RWANDA

2025 IFRC network annual report, Jan-Dec

17 June 2026

IN SUPPORT OF THE RWANDA RED CROSS SOCIETY

30
National Society branches

31
National Society local units

87
National Society staff

70,013
National Society volunteers

PEOPLE REACHED

Climate and environment	Disasters and crises	Health and wellbeing	Migration and displacement	Values, power and inclusion
1,458,912	**1,414,359**	**5,323,433**	**192,781**	**45,997**

FINANCIAL OVERVIEW

in Swiss francs (CHF)

Rwandan Red Cross

Overview	
Funding	*Not reported*
Expenditure	*Not reported*

Funding Sources	
IFRC Secretariat	*Not reported*
Participating National Societies	*Not reported*
HNS other funding sources	*Not reported*

IFRC network

Country		Funding Requirement	24.9M
IFRC Secretariat	Longer-term	Funding Requirement	2.4M
		Funding	2.6M
		Expenditure	1.3M
	Emergency Operations	Funding Requirement	150,000
		Funding	664,000
		Expenditure	603,000
Participating National Societies		Funding Requirement	6.4M
		Funding	2.9M
		Expenditure	2.5M
HNS other funding sources		Funding Requirement	9.7M
		Funding	*Not reported*

Appeal number **MAARW002**

***Information on data scope and limitations is available on the back page**

STRATEGIC PRIORITIES



	Number of people reached by the National Society with training in first aid	23,000
	Number of people reached with immunization services	44,000
	Number of people reached with psychosocial and mental health services	544,000
Migration and displacement	National Society has undertaken any advocacy, dialogues, educational or communication initiatives to change the legal, policy, or operational environment to better assist and protect people on the move	Yes
	National Society has undertaken any data collection, research, analysis or other information management initiatives to better assist and protect people on the move	Yes
	Number of Humanitarian Service Points (HSPs) providing assistance and/or protection to people on the move along migration routes	9
	Number of migrants and displaced persons reached with services for assistance and protection	193,000
Values, power and inclusion	National Society has a Community Engagement and Accountability policy, strategy or plan	Yes
	Number of people reached by protection, gender and inclusion programming	46,000
	Number of people reached by the National Society's educational programmes	21,000
	Number of people whose access to education is facilitated through National Society's programming	10,000
	Percentange of those surveyed report receiving useful and actionable information	98%

ENABLING FUNCTIONS

Accountability and agility	National Society has a functioning data management system that informs decision making and supports monitoring and reporting on the impact and evidence of its actions	Yes
	National Society has a Protection of Sexual Exploitation and Abuse (PSEA) policy to enforce prevention and support survivors	Yes
	National Society has a PSEA Action Plan to enforce prevention and support survivors	Yes
	National Society has strengthened its integrity and reputational risk mechanism	Yes
	National Society is implementing a digital transformation roadmap in line with the IFRC strategy	Yes
Humanitarian diplomacy	National Society has a domestic advocacy strategy developed aligning, at least in part, with global IFRC advocacy strategies	Yes
	National Society participates in IFRC-led campaigns	Yes
National Society development	National Society covers health, accident and death compensation for all of its volunteers	Yes
	National Society has created and implemented youth engagement strategies	Yes
	National Society has developed and/or implemented a strategy for strengthening their auxiliary role	Yes
	There is a National Society Development plan in place	Yes

IFRC NETWORK BILATERAL-SUPPORTED ACTIVITIES

National Society	Funding Reported	Climate and environment	Disasters and crises	Health and wellbeing	Migration and displacement	Values, power and inclusion	Enabling Functions
Austrian Red Cross	603,000	●	●	●		●	●
Belgian Red Cross	944,000	●	●	●	●	●	●
Finnish Red Cross	59,000	●				●	
Japanese Red Cross Society	241,000	●	●	●		●	
Spanish Red Cross	1M	●	●	●	●	●	●

Total Funding Reported **CHF 2.9M**

Q1. OVERALL PERFORMANCE

Context

Rwanda is a small, landlocked nation located in Central Africa, bordered by Uganda to the north, Tanzania to the east, Burundi to the south and the Democratic Republic of Congo (DRC) to the west. Covering an area of 26,338 square kilometres, Rwanda is one of Africa's most densely populated countries, with over 523 inhabitants per square kilometre.

The country has progressed in public health, with life expectancy at birth rising from 51.2 years in 2002 to 69.6 years in recent estimates. As of the latest census, Rwanda's population stands at approximately 13.2 million, comprising 6.8 million females (51.5 per cent) and 6.4 million males (48.5 per cent). Rwanda's demographic profile is youthful, with 48.8 per cent of the population under the age of 20 and 65.3 per cent under 30. The median age is 20.8 years.

Despite its small size, Rwanda's population has grown significantly—from 2.1 million in 1950 to over 13 million in 2022. More than two-thirds of Rwandans reside in rural areas, and agriculture remains the backbone of the economy. The government has encouraged cooperative farming and the adoption of modern agricultural technologies to boost productivity. However, mechanization has also led to rising unemployment among traditional farmers.

Following the 1994 genocide, Rwanda has made commendable progress in rebuilding its institutions and economy. Nevertheless, the country continues to deal with humanitarian challenges, including a poverty rate of 30.4 per cent (2022 Census), limited access to clean water in rural areas, land scarcity in an agrarian society, and vulnerability to natural disasters such as landslides, floods, droughts, and volcanic activity. These factors pose risks to Rwanda's development gains.

Youth under 35 years make up over 72 per cent of the population, yet the country faces a significant skills gap and rising unemployment, threatening long-term stability and growth. Regional instability, particularly in Eastern DRC, exacerbates the risk of cross-border displacement and adds pressure to Rwanda's social systems. While state-led initiatives in commerce, agriculture, and mining offer alternative employment, they do not fully address the scale of the challenge.

Urbanization is accelerating, especially in Kigali, where employment is concentrated in sectors such as social services, transport, trade, construction, utilities, finance, and real estate. Rwanda has largely met its Vision 2020 targets and is gradually progressing toward Vision 2035. Foreign investment has spurred the growth of light industry and urban job creation.

Security within Rwanda remains stable, with no active rebel groups operating domestically. However, sporadic attacks near Nyungwe Forest in 2019—linked to armed groups from the DRC—prompted heightened military vigilance. Continued unrest in Eastern DRC remains a concern, as hostile groups with genocidal ideologies pose a persistent threat to Rwanda's territorial integrity.

Guided by the National Society's Strategic Plan 2022–2026 and aligned with the 2025 Unified Plan, efforts during the reporting period focused on strengthening community resilience, improving emergency preparedness and response, promoting health and well-being, enhancing institutional capacities, and advancing the dissemination of Fundamental Principles and humanitarian values. The commitment of volunteers and support from partners played a key role in these achievements.

Key achievements

Climate and environment

The Rwanda Red Cross Society strengthened climate resilience by expanding awareness campaigns nationwide, promoting nature-based solutions and supporting tree planting and anti-erosion initiatives. Early Action Protocol (EAP) development and Preparedness for Effective Response (PER) assessment advanced anticipatory action capacity, while new projects such as PROTECT and TAKIWAMA promoted sustainable land and waste management.

Disasters and crises

The National Society reinforced disaster preparedness through continuous volunteer training, stock replenishment and coordination with national and local authorities. While no major disasters occurred, communities engaged in resilience-building activities through the Model Village approach, incorporating livelihoods support, savings groups, kitchen gardens and environmental restoration.

Health and wellbeing

The Rwanda Red Cross Society advanced its strategic health objectives through large-scale disease prevention, hygiene promotion and voluntary blood donation campaigns. Emergency medical services and first aid were expanded in schools and communities, while ambulance services were strengthened. Mental health and psychosocial support (MHPSS) was prioritized through hotline services, refugee camp interventions and commemoration support, alongside major gains in sanitation infrastructure and water, sanitation and hygiene (WASH).

Migration and displacement

The National Society sustained its humanitarian response in refugee camps and reception centres, delivering first aid, ambulance services, psychosocial support, hygiene promotion and Restoring Family Links (RFL). Relief and Cash and Voucher Assistance (CVA) supported vulnerable households, while social cohesion initiatives promoted peaceful coexistence between refugees and host communities.

Values, power and inclusion

The Rwanda Red Cross Society mainstreamed protection, gender and inclusion (PGI), Community Engagement and Accountability (CEA) and youth empowerment across programmes, with schools serving as key entry points for youth clubs, first aid and humanitarian education. PGI assessments guided inclusive programming, while community feedback mechanisms, including refugee camp feedback desks and a national hotline, strengthened accountability and trust.

Enabling local actors

During the reporting period, the National Society advanced financial sustainability through income-generating activities, NSIA funding, and strengthened branch-level infrastructure. Internal control and audit systems reinforced financial accountability, while digital transformation improved data management and service delivery. Humanitarian diplomacy, governance reforms, youth engagement and expanded volunteer protection further strengthened institutional capacity and community trust.

Q2. CHANGES AND AMENDMENTS

While the delay in establishing governance structures was initially attributed to the national elections (as noted in 2024 annual report), the activity has yet to commence. This continued delay is primarily due to recent changes in bilateral cooperation between the Government of Rwanda and the Government of Belgium, which resulted in the suspension of all Belgian-funded initiatives. The sudden funding shortfall has significantly disrupted several ongoing projects.

As a consequence, efforts have been redirected to mitigate immediate impacts, coinciding with the postponement of the governance structure establishment. These programs were funded until November 2025, with a total of 993 million, remaining, which is now lost. In addition, the community resilience program has two years remaining on its five-year timeline, with a total lost budget of 657 million. A revised zoning strategy was implemented, shifting the focus from district-level activities to zone-level initiatives, contrary to the original plan. Additionally, significant strides have been made in forming governance structures, with 67 % of the intended governance bodies successfully elected.

Q3. MEASURING RESULTS OF THE IFRC NETWORK ACTION

ONGOING EMERGENCY RESPONSE

For real-time information on IFRC emergencies, visit IFRC GO page Gabon.

Emergency Appeal Name	Africa Region | Mpox Epidemic
Emergency Appeal number	MDRS1003
Duration	20 August 2024 to 31 December 2025
People assisted	516,000
Funding requirements	Federation-wide funding requirement: CHF 40 million IFRC Secretariat funding requirement: CHF 30 million
Link to Emergency Appeal	African Region Mpox Epidemic Emergency Appeal
Link to Operational Strategy	Mpox Epidemic Operational Strategy
Link to Country Response Plan	Ethiopia NS Response Plan

In 2024, many African countries experienced an introduction or upsurge of mpox (formerly known as monkeypox). There was a dramatic increase in cases in the Democratic Republic of the Congo (DRC), following which the virus spread to neighbouring countries, and epidemics re-emerged or grew in previously endemic countries. These developments, linked with an increased risk profile amongst the population due to poverty and strained access to health services, and almost non-existent supply of mpox-related vaccines, led organizations such as the Africa Centre for Disease Control and Prevention and the World Health Organization to declare this epidemic a public health emergency of continental and international concern.

On 22 August 2024, the Gabonese government officially declared an outbreak of Mpox following the identification of six suspected cases and one confirmed case in two provinces: Estuary and Moyen Ogooué. The confirmed case in the Estuary was an imported case from Uganda, while the suspected cases in Moyen-Ogooué were kept in isolation. While there was no evidence of community transmission at this time, the proximity of Mpox outbreaks in neighbouring countries such as Cameroon and the Democratic Republic of the Congo increased the risk.

Short description of the emergency operational strategy

The Rwanda Red Cross Society is actively participating in the regional Mpox appeal, supporting national efforts to contain the Mpox outbreak. Since August 2024, the Rwanda Red Cross Society has mobilized its volunteer networks to assist communities in implementing preventive measures to curb the spread of the disease.

However, in September 2024, Rwanda also faced an outbreak of the Marburg virus, a highly fatal disease, necessitating a distinct and targeted response strategy to ensure effective containment. The Ministry of Health officially declared the end of the Marburg virus outbreak in December 2024, following 42 consecutive days without any new cases. The outbreak resulted in 66 confirmed cases and 15 deaths, with healthcare workers being the most affected group.

While the Marburg virus response has concluded, efforts to address the Mpox outbreak remain ongoing. Current activities are focused on risk communication and community engagement (RCCE) to strengthen public awareness and preventive action. During the reporting period, the Rwanda Red Cross Society's interventions under this emergency appeal included:

Health and care: By June 2025, a total of 4,657,077 people were reached through health-related interventions, including 2,131,584 men and 2,525,493 women. During the reporting period, 3,108,893 individuals (54 per cent female) accessed health services through various activities such as training sessions, awareness campaigns, vaccinations for high-risk groups and door-to-door outreach.

Mpox-related alerts were escalated to health authorities, improving early detection and rapid response. Volunteers received training in epidemic preparedness, surveillance and Risk Communication and Community Engagement (RCCE). The Rwanda Red Cross Society supported five health facilities and deployed five ambulances in coordination with Ministry of Health and World Health Organization protocols.

The National Society also supported Community-Based Surveillance (CBS) and contact tracing, with 30 Mpox-related alerts escalated to health authorities. A total of 230 volunteers were trained and actively engaged in surveillance activities, including screening, active case finding and contact tracing. Additionally, 3,295 volunteers were trained in community epidemic preparedness, focusing on sensitization, RCCE and health promotion.

Five health facilities were supported to enhance Infection Prevention and Control (IPC) practices, and five ambulances were mobilized for patient transport. Mental health and psychosocial support (MHPSS) services reached 32 individuals during the reporting period.

Water, sanitation and hygiene (WASH): A total of 554 trained volunteers supported WASH activities. 952 households received handwashing facilities or hygiene materials. Overall, 2,292,726 people were reached with WASH services, including 1,056,571 men and 1,236,155 women.

Interventions included hygiene and sanitation awareness campaigns, distribution of hygiene kits, training on electronic WASH (eWASH) and rehabilitation of handwashing facilities tailored to local needs.

Protection, gender and inclusion (PGI): 613 volunteers were trained on implementing PGI Minimum Standards, Protection from Sexual Exploitation and Abuse (PSEA) and Sexual and Gender-Based Violence (SGBV). Outreach activities targeted vulnerable groups such as sex workers, people living with HIV, caregivers (especially women and girls) and children, with 120 tailored RCCE sessions conducted.

In total, 851 staff and volunteers were trained in PGI standards, including child safeguarding and PSEA. 757 staff and volunteers were briefed and signed the Code of Conduct. PGI programming reached 3,650 individuals (525 men and 3,125 women) through capacity building and targeted outreach.

Community engagement and accountability (CEA): A total of 1,130 volunteers were trained in implementing CEA Minimum Standards across Cash and Voucher Assistance (CVA), health and WASH sectors. They conducted 216 community meetings to share updates on operations and selection criteria.

A functioning feedback mechanism was in place, with 1,024 complaints and feedback received and addressed. RCCE activities reached at least 4,657,077 people, strengthening community trust and participation.

STRATEGIC PRIORITIES

Climate and environment

Progress by the National Society against objectives

To address climate change and environmental challenges, the National Society intensified awareness and sensitization campaigns across all 30 branch committees, reaching over 724,738 people. These campaigns used diverse communication methods, including megaphones, door-to-door outreach, mobile cinema screenings and printed materials such as leaflets. Volunteers from Local, Branch and National Disaster Response Teams (LDRT, BDRT and NDRT) played a key role in these efforts. Communities were encouraged to adopt Nature-based Solutions (NbS) and climate adaptation strategies, particularly in preparation for the rainy season, following the severe floods and landslides experienced the previous year.

In parallel, communities were supported to implement actions identified through enhanced Vulnerability and Capacity Assessment (eVCA) exercises, with a focus on women and youth groups. During the reporting period, 104,500 trees (including agroforestry and fruit trees) were planted, and 325,000 trees were maintained nationwide. For the upcoming Season (2025–2026) plantation, 190 kg of seeds were distributed, aiming to plant 1 million trees, supported by technical

assistance for nursery bed management. Anti-erosion measures, such as digging and maintaining trenches on steep slopes, were also strengthened to reduce soil erosion and reclaim farmland.

To enhance disaster preparedness, the National Society advanced anticipatory action initiatives. A total of CHF 230,000 was received to support the development of an Early Action Protocol (EAP), which is currently underway. Capacity building was prioritized, with 150 NDRT and BDRT volunteers (five per district) trained to cascade knowledge to 416 LDRT members (one per sector). A Preparedness for Effective Response (PER) assessment was also conducted. Stakeholder mapping and a technical working group meeting were held to develop early action triggers.

Additionally, two major projects were launched during the reporting period. The PROTECT Project began operations in Karongi and Nyamasheke districts, while the Circular Economy Solid Waste Management Project (TAKIWAMA – Tanganyika Kivu Waste Management) was initiated to promote sustainable waste management practices.

IFRC network joint support

The IFRC, along with the Austrian Red Cross and the Spanish Red Cross supported these initiatives of the Rwanda Red Cross Society. The IFRC supported the National Society in the development of the EAP. The IFRC also supported the Rwanda Red Cross Society to conduct PER assessment to evaluate readiness for disaster response.

Disasters and crises

For real-time information on IFRC emergencies, visit IFRC GO page Gabon.

Progress by the National Society against objectives

Effective disaster preparedness requires well-trained volunteer teams, adequately maintained emergency stocks and active coordination with key stakeholders. To this end, the Rwanda Red Cross Society organized training sessions and simulation exercises for national, branch and local disaster response teams. Continuous training ensured that volunteers remained ready to respond effectively. At the community level, regular meetings enabled volunteers and residents to discuss imminent risks—particularly before the rainy seasons—and agree on practical interventions. Through these initiatives, 724,738 people were reached with Disaster Risk Reduction (DRR) awareness activities in March and May 2025.

Community-led activities following sensitization included tree planting, maintaining rainwater channels, reinforcing house roofs and securing living spaces. At branch level, efforts focused on replenishing strategic stocks to enable rapid response when needed. From January to June 2025, cash-based interventions represented 69 per cent of all assistance delivered, with nearly CHF 148,996 distributed out of a total of CHF 212,983 in emergency and livelihood support. The Rwanda Red Cross Society also worked closely with the Ministry of Emergency Management (MINEMA), Rwanda Meteorology Agency, UN agencies and other partners to strengthen early warning and anticipatory action initiatives. At district and sector levels, coordination was ensured through participation in disaster management committees (DIDIMAC and SEDIMAC).

Although no major disasters were recorded in Rwanda during the reporting period, the Rwanda Red Cross Society maintained strong DRR efforts. Awareness campaigns in April focused on securing rooftops ahead of the rainy season, reaching over 724,000 people. At the same time, 16,601 individuals (8,884 women) received in-kind support, Cash and Voucher Assistance (CVA), or livelihoods recovery aid, ensuring continued resilience against shocks.

The Model Village approach remained central to the National Society's resilience strategy, in line with the 2022–2026 Strategic Plan target of establishing at least one model village per sector across Rwanda's 416 administrative sectors. By mid-2025, 357 villages in 335 sectors had been identified for the programme, encompassing over 78,000 households (337,000 people, 56 per cent women). Active villages continued supporting families through livestock distribution, voluntary savings and loan associations (VSLAs), livelihood initiatives and awareness campaigns on health, hygiene, sanitation, nutrition and environmental protection.

During the reporting period, 208 households received livestock—164 goats, 36 pigs and one cow—through a rotation scheme monitored by Community Solidarity Clubs (CSCs). In addition, 24 cooperatives in Muhanga, Ngororero and Nyagatare received CHF 67,883 to boost production activities, benefiting 1,950 members (1,112 women). VSLAs across

Kayonza, Rwamagana and Ngoma mobilized CHF 14,349 in savings, supporting 2,240 members to meet urgent needs. Meanwhile, 278 kitchen gardens were renewed in Kayonza, Rwamagana and Ngoma, promoting dietary diversity for children under five. Screening sessions revealed only eight cases of moderate malnutrition among 978 children assessed. Altogether, 157,566 people were reached with livelihoods support under resilience and recovery activities.

Further resilience initiatives included training 416 Local Disaster Response Team (LDRT) members and 150 Branch/ National Disaster Response Team members in early warning and flood preparedness across 30 districts. Under the ECOCARE project, DRR campaigns reached 1,092 people, while environmental restoration and climate change awareness reached 1,750 people. In livelihoods, 600 beneficiaries in Ngoma, Kayonza and Rwamagana received agricultural inputs, while 208 households benefitted from livestock schemes. Additionally, 24 cooperatives with 1,950 members received over CHF 55,741 to strengthen income under the Umusaruro Mwiza project.

In Gisagara, the model village project supported 988 households (4,523 people) through kitchen gardens and home visits. ECOCARE further distributed 500 improved cookstoves and 154 pressure cookers, alongside hygiene and deforestation awareness sessions that reached 2,142 people. Community-based environmental and health promotion activities directly benefited 700 households, while in refugee camps (Kiziba, Mahama, Nyabiheke and Nkamira), 188 volunteers conducted sessions reaching nearly 97,737 refugees.

IFRC network joint support

The IFRC supported these wide-ranging activities alongside participating National Societies including the **Austrian Red Cross**, **Belgian Red Cross (Flanders and Francophone)**, **Spanish Red Cross** and **Japanese Red Cross**.



Rwanda Red Cross Society volunteers distribute essential relief items to families affected by floods and landslides in Rwanda's Western Province (IFRC)

Health and wellbeing

Progress by the National Society against objectives

The health promotion work of the Rwanda Red Cross Society is guided by Pillar 5 of its 2022–2026 Strategic Plan. Key objectives include strengthening community and institutional capacity to manage health emergencies, expanding mental health and psychosocial support (MHPSS) nationwide, enhancing epidemic control and disease prevention, increasing voluntary blood donation and improving access to clean water, sanitation and hygiene (WASH) in underserved areas. These objectives are also embedded in the Model Village approach, which integrates health promotion, hygiene, sanitation, nutrition and water supply. Overall, health and WASH activities had reached 5,803,601 people (2,233,741 Men, 3,169,861 Women).

Health promotion efforts focused on infection prevention and disease control, covering hygiene-related illnesses, malnutrition, malaria, respiratory conditions and non-communicable diseases. Trained volunteers used a variety of tools—pamphlets, home visits, mobile radio and cinema and TV/radio broadcasts to educate communities, while also supporting vulnerable households to build hygienic latrines. These activities reached more than 5.3 million people.

Emergency medical services and first aid were scaled up during the reporting period. First aid training reached 23,236 people directly , primarily through secondary schools and youth clubs. Of 416 schools targeted nationwide, 369 were reached, training 20,096 students. Ambulance services transported 3,137 patients to health facilities and emergencies in Nyamata, Kibilizi, refugee camps and public events. Ambulance capacity was strengthened through improved equipment, technician certification and new stations.

The Rwanda Red Cross Society continued operating its 24/7 hotline, which provided mental health and psychosocial support (MHPSS), sexual and reproductive health information and referrals. In refugee camps, 11,640 individuals received support through home visits, psychological first aid (PFA), recreational activities, advocacy for people with special needs, referrals for mental disorders and distribution of hygiene kits and essential household items. Capacity building reached 636 individuals, including emotional crisis management training for 618 people and clinical supervision for 18 hotline volunteers. Hotline services alone reached 5,617 individuals with information and support ranging from blood donation and health messaging to GBV response and Sexual and Reproductive Health and Rights (SRHR) awareness. During the 1994 Genocide Commemoration, 1,787 people received PFA, and 30 vulnerable survivors received cash transfers totalling CHF 2,484. Altogether, the National Society's MHPSS services reached over 540,000 people.

Significant gains were made in access to clean water, with 10,938 people benefiting from new water supply systems—8 km in Nyamasheke, 4.6 km in Kayonza and 7.4 km in Rwamagana. Additionally, 1,000 household toilets and 2 public toilets were constructed across several districts. Training sessions strengthened water user committees (229 members) and eWASH volunteers, enhancing long-term water, sanitation and hygiene (WASH) sustainability.

Hygiene and sanitation promotion contributed significantly to community health. A total of 1,021 household latrines were built across six districts, along with two public school toilets. Communities were mobilized around improved waste management, composting and hygiene practices, which helped reduce diarrheal disease cases, particularly among children under five. 21 eWASH volunteers from refugee camps and 229 Water Management Committee members were trained in hygiene promotion and infrastructure monitoring. Tailored Mpox awareness campaigns further enhanced public health protection. In total, 2.3 million people benefitted from WASH services during the reporting period.

Water supply activities focused on maintenance and sustainability rather than new construction. Existing water systems in Kayonza and Rwamagana were rehabilitated and handed over to local authorities and water user committees for long-term management, benefiting 9,868 people.

IFRC network joint support

The IFRC and participating National Societies, including the **Austrian Red Cross**, **Belgian Red Cross** (Flanders and Francophone) (for blood-donation campaigns) and the **Japanese Red Cross Society** supported there initiatives.

Migration and displacement

Progress by the National Society against objectives

Since the arrival and settlement of Burundian refugees in Mahama Camp in 2015, the Rwanda Red Cross Society has played a key role in responding to the refugee crisis across camps and reception centres nationwide. In partnership with UNHCR and the Ministry in charge of Emergency Management (MINEMA), the Rwanda Red Cross Society has been particularly active in Mahama (Kirehe District), Nyabiheke (Gatsibo District), Kiziba (Karongi District) and Nkamira Reception Centre (Rubavu District), including support to surrounding host communities. During the reporting period, assistance and protection services reached over 192, 781 individuals.

Due to the escalation of conflict in eastern Democratic Republic of the Congo (DRC), involving heavy fighting between the M23 armed group and the Government of DRC forces, a significant number of civilians were displaced and fled across borders. On 7 December 2025, intense clashes resumed between the armed groups, the Congolese army (FARDC), allied militias, and international forces, resulting in civilian casualties and large-scale population movement in Southern Kivu region. As a result, more than 2,000 refugees crossed Kamanyola – Bugarama border into Rwanda and were received in Nyarushishi refugee camp, creating urgent humanitarian needs while access and security remained challenging.

In response to this emergency situation, a DREF operation was developed and approved to support the affected population. The operation timeframe is four months, running from December 2025 through April 2026, to enable timely humanitarian assistance and essential service delivery to the newly arrived refugees.

During the reporting period, no direct livelihoods activities were conducted in Mahama, Nyabiheke, or Nkamira centres beyond awareness campaigns. These focused on personal and environmental hygiene, promotion of Village Savings and Loan Associations (VSLAs), and the establishment and use of kitchen gardens to improve household nutrition, especially for children under five. These campaigns were delivered by 188 trained volunteers, reaching approximately 60,678 camp residents and host community members.

Advocacy efforts were also undertaken for 150 young girls from Mahama Camp who had previously benefited from education support under the AMOPAH 2 project. Due to budget constraints, only 70 per cent of committed funds were disbursed. The Rwanda Red Cross Society engaged government authorities to advocate for continued support for these girls.

Through the Humanitarian Protection (HP2) project and AMOPAH 2, the National Society provided relief assistance to 1,699 individuals, including 1,269 people (787 female) who received in-kind essential household items such as soap and jerrycans. Additionally, 430 heads of households (271 female) received cash assistance to meet immediate needs.

Following a windstorm in Nyakabuye Sector, Rusizi District, which affected Nyarushishi Transit Centre, the Rwanda Red Cross Society responded using the Crisis Modifier mechanism, supporting 95 individuals with essential items including blankets, cooking pots, sanitary pads and soap. In response to displacement caused by conflict in the Democratic Republic of Congo (DRC), 125 Rwandan returnees were assisted at Nyarushishi Transit Centre with emergency household items.

Under the HP2 and Safer Access Project, insurance coverage was extended to 272 volunteers nationwide, reflecting the National Society's commitment to volunteer safety and welfare.

Tracing and Restoring Family Links (RFL) services were integrated across all five refugee camps and reception centres. The Rwanda Red Cross Society advocated for 51 migrants to receive additional support from other humanitarian actors. RFL services enabled communication and emotional relief for displaced individuals, with 2,467 refugees and asylum seekers supported through the National Society message exchange, messages shared via electronic platforms, 24 tracing requests processed, 46,521 phone calls facilitated, 34,190 phone charging sessions provided and 7,407 migrants accessing Wi-Fi services.

To promote peaceful coexistence between refugees and host communities, the Rwanda Red Cross Society intensified activities that foster social cohesion. These included joint sports and games, cooperative work, vocational training and the integration of refugee volunteers into intervention teams.

IFRC network joint support

The IFRC provided technical support to the Rwanda Red Cross Society to implement these activities.

The Belgian Red Cross – Flanders funded the Humanitarian Protection (HP2) project and **Belgian Red Cross – Francophone** funded the AMOPAH 2 project.

Spanish Red Cross also provided assistance to the National Society.

The ICRC supported the National Society in the Safer Access programme and RFL services.



Values, power and inclusion

Progress by the National Society against objectives

In line with its 2022–2026 Strategic Plan, the Rwanda Red Cross Society mainstreamed protection, gender and inclusion (PGI), community engagement and accountability (CEA) and youth empowerment across all programmes. Youth mobilization was prioritized in schools, with at least two schools per sector (832 in total) selected to pilot the full package of youth engagement. These activities included establishing Red Cross clubs, first aid training, blood donation promotion, sexual and reproductive health rights (SRHR), environmental protection, disaster risk reduction, and humanitarian values. In 2024, 100 youth clubs with 11,781 students carried out community service projects supporting vulnerable households around their schools.

During the reporting period, the Rwanda Red Cross Society reached 5,258 people through PGI-focused activities. A total of 544 participants including staff and volunteers, were trained on the Dignity, Access, Participation and Safety (DAPS) principles and the "Do No Harm" approach to ensure inclusive and safe programming.

In Nyaruguru District, 10 volunteers were trained in inclusive data collection methods. Additionally, 51 individuals (42 women) accessed information and referral pathways related to gender-based violence (GBV) and 13 widows were assessed for psychosocial support and livelihood opportunities.

Assessments conducted in Nyarugenge and Nyaruguru reached 352 vulnerable individuals, including widows, persons with disabilities, older persons and youth, helping inform future inclusive programming. A market assessment involving 339 people (247 women) further identified barriers to economic inclusion and access to livelihoods.

A PGI assessment in Nyaruguru revealed that while 95% of respondents had access to community health services and 83 per cent reported physical access to health facilities, 60 per cent felt that some community members were excluded from development activities. The assessment also highlighted challenges related to menstrual hygiene and access to clean water, particularly for women.

CEA was systematically integrated into programmes, with communities involved at every stage of the programme cycle—from assessments to implementation and monitoring—ensuring ownership and transparency. Feedback mechanisms were strengthened through community feedback desks, such as in Nkamira refugee camp (receiving around 12 people daily), and a national hotline (#2100), which handled an average of 19 calls per day. The hotline, staffed 24/7 by trained volunteers, became a key accountability tool. Satisfaction surveys after distributions confirmed strong improvements over time: in December 2024, 89 per cent of respondents were satisfied with assistance; by June 2025, this had risen to 97 per cent, with 95 per cent reporting that their views were considered and 100 per cent feeling well informed.

IFRC network joint support

The IFRC supported these initiatives along with the **Austrian Red Cross** and the **Japanese Red Cross Society**.

The **Austrian Red Cross** funded the PGI assessment in Nyaruguru district.

ENABLING LOCAL ACTORS

Strategic and operational coordination

IFRC membership coordination

IFRC membership coordination involves working with member National Societies to assess the humanitarian context, humanitarian situations and needs; agreeing on common priorities; jointly developing common strategies to address issues such as obtaining greater humanitarian access, acceptance and space; mobilizing funding and other resources; clarifying consistent public messaging; and monitoring progress. This also means ensuring that strategies and programmes in support of people in need, incorporate clarity of humanitarian action, links with development assistance, and efforts to reinforce National Societies in their respective countries, including through their auxiliary role.

The Rwanda Red Cross Society is part of the four IFRC Pan-African initiatives focusing on Tree Planting and Care; Zero Hunger; Red Ready and National Society development. These initiatives are reflected under the relevant sections of this plan.

The National Society has been a member of the IFRC Eastern Africa Disaster Management platform since its revival in 2017. The platform brings together disaster management staff from East African National Societies and other participating National Societies. Its aim is to encourage sharing information among National Societies and provide opportunities for mutual learning through peer-to-peer initiatives.

The Rwanda Red Cross Society is also a member and co-chair of the East Africa cash working group, which brings together National Societies to share their experiences in implementing cash-based interventions. It also works to strengthen their cash preparedness capacities. The National Society looks forward to actively participating in the community of practice for cash-based responses in West African French-speaking countries. The Rwanda Red Cross Society actively participates in the Red Cross-NET, and its programme staff participate in regional meetings, workshops and training sessions – all of which foster cross-border cooperation and the sharing of experiences through the IFRC.

Five participating National Societies have a presence in Rwanda, and well-established long-term partnerships with the National Society:

The Austrian Red Cross has supported the Rwanda Red Cross Society on emergency medical services in 2022; EcoCare in 2022–2024 (disaster risk reduction, community resilience, water, hygiene and sanitation); and the Skybird project in 2022, which promotes water, hygiene and sanitation.

The Belgian Red Cross (Flanders) supported the Rwanda Red Cross Society with a project on disaster preparedness (disaster risk reduction, emergency response and blood donation) in 2020–2022. It also supports other projects on humanitarian protection for refugees and host communities, including emergency response, and a component of institutional capacity development in 2022–2023. The overall partnership agreement for 2022–2026 focuses on water, sanitation and hygiene, disaster risk reduction, first aid and blood donation.

The Belgian Red Cross (Francophone) has an overall partnership agreement with the Rwanda Red Cross Society for 2022–2026, which focuses on community resilience and institutional capacity development. Other support includes the AMOPAH project, which is focused on humanitarian protection in refugee response and host communities, and institutional capacity development in 2022–2023.

The Japanese Red Cross Society supports the Rwanda Red Cross Society with the Gisagara model village and community resilience. It also supports institutional capacity development in 2020–2024.

The Spanish Red Cross supported the National Society with funds from European Union to support awareness-raising among the adolescent youth on their sexual and reproductive health rights and fight against sexual and gender-based violence. This partnership has extended into a new project focusing on food security which will start in beginning of 2024. The Spanish Red Cross also supports the Rwanda Red Cross Society with projects on the socioeconomic development of rural communities and cooperatives – including livelihoods, food security, water, sanitation and hygiene in 2022–2023.

Other National Societies such as the **Danish Red Cross**, **Finnish Red Cross** and **Qatar Red Crescent Society** have explored partnerships with the Rwanda Red Cross Society on emergency medical services, psychosocial support programmes, climate change and early warning systems.

Movement coordination

The Rwanda Red Cross Society ensures regular exchanges with the IFRC, the International Committee of the Red Cross (ICRC) 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 promotes international humanitarian law (IHL) and its incorporation into legislation. It works with the Rwanda Red Cross Society to reunite children with their families and restore family links (RFL) and helps the National Society expand its response capacity.

External coordination

The Rwanda Red Cross Society works with the Ministry in Charge of Emergency Management (MINEMA), which is responsible for the overall coordination of disaster response in the country, including population movement. The National Society's decentralized structures – at national, district, sector, cell and village level – enabling it to coordinate with the Ministry and local authorities at all levels during disaster responses. The National Society collaborates with MINEMA on developing national disaster risk management strategies and policies. The National Society works in partnership with the Rwanda Meteorology Agency in spreading early hazard warning messages, in particular weather forecasts and ensuring that target communities undertake adequate risk reduction actions. The Rwanda Red Cross Society collaborates with the Ministry of Health and Rwanda Biomedical Centre on mobilizing blood donation, community health, hygiene and sanitation and mental health. In refugee response operations, the Rwanda Red Cross Society collaborates with UNHCR in camp activities and reception centres.

National Society development

Progress by the National Society against objectives

The Rwanda Red Cross Society mobilized funds from both internal and external sources to support its operations. Internally, income was generated through business activities managed by RIS Ltd, the commercial arm of the Rwanda Red Cross Society. These included accommodation, restaurant, and hall rental services, with Kivu Breeze Hotel and Nyanza Guest House currently fully operational. Membership fees collected from the National Society members also contributed to internal revenue. Externally, funding was received from as well as from non-Movement partners such as UNICEF.

Following the election of new leadership and the restructuring of decentralized the Rwanda Red Cross Society organs, significant efforts were made to mobilize members across the country. The goal was to ensure sufficient and qualified representation at the cell level. A verification process was conducted to confirm eligibility and readiness for elections. To complete the process, at least 832 cells (two per sector) must meet the criteria. As of now, the election process has reached 67%, while the training of newly elected committee members stands at 27% of those elected.

Progress was made in strengthening branch-level infrastructure. By the end of June 2025, the Ngoma branch office and its income-generating activities were nearing completion. In Kirehe District, the construction of 10 shops was finalized, and the rehabilitation of 11 houses at the Rwanda Red Cross Society headquarters for income-generating purposes was completed.

The National Society successfully secured National Society Investment Alliance (NSIA) Accelerator Funds, jointly managed by ICRC and IFRC, to support its business plan. This initiative aims to enhance financial sustainability by improving accommodation capacity and quality at the Rwanda Red Cross Society headquarters in Kacyiru, Kigali. Of the total CHF 750,000 grant, CHF 529,478.70 has already been disbursed, and implementation is underway. The project will run for three years.

Under the Empress Shôken Fund project, the Rwanda Red Cross Society aimed to train students in 416 schools (one per sector) in first aid. As of now, 399 schools have been reached, with 20,096 students trained. Schools contribute 60 per cent of the cost of first aid kits. The project is expected to conclude in August 2025.

The IFRC Capacity Building Fund (CBF) supported the construction of the Huye Youth Centre, which is nearing completion. The centre will include buildings and recreational spaces for youth activities and is expected to be finalized by January 2026.

Annual performance contracts remained the primary planning tool for decentralized structures. The 2024–2025 plans were evaluated at the branch level, and implementation reports were submitted. New plans for 2025–2026 are being developed at the sector and district levels.

Capacity building efforts also focused on strengthening human resources. Various training were conducted to enhance the skills of both staff and volunteers. To improve volunteer protection, insurance coverage was extended to 302 volunteers, and necessary safety tools were provided. As of the reporting period, the National Society employed 93 staff members, of whom 34 per cent were women.

IFRC network joint support

The IFRC supported National Society development of the Rwanda Red Cross Society through funds under the CBF (CHF 150,000) and the Empress Shôken fund (CHF 30,000).

Movement partners supporting the Rwanda Red Cross Society in its National Society development initiatives with funding include the **Austrian Red Cross**, the **Belgian Red Cross – Flanders and Francophone**, the **Finnish Red Cross**, the **Japanese Red Cross Society**, and the **Spanish Red Cross**.

The ICRC provided support to the National Society through the NSIA Accelerator Funds as well as the Empress Shôken Fund.

Humanitarian diplomacy

Progress by the National Society against objectives

During the reporting period, the Rwanda Red Cross Society strengthened its humanitarian diplomacy efforts through strategic engagement with Movement partners and local authorities. A total of six coordination meetings were held with key components of the Red Cross and Red Crescent Movement to align on humanitarian priorities. These included three meetings with the ICRC, focusing on protection and humanitarian principles, and two virtual meetings with the IFRC to discuss strategic alignment and technical support. Additionally, one meeting with the Belgian Red Cross Flanders focused on partnership coordination, while two field visits with the Austrian Red Cross in Karongi and Nyamasheke contributed to local-level humanitarian planning.

The Rwanda Red Cross Society also participated in an international online session exploring the Tiffany Circle initiative, with departmental heads from planning, psychosocial support, fundraising, humanitarian diplomacy and communications. The session aimed to assess the feasibility of localizing the Tiffany Circle in Rwanda. A follow-up visit by Tiffany Circle representatives was recommended to deepen the exchange and learning.

At the national level, the Rwanda Red Cross Society held meetings with mayors from seven districts in the Western Province—Rubavu, Nyabihu, Ngororero, Rutsiro, Karongi, Nyamasheke and Rusizi—to prepare for the elections of Red Cross Local Committees. These engagements helped reinforce community-level governance and ownership. Additional meetings with mayors of Muhanga and Rutsiro facilitated the acquisition of land titles, ensuring legal frameworks for sustainable infrastructure and programming.

To enhance public awareness, three media tours were conducted to showcase the National Society's interventions, values and community impact. Furthermore, three radio and television talk shows were aired to promote the identity and Fundamental Principles of the Red Cross Movement and highlight the Rwanda Red Cross Society's work at the community level. These were broadcast on TV/Radio 10, Radio and Rwanda Television and Radio Umwezi.

Social media engagement also increased significantly. The Rwanda Red Cross Society recorded 12,600 feedback messages across WhatsApp groups, 232 visitors on Facebook and 62,824 engagements on the X (formerly Twitter) platform, reflecting growing visibility and community interaction.

IFRC network joint support

The IFRC provided technical support, funding, coordination meetings and joint field activities to the Rwanda Red Cross Society. The IFRC also supports the National Society in drafting key messages related to humanitarian diplomacy. Other partners supporting the National Society in its humanitarian diplomacy and operational activities included the ICRC, the **Austrian Red Cross**, the **Belgian Red Cross (Flanders and Francophone)**, the **Finnish Red Cross**, the **Japanese Red Cross Society** and the **Spanish Red Cross**.

Accountability and agility (cross-cutting)

Progress by the National Society against objectives

The Rwanda Red Cross Society strengthened its financial accountability through the establishment of robust internal control systems. These systems included accurate bookkeeping, systematic documentation of transactions and transparent financial reporting across both the accounting and internal audit functions. Regular financial reports—monthly, quarterly, bi-annual and annual—were compiled and shared with senior management to support informed decision-making, identify gaps and accelerate budget execution and programme delivery.

Close coordination between the Rwanda Red Cross Society's finance department and the finance teams of participating National Societies and the IFRC ensured timely and consistent donor reporting. During the reporting period, five external audits were completed, reinforcing financial transparency and compliance with donor requirements.

Monitoring and evaluation systems were actively used to share implementation reports with partners, demonstrating the impact of received funds and outlining strategies for sustaining results. The outcomes of the five audits were shared with implementing teams to further strengthen accountability.

Progress was also made in managing mobile cash transfers. Following the recruitment of a dedicated accountant and onboarding of a financial service provider (MTN Rwanda), staff received system access and training. This led to a formal agreement between the Rwanda Red Cross Society and MTN Rwanda, streamlining the disbursement of funds. As a result, cash assistance to beneficiaries and per diem payments to volunteers are now processed more efficiently, improving timeliness and reliability.

Digital transformation efforts continued in line with the National Society's Digital Maturity Roadmap. Four staff members trained in KoBo Collect last year contributed to data collection for several projects during the reporting period, including baseline and endline assessments for initiatives such as the Waste Management and Circular Economy Project and the Water at the Heart of Climate Action Project. The use of KoBo Collect improved data accuracy, reporting quality and evidence-based decision-making.

Additional components of the digital roadmap are being implemented. Website development is underway, and domain names and official institutional email accounts have been established. These digital upgrades are expected to enhance coordination across departments and streamline service delivery.

As part of the Water at the Heart of Climate Action initiative, the Rwanda Red Cross completed in-country user research that identified community engagement gaps and scoped potential areas for future support, and assessed the early warning system needs of both the National Society and the national disaster management agency to ensure any future systems are built around actual user requirements. It also developed and disseminated communications materials for the initiative and maintains the Water at the Heart of Climate Action website.

IFRC network joint support

The IFRC supports the Rwanda Red Cross Society in strengthening its integrity and risk mechanisms, developing robust risk management frameworks and acquiring essential financial and HR systems. It also provides the National Society with support in planning, monitoring, evaluation and reporting (PMER).

Through its 510 data and digital initiative, the **Netherlands Red Cross** supported the National Society by participating in coordination and planning processes and also in completing in-country user research that identified community engagement gaps and scoped potential areas for future support, and assessed the early warning system needs. It also helped develop and disseminate communications materials for the initiative and maintains the Water at the Heart of Climate Action website.

Participating National Societies contributed through financial support, technical assistance, coordination and capacity-building initiatives. These partners include **the ICRC**, the **Austrian Red Cross**, the **Belgian Red Cross (Flanders and Francophone)**, the **Finnish Red Cross**, the **Japanese Red Cross Society** and the **Spanish Red Cross**.

Q4. AFFECTED PERSONS (PEOPLE REACHED)

See cover pages

Q5. PARTICIPATION AND ACCOUNTABILITY FOR AFFECTED PEOPLE – COMMUNITY ENGAGEMENT AND ACCOUNTABILITY

See Strategic Priority on 'Values, power and inclusion' under Q3: MEASURING RESULTS OF THE IFRC NETWORK ACTION

Q6. RISK MANAGEMENT

This information is not available in Annual Reports

Q7. EXIT STRATEGY AND SUSTAINABILITY

See Strategic Priorities or Enabling Local Actors, where relevant under Q3: MEASURING RESULTS OF THE IFRC NETWORK ACTION

Q8. LESSONS LEARNED

- The partnership between the ICRC and the IFRC has demonstrated its effectiveness in mobilizing substantial financial resources to support institutional development. This collaboration was evident during both the implementation of the Bridge Fund and the design and approval phases of the Accelerator Fund, highlighting the value of coordinated support for national societies
- Investing in accommodation infrastructure and improving headquarters facilities contributes significantly to long-term financial stability. The Rwanda Red Cross Society's experience with the development of Kivu Breeze Hotel—supported by the Belgian Red Cross Francophone and the IFRC Capacity Building Fund—illustrates how infrastructure can serve as a viable strategy for financial sustainability
- The successful completion of the Working With Project Partners (WWPP) assessment within a short timeframe reflects the Rwanda Red Cross Society's commitment to high management standards and readiness to implement investment projects. This was further demonstrated by the timely signing of contracts and the transfer of the first instalment under the Accelerator Fund during the reporting period

SUCCESS STORIES



1 Building Resilience Through Sustainability and Partnerships

In recent months, the Rwanda Red Cross Society has taken bold steps to expand its institutional capacity and secure long-term financial sustainability through strategic partnerships and resource mobilization. With support from the NSIA Accelerator Fund, construction of a 40-room hostel is now underway, creating a future income-generating asset that will welcome both national and international guests while strengthening the National Society's hospitality portfolio. At the same time, the Rwanda Red Cross Society completed the WWPP assessment, joining 23 National Societies in Africa advancing accountability and organizational development.

EU-funded projects implemented with the Spanish Red Cross continue to drive impact at community level. The cross-border Takiwama project is improving environmental management in Rusizi, Nyamasheke and Bukavu, while the Kungahara/Umusaruro Mwiza project is boosting agricultural productivity and food security in Nyagatare, Muhanga and Ngororero. These initiatives highlight



the EU's trust in the Rwanda Red Cross Society, built on strong collaboration and accountability.

Closer to home, the Rwanda Red Cross Society finalized construction of a modern commercial complex of 11 blocks, offering high-standard rental spaces in Kigali. A new access road connecting the site to the main Nyarutarama–Kinamba road and the ecological park is nearing completion, further enhancing its value. Together, these achievements show how the Rwanda Red Cross Society is strategically leveraging partnerships and investments to build resilience, achieve financial independence and deepen its impact for vulnerable communities.

2 Reaching communities before risks turn into disasters through effective early warning dissemination

Karongi District is highly vulnerable to floods and landslides, which continue to threaten lives, homes, and livelihoods, particularly among vulnerable groups such as women, children, older persons, and people with disabilities. Although early warning information was available, communities often received alerts too late or in formats that were difficult to understand, increasing their exposure to risks and losses.

Through the Water at the Heart of Climate Action project, the Rwanda Red Cross Society, in close collaboration with local authorities, strengthened the dissemination of early warning messages at community level. The programme prioritized trusted and familiar communication channels, including Umuganda monthly gatherings, weekly community meetings, radio talk shows, mobile cinema, megaphones, and door-to-door visits. Messages were adapted to local contexts and languages to ensure they were clear, practical, and accessible to all community members. Community leaders and Red Cross volunteers played a key role in relaying information and encouraging households to take early preparedness measures.

As a result, 20,693 people were reached, exceeding the initial target of 20,500 (100.95%). Communities reported improved understanding of flood and landslide risks, as well as greater awareness of the actions required upon receiving early warnings. Many households adopted preventive measures such as cleaning drainage channels, reinforcing roofs, preparing emergency supplies, and sharing alerts with neighbours. Vulnerable groups were actively included in preparedness activities, helping ensure that no one was left behind. The initiative also strengthened coordination, trust, and collaboration between communities, local leaders, and institutions.

Through regular exposure to reliable and locally understandable early warning information, a stronger culture of preparedness and anticipatory action is emerging in Karongi District. By acting before disasters occur, communities are reducing losses, protecting livelihoods, and decreasing dependence on emergency assistance. This experience demonstrates that inclusive, community-based early warning dissemination not only saves lives, but also empowers communities, strengthens resilience, and contributes to sustainable disaster risk reduction.

.

ANNEX 1. IFRC APPLICATION OF THE 8+3 REPORTING TEMPLATE

The IFRC network structures its result-based management along five Strategic priorities and four Enabling functions, developed based on the IFRC network's Strategy 2030:

IFRC network Strategic Priorities	IFRC network Enabling Functions
SP 1 - Climate and environment	EF 1- Strategic and operational coordination
SP 2 - Disasters and crises	EF 2 - National Society development
SP 3 - Health and wellbeing	EF 3 - Humanitarian diplomacy
SP 4 - Migration and displacement	EF 4 - Accountability and agility
SP 5 - Values, power and inclusion	

The Federation-wide results matrix provides a standard way for the IFRC network to measure its progress towards Strategy 2030 implementation and supports consistent quality of the IFRC network planning, monitoring and reporting. To further advance coherence in monitoring across the IFRC network, a Federation-wide Indicator Bank has been developed and integrated into the Federation-wide monitoring systems for emergencies and longer-term work, structured along the Federation-wide results matrix as well. Signatory of the Grand Bargain Agreement, the IFRC has committed to its monitoring and reporting standards through integration of the 8+3 reporting template contents into its results-based management approach. The following mapping demonstrate the way in which this report aligns with 8+3 reporting:

8+3 template	IFRC network Annual Report (with variance in structure in red)
Core Questions	
1. Overall Performance	Overall Performance
2. Changes and Amendments	Changes and amendments
3. Measuring Results	Measuring Results
4. Affected Persons	Cover pages with indicators values
5. Participation & AAP	Under Q3 Strategic Priority 5: Values, power and inclusion – Community Engagement and Accountability
6. Risk management	Risk management
7. Exit Strategy and Sustainability	Under Q3 sub-sections by Strategic Priority/Enabling Function where relevant
8. Lessons Learned	Lessons learned
Additional Questions	
1. Value for Money/ Cost Effectiveness	Not included in annual reports
2. Visibility	Not included in annual reports
3. Coordination	Under Q3 Enabling Function 1: Strategic and operational coordination
4. Implementing Partners	Cross-cutting, with a focus on support to localization through the Q3 Enabling Functions 1 to 4
5. Activities or Steps Towards implementation	Cross-cutting in Q3 Strategic Priorities and Enabling Functions
6. Environment	Under Q3 Strategic Priority 1: Climate and environment

The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, with 191 National Red Cross and Red Crescent Societies and around 15 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.

DATA SCOPE AND LIMITATIONS

- **Timeframe and alignment:** The reporting timeframe for this overview is covering the period from 1 January to 31 December 2025. However, due to the diversity of the IFRC and differences in fiscal years, this coverage may not fully align for some National Societies.
- **Financial overview:** This overview consolidates data reported by the National Society and its IFRC network partners, as well as data extracted from IFRC's financial systems. All reported figures should include the administrative and operational costs of the different entities. The financial data with a grey background is solely reported by the National Society, including the funding sources. Financial reporting is often times estimated depending on availability of financial figures, closing of financial periods, and may be incomplete. 'Not reported' could sometimes mean 'not applicable'. Also note that funding requirements are already reflected in the published 2025 IFRC network country plan. The total funding requirements show what the IFRC network has sought 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
- **Missing data and breakdowns:** National Societies have diverse data collection systems and processes that may not align with the standardized indicators. Data may not be available for some indicators, for some National Societies. This may lead to inconsistencies across different reporting tools as well as potential under or over-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 network country plans
- Subscribe for updates
- Live Disaster Response Emergency Fund (DREF) data
- Operational information: IFRC GO platform
- National Society data: IFRC Federation-wide Databank and Reporting System
- Evaluations database

Contact information

Rwanda Red Cross Society
rwandaredcross.org

Ariel Kestens
Head of Delegation
IFRC Country Cluster Delegation for Burundi, Congo, DRC & Rwanda,Based in Kinshasa
T +41-79-955 4312
Ariel.KESTENS@ifrc.org

Louise Daintrey
Head of Strategic Partnerships & Resource Mobilization
IFRC Regional Office for Africa, Nairobi
T +254 110 843978
louise.daintrey@ifrc.org

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