



ARMENIA

2025 IFRC network annual report, Jan-Dec



7 May 2026

IN SUPPORT OF THE ARMENIAN RED CROSS SOCIETY



12

National Society branches



54

National Society local units



300

National Society staff



10,000

National Society volunteers

PEOPLE REACHED

Emergency Operations



19,266

Climate and environment



70,000

Disasters and crises



171,658

Health and wellbeing



105,620

Migration and displacement



19,195

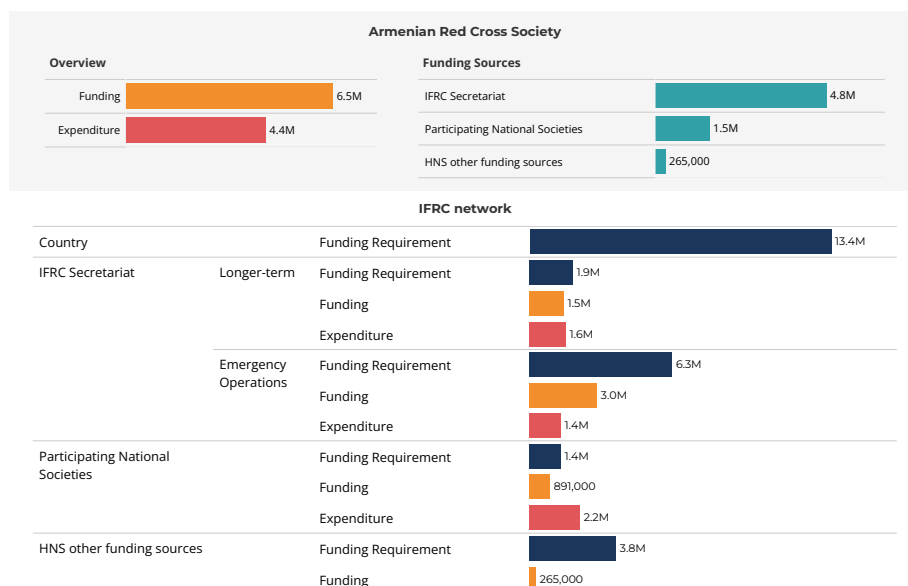
Values, power and inclusion



14,618

FINANCIAL OVERVIEW

in Swiss francs (CHF)



Appeal number **MAAAM002**

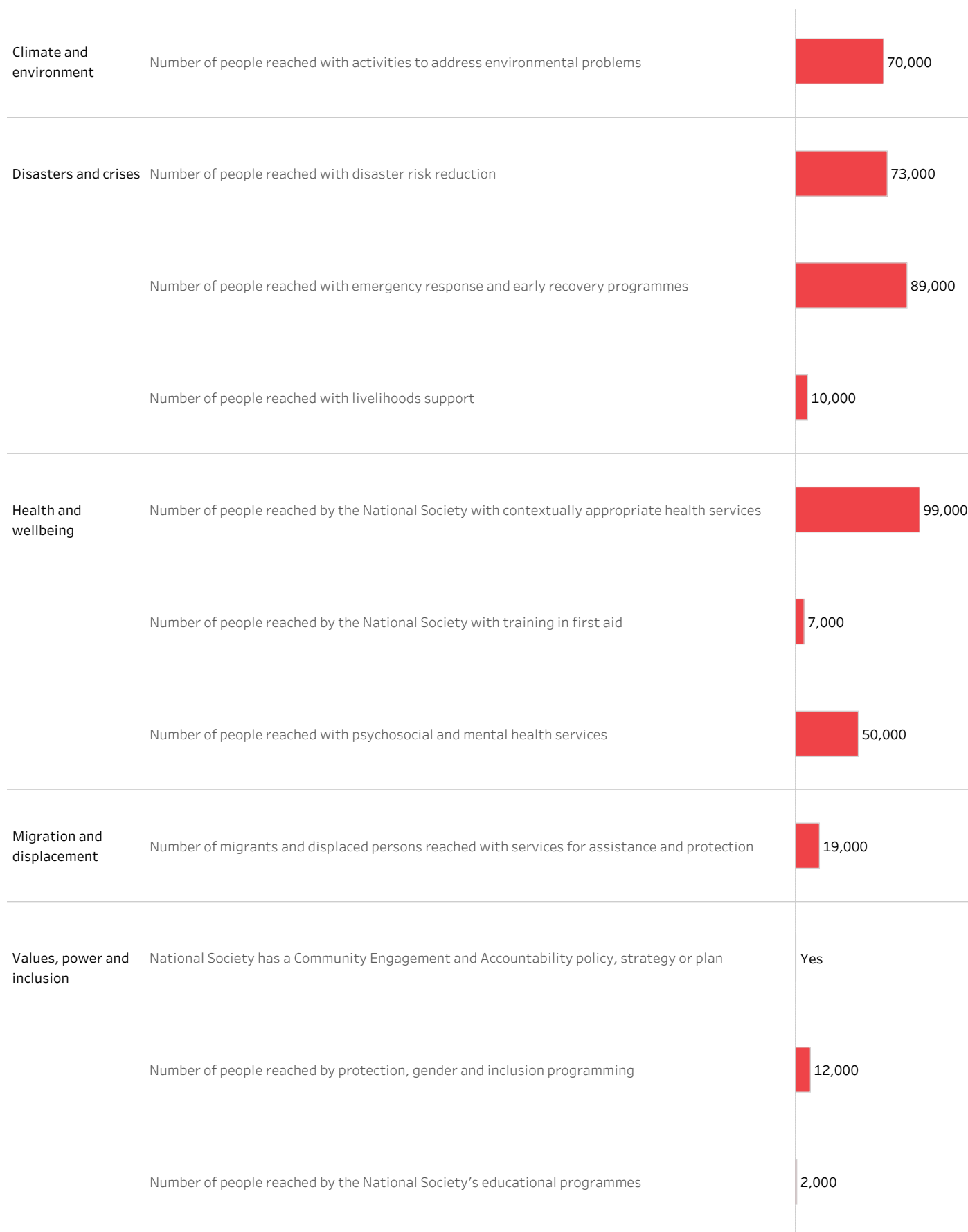
*Information on data scope and limitations is available on the back page

ONGOING EMERGENCY INDICATORS

MDRAM012 / Population Movement Armenia

Accountability and agility	National Society has a PSEA Action Plan to enforce prevention and support survivors	Yes
	National Society has a Protection of Sexual Exploitation and Abuse (PSEA) policy to enforce prevention and support survivors	Yes
Disasters and crises	Number of people reached with livelihoods support	303
	Number of people reached with emergency response and early recovery programmes	149
Health and wellbeing	Number of people reached with psychosocial and mental health services	6,000
	Number of people reached by the National Society with contextually appropriate health services	6,000
Humanitarian diplomacy	National Society participates in IFRC-led campaigns	Yes
	National Society has a domestic advocacy strategy developed aligning, at least in part, with global IFRC advocacy strategies	Yes
Migration and displacement	Number of migrants and displaced persons reached with services for assistance and protection	2,000
National Society development	There is a National Society Development plan in place	Yes
	National Society has created and implemented youth engagement strategies	Yes
	National Society covers health, accident and death compensation for all of its volunteers	Yes
Values, power and inclusion	Number of people reached by protection, gender and inclusion programming	9,000

STRATEGIC PRIORITIES



ENABLING FUNCTIONS

Accountability and agility	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
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
	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	387,000		●	●	●	●	
Italian Red Cross						●	
Swiss Red Cross	504,000		●	●			

Total Funding Reported **CHF 891,000**

Q1. OVERALL PERFORMANCE

Context

Armenia's political and geopolitical environment remains shaped by fragile regional dynamics and cautious peace efforts following decades of conflict. Armenia and Azerbaijan agreed on a draft peace treaty in March 2025 and signed a Joint Declaration and initialled a 17-article agreement in August 2025, however, key issues such as border delimitation and transit arrangements remain unresolved, leaving the peace process fragile and the security environment uncertain. In parallel, Armenia has begun diversifying its security and political partnerships.

In March 2025, Armenia adopted an EU Integration Act and concluded a new EU–Armenia Partnership Agenda in June 2025, reinforcing deeper cooperation while continuing to assess the economic and political implications of balancing parallel regional and international frameworks. At the same time, the mass displacement from Karabakh in 2023 continues to place pressure on public services, particularly housing, disruptions to agricultural and livestock activities in particular areas, further affecting local economic stability.

GDP growth slowed from 12.6 per cent in 2022 to 5.6 per cent in early 2025, driven by services, construction, consumption, and investment. Inflation stayed moderate at around 3.3 per cent by October 2025, largely due to higher food prices. However, unemployment remains elevated, at 12.3 per cent by mid-2025, with particularly high unemployment among displaced populations (49 per cent), alongside widespread underemployment and informal work.

Poverty levels have continued to decline, from 27 per cent in 2020 to an estimated 21.7 per cent in 2024, though Armenia still records the highest poverty rate in the region. Inequality has eased slightly, but significant disparities persist between urban and rural areas and among vulnerable households. Social protection systems remain under pressure following displacement, and more than half of the population could face food insecurity if exposed to economic or climate shocks. Additional challenges include high emigration, population ageing, uneven access to services, and low productivity in agriculture, which employs over 40 per cent of the workforce but contributes only about 20 per cent of GDP.

Armenia's natural environment is characterized by significant disaster risks and long-term ecological vulnerabilities. Its mountainous terrain and tectonic location make the country highly prone to earthquakes, with seismic risk heightened by aging and insufficiently earthquake-resistant buildings. Armenia is also increasingly affected by climate-related hazards, including droughts, flash floods, landslides, and extreme weather events, as highlighted by severe floods in May 2024, underscoring the country's exposure to heavy rainfall and the need for strong disaster preparedness and response systems.

Climate change is intensifying these risks through rising temperatures and shifting precipitation patterns. Projections indicate more frequent heatwaves and prolonged droughts, contributing to water scarcity, land degradation, and desertification, particularly in the Ararat Valley. Soil erosion and declining fertility threaten agricultural productivity, while reliance on biomass for heating in rural areas accelerates deforestation, air pollution, and landslide risks. Environmental pollution, including water and mining-related contamination, remains a concern, although mitigation efforts are ongoing.

Armenia's humanitarian situation in 2025 continues to be shaped by the displacement of 115,388 people from Karabakh. Priority needs include shelter, livelihoods, food security, healthcare, and education. An Armenian Red Cross Society assessment conducted in late 2025 among 226 displaced people found that 83.6 per cent live in rented accommodation, while only 11.5 per cent reported fully satisfactory housing conditions. 80.3 per cent of households lack adequate winterization, 70.3 per cent struggle with utility payments, and 66.8 per cent face difficulties covering rent. Poor insulation, overcrowding, and frequent relocations increase protection and health risks, especially for children, older people, and persons with disabilities.

Livelihood challenges remain severe, with an average of 1.08 income earners supporting households of 5.23 members. Nearly 49.1 per cent of respondents report difficulties finding employment, and 57.1 per cent identify lack of income as a priority unmet need, leaving 46.5 per cent of households highly dependent on humanitarian assistance. Beyond displacement, wider vulnerabilities persist: around 11 per cent of the population (over 300,000 people) is acutely food insecure, while 65.5 per cent of displaced households report food-related needs, 38.5 per cent require medication support, and 48.7 per cent have partial or no access to health services. Vulnerability is compounded by demographics,

with 59.3 per cent of households with older people and 38.5 per cent including persons with disabilities, highlighting the need for sustained humanitarian assistance alongside longer-term resilience and integration support.

The psychosocial situation in Armenia in 2025 reflects increased mental health and psychosocial support (MHPSS) needs following the displacement from Karabakh. Studies among displaced populations indicate that 60 per cent of respondents exhibit symptoms of depression and anxiety severe enough to require clinical attention, often accompanied by reduced daily functioning and work capacity. Forced displacement, uncertainty about the future, and ongoing socio-economic stressors are key contributing factors, underscoring the importance of accessible, community-based MHPSS services linked with livelihood and social integration support.

Key achievements

Climate and environment

In 2025, the Armenian Red Cross Society strengthened climate and environment action by laying key foundations for anticipatory action, early warning, and climate-smart disaster risk management. The National Society completed critical evidence products, including Disaster Law Mapping and a National Climate Risk Assessment, advanced institutional preparedness through a PER self-assessment and action plan, and confirmed readiness for [Early Action Protocols](#) for floods, heatwaves, and droughts. It strengthened people-centred early warning through localized PAPE messaging and played a leading role under EW4All Pillar 4 by coordinating stakeholders, validating the national Maturity Index, and helping define gaps and priorities for preparedness and response. Together, these achievements improved national and institutional readiness and positioned the Armenian Red Cross Society to scale community-focused early warning, locally led adaptation, and volunteer-supported anticipatory action.

Disasters and crises

In this reporting period, the Armenian Red Cross Society strengthened its disasters and crises response by delivering life-saving assistance, expanding community-based emergency capacity, and reinforcing institutional preparedness nationwide. It supported displaced families from Karabakh with food, hygiene and household items alongside psychosocial support, while advancing the Volunteer First Responder Service by equipping communities and institutionalizing a national volunteer fire rescue system. The National Society enhanced operational readiness through PER-aligned preparedness planning, updated contingency plans, nationwide simulations, finalized emergency SOPs, and strengthened Cash and Voucher Assistance (CVA), [Safer Access](#), and disaster response team capacities. Community resilience was further reinforced through school-based DRR and fire safety interventions, livelihood and economic security support in vulnerable border areas, and strengthened Movement coordination—collectively improving Armenia's ability to respond effectively, safely, and at scale to disasters and crises.

Health and wellbeing

Between January and December 2025, the Armenian Red Cross Society strengthened health, social care, and wellbeing services for vulnerable populations by expanding inclusive, high-quality care models and reinforcing professional and community capacities nationwide. Institutional and home-based care were enhanced through improved infrastructure, staff training, and professionalization of the care sector, while active ageing, disability, and long-term care services supported dignity, independence, and social inclusion. [Mental Health and Psychosocial Support](#) remained a core focus, with community-based, protection-sensitive services for displaced people, caregivers, children, and frontline workers, alongside staff wellbeing initiatives and stigma-reduction efforts. Complementary public health promotion, first aid training, and search-and-rescue capacity building further strengthened community resilience and sustainable health and wellbeing systems across Armenia.

Migration and displacement

Throughout this reporting period, the Armenian Red Cross Society strengthened its work under migration and displacement by providing integrated, protection-sensitive support to displaced and vulnerable people, helping them meet immediate needs and progress toward sustainable integration. Through case-managed livelihoods assistance and cash-based interventions, the National Society supported highly vulnerable households to address shelter, utility, and income needs, while coordinating closely with national social protection systems. Integration Centres offered safe,

inclusive spaces delivering psychosocial support, civic orientation, job and education guidance, legal counselling, and community engagement activities that promoted social cohesion with host communities. Complemented by labour market integration efforts, legal assistance, and UNHCR-funded protection activities at border points, these actions enabled displaced people to rebuild their lives and integrate into Armenian society with dignity.

Values, power and inclusion

In 2025, the Armenian Red Cross Society advanced values, power and inclusion by strengthening Community Engagement and Accountability (CEA) and embedding Protection, Gender and Inclusion (PGI) across its work. The introduction of the Digital Engagement Hub modernized feedback management, improved accountability, and enabled more responsive, people-centred programming, supported by staff and volunteer capacity building and ethical SOPs. PGI principles guided inclusive service delivery—particularly in MHPSS—while Smiley Clubs provided safe, child-friendly spaces that supported displaced and vulnerable children’s psychosocial wellbeing, learning, and social cohesion. Through digital innovation, participatory approaches, and strong safeguarding practices, the National Society reinforced dignity, inclusion, and community trust across all interventions.

Enabling local actors

Between January and June 2025, the Armenian Red Cross Society advanced a comprehensive National Society Development agenda focused on strengthening governance, systems, and long-term sustainability. Guided by a National Society Development Roadmap developed with Movement partners, the organization progressed statute revision with the Joint ICRC/IFRC Statute Commission, strengthened legal and governance alignment, and deepened Movement coordination through targeted workshops on key frameworks. Organizational development was further informed by a facilitated Organizational Capacity Assessment, reinforcing a phased, strategic approach to change across governance, management systems, people and culture, and operational support. Volunteer and branch development remained central, with investments in volunteer leadership, induction systems, branch management training, and peer-exchange platforms that strengthened coherence, accountability, and HQ–branch collaboration nationwide.

Parallel efforts strengthened institutional effectiveness, transparency, and sustainability. Human resources systems were enhanced through clearer policies, ethical standards, and digitalized processes, including the integration of Armsoft accounting software to improve HR–Finance coordination, data accuracy, and efficiency. Robust financial governance ensured compliance with IFRS and donor requirements, supported by strong internal controls, transparent reporting, and audit readiness. Supply chain capacity was reinforced through efficient procurement and logistics, alongside the introduction of an automated warehouse system to improve inventory tracking and responsiveness. Communications and public visibility were strengthened through intensive media engagement, anniversary campaigns, volunteer media trainings, and consistent coverage of National Society activities—together positioning the Armenian Red Cross Society as a more agile, trusted, and sustainable humanitarian actor.

Q2. CHANGES AND AMENDMENTS

Following the closure of the Emergency Appeal Population Movement on 30 June 2025, remaining funds were transferred to the Unified Plan to ensure continuity of services for displaced populations. While a 90-day USAID funding freeze temporarily delayed the second cohort of the livelihoods programme, confirmed USAID funding and expected support from the French Government enabled continued implementation. In parallel, the Armenian Red Cross Society adjusted programme design in response to emerging needs, including launching DREF operations for Syrian returnees and the Chambarak gas explosion, as well as revising food assistance from vouchers to in-kind food parcels based on market analysis to better reach vulnerable households in remote areas; the food distribution timeline was consequently rescheduled from August–October to October–December 2025 due to tendering processes and coordination with the MoLSA.

Q3. MEASURING RESULTS OF THE IFRC NETWORK ACTION

ONGOING EMERGENCY RESPONSE

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

Name	Armenia Population Movement Emergency Appeal
Appeal number	MDRAM012
Duration	30 September 2023 to 30 June 2025
People affected	120,000 people
People to be assisted	90,000 people
Funding requirements	Federation-wide funding requirement: CHF 20 million IFRC Secretariat funding requirement: CHF 15 million (CHF 1.2 million in 2025)
Link to Emergency Appeal	Armenia Population Movement Emergency Appeal
Link to Operational Strategy	Operational Strategy
Link to latest Operational Update	Operations Update No.5

As a result of the military escalation in September 2023, thousands of civilians were displaced to the territory of Armenia. Over the course of several days, a significant number of people, including elderly individuals, women, and children, left their homes. Despite the cessation of armed conflict, the humanitarian challenges faced by the affected population persisted and continued to grow. The number of people who arrived in Armenia following the escalation of hostilities remained stable at 115,388 individuals. Approximately 76 per cent of these individuals were staying in Yerevan and the surrounding regions (Ararat, Armavir, and Kotayk). Given the nature of the crisis, there was an urgent and continued need for the provision of humanitarian assistance to meet the evolving needs of the affected population.

Short description of the emergency operational strategy

The Armenian Red Cross Society, in collaboration with local authorities, played a crucial role in delivering humanitarian assistance to displaced individuals. Given the scale of displacement, there was an urgent need for humanitarian support to address the evolving needs of those affected. To ensure a targeted and effective response, the Armenian Red Cross Society conducted 17,669 interviews throughout the operation, both via phone and through face-to-face interactions, reaching individuals who collectively represented 81,661 people. These assessments informed the identification of needs and vulnerabilities and guided the delivery of assistance accordingly. The operation was implemented with continuous alignment to identified needs and in line with governmental directives. Throughout the Emergency Appeal, the Armenian Red Cross Society reached a total of 98,020 vulnerable displaced people.

The National Society's response under this Emergency Appeal included interventions such as shelter, housing, and settlements through the distribution of essential household items and multi-purpose cash assistance to cover urgent needs; livelihoods support through cash assistance and business trainings to support income-generating activities; Mental Health and Psychosocial Support (MHPSS); Water, Sanitation, and Hygiene (WASH) interventions; support to migration-related needs through established Integration Centres; Protection, Gender, and Inclusion (PGI) and Community Engagement and Accountability (CEA); as well as expanded education support for displaced children through child-friendly spaces, among a range of other activities.



Climate and environment

Progress by the National Society against objectives

In 2025, the Armenian Red Cross Society made efforts to advance the programme objectives aimed at strengthening early warning and anticipatory action systems, enhancing climate-smart disaster risk management, and improving institutional and community preparedness. Implementation focused on reinforcing partnerships with key national and local stakeholders, building the foundations for anticipatory action through strengthened risk governance and preparedness planning, and supporting people-centred early warning communication for priority climate hazards. Key activities included the completion of disaster law research and a national climate risk assessment, advancement of institutional readiness through preparedness assessments and planning, feasibility work toward the development of Early Action Protocols for floods, heatwaves, and droughts, and strengthened coordination and alignment under the Early Warnings for All initiative. Through these actions, the programme contributed to improved readiness at national and institutional levels and laid important groundwork for scaling community-focused early warning, locally led adaptation, and volunteer-supported anticipatory action in subsequent phases.

Key 2025 achievements included completion and use of foundational evidence products to strengthen risk governance and anticipatory action readiness. A detailed Disaster Law Mapping and Research was completed, identifying legal gaps and opportunities to enhance early warning systems and define next steps under Early Warnings for All (EW4ALL). In parallel, the National Climate Risk Assessment was finalized to strengthen understanding of climate risks and inform improved planning and response. The disaster law works also produced consolidated recommendations intended to inform the forthcoming Draft Law on Disaster Risk Management and Population, including forward-looking provisions related to anticipatory action, disaster risk management financing mechanisms, and institutional accountability.

Building on these foundations, the Armenian Red Cross Society advanced institutional preparedness through a comprehensive Preparedness for Effective Response (PER) self-assessment (conducted in 2024), which resulted in a drafted two-year PER Plan of Action (2025–2026) and directly informs the National Society's early action planning, disaster risk finance dialogue, and preparedness programming.

In early 2025, the Armenian Red Cross Society finalized a feasibility study for Early Action Protocol (EAP) development (floods, heatwaves, droughts), confirming that the National Society has the operational foundations (branch networks, cash delivery systems, trained volunteers, stockpiles) to implement anticipatory actions once triggers and SOPs are defined, and identifying access pathways including IFRC's Anticipatory Pillar of DREF and linkages with national contingency financing.

To strengthen warning communication and community action guidance, the Armenian Red Cross Society conducted a PAPE contextualization workshop to adapt IFRC PAPE messages to Armenia's context for six prioritized hazards, with finalized Armenian-language messages planned for integration into the WhatNow platform and national institutionalization.

In November 2025, the Armenian Red Cross Society played an active role within the EW4All initiative, particularly under Pillar 4 — 'Preparedness and Response Capabilities'. As part of the co-leadership of Pillar 4, the Armenian Red Cross Society carried out a stakeholder mapping to identify relevant national and local actors, institutions, and community representatives to engage in the preparedness and response process. The National Society reached out to around 30 relevant stakeholders, compiled this stakeholder list, prepared relevant materials, and contributed to the national EW4ALL forum held on 26–27 November 2025, organized by UNDP Armenia together with relevant ministries, agencies, and EW4All Pillar Leads. As part of this forum, the National Society supported the validation of the EW4All 'Maturity Index' document, which is a gap analysis tool defining where Armenia stands in terms of Pillar 4 preparedness and response capacities. The Armenian Red Cross Society prepared presentations for the forum and helped facilitate discussions on institutional coordination, readiness, and gaps, initiating the validation process of the Maturity Index for Pillar 4. Through this work, the National Society contributed to identifying critical gaps and readiness needs, thereby helping to shape a roadmap for strengthening national early warning, preparedness, and response systems under EW4All.

The national forum brought together over 50 participants representing a wide cross-section of key stakeholders: eight ministries and state agencies, community administrations, scientific organizations, UN partners, civil society organizations, and technical specialists from global EW4All Pillar lead institutions. The National Society also organized a workshop, with the support and coordination from IFRC, inviting all relevant stakeholders within Pillar 4. The workshop introduced the key partners to the EW4ALL initiative, provided updates from the November 26-27 forum, and continued the validation process of the Maturity Index document.

IFRC network joint support

The IFRC supported the Armenian Red Cross Society in initiating and scaling people-centred early warning early action within strengthened national and local risk management systems under the Irish Government (Irish Aid) pledge-based initiative 'Expanding Cross-Pillar Early Warning Early Action for Climate-related Hazards.' In Armenia, the IFRC continued close collaboration with the Armenian Red Cross Society to strengthen early warning-early action and climate resilience at national and community levels. To enable implementation, key surge capacities were mobilized through the recruitment of a disaster law research specialist and a programme manager.

The IFRC also supported the establishment of an early warning thematic working group within Armenia's disaster risk reduction national platform and convened a strategic meeting with Hydromet in early 2025 to align roadmaps and commitments under EW4ALL, including integration of tools into national alert systems and co-development of community-level alert protocols and messages.

The **Austrian Red Cross** supported the National Society in organizing a national working group aimed at developing a simplified Early Action Protocol for climate-related disaster. Subsequently, a three-day workshop was held to initiate the sEAP development process.



Disasters and crises

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

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

NAME OF THE OPERATION	Gas explosion in Chambarak, Armenia
MDR-CODE	MDRAM015
DURATION	3 months (23 June 2025 to 30 September 2025)
FUNDING ALLOCATION	CHF 84,039
PEOPLE TARGETED	850 people

The DREF allocation CHF 84,039 in June 2025 supported the Armenian Red Cross Society in aiding approximately 850 people affected by a gas explosion in the area of Chambarak in Armenia. The National Society supported the affected people over a period of three months with interventions such as multipurpose cash assistance, shelter and livelihoods, psychosocial support, preposition of WASH items, among other interventions.

Progress by the National Society against objectives

In 2025, the Armenian Red Cross Society undertook various initiatives and interventions under disasters and crises to support affected individuals and families. With the support of the Hungarian Helps Agency, the Armenian Red Cross Society provided assistance to displaced population from Karabakh to cover their immediate needs in the Lori, Kotayk and Ararat regions. While procurement activities were completed in 2024, distribution activities were carried out in 2025. The distribution included essential food parcels, hygiene kits, and essential household items, supporting families in maintaining basic living standards. Moreover, the project placed strong emphasis on psychosocial support to address mental health and psychosocial needs, including recovery from trauma. Psychosocial sessions for adults and children provided safe spaces to express feelings, share experiences, and develop coping strategies, fostering emotional healing and community resilience.

In 2025, the Armenian Red Cross Society implemented the Volunteer First Responder Service in Armenia (VolFiRe) project with the support of Austrian Development Agency and with the Austrian Red Cross. The project aims to establish 13 Volunteer Fire Rescue Groups (VFRGs) in 9 Marz of Armenia and institutionalize a Volunteer Fire Rescue System (VFRS) at the national level. During this period, the Fire Rescue Instruction Manual (FRIM) for rescue volunteers was completed, all equipment, furniture and uniforms were delivered to communities. Throughout 2025, the National Society continued to strengthen and institutionalize the VolFiRe, expanding community-based emergency response capacity across Armenia.

In 2025, the National Society worked on the Strengthening the Armenian Red Cross Society Disaster Management and Response Capacity project, aimed at enhancing institutional preparedness, operational readiness, coordination and Cash and Voucher Assistance (CVA) capacity for timely and effective emergency response across Armenia. Building on the IFRC Preparedness for Effective Response (PER) framework, the project focused on strengthening emergency preparedness mechanisms at both headquarters and branch levels, with particular emphasis on selected branches in six regions. Key activities included reviewing and updating preparedness policies and planning tools through a Movement Contingency Plan (MCP) workshop, resulting in an updated MCP and Preparedness Plan of Action, and reinforcing coordination protocols. Operational response capacity was also strengthened through a disaster response team training which covered first aid, psychosocial support, search and rescue, navigation and wildfire response. The national SIMEX provided critical insights into the National Society's strengths and gaps across strategic, operational, and technical levels, tested the activation and functioning of the Emergency Operations Centre (EOC), application of draft Standard Operating Procedures (SOPs), Rapid Needs Assessment (RNA), preparation of SitReps and a draft DREF application, and coordination through simulated government and Movement channels. Following the national exercise, four complementary regional preparedness and coordination activities were conducted to strengthen cooperation with state authorities and enhance regional-level readiness.

In parallel, the Armenian Red Cross Society advanced the institutionalization of CVA through a self-assessment workshop, which reviewed the National Society's CVA preparedness plan and supported the development of a draft CVA vision statement, complemented by CVA level 2 training for staff and volunteers.

In recent years, the Armenian Red Cross Society has been addressing gaps in coordination, activation processes, and the clarity of internal procedures during emergencies. In November 2025, the National Society organized a two-day workshop to validate and harmonize newly developed SOPs for emergency response. The workshop covered SOPs on Disaster Response Teams, Humanitarian Assistance, Procurement in Emergencies, Human Resources in Emergencies, Volunteer Management in Emergencies, and Mental Health and Psychosocial Support/Psychological First Aid. In line with the PER workplan, the reviewed SOPs were refined based on operational feedback collected during the workshop and finalized in December 2025.

Complementing these efforts, the National Society continued Safer Access Framework training with funding from the ICRC. As a result, staff and volunteers were equipped with knowledge and skills to operate safely, neutrally, and with community acceptance during emergency operations. At the community level, the National Society initiated Disaster Risk Reduction (DRR) interventions in five schools in Tavush and Gegharkunik regions following formal confirmation from the Ministry of Education, Culture, Science and Sport (MoECSS) in November 2025. Introductory meeting took place with school management, which confirmed strong local engagement and ownership, particularly in these border and disaster-prone areas.

Fire protection and disaster preparedness assessments conducted in all schools identified significant gaps, including missing or outdated fire extinguishers, absence of evacuation signage, and reliance on school bells as the sole evacuation alert mechanism, which would not function during power outages. Based on the assessment findings, the five schools were equipped with essential fire safety and evacuation equipment, including fire extinguishers, fire extinguisher stands, evacuation signage, and loudspeakers to ensure effective alerting during emergencies, including power outages. Following installation, practical evacuation drills were conducted on school premises with the active participation of school military teachers, using the newly installed equipment in real-time scenarios.

Under the the ICRC-supported Economic Security (EcoSec) project, in 2025, the Armenian Red Cross Society supported conflict-affected borderline communities and vulnerable households by addressing essential economic needs and vulnerable households through support to basic needs and sustainable income-generation activities. The project also focused on strengthening staff and volunteer capacity to implement EcoSec activities, including household economic assessments and livelihood support interventions. This included training of volunteers and staff members, assessment, implementation and monitoring of National Society course.

In 2025, the Armenian Red Cross Society also strengthened its Disaster Management and Safer Access Framework capacities through a range of training and operational activities implemented in partnership with the ICRC.

Under the IFRC climate project, the National Society held a Movement Contingency Plan workshop, which aimed to enhance disaster preparedness, strengthen operational coordination among Red Cross and Red Crescent Movement partners in Armenia and boost the National Society's response capacity in alignment with national and international humanitarian frameworks. The workshop facilitated a review and update of these scenarios to reflect new developments since 2023, fostered joint planning and scenario-based discussions, and enabled structured assessments to ensure effective and coordinated response efforts at both orange and red alert levels.

IFRC network joint support

The **IFRC** supported the National Society through technical, operational, and financial assistance, including the development and harmonization of emergency response SOPs, strengthening disaster preparedness and early warning systems, and providing funding through the DREF mechanism for population movement response.

The **Austrian Red Cross** supported the National Society in strengthening community-based emergency response through volunteer fire rescue system development and capacity building.

The **Swiss Red Cross** supported the National Society by providing food, hygiene, and winter assistance to vulnerable groups and strengthening its disaster preparedness and response capacity through trainings, planning, and simulation exercises across Armenia.

The **ICRC** supported the National Society by strengthening safer access and disaster risk reduction capacities and improving economic security of vulnerable communities through training and livelihood support.



The Armenian Red Cross Society held a simulation exercise of disaster response team volunteers in Tavush regional branch. (Photo: IFRC)



Health and wellbeing

Progress by the National Society against objectives

In 2025, the Armenian Red Cross Society strengthened health, social care, and wellbeing services for vulnerable populations across Armenia, with a particular focus on older people, persons with disabilities, displaced populations, and individuals requiring long-term or psychosocial support. Through integrated institutional and home-based approaches, the Armenian Red Cross Society contributed to more inclusive, sustainable, and high-quality care systems aligned with national priorities and international standards.

The Social and Healthcare Department expanded access to institutional care, home-based services, and day-care models, while strengthening professional capacities through targeted trainings, peer learning, and supervision. Awareness-raising activities, community engagement, and policy advocacy supported improved care standards and reinforced social inclusion. The National Society also enhanced its first aid and search-and-rescue capacities through regular training, simulations, and operational support.

Institutional care services were strengthened through the W2X – Working 2gether for Gyumri Care Centre project. The project improved care infrastructure, provided essential equipment, and strengthened staff and volunteer capacities through training in areas such as older-age care, disability care, palliative care, safety, and Psychological First Aid. Social inclusion of residents was promoted through therapeutic, cultural, and community-based activities, fostering active participation and stronger links with the surrounding community. Gender-sensitive approaches and sustainability were addressed through the revision of a Comprehensive Care Concept based on international best practices, alongside advocacy to improve national care and professional education standards.

The Armenian Red Cross Society also expanded its Integrated Home-Based Care and Active Ageing Programme, providing professional care services while strengthening institutional capacity and resource mobilization. The programme supported older people to live with dignity at home and promoted active ageing through self-organized community groups. In parallel, the National Society advanced professionalization in the care sector by securing authorization to provide postgraduate vocational education for home helpers and nurses, contributing to the long-term sustainability and quality of care services.

Mental Health and Psychosocial Support ([MHPSS](#)) remained a core priority throughout 2025. The National Society delivered comprehensive, community-based MHPSS services addressing the needs of displaced populations, host communities, children, caregivers, and frontline workers. Interventions followed a layered approach combining individual and group support, Psychological First Aid, community activities, awareness-raising, and capacity building. Protection, gender, and inclusion principles were systematically integrated to ensure safe, accessible, and dignified services.

Additionally, the Armenian Red Cross Society strengthened the skills of staff, volunteers, community members, teachers, and caregivers to recognize distress, provide peer support, and facilitate referrals. Internal wellbeing and burnout prevention remained a priority through regular staff care and supervision. Public awareness campaigns and community outreach activities helped reduce stigma and promote early help-seeking behaviours. Safe spaces and community-based initiatives fostered resilience, social cohesion, and mutual support.

In parallel, the Armenian Red Cross Society strengthened public health promotion under the Unified Plan through training of staff and volunteers and community awareness activities on healthy lifestyles, hygiene, HIV/AIDS, and tuberculosis. Volunteers played a key role in cascading knowledge to vulnerable groups at community level.

The First Aid Department continued to expand its commercial services through paid training courses and standardized first aid kits, enhancing sustainability and visibility while supporting long-term operational capacity.

IFRC network joint support

The IFRC supported the Armenian Red Cross Society in strengthening health and wellbeing programming, with a strong emphasis on Mental Health and Psychosocial Support (MHPSS), public health promotion, and institutional capacity development. Through support to the implementation of the Unified Plan, IFRC supported the Armenian Red Cross Society in working with national and international health partners to strengthen staff and volunteer capacities on healthy lifestyles, hygiene, HIV/AIDS, tuberculosis, and alignment with national strategies, and to deliver community-level awareness activities for vulnerable population groups across multiple regions.

The IFRC also supported the expansion and quality enhancement of MHPSS services, enabling the delivery of individual and group psychosocial support, Psychological First Aid, community-based interventions and helpline services. This support strengthened staff and volunteer skills, promoted wellbeing and burnout prevention, ensured the integration of protection, gender, and inclusion principles, and expanded access through the National Society Call Centre. In addition, the IFRC supported public mental health awareness campaigns, Movement-wide coordination and knowledge exchange, and the sustainability of First Aid services through the IFRC-ICRC National Society Investment Alliance ([NSIA](#)), contributing to resilient, inclusive, and high-quality health and wellbeing services nationwide.

The **Austrian Red Cross** provided support in strengthening institutional care services.

The **Swiss Red Cross** supported the National Society in the implementation of its 'Home-Based Care and Active Ageing' programme.



Migration and displacement

Progress by the National Society against objectives

Throughout 2025, the Armenian Red Cross Society continued to support displaced people through integrated livelihoods assistance, cash-based interventions, protection services, and community integration activities. Livelihoods support focused on highly vulnerable households identified through case management and vulnerability assessments, including women-headed households, families with children, older people living alone, and persons with disabilities. Tailored grants were provided based on approved business proposals, with phased disbursement linked to verification of business-related expenses. Case management ensured needs-based support, accountability, and effective follow-up throughout the process.

The Armenian Red Cross Society also implemented Cash and Voucher Assistance (CVA) to address urgent shelter and utility needs of displaced and vulnerable populations in several regions. These interventions were coordinated with the Ministry of Labour and Social Affairs to align with national social protection mechanisms. Cash transfers were delivered through financial service providers, complemented by clear beneficiary communication, a dedicated CVA helpline, and systematic follow-up by case managers to ensure timely access and resolve concerns.

The National Society further supported displaced people through Integration Centres operating as safe, inclusive, and participatory spaces offering comprehensive services under one roof. The Centres promoted socio-economic integration, socio-cultural inclusion, wellbeing and protection, and accountability through meaningful participation. Services included civic orientation, psychosocial support, job and education guidance, individual counselling, community engagement activities, and referrals to specialized services. Cultural and community events strengthened social cohesion and facilitated interaction between displaced people and host communities.

Additionally, the Armenian Red Cross Society strengthened labour market integration through coordination with local authorities, service providers, NGOs and private sector actors. Activities addressed barriers to employment through case management, job-readiness support, vocational guidance, job referrals, information sessions, and dialogue platforms focused on sustainable livelihood solutions. Legal consultancy services complemented these efforts by supporting displaced people to resolve documentation, housing, citizenship and employment-related legal challenges.

In parallel, the Armenian Red Cross Society implemented UNHCR-funded protection activities, including regular monitoring visits to border crossing points, distribution of essential household items and clothing, and provision of interpretation and translation services to support refugee status determination and access to administrative and protection mechanisms. Across all migration and displacement activities, the National Society applied a holistic, protection-sensitive, and participatory approach, supporting displaced people to meet immediate needs, rebuild their lives, and integrate into Armenian society with dignity.

IFRC network joint support

The IFRC supported the National Society through technical and financial assistance to strengthen emergency preparedness, response, and recovery systems, while delivering cash and livelihoods support and integration services to meet the immediate and long-term needs of displaced populations.

The **Austrian Red Cross** supported the National Society in promoting the socio-economic integration of displaced populations by facilitating employment opportunities, organizing stakeholder dialogues, and strengthening livelihood support services and job placement mechanisms.



Progress by the National Society against objectives

In 2025, the Armenian Red Cross Society strengthened its Community Engagement and Accountability (CEA) systems through targeted investments in digitalization and capacity building. The National Society enhanced its centralized feedback mechanism by introducing the Digital Engagement Hub (DEH), a modern platform that enables structured feedback management, improved data analysis, and stronger accountability to communities. The system addressed longstanding gaps related to data coding, follow-up, and closing feedback loops, enabling a more responsive and people-centred approach across programmes.

The rollout of the DEH was accompanied by comprehensive capacity-building efforts, including training for call centre staff, CEA focal points, and senior technical staff. Standard operating procedures—particularly those related to sensitive feedback—guided system design and use, ensuring ethical and safe handling of community input. In parallel, the Armenian Red Cross Society continued to integrate CEA into emergency preparedness and response, including through CEA and Psychological First Aid trainings for volunteers and staff under the Imminent DREF operation, strengthening readiness for future crises.

Protection, Gender and Inclusion (PGI) remained a cross-cutting priority in 2025 and was systematically embedded across National Society programmes. PGI principles guided service delivery in mental health and psychosocial support, ensuring safe, dignified, and inclusive access for people with diverse needs. Feedback mechanisms confirmed high levels of satisfaction with MHPSS services, reflecting the relevance, accessibility, and quality of support, as well as the Armenian Red Cross Society's strong commitment to accountability and community participation.

The Armenian Red Cross Society continued to invest in the psychosocial wellbeing and resilience of children through Smiley Clubs implemented across multiple regions and supported by various partners. These child-friendly spaces provided safe and inclusive environments where children—particularly those affected by displacement—could access psychosocial support, educational enrichment, and recreational activities. The programme combined structured learning, homework support, creative expression, and community-based events, contributing to emotional recovery, social cohesion, and positive peer relationships.

Volunteer capacity strengthening remained central to Smiley Club implementation, with regular trainings focused on child-sensitive communication, empathy, and supportive engagement. The National Society also actively engaged parents and caregivers to enhance transparency, trust, and family involvement. Across all Smiley Club initiatives—whether supported through regular funds or partner-funded projects—PGI principles were consistently applied, reinforcing child safeguarding, inclusion, and respect for diversity.

IFRC network joint support

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

The **Austrian Red Cross** supported the National Society with technical and financial assistance in the development and implementation of its 'Smiley Club' programme.

The **Italian Red Cross** supported the National Society with technical and financial assistance in the development and implementation of its 'Smiley Club' programme.

The **Netherlands Red Cross** supported the National Society in the development of the digital engagement hub for improved feedback mechanisms.



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.

The **Armenian Red Cross Society** has partnerships with several participating National Societies including the **Austrian Red Cross, Swiss Red Cross** and **Italian red Cross**.

Movement coordination

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

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

External coordination

The Armenian Red Cross Society maintained close collaboration with state institutions and ministries, contributing to emergency preparedness, refugee support, and community-based resilience programs. The National Society's auxiliary role was reinforced through joint meetings, humanitarian planning sessions, and response coordination efforts.

Various activities were closely implemented in coordination with relevant national authorities, building established partnerships, particularly with the MoLSA on provision of cash assistance. Given MoLSA's central role, the Unified Social Services (operating under MoLSA) shared lists of eligible individuals, after which the National Society conducted detailed verification prior to the delivery of cash assistance. These activities were implemented within the framework of a signed agreement between IFRC, Armenian Red Cross Society, and MoLSA, aimed at strengthening national capacity to deliver humanitarian assistance through Cash and Voucher Assistance (CVA).

The implementation of the integration activities was also grounded in long-standing cooperation between the National Society, IFRC, and MoLSA. Integration centres were established in four communities through close collaboration with the Ministry, and in several cases, the premises of the Unified Social Services were used to host the centres, enhancing accessibility and reinforcing institutional cooperation. MoLSA remained actively engaged and regularly informed throughout the implementation period. In parallel, during the rollout of livelihood initiatives, the Armenian Red Cross Society and IFRC established a Selection Committee to ensure transparency and inclusiveness, with representatives from humanitarian organizations supporting displaced populations participating to avoid duplication of assistance. Representatives of the Unified Social Services were present at all Selection Committee meetings, further strengthening coordination and accountability.

In addition, as most Smiley Clubs were implemented within schools, activities were coordinated with the Ministry of Education, Science, Culture and Sport (MoESCS) at both national and regional levels, with regional administrations regularly informed about implementation progress.

Under engagement with international partners, the National Society held high-level diplomatic meetings with the Ambassadors of Spain and Italy, strengthening bilateral humanitarian collaboration and advocacy for displacement-related challenges.

The Armenian Red Cross Society worked in partnership with local NGOs, academic institutions, and private sector actors to implement community-level projects in health, disaster risk reduction, and youth resilience. Engagements with national universities contributed to knowledge sharing and youth capacity-building, while private sector actors were engaged to support in-kind donations and technical services.



National Society development

Progress by the National Society against objectives

In 2025, the Armenian Red Cross Society advanced a comprehensive National Society Development agenda aimed at strengthening institutional sustainability, governance, and operational effectiveness. Central to this effort was the National Society Development Roadmap, a strategic framework guiding long-term organizational transformation across legal, structural, and human resource dimensions, as well as branch, volunteer, and youth development. Developed in close collaboration with Movement partners, the roadmap supports clearer prioritization, coordinated support, and a shared vision for building a stronger and more agile National Society.

Strengthening the legal and governance framework remained a key priority. Progress was made on statute revision through engagement with the Joint ICRC/IFRC Statute Commission, with preparatory work initiated for a dedicated working group involving the Armenian Red Cross Society, IFRC, and ICRC representatives. This process reflects the National Society's commitment to ensuring alignment with Movement standards and reinforcing its legal foundation for future growth.

Progress was achieved in strengthening internal systems and organizational processes, particularly within human resources management. The Armenian Red Cross Society enhanced the role and capacity of its HR Department, introducing clearer policies and procedures to promote transparency, accountability, and ethical conduct. Key institutional frameworks—including recruitment and conduct standards—were aligned with Movement guidance, reinforcing professionalism and integrity across the organization. Digitalization efforts further supported efficiency and inter-departmental coordination, contributing to improved data management and operational accuracy.

Organizational development efforts were further informed through a facilitated Organizational Capacity Assessment, which enabled the National Society to identify interlinked, long-term priorities related to people and culture, governance, management systems, and operational support. The assessment reinforced a shared understanding that sustainable institutional change requires a phased, strategic approach rather than short-term interventions.

Volunteer development remained a cornerstone of National Society strengthening in 2025. The Armenian Red Cross Society invested in building the capacity of volunteer leaders to serve as trainers, facilitators, and mentors for new and existing volunteers, while also strengthening induction systems and branch-level coordination. Regular branch engagement and follow-up supported consistent implementation of volunteer induction and enhanced communication between headquarters and regional branches.

Parallel investments were made in branch leadership development through structured training and peer-exchange platforms. These initiatives strengthened branch management competencies, reinforced understanding of Movement fundamentals, and provided space for dialogue on shared challenges and priorities. Branch forums and leadership trainings also served as important mechanisms for promoting coherence, accountability and collaboration across the National Society.

The Armenian Red Cross Society continued to deepen Movement coordination and institutional learning through targeted workshops and orientation sessions on key frameworks, including Seville Agreement 2.0, organizational capacity assessment processes, youth engagement, and statute revision. These engagements strengthened shared

understanding of roles, responsibilities, and coordination mechanisms, while reaffirming the central role of the National Society within the Movement.

Efforts to enhance financial sustainability progressed alongside institutional development. The Armenian Red Cross Society focused on strengthening locally driven income-generation initiatives, supported by technical guidance from Movement partners, as part of a broader strategy to reduce financial fragility and support long-term independence.

In parallel, the National Society took steps to strengthen public visibility and trust through improved communications capacity and more consistent engagement on digital platforms. Together, these efforts reflect a holistic approach to National Society Development—one that balances governance, systems, people, and sustainability to position the Armenian Red Cross Society for continued relevance and impact.

IFRC network joint support

The IFRC supports the Armenian Red Cross Society in expanding its youth-led initiatives and building their competencies through selective training. It also supports the National Society in training its staff and volunteers on programme management, volunteer management cycle and leadership training. IFRC funding mechanisms such as the IFRC-ICRC National Society Investment Alliance (NSIA) and the IFRC Capacity Building Fund (CBF) are utilized for National Society development initiatives.



Humanitarian diplomacy

Progress by the National Society against objectives

In this reporting period, the Armenian Red Cross Society's information and dissemination department consistently covered the activities of all departments of the organization while maintaining close coordination with regional branches and mass media outlets.

There has been intensive media engagement through direct collaboration with both local and international media. Information regarding the 105th anniversary of the National Society was widely disseminated, including the installation of promotional billboards in Yerevan and the regions. Visits to regional branches were carried out to cover their activities, alongside the organization of media training sessions for volunteers and the coverage of the operations of the Gyumri round-the-clock care centre.

As part of the department's strategic plan, preparations were made for events related to the Red Cross and Red Crescent Movement, including a panel discussion with volunteers and specialists on the role of the Red Cross. The department also developed content for a media instructors' manual and facilitated the organization of publications, interviews, video productions, and participation in broadcast programs.

IFRC network joint support

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



Accountability and agility (cross-cutting)

Progress by the National Society against objectives

As part of the unified planning initiatives undertaken by the Armenian Red Cross Society, progress has been made to enhance the capacity and operational efficiency of the Human Resources (HR) Department. Following its recent structural development, the HR Department has assumed new assignments aimed at fostering best practices and ensuring transparency across all HR procedures.

Another critical advancement in 2025 was the operational integration of the Armsoft accounting software, enabling the HR and Finance Departments to transition to a more automated and efficient system of information management. This implementation has significantly enhanced the capacity to handle large volumes of data, reducing manual workload and improving overall accuracy and productivity.

Financial reports are prepared regularly and submitted in accordance with International Financial Reporting Standards (IFRS) or relevant national standards. These include monthly, quarterly, and annual reports featuring income and expenditure statements, cash flow records, and balance sheets. The National Society ensures all programme expenses are properly justified and supported by necessary documentation such as invoices, contracts, and payment orders. Where required, the organization also provides separate financial and programmatic reports, including periodic interim updates and final summaries.

To prevent misuse of funds, the Armenian Red Cross Society has established robust internal control systems that cover the full financial cycle, including budget planning, pre-budgetary controls, and expenditure approval processes. These mechanisms ensure the clear registration of income and expenditures, and that all activities are implemented in accordance with funding agreements.

Donor accountability is a cornerstone of the Armenian Red Cross Society's financial governance. The organization maintains open communication with donors, upholding obligations as defined in agreements and cooperating fully with audits and monitoring missions. Any adjustments to project budgets or objectives are submitted for donor approval in advance. Donors also receive regular feedback on both financial and non-financial aspects of project implementation, reinforcing trust and ensuring long-term collaboration.

In 2024 and into 2025, the National Society's Supply Chain Department played a key role in supporting programme delivery through efficient and transparent procurement, logistics, and warehouse management. Strong collaboration with donor partners and stakeholders helped streamline operations and strengthen supply chain responsiveness, improving visibility and the timely delivery of assistance. In parallel, the National Society initiated the implementation of an automated warehouse system to reduce manual handling, minimize errors, and enable real-time inventory tracking, reflecting a commitment to building a more efficient, resilient, and data-driven supply chain for future humanitarian operations.

The Armenian Red Cross Society launched its Digital Engagement Hub in April 2025, an IFRC-platform that enables community members to contact the National Society through multiple channels, including phone, email, and messaging apps, and have their cases logged and tracked. Since going live, the system has handled over 3,700 contacts and recorded more than 3,600 feedback entries, giving Armenian Red Cross a structured, trackable channel for community engagement.

IFRC network joint support

The IFRC supported the National Society in systematically collecting data to inform continuous monitoring and progress reporting. The IFRC team also supported the collection of community feedback through PDMs and FGDs, including the review of data collection tools, support with data collection and analysis, and the compilation of assessment findings. In addition, IFRC supported the Armenian Red Cross Society in conducting a comprehensive internal review of Smiley Club activities implemented nationwide. Regular knowledge-sharing and capacity-building sessions were held for National Society staff involved in the response, contributing to improved programme quality, learning, and accountability.

Through its 510 data and digital initiative, the **Netherlands Red Cross** supported the National Society in its efforts under the Digital Engagement Hub launch.

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 implementation of the Unified Plan 2025 demonstrated how limited resources, tight timelines, and communication gaps, particularly within the Population Movement department, affected programme delivery. Human resource challenges, including staff rotation, low remuneration, temporary contracts, limited professional availability, and insufficient internal support services, constrained effective implementation. These lessons highlight the need for earlier and more realistic planning, stronger operational coordination, clearer roles and responsibilities, and increased use of digitalized financial management systems, alongside more structured communication with government partners
- In First Aid programming, key challenges included the presence of unqualified providers offering uncertified courses without regulatory oversight, resulting in outdated or incorrect information and reduced public trust. In addition, a shortage of qualified First Aid instructors at the beginning of the year affected training quality, scheduling, and regional coverage, delaying programme expansion. Although recruitment efforts were initiated, the initial capacity gap created operational and logistical constraints
- The 2025 Unified Plan demonstrated strong implementation, with cascade training models supported by ToT sessions, standardized agendas, and supervision ensuring consistent messaging. Early coordination with national health institutions strengthened technical quality, while participatory approaches improved engagement and knowledge retention, particularly among youth and displaced populations. Collaboration with schools, care centres, and civil society partners enabled effective access to vulnerable groups
- At the same time, implementation revealed operational and institutional challenges. Limited resources, tight timelines, and communication gaps affected efficiency, while human resource constraints, including staff turnover, low remuneration, temporary contracts, limited skilled personnel, and insufficient internal support, further hindered effectiveness. These lessons underscore the need for earlier and more realistic planning, clearer roles and responsibilities, stronger internal support systems, and adequate investment in monitoring and supervision to improve quality, accountability, and sustainability of the National Society's health and social care programmes
- The implementation of MHPSS activities underscored the importance of strong coordination in contexts with overlapping mandates and limited provider flexibility. Evolving needs among displaced and host populations required adaptable planning and close inter-agency collaboration to ensure service continuity and relevance. Initial challenges in establishing call centre operations and feedback mechanisms highlighted the need for adequate start-up time, technical support, and clear workflows. High workloads and limited staff availability constrained participation in staff wellbeing activities, emphasizing the need to better integrate staff care into operational planning. Confidentiality requirements and limited social media presence reduced visibility and outreach, pointing to the need for alternative, ethical communication approaches. Finally, persistent stigma related to MHPSS and

evolving reporting requirements from IFRC and RENEW highlighted the need for ongoing advocacy, clearer guidance, and flexible accountability processes to inform future MHPSS programming

- Between January and June 2025, funding shortfalls reduced Smiley Clubs from 33 to 18 and limited capacity-building for volunteers and educators, although parent feedback confirmed positive educational and psychosocial outcomes for participating children. An internal review informed a Smiley Clubs development plan focusing on documentation, volunteer capacity, strengthened PSS services, and referral mechanisms, with the Armenian Red Cross Society seeking additional funding for sustainability
- Due to funding constraints, no dedicated CEA focal point was in place from July 2025, with responsibilities temporarily covered by existing coordination structures under MHPSS oversight. While feedback mechanisms continued, workload pressures limited further systematization. The absence of dedicated PGI staff after the Emergency Appeal similarly highlighted the need to address CEA and PGI staffing gaps in future programme planning
- The experience showed that dedicated staffing is essential for effective CEA implementation, as limited branch-level capacity and technical challenges with the Digital Engagement Hub (DEH) reduced outreach, feedback, and two-way communication. Reliance on online training also affected engagement, highlighting the need to combine digital tools with in-person capacity building
- The Resource Mobilisation and Cooperation team faced delays due to late activity launch, technical challenges integrating donation systems (bank accounts, local payment methods, iRaiser), and the absence of core policies, strategies, and donor engagement tools, which slowed implementation and disrupted workflows
- In 2025, the Disaster Management Department faced lower-than-expected arrivals, staff limitations, and funding constraints, resulting in the pause of some activities, while essential trainings and procurement continued with IFRC support. Limited human resource capacity affected simultaneous preparedness and response, partially mitigated by staff recruitment in July and December 2025. These challenges highlighted the need for flexible planning, stronger donor coordination, sustained investment in staff and volunteers, and strengthened early action and preparedness systems
- System-level preparedness proved more sustainable than standalone trainings. Harmonized SOPs, cascading trainings, and EOC upgrades strengthened institutional capacity, while simulations and drills improved learning outcomes. Early coordination with local authorities, including the Ministry of Education, and the integration of Safer Access and safeguarding principles supported effective and accepted operations
- The experience showed that limited warehousing infrastructure and insufficient pre-positioned relief items affected the timeliness of emergency responses, highlighting the need to renovate existing facilities to meet operational and safety standards. Reliance on IFRC and other international partners for procurement, combined with customs procedures, cross-border delays, and high transport costs, further slowed supply delivery. In addition, shortages of trained logistics staff and volunteers constrained planning, stock management, use of digital tools, and compliance with IFRC standards. These lessons emphasize the need to strengthen warehousing infrastructure, expand local procurement where feasible, and invest in logistics and supply chain capacity to improve response efficiency

SUCCESS STORIES



1

Advancing Early Action for Heatwaves in Armenia

On 26–27 November 2025, Armenia took a major step toward building a robust, multi-hazard early warning system by hosting a national self-assessment workshop under the global EW4All initiative. The workshop was convened by United Nations Development Programme (UNDP), in cooperation with national authorities and technical partners including World Meteorological Organization (WMO), International Federation of Red Cross and Red Crescent Societies (IFRC), and others.

More than 50 representatives from 8 ministries, state agencies, community administrations, scientific organisations, civil society, and UN partners joined the two-day workshop to assess the current state of Armenia's Early Warning Systems (EWS).

During the workshop, participants reviewed EW4All's four core pillars — risk knowledge; monitoring, forecasting & analysis; warning dissemination & communication; and preparedness & response. env.am+1 They identified existing capacities, institutional gaps (in coordination, data sharing, financing, human resources, interoperability), and priority needs to strengthen Armenia's EWS across hazards.

Importantly, the pillar 4 of EW4All in Armenia is being called by Armenian Red Cross Society together with Ministry of Territorial Administration and Infrastructure of the Republic of Armenia (MTAI), with technical support from IFRC.

The outcome of this national self-assessment is an initial roadmap — a foundation for future reforms and investments aimed at modernizing Armenia's early warning and public alert capabilities. A high-level validation event is planned in early 2026, which will pave the way toward implementation.

This marks the official launch of EW4All in Armenia, signifying a historic move from reactive disaster response toward proactive, anticipatory action — enhancing resilience and saving lives.





2

Story of Andranik Soghomonian: A Car Repair

Andranik Soghomonian, 35 years old, works as a car repairer. The family consists of seven members — Andranik, his wife, their three children aged 4, 10, and 12, and his elderly parents. They currently rent a two-room apartment.

Through the Armenian Red Cross Society livelihoods programme, with IFRC funding, the family received money to purchase a condensate extraction device, essential for car repair work. This equipment enables Andranik to dismantle car parts and perform his job more efficiently.

In Artsakh, Andranik also worked as a car repairer, and he continues the same profession now in Armenia, ensuring a stable source of income for his family while his wife takes care of the children and elderly parents.

3

Story of Astghik Babayan

Astghik Babayan, 38 years old, is undergoing spinal cord treatment after being diagnosed with a serious disease. She lives with her husband and two daughters, aged 20 and 18, who study design and art at the French College. Her husband is attending a government-funded course in motor repair and soon will get employment.

Through the National Society's livelihoods programme funded by the IFRC, Astghik received money, which she used to purchase a sewing machine. Together with her family, she also knits various items, for which she sews the inner lining using the machine, combining both crafts to create quality handmade products. This support helped the family generate additional income, while allowing Astghik to work from home and remain active during her ongoing treatment.





4

Story of Grigori Mikayelyan

Grigori Mekaleyanyan and his wife Lena live in Khanjyan village, Armavir region, with their family of five. Previously, they rented a place in Armavir city, but through the housing certificate programme, they recently purchased an apartment and additionally took a bank loan to acquire a house.

The family continues their traditional activity of pickling vegetables, which they also practiced in Artsakh. Lena works together with her mother and mother-in-law to prepare the products, while Grigori delivers them to restaurants.

In Artsakh, Grigori served in the military, and now he works for a petroleum company, also doing deliveries to earn additional income. Through the Armenian Red Cross Society's livelihoods programme, the family received money, which they used to purchase jars and vegetables for their pickling business.

5

Story of Lusine Grigoryan

Lusine Grigoryan, 34 years old, lives in Armavir city with her husband and their three children, aged 9, 7, and 3. The household includes eight family members — Lusine, her husband, their three children, a brother-in-law, and two elderly family members.

The family does not have a stable income. Lusine and her husband occasionally work on agricultural land during the season. They pay for apartment rent. Their only regular income consists of social support for the children and her husband's pension, which is not even enough to cover the rent. The remaining expenses must be earned through temporary or informal work.

In Artsakh, Lusine had a nursing education and worked caring for children. In Armenia, she would need to undergo recertification to continue in this field. For now, she takes temporary jobs. Through the Armenian Red Cross Society's livelihoods programme supported by IFRC, Lusine received money to purchase a chair, mirror, lamp, desk, brushes, and some makeup products to start offering beauty services. Most of her clients are women from displaced families, and she currently works from home.

The family struggles to cover rent and is searching for a more affordable place. Initially, they were hesitant to apply for Armenian citizenship, fearing it might prevent them from returning to their homeland. However, they now recognize that obtaining citizenship is necessary for their stability in Armenia.





6

Story of Garik Petrosyan

Garik Petrosyan, from Hovtamej village, Armavir region, lives with his wife, Evelina Balasanyan, and their five school-aged children. They moved together with Garik's brother's family of five members and their elderly father. The two brothers keep chickens and two pigs. Through the Armenian Red Cross Society's livelihoods programme, Garik received money to start a small pig-breeding business, and he has already acquired a pig that is pregnant and is expected to deliver soon.

Garik is currently employed by a company that builds greenhouses. He is now working on a greenhouse construction project in Aragatsotn and expects employment for the next five months. As the only breadwinner in the family, Garik supports all household members.

The family has applied for a housing certificate; the documents are still being processed, and the amount to be provided is not yet known. They are actively searching for a home to purchase. Looking ahead, Garik's plans largely depend on the availability of stable work and suitable housing.



7

Story of Liana Elyazyan

Liana Elyazyan, in her 40s, is a mother of four children. Two of them study at the college in Ijevan, one of whom benefits from government funding and is exempt from tuition fees.

After being displaced, her family was first taken to Chambarak from Goris. They initially rented a house, but later found their current home, which costs less. Both Liana and her husband work for the owner of the house, who also owns the largest supermarket in the city.

Liana works at the supermarket from morning until 3 p.m., after which she provides hairdressing services. In Artsakh, she worked as a primary school teacher and also ran her own beauty salon. She now hopes to open a salon in the downstairs space of her current home, as she often works late into the night.

With the Armenian Red Cross Society's Livelihoods programme and IFRC funding she managed to purchase basic hairdressing items.



8

Story of Irina Khachatryan

Irina Khachatryan, 38 years old, is a mother of seven children (six girls and one boy) and a grandmother of two. One of her daughters is married, one studies at university, one attends kindergarten, and the rest are schoolchildren. Her father also lives with them, bringing the household to 13 members.

Her eldest daughter and son-in-law were previously working in Russia, but they later decided to return, as living expenses there were too high and obtaining the necessary documents for childcare and kindergarten enrollment was complicated.

In Artsakh, Irina's husband served in the military, while she worked as the director of the Cultural House in Astghashin village. In 2023, the family relocated to Chambarak. They have applied for Armenian citizenship to obtain passports and become eligible for the government housing programme, which would allow them to secure a permanent home in the area.

Currently, the family owns around 30 sheep, 9 of which Irina purchased with the support of the the National Society's livelihoods programme funded by the IFRC. She received funding and added additional of her own funds to buy them. She uses the wool to make blankets, and the leftovers are used for heating. The family also buys wood to heat their home.

Looking ahead, they plan to remain in Chambarak. The municipality has promised to provide them with land, where they intend to build a house and a farm to continue their livelihood. Irina explained that selling sheep would also be profitable.

9

Story of Anjelika Sarkisyan

Anjelika Sarkisyan, 42, has experienced multiple displacements during her life. She was first displaced in 2016 but later returned home. In 2020, after the renewed conflict, she moved to Chambarak to help to 12 families to move safely.

In Artsakh, Anjelika had worked in a military warehouse. After displacement, she continued to return to Artsakh to help. Living in Chambarak, she remains deeply concerned about security, as the village is close to a border area. Anjelika expresses a strong desire to serve in the army, feeling she could contribute meaningfully.

Life in Chambarak is difficult. There are very few livelihood opportunities, and no sustainable work in the village. The only school serves about 230 children. Anjelika is exploring ways to start small-scale income-generating activities, such as beekeeping, raising hens or cattle, to support her family. With the livelihoods programme funded by IFRC, she bought honey separator equipment.

Winters in Chambarak are harsh, lasting up to seven months, and families rely on purchased firewood for heating. A number of displaced families lived here but later moved to other locations due to harsh winters.



10

Story of Mariam Manukyann

Mariam Manukyan is a young woman in her twenties living in Sevan. After her displacement in 2023, she faced the painful reality of her husband missing up to now. Shortly after, she gave birth to their son, whom she named Boris after his father. Now one-and-a-half years old, Boris is her greatest source of strength and motivation.

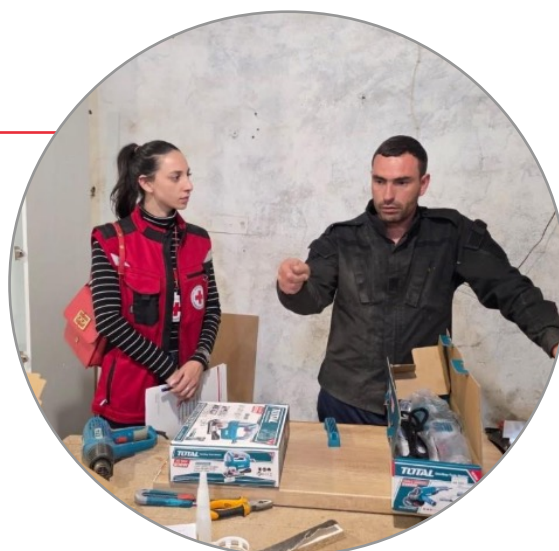
Mariam, an economist by education, also studied design and sewing in Stepanakert. With this background, she has turned her skills into a livelihood. She specializes in sewing and clothing-related services, having received equipment from different donors to restart her work.

She received funding from the livelihoods programme of the National Society with IFRC funding and managed to buy an embroidery machine that puts on clothes different letters, pictures and designs to personalize clothes.

11

Story of Denis Datchenko

Denis Datchenko, 33, is a furniture constructor working with 22 others from Artsakh. He began learning the trade a year ago after leaving military service following September 2023 displacement, seeking stability for his family. Denis lives in Kanakeravan village, Kotayk region, supporting his disabled mother, wife, and young daughter. As the sole provider, he works both at his workplace and at home to increase income, aiming to expand his client base. He plans to acquire more equipment and offer home visits for furniture repairs, which he believes will benefit both himself and his clients.



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

- [AM_Armenia AR Financials.pdf](#) (Note: The financial report link will be fed when the report is available. For emergency operations, see [MDRAM015](#))
- [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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