _____	20,000
National Society branches _____	85

<https://data.ifrc.org/FDRS/national-society/DRU001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	16,000
Disasters and crises _____	1.7 million
Health and wellbeing _____	1.5 million
Migration and displacement _____	1.4 million
Values, power and inclusion _____	450,000
Enabling functions _____	390,000

## People to be reached

Climate and environment _____	25,000
Disasters and crises _____	40,000
Health and wellbeing _____	1,170,000
Migration and displacement _____	30,000
Values, power and inclusion _____	40,000

## Ongoing Emergency Appeals and DREF

MGR65002, Emergency Appeal, Ukraine and impacted countries crisis

## 2025 Example priorities and actions

- Expand preparedness, anticipatory action and response efforts to address disasters, crises and climate-related emergencies.
- Enable communities to reduce hazards by sharing actionable risk information and implementing vulnerability reduction initiatives.
- Enhance response capacities by conducting needs analysis, training disaster teams and developing infrastructure.
- Create digital tools to engage the donor community, motivate new initiatives and expand existing groups.
- Strengthen socio-economic empowerment and livelihood referral mechanisms for migrants.

# SERBIA

## In support of The Red Cross of Serbia

National Society staff _____	1,090
National Society volunteers _____	26,803
National Society branches _____	186

<https://data.ifrc.org/FDRS/national-society/DRS001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	150,000
Disasters and crises _____	200,000
Health and wellbeing _____	268,000
Migration and displacement _____	180,000
Values, power and inclusion _____	180,000

## People to be reached

Climate and environment _____	15,000
Disasters and crises _____	3,000
Health and wellbeing _____	35,000
Migration and displacement _____	10,000
Values, power and inclusion _____	30,000

## 2025 Example priorities and actions

- Expand climate-adaptation and mitigation programmes for vulnerable groups, focusing on engaging children and youth at local level.
- Enhance disaster management and resilience at all levels to reduce impacts, save lives, support early recovery and empower communities to address challenges independently.
- Raise awareness on healthy lifestyles and disease prevention, with a focus on vulnerable groups, through programmes targeting mental health, well-being, healthy aging and support for informal caregivers in long-term care.
- Raise awareness about human trafficking and prevention, focusing on vulnerable groups such as children, youth and migrants, through campaigns and public events.

## Participating National Societies

Austrian Red Cross, Swiss Red Cross

# SLOVAKIA

## In support of the Slovak Red Cross

National Society staff _____	449
National Society volunteers _____	1,574
National Society branches _____	34

<https://data.ifrc.org/fdrs/national-society/DSK001>

## 2025 Network funding requirements (CHF)

Disasters and crises _____	175,000
Health and wellbeing _____	2.2 million
Migration and displacement _____	730,000
Values, power and inclusion _____	105,000
Enabling functions _____	390,000

## People to be reached

Disasters and crises _____	8,290
Health and wellbeing _____	75,600
Migration and displacement _____	3,800
Values, power and inclusion _____	5,500

## Ongoing Emergency Appeals and DREF

MGR65002, Emergency Appeal, Ukraine and impacted countries crisis

## 2025 Example priorities and actions

- Improve data collection and case-management systems for effective response, and advance digital transformation.
- Ensure the sustainability of services through improved resource mobilization and innovative income-generating activities.
- Improve disaster-preparedness systems and build resilience by raising awareness on disaster-risk reduction and climate-change adaptation.
- Integrate and mainstream CEA and PGI in all SRC programmes, services, strategies and policies.
- Strengthen the National Society's positioning and its auxiliary role with authorities at all levels.

## Participating National Societies

Spanish Red Cross

# TAJIKISTAN

## In support of the Red Crescent Society of Tajikistan

National Society staff _____	165
National Society volunteers _____	10,3888
National Society branches _____	4

<https://data.ifrc.org/fdrs/national-society/DTJ001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	595,000
Disasters and crises _____	800,000
Health and wellbeing _____	943,000
Migration and displacement _____	40,000
Values, power and inclusion _____	153,000
Enabling functions _____	4.8 million

## People to be reached

Climate and environment _____	30,500
Disasters and crises _____	23,966
Health and wellbeing _____	129,785
Migration and displacement _____	4,300
Values, power and inclusion _____	850

## Ongoing Emergency Appeals and DREF

MDRTJ033, DREF, cold wave  
MDRTJ034, DREF, heatwave

## 2025 Example priorities and actions

- Participate actively in the National Platform for Disaster Risk Reduction (DRR), REACT and other relevant thematic group events focused on climate-change adaptation.
- Conduct community Enhanced Vulnerability and Capacity Assessment (e-VCA) to help communities better adapt to climate change.
- Establish Emergency Operation Centres, including community-based epidemic-risk reduction initiatives.
- Conduct a mapping of the National Society's health capacities and create an internal database of trained staff and volunteers.
- Prepare for and respond to a potential refugee influx from Afghanistan.

## Participating National Societies

Red Cross Society of China, Finnish Red Cross, Italian Red Cross, Swiss Red Cross, Red Crescent Society of the United Arab Emirates

# TÜRKIYE

## In support of the Turkish Red Crescent Society

National Society staff \_\_\_\_\_ **12,580**  
National Society volunteers \_\_\_\_\_ **327,114**  
National Society branches \_\_\_\_\_ **304**  
<https://data.ifrc.org/fdrs/national-society/DTR001>

## 2025 Network funding requirements (CHF)

Climate and environment \_\_\_\_\_ **3.0 million**  
Disasters and crises \_\_\_\_\_ **39.4 million**  
Health and wellbeing \_\_\_\_\_ **7.3 million**  
Migration and displacement \_\_\_\_\_ **23.6 million**  
Values, power and inclusion \_\_\_\_\_ **950,000**  
Enabling functions \_\_\_\_\_ **3.0 million**

## People to be reached

Climate and environment \_\_\_\_\_ **52,000**  
Disasters and crises \_\_\_\_\_ **1,382,000**  
Health and wellbeing \_\_\_\_\_ **600,000**  
Migration and displacement \_\_\_\_\_ **400,000**  
Values, power and inclusion \_\_\_\_\_ **815,000**

## Ongoing Emergency Appeals and DREF

MDRTR004, Emergency Appeal, earthquake

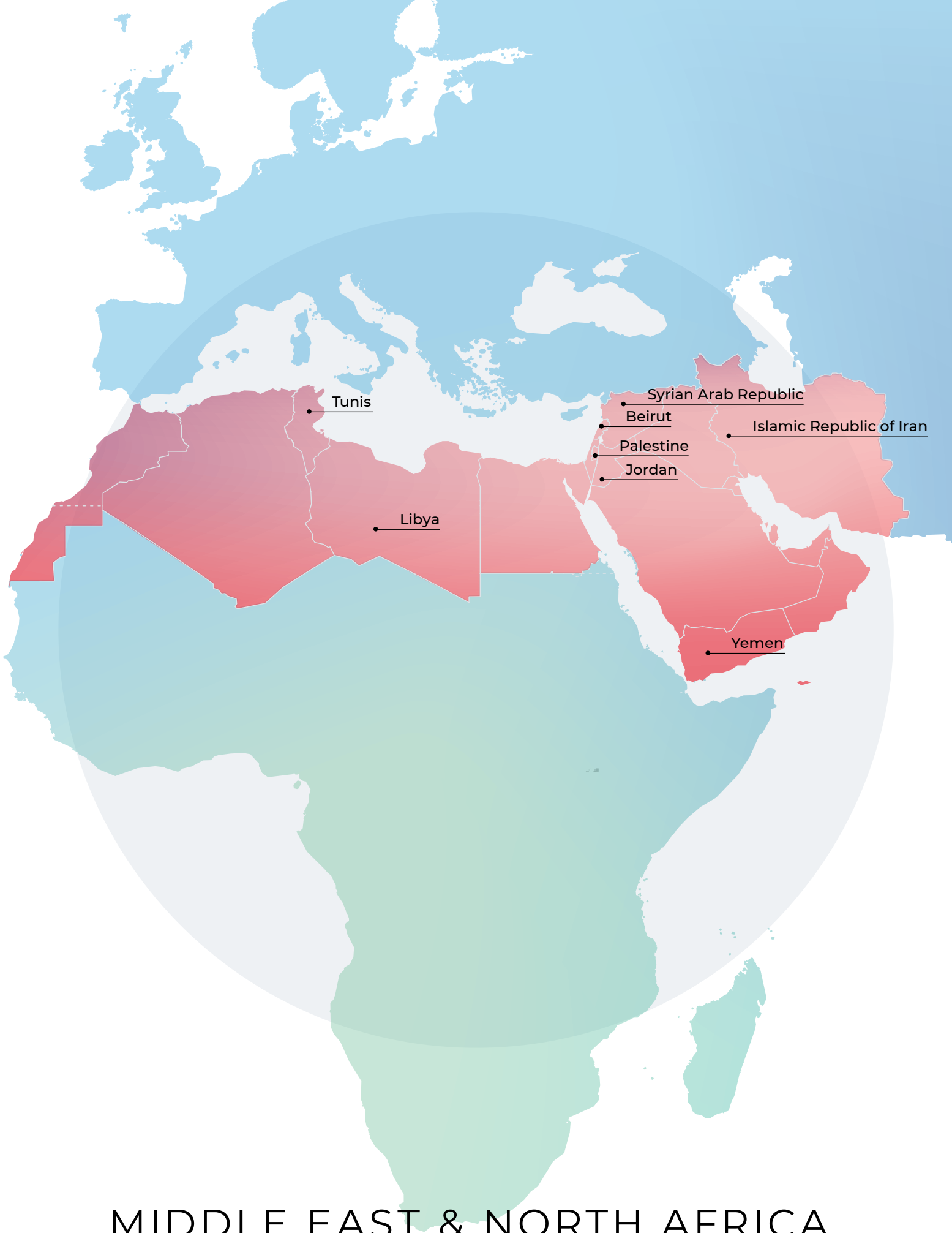
## 2025 Example priorities and actions

- Integrate climate-change information and environmental-protection measures into disaster response and daily operations.
- Enhance disaster management through the integration of machine-learning algorithms and artificial intelligence.
- Operate five community centres focusing on maternal and child health, immunization, primary healthcare referrals and health education, while continuing essential blood services.
- Include all 81 provincial branches in the public-health capacity-development programme and extend this initiative to district branches.
- Support social cohesion between refugees, migrants, displaced individuals and host communities.

## Participating National Societies

British Red Cross, German Red Cross, Japanese Red Cross Society, Red Cross Society of the Democratic People's Republic of Korea





# MIDDLE EAST & NORTH AFRICA

IFRC DELEGATIONS

# ALGERIA

## In support of the Algerian Red Crescent

National Society staff _____	131
National Society volunteers _____	20,120
National Society branches _____	55

<https://data.ifrc.org/fdrs/national-society/DDZ001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	3.0 million
Disasters and crises _____	1.7 million
Health and wellbeing _____	5.3 million
Migration and displacement _____	5.0 million
Values, power and inclusion _____	436,000
Enabling functions _____	1.8 million

## People to be reached

Disasters and crises _____	720,500
Health and wellbeing _____	112,000
Migration and displacement _____	200,000
Values, power and inclusion _____	10,000

## 2025 Example priorities and actions

- Launch afforestation programmes, involving volunteers and communities in tree planting.
- Mobilize resources and provide immediate assistance through Disaster Response Emergency Fund (DREF) operations for a swift and timely response.
- Coordinate and streamline relief operations to efficiently deliver essential supplies and services to disaster-affected populations.
- Utilize the ARC's auxiliary role to promote its inclusion in national health policy platforms and decision-making mechanisms.
- Integrate humanitarian education in schools and universities to promote volunteerism and community service.

## Participating National Societies

Spanish Red Cross

# EGYPT

## In support of the Egyptian Red Crescent Society

National Society staff _____	473
National Society volunteers _____	35,040
National Society branches _____	27

<https://data.ifrc.org/FDRS/national-society/DEG001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	663,000
Disasters and crises _____	2.0 million
Health and wellbeing _____	5.0 million
Migration and displacement _____	10.0 million
Values, power and inclusion _____	500,000
Enabling functions _____	2.0 million

## People to be reached

Climate and environment _____	150,000
Disasters and crises _____	400,000
Health and wellbeing _____	800,000
Migration and displacement _____	1,000,000
Values, power and inclusion _____	100,000

## Ongoing Emergency Appeals and DREF

MDRS5002, Emergency Appeal, complex emergency

## 2025 Example priorities and actions

- Enhance resilience and improve living conditions in small rural communities to address climate-change impacts.
- Implement tailored projects to promote climate-smart agricultural practices.
- 50,000 individuals to participate in cash-for-work programmes.
- 10,000 beneficiaries to receive vocational training and small business grants.
- 50 staff and volunteers to be trained in Public Health in Emergency training.

## Participating National Societies

The Netherlands Red Cross

# IRAQ

## In support of the Iraqi Red Crescent Society

National Society staff _____	2,051
National Society volunteers _____	12,037
National Society branches _____	18

<https://data.ifrc.org/FDRS/national-society/DIQ001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	1.4 million
Disasters and crises _____	1.1 million
Health and wellbeing _____	1.8 million
Migration and displacement _____	506,000
Values, power and inclusion _____	120,000
Enabling functions _____	487,000

## People to be reached

Climate and environment _____	250,000
Disasters and crises _____	300,000
Health and wellbeing _____	450,000
Migration and displacement _____	180,000
Values, power and inclusion _____	150,000

## 2025 Example priorities and actions

- Conduct EVCA in target communities to assess risks, vulnerabilities and strengths, enabling informed decisions for disaster preparedness and response.
- Revise health strategy and policy to strengthen epidemic and pandemic preparedness and response.
- People affected by crises and disasters to have their needs met through the provision of multi-purpose cash grants.
- Migrants and displaced persons to receive humanitarian assistance, protection and access to durable solutions at key points along their migratory routes.

## Participating National Societies

British Red Cross, Danish Red Cross, German Red Cross, Norwegian Red Cross, Swedish Red Cross, Turkish Red Crescent Society

# ISLAMIC REPUBLIC OF IRAN

## In support of the Red Crescent Society of the Islamic Republic of Iran

National Society staff _____	7,454
National Society volunteers _____	2,998,610
National Society branches _____	32

<https://data.ifrc.org/FDRS/national-society/DIR001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	7.1 million
Disasters and crises _____	174.1 million
Health and wellbeing _____	10.3 million
Migration and displacement _____	4.6 million
Values, power and inclusion _____	7.7 million
Enabling functions _____	1 million

## People to be reached

Climate and environment _____	250,000
Disasters and crises _____	875,000
Health and wellbeing _____	625,000
Migration and displacement _____	625,000
Values, power and inclusion _____	187,500

## 2025 Example priorities and actions

- People affected by crises and disasters to receive timely, adequate and flexible in-kind assistance that empowers them and enhances their self-reliance.
- Ensure the health and dignity of communities in emergencies and disease outbreaks by providing access to appropriate health services.
- Ensure migrants and displaced persons receive humanitarian assistance, protection along migratory routes and durable solutions when applicable.
- Empower vulnerable people and communities affected by crises to influence decisions that impact them.
- All partner support will be aligned with the National Society's needs, mandate and priorities as outlined in the NSD plan or other relevant plans.

# JORDAN

## In support of the Jordan National Red Crescent Society

National Society staff _____	52
National Society volunteers _____	770
National Society branches _____	10

<https://data.ifrc.org/FDRS/national-society/DJO001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	690,000
Disasters and crises _____	1.5 million
Health and wellbeing _____	1.7 million
Migration and displacement _____	80,000
Values, power and inclusion _____	78,000

## People to be reached

Climate and environment _____	50,000
Disasters and crises _____	25,000
Health and wellbeing _____	90,000
Migration and displacement _____	50,000
Values, power and inclusion _____	10,000

## Ongoing Emergency Appeals and DREF

MDRS5002, Emergency Appeal, complex emergency

## 2025 Example priorities and actions

- Support youth- and volunteer-led community initiatives on key environmental issues such as water preservation, energy saving, extreme weather protection, waste segregation and green-space development.
- Raise awareness in local communities about disaster risks and promote strategies for mitigation and prevention.
- Develop a Health and WASH strategy as an integral part of the National Society's strategic planning to enhance public-health services.
- Integrate mental health and psychosocial support in existing health programmes.
- Strengthen partnerships and innovative collaboration mechanisms for humanitarian education with key actors, including education authorities.

## Participating National Societies

Iraqi Red Crescent Society, Kuwait Red Crescent Society, Qatar Red Crescent Society, Red Crescent Society of the United Arab Emirates

# LEBANON

## In support of the Lebanese Red Cross

National Society staff _____	456
National Society volunteers _____	12,902
National Society branches _____	32

<https://data.ifrc.org/FDRS/national-society/DLB001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	3.5 million
Disasters and crises _____	39.4 million
Health and wellbeing _____	44.4 million
Migration and displacement _____	2.7 million
Values, power and inclusion _____	2.2 million
Enabling functions _____	11.3 million

## People to be reached

Climate and environment _____	2,000,000
Disasters and crises _____	150,000
Health and wellbeing _____	2,000,000
Migration and displacement _____	150,000
Values, power and inclusion _____	2,000,000

## Ongoing Emergency Appeals and DREF

MDRS5002, Emergency Appeal, complex emergency

## 2025 Example priorities and actions

- Empower community members to engage in promoting social cohesion, environmental sustainability and resilience-building through inclusive programmes.
- Improve access to quality healthcare by expanding primary care, improving referral systems, addressing chronic diseases and offering mental health support.
- Engage in Disaster Risk Management (DRM) during crises, supporting displaced individuals, shelters, child-friendly spaces, and ensuring gender, protection and inclusion, and community engagement.

## Participating National Societies

Austrian Red Cross, British Red Cross, The Canadian Red Cross Society, Danish Red Cross, French Red Cross, German 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

# LIBYA

## In support of the Libyan Red Crescent

National Society staff _____	<b>655</b>
National Society volunteers _____	<b>3,000</b>
National Society branches _____	<b>38</b>

<https://data.ifrc.org/FDRS/national-society/DLY001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	<b>400,000</b>
Disasters and crises _____	<b>600,000</b>
Health and wellbeing _____	<b>2.3 million</b>
Migration and displacement _____	<b>900,000</b>
Values, power and inclusion _____	<b>300,000</b>
Enabling functions _____	<b>1.0 million</b>

## People to be reached

Climate and environment _____	<b>50,000</b>
Disasters and crises _____	<b>100,000</b>
Health and wellbeing _____	<b>300,000</b>
Migration and displacement _____	<b>250,000</b>
Values, power and inclusion _____	<b>50,000</b>

## 2025 Example priorities and actions

- Develop and disseminate educational materials on climate change and its impacts.
- Provide technical expertise and support in logistics and supply-chain management.
- Develop a referral mechanism utilizing identified primary healthcare centres to provide an additional layer of support.
- Establish four Humanitarian Service Points (HSPs), both in and outside of detention centres, to provide life-saving activities using a community-based approach.
- Conduct advocacy campaigns to promote vaccine trust among migrants in multiple languages and advocate for improved access to services through government collaboration.

## Participating National Societies

American Red Cross, British Red Cross

# MOROCCO

## In support of the Moroccan Red Crescent

National Society staff _____	<b>58</b>
National Society volunteers _____	<b>14,100</b>
National Society branches _____	<b>77</b>

<https://data.ifrc.org/fdrs/national-society/DMA001>

## 2025 Network funding requirements (CHF)

Disasters and crises _____	<b>2.1 million</b>
Health and wellbeing _____	<b>533,000</b>
Enabling functions _____	<b>950,000</b>

## People to be reached

Climate and environment _____	<b>35,000</b>
Disasters and crises _____	<b>121,000</b>
Health and wellbeing _____	<b>60,000</b>
Values, power and inclusion _____	<b>35,000</b>

## Ongoing Emergency Appeals and DREF

MDRMA010, Emergency Appeal, earthquake

## 2025 Example priorities and actions

- Develop mitigation measures to tackle climate-change challenges and safeguard livelihood assets through community-based disaster-risk reduction (CBDRR) micro-projects.
- Recruit, train and deploy local disaster response teams in hazard-prone areas as part of the national Disaster Response Management plan and contingency plan.
- Develop and adapt training that supports PGI practices.
- Define development priorities and utilize strategic and development plans to enhance the sustainability of services.
- Initiate a 2–3-year full cycle of CVA preparedness programme for National Society to become “cash ready”.

## Participating National Societies

British Red Cross, French Red Cross, German Red Cross, Qatar Red Crescent Society, Spanish Red Cross

# SYRIAN ARAB REPUBLIC

## In support of the Syrian Arab Red Crescent

National Society staff _____	5,927
National Society volunteers _____	9,788
National Society branches _____	14

<https://data.ifrc.org/FDRS/national-society/DSY001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	340,000
Disasters and crises _____	30.5 million
Health and wellbeing _____	16.1 million
Migration and displacement _____	105,000
Values, power and inclusion _____	150,000
Enabling functions _____	5.8 million

## People to be reached

Climate and environment _____	500
Disasters and crises _____	363,300
Health and wellbeing _____	1,469,497
Migration and displacement _____	100,000
Values, power and inclusion _____	6,000

## Ongoing Emergency Appeals and DREF

MDRSY009, Emergency Appeal, earthquake;  
MDRS5002, Emergency Appeal,  
complex emergency

## 2025 Example priorities and actions

- Develop a case study of a project including climate change, disaster-risk reduction or green response.
- Rehabilitate communal bakeries and provide them with needed mechanical and electrical equipment.
- Expand service reach and geographical coverage of Primary Health Clinics, Emergency Health Points, and First Aid and Ambulance services.
- Support reconstruction and rehabilitation of shelters, IDPs centres, buildings hosting IDPs and other essential infrastructure.

## Participating National Societies

Austrian Red Cross, British Red Cross, The Canadian Red Cross Society, Danish Red Cross, Finnish Red Cross, German Red Cross, Italian Red Cross, Japanese Red Cross Society, Norwegian Red Cross, Swedish Red Cross, Swiss Red Cross

# YEMEN

## In support of the Yemen Red Crescent Society

National Society staff _____	744
National Society volunteers _____	6,734
National Society branches _____	22

<https://data.ifrc.org/FDRS/national-society/DYE001>

## 2025 Network funding requirements (CHF)

Climate and environment _____	3.1 million
Disasters and crises _____	18.7 million
Health and wellbeing _____	18.5 million
Migration and displacement _____	545,000
Values, power and inclusion _____	426,000
Enabling functions _____	1.2 million

## People to be reached

Climate and environment _____	1,853,408
Disasters and crises _____	1,934,576
Health and wellbeing _____	1,857,982
Migration and displacement _____	21,120
Values, power and inclusion _____	179,144

## Ongoing Emergency Appeals and DREF

MDRYE015, DREF, flood

## 2025 Example priorities and actions

- 30 weather and rain-monitoring stations to be installed to enhance climate data collection and disaster preparedness.
- 10 community awareness campaigns to be organized on sustainable waste management, water conservation and ecosystem protection.
- 12 lightning protection systems to be implemented in five high-priority governorates.
- 1,500 households affected by disasters to receive one-off cash assistance for a crisis.
- 30 ambulances to be upgraded and provided with maintenance.

## Participating National Societies

British Red Cross, Danish Red Cross, Finnish Red Cross, Norwegian Red Cross



# **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 16.5 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.