



RWANDA

2026-2028 IFRC network country plan



24 December 2025

In support of the Rwandan Red Cross



30

National Society branches



31

National Society local units



91

National Society staff



67,886

National Society volunteers

People to be reached in 2026



300,000

Climate and environment



120,000

Disasters and crises



2.5M

Health and wellbeing



150,000

Migration and displacement



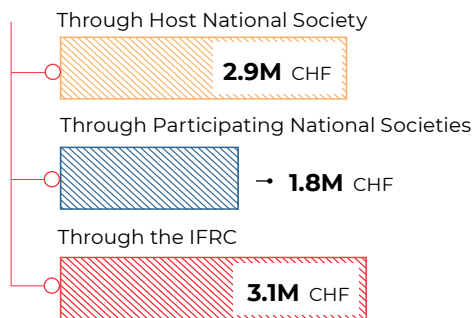
60,000

Values, power and inclusion

IFRC network Funding Requirements

2026

Total 7.8M CHF



2027

Total 6.4M CHF

2028

5.5M CHF

Projected funding requirements

Participating National Societies

Austrian Red Cross

British Red Cross*

Finnish Red Cross

Japanese Red Cross Society

Spanish Red Cross

The Netherlands Red Cross*

**National Societies which have contributed only multilaterally through the IFRC in 2025.*

IFRC Appeal code

Longer-term needs:

MAARW002

Hazards



Floods



Landslides



Windstorms



Disease outbreak



Population movement

IFRC network multi-year focus

Longer term needs

- Anticipatory action
- Climate change adaptation
- Community health and water, sanitation and hygiene
- Protracted refugee situations

Capacity development

- Digital transformation
- Regulatory frameworks
- Human, material and financial capacities
- Results-based management and accountability
 - Resource mobilization and partnership development

Key country data links

INFORM Severity rating

Medium

INFORM Climate Change Risk Index

Medium

Human Development Index rank

159

World Bank Population figure

14.3M

World Bank Population below poverty line

27.4%



Rwanda Red Cross distributed hygiene supplies to 817 vulnerable Kigali families and raised awareness on mpox and Marburg prevention to curb the spread of the outbreaks (Photo: Rwanda Red Cross)

Detailed funding requirements

	2026		2027		2028	
	Host National Society	IFRC	Host National Society	IFRC	Host National Society	IFRC
Longer-term needs						
Climate and environment	130,000	120,000	130,000	120,000	130,000	120,000
Disasters & crises	222,000	2M	222,000	1.8M	222,000	1.6M
Health & wellbeing	1.1M	500,000	1.1M	500,000	900,000	500,000
Migration & displacement	375,000	30,000	375,000	30,000	375,000	30,000
Values, power & inclusion	79,000	30,000	79,000	30,000	79,000	30,000
Enabling local actors	1M	400,000	900,000	400,000	800,000	400,000
Total	2.9M	3.1M	2.7M	2.9M	2.5M	2.7M

Participating National Societies bilateral support

National Society	Year	Funding Requirement	Confirmed Funding	Climate and environment	Disasters and crises	Health and wellbeing	Migration and displacement	Values, power and inclusion	Enabling Functions
Austrian Red Cross	2026	705,000	705,000	555,000	-	60,000		90,000	-
	2027	691,000	691,000	555,000		46,000		90,000	
	2028	136,000	136,000			46,000		90,000	
Finnish Red Cross	2026			-				-	-
Japanese Red Cross Society	2026	195,000		-	-	135,000		9,000	51,000
	2027	163,000		2,000		102,000		9,000	51,000
	2028	131,000		2,000		70,000		9,000	51,000
Spanish Red Cross	2026	925,000	925,000	601,000	-		120,000	177,000	28,000

NATIONAL SOCIETY PROFILE

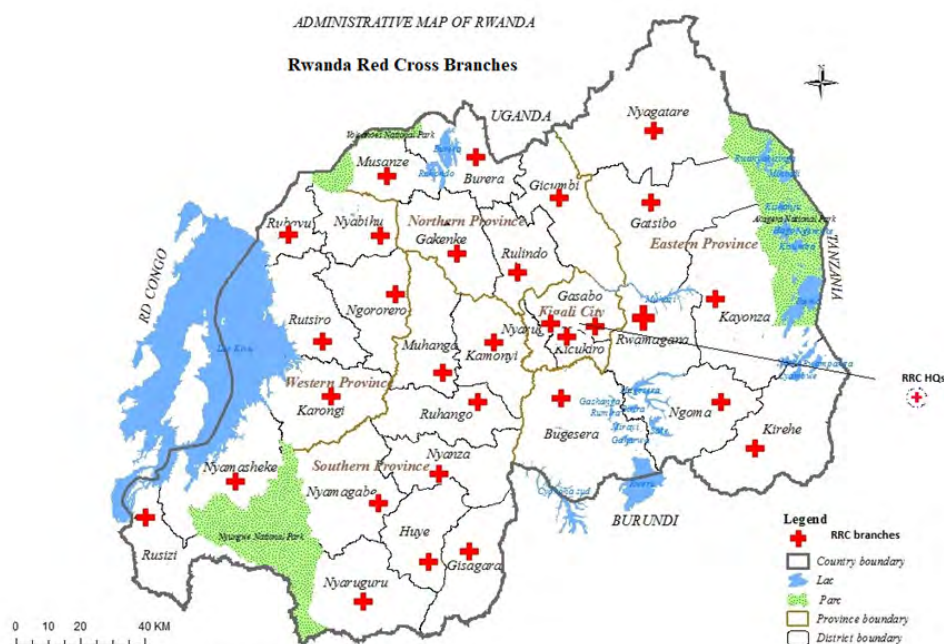
The **Rwandan Red Cross** was established on 1 July 1962 and legally recognized on 29 December 1964. It was admitted to the International Federation of Red Cross and Red Crescent Societies (IFRC), in its current form, in 1983. The Rwandan Red Cross envisions a healthy, self-sustained and resilient community. As a leading humanitarian organisation in Rwanda, the National Society has a mission to prevent and alleviate human suffering, saving lives of the most vulnerable, supporting livelihoods, and promoting human dignity.

The National Society improves its management and addresses the needs of vulnerable populations through 'performance contracts' and the 'model village' approach. Performance contracts involve district and local committees in decision-making and implementing programmes with measurable targets. The model village approach focuses on mobilizing communities and channelling resources to selected villages for impactful and rapid change.

The Rwandan Red Cross Strategic Plan 2022-2026 focuses on the following areas:

- Institutional capacity development
- Institutional image and humanitarian diplomacy promotion
- Promotion of model village approach towards community resilience
- Disaster emergency management
- Public awareness for health promotion and care
- Protection, gender and Inclusion
- Community participation and accountability
- Promoting youth engagement
- Digital transformation

In 2024, the Rwanda Red Cross reached over 1,110,000 people with long-term services and development programmes, and 217,200 people with disaster response and early recovery programmes.



Map of the Rwandan Red Cross branches

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

IFRC NETWORK ACTION

JOINT SITUATIONAL ANALYSIS

Rwanda is a small, landlocked country in central Africa. It is bordered to the north by Uganda, to the east by Tanzania, to the south by Burundi and to the west by the Democratic Republic of Congo (DRC). Rwanda's total area is 26,338 square kilometres with a population density estimated to be over 523 people per square kilometre. The life expectancy at birth has reached 69.6 years from 51.2 years in 2002 and 64.5 years in 2012. Overall, there were 6,817,068 females representing 51.5 per cent of the population, which is slightly higher than 6,429,326 males, representing 48.5 per cent of the population. Rwanda is a relatively young country: nearly 48.8 per cent of the population is under 20 years old and 65.3 per cent is under 30 years old, with the median age standing at 20.8 years old.

Rwanda is one of the smallest but most densely populated countries in Africa. The population is still growing, from once 2.1 million in 1950 to 13.2 million in 2022. More than two-thirds of the population lives in rural areas. Thus, most of the population, as well as the economy, still depends on agriculture. The government clusters as many people as possible in cooperatives to increase agriculture productivity. The government also promotes the use of modern technology in the agricultural sector. However, this latter measure leaves increasing numbers of farmers unemployed.

Having endured one of the worst genocides, Rwanda has made substantial progress towards achieving stability and embarking on long-term economic prosperity. However, Rwanda still faces humanitarian challenges such as persistently the high rate of

poverty (30.4 per cent according to the 2022 Census), limited access to essential services such as safe water particularly in rural areas, constraints of land access in an agrarian society, the highest population density in Africa and frequent natural hazards such as landslides, windstorms, thunderstorms, drought, floods, and the looming threat of volcanic eruptions. This poses a risk to its hard-won economic achievements.

With over 72 per cent of the population youth aged below 35 years and a big human resource competence challenge, the growing unemployment presents a huge threat to stability and prosperity in Rwanda. Also, regional political instability presents a growing susceptibility to mass population movements, adding pressure to an already challenged society. While alternative job opportunities in commerce, agriculture, and mining on state-owned land offer some compensation, they only partially offset challenges. Urban populations, particularly in Kigali, continue to grow. Vision 2020 goals have largely been achieved, while progress toward Vision 2035 is gradual. Foreign investments have led to the emergence of light industrial jobs. In urban centres, including Kigali, employment is primarily in social services, transportation, trade, construction, utilities, finance, and real estate sectors.

Violent incidents in Rwanda are rare, with no rebel groups operating within its borders. However, in 2019, attacks on civilians near the Nyungwe Forest, mainly by groups from neighbouring DR Congo, prompted increased military presence to prevent further assaults. Yet, ongoing instability and conflicts in Eastern DRC pose a persistent security challenge, as armed groups with genocidal ideologies continue to seek to destabilize Rwandan territory.

STRATEGIC PRIORITIES



Climate and environment

Rwanda has a tropical climate with hilly topography stretching from east to west. The country is divided into four main climatic regions: the eastern plains, the central plateau, the highlands, and the regions around Lake Kivu along the western border. Over the years, Rwanda has been experiencing unpredictable weather-related events. It is expected that climate change will increase Rwanda's [vulnerability to hydrometeorological hazards](#). Since the early 2000s, the frequency and severity of disasters, particularly caused by floods, landslides and droughts, have significantly increased. The number of human casualties and economic and environmental losses is also increasing.

Between [2015 and 2020](#) Rwanda witnessed flooding and landslides caused by the heavy annual rainfall particularly in northern, southern and western parts of the country, and windstorms particularly in eastern parts. The geographical patterns of the country are particularly responsible for this situation, but also the increasing pressure of the population on natural resources, knowing that Rwanda has the highest population density in Africa.

The government has established resettlement plans by identifying the safer settlement areas and encouraging people in high-risk zone to shift. has engaged in tree planting promotion both in household plots and in identified vulnerable places, digging terraces and anti-erosion trenches on steep slopes, promotion of fuel-efficient cooking systems and sensitization of communities on various measures to reduce the risks (strengthening the house roofs).

Multi-year high level objectives of the National Society

The Rwandan Red Cross is part of the IFRC [Global Climate Resilience Programme](#), which aims to foster an unprecedented scale-up in locally led climate-smart disaster risk reduction and adaptation efforts. These are designed to prevent and reduce climate-related disaster impacts and build community-level climate resilience. The programme aims to support 500 million people in 100 of the most climate-vulnerable countries, focusing on the least supported and marginalized communities. This holistic, multi-year programmatic approach consists of four operational pillars: (1) scaling up climate-smart disaster risk reduction, anticipatory action, and preparedness; (2) reducing the public health impacts of climate change; (3) addressing climate displacement; and (4) enabling climate-resilient livelihoods and ecosystem services.

The National Society's strategic plan includes community resilience to climate change and the implementation of environmental management interventions. Over the years, it has frequently responded to disasters caused by weather-related events. Its disaster risk reduction programme includes the continuous mobilization of communities and the communication of [early warning](#) messages for appropriate early actions, through its branch and local disaster response teams. The National Society will continue to work closely with Rwanda's Meteorological Agency to effectively disseminate weather forecast information to vulnerable communities, including advice on appropriate risk reduction and mitigation measures. It plans to increase efforts to reduce and avoid the humanitarian impacts of weather-related events that are exacerbated by climate change, by making greater use of forecast-based action. In line with the [IFRC Pan-African initiative on Tree Planting and Care](#), the National Society also aims to plant one million trees in the most at-risk districts each year.

Planned activities in 2026

- Strengthen the capacities of community members through sensitization and training on environmental protection and conservation
- Promote tree planting initiatives in highest risk districts, to reach at least one million trees planted every year
- Engage in promotion of energy-saving practices within the communities
- Promote community works that strengthen disaster risk reduction capacity and address consequences of disaster effects
- Digitalize the tools and expedite the assessments for an effective response
- Decentralize [preparedness for effective response](#)

Longer-term support from the IFRC network

The IFRC will support the Rwandan Red Cross in the development and implementation of project proposals and action plans to effectively address climate change.

The **Austrian Red Cross** and the **Japanese Red Cross** are supporting the National Society in the tree plantation activities while also promoting other energy saving mechanisms.

The **Finnish Red Cross** supports the Rwandan Red Cross in improving its preparedness capacity through an early warning early action programme.

The **Spanish Red Cross** is engaged in environment protection activities through effective waste management and support the circular economy approach among the target areas.



Disasters and crises

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

The main hazard in Rwanda is heavy rainfall which leads to floods and landslides disasters. These weather-related disasters are recurrent and occur annually with the seasonal rainfall patterns. The frequency of the disasters usually affects the coping capabilities of communities as there is usually not enough time to recover from the effects of previous disasters.

Recurring disasters take place in nearly all parts of the country, leaving affected populations vulnerable and causing economic damage and loss of life. The high frequency of disasters affects community resilience, as there is not enough time to recover from one to the next.

In addition to being exposed to climate-related hydrometeorological hazards, Rwanda is also at risk of earthquakes. Nearly 70 per cent of the population is exposed to magnitude 6.0 earthquakes and 30 per cent is exposed to magnitude 5.0 earthquakes. Other hazards include wildfires, diseases and epidemics, and all of these events have significant impacts on the lives and livelihoods of the population. Civil unrest and conflicts in neighbouring countries regularly spark sudden mass influxes of people seeking refuge in Rwanda, which already hosts thousands of refugees from the DRC and Burundi.

Food insecurity is a particular concern after disasters that damage and degrade land and infrastructure. Dangers arise from land erosion, flood-induced crop failure, nutrient leaching and fungal growth resulting from increased humidity. In Rwanda, the World Food Programme has launched an initiative to support innovation in food security. The programme seeks pioneering solutions in areas such as resilience to shocks and stress, access to safe and nutritious food, improving food supply chains, empowering smallholder farmers and advancing food security for all.

The Rwanda National Disaster Management Policy also includes actions to combat food insecurity, alongside its objectives for managing disasters. Rwanda is part of the African, Caribbean and Pacific Group of States – European Union Natural Disaster Risk Reduction Programme, established in 2011, which is funded by the EU and managed by the Global Facility for Disaster Reduction and Recovery. It aims to build resilience to natural disasters by enhancing disaster risk management and climate change adaptation in African, Caribbean and Pacific countries. In Rwanda, it supports the authorities with identifying disaster-prone areas and designing targeted, contextualized

risk reduction and adaptation programmes, while adapting them to local context.

Multi-year high-level objectives of the National Society

The National Society recognizes that localized [preparedness for effective response \(PER\)](#) requires strong forward looking branch development plans and multi-hazard operational plans. The Rwandan Red Cross disaster preparedness and response agenda will ride on the momentum of the four Pan- African initiatives with special consideration for Africa [Red Ready](#) initiative. This will be achieved through an assessment of the National Society organizational framework and capacity using the PER approach and assessment tools. In this regard, the National Society will prioritize review of their disaster and crisis preparedness policies, volunteer management and engagement systems, accountability models and development of risk matrix and resource and partnership development. The Rwandan Red Cross works closely with the Rwanda Meteorological Agency to ensure dissemination of forecast information to communities at risk and appropriate risk reduction and mitigation measures to adopt. Its other high-level objectives include to:

- Enhance its volunteer network and capacities at national, district and local level
- Enhance engagement with public authorities (national and local levels) to provide better understanding of its emergency management activities
- Advocate for inclusion of the National Society law in all national emergency management coordination committees and platforms
- Advocate for increased resources for long term socioeconomic recovery interventions in favour of disaster affected communities

Planned activities in 2026

- Set up community feedback systems and participatory approaches across all operations
- Strengthen food security and livelihoods through [cash and voucher assistance](#), skills training and linkages to social protection systems
- Conduct cash transfer orientation and training for its staff

- Establish emergency operation centre for timely access to information on assessments, data gathering, analysis and reporting
- Strengthen its emergency warehouse capabilities particularly at regional levels

Longer-term support from the IFRC network

The IFRC supports the National Society in mobilizing resources to implement the Red Ready initiative, providing both technical and financial support. Also, the IFRC offers support to the Rwandan Red Cross for the implementation of a community preparedness programme. In addition, the IFRC provides assistance in the provision of emergency shelter solutions

and essential household items to meet basic shelter needs. This includes support with construction materials, tools, tarps, bedding, and awareness campaigns on 'Build Back Safer' practices.

The **Austrian Red Cross**, the **Japanese Red Cross** and the **Spanish Red Cross** are implementing different projects that support the community resilience, focusing on strengthening livelihoods and income-oriented initiatives for people most in need.

The **Austrian Red Cross** has also integrated a crisis modifier fund in its projects to help the National Society in addressing emergency needs.



Health and wellbeing

Health indicators in Rwanda show that there have been significant improvements over the last five years, in terms of access to life-saving health services. The average time it takes to reach the nearest health facility was halved from 95 to 47 minutes in 2020, although timely access to health care remains a challenge for many. The World Health Organization (WHO) recognizes the Rwandan Government's innovative approach to bringing more health facilities closer to communities, with the aim of reducing walking time to less than 25 minutes by 2024.

According to GBD Compare 2019, the top 10 causes of death in Rwanda are lower respiratory infections, neonatal disorders, stroke, tuberculosis, ischemic heart disease, diarrheal diseases, malaria, HIV/AIDS, cirrhosis and road injuries. Rwanda faces a complex HIV/AIDS epidemic, with a prevalence of three per cent among the general population and 50 per cent among the most at-risk populations. In 2020, Rwanda began implementing tuberculosis preventive therapy to reduce infection and deaths among people living with HIV/AIDS, and 66 per cent of all people living with HIV/AIDS were enrolled in this preventive therapy by 2022. The treatment completion rate is 94 per cent.

Despite this progress, Rwanda still faces some significant health challenges. USAID reports that one in 20 children dies by the age of five, 38 per cent of children suffer from chronic malnutrition, nine per cent are underweight and 38 per cent are anaemic. The fertility rate remains high at 4.2 children per woman, and maternal mortality is high at 210 deaths per 100,000 births.

The Republic of Rwanda has committed to ensure universal coverage access to safe water supply and sanitation services by 2024. The National Strategy for Transformation (NST-2017-2024) is clear that access to water will be scaled up to 100 per cent by 2024 through investment in construction, extension

and rehabilitation of rural and urban water supply systems and in the same regard access to sanitation and hygiene scaled up to all from 86.2 per cent to 100 per cent by developing projects related to solid and liquid waste management at household and public places. As per the General Census (August 2022) data of households with access to safe water was estimated at 82.3 per cent while access to improved sanitation services was estimated at 89.2 per cent. The 2nd National Strategy for Transformation (NST2) foresees the universal access to clean water, sanitation, hygiene services and reliable electricity for every household, school and health facility by 2029.

Multi-year high-level objectives of the National Society

The National Society will use community-based environmental and health promotion tools (CBEHPP), and the recently developed children, hygiene and sanitation training tools (CHAST), in its health, hygiene and sanitation promotion. The aim is to replicate the tested risks, ability, norms, attitude and self-regulation (RANAS) approach to encouraging behaviour change in communities.

The psychosocial component is an important part of the Rwandan Red Cross activities, particularly since the COVID-19 outbreak. The National Society expects to increase its reach by integrating psychosocial support into volunteer training, disseminating appropriate tools to guide volunteer actions, and extending the reach of hotline services.

The Rwandan Red Cross continues to strengthen its emergency medical services, including ambulances. It will bolster its partnership with the Ministry of Health for scaling up blood donation activities.

Planned activities in 2026

- Strengthen its national and branch disaster response team to respond to diseases outbreak such as Cholera, diarrhoeal diseases, and other health emergencies
 - Advocate for the promotion and incorporation of first aids in the transport sector
 - Implement the developed commercial first aid and emergency medical services marketing strategy.
 - Develop its commercial first aid marketing strategy
 - Develop a longer-term health intervention and WASH strategy
 - Reinforce the capacities of community-based health workers and volunteers in infection and disease control at headquarter and branch levels
 - Establish and strengthen the health volunteers network from the target villages to the national level
 - Advocate with different partners for more resourcing and integration for health outcomes within its various programmes
 - Increase the access to clean water and hygiene & sanitation facilities access within target communities
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Longer-term support from the IFRC network

The **IFRC** supports the National Society by facilitating its participation in meetings of humanitarian coordination platforms, including health clusters, nutrition clusters, and water, sanitation and hygiene (WASH) clusters. Additionally, the IFRC assists the National Society in implementing community health programmes and provides both technical and financial support for the development and implementation of emergency operations. Additionally, the IFRC also assists in developing and implementing new WASH and health programmes, including interventions linked to One WASH for cholera control.

The **Austrian Red Cross** has supported the Rwandan Red Cross on emergency medical services in 2022; EcoCare in 2022–2024 and the Skybird project in 2022, which promotes water, hygiene and sanitation.

The **Japanese Red Cross** and **Spanish Red Cross** are also involved in supporting the Rwandan Red Cross with health and WASH promotion activities, including water supply to communities

The **Spanish Red Cross** programmes are mostly oriented to livelihoods and food security development, the health promotion and WASH activities are also integrated. The TAKIWAMA project focusing on waste management circular economy will support the improved sanitation outcomes, raising awareness on better waste management practices.



Migration and displacement

Rwanda is a host to more than 525,000 refugees, asylum seekers and other migrants from neighbouring countries. Most displaced people originate from the DRC (250,000), followed by Burundi (135,000) and Uganda (95,000). A smaller number come from Tanzania (about 45,000), and a few thousand from Kenya. There are five refugee camps for Congolese and Burundian refugees in Rwanda, and different reception centres. According to UNHCR, Rwanda currently hosts approximately 120,000 refugees and asylum seekers, with 90 per cent residing in five refugee camps: Kiziba (Karongi district), Nyabiheke (Gatsibo district), Kigeme (Nyamagabe district), Mugombwa (Gisagara district), and Mahama (Kirehe district). Nkamira transit centre has been the nearest service point to host the asylum seekers from eastern DRC where frequent instability has been observed since years now. Also, Rwanda is hosting vulnerable refugees and asylum seekers from Libya through the Emergency Transit Mechanism (ETM) located in Gashora (Bugesera district).

The Rwandan migration flows have greatly fluctuated over the last 25 years and plateaued between 2015 and mid- 2020.

Regional political instability makes Rwanda increasingly and constantly susceptible to mass population movements into the country, adding pressure to an already challenged society. The recent cuts in funding from the main refugee response donors (particularly the USAID and the Belgian government funded programmes) requires the stakeholders (including the National Society) to invest in more resource mobilisation so as to maintain the level of humanitarian services provided.

Multi-year high-level objectives of the National Society

The Rwandan Red Cross has been engaged in refugee response as part of its health and disaster emergency operations. Since 2019, National Society activities in two refugee camps in Eastern Province have reached more than 80,000 Congolese and Burundian refugees. The National Society will continue to offer services, including telephone calls, for restoring family links to refugee communities in all five camps and Gashora transit centre. It also aims to continue collaborating with

the UNHCR for camp activities and at reception centres and coordinating with the Ministry of Emergency Management. Its high-level objectives include to:

- Advocate for increased assistance to refugees according to the Rwanda Country Refugee Response Plan
- Strengthen the national and branch staff, volunteers and youth on migration response strategy
- Increase the economic inclusion of refugees in host communities through inclusive and shared initiatives
- Empower the youth through vocational training capacities and funding of their income initiatives
- Increase the initiatives that promotes social cohesion and peaceful coexistence between refugee and host communities

Planned activities in 2026

- Coordinate with other humanitarian organizations on refugee response and management
- Develop contact tracing and restoring family links strategies
- Reinforce the humanitarian diplomacy; dialogue with the Government for increased subventions, looking for

new domains of collaboration such as First Aid, refugee assistance, protection initiatives

- Reinforce the socio-economic integration of refugees in the different host communities, with a strong focus on the youth

Longer-term support from the IFRC network

The IFRC supports the National Society by providing guidelines for (emergency) operations in contexts involving population movement. As part of wider Movement support the International Committee of the Red Cross (ICRC) supports the Rwandan Red Cross in strengthening its activities for [restoration of family links](#).

The **Spanish Red Cross** has secured some funds to support the refugee response programme targeting Kiziba camp in the western province, and the developed project proposals are still waiting for funding confirmation. At the same time, the Spanish Red Cross leads the dialogue with ECHO in partnership with the Austrian Red Cross with continuous efforts to mobilize resources for increased refugee response programmes (including interventions in the host communities surrounding the camps).



Rwanda Red Cross has supported flood- and landslide-affected families in Western Province by providing essential relief items including blankets, clothing, and hygiene kits (Photo: IFRC)



Values, power and inclusion

Rwandans share many cultural values including unity, patriotism, social cohesion, resilience and hard work. Kinyarwanda is the common language spoken in all parts of the country. Other official languages are English, French and Kiswahili. Rwanda's rich culture has been key to developing home-grown solutions to address the challenges and the consequences of the 1994 genocide against the Tutsi. These include solutions such as Umuganda (community work), Imihigo (performance contracts), Gacaca (traditional courts) and Abunzi (mediators).

The ethnic divide is no longer a major factor in identity, particularly among the younger generation – and this reinforces the national slogan, Ndi Umunyarwanda (I am Rwandan). Instead, differences between the upper and middle classes on the one hand, and the mass poor on the other, have become more prominent. The state is secular, and religion and state are separate. The state tolerates diverse religious groups if they do not question or disturb its authority. Consequently, religious dogmas do not have an influence.

According to the Global Gender Gap Report 2020, Rwanda ranks among the top 10 countries globally to have narrowed the gender gap. The country is leading the HeForShe Campaign, securing more than 200,000 signatories. It has also made three commitments: to bridge the gender digital divide by 2020; to triple girls' enrolment in technical and vocational education and training; and to eradicate gender-based violence. The Government has joined nine other African countries in signing the UN statement condemning violence against LGBTQI+ people, and consequently there is no marked discrimination against LGBTQI+ communities in Rwanda.

Multi-year high level objectives of the National Society

The Rwandan Red Cross aims to focus protection, gender and inclusion. It also aims to continue its support orphans and other vulnerable children in the target communities. Interventions will be based on the minimum package defined by the Rwandan Ministry of Gender and Family Protection. In addition, other particularly vulnerable groups will be supported, particularly the elderly, people with disabilities, the genocide survivors, adolescent youth and the historically marginalized people. As part of social projects, community economic empowerment and development will be continued as an intervention aimed at improving livelihoods of disadvantaged people. The Rwandan Red Cross will also strive to promote dignity, access, participation, and safety (DAPS) in its programmes, including emergency operations and the resilience programmes for effective response to these increasing needs. Its high-level objectives also include to:

- Develop a comprehensive community engagement and accountability strategy and policy to guide community engagement and accountability efforts
- Identify and support community-led solutions as essential for ensuring ownership and increased participation
- Develop inclusive feedback mechanisms linked to clear referral systems as part of the standard operating procedures for protection from sexual exploitation and abuse
- Establish linkages between community engagement and accountability reporting mechanisms and feedback mechanisms within regular programme

Planned activities in 2026

- Establish youth committees considering social and specific needs of the community
- Integrate youth-driven initiatives such as blood donation, climate change, environmental protection, reproductive health, gender-based violence, and psychological first aid and psychosocial support in its programmes
- Promote youth-led initiatives in peacebuilding, conflict management, and social cohesion
- Provide training on protection, gender, and inclusion minimum standards to staff, branch teams, and team leader volunteers
- Apply the Community Women Leadership Approach across the National Society resilience programmes for women empowerment

Longer-term support from the IFRC network

The IFRC supports the National Society in community engagement and accountability approach to humanitarian action. The IFRC will continue to support the National Society to adopt innovative approaches to better understand and engage with people and communities, to enable them to address unhealthy and unsafe practices. The IFRC also supports the National Society in achieving its objectives, including the active implementation of the IFRC gender and diversity policy. Additionally, it will assist the National Society in developing a comprehensive policy on protection from sexual exploitation and abuse (PSEA) along with an action plan to support survivors.

The **Austrian Red Cross** is currently implementing the Skybird II project with the main focus on the institutional capacity development of protection, gender and inclusion (PGI) and further piloting the PGI in WASH programming.

The **Japanese Red Cross** is supporting a project for Developing catalyst of behavior changes (in WASH and nutrition) through Red Cross activities at primary and secondary schools in the Mukindo Sector of Gisagara District.

The **Spanish Red Cross** supports the National Society in mobilizing the youth in the area of sexual and reproductive health rights.

ENABLING LOCAL ACTORS

The Rwandan Red Cross is committed to pursuing institutional strengthening and carried out the self-assessment part of the [Organizational Capacity Assessment and Certification \(OCAC\)](#) process in 2018. The self-assessment is intended to capture the strengths and weaknesses of National Societies as a whole in relation to a wide range of organizational capacities.

The Rwandan Red Cross is also committed to the [Preparedness for Effective Response](#) process and is at the action and accountability phase. The PER approach is a continuous and flexible process that enables National Societies to assess, measure and analyse the strengths and gaps of its preparedness and response mechanism and ultimately take necessary action to improve it. This approach will also be decentralized to branch level, together with the Branch Organizational Capacity Assessment (BOCA). Early 2025, the National Society also underwent the Capacity Review and Risk Assessment (CRRA) which led to accessing the working with project partner (WWPP) modality. Key recommendations around the logistics and financial management are part of the expected national society development priorities for coming years.



Strategic and operational coordination

Multi-year high level objectives of the National Society

- Update a resource mobilization framework with an implementation plan
- Integrate online resource mobilisation tools
- Conduct capacity building sessions on resource mobilization, income generating activities and project development at both headquarters and branch levels
- Develop a financial business plan to identify and prioritize profitable actions aimed at increasing and diversifying its income resources
- Participate in national and international forums



Key Institutional Indicators

The National Society has put in place the following:

- Strategy to strengthen its auxiliary role
- National Society development plan
- Youth engagement strategy
- Protection against sexual exploitation and abuse (PSEA) policy
- PSEA Action Plan

Longer-term support from the IFRC network

The IFRC will assist the Rwandan Red Cross in increasing its fundraising at the national level by developing tailored strategies. In addition, the IFRC is also establishing long-term relationships with potential donors to ensure sustained support for the National Society.



National Society development

Multi-year high level objectives of the National Society

- Renew governance structures and organize induction training for newly elected governance members at all levels
- Conduct OCAC and BOCA and establish a development road map for implementation of key transformative actions
- Review and develop a volunteer management system for effective recruitment, management, and retention of volunteers
- Focus on financial sustainability by accessing funding opportunities such as the IFRC Capacity Building Fund and the IFRC ICRC National Society Investment Alliance.
- Encourage youth leadership by providing training opportunities
- Establish and support to the youth centres activities across the five regional youth centres initiatives (Rwamagana, Huye, Rubavu, Musanze, Gasabo).

- Improved financial management through greater integration of MS Business Central.
- Rollout out the Zoning strategy for effective decentralization and better service delivery

Longer-term support from the IFRC network

The IFRC will provide the National Society support in organizing OCAC and BOCA in multiple branches. Technical and financial aid will be provided for the establishment of a volunteer management system, to improve volunteer efficiency. Additionally, the IFRC is also extending assistance to the Rwandan Red Cross to revitalize youth initiatives. It will also support the National Society in providing financial coverage for health, accident and death related expenses of volunteers.

The **Spanish Red Cross** has made financial contribution to the Huye youth centre and further discussions were undertaken to see that more Partner National Societies (PNS) are contributing such National Society development initiatives.



Humanitarian diplomacy

Multi-year high level objectives of the National Society

- Strengthen its communications through digital media presence
- Strengthen humanitarian diplomacy efforts by engaging in dialogue with the government
- Strengthen the humanitarian centre capacity and reach for increased dissemination of the International Humanitarian Law (IHL) and Red Cross principles and values.

Longer-term support from the IFRC network

The IFRC supports the National Society in drafting key messages related to humanitarian diplomacy.

The ICRC and other Movement partners will contribute to this important endeavor for the National Society to increase the required resources.



Accountability and agility (cross-cutting)

Multi-year high level objectives of the National Society

- Conduct a joint planning, monitoring, evaluation and reporting and community engagement and accountability capacity assessment to identify gaps in its systems
- Integrate IT solutions at management and operational levels to strengthen its managerial systems and procedures
- Strengthen the National Society integrity mechanism and risk management framework.

Longer-term support from the IFRC network

The IFRC support the Rwandan Red Cross in strengthening its integrity and risk mechanisms, developing robust risk management frameworks, and acquiring essential financial and HR systems. It also provides the National Society with support in planning, monitoring, evaluation and reporting (PMER). The IFRC will also guide digital transformation and emphasize consistency for effective impact monitoring.

THE IFRC NETWORK

The IFRC

The IFRC supports the Rwandan Red Cross from its Country Cluster Delegation based in Kinshasa, DRC. Its support to the Rwandan Red Cross centres on strategic and operational coordination, National Society development and humanitarian diplomacy, including strengthening its auxiliary role. It also supports accountability as a cross-cutting theme. In recent years, the IFRC supported the Rwandan Red Cross through several DREF operations in relation to floods and windstorms, and in preparedness for the spread of the Ebola virus, following outbreaks in the neighbouring Democratic Republic of Congo as well as through emergency appeals following Nyiragongo volcano eruption and the outbreak of Mpox and Marburg viruses.

The Rwandan Red Cross actively participates in the RC-NET and other cross-border cooperation and sharing of experiences through the Federation, whereby programme staff participate in regional meetings, workshops, and trainings. The new IFRC Cluster coordination platform has offered the National Society opportunities to increase ties with sister National Societies forming Kinshasa Cluster, whereby quarterly online meeting and annual in-person meetings have offered the National Society's leadership and technical teams to work together and find ways of learning from each other.

IFRC membership coordination

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

The Rwandan Red Cross is part of the four IFRC Pan-African initiatives focusing on Tree Planting and Care; Zero Hunger; Red Ready and National Society development. These initiatives are reflected under the relevant sections of this plan. The National Society has been a member of the IFRC eastern Africa Disaster Management platform since its revival in 2017. The platform brings together disaster management staff from East African National Societies and other participating National Societies. Its aim is to encourage information sharing among National Societies and provide opportunities for mutual learning through peer-to-peer initiatives. The Rwandan Red Cross is also a member and co-chair of the East Africa cash working

group, which brings together National Societies to share their experiences in implementing cash-based interventions. It also works to strengthen their cash preparedness capacities. The National Society looks forward to actively participating in the community of practice for cash-based responses in West African French-speaking countries.

The Rwandan Red Cross actively participates in the Red Cross-NET, and its programme staff participate in regional meetings, workshops and training sessions – all of which foster cross-border cooperation and the sharing of experiences through the IFRC.

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

The **Austrian Red Cross** is supporting the Rwandan Red Cross on emergency medical services; the PROTECT project is supporting the disaster risk reduction, community climate resilience initiatives, water, hygiene and sanitation; and the Skybird II project is invested in supporting the institutional integration of the PGI and foster the PGI in water, hygiene and sanitation at community level. As well, through participation to the basket funding, the Austrian Red Cross is contributing to the community resilience / model village approach in target villages.

The **Japanese Red Cross Society** has been supporting the Rwandan Red Cross through the Gisagara model village /

community resilience project and a second phase of this initiative is expected to be funded for 4.5 years starting 2026.

The **Spanish Red Cross** has continuously supported the Rwandan Red Cross with projects on the socioeconomic development of rural communities and cooperatives – including livelihoods, food security, water, sanitation and hygiene. This partnership has extended into a new project focusing on food security funded by the European Union under the Kungahara initiative. Also, through the same donor, a new project has been launched with a focus on waste management and circular economy under the TAKIWAMA initiative.

The **Finnish Red Cross** has been supporting the Rwanda Red Cross in improving its preparedness capacity through an early warning early action programme, which is likely to be extended in coming year.

On top of that, through the IFRC, the National Society has been able to access funds from Italian government and from the Netherlands government and their Red Cross-national societies. The Rwanda Red Cross will seek to develop bilateral partnership with those National Societies and build on previous collaboration with the **Danish Red Cross** and the **Qatar Red Crescent Society** in order to explore new opportunities of collaboration, particularly in emergency medical services, psychosocial support programmes, climate change and early warning systems, as well as digitalisation.



Rwanda Red Cross volunteers received and assisted thousands fleeing the 2021 Nyiragongo eruption at the Rubavu border, supporting displaced communities in Rwanda and DRC with relief items flown in from IHC (Photo: IFRC)

Movement coordination

The Rwandan Red Cross 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 promotes international humanitarian law and its incorporation into legislation. It works with the Rwandan Red

Cross to reunite children with their families and restore family links, and helps the National Society expand its response capacity. Since the successful conclusion of the CRRRA early 2025, the National Society has signed with IFRC a Framework Funding Agreement, setting up the general terms and conditions for cooperation, while specific projects will require, as usual, a separate project funding agreement (under the WWPP modality).

Coordination with other actors

The Rwandan Red Cross works with the Ministry in Charge of Emergency Management (MINEMA), which is responsible for the overall coordination of disaster response in the country, including population movement. The National Society's decentralized structures – at national, district, sector, cell and village level – enable it to coordinate with the Ministry and local authorities at all levels during disaster responses and other community-based interventions. The National Society collaborates with MINEMA on developing national disaster risk management strategies and policies. The National Society works in partnership with the Rwanda Meteorology Agency in spreading early hazard warning messages, in particular weather forecasts and ensuring that target communities undertake adequate risk reduction actions. At the same time, the National Society is currently developing partnership with

Rwanda Environment Management Authority (REMA) and the Water and Sanitation Corporation (WASAC), particularly for coordinated implementation of the waste management circular economy project in Nyamasheke and Rusizi district.

The Rwandan Red Cross collaborates with the Ministry of Health and Rwanda Biomedical Centre on mobilizing blood donation, community health, hygiene and sanitation and mental health. In refugee response operations, the Rwandan Red Cross collaborates with UNHCR in camp activities and reception centres.

Further partnership was developed with UNICEF particularly for interventions linked with risk communication and community engagement, in refugee response (Nkamira transit centre) and in Mpox response.



The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, with 191 National Red Cross and Red Crescent Societies and around 16 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.

About the plan

The plan reflects the priorities of the host National Society, the IFRC and National Societies providing international support, for 2026 and subsequent years. It is aligned with IFRC [Strategy 2030](#), representing the collective ambitions of the IFRC membership, and is the result of a joint planning process and will serve for joint monitoring and reporting. It will be revised on an annual basis to adjust priorities and funding requirements to the needs in-country.

Explanatory note on funding requirements and definitions

- The total funding requirements show what the IFRC network seeks to raise for the given year through different channels: funding through the IFRC, through participating National Societies as bilateral support, and through the host National Society from non-IFRC network sources. All figures should include the administrative and operational costs of the different entities
- Host National Society funding requirements not coming from IFRC network sources can comprise a variety of sources, as demonstrated when reporting on income in the [IFRC network databank](#)
- Participating National Society funding requirements for bilateral support are those validated by respective headquarters, and often represent mainly secured funding
- IFRC funding requirements comprise both what is sourced from the IFRC core budget and what is sought through emergency and thematic funding. This includes participating National Societies' multilateral support through IFRC, and all other IFRC sources of funding
- Figures for the years beyond 2026 most often represent partial requirements that are known at time of publication. Many National Societies have annual internal approval processes for funding requirements, and lower figures do not mean a decrease in funding requirements in future years
- Missing data and breakdowns: data may not be available from all IFRC network members for funding requirements. This may lead to inconsistencies across different reporting tools as well as potential under-estimation of the efforts led by all
- Reporting bias: the data informing this Federation-wide overview is self-reported by each National Society (or its designated support entity) which is the owner and gatekeeper, and responsible for accuracy and updating. IFRC tries to triangulate the data provided by the National Societies with previous data and other data in the public domain
- **Definitions:**
 - » **Local units:** ALL subdivisions of a National Society that coordinate and deliver services to people. These include ALL levels (provincial, state, city, district branches, sections or chapters, headquarters, and regional and intermediate offices, as well as community-based units)
 - » **Branches:** A Branch has its roles, responsibilities and relationship with the National Headquarters defined through the National Society's Statutes, including the level of autonomy given, especially in the area of its legal status, mobilising local resources and building local partnerships, and the decisions it makes. It has a local-level decision-making mechanism through its Branch members, board and volunteers, equally defined through the National Society's Statutes

Additional information

- [IFRC network country plans](#) • [All plans and reports](#)
- Data on National Societies on [IFRC network databank](#)
- Live data on active emergency operations on [IFRC GO platform](#)
- Live data on [IFRC-Disaster Response Emergency Fund Response and Anticipatory pillars](#)
- [Evaluations and research bank](#) • [Donor response reports](#)

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