

IN SUPPORT OF THE RED CROSS SOCIETY OF PANAMA



23
National Society
branches



1
National Society
local units



135
National Society
staff



1,300
National Society
volunteers

PEOPLE REACHED

Climate and
environment



568

Disasters
and crises



2,530

Health and
wellbeing



7,180

Migration and
displacement



41,464

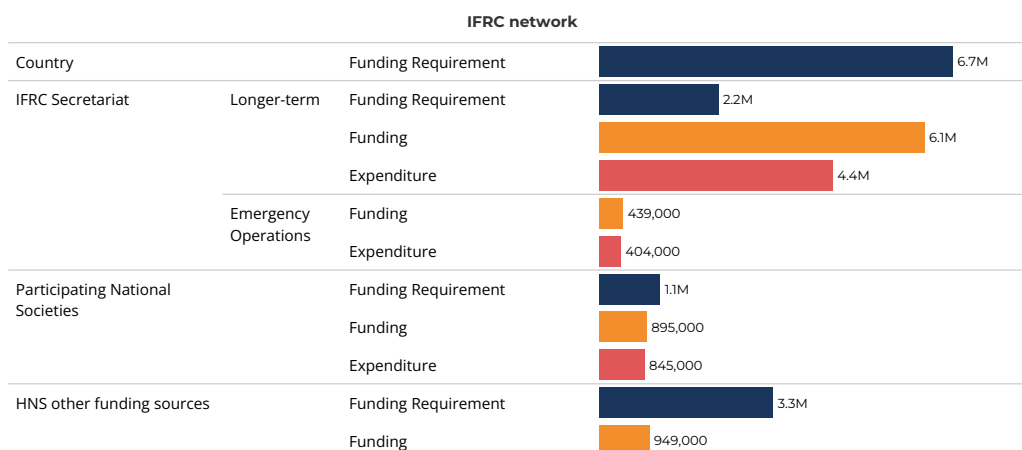
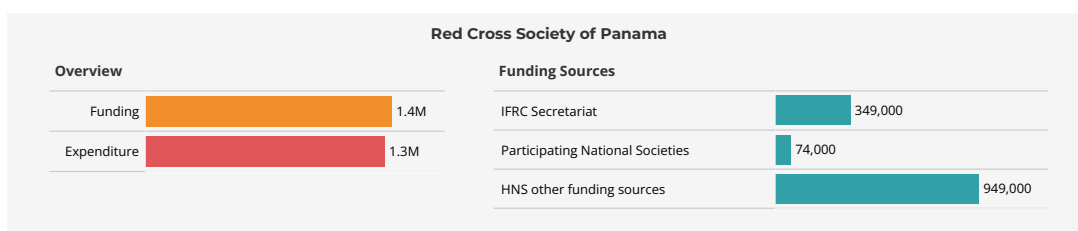
Values, power
and inclusion



5,505

FINANCIAL OVERVIEW

in Swiss francs (CHF)



Appeal number **MAAPA002**

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

STRATEGIC PRIORITIES

Climate and environment	National Society implements environmental or climate campaigns focused on behaviour change, plastic reduction, clean-ups or reducing GHG emissions	Yes
	Number of people reached with activities to address rising climate risks	568
Disasters and crises	Number of people reached with disaster risk reduction	789
	Number of people reached with emergency response and early recovery programmes	3,000
Health and wellbeing	Number of people reached with contextually appropriate water, sanitation and hygiene services	7,000
	Number of people reached with psychosocial and mental health services	4,000
	Number of people trained in first aid	3,000
Migration and displacement	National Society has undertaken any advocacy, dialogues, educational or communication initiatives to change the legal, policy, or operational environment to better assist and protect people on the move	Yes
	National Society has undertaken any data collection, research, analysis or other information management initiatives to better assist and protect people on the move	Yes
	Number of Humanitarian Service Points (HSPs) providing assistance and/or protection to people on the move along migration routes	7
	Number of migrants and displaced persons reached with services for assistance and protection	41,000

Values, power and inclusion	National Society has a Community Engagement and Accountability policy, strategy or plan	Yes
	Number of people reached by protection, gender and inclusion programming	403
	Number of people reached by the National Society's educational programmes	6,000
	Percentage of those surveyed report receiving useful and actionable information	77%

ENABLING FUNCTIONS

National Society development	National Society covers health, accident and death compensation for all of its volunteers	Yes
	National Society has created and implemented youth engagement strategies	Yes
	National Society has developed and/or implemented a strategy for strengthening their auxiliary role	Yes
	There is a National Society Development plan in place	Yes
Humanitarian diplomacy	National Society has a domestic advocacy strategy developed aligning, at least in part, with global IFRC advocacy strategies	
	National Society participates in IFRC-led campaigns	Yes
Accountability and agility	National Society has a functioning data management system that informs decision making and supports monitoring and reporting on the impact and evidence of its actions	Yes
	National Society has a Protection from Sexual Exploitation and Abuse (PSEA) policy to enforce prevention and support survivors	Yes
	National Society is implementing a digital transformation roadmap in line with the IFRC strategy	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
Italian Red Cross							
Spanish Red Cross	837,000						
Swiss Red Cross	58,000						

Total Funding Reported **CHF 895,000**

Q1. OVERALL PERFORMANCE

Context

In 2025, Panama faced a series of complex humanitarian and development challenges that shaped the operational landscape. A sharp decline in irregular migration through the Darien Gap, a 97 per cent drop from the previous year, was driven by sweeping immigration policy changes in the United States and stricter enforcement by the Panamanian government. These included the closure of asylum programmes and shelters, mass deportations and the shutdown of key migration routes and reception stations. Despite this decline, Panama remains a key corridor for irregular migration in the Americas.

Environmental concerns also escalated, with contamination detected at 23 critical points along the La Villa River, which supplies drinking water to approximately 94,000 people across the provinces of Herrera and Los Santos. The pollution, traced to coliforms and nematodes, severely impacted water purification capacity, prompting health authorities to advise against drinking tap water and highlighting a significant public health and environmental crisis.

Panama's Ministry of Health confirmed an outbreak of Oropouche fever in the Darien province, with 34 cases detected. This viral disease, transmitted by gnats and mosquitoes, marked the country's first outbreak in over 30 years. Though typically self-limiting, the disease poses risks of neurological complications and potential impacts on pregnancy, adding another layer of concern to the country's public health landscape.

Additionally, social unrest intensified with one of the longest teachers strike in decades, involving up to 25,000 educators protesting Law 462, which reforms the social security system and is seen as a threat to pensions and job stability.

Key achievements

Climate and environment

During 2025, the Red Cross Society of Panama strengthened climate resilience and environmental sustainability through volunteer training on energy saving, Educational Brigades and community-based prevention activities. It implemented the Green Response initiative by installing eco-stations, promoting recycling and waste reduction, and fostering an institutional environmental culture. The National Society also established Eco-Brigades, conducted coastal clean-up campaigns, supported Family Emergency Plans in María Chiquita and Portobelo, and advanced the development of its Climate and Environment Strategy focused on adaptation, risk management and environmental sustainability.

Disasters and crises

In 2025, three IFRC Disaster Response Emergency Fund (IFRC-DREF) operations were carried out for floods, a dengue outbreak and river contamination. The Red Cross Society of Panama strengthened preparedness through first aid training, community emergency teams and equipment provision in several high-risk areas. It maintained participation in national coordination mechanisms, strengthened its Cash Transfer Programme capacity and developed a Risk Management Strategy. In response to contamination of the La Villa River, the National Society coordinated with authorities, conducted assessments, delivered water, sanitation and hygiene support, promoted risk communication and community engagement, and integrated Protection, Gender and Inclusion (PGI) and Protection against Sexual Exploitation and Abuse (PSEA) measures into the response.

Health and wellbeing

For the period from January to December 2025, the Red Cross Society of Panama strengthened implementation of its Health Strategy by building the capacities of health focal points and supporting healthcare, voluntary blood donation, vector control and epidemic preparedness. Through an IFRC Disaster Response Emergency Fund (IFRC-DREF)-supported dengue operation, it completed community training and distributed reserve water tanks in coordination with health authorities. The National Society also maintained primary health care, psychosocial support and safe water services for migrant and host communities, continued support to vulnerable older people and children, and responded to water contamination in the Azuero region through assessments, water distribution and community health promotion activities.

Migration and displacement

The Red Cross Society of Panama adapted its operations to major shifts in migration patterns during 2025, including a sharp decline in arrivals through the Darién and increasing reverse migration from north to south. It continued providing humanitarian assistance in Darién and host communities while responding to growing needs in transit and return locations, particularly in Miramar. The National Society adjusted its assistance model by transitioning from cash and voucher assistance to livelihoods support, [psychosocial care](#) and gender-based violence prevention activities. It also approved its Migration Strategy, providing a framework for integrated support covering health, water, sanitation and hygiene (WASH), Restoring Family Links ([RFL](#)) and Humanitarian Service Points ([HSP](#)).

Values, power and inclusion

During this reporting period, the Red Cross Society of Panama strengthened Community Engagement and Accountability ([CEA](#)) by integrating community feedback, consultations and participatory assessments into programme design and implementation. It promoted community participation throughout project cycles and maintained accessible feedback and complaints mechanisms, including suggestion boxes and a WhatsApp hotline. The National Society also continued training staff and volunteers on Protection, Gender and Inclusion ([PGI](#)) and protection policies, supported migrant populations through safe information and referral services, and promoted a culture of peace and non-violence through Educational Brigades that encouraged social cohesion, intercultural dialogue and respect for diversity among children and young people.

Enabling local actors

The Red Cross Society of Panama strengthened its institutional development in 2025 through the preparation of its 2026–2030 Strategic Plan and the advancement of results-based planning linked to future Annual Operational Plans. The National Society approved key policies on cost recovery, subsidiary development, [youth](#) and volunteerism, while advancing related strategies. It strengthened local committees, volunteer management and territorial capacities through training, technical support and the implementation of a volunteer management platform. The National Society also enhanced financial sustainability through a Resource Mobilization Policy, fundraising initiatives and income-generating first aid training. Institutional systems were strengthened through updated administrative, human resources and finance procedures, improved logistics management and greater transparency. The Red Cross Society of Panama further advanced humanitarian diplomacy, communication and public positioning through strategic campaigns, social media expansion, website improvements and training in the auxiliary role, humanitarian diplomacy and communications. It also strengthened Community Engagement and Accountability ([CEA](#)) by disseminating its [CEA](#) policy, incorporating feedback from perception surveys and using findings to improve response quality, accountability and institutional positioning.

Q2. CHANGES AND AMENDMENTS

During the reporting period, there were significant changes in the operational context that affected the implementation of some programmatic and response actions. In terms of migration, the significant reduction in the flow of migrants through the Darién, together with the closure of routes and the Lajas Blancas Temporary Migrant Reception Station, modified the dynamics of humanitarian care. At the same time, the reverse flow of migrants to the south increased, particularly through the Miramar area, in the province of Colón, which generated new needs for assistance and protection at transit points and receiving communities.

In the water, sanitation and hygiene sector, the contamination of the La Villa River in the Azuero region generated an emergency situation that required the activation of a DREF operation and the reorientation of efforts towards technical assessments, water distribution, delivery of containers, installation of tanks, monitoring of water quality and coordination with national and local authorities.

In addition, some planned activities in the field of education and environmental awareness were affected by strikes in the education sector, which had an impact on the start of planned activities with schools. These changes did not modify the general objectives of the National Society's actions, but they did require operational adjustments, strengthening of inter-institutional coordination and adaptation of actions to the new conditions of the context.

Q3. MEASURING RESULTS OF THE IFRC NETWORK ACTION

STRATEGIC PRIORITIES



Climate and environment

Progress by the National Society against objectives

During the reporting period from January to December 2025, the Red Cross Society of Panama initiated volunteer training under the energy saving project, in collaboration with the National Secretariat of Energy. The National Society engaged students through Educational Brigades, promoting sustainable practices and strengthening environmental resilience, however, strikes in the education sector resulted in challenges.

The National Society promoted a culture of prevention and self-care as part of the exit strategy for communities reached through the the global Pilot Programmatic Partnership between the IFRC and the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO). It strengthened community resilience by reinforcing local capacity-building processes.

The Red Cross Society of Panama strengthened institutional and community environmental management through the Green Response initiative. It installed eco-stations, established partnerships with recyclers, delivered sustainability training and encouraged staff and volunteer engagement in environmental action. The initiative improved waste separation, supported waste recovery efforts, ensured appropriate management of segregated materials and strengthened knowledge of recycling, composting and waste reduction among staff, volunteers and communities. The National Society also fostered an internal environmental culture and reduced the use of single-use plastics.

The National Society strengthened community preparedness and resilience by creating Eco-Brigades, conducting coastal clean-up campaigns, developing educational materials and supporting the development of Family Emergency Plans in María Chiquita and Portobelo. These actions promoted environmental sustainability, risk preparedness and shared responsibility for environmental stewardship within communities.

Additionally, the Red Cross Society of Panama advanced the development of a Climate and Environment Strategy focused on community adaptation, comprehensive risk management and environmental sustainability in line with its policy and strategic plan.

IFRC network joint support

The IFRC assistance to the Red Cross Society of Panama included promotion of a culture of prevention and self-care as part of the exit strategy for communities reached through the global Pilot Programmatic Partnership between the IFRC and the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO). The IFRC also supported efforts to strengthen community resilience through local capacity-building processes. In addition, it supported the Green Response initiative and the advancement of the National Society's Climate and Environment Strategy.

The **Spanish Red Cross** provided the National Society with financial support for the implementation of its Energy Saving Project.



Disasters and crises

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

In 2025, the IFRC Disaster Response Emergency Fund (IFRC-DREF) was approved for three separate emergencies: floods, dengue outbreak and river pollution. The floods and river pollution emergencies are described below. For details on the dengue outbreak emergency, see 'Health and wellbeing' section.

1.

Name of Operation	Panama Floods
MDR-Code	MDRPA020
Duration	4 months (12 November 2024 to 31 March 2025)
Funding Allocation	CHF 249,979
People Targeted	2,500
Latest Operation Update	DREF Final Report

The IFRC-DREF allocation of CHF 249,979 in November 2024 supported the Red Cross Society of Panama in assisting 2,500 people affected by floods in Los Santos and Herrera generated by indirect effects of Tropical Storm Rafael. The National Society supported the targeted people over a three-month period with assistance including the provision of shelter support, multi-purpose cash and psychological support. Support also included disinfection activities and awareness-raising sessions focused on water, sanitation and hygiene (WASH) as well as the distribution of hygiene and cleaning kits and water storage containers to affected communities.

2.

Name of Operation	Panama River Pollution
MDR-Code	MDRPA021
Duration	5 months (24 June 2025 to 30 November 2025)
Funding Allocation	CHF 349,720
People Targeted	30,000
Latest Operation Update	Final Report

The IFRC-DREF allocation of CHF 349,720 in June 2025 supported the Red Cross Society of Panama in assisting 30,000 people affected by severe contamination of the La Villa River, in Los Santos and Herrera. The National Society supported the targeted people over a five-month period with assistance such as the provision of safe drinking water and storage containers alongside awareness-raising sessions focused on safe water management and hygiene practices. Support also included the installation of water storage tanks and other infrastructure.

Progress by the National Society against objectives

In 2025, the Red Cross Society of Panama promoted preparedness for emergencies and crises by delivering first aid training, establishing community teams and providing equipment to communities and educational centres in Soloy, Tierras Altas, the Ngäbe Buglé region and transit communities in the Emberá Wounaan region. The National Society also applied a pilot assistance approach in the community of Loma de Quebró during flood response activities in provinces affected by floods at the end of 2024.

The National Society strengthened its role in national coordination by maintaining participation in the National Emergency Operations Centre and the Risk Management Cabinet. The Red Cross Society of Panama strengthened ITD Cash Transfer Programme through volunteer training linked to emergency operations in Los Santos and Herrera and established agreements with local providers to facilitate the delivery of assistance through cards during emergencies.

The Red Cross Society of Panama strengthened relationships with local entities and community leaders, enhancing the visibility of humanitarian action and supporting operational activities in communities. It also formulated a Risk Management Strategy focused on reducing vulnerabilities, strengthening rapid response, and promoting community resilience.

The National Society responded to contamination of the La Villa River through close coordination with the Emergency Operations Centres, the National Civil Protection System, the Ministry of Health, the National Institute of Aqueducts and Sewers and local authorities. It activated branches in Azuero to identify needs and implement response activities. It also strengthened community capacities through training for volunteers, inter-institutional personnel and the general population and conducted home visits to families affected by the emergency.

The Red Cross Society of Panama implemented water, sanitation and hygiene activities through the installation and adaptation of tanks, distribution of jerry cans, water supply through cisterns, daily water-quality monitoring, scheduled cleaning activities, community fairs and logistical support to key institutions. The National Society also carried out surveys, information campaigns, community cinema activities, accessible feedback mechanisms, radio dissemination and public screen broadcasting. It integrated Protection, Gender and Inclusion (PGI) and Protection against Sexual Exploitation and Abuse (PSEA) measures through signage, inclusive infrastructure, personalized assistance and specialized training. Additionally, it strengthened support for people in vulnerable situations.

IFRC network joint support

IFRC mechanisms such as the Disaster Response Emergency Fund (IFRC-DREF) and Emergency Appeals will be drawn on as needed by the Red Cross Society of Panama to respond to disasters and crises.

Under the [DG ECHO-IFRC Pilot Programmatic Partnership](#) the National Society received support in activities that strengthened preparedness for emergencies and crises through first aid training, the establishment of community teams. The IFRC supported the strengthening of the Cash Transfer Programme and the formulation of the National Society's Risk Management Strategy.



Health and wellbeing

In 2025, the IFRC Disaster Response Emergency Fund ([IFRC-DREF](#)) was utilized for a dengue emergency.

Name of Operation	Panama Dengue
MDR-Code	MDRPA019
Duration	6 months (20 August 2024 to 28 February 2025)
Funding Allocation	CHF 420,995
People Targeted	60,000
Latest Operation Update	DREF Final Report

The [IFRC-DREF](#) allocation of CHF 420,995 in August 2024 supported the Red Cross Society of Panama in assisting 60,000 people affected by the dengue epidemic in Colon. The National Society supported the targeted people over a six-month period with assistance such as conducting educational and awareness-raising sessions on dengue prevention, the distribution of dengue prevention kits in schools and communities. Support also included cleanup campaigns in high-incidence transmission areas, aimed at the identification and elimination of mosquito breeding sites.

Progress by the National Society against objectives

In 2025, the Red Cross Society of Panama continued to disseminate its Health Strategy through local committees and strengthened the capacities of health focal points in healthcare, voluntary blood donation, vector control, [epidemics and pandemics](#). The National Society maintained health and basic service activities for migrant populations at the Temporary Migrant Reception Stations and reverse-flow exit points, while continuing assistance and transfers to hospital centres. It also sustained primary health care services in the Temporary Migrant Reception Stations and

host communities through nursing care, first aid, distribution of hydration kits, nutritional support and safe water production. It also maintained psychosocial support and accompaniment through the Comprehensive Care Programme for Refugees.

At the beginning of 2025, the Red Cross Society of Panama concluded its dengue response activities through the distribution of reserve tanks and community training carried out in coordination with the Ministry of Health and local authorities. Until April, the National Society maintained safe water production at the Temporary Migrant Reception Station in Lajas Blancas. Following the closure of the station by Panamanian authorities, it continued safe water production in the host communities of Canaán, Membrillo and Bajo Chiquito until the end of the year, when responsibility was transferred to the communities as part of the exit strategy. These actions included the distribution of kits to migrant populations and the organisation of community clean-up activities.

The National Society responded to contamination affecting rivers that supplied water treatment plants in the Azuero region by conducting technical assessments, distributing water, providing containers and reserve tanks and delivering community training in coordination with the Ministry of Health and local governments.

The National Society continued to support an elderly care home assisting older people in vulnerable situations and a children's home supporting children in vulnerable conditions. It provided food, medical care, early stimulation activities, maternal education and recreational opportunities.

IFRC network joint support

The IFRC provided support to the Red Cross Society of Panama through its Disaster Response Emergency Fund (IFRC-DREF) mechanism. It further supported activities providing health and basic services to migrant populations, primary health care services as well as psychosocial support.



Volunteers of the Red Cross Society of Panama distributing water storage tanks to communities as part of its dengue prevention measures (Photo: Red Cross Society of Panama)



Migration and displacement

Progress by the National Society against objectives

The Red Cross Society of Panama responded to a rapidly changing migration context during 2025 as migrant arrivals through the Darién declined sharply between January and March compared to the same period in 2024, reflecting the closure of trails, government operations and deportations. By April, the irregular flow had fallen further, marking an extreme reduction in movement through the Darién. At the same time, the National Society adapted to emerging humanitarian needs linked to growing reverse migration movements from north to south through the border with Costa Rica.

The National Society addressed new humanitarian challenges arising from forced and voluntary returns of people unable to continue their journeys northward. It responded to increasing humanitarian pressure in transit and return areas, particularly in the community of Miramar in Colón Province, where migrants travelled from north to south and required humanitarian assistance. The National Society also maintained its participation in human mobility coordination spaces to seek solutions and strengthen the operational delivery of humanitarian assistance.

The Red Cross Society of Panama maintained humanitarian services in Darién Province in both the Temporary Reception Station for Migrants and host communities. It continued providing comprehensive assistance to people on the move and host communities and sustained its humanitarian presence despite the significant changes in migration patterns.

In March, the National Society suspended cash and voucher assistance for basic needs and resumed livelihoods actions focused on the development of technical and vocational skills. It also carried out activities to prevent gender-based violence and provided psychosocial support to people of interest to promote more dignified integration processes.

The Red Cross Society of Panama approved its Migration Strategy, establishing a framework for comprehensive assistance that included health, water, sanitation and hygiene (WASH), Restoring Family Links (RFL) and support through Humanitarian Service Points (HSP).

IFRC network joint support

The IFRC supported the National Society in the maintenance of humanitarian services in Darién Province in both the Temporary Reception Station for Migrants and host communities. IFRC also supported comprehensive assistance for people on the move through technical and vocational skills development, gender-based violence prevention activities, psychosocial support and assistance to local communities.

Under wider Movement support, the **International Committee of the Red Cross (ICRC)** provided support to the Red Cross Society of Panama in the provision of Restoring Family Links (RFL) services as part of its comprehensive migration response.



Values, power and inclusion

Progress by the National Society against objectives

During the reporting period from January to December 2025, the Red Cross Society of Panama integrated Community Engagement and Accountability (CEA) as a cross-cutting principle in the design and implementation of its programmes and projects, in line with its CEA Policy approved in December 2023. The National Society incorporated community needs, priorities and perceptions into planning processes through community consultations, meetings with local leaders, participatory assessments and context analyses. It used this information to adapt interventions to local contexts and ensure that actions responded to community realities.

The National Society promoted the active participation of communities throughout planning, implementation, monitoring and evaluation processes, strengthening community ownership and supporting more inclusive, relevant and sustainable humanitarian action. It also established accessible and secure feedback and complaints mechanisms, including suggestion boxes and a WhatsApp hotline. It also trained volunteers supporting information management.

The Red Cross Society of Panama also ensured clear, transparent and culturally appropriate communication on programme objectives, selection criteria, activities and results through channels adapted to local contexts.

The Red Cross Society of Panama continued training management staff and volunteers in Protection, Gender and Inclusion (PGI) and the Protection Policy across local committees, Child Guidance Centres, shelters for older persons and children's homes. It also implemented activities for migrant populations through the provision of safe information, dissemination of key messages, safe referrals and the distribution of dignity kits.

The Red Cross Society of Panama implemented its project focused on promoting a culture of peace and non-violence through the formation of educational brigades. The initiative strengthened social cohesion and promoted peaceful coexistence among children and young people in schools across Panama by disseminating knowledge and encouraging the application of Movement instruments for intercultural dialogue, protection of democratic life and respect for diversity through the Educational Brigades methodology.

IFRC network joint support

The IFRC provided technical and financial support to the Red Cross Society of Panama for the integration of Community Engagement and Accountability (CEA) into programmes and projects. It also provided support in conducting Protection, Gender and Inclusion (PGI) training.

The **Italian Red Cross** supported the National Society in the implementation of its project promoting a culture of peace and non-violence.

ENABLING LOCAL ACTORS



Strategic and operational coordination

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 Red Cross Society of Panama is part of the global [Pilot Programmatic Partnership](#) between the DG ECHO and IFRC and as such, received the implementation support of the **Spanish Red Cross**, as well as the coordination support of the IFRC.

The Red Cross Society of Panama also receives support from the **Italian Red Cross, Netherlands Red Cross, Spanish Red Cross and Swiss Red Cross**.

Movement coordination

The Red Cross Society of Panama 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** in Panama works to ensure that people with the highest risk and vulnerability factors are protected and assisted and that their fundamental rights and dignity are respected. The ICRC has been present in Panama since 1989. In 2010, a headquarters agreement was signed between the Government of Panama and the ICRC, establishing a permanent presence and strengthening its exclusively humanitarian activities in the country.

External coordination

The Red Cross Society of Panama collaborates actively with national authorities, humanitarian organizations and international agencies to ensure coordinated responses to emergencies, disasters and migration-related challenges across the country.

At the national level, the Red Cross Society of Panama worked closely with the Ministry of Health, Ministry of Security, Ministry of Social Development and the National Civil Protection System through formal agreements. It also participated in the National Operations Centre, supporting coordination and alignment with public policies during emergencies.

In the context of migration, the Red Cross Society of Panama played a leading role in coordination efforts in shelter, water, sanitation and hygiene (WASH), protection and health alongside partners including HIAS, PADF, UNICEF, IOM, RET and Global Brigades. The National Society also collaborated with UNFPA and IOM to support women in migrant reception centres.

At the regional and international levels, the Red Cross Society of Panama participated in the Regional Refugee and Migrant Response Platform and worked with partners such as DG ECHO-IFRC, Médecins Sans Frontières, the Norwegian Refugee Council, Doctors of the World and Save the Children. Weekly inter-agency meetings in Darién and Chiriquí further strengthened coordination and information-sharing with UNHCR, IOM and UNICEF.

Recognizing the transnational nature of migration, the Red Cross Society of Panama coordinated closely with the National Border Service, the National Migration Service and other state institutions involved in migration management and humanitarian response. The National Society also partnered with the Gorgas Memorial Institute and the Coordination Centre for the Prevention of Natural Disasters in Central America and the Dominican Republic to strengthen disaster risk management and public health initiatives.



National Society development

Progress by the National Society against objectives

Red Cross Society of Panama advanced its institutional development by developing the Strategic Plan for 2026–2030, establishing an institutional roadmap aligned with health, risk management and climate change, social inclusion and organizational development. It prepared for the development of Annual Operational Plans linked to the indicators and results established in the strategic framework to strengthen results-based planning and institutional monitoring.

The National Society approved key institutional frameworks to guide organizational strengthening, including the National Policy on Cost Recovery, the National Policy for the Development of Subsidiaries, the National Youth Policy and the Policy for the Promotion of Volunteerism. Additionally, it initiated work on volunteering and youth strategies linked to its policies, manuals and strategic plan indicators.

The Red Cross Society of Panama continued strengthening local committees and territorial structures through training processes, technical support and the implementation of institutional projects in coordination with affiliates. It promoted stronger local capacities for humanitarian action and greater volunteer participation at community level. It also strengthened volunteer management through the implementation and use of a platform to improve volunteer registration, monitoring and management processes.

In August 2025, the National Society approved its Resource Mobilization Policy, establishing guidelines for diversifying funding sources and strengthening resource management. The Red Cross Society of Panama advanced financial sustainability planning across regions, developed fundraising initiatives including the National Bingo and the Great Raffle 2026 and continued delivering first aid courses through the National Training Centre as a source of institutional income. It also strengthened internal administrative systems through updates to the Administrative Manual, including the development of an updated organizational structure, clear terms of reference and common administrative guidelines.

IFRC network joint support

The IFRC supported the National Society in the development of volunteering and youth strategies, manuals and strategic plan indicators. It also supported the comprehensive institutional strengthening process such as the establishment of institutional focal points for organizational processes and the pre-positioning of relief items through a nearby logistics point.



Humanitarian diplomacy

Progress by the National Society against objectives

During 2025, the Red Cross Society of Panama strengthened its institutional positioning, humanitarian diplomacy and public understanding of its auxiliary role through strategic communication initiatives focused on increasing visibility of its humanitarian work and promoting greater understanding of the Fundamental Principles. It implemented the Stronger, Faster, Safer positioning campaign to highlight the impact of its interventions in vulnerable communities and strengthen institutional recognition as a key humanitarian actor in the country. The Red Cross Society of Panama also advanced the drafting of its Humanitarian Diplomacy Policy to strengthen humanitarian advocacy and institutional positioning.

The National Society strengthened its communication capacities through working sessions and technical support on communication issues, enhancing its ability to design and implement campaigns that explain its humanitarian role more clearly. These efforts improved communication planning and supported the development of strategies aimed at audiences with limited awareness of the work of the Red Cross Society of Panama.

The Red Cross Society of Panama began implementing an image and positioning strategy on social media to expand its reach to broader and more diverse audiences. It strengthened its presence on digital platforms, improved interaction with citizens and promoted greater recognition of the value of volunteering and humanitarian action, while increasing awareness of its functions, services and humanitarian impact.

The National Society conducted workshops and training replications for volunteers and staff from local committees on the auxiliary role, humanitarian diplomacy and communication. These activities strengthened understanding of the mandate of the Red Cross, enhanced institutional representation capacities and improved coordination between territorial teams and communication processes.

IFRC network joint support

The IFRC supported the National Society in strengthening its capacity in design and implementation of communication campaigns. It also provided technical assistance to the Red Cross Society of Panama in developing strategies that explained its humanitarian role more effectively and improving its communication planning.



Accountability and agility (cross-cutting)

Progress by the National Society against objectives

The Red Cross Society of Panama updated its website, strengthening interactivity, access to information and institutional transparency. The National Society strengthened transparency, traceability and informed decision-making through the implementation of these institutional instruments. The Red Cross Society of Panama also promoted an organizational culture grounded in good practices, aligned with the principles of the Movement and oriented towards institutional sustainability. It also strengthened warehouse management through the implementation of operating manuals, standardized procedures and formats that improved logistics management processes at headquarters.

The National Society analysed perception survey results from migrants and identified positive feedback regarding participation, accountability, accessibility and the provision of useful information through trusted channels. Based on these findings, the Red Cross Society of Panama strengthened its response capacity, reinforced key messages and advanced the positioning of its auxiliary role to public authorities. The National Society also continued mainstreaming and disseminating its Community Engagement and Accountability (CEA) Policy across local committees.

The Red Cross Society of Panama advanced institutional strengthening through the preparation and adoption of procedure manuals in the areas of Human Resources and Finance. The National Society standardized processes improved operational efficiency and supported compliance with internal and external regulations through clear guidelines for human talent management, financial administration, internal control and accountability.

IFRC network joint support

The IFRC, through the DG ECHO-IFRC Pilot Programmatic Partnership, supported the Red Cross Society of Panama in updating its institutional website. It supported the National Society in the implementation of standardized logistics procedures and formats as well as the dissemination of its Community Engagement and Accountability (CEA) policy.

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 Red Cross Society of Panama learned that stronger coordination mechanisms and joint planning processes at the beginning of programmes are essential to improve implementation and collaboration. While the National Society strengthened coordination efforts during the reporting period, it identified the need to establish more robust planning mechanisms from programme inception
- The National Society learned that continued investment in Planning, Monitoring, Evaluation and Reporting capacities, data collection and monitoring systems remains necessary. Although the Red Cross Society of Panama achieved important progress in data collection and measurement, it recognized the importance of further strengthening evidence generation and analysis to support decision-making and improve programme results

SUCCESS STORIES



1

A Lifeline in Miramar

The journey had already tested her resilience. An adult woman from Venezuela travelling through Panama during the reverse migration flow had spent days searching for medical care and medicines needed to treat acute health conditions. Along the way, she encountered one obstacle after another. Health services were unavailable, medicines were out of reach, and the uncertainty of travelling while unwell deepened her vulnerability.

When she arrived in Miramar, Colón Province, she reached a service point operated by the Red Cross Society of Panama. There, she received the medical attention and medicines she had been unable to access throughout her journey. What had been an increasingly difficult and uncertain situation changed with a simple but timely humanitarian intervention that responded directly to her immediate needs.

The support provided by the Red Cross Society of Panama extended beyond medical care. For the woman and her companions, it offered reassurance, dignity and the confidence that someone was present to help at a critical moment. Moved by the assistance she received, she expressed her gratitude, saying, “Thank God very much that you from the Red Cross are here.”

Her story reflects the impact of the Red Cross Society of Panama’s humanitarian presence along migration routes. As the National Society consolidated its service points for migrants in transit during 2025, it not only delivered essential services but also strengthened trust among people on the move and host communities. In places where access to basic assistance remained limited, timely healthcare and humanitarian support helped alleviate suffering and restore hope for people facing complex and uncertain journeys.

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

- [PA_Panama AR Financials.pdf](#)
- [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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