Overview

Annual Report 2025

ICRC

This document presents highlights from the ICRC Annual Report 2025. The full Annual Report may be accessed through the Extranet for Donors or the ICRC website.

Annual Report 2025

Overview

Cover photo: Democratic Republic of the Congo. After more than 30 years apart, Diko was finally reunited with his son Moro and the rest of his family. Diko had fled the country because of armed conflict in 1964 and sought refuge in South Sudan, while his six children remained behind. Thanks to support from the ICRC, the family was able to reunite, bringing an end to a long wait.

Cover photo credit: B. N. Jonathan/ICRC

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The boundaries, names and designations used in this document do not imply official endorsement or express a political opinion on the part of the ICRC, and are without prejudice to claims of sovereignty over the territories mentioned.

The figures in this document have been rounded off and may vary slightly from the amounts presented in other documents. Actual sums may be marginally different from the totals presented.

Ukraine. Olena lives in Hetmanivka village. She received a drip-irrigation system and a cash grant from the ICRC to support her household. The irrigation system was especially helpful during the dry summer, and with the cash grant, Olena bought chickens, feed and household essentials.

T. Ofimyk/ICRC

Message from the Director-General

In 2025, we were confronted with the suffering and pain of millions of people affected by more than 130 armed conflicts around the world. Throughout the year, we witnessed "hell on earth" in Gaza, displacement on a tremendous scale in Sudan, and fierce fighting that claimed thousands of lives in the international armed conflict between the Russian Federation and Ukraine. We watched as yet another generation was born into never-ending conflicts in the Democratic Republic of the Congo, Afghanistan, Colombia and so many other places.

Those over 130 conflicts, often compounded by fresh emergencies, are above all the story of the people forced to live through them. They are the story of mothers waiting to receive news of their missing sons and of civilians forced to survive with little to no access to the most basic services while navigating the growing risks posed by the use of new technologies in warfare, including artificial intelligence.

Narratives that dehumanize the "other" have become part of everyday life. By casting the "enemy" as subhuman, such narratives have helped justify the commission of the gravest atrocities. They have also created space to normalize selective interpretations of, or even outright disregard for, the rules of war, contributing to a broader erosion of respect for international humanitarian law. Too often, double standards have prevailed, with violations condemned in some cases and overlooked in others. This setback in political courage cost the lives and dignity of civilians in the more than 90 countries in which the ICRC operated in 2025.

This report stands as a testament that, despite these challenges, our commitment to act endures. We remain firmly anchored in the essence of what defines us as humanitarians, standing by those affected by conflict, resolutely and decisively, to prevent and alleviate their suffering even in the darkest of times.

Thanks to your steadfast support, we sustained our operations and kept delivering on our mandate. We reinforced the centrality of protection, advanced the promotion of international humanitarian law, and responded to emergencies of growing scale and complexity. We helped members of separated families to resume or maintain contact, facilitating some 1.46 million phone calls and reuniting 796 people, among them 715 children, with their loved ones. We visited around 680,000 people deprived of their liberty held in roughly 560 places of detention. We supported over 660 hospitals and 650 primary-health-care centres, and enabled more than 33.5 million people to access clean water and foster more sanitary living conditions.

We did this at a time when the entire humanitarian sector was operating in an environment marked by a sharp and sustained decline in funding. For the ICRC, this meant being guided by our Institutional Strategy 2024–2027 to act fast and implement measures to preserve our financial stability and liquidity position while limiting, to the extent feasible, the impact on our capacity to carry out our mandate and mission.

In 2025, we watched history take a turn back. A troubling reversal to a time when conflicts were no longer seen as a last resort. When wars were normalized and even glorified. When atrocities were committed only to give rise to the familiar refrain of "never again" in their aftermath. This cycle must be broken. And this will only be possible with the courage of states to invest in mechanisms to prevent and end conflicts while upholding the basic rules of war that preserve our shared humanity.

We count on your continued support in 2026. Together, we must ensure that humanity is never silenced or sidelined – that it remains a force strong enough to guide action, restore dignity and sustain hope.

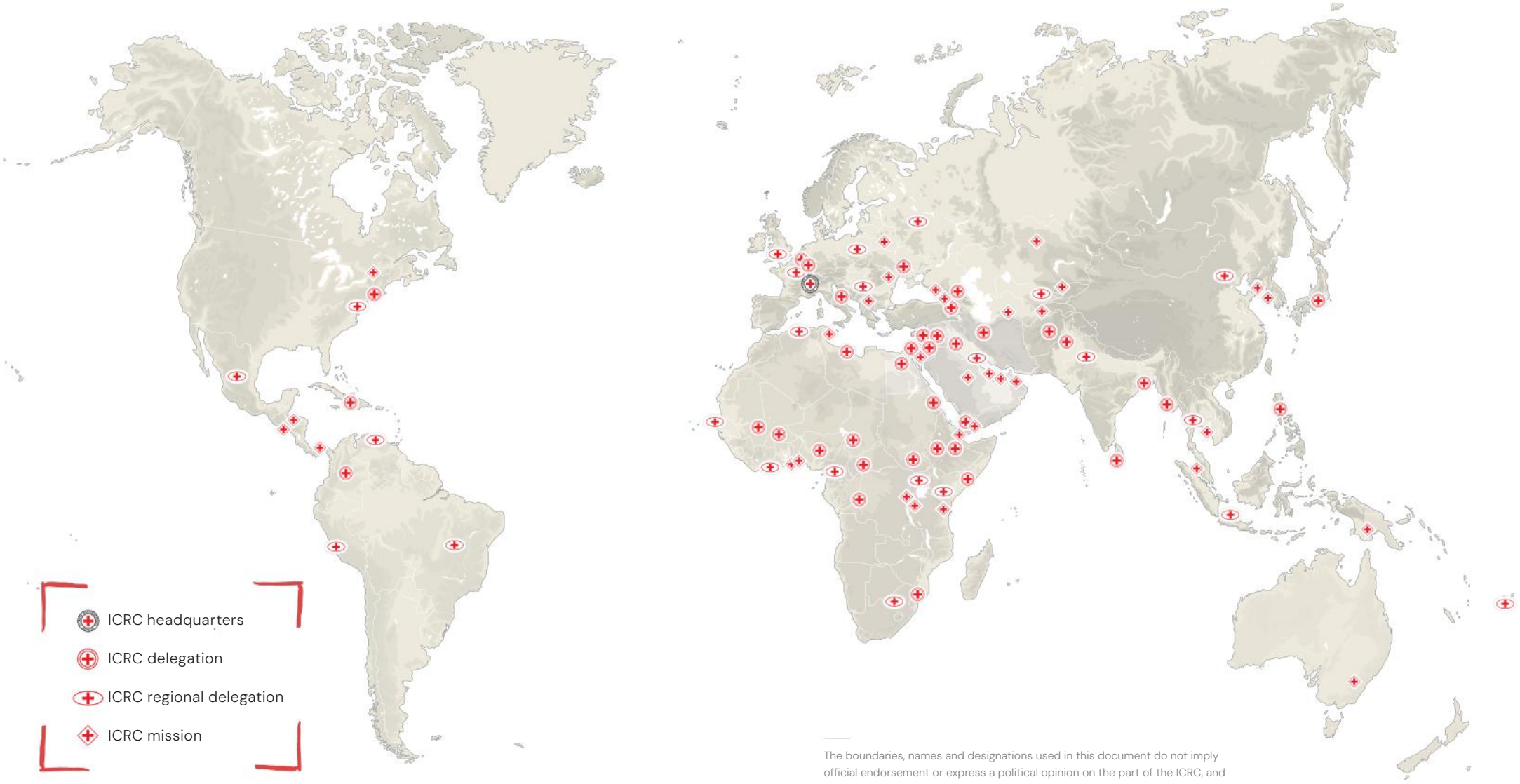
Pierre Krähenbühl
Director-General
International Committee of the Red Cross

The ICRC around the world

17,337 staff members

93 delegations and missions

Over **90** countries



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Key achievements

A. Mohamed/ICRC

Carried out **1,437 visits** to **557 places of detention/ internment** holding **678,337 people deprived of their liberty**

Enabled family members to restore or maintain contact with each other, by collecting **92,796 Red Cross messages** (RCMs), distributing **73,181 RCMs,** and facilitating over **1.46 million phone calls**

H. Cunningham Kinsella/ICRC

Helped **3.09 million people** increase their food consumption and achieve a nutritionally adequate diet

Supported **4.59 million people** in producing their own food

G. Abu Samaan/ICRC

Reunited **796 people**, including **715 children**, with their families

Helped clarify the fate or whereabouts of **28,693 missing people**

Provided **2.43 million people**, including **1.51 million internally displaced people** (IDPs), with means to improve their living conditions

ICRC

Improved access to clean water, shelter and more sanitary surroundings for **33.53 million people**

Supported rehabilitative care and social-inclusion initiatives for **265,589 people with physical disabilities**, including **44,926 weapon-wounded people** and **25,351 victims of mines and explosive remnants of war**

Assisted **1.59 million people** in sustaining, restoring or increasing their household income

Acted to prevent and mitigate the effects of weapon contamination in **22 contexts**

Held dialogue with **139,843 personnel** from the military, police, security forces and armed groups on international humanitarian law (IHL) and issues of humanitarian concern

Bolstered health services at **654 primary-health-care facilities**, **669 hospitals** and **76 places of detention/ internment**

Worked with the International Federation of Red Cross and Red Crescent Societies (IFRC), through the National Society Investment Alliance, to provide CHF 3.1 million for the development of **National Red Cross and Red Crescent Societies** (hereafter National Societies)

Institutional strategy

The **Institutional Strategy 2024–2027** remains the backbone of the ICRC's work in an evolving global landscape. It emphasizes the organization's core purpose: to protect and assist people affected by conflict and other violence. It is organized around five thematic priorities that aim to enhance the relevance and impact of the ICRC's work, and to bolster institutional readiness through greater efficiency, transparency, accountability and staff cohesion.

Democratic Republic of the Congo. Acting as a neutral intermediary, the ICRC helped to safely transport 1,359 disarmed members of government forces and their families across front lines from Goma to government-controlled areas.

B. Kaya/ICRC

Protection and IHL centrality

Worked towards strengthening the consistency and impact of protection dialogue, promoting IHL as a global common good, and advancing its universal ratification and domestic implementation

Emergency response capabilities

Strove to simplify deployment modalities, enhance deployment performance, and adapt the scope of the ICRC's services

New technologies

Shaped discussions on autonomous weapon systems and cyber operations, and sought to enhance the ICRC's response to the consequences of new technologies in warfare

Human resource capabilities

Pursued initiatives to adapt and enhance recruitment, integration and learning journeys, and to provide transparent and deliberate career development

Organizational model and enabling systems

Endeavoured to optimize financial risk processes, management and literacy, and advance digital transformation and cybersecurity priorities

Protection

Colombia. Community members take part in activities organized by the ICRC to raise awareness of the consequences of sexual violence and of ways to support victims/survivors.

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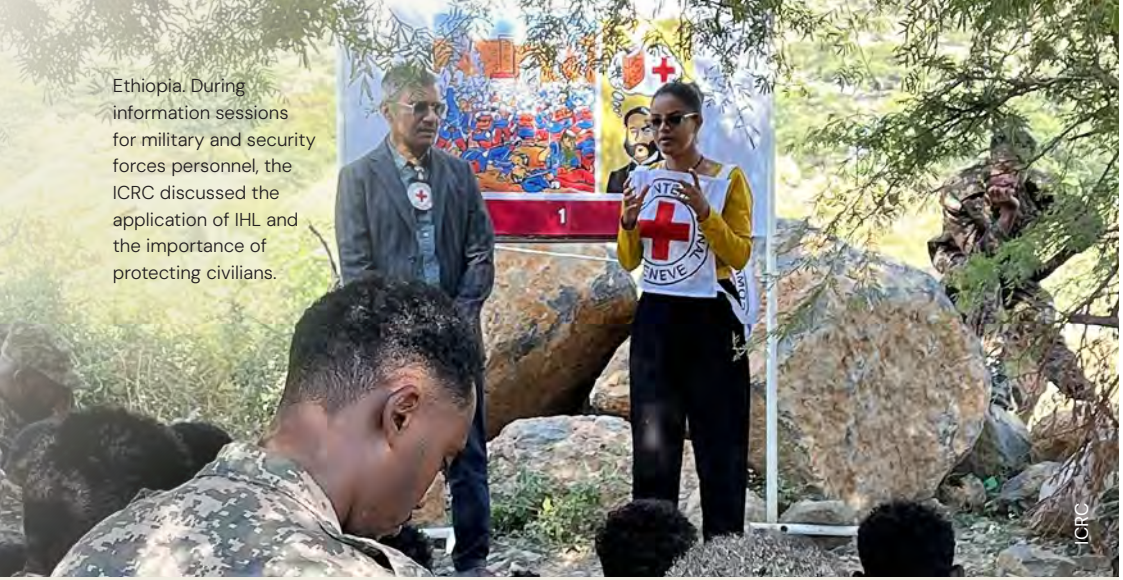


Ethiopia. During information sessions for military and security forces personnel, the ICRC discussed the application of IHL and the importance of protecting civilians.

ICRC

Strengthening protection for conflict-affected people

Through its protection activities, the ICRC seeks to ensure that IHL is put into action. While the ICRC cannot physically protect people, it strives to minimize the dangers to which they are exposed, put a stop to and prevent harmful behaviour, advocate for their rights and amplify their voices.

In 2025, the ICRC engaged in dialogue with parties to armed conflict – including armed groups – to remind them of their obligations under IHL and other applicable norms to protect civilians and civilian infrastructure from attack, and to facilitate their access to humanitarian assistance. It raised allegations of abuse and other safety concerns, in a bilateral and confidential manner, with the parties concerned, and highlighted the plight of those most at risk, such as children, victims/survivors of sexual violence, people with disabilities, and the missing and their families.

- **93%** of contexts affected by armed conflicts had active ICRC operations
- the ICRC made representations to the pertinent parties regarding protection-related matters in **84%** of contexts where it had operations; **80%** of these representations were positively received by duty bearers
- the ICRC was in contact with **64%** of all armed groups that are of humanitarian concern, up from approximately **60%** in 2024, and had operational dialogue with **60%** of all armed groups, focused on negotiating access and security guarantees; it raised specific protection concerns with **28%** of all armed groups

Protection of family links

The ICRC and National Societies helped families separated by armed conflict or other situations of violence to restore or maintain contact with each other. They worked to reunite unaccompanied minors with their families, where appropriate, or to identify other long-term solutions in the best interest of each child. They also helped people search for their relatives, including those missing in connection with past or ongoing armed conflicts.

92,796
RCMs collected

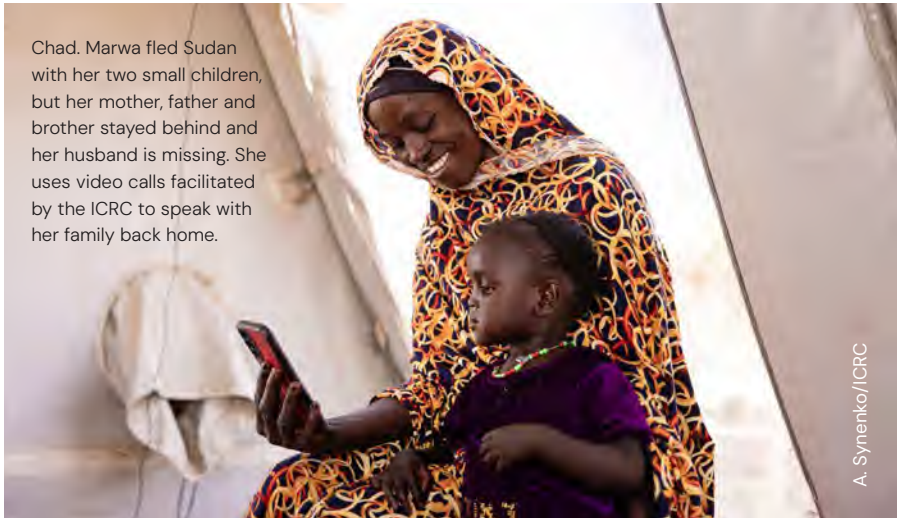
of which **20,098** from people deprived of their liberty

1,464,251
phone and video calls

facilitated between family members separated as a result of conflict or other violence, migration, detention/internment or other circumstances

73,181
RCMs distributed

of which **11,685** to people deprived of their liberty



Chad. Marwa fled Sudan with her two small children, but her mother, father and brother stayed behind and her husband is missing. She uses video calls facilitated by the ICRC to speak with her family back home.

A. Symenko/ICRC

7,074
phone calls

made by the ICRC to inform families of the whereabouts of a detained/interned relative

4,160
people deprived of their liberty

were visited by their families with support from the ICRC/ National Societies

178,329
people

for whom a tracing request was newly registered

178
people

whose names were listed on the Movement's **family-links website**

28,693
people

whose fates or whereabouts were established

796
people

including **715 children,** reunited with their families

409,855
people

still being sought at the end of the year, **42,596** of whom were minors at the time of disappearance

1,772
unaccompanied or separated children

newly registered by the ICRC and/or National Societies of whom:

- **739** girls
- **79** demobilized children

5,050
children

whose cases were still being handled at the end of the year

Yemen. A mother embraces her son after they have been reunited through the efforts of the ICRC.

W. Almaqtari/ICRC

Protecting children affected by conflict

Conflict exacerbates the risks that people, especially children, face. Where people are forced to flee without warning, children can become separated from their parents or primary caregivers. Because of their age and maturity level, armed conflict can have profound and long-term consequences on children's well-being.

In its efforts to protect and assist people affected by armed conflict and other violence around the world, the ICRC paid attention to the specific concerns, vulnerabilities and capacities of children, and responded to their multifaceted needs. Unaccompanied and vulnerable separated minors, including those formerly associated with armed forces or armed groups, were registered by the ICRC, which worked to trace, restore contact and reunite them with their parents or closest relatives.

2,213
civilians

transferred or repatriated, including across front lines, borders or boundary lines, with the help of the ICRC acting as a neutral intermediary

112
sets of human remains

transferred or repatriated, including across front lines, borders or boundary lines, with the help of the ICRC acting as a neutral intermediary

Belarus. As a neutral intermediary, the ICRC supported the safe cross-border passage of civilians, helping repatriate them from Ukraine back to the Russian Federation.

G. Balzamova/ICRC

Protection for the deceased

The ICRC carried out forensic activities around the world to ensure that human remains were handled in an appropriate and dignified manner that allowed for their identification, thus helping to prevent and resolve cases of missing people. These activities consisted primarily of promoting best practices in collecting, analysing and managing forensic data, and recovering, managing and identifying human remains in the context of armed conflict, other situations of violence, disasters (e.g. floods, earthquakes) or other circumstances. Training and information sessions helped build local and regional forensic capacities.

631
sets of human remains

were recovered with ICRC support

6,261
people

trained in the recovery, identification and protection of human remains

Syrian Arab Republic. The ICRC supports a forensic centre in Damascus, helping staff develop their skills, particularly in identifying human remains, in order to provide families with answers about the fate of their loved ones.

A. Saboh/ICRC

Philippines. Many prisons in the country remain overcrowded and struggle with providing detainees with basic necessities, such as hygiene items. The ICRC distributed these items, which included soap, toothpaste and menstruation products for women, at jails in Surigao del Sur to help detainees maintain their personal hygiene.

Protection of people deprived of their liberty

The ICRC worked to secure humane treatment for all people deprived of their liberty in connection with armed conflicts or other violence, in line with IHL or other applicable norms. It visited them in order to check on their living conditions and mitigate their vulnerability to forced disappearance, extrajudicial killing, torture, or lack of access to food, health care and other basic services.

The ICRC visited **557** places of detention/internment holding **678,337** people deprived of their liberty in **65** contexts

22,036
were visited and monitored individually

Including:

- **10,793** people visited and registered for the first time in 2025
- **1,056** women and **724** minors
- **5,572** prisoners of war
- **84** civilian internees and other protected people[1]

1. Other persons protected under the Fourth Geneva Convention.

Assistance

Afghanistan. A young man who had lost his leg to an explosive ordnance is fitted with a prosthetic leg at an ICRC-supported physical rehabilitation centre.

M. Samimi/ICRC

Economic security

The ICRC, often in cooperation with National Societies, worked to help conflict-affected people, including those in hard-to-reach areas, cope with emergencies, meet their basic needs, strengthen their food security, and sustain or rebuild their livelihoods. Among them were IDPs, residents, returnees and refugees. Detainees around the world also received support from the ICRC to improve their nutrition and living conditions: they were given food, including therapeutic food for treating malnutrition, and hygiene items and other essentials.

Myanmar. Families displaced by conflict faced additional hardship following a 7.7-magnitude earthquake in March. In response, the ICRC provided food and essential household items to help them meet their immediate needs.

ICRC

3,089,435
people

received food assistance, whether through food distributions, cash transfers, vouchers or other support

→ **of whom IDPs: 1,122,282**

8,204
people

benefited from capacity-building initiatives – such as skills training or support for community-based cooperatives – that enhanced their livelihoods

→ **of whom IDPs: 1,050**

4,590,973
people

received support for food production, primarily through material, financial or technical assistance for crop cultivation, fishing or livestock breeding

→ **of whom IDPs: 786,240**

1,591,656
people

benefited from income support, such as multipurpose cash assistance, cash-for-work projects, business grants and other assistance aimed at sustaining, restoring or increasing their household income

→ **of whom IDPs: 403,492**

2,426,657
people

were given basic household items – such as blankets, mats, cooking sets and hygiene kits – or cash for buying such items, to help improve their living conditions

→ **of whom IDPs: 1,508,405**

Health

Providing health care is a challenge in times of armed conflict, when essential infrastructure collapses, and violence leads to increased demands for medical treatment. As access to health care is protected under IHL, the ICRC's health activities are integral to its protection work for people affected by conflict or other violence. By supporting a wide range of health services, the ICRC sought to address such concerns as discrimination in access to health care, the safety of medical workers, ill treatment of detainees, and the specific needs of the families of missing people and of victims/survivors of sexual violence.

Primary health care

Community health programmes brought quality services to millions of people in need of basic health care, including in remote or hard-to-reach areas. These were often implemented in partnership with National Societies.

654
primary-health-care centres

received supplies, equipment, training assistance or other forms of ICRC support

21,472,293
average catchment population

8,468,436
curative consultations

- for children: **2,936,273 (35%)**
- for women: **1,942,732 (23%)**

738,333
antenatal consultations

1,907,726
vaccine doses provided, including **753,448** polio vaccines for children under 5 years old

Somalia. A pharmacy window at a clinic run by the Somali Red Crescent Society. With support from the ICRC, the clinic provides medicines free of charge, along with other health services, to people in need.

M. Bishaar/ICRC

Kenya. The ICRC continued to support the authorities and prison health staff in providing health care for detainees. It provided them with training, technical support and materials such as medical supplies and laptops.

E. Odour/ICRC

Health in detention

As part of its work to secure humane treatment for people deprived of their liberty, the ICRC sought to ensure that their health and dignity were protected. To this end, it supported authorities in ensuring that medical services in places of detention/internment met national/international standards and were accessible to all.

Complementing its visits to places of detention/internment, the ICRC checked on the health situation of people held in:

204
places of detention/internment

It provided various forms of support – medical donations and technical assistance – to:

76
health facilities at these places
with the aim of ensuring timely medical treatment for detainees/internees, including those with chronic conditions and those requiring referrals for specialized care

Hospital services and first aid

Timely and adequate hospital care and first-aid services save lives. Where the effects of hostilities had worn down these services or brought them to a halt, the ICRC supported emergency responders and hospitals in increasing their capacities or restoring their functioning, in order to enable them to care for the wounded or sick.

669
hospitals received regular or ad hoc support

ICRC personnel provided on-site support or directly monitored activities at **129** of these hospitals, which registered:

3,574,087
consultations

111,739
surgical admissions for weapon wounds

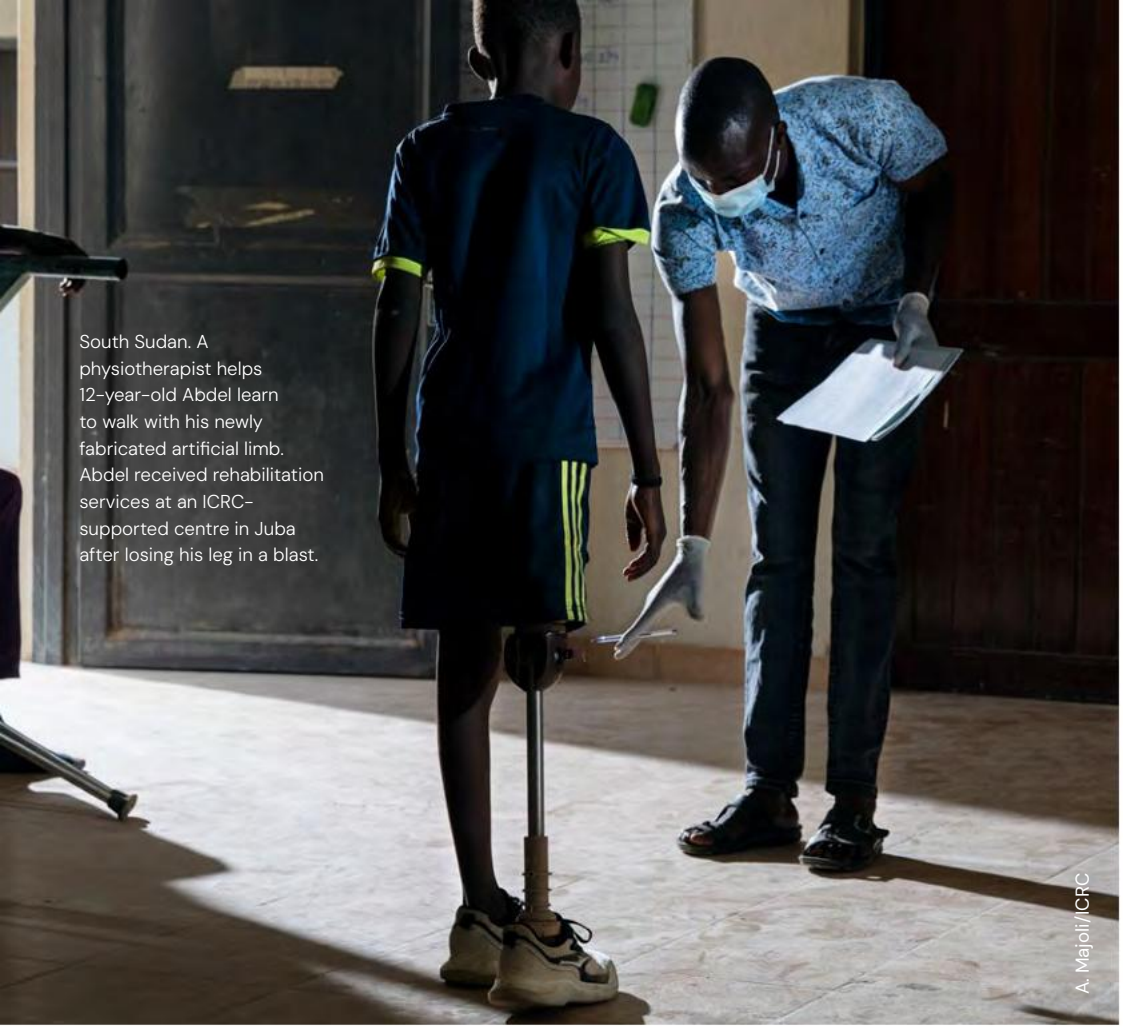
246,862
operations for weapon wounds and other cases

97,720
admissions for gynaecological/obstetric care

1,386
first-aid training sessions were held for **35,050** people, including National Society volunteers

Myanmar. Health workers from the health ministry strengthen their capacity to provide emergency medical care through an ICRC training session.

K.W. Aung/ICRC



South Sudan. A physiotherapist helps 12-year-old Abdel learn to walk with his newly fabricated artificial limb. Abdel received rehabilitation services at an ICRC-supported centre in Juba after losing his leg in a blast.

A. Majoli/ICRC

Physical rehabilitation

Through ICRC-supported projects, people with physical disabilities obtained good-quality rehabilitative services and access to further support. Local technicians, some of whom had physical disabilities themselves, strengthened their skills through ICRC training, helping to ensure sustainable service delivery. Patients at ICRC-supported facilities benefited from a range of services, including physiotherapy, custom-fit artificial limbs, walking aids and other mobility devices; they also took part in various activities that promoted their inclusion and active participation in community life.

224
physical rehabilitation projects
were supported, including **112** physical rehabilitation centres

265,589 people benefited; more specifically:

254,500
people obtained services, including support to facilitate their social inclusion, at physical rehabilitation centres run or supported by the ICRC, or through outreach missions carried out by these centres, of whom:

- **93,126** children
- **44,926** weapon-wounded people
- **25,351** victims of mines and explosive remnants of war

11,089
people participated in ICRC-backed social-inclusion projects other than those organized by ICRC-run/supported centres

9,570
wheelchairs or postural support devices – most of them locally manufactured – were distributed

1,115,282
physiotherapy sessions were conducted

21,342
prostheses and

107,381
orthoses were produced and delivered

Mental-health and psychosocial support

Directly or through its support to service providers, the ICRC provided mental-health support to help people process their experiences and alleviate the psychological, psychosocial and emotional consequences of conflict and other violence on their well-being.

86,122

direct mental-health support sessions were organized by the ICRC or ICRC-supported providers, reaching:

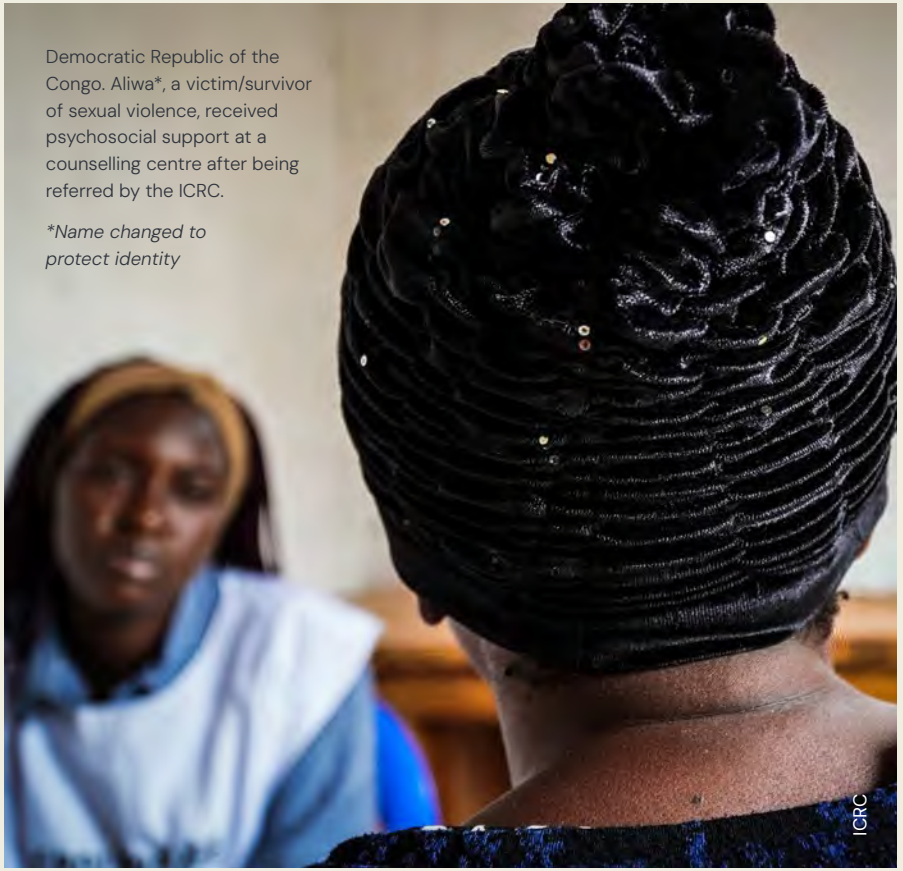
- **31,775** civilians, including families of missing persons, victims/survivors of sexual violence, and unaccompanied children
- **9,287** people receiving treatment at ICRC-supported hospitals and physical rehabilitation centres, including those who had sustained debilitating or life-changing injuries

3,829

people, including health-care workers and first responders, underwent training to strengthen their capacity to provide psychosocial support or other mental-health services

V. Lobanska/ICRC

Ukraine. Families of missing people take part in creative activities during a psychosocial support session organized by the ICRC. The sessions provide a space for them to share their experiences and strengthen their connection with others facing similar situations.



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Democratic Republic of the Congo. Aliwa*, a victim/survivor of sexual violence, received psychosocial support at a counselling centre after being referred by the ICRC.

**Name changed to protect identity*

Supporting victims/survivors of sexual violence

Sexual violence remains prevalent in many areas affected by armed conflict and other violence, inflicting profound and enduring harm on victims/survivors, their families and their communities.

In 2025, the ICRC worked to prevent, mitigate and respond to sexual violence through a survivor-centred and multidisciplinary approach. It spoke with authorities, weapon bearers and communities about preventing such violence and mitigating people's exposure to risk. It also facilitated access to both life-saving interventions and sustained care – including medical treatment, psychosocial support, livelihood programmes and other assistance – that address the physical, psychological and social consequences of such violence.

The ICRC constructs a well in Tel al-Hawa, in the Gaza Strip, helping improve access to clean water and sanitation for many families in the area.

A. Al Waheidi/ICRC

Water and habitat

Conflict and other violence continued to disrupt people's access to water, health care, electricity and other essential services. In response, the ICRC built, installed, repaired or upgraded water-supply systems, sanitation and health-care facilities and other essential infrastructure in urban and rural areas, camps and other places hosting displaced people, and places of detention. It also carried out hygiene-promotion activities, and built shelters or provided materials for building them. The ICRC worked closely with the pertinent authorities, local service providers and community members, involving them in project design and providing technical training to promote local ownership. Where feasible, projects made use of renewable energy and climate-adapted solutions. These activities combine emergency response with systemic approaches that integrate resilience and sustainability, addressing both immediate needs and long-term recovery.

33,531,013 **people**

gained access to clean water for drinking, irrigation or household use, reduced their exposure to environmental health risks or saw improvements to their general living conditions

- **33,309,116** civilians (residents, IDPs, returnees, refugees)
- **221,897** people deprived of their liberty

ICRC construction and repair projects contributed to improving services at **143** **hospitals** and **physical rehabilitation facilities**

Weapon contamination

The ICRC helped mitigate the risks and alleviate the consequences posed by mines, explosive remnants of war (ERW) and other hazards to people living in areas affected by conflict and other violence. This was particularly relevant with recently intensifying conflicts and the scale and manner at which they were fought, which only worsened weapon contamination. The ICRC worked to reduce risks before accidents occurred and helped communities live as safely as possible, including where ongoing hostilities prevented large-scale clearance.

ICRC activities to prevent and mitigate the effects of mine/ERW contamination in various areas were carried out in **22 contexts**, including **14 priority contexts**

Lebanon. ICRC informational materials helped raise awareness of the risks posed by mines and explosive remnants of war, and promote safe practices.

N. Karoum/ICRC

Operational highlights

Lebanon

Millions of people learnt about the risks posed by mines/ERW and safer practices around them through ICRC-organized information sessions and a nationwide communication campaign. The ICRC produced social media posts, displayed billboards in strategic locations, and put up banners warning of ERW hidden in debris and rubble.

Myanmar

Some 73,800 people affected by conflict or the earthquake that struck in March learnt about safe practices around mines/ERW at information sessions organized by the ICRC and the Myanmar Red Cross Society. The ICRC trained members of civil society organizations to disseminate this information in areas where neither the ICRC nor the National Society was present.

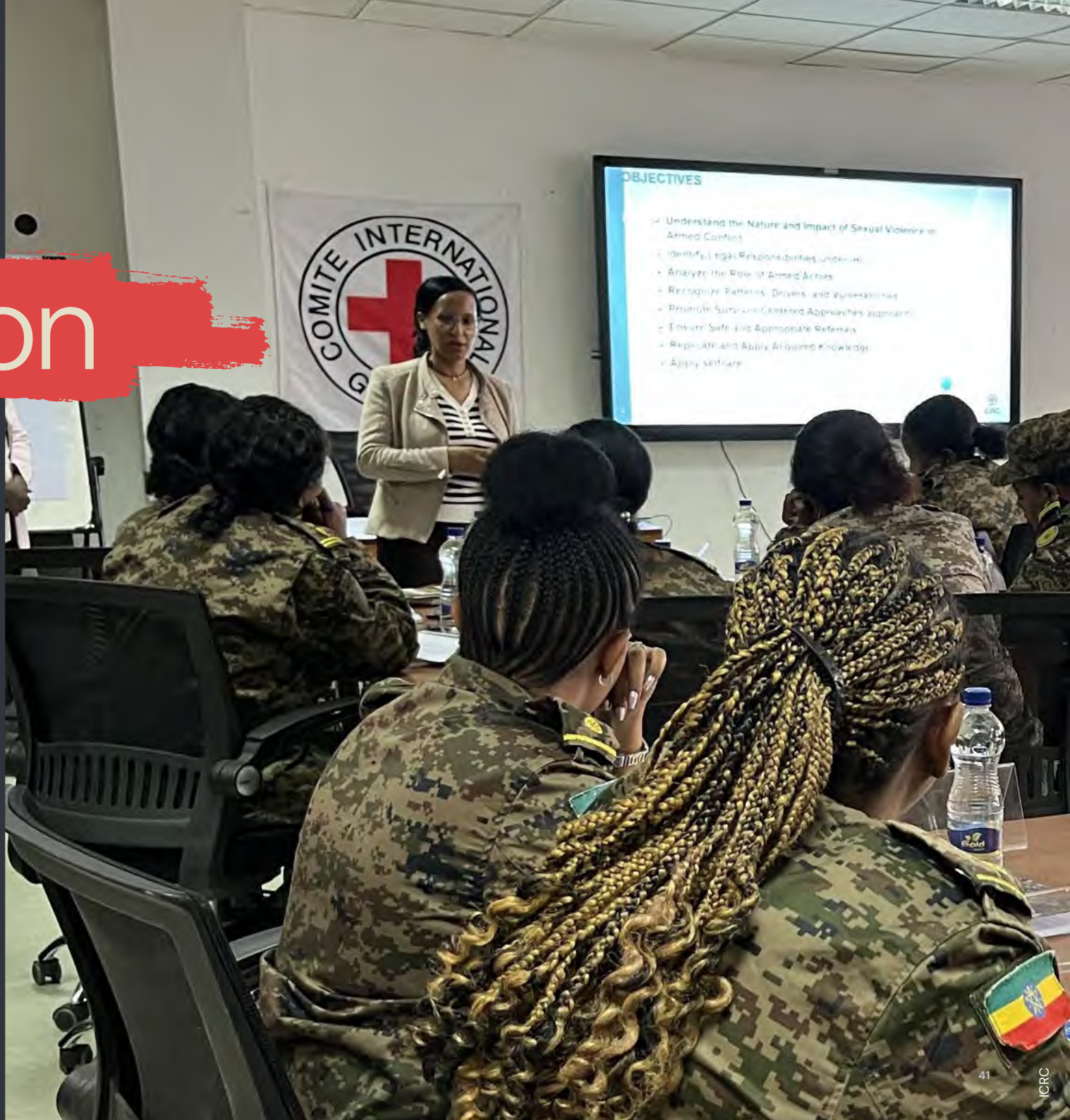
Syrian Arab Republic

Together with Syrian Arab Red Crescent volunteers, the ICRC collected information on mine/ERW-related incidents and referred victims for medical care and financial aid. It surveyed hazardous areas and supported searches for ERW in areas covering about 1.6 million square metres. Over 700,000 square metres were cleared, allowing people to return and pursue their livelihoods safely.

Ukraine

National responders, specialist paramedics, and police officers tasked to conduct explosive ordnance disposal drew on ICRC support to tackle weapon contamination. The ICRC donated items for marking contaminated areas and provided training in disposing of explosive ordnance, treating blast injuries and responding to mass-casualty accidents caused by chemical, biological, radiological and other weapons.

Prevention



Ethiopia. At a train-the-trainers session organized by the ICRC, officers from the Ethiopian National Defense Force learn more about addressing sexual violence in armed conflict, so they can also pass on this information to other personnel.

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Prevention

The ICRC aimed to foster an environment conducive to respect for human life and dignity through its prevention programme. This entailed taking action at the global, regional and local levels to strengthen understanding of and compliance with IHL and other fundamental norms, and to broaden acceptance of the Movement's principled humanitarian action. As the guardian of IHL, the ICRC actively worked to reaffirm, clarify and develop this body of law – particularly as new technologies and domains of warfare emerge – and to make it a top global priority.

the ICRC held dialogue with **139,843 personnel** from the military, police, security forces and armed groups

the number of ratifications of and accessions to IHL treaties and related instruments reached **3,777**

2 new national IHL committees were established, bringing the global total to **123** national IHL committees

Mozambique. Together with the Mozambique Red Cross Society, the ICRC organized a training session in IHL for judges, public prosecutors and lawyers from Cabo Delgado. The participants reflected on ways to implement IHL, particularly at the provincial level.

A. Mulua/ICRC

Switzerland. The co-chairs of each of the thematic workstreams of the Global IHL Initiative met for consultations, with a view to identifying concrete and practical recommendations to address the urgent and complex challenges encountered in contemporary armed conflicts.

C. Hanger/ICRC

Promoting IHL as a global political priority

The Global IHL Initiative was launched in 2024 by the ICRC together with six states: Brazil, China, France, Jordan, Kazakhstan and South Africa. It aims to make IHL a political priority, at the global, regional and domestic level; to re-centre the debate on the urgent need for the international community to set higher expectations for parties to armed conflict to carry out the universal, systematic and faithful application of IHL; and to create a consultative process for states and pertinent experts to discuss challenges for IHL, and develop concrete and practical recommendations to address these challenges on the ground.

About 100 states had joined the Global IHL Initiative at the end of 2025. Two rounds of consultations – gathering states and experts – were completed, focusing on seven thematic workstreams that reflect the urgent and complex challenges encountered in contemporary armed conflicts.

Cooperation with National Societies

Benin. The ICRC and the Red Cross of Benin work hand in hand to distribute maize, cowpea seeds and rice seeds to people facing food insecurity in the Atakora region.

Y. Agbe/ICRC

Working with National Societies

ICRC delegations implemented wide-ranging activities in cooperation with National Societies. These were implemented in close coordination with the IFRC and with National Societies working internationally.

The IFRC and the ICRC continued to work together to help National Societies strengthen their capacities to carry out their activities. National Societies received support for capacity-building projects through funding from the National Society Investment Alliance, a joint IFRC/ICRC initiative.

in 2025, the total expenses devoted to cooperation with National Societies in the field amounted to **CHF 115 million**

approximately **CHF 3.1 million** was allocated by the National Society Investment Alliance to support the sustainable development of **14** National Societies operating in challenging environments

Tajikistan. Members of local disaster management committees strengthen their capacities to prepare for and respond to emergencies at a training session organized by the ICRC and the Red Crescent Society of Tajikistan.

ICRC

Finance

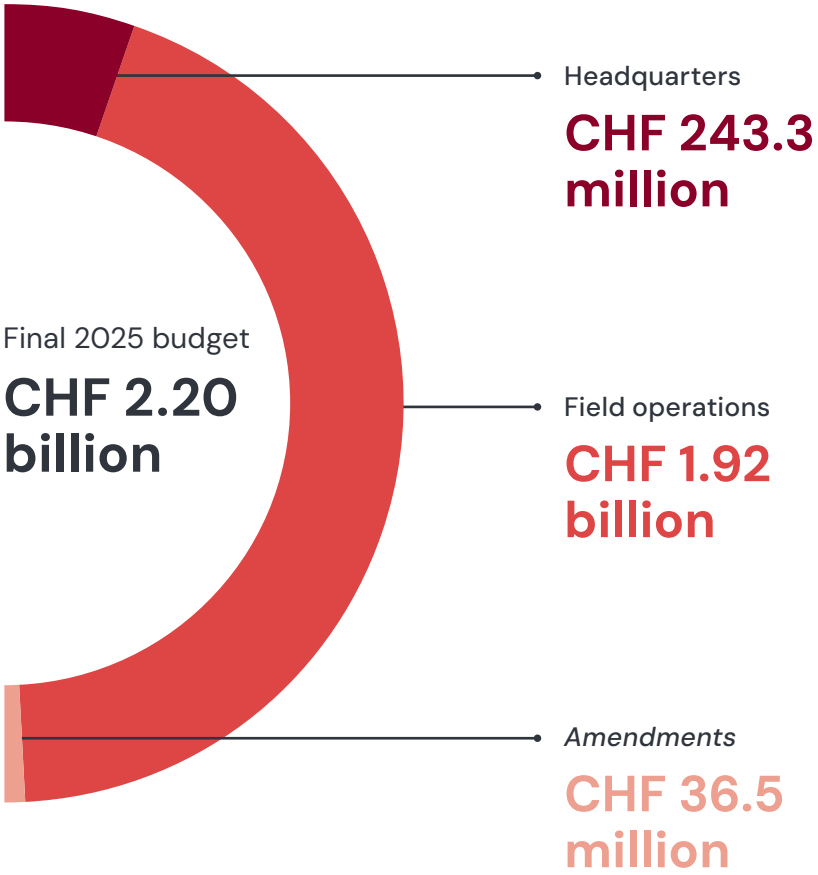
Sudan. The ICRC distributes food to conflict-affected people in the state of Kassala. IDPs, returnees and residents of host communities were able to meet their dietary needs with help from the ICRC and the National Society.

M. Badwi/ICRC

Budget

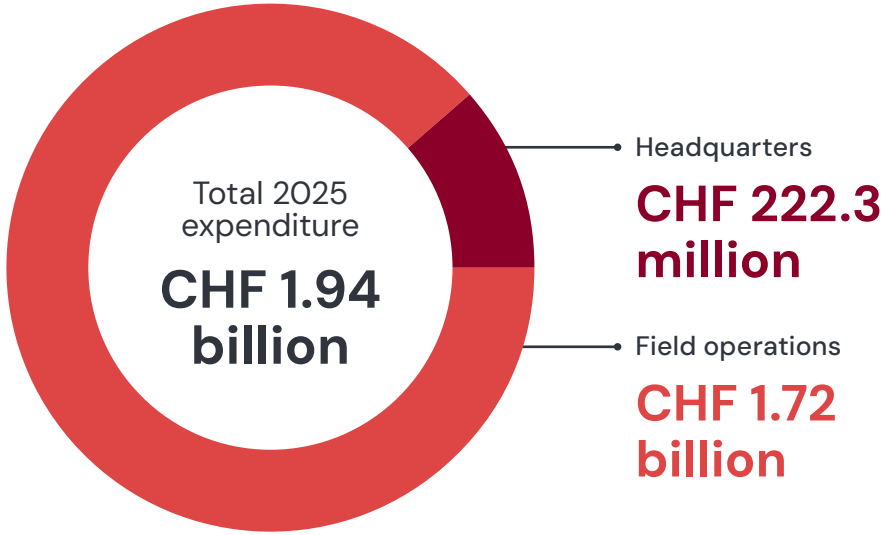
The ICRC's initial 2025 budget was set at **CHF 2.17 billion**, CHF 50 million lower than its final 2024 budget, reflecting the ICRC's strategic intention to maintain stability and safeguard financial resilience in light of the uncertain funding environment.

During the year, the ICRC adopted budget extensions to bolster its operations in Lebanon (CHF 11 million), Myanmar (CHF 11 million), and Sudan and its neighbouring countries that were dealing with the spillover effects of the crisis (CHF 15 million). The ICRC's total final budget for 2025, including budget extensions, was **CHF 2.20 billion**.



Expenditure

Total expenditure in 2025 amounted to **CHF 1.94 billion**, with a total implementation rate of **88%**, stable compared to 2024. The final implementation rate for field operations was 88% in 2025 (86% in 2024). Despite various constraints, the ICRC managed to preserve key operational activities by reallocating financial resources to emergencies, while monitoring its expenditure closely throughout the year. Its largest operations were in Ukraine, Israel and the occupied territories, Yemen, Afghanistan and the Syrian Arab Republic.



88%

Total implementation rate[2]

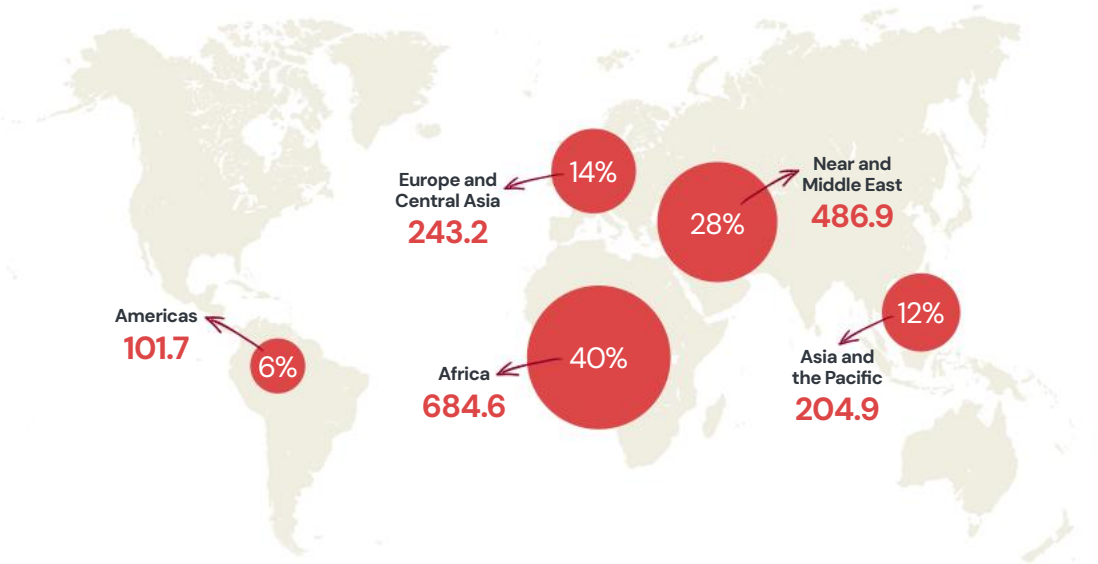
Field operations implementation rate: 88%

2. Implementation rate = final expenditure/final budget x 100

Field operations expenditure breakdown

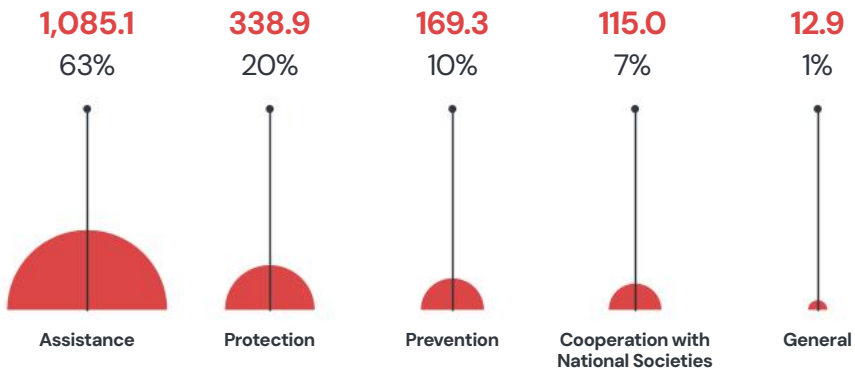
By geographical region

In CHF millions



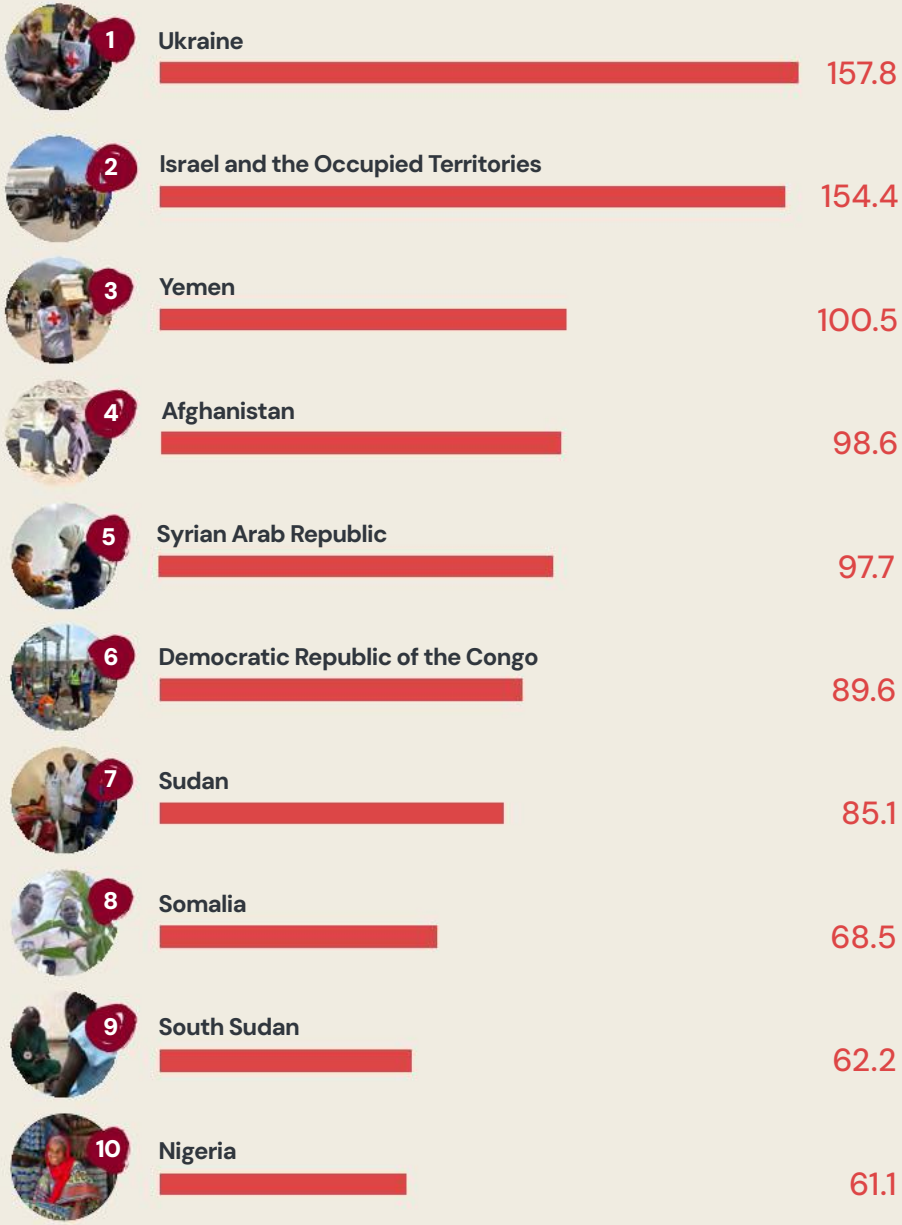
By programme

In CHF millions



Ten largest operations in terms of expenditure

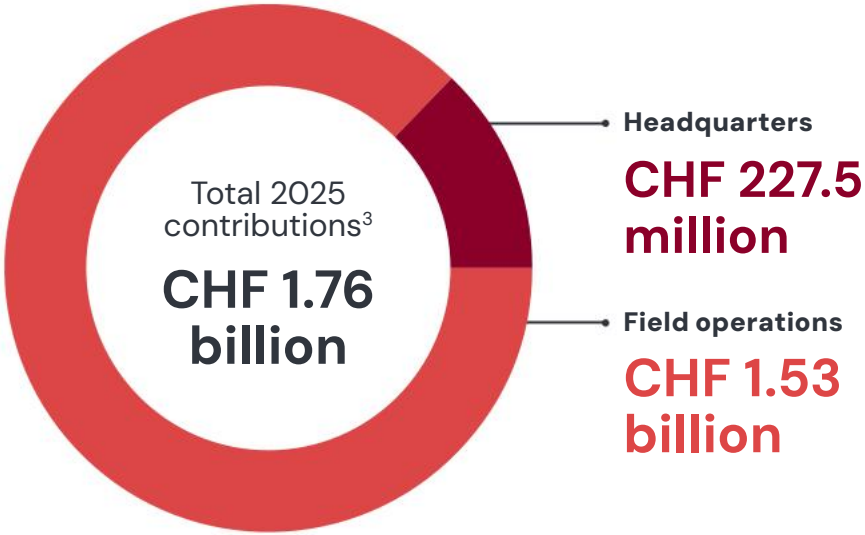
In CHF millions



Contributions

Despite an almost 15% decline in contributions compared to the previous year – falling by around CHF 300 million, to a total of CHF 1.76 billion for 2025 – the ICRC was able to remain steadfast in protecting victims of conflict and in delivering assistance.

Contributions received from private sources and from National Societies increased by 30% and 20% respectively compared to the previous year, slightly offsetting a decrease in government contributions.



Total contributions by type:

CHF 1.74 billion
in cash

CHF 3.06 million
in kind

CHF 7.93 million
in services

3. In cash, kind and services

2025 Contributions

84%

Governments and the European Commission

A total of 72 governments, and the European Commission, contributed over **CHF 1.47 billion** to the ICRC.

13%

Private and public sources

The share of total contributions covered by private and public sources was the second highest in the last five years, just behind the percentage covered in 2023 (15%). The total contributions from these sources amounted to over **CHF 229 million**.

2%

Supranational organizations[4] and international institutions

Contributions from supranational organizations and international institutions – amounting to almost **CHF 27 million** – increased by 68% compared to the previous year.

1%

International Red Cross and Red Crescent Movement

Over 40 National Societies provided contributions to the ICRC, totalling **CHF 24 million** – an increase of almost 20% from the previous year.

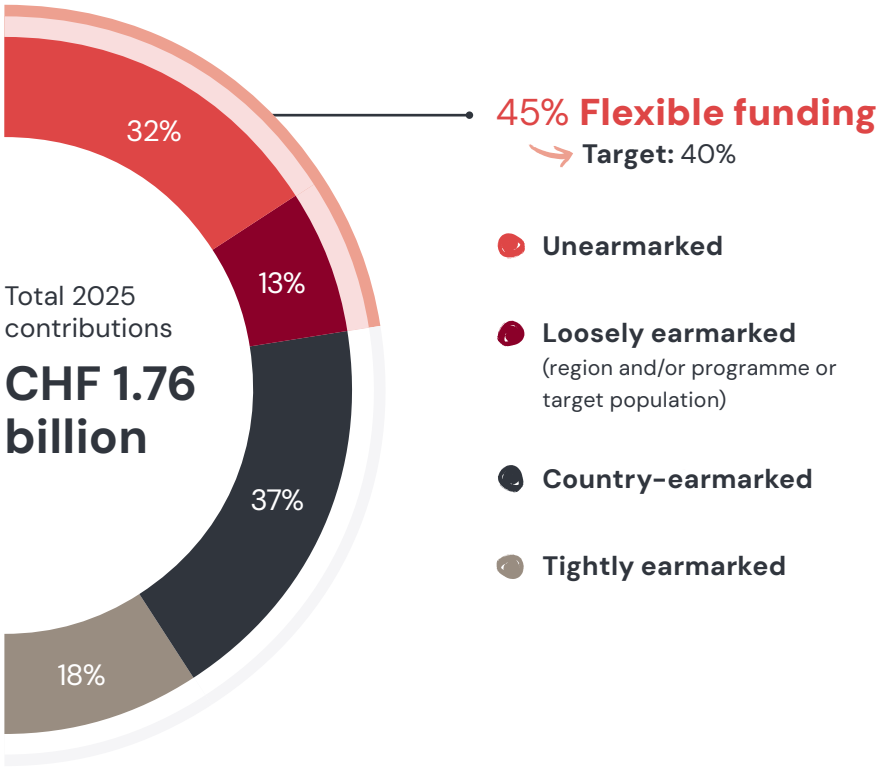
For more information, please see the ICRC Annual Report 2025: Financial Report

4. Not including the European Commission

Earmarking

Flexible funding – in the form of unearmarked and loosely earmarked contributions – supports the ICRC's ability to: rapidly deploy resources and staff in emerging crises, including new armed conflicts; address the lingering consequences of past conflicts; and invest in preparedness before the onset of crises. Flexible funding sustains the ICRC's response to humanitarian needs in situations that do not receive media or donor attention, or where the humanitarian response is underfunded, and enables it to deliver on core priorities, such as protection and prevention, particularly the promotion of IHL.

In 2025, 45% of ICRC funding was flexible, exceeding the ICRC target of 40% and well above the historical average of around 30%. The ICRC also received a record 32% unearmarked funding.



Mission

The International Committee of the Red Cross (ICRC) is an impartial, neutral and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance. The ICRC also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles. Established in 1863, the ICRC is at the origin of the Geneva Conventions and the International Red Cross and Red Crescent Movement. It directs and coordinates the international activities conducted by the Movement in armed conflicts and other situations of violence.

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ICRC

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