



ARMENIA

2025 IFRC network country plan



Funding Requirement **CHF 13.8M**

22 April 2025

In support of the Armenian Red Cross Society



12

National Society
branches



69

National Society
local units



371

National Society
staff



1,792

National Society
volunteers

People to be reached



90,000

Ongoing
emergency
operations



11,000

Climate and
environment



8,000

Disasters
and crises



35,000

Health and
wellbeing



45,000

Migration and
displacement



670

Values, power
and inclusion

IFRC network multi-year focus

Emergency response

- Population movement

Longer-term needs

- Disaster risk reduction and preparedness
 - Protracted displacement
- Health, water, sanitation and hygiene
- Elderly care • Climate change adaptation

Capacity development

- Digital transformation
- Community Engagement and Accountability
 - Branch development
- Youth engagement & volunteer management
 - Resource mobilization

Key country data links

INFORM Severity rating

Medium

INFORM Climate Change Risk Index

High

Human Development Index rank

76

World Bank Population figure

2.8M

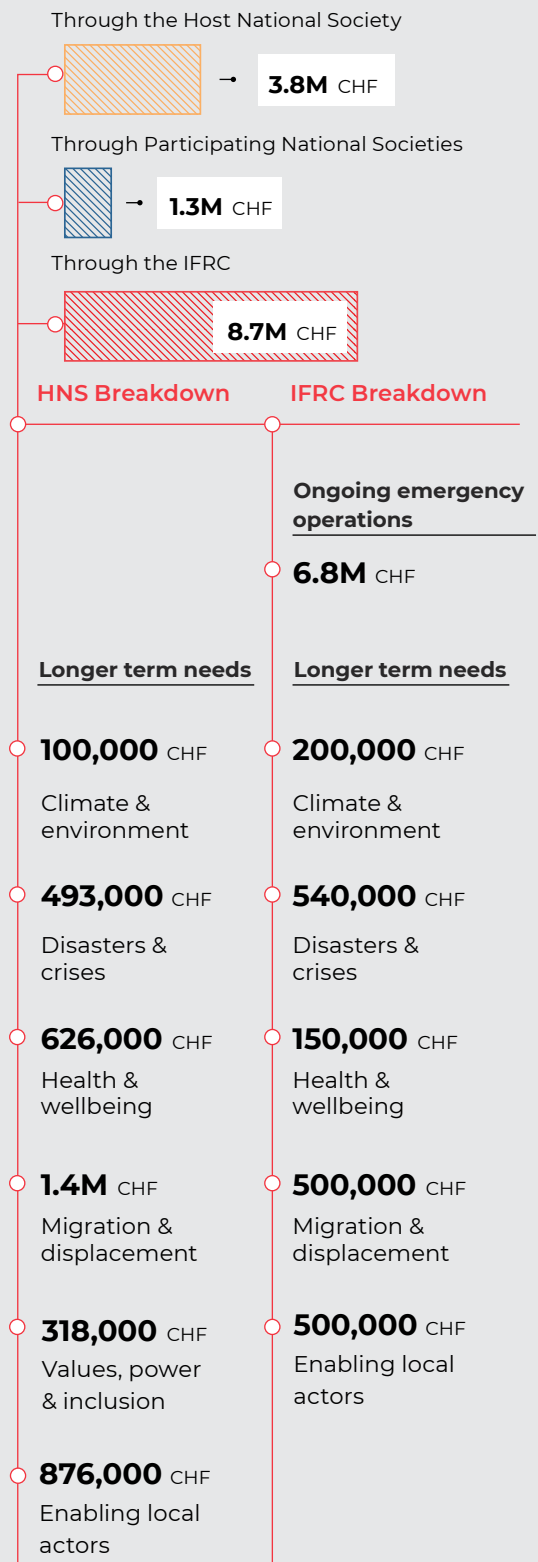
World Bank Population below poverty line **24.8%**

IFRC Country Cluster Delegation
for Armenia, Azerbaijan and Georgia, Tbilisi

Funding requirements

2025

Total 13.8M CHF



Participating National Societies

- American Red Cross*
- Austrian Red Cross
- Italian Red Cross
- Swiss Red Cross

*National Societies which have contributed only multilaterally through the IFRC in the first half of 2024.

IFRC Appeal codes

Emergency Appeal:
MDRAM012 Population Movement

Long-term needs:
MAAAM002

See back page for explanatory note on funding requirements

Participating National Societies bilateral support for 2025

National Society name	Funding Requirement	Climate	Disasters and crises	Health and wellbeing	Migration	Values, power and inclusion	Enabling local actors
Austrian Red Cross	726,000		●	●			
Italian Red Cross	86,000					●	●
Swiss Red Cross	441,000			●			●

Total Funding requirement **CHF 1.3M**

Hazards



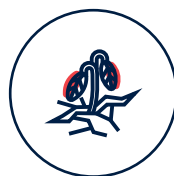
Earthquakes



Population movement



Conflict



Drought



Hailstorm



Visiting survivors of the 1988 Spitak/Gyumri earthquake, Armenian Red Cross Society volunteers bring home repairs, medicine and care to support those rebuilding their lives amid loneliness. (Photo: Armenian Red Cross Society)

NATIONAL SOCIETY PROFILE

The **Armenian Red Cross Society** is an auxiliary to the public authorities in the humanitarian field and the largest voluntary organization in the country. It was founded in 1920 and [admitted](#) to the International Federation of Red Cross and Red Crescent Societies (IFRC) in 1995.

The National Society has a network of 12 branches, one territorial branch and 69 community sub-branches. It has 371 experienced and committed members of staff, of whom 75 work in HQ, 187 in regional branches and 109 in Gyumri Care Centre and 1,792 are active volunteers, with whom an agreement as defined in the newly introduced [law](#) about volunteer work have been concluded.

By implementing disaster risk reduction projects in recent years, the National Society has formed strong disaster management capabilities. It has equipped seven experienced disaster response teams at headquarters and branch level, and plans to train and equip an additional four, to cover all regions of Armenia.

In addition to disaster preparedness and response services, the National Society is well recognized in the country for its provision of social services and healthcare, including mental health and psychosocial support, and assistance to migrants and displaced groups. The National Society is well positioned as a key humanitarian actor to the Government in supporting disaster management and response activities.

The Armenian Red Cross Society [Strategy 2022-2026](#) defines three strategic goals for the Armenian people:

- To better anticipate and respond to disasters and crises, and recover faster
- To lead safe, healthy and dignified lives, with opportunities to thrive
- To mobilize for inclusive and supportive communities

In [2023](#), the Armenian Red Cross Society reached more than 270,000 people through its disaster response and early recovery programmes.



Map of the Armenian Red Cross Society branches

The map does not imply the expression of any opinion on the part of the IFRC or the National Society concerning the legal status of a territory or its authorities

SITUATIONAL ANALYSIS

Armenia remains strategically sensitive in the South Caucasus, facing ongoing geopolitical tensions, economic challenges and natural hazards. The country's borders with Azerbaijan and Türkiye remain closed, limiting trade and regional connectivity.

While the recent conclusion of negotiations on a draft peace agreement between Armenia and Azerbaijan in March 2025 signals a potential de-escalation of hostilities, the long-term stability of the region remains uncertain. The most recent conflict in Karabakh (September 2023) led to significant displacement and geopolitical shifts, and unresolved political and security concerns continue to shape the national landscape. Additionally, large anti-government protests in 2024 erupted in response to the government's decision to transfer control of four border villages to a neighbouring country, highlighting growing political instability.

Despite these challenges, Armenia's risk severity rating according to the INFORM Risk Index (2024) remains low (2.1), even after experiencing recent conflicts. The Karabakh crisis has had a profound impact, with over 115,000 people arriving in Armenia since September 2023, making up nearly three per cent of the country's population. This has placed additional strain on Armenia's resources and infrastructure. The ongoing armed conflict in Ukraine continues to impact Armenia's economy due to its strong trade, energy, and remittance ties with Russia.

Economically, Armenia faces several challenges. The unemployment rate has risen to 15.5 per cent in Q1 2024, up from 12.0 per cent in 2023, indicating labour market difficulties exacerbated by political instability and external pressures. The poverty rate has declined to 24.8 per cent (2022) from 26.5 per cent (2021), but poverty remains a significant issue, particularly in rural areas. Armenia's economic growth is

projected to slow to 5.5 per cent in 2024, supported by prudent macroeconomic policies but hindered by geopolitical tensions and low investment rates. The economy continues to rely on services, industry and agriculture, with agriculture employing over 40 per cent of the workforce but contributing only 20 per cent to GDP due to productivity challenges.

In addition to geopolitical and economic concerns, Armenia remains vulnerable to natural hazards, including earthquakes, droughts, floods, and landslides. Severe flash floods on 26 May 2024, in Lori and Tavush led to 269 evacuations, three deaths and significant damage to homes and businesses, disrupting water supply in several villages.

Looking ahead, Armenia continues to navigate complex geopolitical realignments, balancing its membership in the Eurasian Economic Union (EAEU) with increasing engagement with the European Union through the Comprehensive and Enhanced Partnership Agreement (CEPA). However, political instability, economic vulnerabilities, and security risks remain key concerns, requiring sustained international support for displaced populations, disaster preparedness and economic resilience. As Armenia adapts to these challenges, its future trajectory will depend on its ability to diversify partnerships, strengthen economic stability and enhance disaster response mechanisms to support its most vulnerable populations.

ONGOING EMERGENCY RESPONSE

For real-time information on emergencies, see IFRC GO page [Armenia](#)

Emergency Appeal name	Armenia Population Movement Emergency Appeal
IFRC Emergency Appeal code	MDRAM012
People affected	120,000 people
People to be assisted	90,000 people
Duration	30 September 2023 to 30 June 2025
Funding requirements	Total funding requirements: Through the IFRC Appeal: CHF 15 million Federation-wide: CHF 20 million
Link to Emergency Appeal	Armenia Population Movement Emergency Appeal
Link to Operational Strategy	Operational Strategy
Link to latest Operational Update	Operational update #5

As a result of the military escalation in September 2023, thousands of civilians have been displaced to the territory of Armenia. As a result of these developments over several days, a significant number of people including elderly individuals, women and children, left their homes.

Despite the cessation of armed conflict, the humanitarian challenges faced by the affected people persist and continue to grow. The number of people who have arrived in Armenia after the escalation of hostilities remains stable at 101,848 individuals. About 70 per cent of these persons are staying in the capital region (Yerevan and surrounding districts of Kotayk and Ararat). Given the ongoing nature of the crisis, there is an urgent and continued need for the provision of humanitarian aid to meet the evolving needs of the affected population.

Short description of the emergency operational strategy

The Armenian Red Cross Society, in collaboration with local authorities, has played a crucial role in delivering humanitarian aid to displaced individuals. During the initial response phase from September to November 2023, over 1,500 volunteers and staff were mobilized to set up reception points and distribution centres in Kornidzor, Goris and Vayk. Given the large-scale displacement, there remains an urgent and ongoing need for humanitarian assistance to address the evolving needs of those affected.

To ensure a targeted and effective response, the Armenian Red Cross Society conducted 16,605 interviews, registering 76,647 individuals to assess their needs and vulnerabilities, guiding the delivery of aid accordingly.

The [Operational Strategy](#) reflects ongoing adjustments to align with the evolving situation and governmental directives. So far,

the Armenian Red Cross Society has reached more than 84,500 vulnerable people affected through the emergency appeal. The highlights of the assistance are:

Shelter, housing and settlements

To address immediate shelter needs essential household items were distributed including blankets, pillows, bed linen, water boilers, mattresses, kitchen sets and foldable beds to 30,983 people. The focus was on urgent household requirements, particularly as many displaced individuals fled with minimal belongings during late autumn.

Multipurpose cash assistance

Supported the government's "40+10" social assistance programme, providing rent and utility subsidies along with one-time cash assistance. A total of 10,973 individuals benefited, with 17,790 cash transfers processed for food, winterization and shelter needs. Additionally, with the **Swiss Red Cross** support, an extra 3,954 transfers were completed, bringing the total to 21,744 transfers aiding 14,665 people under the Federation-wide Emergency Appeal.

Under the global [Pilot Programmatic Partnership](#) between the IFRC and the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO) funding, the **Austrian Red Cross** and the Armenian Red Cross Society provided CHF 125 per month to 2,750 people over two months under a cash and voucher assistance ([CVA](#)) initiative till September 2024.

Livelihoods Support

The Armenian Red Cross Society is preparing to launch livelihood assistance, having received 1,300+ applications for support in self-employment, vocational training and job

placements. Within the RENEW project funded by the Austrian Red Cross and DG ECHO, 256 households (1,303 individuals) were screened for case management support. Intervention plans have been developed, with 192 individuals referred to social and employment service providers. Future support includes seed grants distribution and vocational training programmes.

Health and care

Mental health and psychosocial support (MHPSS) remained a priority, with 92,346 MHPSS services delivered, and 464 staff and volunteers trained in MHPSS. Additional services expanded through Smiley Clubs (child-friendly spaces), engaging volunteers to support displaced families and benefiting 9,828 individuals. MHPSS and education services were structured into short-term and long-term phases, adapting to changing needs. [Psychological first aid](#) was provided through helplines and face-to-face sessions, while community-based interventions such as psychoeducation, sensitization, cultural integration and support groups were implemented. Individual counselling services continued based on needs, and regular well-being sessions for staff and volunteers were provided. Due to financial constraints, initiatives addressing communicable and non-communicable diseases were scaled back.

Water, sanitation and hygiene (WASH)

Distributed 43,619 hygiene kits ensuring access to essential hygiene items for displaced communities.

Migration Support

Established humanitarian service points ([HSPs](#)) to provide CVA, MHPSS and Restoring Family Links ([RFL](#)) services for displaced individuals.

Education in emergencies

Child-Friendly Spaces were expanded, also known as Smiley Clubs, which are facilitated by trained volunteers, primarily schoolteachers. These clubs provide homework assistance, MHPSS and cultural activities to promote community cohesion and integration. The Emergency Appeal currently supports 32 out of 45 Smiley Clubs nationwide, benefiting 9,828 children. Additionally, 231 individuals were trained to provide educational and MHPSS within these clubs.

Protection, gender and inclusion (PGI) and community engagement and accountability (CEA)

Integrated PGI and CEA as core components of its humanitarian approach, ensuring inclusivity and responsiveness to community needs. Ten PGI assessments were conducted, 3,834 individuals received PGI services and 179 staff and volunteers were trained in PGI. The CEA strategy prioritizes amplifying local voices, encouraging collaborative engagement and promoting transparent communication, with a long-term focus on building community resilience.

STRATEGIC PRIORITIES



Climate and environment

Armenia is facing mounting environmental challenges exacerbated by climate change and human activities. Key issues include increased flooding, desertification, droughts and soil erosion. Climate change amplifies these risks, with rising temperatures contributing to increased water scarcity and altered precipitation patterns. The Ararat Valley is severely threatened by desertification, while other regions experience agricultural challenges related to water availability and soil health. [Heating needs](#) remain a key issue, with a reliance on biomass such as wood growing due to affordability, resulting in deforestation and negative impacts on vulnerable communities. In addition to desertification, extreme weather events such as [heatwaves](#), storms and floods are becoming more frequent. Projections indicate that by the end of the century, Armenia may face increased heatwaves (up to 18 per cent annual probability) and more intense droughts, putting enormous pressure on agriculture and food security. The effects of changing seasons, including shorter winters, will further impact crop production through direct changes in

temperature, carbon levels and growing seasons, and through indirect impacts including pests, diseases and pressures on water resources.

The [agricultural sector](#), which remains a major employment source in Armenia, faces significant vulnerabilities, especially since most farmers lack the resources for adaptation measures such as irrigation or drought-resistant crops. Climate shifts affect the productivity and survival of crops, placing the livelihoods of rural populations at risk. Additionally, many households depend on seasonal migration or remittances.

The challenges of climate change are exacerbated by a lack of insurance among farming households, limiting their ability to recover from disaster events. [Armenia's government](#) has [formally committed](#) to climate change mitigation and [adaptation](#) through a National Action Programme and the Paris Agreement. However, considerable efforts are needed to improve water management systems, prevent soil erosion and increase the focus on sustainable land and agricultural practices to address the rapidly unfolding climate crisis and build resilience.

Climate change in Armenia amplifies risks to human health through increased heat-related illnesses and vulnerability to communicable disease outbreaks, while also threatening agricultural productivity through shifts in growing seasons, changes in pest profiles and invasive species. Despite national efforts to improve water management and implement sustainable land practices, Armenia's capacity for climate change adaptation remains limited, particularly among vulnerable populations and small agricultural households lacking resilience measures.

Multi-year high level objectives of the National Society

The Armenian Red Cross aims Society to focus on development and implementation of programmes that contribute to reducing the impacts of the climate and environmental crises and prevent further degradation of the environment. It also aims to serve as an agent of change to catalyse mitigation efforts and promote more sustainable environmental practices through engaged and trained volunteers, youth and senior management.

The Armenian Red Cross Society seeks to mainstream and integrate environmentally friendly practices into its projects and programmes and build climate resilience in communities by strengthening community early warning systems and capacities to act early to address climate risks.

Planned activities in 2025

- Strengthen partnerships with key stakeholders, to strengthen early warning systems and anticipatory action that saves lives and livelihoods
 - Build climate-smart disaster risk management capacity to prepare, anticipate and respond to increasing heatwaves and other climate hazards
 - Develop Early Action Protocols climate hazards and increase institutional readiness for effective anticipatory action
 - Develop the capacity of communities to manage risk, strengthen community early warning systems and co-design early warning
 - Promote locally led adaptation
 - Train 2,000 volunteers and 371 staff members to implement activities and support 11,000 people
-

Longer term support from the IFRC network

The IFRC intends to support the Armenian Red Cross Society with the climate resilience of communities in Armenia through strengthening community early warning systems and capacities to act early to address climate risks. It will support the National Society to build climate-smart and gender-sensitive disaster risk management capacity and develop Early Action Protocols for climate hazards, increase institutional readiness for effective anticipatory action.

IFRC mechanisms such as the Disaster Response Emergency Fund (IFRC-DREF) and Emergency Appeals will be drawn on as needed for the National Society to respond to disasters and crises.

In 2024, the IFRC approved a DREF for severe flash floods, in support of the Armenian Red Cross Society. This enabled the National Society to utilize an immediate allocation of CHF 499,759 to support up to 5,600 people during a timeframe of five months, ending in November 2024. The overall objective of the operation was to provide urgent and essential assistance to the households severely affected by the flood in Lori and Tavush regions. The individuals were targeted based on need, according to selection criteria and in cooperation with local authorities. The DREF intended to help families whose homes, crop fields, livestock and/or food supplies were destroyed during the floods by providing them with livelihoods and basic needs through multipurpose cash distribution, basic needs support through in-kind provision in the areas of shelter and WASH and psychological first aid (PFA).

The **Swiss Red Cross**, in partnership with the Armenian Red Cross Society, supports vulnerable populations in Armenia through the Food Support/Winter Aid in the Regions of Armenia initiative. This programme targets those affected by the Karabakh conflict and ongoing socio-economic challenges by distributing food parcels, warm clothing, blankets and heaters to displaced families—particularly women, children and the elderly—during harsh winter months. Local volunteers facilitate the efficient distribution of these essential supplies, while cooperation with humanitarian partners enhances the overall impact.

Beyond providing immediate relief, the initiative is designed to build community resilience and contribute to long-term recovery by addressing critical humanitarian needs in the face of climate-related challenges.



Disasters and crises

For real-time information on emergencies, see IFRC GO page [Armenia](#).

Armenia is situated in a high-risk zone for natural disasters, facing a range of complex hazards that include earthquakes, rock falls, mudslides, hailstorms, early spring freezing, forest fires, storms and floods. The country's location in one of the most seismically active regions globally exposes nearly the entire population to earthquake risk, while 98 per cent of Armenians face drought and 31 per cent are vulnerable to flooding. These hazards frequently recur in certain regions, inflicting repeated damage on crops, irrigation systems and infrastructure, and leaving small-scale farmers exposed to long-term economic losses. The adverse effects of climate change, such as rising temperatures and altered precipitation patterns are expected to intensify these risks further.

Efforts to mitigate some of these natural hazards have been initiated by the government and various stakeholders, such as the establishment of anti-hailstorm stations. However, due to high costs and limited coverage, these measures offer only partial protection, and alternative solutions such as protective nets are only effective on small land plots. Such interventions fall short when it comes to protecting large-scale agricultural fields, highlighting a significant gap in Armenia's disaster risk reduction strategies.

In addition to environmental hazards, Armenia faces ongoing challenges from regional conflicts. However, the completion of negotiations on the text of the draft Agreement on Peace between Armenia and Azerbaijan, announced in March 2025, marks a significant step toward stability. This milestone signals a reduction in the risk of renewed hostilities, though the final signing of the treaty remains contingent on further political and legal processes. The agreement follows the displacement of over 100,000 Armenians from Karabakh in 2023, underscoring the ongoing humanitarian needs and the necessity for sustained support to the displaced population.

Multi-year high level objectives of the National Society

The Armenian Red Cross Society is a first responder to crises in Armenia and it remains in the communities it serves before, during and after emergencies. In recent years, the National Society has implemented several programmes focused on strengthening its capacity in the field of disaster management, in particular [disaster preparedness](#) and [risk reduction](#). As its multi-year high level objectives, the National Society aims to:

- Strengthen disaster preparedness and response capabilities for natural hazards (earthquakes, floods, landslides, droughts, hailstorms) and conflict-related crises by enhancing [early warning systems](#), risk mapping and [community-based](#) initiatives

- Enhance humanitarian assistance for displaced populations by expanding [shelter](#), food, essential household item distribution and integrating mental health and psychosocial support (MHPSS) services
- Build resilient communities through the expansion of social services and livelihood recovery programmes, focusing on vulnerable groups such as women, children, older people and persons with disabilities
- Improve operational effectiveness through robust data collection, monitoring and evaluation systems that support evidence-based programming and accountability
- Foster sustainable partnerships with local, regional and international stakeholders to secure funding, share best practices and ensure a coordinated response to both immediate and long-term crises
- Advance climate change adaptation and mitigation efforts by developing strategies for sustainable water management, reforestation and resilient agricultural practices to protect livelihoods and natural resources

Planned activities in 2025

- Enhance preparedness and response mechanisms through contingency planning in various regions of Armenia
- Conduct regular coordination meetings at national and regional levels with civil protection authorities and participate in simulations for effective response readiness
- Replenish emergency relief stocks and optimize logistics with new warehouse arrangements, including training in warehousing and procurement
- Fund visibility materials such as informative videos on tracing services
- Establish, train and equip disaster response teams and volunteer firefighters to strengthen disaster risk reduction
- Update and refine the Preparedness for Effective Response action plan and Movement Contingency Plan, including organizational structures and Standard Operating Procedures
- Conduct self-assessments, including PER and other Federation-based tools, to inform and prioritize action plans at national, provincial, and community levels
- Implement action plans with a focus on technical guidance, capacity building and resource mobilization to enhance disaster response and community resilience

- Conduct and update its preparedness for effective response ([PER](#)) action plan, review and update its Movement Contingency Plan
- Replenish stocks of essential household items
- Improve preparedness and response mechanisms through contingency planning
- Train and equip disaster response teams and volunteer firefighters
- Encourage volunteer participation within the National Society and with civil society organizations

Longer term support from the IFRC network

The IFRC will provide comprehensive technical, operational and financial support to the Armenian Red Cross Society. The IFRC assists the Armenian Red Cross Society in building capacity for disaster response and strengthening early warning systems and community-based preparedness. The IFRC also

supports the development and implementation of innovative digital tools for improved data collection, monitoring and evaluation, thereby enhancing evidence-based decision-making and overall programming.

Furthermore, the IFRC facilitates knowledge sharing and best practice exchanges among National Societies, enabling the Armenian Red Cross Society to leverage international expertise in areas such as climate change adaptation, humanitarian assistance and integrated social services.

The **Austrian Red Cross** will support the establishment of the Volunteer First Responder Service in Armenia programme, which aims to improve disaster preparedness and resilience in line with the Sendai Framework for Disaster Risk Reduction. The programme will create Volunteer Fire Rescue Groups in remote areas of Armenia. This initiative focuses on strengthening community protection systems by training volunteers in fire rescue operations. The project emphasizes gender equality and disability inclusion and is implemented in close coordination with government agencies and local authorities.



Health and wellbeing

Armenia's health and wellbeing landscape is shaped by long-standing systemic challenges in its healthcare system alongside the emerging impacts of climate change and persistent mental health issues. Despite its constitutional commitment to Universal Health Coverage, [public spending on health](#) remains low, leading to slower improvements in health outcomes compared to neighbouring countries. The burden of non-communicable diseases, which account for approximately [93 per cent of all deaths](#), is compounded by lifestyle risks, environmental factors and inadequate preventive care. Furthermore, the [ageing population](#) making up over 11 per cent of the population faces significant challenges due to limited access to subsidized medical services, a shortage of specialized palliative care facilities and systemic gaps in elder care.

[Climate change](#) is intensifying Armenia's public health challenges, with rising temperatures and shifting precipitation patterns exacerbating water and food insecurity. These environmental shifts contribute to the spread of communicable diseases, including measles, vector-borne infections and acute respiratory illnesses, particularly in disaster-affected areas where overcrowded shelters and [inadequate sanitation](#) prevail. The [deterioration of water quality](#) and increased air pollution further elevate the risk of chronic health conditions, while agricultural disruptions threaten food security and the livelihoods of rural communities.

[Mental health](#) and psychosocial wellbeing are critical yet [under-addressed issues](#) in Armenia. [Historical traumas](#),

including the legacy of the [Armenian Genocide](#), coupled with recent crises such as the COVID-19 pandemic and [regional conflicts](#), have led to heightened demand for mental health services. However, the mental health infrastructure is insufficient, with a limited number of specialists—especially for children—and pervasive stigma preventing many from seeking help. This situation highlights the urgent need for comprehensive community-based mental health services, increased public awareness and targeted interventions to advance psychological resilience.

Armenia's health and wellbeing challenges require coordinated efforts to strengthen healthcare infrastructure, adapt to the impacts of climate change and expand mental health support. Addressing these interconnected issues will be crucial for enhancing the quality of life, promoting resilience among vulnerable populations and ensuring a sustainable future for all Armenians.

Multi-year high level objectives of the National Society

The Armenian Red Cross Society will continue to play an active role in public health emergency preparedness and response platforms and work with the government to develop a clearly defined role in health emergencies. The National Society cooperates with primary health care providers to support elderly care, promote healthy lifestyles, implement healthy ageing strategies, encourage blood donations and improve diagnosis and treatment of tuberculosis.

Additionally, addressing mental health and psychosocial support (MHPSS) needs remains a key priority, encompassing support for community members, frontline workers and the National Society staff and volunteers.

The National Society aims to actively involve in initiatives aimed at preventing and controlling non-communicable diseases such as cardiovascular diseases, diabetes and cancer, aligning with national health strategies that prioritize reducing the burden of non-communicable diseases, which are responsible for a high percentage of morbidity and mortality in Armenia.

Planned activities in 2025

- Expand and upscale care services for older people and persons with disabilities, including establishing and enhancing daycare facilities
- Increase the availability of first aid kits and essential medical supplies to boost emergency preparedness
- Conduct public awareness campaigns and workshops to promote healthy lifestyles, nutrition and physical activity
- Develop and implement a comprehensive health and ageing strategy, focusing on needs assessment, policy development, capacity building and continuous monitoring
- Design and establish mobility-related transportation services to improve access to healthcare for people with limited mobility
- Organize awareness campaigns and educational sessions on the prevention and management of communicable and non-communicable diseases
- Promote blood donation through targeted campaigns, mobile blood drives, and the creation of new donation centres
- Re-prioritize immunization efforts to enhance vaccination coverage and strengthen community immunity
- Expand MHPSS services by providing individual and group counselling, community-based interventions and helpline support.

- Strengthen first aid capabilities with regular training, simulation exercises and support for search and rescue operations
- Train at least 1,300 staff, volunteers and community focal points in Psychological First Aid (PFA) and MHPSS to improve response capacity
- Enhance institutional capacity by increasing expert nurse recruitment, developing a digital resource library and improving volunteer recruitment and training to support 35,360 beneficiaries, including 382 trained staff and volunteer

Longer term support from the IFRC network

The **IFRC** will support the Armenian Red Cross Society to be a member of public health advocacy groups that promote healthy and active ageing by lobbying and advocating for the rights and needs of vulnerable population groups, including migrants and people being cared for at home or in residential care. Additionally, the IFRC supports the Armenian Red Cross Society in developing and implementing its staff and volunteer care policy and MHPSS policy, ensuring that the Movement's MHPSS guidelines are effectively integrated into the National Society's capacity.

The **Austrian Red Cross** will support the Armenian Red Cross Society to improve its preparedness for future epidemics and pandemics through strong community engagement efforts, focusing on the most vulnerable population.

The **Monaco Red Cross**, as part of the home-based care and active ageing project, will continue to support the Armenian Red Cross to enrol older people in active aging groups and provide home-based care to up to 700 older people and people with disabilities

The **Swiss Red Cross** will continue supporting the Armenian Red Cross in the improvement of living conditions at Gyumri Care Centre.



Migration and displacement

Over the past decade, Armenia has witnessed substantial shifts in its migration patterns driven by socio-political and economic factors. Historically a country of emigration, Armenia now faces significant inflows of temporary migrants—estimated at 250,000 to 300,000—primarily from Russia and other nations in the wake of regional conflicts such as the ongoing armed conflict in Ukraine. Despite this influx, Armenia maintains a negative net migration rate of -5.28 per 1,000 population, as many young Armenians continue to seek better opportunities abroad.

The escalation of conflict in Karabakh in September 2023 has further intensified migration pressures. Over 100,000 refugees fled to Armenia during this period, drastically altering the demographic landscape and creating urgent humanitarian needs. As of December 2023, Armenia hosted approximately 150,725 forcibly displaced persons, with the recent crisis contributing significantly to this figure. The challenges associated with this influx include providing shelter, healthcare, and social services, while ensuring the safe integration of displaced individuals into local communities.

In addition to refugees, Armenia experiences a dynamic flow of labour migrants from neighbouring countries such as Iran and Georgia, as well as from more distant nations such as Russia and India. At the same time, the outflow of Armenians seeking employment abroad remains high, impacting household welfare through remittances, which contribute as much as 14 per cent to the country's GDP. Moreover, concerted efforts by the Armenian government have encouraged the return of ethnic Armenians from the diaspora through repatriation initiatives, driven by cultural ties and emerging economic opportunities in sectors including IT, agriculture and tourism.

Displaced individuals from Karabakh face particularly acute challenges, including housing difficulties, rising rent and utility costs and limited access to stable employment. These challenges are compounded by legal barriers, faced by displaced populations in relation to identification documentation, which further complicate integration into the labour market and society. Vulnerable groups among the displaced, especially women, children and older adults, require comprehensive support in areas such as education, mental health and livelihoods.

Efforts by the government and international organizations aim to address these challenges through improved migration governance, social inclusion policies and targeted integration support. Initiatives focus on securing permanent housing, expanding access to healthcare and education and promoting economic opportunities for both displaced persons and local communities. A reintegration strategy, expected to launch in 2024, seeks to alleviate the strain on regional resources and foster long-term stability.

Armenia's migration and displacement landscape is marked by the dual pressures of significant refugee inflows due to conflict and persistent emigration driven by economic factors.

Addressing these complex challenges requires a comprehensive approach that enhances migration governance, improves integration and social services and promotes sustainable economic development to build resilience within the population.

Multi-year high level objectives of the National Society

The Armenian Red Cross Society aims to provide MHPSS to people who are displaced and living in a refugee-like situation in Armenia by approaching integration in an inclusive manner, engaging both displaced and host families. Its other high-level objectives include to:

- Implement multi-purpose cash grants to meet essential needs and enhance food security and livelihoods for people affected by migration
- Provide humanitarian assistance and protection to migrants and displaced persons, facilitating durable solutions where feasible
- Engage with global and regional to facilitate learning and information sharing and establishes coordination mechanisms
- Build capacity of staff and volunteers

Planned activities in 2025

- Enhance housing, health, and basic needs support for vulnerable and displaced populations by distributing conditional, multi-purpose cash grants for rent, utilities and medicines
 - Address livelihood challenges through income-generating activities via cash and voucher assistance (CVA) and provide economic case management, including job placement, referrals and counselling
 - Facilitate successful integration of displaced individuals into communities by establishing integration centres that offer legal counselling, cultural events, education services, language classes and MHPSS
 - Increase the capacity of the National Society population movement team through targeted training and provision of necessary materials, equipment and office furniture
 - Ensure a motivated workforce by implementing effective human resources and administrative policies and procedures
 - Establish clear standard operating procedures to streamline logistics, CVA implementation, technical functions and administrative operations
 - Secure sustainable financial resources to support ongoing and future migration-related initiatives
 - Strengthen cooperation and coordination on migration issues by providing training, participating in technical working groups and conducting advocacy activities
 - Conduct comprehensive training for headquarters and branch staff on CVA, migration issues, livelihoods, project design, management, reporting and data collection
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Longer term support from the IFRC network

The IFRC will provide technical and financial support to the Armenian Red Cross Society with the revision of the tools and methodologies in the field of emergency preparedness, response and recovery at the global, regional and country

levels to integrate migration and displacement principles and practices. It will continue supporting the National Society to assist families and individuals displaced from areas affected by the conflict, providing access to essential services and aid, while addressing their longer-term needs and ongoing welfare.



Values, power and inclusion

Armenia's constitution enshrines equal rights for all citizens, and the nation is a signatory to numerous international conventions on gender equality. However, despite these robust legal frameworks, deep-rooted cultural and societal norms continue to limit opportunities for women. Occupational and social stereotypes confine women predominantly to sectors such as agriculture, education and health—industries that typically offer lower wages—while also restricting their access to resources and economic independence. This imbalance is reflected in higher poverty rates among women and female-headed households, as well as lower labour force participation compared to men.

Social and cultural dynamics in Armenia further complicate efforts toward full inclusion. Traditional gender roles persist, curbing both women's and men's ability to break free from pre-defined domestic and economic functions. These entrenched norms also contribute to high rates of gender-based violence, with a significant proportion of women experiencing domestic violence—a reality often exacerbated by underreporting and societal stigma. Additionally, marginalized groups such as the Roma, LGBTQI+ individuals and people with disabilities face ongoing discrimination and social exclusion, undermining their access to education, employment and essential services.

The situation is further intensified by recent geopolitical events. The influx of refugees, particularly following the escalation of conflict in Karabakh, has introduced new challenges in social integration. The large numbers of displaced persons, many of whom are women and children, strain local resources and require targeted policies to ensure equitable access to services, including healthcare, education and employment. The integration process is hampered by legal and bureaucratic barriers, which complicate efforts to provide a dignified life and promote long-term social cohesion among displaced communities.

Community engagement remains a critical component in fostering a more inclusive society. Local governance structures and participatory budgeting initiatives offer opportunities for citizen involvement in decision-making processes. However, historical distrust in institutions and uneven civic participation, especially in rural and marginalized communities, continue to limit the effectiveness of these mechanisms. Efforts to enhance civic education and promote digital platforms for engagement

are underway, yet they must be scaled up to ensure that the voices of all community members are heard.

Power dynamics in Armenia are significantly influenced by long-standing political and economic hierarchies. Decision-making is often centralized among established elites, limiting the influence of vulnerable and marginalized groups. While legal frameworks exist to promote equality, their inconsistent enforcement and the persistence of traditional power structures impede meaningful social change. Addressing these imbalances requires not only legal reforms but also a shift in societal attitudes and increased efforts to empower underrepresented communities.

Armenia's landscape is characterized by both progress and ongoing challenges. While the nation has strong legal commitments to equality and human rights, deeply ingrained cultural norms, socio-economic disparities and concentrated power structures continue to hinder full inclusion. Achieving a more equitable society will depend on enhanced educational initiatives, strong community engagement and targeted policy interventions to empower marginalized groups and ensure that all citizens can participate meaningfully in the nation's development.

Multi-year high level objectives of the National Society

The Armenian Red Cross Society will continue to mainstream protection, gender and inclusion (PGI) in needs assessments, programme and project design, and the implementation, monitoring and evaluation of its interventions. Through continuous analysis and action, with due consideration of all aspects of PGI, the National Society seeks to ensure equal and equitable access to its services.

The Armenian Red Cross Society also identifies community engagement and accountability (CEA) as a strategic priority area of its work. A fundamental pillar of the National Society's CEA approach is establishing and managing a well-functioning and sustainable central community feedback mechanism comprising tools and processes for receiving feedback, managing, analysing and sharing the resulting data, acting on feedback, responding to communities and informing them of what actions have been taken. The Armenian Red Cross Society also aims to mainstream humanitarian values in the education sector.

Planned activities in 2025

- Enhance educational programming across 45 Smiley Clubs (that focus on providing comprehensive support to children and adolescents, especially those affected by conflicts or challenging circumstances)
- Embed PGI principles into operations by training staff and volunteers, conducting community vulnerability assessments ([eVCA](#)), integrating [PGI in emergency response](#) programming and establishing monitoring indicators for marginalized groups
- Mainstream CEA by developing a comprehensive strategy, training staff on its principles, creating robust

technological feedback systems, fostering stakeholder partnerships and implementing a clear timeline and monitoring framework

Longer term support from the IFRC network

The IFRC will provide support to the Armenian Red Cross Society in conducting a needs assessment among youth, aimed at identifying their educational, social and cultural requirements. It will support safe, equitable and uninterrupted access to quality education for all individuals, with a particular focus on boys and girls affected by disasters, crises or displacement. The IFRC will also support the National Society in the integration of CEA in all its programmes.

ENABLING LOCAL ACTORS

The Armenian Red Cross Society is committed to pursuing institutional strengthening and carried out the self-assessment part of the Organizational Capacity Assessment and Certification ([OCAC](#)) process in 2014. The self-assessment is intended to capture the strengths and weaknesses of National Societies as a whole in relation to a wide range of organizational capacities. The Armenian Red Cross Society is also committed

to the Preparedness for Effective Response ([PER](#)) process and is at the orientation phase. The PER approach is a continuous and flexible process that enables National Societies to assess, measure and analyse the strengths and gaps of its preparedness and response mechanism and ultimately take necessary action to improve it.



Strategic and operational coordination

Multi-year high level objectives of the National Society

- Strengthen its positioning and visibility as an auxiliary to state authorities
- Develop a resource mobilization strategy and identify, develop and adopt innovative approaches to resource mobilization
- Increase and widen its involvement in, and leadership of, civil society groups and other coalitions at national and local level
- Enhance stakeholder engagement and coordination through collaboration with national and sub-national

stakeholders to ensure a coordinated approach in addressing humanitarian needs, leveraging diverse partnerships for tailored assistance

- Create regular collaboration forums and facilitate annual action plan and budget development focused on local resource mobilization for sustainable, community-centred humanitarian initiatives

Longer term support from the IFRC network

The IFRC will continue to support the Armenian Red Cross Society in its [coordination efforts](#) and to engage with the Movement and non-Movement partners. It will also support the National Society in resource mobilization.



National Society development

Multi-year high level objectives of the National Society

- Improve volunteer management by implementing safety protocols, training, insurance and MHPSS for 9,200 volunteers
- Establish a comprehensive education and training curriculum and launch a motivation platform (MOTI) to boost skills and career development
- Enhance headquarters HR capacity and infrastructure through recruitment, warehouse renovations, upgraded office equipment and acquisition of essential vehicles
- Increase branch operational efficiency by refining the Branch Organizational Capacity Assessment ([BOCA](#)) frameworks

Longer term support from the IFRC network

The IFRC will support the Armenian Red Cross Society in expanding its youth-led initiatives and building their competencies through selective training. It will also support the National Society in training its staff and volunteers on

programme management, volunteer management cycle and leadership training.

The **Italian Red Cross** will support the Armenian Red Cross Society in branch development, focusing on enhancing the operational capacity and effectiveness of local branches. This support will include conducting assessments, providing technical assistance, facilitating capacity-building activities for branch staff and volunteers and implementing strategies to improve service delivery and community engagement at the local level.

The **Swiss Red Cross** will support the National Society in institutional preparedness, aiming to enhance its capacity to deliver sustainable humanitarian services and effectively respond to the needs of vulnerable and crisis-affected populations in Armenia.

The ICRC, the IFRC, and the Swiss Red Cross also support the Armenian Red Cross Society with the National Society Investment Alliance ([NSIA](#)) project to establish a comprehensive nationwide first aid training and service system, including the commercialization of first aid services.



Humanitarian diplomacy

Multi-year high level objectives of the National Society

- Integrate humanitarian diplomacy into its operations by serving as an auxiliary to the public authorities, advocating for vulnerable populations and influencing policy decisions in humanitarian matters
- Reinvigorate its public advocacy efforts to increase the impact of its activities, build trust in communities, and develop people's understanding of its role in Armenia

- Provide comprehensive inception training for volunteers on humanitarian values, the seven fundamental principles, the history of the Red Cross and Red Crescent Movement, and auxiliary role of the National Society

Longer-term support from the IFRC network

The IFRC will continue to support the Armenian Red Cross Society in strengthening its communications. It will also provide support to the National Society with strengthening its auxiliary role and advocacy efforts.



Accountability and agility (cross-cutting)

Multi-year high level objectives of the National Society

- Establish an internal control system monitored by board members to ensure robust governance and effective organizational oversight
- Advance digital transformation to inform evidence-based programming
- Improve information collection and feedback processes by strengthening the National Society call centre with adequate human resources (HR), software maintenance, equipment and external office space

- Actively participate in external working groups to share expertise on PGI and CEA, contributing to broader humanitarian efforts and policy development
- Develop and integrate policies and training programmes focusing on PGI, HR and child safeguarding
- Establish clear standard operating procedures for activities related to PGI, safeguarding, and CEA to ensure consistent and high-quality implementation

Longer-term support from the IFRC network

The IFRC will support the Armenian Red Cross Society in the development of a planning, monitoring, evaluation and reporting (PMER) framework and building capacities of PMER and information management staff. It will also support the National Society in its digital transformation efforts through introducing the EspoCRM database. Additionally, IFRC will handle logistics and supply chain procurement.



Armenian Red Cross Society volunteer visiting Leonora, 85, an Armenian returnee from Baku who was separated from her daughters since 1988, who has spent 20 years at this elderly home in Gyumri. (Photo: Armenian Red Cross Society)

THE IFRC NETWORK

The IFRC

Since 1992, the IFRC has maintained a strong presence in the South Caucasus, including Armenia, delivering large-scale humanitarian assistance. The IFRC's Country Cluster Delegation for the region, based in Tbilisi, Georgia, oversees the Red Cross and Red Crescent National Societies in Georgia, Azerbaijan and Armenia, and has an office directly in Armenia. The IFRC supports the Armenian Red Cross Society by strengthening strategic and operational coordination, fostering National Society development and advancing humanitarian diplomacy with an emphasis on accountability and agility as a cross-cutting theme. It also enhances the auxiliary role of the National Society by facilitating regular meetings with key government stakeholders.

In recent years, the IFRC has supported the Armenian Red Cross Society through several DREF operations addressing hailstorms, population movements, conflicts, a major explosion and floods, as well as an Emergency Appeal for migration-related needs, with funding exceeding CHF 8 million. The IFRC [Capacity Building Fund](#) has aided the Armenian Red Cross Society in upgrading its feedback mechanisms through digitalization through the Twilio project, which aims to establish Digital Community Engagement Hubs for sustainable system development, supported by Geneva's Digital Engagement Hub until 2025.

IFRC membership coordination

IFRC membership coordination involves working with National Societies to assess the humanitarian context, agree on common priorities and jointly develop common strategies. This includes addressing issues such as obtaining greater humanitarian acceptance and access, mobilizing funding and other resources, clarifying consistent public messaging, and monitoring progress. It also entails ensuring that strategies and programmes in support of people in need incorporate clarity of humanitarian action while linking with development assistance, and contribute to reinforcing National Societies in their respective countries, including through their auxiliary role.

The Armenian Red Cross Society has long-term partnerships with several participating National Societies:

The **Austrian Red Cross** has worked closely with the Armenian Red Cross since 2012 and has had an office in Yerevan since 2018. Its support for the National Society in Armenia focuses on financial and technical assistance in all five strategic priorities. The programmes and projects they have jointly implemented include activities in disaster relief, disaster preparedness and risk reduction, health (including home care and MHPSS), education services provision in Smiley clubs and assistance to displaced people from Karabakh through cash distribution and job placement. A particular priority is given to National Society

development, in support of the National Society's strategies and plans.

The **Italian Red Cross** supports the National Society financially and technically in disaster prevention, preparedness and response efforts, including the establishment of Smiley Clubs in Ijevan, Jermuk and Goris. Additionally, it contributes to MHPSS within the Emergency Appeal and supports National Society development initiatives focused on branch development.

The **Monaco Red Cross** provides technical and financial support through the Swiss Red Cross focusing on enhancing home-based care and active ageing. These initiatives aim to ensure access to quality integrated home-based care and promote active participation of older individuals in creating age-friendly environments.

The **Swiss Red Cross** restarted its partnership with the Armenian Red Cross in 2016, by opening its country representation and introducing its model of integrated community-based home care and active ageing. It has a comprehensive strategy for supporting the National Society in the areas of health and ageing, disaster risk management and response and National Society development, including building the capacities of regional branches. Since 2016, more than 10 partnership projects have been implemented.

Movement coordination

The Armenian Red Cross Society ensures regular exchanges with the IFRC, the International Committee of the Red Cross and participating National Societies, for the alignment of support and action between Movement partners. In times of emergencies, closer coordination is organized. This is carried out in line with the Strengthening Movement Coordination and Cooperation ([SMCC](#)) principles, and the newly adopted [Seville Agreement 2.0](#).

The ICRC has been working in Armenia since 1992, assisting people affected by the Karabakh conflict. It prioritizes the needs of missing people and their families, supports mine victims and helps communities living along the border with Azerbaijan. It also visits detainees held for conflict-related or security reasons or who are otherwise vulnerable and helps them establish and maintain contact with their families. The ICRC promotes the dissemination and implementation of the International Humanitarian Law ([IHL](#)) among national authorities, academics and military personnel.

Coordination with other actors

The Armenian Red Cross Society continuously works in cooperation with governmental bodies at national and community level, and it has Memorandums of Understanding with all relevant government departments. This includes the Ministry of Labour and Social Affairs, the Ministry of Education, the Ministry of Emergency Situations, the Ministry of Health, the Ministry of Defence, the Ministry of Territorial Administration and Infrastructure, the office of the Prime Minister and local and regional authorities.

The Armenian Red Cross Society is the Government's key partner in its humanitarian response efforts. The recent crises relating to the conflict escalations made their partnership even more robust. The national and local authorities trust the National Society, and they have collaborated more closely than before over the last two years. Since 2021, the National

Society has attracted new partners by demonstrating its relevance, effectiveness, accountability and transparency in its implementation of various programmes.

The National Society has enhanced its collaboration with key stakeholders, to ensure the complementarity of activities and avoid duplication. Since 2021, it has actively participated in the inter-agency operational working groups set up by the UN to coordinate humanitarian efforts and maximize the efficiency of response efforts in conflict affected areas. The National Society also coordinated bilaterally with UNHCR, to support shelters and the distribution of non-food items, and with UNICEF on education and mental health and psychological support activities. The National Society also consulted with local NGOs to provide humanitarian assistance.



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 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.

About the plan

This plan reflects the priorities of the Armenian Red Cross, and the support it is receiving from the IFRC Network, comprising the IFRC and participating National Societies. It is the result of a unified planning process involving the Armenian Red Cross, the IFRC and participating National Societies. It also unifies the emergency response of the National Society with its long-term programming. The plan which is aligned with [IFRC's Strategy 2030](#), will serve as a reference for joint monitoring and reporting. It will be revised on an annual basis to adjust priorities and funding requirements to the needs in-country.

Explanatory note on funding requirements and definitions

- The total funding requirements show what the IFRC network seeks to raise for the given year through different channels: funding through the IFRC, through participating National Societies as bilateral support, and through the host National Society from non-IFRC network sources. All figures should include the administrative and operational costs of the different entities
- Host National Society funding requirements not coming from IFRC network sources can comprise a variety of sources, as demonstrated when reporting on income in the [IFRC Federation-wide Databank and Reporting System](#)
- Participating National Society funding requirements for bilateral support are those validated by respective headquarters, and often represent mainly secured funding
- IFRC funding requirements comprise both what is sourced from the IFRC core budget and what is sought through emergency and thematic funding. This includes participating National Societies' multilateral support through IFRC, and all other IFRC sources of funding
- Figures for the years beyond 2025 most often represent partial requirements that are known at time of publication. Many National Societies have annual internal approval processes for funding requirements, and lower figures do not mean a decrease in funding requirements in future years
- Missing data and breakdowns: data may not be available from all IFRC network members for funding requirements. This may lead to inconsistencies across different reporting tools as well as potential under-estimation of the efforts led by all
- Reporting bias: the data informing this Federation-wide overview is self-reported by each National Society (or its designated support entity) which is the owner and gatekeeper, and responsible for accuracy and updating. IFRC tries to triangulate the data provided by the National Societies with previous data and other data in the public domain
- **Definitions:**
 - » **Local units:** ALL subdivisions of a National Society that coordinate and deliver services to people. These include ALL levels (provincial, state, city, district branches, sections or chapters, headquarters, and regional and intermediate offices, as well as community-based units)
 - » **Branches:** A Branch has its roles, responsibilities and relationship with the National Headquarters defined through the National Society's Statutes, including the level of autonomy given, especially in the area of its legal status, mobilising local resources and building local partnerships, and the decisions it makes. It has a local-level decision-making mechanism through its Branch members, board and volunteers, equally defined through the National Society's Statutes

Additional information

- [IFRC Global Plan and IFRC network country plan](#) • [All plans and reports](#)
- Data on National Societies on [IFRC Federation-wide Databank and Reporting System](#)
- Live data on active emergency operations on [IFRC GO platform](#)
- Live data on [IFRC-Disaster Response Emergency Fund Response and Anticipatory pillars](#)
- [IFRC Evaluation and Research Databank](#) • [Donor response reports](#)

Contact information

Artur Aristakesyan

Secretary General
Armenian Red Cross Society
T +374 60625050
redcross@redcross.am
redcross.am

Andrej Naricyn

Head of Strategic Partnerships
& Resource Mobilization
IFRC Regional Office for Europe, Budapest
T +367 04306528
andrej.naricyn@ifrc.org

Sonja Veronica Bjorklund

Head of Delegation
IFRC Country Cluster Delegation
for Armenia, Azerbaijan and Georgia, Tbilisi
T +358 40 653 8588
sonja.bjorklund@ifrc.org

Sumitha Martin

Lead
IFRC Global Strategic Planning & Reporting Centre New Delhi
sumitha.martin@ifrc.org