



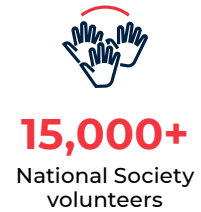
# IRAQ

2025 IFRC network annual report, Jan-Dec



7 May 2026

## IN SUPPORT OF THE IRAQI RED CRESCENT SOCIETY



## PEOPLE REACHED

Climate and  
environment



**2,657**

Disasters  
and crises



**62,000**

Health and  
wellbeing



**22,950**

## FINANCIAL OVERVIEW

in Swiss francs (CHF)

Iraqi Red Crescent Society	
<b>Overview</b>	<b>Funding Sources</b>
Funding	Not reported
Expenditure	Not reported
	IFRC Secretariat
	Participating National Societies
	HNS other funding sources

IFRC network		
Country	Funding Requirement	7.4M
IFRC Secretariat	Longer-term Funding Requirement	3.7M
	Funding	609,000
	Expenditure	358,000
	Emergency Operations	
Participating National Societies	Funding	1.1M
	Expenditure	450,000
	Funding Requirement	3.7M
HNS other funding sources	Funding	2.6M
	Expenditure	1.7M
	Funding	Not reported

Appeal number **MAAIQ002**

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

# STRATEGIC PRIORITIES

Climate and environment	National Society has received IFRC Network's support to adapt to longer-term impacts of climate change	Yes
	National Society implements environmental or climate campaigns focused on behaviour change, plastic reduction, clean-ups or reducing GHG emissions	Yes
	Number of people reached with activities to address environmental problems	3,000
	Number of people reached with activities to address rising climate risks	3,000
Disasters and crises	Number of people reached with disaster risk reduction	3,000
	Number of people reached with emergency response and early recovery programmes	3,000
	Number of people reached with livelihoods support	62,000
	Number of people reached with shelter support	7,000
	Percentage of assistance delivered using cash and vouchers	100%
Health and wellbeing	Number of people reached by the National Society with contextually appropriate health services	20,000
	Number of people reached by the National Society with contextually appropriate water, sanitation and hygiene services	23,000
	Number of people reached with psychosocial and mental health services	14,000

<b>Migration and displacement</b>	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
<b>Values, power and inclusion</b>	National Society has a Community Engagement and Accountability policy, strategy or plan	Yes

## ENABLING FUNCTIONS

<b>Accountability and agility</b>	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 strengthened its integrity and reputational risk mechanism	Yes
	National Society is implementing a digital transformation roadmap in line with the IFRC strategy	Yes
<b>Humanitarian diplomacy</b>	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
<b>National Society development</b>	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
Danish Red Cross	1.7M	●		●		●	●
German Red Cross			●	●			●
Norwegian Red Cross	633,000			●			●
Swedish Red Cross					●		
Turkish Red Crescent	305,000		●	●			

Total Funding Reported **CHF 2.6M**

# Q1. OVERALL PERFORMANCE

## Context

The humanitarian situation in Iraq remains one of the most protracted and complex globally. While the overall number of people in need has decreased in recent years, the severity of their needs remains high. Those most affected continue to be individuals directly impacted by armed conflict, the COVID-19 pandemic, and cholera outbreaks. This includes internally displaced persons (IDPs), refugees, returnees both within and outside of camps and vulnerable host communities. The security environment remains fragile, with Iraq classified as a high-risk country by the [INFORM Index](#) due to its continued susceptibility to conflict. Six years after the conclusion of major military operations against the Islamic State of Iraq and the Levant (ISIL), approximately five million of the six million people displaced between 2014 and 2017 have returned to their areas of origin. However, despite ongoing reconstruction and stabilization efforts, significant gaps and challenges persist particularly for returnees in remote or disputed regions where access to basic services remains limited due to constrained government presence and resources. Over one million IDPs have yet to achieve a durable solution. The most vulnerable among them live in informal settlements or abandoned, unfinished buildings with limited or no access to healthcare, sanitation, or protection services. Many face chronic food insecurity and heightened protection risks.

Years of conflict, combined with economic stagnation, have deeply affected all sectors of society, giving rise to growing social and political tensions. A substantial portion of the population has not recovered economically and lacks the resilience to cope with ongoing shocks. This has negatively impacted access to essential services, including food, water, healthcare, education, hygiene, and shelter. Many vulnerable households have resorted to negative coping strategies such as reducing food intake, forgoing healthcare, incurring debt, or abandoning homes due to an inability to afford rent.

Iraq is facing escalating environmental and humanitarian challenges, increasingly driven by the impacts of climate change. According to the United Nations Environment Programme ([UNEP](#)), Iraq ranks as the fifth most vulnerable country globally to declining water and food availability, as well as extreme temperatures. The frequency and intensity of extreme weather events, such as heatwaves, prolonged droughts, and dust storms are on the rise. Environmental degradation is widespread, with increased soil salinity now threatening agricultural productivity on approximately 54 per cent of the country's land. Historically one of the most water-rich countries in the Middle East, Iraq is now experiencing a severe and prolonged water crisis with far-reaching humanitarian, economic, social, and security implications. The situation is exacerbated by poor water management, challenges in balancing environmental and agricultural needs, and transboundary water issues. The depletion of water resources, combined with climate change and potential drought conditions, may further increase security risks and trigger population displacement. Additionally, Iraq remains vulnerable to natural disasters such as floods and earthquakes.

Humanitarian response in Iraq continues to face significant gaps, primarily due to declining funding, limited access, reduced partner presence, camp closures, and a shift in aid priorities. The sharp drop-in financial support has severely impacted on the ability to sustain essential services in camps for internally displaced persons (IDPs), let alone address deficiencies in public service delivery. The legacy of the 2013–2017 ISIL conflict, which displaced over six million people, remains evident. As of 2024, 2.4 million people still require humanitarian assistance, including more than 1.1 million internally displaced persons (IDPs). Many remain in protracted displacement due to insecurity, damaged infrastructure, and limited access to basic services. Vulnerabilities are particularly high among IDPs, returnees, refugees, and host communities.

Humanitarian actors report a worsening of living conditions in affected communities. While the situation remains fragile, there is a growing consensus on the need to transition from short-term humanitarian assistance to more sustainable, long-term development strategies. In support of this shift, the humanitarian community in Iraq has begun to scale down the comprehensive international humanitarian architecture. Despite robust advocacy efforts that have helped to address immediate needs, significant challenges persist in medium- and long-term planning. Moreover, ongoing and emerging crises in other regions continue to divert attention and global resources away from Iraq, limiting the scope of international support.

# Key achievements

## Climate and environment

In 2025, the Iraqi Red Crescent Society demonstrated strong national leadership on climate action by launching the first phase of a nationwide Climate Risk Assessment across all 18 governorates, laying a structured, participatory foundation for climate-smart programming despite limited resources. Through extensive community engagement, capacity strengthening in Arabic, and the development of a draft national Climate Risk Analysis, the National Society advanced localized understanding of climate hazards and vulnerabilities, while continuing Enhanced Vulnerability and Capacity Assessment (eVCA) processes in priority areas. Complementing this, it contributed to evidence on climate-related displacement and played a key convening role in advancing Iraq's [Early Warnings for All](#) agenda, supporting the development of a nationally owned, inclusive and coordinated EW4ALL Implementation Roadmap aligned with global standards and national priorities—collectively marking a significant step forward in climate resilience, preparedness and risk-informed humanitarian action in Iraq.

## Disasters and crises

In this reporting period, the Iraqi Red Crescent Society demonstrated strong operational readiness and leadership by implementing multiple IFRC Disaster Response Emergency Fund (DREF) operations to address recurrent climate shocks and emerging population movement risks across Iraq, delivering timely, life-saving assistance while strengthening preparedness and resilience. Through the flood response, the National Society provided integrated relief, cash assistance and early recovery support to flood-affected and displaced communities, while the Imminent DREF operation activated anticipatory actions to mitigate population movement risks linked to regional conflict, including early warning dissemination, risk awareness and preparedness measures. This was followed by an additional DREF on flooding impacts, which enabled a rapid health and relief response to late-year flooding in northern governorates through mobile medical services, targeted distributions and replenishment of emergency stocks—collectively reinforcing the National Society's capacity to respond, anticipate and adapt to increasingly complex, climate- and conflict-related humanitarian risks.

## Health and wellbeing

Between January and December 2025, the Iraqi Red Crescent Society further reinforced its leadership in humanitarian health and protection by delivering life-saving, inclusive services across Iraq, with a particular focus on children and families affected by conflict, displacement and protracted crises. Through the Children Affected by Armed Conflict (CAAC) project in Nineveh, Erbil and Basra, the National Society provided structured [psychosocial support](#), child-friendly spaces, life-skills and resilience-building activities, while strengthening family and community protection systems through caregiver engagement, positive parenting, and capacity building of staff and volunteers on child protection, PGI and safeguarding.

## Migration and displacement

In 2025, the Iraqi Red Crescent Society strengthened its leadership in migration and displacement by supporting the voluntary, dignified and sustainable return of internally displaced and returnee populations across Iraq, in close coordination with national and local authorities. Through its decentralized network, the National Society improved access to essential services, upgraded WASH infrastructure, and delivered community-based solutions addressing climate- and water-related drivers of displacement, ensuring support throughout the reintegration journey. Its engagement at the IFRC-hosted Workshop and Leadership Roundtable on Syrian Returns in Geneva further demonstrated the National Society's contribution to regional and Movement-wide dialogue on safe and principled return processes, reinforcing its role as a key humanitarian actor advancing resilience, social cohesion and long-term recovery for displaced and returnee communities.

## Values, power and inclusion

In this reporting period, the Iraqi Red Crescent Society strengthened trust, accountability and inclusion across all its operations by fully embedding Community Engagement and Accountability (CEA) as a core institutional practice, ensuring that crisis-affected communities—particularly women, children, persons with disabilities and other marginalized groups—actively shaped humanitarian responses. Across DREF operations and programmes nationwide, the National Society applied participatory feedback mechanisms, integrated Protection, Gender and Inclusion (PGI)

principles, and reinforced coordination with local authorities to promote transparency and local ownership. This commitment was further institutionalized through a dedicated PGI and Safeguarding workshop in October 2025, which translated global policies into practical SOPs, strengthened safeguarding and complaints mechanisms, and reinforced zero tolerance for misconduct—marking a step in consolidating people-centred, dignified and accountable humanitarian action across Iraq.

### **Enabling local actors**

Between January and December 2025, the Iraqi Red Crescent Society made strides in National Society Development by transitioning from broad partner engagement to a structured, National Society-led delivery model, supported by the IFRC and Movement partners. Building on the [OCAC](#) process, the re-established NSD Executive Committee and Technical Working Groups provided unified leadership, accountability and coordinated partner support across core institutional areas, enabling progress on priority reforms such as systems and ERP pathways, PMER strengthening, PGI and safeguarding policy development, financial sustainability, and endorsement of the 2026–2030 National Society Strategy. Despite ongoing challenges related to funding volatility and internal clearance processes, these reforms marked an important step toward more coherent, sustainable and nationally owned institutional change.

At the same time, the National Society translated development investments into tangible, forward-looking impact through initiatives such as the [National Society Investment Alliance](#)-supported Vocational Training Centre in Baghdad, promoting economic empowerment for youth, women and displaced people, and by strengthening humanitarian diplomacy and operational coordination at national, regional and global levels. Through improved governance, transparent financial and HR systems, strengthened risk management, digital innovation, and people-centred accountability, the Iraqi Red Crescent Society reinforced its ability to deliver principled, locally led humanitarian action—linking institutional resilience with community-level recovery, climate resilience and long-term sustainable development across Iraq.

## **Q2. CHANGES AND AMENDMENTS**

Over the 12-month implementation period in three target governorates, the Children Affected by Armed Conflict (CAAC) project witnessed several important developments and adaptations that contributed to its overall progress. While most activities proceeded as planned, some experienced delays, notably the Training of Trainers (ToT) in the CAAC curriculum. The postponement was primarily due to the internal process of team identification and formation within the target governorates, as well as the finalization of target locations. Originally scheduled to begin in July, the training was conducted in November following the necessary internal approvals from National Society management. These adjustments, while affecting timelines, were essential to ensure the appropriate selection of qualified staff and volunteers and alignment with institutional procedures, ultimately contributing to the quality and sustainability of project outcomes.

The Irish Aid-funded Climate Action Journey project aimed to support the Iraqi Red Crescent Society in building its understanding of climate-related risks, strengthening its institutional positioning in national climate action, and developing tools to guide future programming. The project was implemented with technical support from the Red Cross Red Crescent Climate Centre, in collaboration with the IFRC MENA Regional Office and the IFRC Iraq Country Delegation. While the project was modest in scope and funding, and not expected to produce a comprehensive solution, it was intended to serve as a critical first step toward advancing the National Society's climate risk assessment vision. However, implementation challenges, particularly the early engagement of the Climate Centre as a de facto sole-source partner, limited flexibility in the application of tools, and weak alignment with National Society priorities, constrained the project's ability to meet its objectives. Although the final outputs offered useful background material, they fell short of delivering a structured, decision-ready climate risk assessment that the National Society could build upon in future phases.

# Q3. MEASURING RESULTS OF THE IFRC NETWORK ACTION

## STRATEGIC PRIORITIES



### Climate and environment

#### Progress by the National Society against objectives

In response to Iraq's escalating climate risks and their humanitarian implications, the Iraqi Red Crescent Society initiated the first phase of a nationwide Climate Risk Assessment covering all 18 governorates. Despite a limited scope and budget, this phase established a structured foundation for understanding climate hazards and their impacts, aligned with the National Society's strategic priorities and long-term planning. The process marked an important first step toward a more comprehensive, nationally led approach to climate risk assessment and climate-smart programming.

Key outputs included a draft national-level Climate Risk Analysis outlining major climate hazards and their implications, alongside governorate-level consultations to identify localized risks and vulnerabilities. Capacity strengthening was supported through introductory remote training delivered in Arabic, as well as the provision of translated assessment tools and a tailored concept note to guide future work. A participatory approach underpinned the assessment, with extensive engagement of communities, local leaders, government authorities, and key informants across all governorates, strengthening local ownership and highlighting the need for coordinated, context-specific climate adaptation strategies (72 community meetings with local leaders and communities, 54 focus group discussions, 90 key informant interviews, and coordination meetings with 18 relevant government authorities and offices).

Complementing the assessment, the Iraqi Red Crescent Society continued to conduct Enhanced Vulnerability and Capacity Assessments ([eVCA](#)) in targeted governorates, leveraging its strong community presence to identify local risks and solutions. In parallel, an IFRC-led Climate and Displacement case study (September 2025) examined climate-related displacement in Iraq and documented the National Society's role in preparedness, anticipatory action, response, and mitigation. The study highlighted both the National Society's operational strengths and the increasing strain caused by recurrent climate shocks and limited resources.

Under the Early Warnings for All ([EW4ALL](#)), a launch workshop was held in Iraq on 19–20 May 2025, followed by the Workshop on Scaling Up Early Warning Systems and the Rollout Plan on 19–20 August 2025, brought together UNDRR, WMO, ITU, IFRC, as well as national and local stakeholders, to strengthen coordinated efforts to scale up Iraq's National Early Warning System. The EW4ALL workshop brought together stakeholders to advance coordinated efforts and focus on developing an evidence-based Implementation Roadmap, aligned with the global EW4ALL initiative and tailored to Iraq's national priorities, gaps, and operational requirements. Discussions addressed the four EW4ALL pillars: i) Disaster Risk Knowledge; ii) Detection, Monitoring, Analysis and Forecasting; iii) Warning Dissemination and Communication; and iv) Preparedness and Response Capabilities. Strong attention was given to inter-pillar enablers, including governance, coordination mechanisms, advocacy, monitoring and evaluation, and sustainable financing. The roadmap reflects key global principles such as national ownership, inclusivity, gender and disability responsiveness, and child- and youth-sensitive approaches. Clear institutional roles and coordination arrangements were outlined to strengthen collaboration among government entities, technical agencies, humanitarian actors, and development partners. Implementing partners were identified with a focus on strengthening national capacity while leveraging international technical expertise. Investment priorities and funding pathways were mapped to support both short- and long-term implementation under the EW4ALL framework. The draft roadmap will be shared with relevant Iraqi authorities for validation before submission to the global EW4ALL leadership to ensure alignment with regional and global actions.

## IFRC network joint support

The IFRC remains committed to strengthening the capacities of the Iraqi Red Crescent Society to respond to climate and environmental challenges. This includes integrating climate and environmental considerations into plans, programs, and operations; building the knowledge and skills of staff and volunteers; and enabling National Societies to fully leverage their auxiliary role, an essential element in being recognized as partners of choice at the national level.



The Iraqi Red Crescent Society continues to lead critical interventions in communities hit hardest by climate-related disasters.  
(Photo: Iraqi Red Crescent Society)



## Disasters and crises

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

In 2025, an IFRC Disaster Response Emergency Fund ([IFRC-DREF](#)) was approved for floods in Iraq.

<b>NAME OF THE OPERATION</b>	Iraq Floods 2025
<b>MDR-CODE</b>	MDRIQ019
<b>DURATION</b>	6 months (19 December 2025 to 30 June 2026)
<b>FUNDING ALLOCATION</b>	CHF 487,454
<b>PEOPLE TARGETED</b>	16,230

The DREF allocation of CHF 487,454 supported the Iraqi Red Crescent Society in aiding approximately 16,230 people affected by floods which broke out in the regions of Erbil, Ninawa, Sulaymaniyah, and Kirkuk. The National Society supported the affected people over a period of six months with interventions such as shelter and housing, livelihoods and basic needs, cash assistance, health interventions, among others.

### Progress by the National Society against objectives

Throughout 2025, the Iraqi Red Crescent Society implemented multiple Disaster Response Emergency Fund ([DREF](#)) operations to address the humanitarian impacts of recurrent climate shocks and evolving population movement risks across Iraq. These operations collectively strengthened immediate response capacity, supported early recovery, and enhanced preparedness and resilience in high-risk areas.

In March 2025, a DREF operation ([MDRIQ017](#)) with an allocation of CHF 472,691 was launched to respond to severe flooding affecting Anbar, Erbil, Qadisiyyah, Diyala, and Thi Qar governorates. The floods caused widespread damage to infrastructure and services, disproportionately impacting internally displaced persons (IDPs) living in camps and other vulnerable communities. Under the operation, the Iraqi Red Crescent Society delivered targeted assistance to address urgent needs in food security, shelter, WASH, and livelihoods. This included the distribution of 5,000 food parcels, 3,000 hygiene kits, tarpaulins, and the replacement of 200 damaged tents in IDP camps. In addition, multipurpose cash assistance aligned with the Minimum Expenditure Basket was provided to 200 households, enabling families to meet essential needs and, in some cases, begin restoring disrupted livelihoods. The response emphasized gender inclusion, risk reduction, climate adaptation, and accountability, with transparent cash delivery and monitoring mechanisms. All planned activities under this operation were completed, contributing to early recovery and improved preparedness for future flooding.

In parallel, the Iraqi Red Crescent Society implemented a DREF operation ([MDRIQ018](#)) in June 2025, to address heightened risks of population movement linked to the escalation of the Iran–Israel conflict. Anticipatory actions were activated across Baghdad, Basra, Maysan, Thi Qar, Muthanna, Wasit, Diyala, and Anbar governorates, with a strong focus on preparedness, early action, and risk mitigation. A core component of the operation was the delivery of Chemical, Biological, Radiological, and Nuclear (CBRN) risk awareness activities targeting government authorities, communities, youth, students, and households. These efforts provided practical guidance on protective behaviours, evacuation procedures, early warning systems, and exposure prevention measures. Trained volunteers were deployed to high-risk areas to disseminate early warnings and strengthen local readiness, complemented by the distribution of 603 first aid kits to enhance immediate response capacity. As a proactive measure to safeguard food security in the event of sudden displacement or service disruption, it also distributed 740 food baskets to vulnerable households in identified high-risk locations. All activities under the Imminent DREF were completed by the end of August, as planned.

Subsequently in December 2025, the National Society launched another DREF operation ([MDRIQ019](#)) to address additional flooding impacts affecting communities in northern Iraq. The response targeted severely affected areas in Erbil, Ninawa, Sulaymaniyah, and Kirkuk, where it rapidly mobilized emergency health and relief capacities. Life-saving assistance was prioritized through the deployment of two Mobile Medical Units (MMUs), providing essential primary healthcare services to flood-affected populations with limited access to functioning health facilities. In parallel, the National Society carried out targeted relief distributions to meet immediate food, shelter, and basic household needs, while volunteers delivered community-based support and facilitated referrals for vulnerable groups. The DREF operation also served to replenish National Society emergency stocks depleted during the initial response phase, ensuring sustained readiness for ongoing and future emergencies. Through coordinated field activities, strong volunteer engagement, and close collaboration with local authorities and partners, the Iraqi Red Crescent Society stabilized critical needs, improved access to healthcare, and mitigated further humanitarian impacts in flood-affected areas.

### **IFRC network joint support**

The IFRC continues to provide support to the Iraqi Red Crescent Society in its efforts to scale up disaster preparedness, response, and climate resilience across Iraq. In response to the increasing frequency and severity of both natural and human-induced disasters, the National Society is supported in strengthening the capacities of vulnerable communities through a combination of emergency health services, [community-based disaster risk reduction](#), and climate adaptation initiatives. The IFRC provides both technical and strategic support in building the knowledge and skills of National Society staff and volunteers, equipping them with tools to implement integrated, context-specific solutions.



## **Health and wellbeing**

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### **Progress by the National Society against objectives**

The Iraqi Red Crescent Society remains a leading national humanitarian actor in health service delivery across Iraq, uniquely positioned with operational presence in all governorates, including remote and underserved regions. Guided by the National Society's five-year strategic vision, Health Sector Strategy, and aligned with IFRC frameworks, the National Society is advancing a strategic initiative to scale up its operational sectors, strengthening institutional

systems, embedding preparedness and response mechanisms within its core infrastructure, and reinforcing community resilience. With sustained support from the IFRC and partners, it continues to implement life-saving health interventions that reach populations often neglected due to access constraints, insecurity, or systemic gaps in service provision.

Under the Children Affected by Armed Conflict (CAAC) project, the National Society implemented activities in Nineveh, Erbil, and Basra to address the psychosocial and protection needs of highly vulnerable children and families affected by conflict, displacement, and protracted crises. These governorates face compounded challenges related to armed conflict, displacement, poverty, service gaps, and climate stressors, which have significantly impacted the mental health and well-being of children, adolescents, and caregivers. The project focused on children living in informal settlements and underserved communities, many of whom experienced trauma, disrupted education, and heightened protection risks. The Iraqi Red Crescent Society delivered structured and non-structured psychosocial support activities, including child-friendly spaces, recreational and creative sessions, and resilience-building interventions. Age-appropriate materials were developed, and life skills programmes were implemented to strengthen coping capacities among children and youth.

In parallel, caregivers, particularly women were engaged through awareness sessions and positive parenting programmes to enhance family-level psychosocial support. Community leaders, teachers, and volunteers were actively involved to reinforce local protection networks and social cohesion. Capacity-building trainings were conducted for National Society staff and volunteers on child protection, psychosocial support, Protection, Gender and Inclusion (PGI), and safeguarding standards.

Overall, the CAAC project targeted 14,198 beneficiaries (7,056 females and 7,142 males). Of this total, 4,261 children received direct psychosocial and protection services, while 2,743 women, including mothers and caregivers, were engaged in supportive activities. In addition, 17 referral pathways were activated to facilitate timely access to specialized services for children requiring further assistance. The project also implemented community-based initiatives to improve safe learning environments and child-friendly infrastructure. Monitoring and coordination mechanisms ensured quality implementation and accountability.

### **IFRC network joint support**

**The IFRC** continues to play a key role in strengthening the National Society's institutional health capacities. This includes supporting the development and implementation of the National Society's Health Strategy, integrating climate and health considerations across programmes and operations, and enhancing the technical competencies of staff and volunteers. Capacity-building efforts also focus on enabling Iraqi Red Crescent Society to fully leverage its role as one of the largest humanitarian organisations in the country, positioning the National Society as a key partner to national authorities in delivering sustainable and locally driven health solutions.

The **British Red Cross** and **Danish Red Cross** provided support to the National Society under MHPSS outreach initiatives.

The **Norwegian Red Cross** provided support for training of staff and volunteers on health initiatives.



## **Migration and displacement**

### **Progress by the National Society against objectives**

The Iraqi Red Crescent Society continues to play a pivotal role in addressing the complex needs of displaced and returnee populations across Iraq, particularly in areas affected by protracted crises, climate-related stress, and water scarcity. In close coordination with the Ministry of Migration and Displacement, local authorities, and security forces, the National Society has supported the voluntary and sustainable return of internally displaced persons (IDPs) through tailored interventions that prioritize dignity, safety, and long-term reintegration.

In this context, the National Society's migration focal point participated in and presented at the Workshop and Leadership Roundtable on Syrian Returns: From Strategic Intent to Local and Collective Impact, held from 17-19 September 2025 in Geneva and hosted by IFRC Headquarters together with the Europe and MENA Regional Offices. The workshop and leadership roundtable brought together Movement components to discuss the evolving context,

approaches, and possible actions related to returns to Syria, in alignment with applicable legal frameworks and Movement principles, policies, and standards. During the event, the National Society presented its role and response to the humanitarian needs of Syrian refugees.

The Iraqi Red Crescent Society's interventions focus on improving access to essential services, including health care, food assistance, and basic infrastructure while upgrading water, sanitation, and hygiene ([WASH](#)) systems in underserved areas. The National Society also provides technical support on return processes and delivers community-based solutions that respond to climate-induced displacement, degraded water resources, and rising vulnerabilities. Through its decentralized network and community outreach, it ensures that displaced families are supported not only during the return process but also throughout their reintegration journey, contributing to resilience, social cohesion, and sustainable recovery.

### **IFRC network joint support**

The **IFRC** provides both technical and financial support to the National Society in its interventions under migration and displacement.

During the last quarter of 2025 together with the **Swedish Red Cross**, the Iraqi Red Crescent Society applied to the SIDA migration 'Humane, dignified, sustainable migration and return programme.'

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The **ICRC** provides support to the National Society under the Restoring Family Links ([RFL](#)) initiative.



## **Values, power and inclusion**

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### **Progress by the National Society against objectives**

Community Engagement and Accountability ([CEA](#)) is a fundamental pillar of the Iraqi Red Crescent Society's approach across all programs and operations. The Iraqi Red Crescent Society is committed to ensuring that its interventions are inclusive, participatory, and responsive to the diverse needs of the communities it serves. By embedding CEA throughout all phases of the project cycle—from assessment and planning to implementation and evaluation—the National Society ensures that affected populations, particularly the most vulnerable, are actively involved in shaping humanitarian responses. This includes women-headed households, children, persons with disabilities, and marginalized groups, whose perspectives are critical to delivering context-appropriate, equitable assistance.

Across all the DREF operations, the National Society applied a robust CEA approach, leveraging its volunteer network and trusted local presence to ensure that information was accessible, culturally appropriate, and responsive to community feedback. Protection, Gender, and Inclusion ([PGI](#)) considerations were integrated throughout, ensuring that women, children, persons with disabilities, and other at-risk groups were reached. Coordination with government authorities and local actors further reinforced continuity, transparency, and local ownership.

In October 2025, the Iraqi Red Crescent Society held a dedicated workshop to institutionalize Protection, Gender and Inclusion (PGI) and Safeguarding across all programmes. The workshop aimed to translate global PGI policies into practical standard operating procedures, strengthen institutional safety frameworks, map existing capacities, and identify gaps to ensure inclusive, survivor-centred programming. Key outputs included SOPs for PGI, safeguarding, complaints and feedback mechanisms, referral pathways, and guidance tools for staff and volunteers.

The Iraqi Red Crescent Society also upholds the highest standards of integrity and accountability, ensuring compliance with the IFRC Code of Conduct, the Child Safeguarding Policy, and enforcing a strict zero-tolerance policy for sexual exploitation, abuse, and harassment (PSEA) among staff, volunteers, and management. By building trust and strengthening local leadership, it empowers communities to take ownership of recovery and resilience processes, supports community-based solutions, and promotes long-term social cohesion.

## IFRC network joint support

The **IFRC** supports the Iraqi Red Crescent Society for its initiatives under values, power and inclusion which includes Community Engagement and Accountability ([CEA](#)) and Protection, Gender and Inclusion ([PGI](#)). Furthermore, the National Society is supported in its capacity building efforts and in development of relevant strategies.

The **British Red Cross** supports the delivery of sexual and gender-based violence (SGBV) awareness sessions with local communities.

The **Danish Red Cross** has contributed by facilitating gender-based violence (GBV) awareness sessions to enhance community knowledge and response capacities.

# ENABLING LOCAL ACTORS



## Strategic and operational coordination

### Progress by the National Society against objectives

#### 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.

Participating National Societies providing direct technical and financial support to the **Iraqi Red Crescent** include the **Danish Red Cross, German Red Cross, Norwegian Red Cross, Swedish Red Cross** and the **Turkish Red Crescent**.

#### Movement coordination

The Iraqi Red Crescent 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](#).

In Iraq, the **ICRC** helps displaced people, refugees and civilians in places affected by fighting during times of crisis. It improves access to clean water and health care, visits detainees and enables them to maintain contact with their families and supports the authorities' efforts to clarify the fate of people missing from earlier conflicts. The ICRC also supports the National Society in its development and operations, as a primary partner with a focus on the Safer Access approach. This approach promotes safer access to people affected by conflict and violence, while minimizing risks to staff and volunteers. The ICRC also continues to support the National Society in explosive remnants of war, relief stocks and other activities falling within its operational mandate.

#### External coordination

The Iraqi Red Crescent Society closely coordinates with the Iraqi Government and humanitarian organizations at National and Governorates level. The National Society coordinates its activities with the Prime-Minister's office, ministries, local governments/directorates in targeted governorates, and the Ministries of Health and Environment, Education, Displaced, and Reconstruction, as well as other national and international humanitarian organizations. The National Society, as an auxiliary to the Government, is a member of the National Disaster Response Committee chaired by the Government Department of Migration and Displacement.

Shelter and non-food household items, food clusters, and WASH cluster meetings are held every two weeks with national and international humanitarian organizations. These meetings facilitate implementation in the field concerning the scope of support and identification of beneficiaries (avoiding duplication and enhancing synergies), to ensure that the National Society and the broader Red Cross Red Crescent stakeholders cooperate and collaborate where possible, with the considerable UN and I/NGO presence. The Iraqi Red Crescent Society has prioritized those agencies with which it engages, primarily the UN agencies. There is some engagement with the following the Inter-Agency Standing Committee (IASC) clusters: Camp Coordination and Camp Management (CCCM) Cluster, chaired by UNHCR; Shelter/NFI Cluster, chaired by UNHCR; and the Food and Nutrition Cluster, chaired by WFP, WHO - Health Cluster Emergency Response, and other humanitarian organizations with a significant presence in Iraq, though mostly based in KRI.



## National Society development

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### Progress by the National Society against objectives

In Iraq, National Society development initiative has been led by the Iraqi Red Crescent Society with the IFRC country delegation supporting it to advance its development agenda through bilateral accompaniment and coordinated engagement with in-country Movement partners. Following the Organizational Capacity Assessment and Certification (OCAC) process and based on identified priorities, partners reaffirmed their commitment to support the implementation of Iraqi Red Crescent Society's National Society development plan.

From September 9 to 13, the Iraqi Red Crescent Society, supported by the IFRC, completed its PER self-assessment to strengthen disaster and emergency response. The process engaged HQ and branches in identifying strengths, addressing gaps, and setting priorities aligned with National Society Development. This milestone reinforces institutional readiness across key areas, including policies, coordination, and early warning systems.

Building on this foundation, National Society development in Iraq has progressed from broad partner engagement into a structured, National Society-led delivery mechanism. In late 2025 and early 2026, an NSD Executive Committee was re-established to provide decision-making, accountability, and unified direction for National Society development, and to ensure coherent partner support under one national plan. This architecture was operationalized through Technical Working Groups (TWGs) covering the core institutional files (Finance, HR, PMER, Logistics/Procurement, Fundraising and Cash), with agreed lead/co-lead arrangements among Iranian Red Crescent Society, IFRC and key Movement/partner actors to reduce duplication, strengthen follow-up, and accelerate implementation.

By January 2026, National Society development implementation had been consolidated into a clear portfolio of priority workstreams, including: progressing the ERP/system upgrade pathway (with a dedicated committee, refined options, and updated timelines), advancing salary scale review aligned with financial realities and systems decisions, strengthening PMER capacity through structured on-the-job support and preparation to recruit a dedicated service provider, and moving forward on PGI/safeguarding through workshops and draft policy development pending formal clearance. In parallel, work on financial sustainability advanced through the design and consultation of a Fundraising Unit framework, and the NSD coordination mechanism supported the endorsement pathway for the National Society's 2026–2030 Strategy.

Despite this progress, implementation continues to face challenges related to limited and fluctuating funding, lengthy internal clearance and decision-making processes for policies/systems, and the need to balance institutional reforms with ongoing operational demands—highlighting the importance of continuing the journey with sustained leadership commitment, coordinated partner support, and consistent follow-through to deliver lasting institutional change.

The Iraqi Red Crescent Society, through its National Society Investment Alliance (NSIA) project, has completed the establishment and testing of a Vocational Training Centre in Baghdad, supported by an initial CHF 50,000 allocation under the National Society Development Plan. The centre is designed to address long-term socio-economic challenges and contribute to sustainable development by providing market-relevant skills training in areas such as entrepreneurship, digital marketing, accounting, plumbing, and solar panel installation. Targeting vulnerable groups, including youth, women, and displaced individuals, the initiative promotes economic empowerment, social inclusion, and capacity building by equipping participants with both technical expertise and essential soft skills to enhance employability and self-reliance. Designed for long-term sustainability, the project leverages strategic partnerships

with local businesses, NGOs, and government institutions to facilitate funding opportunities, job placements, and ongoing support.

### **IFRC network joint support**

**The IFRC** continues to support the Iraqi Red Crescent Society to strengthen its National Society development efforts through both technical and financial assistance. In alignment with the development plan, IFRC and partners are actively contributing to the enhancement of key institutional functions, particularly in Human Resources, Finance, PMER and Audit. To support this process, the National Society has organized regular Technical Working Group (TWG) meetings with dedicated committees for HR, Finance, PMER, and Audit.

IFRC, together with Movement partners, continues to provide technical guidance, capacity development, and alignment with global standards, ensuring that the National Society development initiatives remain institutionally relevant, locally owned, and sustainably implemented across all National Society branches.



## **Humanitarian diplomacy**

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### **Progress by the National Society against objectives**

The Iraqi Red Crescent Society has strengthened its humanitarian diplomacy efforts to address the country's evolving humanitarian landscape. This includes supporting vulnerable populations, responding to climate-related shocks, epidemics, and disasters, and building community resilience to contribute to sustainable development. Through active engagement with national authorities, local communities, and international stakeholders, the National Society advocates for principled humanitarian action rooted in the Fundamental Principles of the Red Cross and Red Crescent Movement. A Humanitarian Diplomacy Guidance briefing note has been developed to support strategic engagement by senior-level Movement representatives. This outlines key priorities such as reinforcing the National Society's auxiliary role, promoting long-term programmatic approaches over fragmented aid, advocating for respect of International Humanitarian Law (IHL), and Disaster Laws further encouraging investment in local humanitarian capacities.

In parallel, the Iraqi Red Crescent Society maintains strong operational coordination with Movement partners and stakeholders at all levels. This collaboration extends to joint climate resilience initiatives, including Early Warning for All (EW4All), water scarcity response, and climate advocacy, where the National Society serves as a regional Climate Champion. Additionally, it is actively engaged in advocacy around disaster law, humanitarian access, and addressing internal institutional challenges from previous operations. At the community level, it ensures that local voices shape programme design and delivery, while at the national and global levels, it champions policies that strengthen locally led action and sustained humanitarian impact.

### **IFRC network joint support**

**The IFRC** supports the Iraqi Red Crescent Society's efforts under humanitarian diplomacy, working to ensure that the National Society leverages its auxiliary role to advocate for humanitarian interventions and to promote the role of the National Society. It works to ensure that the National Society is recognized as the primary responder to disasters in the country and supports the National Society in developing tailored key messages for humanitarian diplomacy engagements.



## **Accountability and agility (cross-cutting)**

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### **Progress by the National Society against objectives**

The Iraqi Red Crescent Society through strong coordination between its Headquarters and governorate branches, has maintained a consistent and accountable approach in delivering humanitarian programmes across Iraq. This has been achieved through transparent financial management, inclusive human resource practices, and effective safeguarding guidelines that prioritize staff safety, gender balance, and professional development. Accountability to partners and donors is ensured through timely reporting and compliance systems. The National Society has implemented context-sensitive risk management approaches, including regular security assessments and field-level monitoring, to ensure

continuity of operations in complex and high-risk areas. Strengthened supply chain systems and monitoring and evaluation plan have supported results-based programming that is responsive to community needs and changing humanitarian conditions.

In addition, the Iraqi Red Crescent Society has integrated digital tools and innovation into its programme implementation to enhance agility and service delivery. Investments in digital literacy have strengthened data collection, improved analysis, and supported more informed decision-making. Local innovation is encouraged by the engagement of the local community for programme designing that adapts to the specific needs of communities while remaining aligned with national priorities and donor requirements. Continuous learning and adaptive management are at the core of National Society operations, ensuring that programmes are inclusive, people-centred, and sustainable.

#### **IFRC network joint support**

The IFRC provides both technical and financial assistance to the National Society in its efforts under accountability and agility.

## **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**

- **Building and sustaining community trust is essential:** Initial challenges in awareness and acceptance, particularly around sensitive topics such as cash assistance, mental health, and psychosocial support, demonstrated that trust must be actively cultivated. Engagement and participation grew significantly when communities experienced the relevance and consistency of support, reinforcing the importance of people-centred, inclusive approaches from the outset
- **Local ownership drives sustainability:** Community contributions—such as providing spaces, sharing local knowledge, and assisting implementation—highlighted the value of participatory approaches that empower communities to co-create solutions and maintain them over time
- **From transactional to transformative engagement:** In contexts where previous aid created expectations of material incentives, consistent communication and delivery of meaningful support encouraged communities to prioritize dignity, social cohesion, and psychological well-being, showing the impact of dignity-based humanitarian action
- **Coordination and field presence underpin effectiveness:** Complex, politically sensitive environments require clear roles, responsive leadership, and robust HQ–branch coordination to uphold humanitarian principles, maintain access, and enable adaptive decision-making in rapidly changing contexts

- **Contextualization is mandatory:** Technical tools, SOPs, and operational procedures must be adapted to local realities through dialogue and iteration, enhancing relevance, usability, and acceptance by both staff and communities
- **Short-term interventions can catalyse systemic change:** Even within limited timeframes, targeted initiatives—such as pre-positioned stocks, contingency planning, and multi-sectoral assistance—created momentum, identified operational gaps, and laid foundations for longer-term resilience, institutional learning, and capacity strengthening

# 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)
<b>Core Questions</b>	
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
<b>Additional Questions</b>	
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

- [IQ\\_Iraq AR Financials.pdf](#) (Note: The financial report link will be fed when the report is available. For emergency operations, see [MDRIQ019](#))
- [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](#)

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