



IN SUPPORT OF THE IRAQI RED CRESCENT SOCIETY



National Society
branches

18



National Society
local units

113



National Society
volunteers

13,918



National Society
staff

1,951

PEOPLE REACHED

Climate and
environment



3,000

Disasters
and crises



360,000

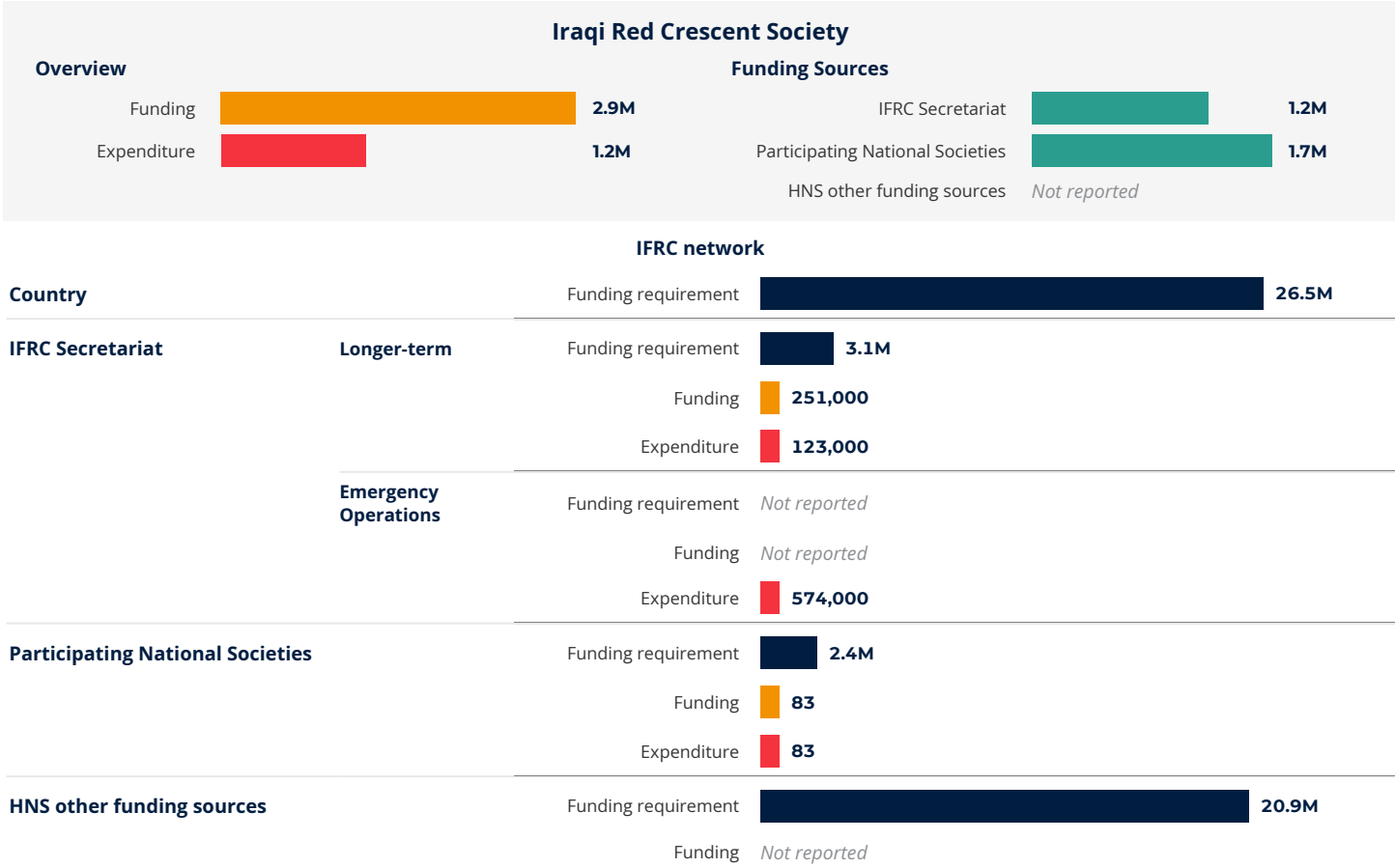
Health and
wellbeing



37,000

FINANCIAL OVERVIEW

in Swiss francs (CHF)



STRATEGIC PRIORITIES

Climate and environment

Number of people reached with activities to address rising climate risks  3,000

Disasters and crises

Number of people reached with disaster risk reduction  314,000

Number of people reached with livelihoods support  31,000

Number of people reached with shelter support  6,000

Health and wellbeing

Number of people reached with contextually appropriate health services  37,000

Number of people reached with contextually appropriate water, sanitation and hygiene services  16,000

Number of people reached with psychosocial and mental health services  14,000

ENABLING FUNCTIONS

Strategic and operational coordination

Number of government-led coordination platforms the National Society is part of  6

Number of formal interagency/international coordination platforms the IFRC network is part of  5

National Society development

National Society has developed and/or implemented a strategy for strengthening their auxiliary role **Yes**

The National Society has an official branch development framework, model or guidance that defines the expected role and standards of branches **Yes**

There is a National Society Development plan in place **Yes**

National Society has created and implemented youth engagement strategies **Yes**

Humanitarian diplomacy

National Society participates in IFRC-led campaigns **Yes**

National Society has a domestic advocacy strategy developed aligning, at least in part, with global IFRC advocacy strategies **Yes**

Accountability and agility

National Society has a Protection from Sexual Exploitation and Abuse (PSEA) policy to enforce prevention and support survivors	Yes
National Society has a safe and accessible mechanism (such as the IFRC Integrity Line) in place to report integrity concerns, misconduct and breaches of rules and policies	Yes
National Society has a Protection from Sexual Exploitation and Abuse (PSEA) Action Plan to enforce prevention and support survivors	Yes
National Society is implementing a digital transformation roadmap in line with the IFRC strategy	Yes
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

IFRC NETWORK BILATERAL-SUPPORTED ACTIVITIES

	Funding Reported	Climate and environment	Disasters and crises	Health and wellbeing	Migration and displacement	Values, power and inclusion	Enabling Functions
British Red Cross							
Danish Red Cross							
German Red Cross							
Norwegian Red Cross							
Swedish Red Cross	83						
Turkish Red Crescent							
Total	CHF 83						

Q1. OVERALL PERFORMANCE

Context

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

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

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

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

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

Key achievements

Climate and environment

The Iraqi Red Crescent Society strengthened climate-smart disaster risk reduction, adaptation and community resilience through climate-related assessments, including post-flood assessments and Enhanced Vulnerability and Capacity Assessments in targeted governorates. The IFRC-led Climate and Displacement Case Study documented climate-induced displacement and the National Society's role in preparedness and response. Training for staff, volunteers and government counterparts, community awareness activities and engagement in the [Early Warnings for All](#) initiative further supported risk-informed planning, early warning systems and [anticipatory action](#).

Disasters and crises

Through multiple Disaster Response Emergency Fund operations, the Iraqi Red Crescent Society strengthened emergency preparedness and response to climate-related hazards, disease outbreaks and potential population movements. Flood responses provided mobile medical services, relief assistance and support for vulnerable communities, while emergency stocks were replenished. In March 2026, an CHF 80,000 allocation supported preparedness for potential population movements, including training 76 volunteers in chemical, biological and radiological preparedness, 445 community awareness sessions reaching approximately 21,250 people, and the distribution of 552 first aid kits. A separate CHF 280,976 allocation for Crimean-Congo haemorrhagic fever response targeted 600,000 people across 15 governorates, with 7,863 people reached through prevention messaging and 300 volunteers deployed.

Health and wellbeing

The Iraqi Red Crescent Society continued delivering health services in remote and underserved areas through hospital-based care, mobile medical units and community health programmes. Through the Children Affected by Armed Conflict project in Nineveh, Erbil and Basra, the National Society reached 14,198 beneficiaries, including 4,261 children receiving direct psychosocial and protection services and 2,743 women, including mothers and caregivers, participating in supportive activities. Seventeen referral pathways were activated to facilitate access to specialized services. The IFRC and Partner National Societies further supported health strategy development, community health training, first aid, non-communicable disease awareness and mental health and psychosocial support.

Migration and displacement

Working with the Ministry of Migration and Displacement and local authorities, the Iraqi Red Crescent Society continued supporting the voluntary, safe and dignified return of internally displaced people, refugees and vulnerable host communities. Assistance included protection, relief, healthcare, water, sanitation and hygiene services, and community-based initiatives to support reintegration and resilience. The National Society also contributed to regional dialogue on principled returns, while the Swedish Red Cross collaborated on a proposal to expand support for vulnerable migrants, returnees and host communities through the Sida Migration Programme.

Values, power and inclusion

The Iraqi Red Crescent Society strengthened community participation, accountability and inclusion by integrating Community Engagement and Accountability and Protection, Gender and Inclusion across its programmes and operations. Community feedback, disaggregated data and participatory approaches helped inform assistance for diverse groups. In October 2025, the National Society and the IFRC conducted a workshop that supported the development of standard operating procedures for safeguarding, complaints and feedback mechanisms, referral pathways and practical guidance for staff and volunteers. The British Red Cross and Danish Red Cross also supported community awareness on sexual and gender-based violence.

Enabling local actors

The Iraqi Red Crescent Society advanced institutional development through a structured, National Society-led approach supported by the IFRC and Movement partners. The re-established National Society Development Executive Committee and Technical Working Groups strengthened coordination and accountability across institutional functions. The National Society's 2026–2030 Strategy was approved by the Governing Board, while work progressed on enterprise resource planning, Human Resources, planning, monitoring, evaluation and reporting, financial controls, procurement and safeguarding. Despite funding constraints and internal approval processes, these reforms are strengthening institutional ownership and long-term sustainability.

Through the National Society Investment Alliance, the Iraqi Red Crescent Society completed the initial CHF 50,000 Bridge phase for its Vocational Training Centre in Baghdad and submitted a five-year CHF 695,500 Accelerator application to develop the centre into a Vocational and Humanitarian Training Hub and social enterprise. The proposed initiative aims to expand vocational and humanitarian training, strengthen branch and volunteer capacity, establish employment partnerships and introduce revenue-generating services. The National Society also strengthened humanitarian diplomacy, government engagement and Movement coordination, including through its work on [disaster law](#), its [auxiliary role](#) and the [Early Warnings for All initiative](#). These efforts support locally led humanitarian action, institutional resilience and more sustainable services for vulnerable communities.

Q2. CHANGES AND AMENDMENTS

ShakeSmart – MENA Earthquake Preparedness Project: Implemented by the Iraqi Red Crescent Society across five governorates, the project targets 50 schools, approximately 12,500 schoolchildren and 15,000 community members. Implementation was delayed by regional insecurity, school closures, movement restrictions and internal restructuring within the Iraqi Red Crescent Society. Following consultations, a two-month extension was approved, extending implementation through June 2026 to complete the remaining preparedness, awareness and capacity-building activities and ensure proper project closure. The project objectives, expected outcomes, target locations and beneficiary groups remain unchanged.

Children Affected by Armed Conflict: The project maintained its overall design while adapting activity sequencing and age-appropriate programming across the three target governorates. Implementation progressed more slowly than anticipated due to regional insecurity, access constraints and additional time required to meet institutional procedures and ensure quality implementation. These adjustments supported stronger community engagement, improved targeting of children and caregivers, and more effective psychosocial support and protection interventions. A two-month no-cost extension was approved, extending implementation from 30 June to 31 August 2026 to complete planned activities and achieve the intended results.

Q3. MEASURING RESULTS OF THE IFRC NETWORK ACTION

STRATEGIC PRIORITIES



Climate and environment

Progress by the National Society against objectives

The Iraqi Red Crescent Society continued to strengthen its work on climate-smart disaster risk reduction, climate adaptation, anticipatory action and community resilience, integrating climate considerations into disaster management, preparedness and community-based programming.

With technical support from the IFRC, the National Society conducted climate-related assessments, including post-flood assessments and Enhanced Vulnerability and Capacity Assessments in targeted governorates. These assessments helped identify evolving climate risks, vulnerabilities and local coping capacities, providing evidence for risk-informed planning aligned with the National Society's Strategic Plan and national priorities. Community participation remained central, with local authorities, government institutions and other stakeholders engaged across multiple governorates to identify local risks and priority adaptation actions.

The IFRC-led Climate and Displacement Case Study, published in September 2025, documented the humanitarian consequences of climate-induced displacement in Iraq and examined the Iraqi Red Crescent Society's role in preparedness, anticipatory action, emergency response and resilience building. The National Society also strengthened institutional and community capacities through specialised training for staff, volunteers, Branch Disaster Response Teams, National Disaster Response Teams and government counterparts on climate-smart disaster risk reduction, emergency preparedness, anticipatory action and response operations. Community awareness sessions addressed flood risks, climate change impacts, preparedness and risk reduction practices. In addition, the National Society contributed to the Early Warnings for All initiative with government institutions and technical partners to strengthen early warning systems, preparedness planning, risk communication and anticipatory action.

IFRC network joint support

The IFRC, alongside in-country Partner National Societies, supported the Iraqi Red Crescent Society in addressing the humanitarian impacts of the climate crisis through disaster risk reduction, climate adaptation and anticipatory action initiatives. The IFRC MENA Regional Office continued to support National Societies in integrating climate considerations into strategies, programmes and operations, strengthening the knowledge and skills of staff, volunteers and communities, and collaborating with government institutions on climate resilience and early warning initiatives.



Disasters and crises

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

Progress by the National Society against objectives

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

1.

Name of Operation	Crimean-Congo Hemorrhagic Fever
MDR-Code	MDRIQ021
People Targeted	600,000
Duration	6 months (12 June 2026 to 31 December 2026)
Funding Allocation	CHF 280,976
DREF Operation Link	DREF operation

The [IFRC-DREF](#) allocation of CHF 280,976 in June 2026 is supporting the Iraqi Red Crescent Society in responding to an outbreak of Crimean-Congo haemorrhagic fever (CCHF) across 15 governorates, targeting 600,000 people over six months. The response includes community awareness and risk communication, livestock dipping and spraying to reduce tick infestation, and mobile health services, particularly during the Muharram and Arba'een religious gatherings. More than 7,863 people have already been reached with CCHF prevention messages through community outreach, with 300 volunteers deployed. The IFRC is providing technical support for operational planning and response implementation.

2.

Name of Operation	Iraq Imminent Population Movement
MDR-Code	MDRIQ020
People Targeted	150,000
Duration	45 days (05 March 2026 to 31 30 April 2026)
Funding Allocation	CHF 80,000
DREF Operation Link	DREF operation

The [IFRC-DREF](#) allocation of CHF 80,000 in March 2026 supported the Iraqi Red Crescent Society in strengthening preparedness for potential humanitarian impacts from regional escalation and population movement in Iraq. Over 45 days, the National Society trained 76 volunteers in chemical, biological and radiological (CBRN) preparedness and conducted 445 community awareness sessions across nine governorates, reaching approximately 21,250 people with risk communication and protective measures. The operation also distributed 552 first aid kits and pre-positioned 1,000 food parcels to enable a rapid response in the event of displacement or further escalation.

3.

Name of Operation	Iraq floods
MDR-Code	MDRIQ019
People Targeted	16,230
Duration	45 days (19 December 2026 to 30 June 2026)
Funding Allocation	CHF 487,454
DREF Operation Link	DREF operation

In December 2025, the National Society launched a DREF operation ([MDRIQ019](#)) to address additional flooding impacts affecting communities in northern Iraq. The response targeted severely affected areas in Erbil, Ninawa, Sulaymaniyah, and Kirkuk, where it rapidly mobilized emergency health and relief capacities. Life-saving assistance was prioritized through the deployment of two Mobile Medical Units (MMUs), providing essential primary healthcare services to flood-affected populations with limited access to functioning health facilities. In parallel, the National Society carried out targeted relief distributions to meet immediate food, shelter, and basic household needs, while volunteers

delivered community-based support and facilitated referrals for vulnerable groups. The DREF operation also served to replenish National Society emergency stocks depleted during the initial response phase, ensuring sustained readiness for ongoing and future emergencies. Through coordinated field activities, strong volunteer engagement, and close collaboration with local authorities and partners, the Iraqi Red Crescent Society stabilized critical needs, improved access to healthcare, and mitigated further humanitarian impacts in flood-affected areas.

IFRC network joint support

The IFRC and in-country Movement partners supported the Iraqi Red Crescent Society where it continues to strengthen disaster preparedness, emergency response and climate resilience through integrated disaster risk reduction, climate adaptation, anticipatory action and simplified Early Action Protocol initiatives. Enhanced Vulnerability and Capacity Assessments inform evidence-based planning and locally led adaptation, complemented by capacity building and community awareness. Recognized as a regional Climate Champion, the Iraqi Red Crescent Society also strengthens climate, health and disaster risk management through partnerships with government institutions, the IFRC and the Red Cross Red Crescent Climate Centre.

In 2025, the Iraqi Red Crescent Society strengthened its engagement in disaster law and auxiliary role initiatives through participation in more than 20 national coordination bodies, several of which it chairs. It contributed to the Auxiliary Role mapping exercise and was selected as a case study on National Society-government relations for publication in 2026. The Society also joined the Disaster Law Programme Community of Practice, participated in the first MENA regional workshop and met with the IFRC Disaster Law team at United Nations Headquarters to discuss advocacy on the draft articles on the Protection of Persons in the Event of Disasters. Follow-up engagement with national authorities is expected to advance collaboration in 2026.



Iraqi Red Crescent volunteers provided food, relief items and cash assistance to 50 families affected by floods in Anbar governorate in March 2025, with support from the IFRC. (Photo: Iraqi Red Crescent)



Health and wellbeing

Progress by the National Society against objectives

The Iraqi Red Crescent Society continues to deliver health services across Iraq, including in remote and underserved areas, through hospital-based care, mobile medical units and community health programmes. In 2026, IFRC-supported emergency interventions strengthened responses to Crimean-Congo haemorrhagic fever and flood-related health risks through health awareness, infection prevention, first aid, psychosocial support and referral services.

Through the Children Affected by Armed Conflict project, the National Society implemented psychosocial support and protection activities in Nineveh, Erbil and Basra, targeting 14,198 beneficiaries, including 7,056 females and 7,142 males. Of these, 4,261 children received direct psychosocial and protection services, 2,743 women, including mothers and caregivers, participated in supportive activities, and 17 referral pathways were activated to facilitate access to specialised services.

IFRC network joint support

The IFRC supported the Iraqi Red Crescent Society in developing and implementing its Health Strategy, integrating climate and health considerations into programmes and operations, and strengthening the technical capacities of staff and volunteers.

The **British Red Cross** supported mental health and psychosocial support outreach for community members.

The **Danish Red Cross** also supported mental health and psychosocial support outreach and delivered non-communicable disease awareness sessions.

The **German Red Cross** supported community health training to strengthen local health resilience.

The **Norwegian Red Cross** supported health staff training, community health sessions and first aid services.



Migration and displacement

Progress by the National Society against objectives

The Iraqi Red Crescent Society continues to support displaced people, returnees, refugees and vulnerable host communities across Iraq, including areas affected by protracted crises, climate-related shocks and water scarcity. In coordination with the Ministry of Migration and Displacement and local authorities, the National Society supports the voluntary, safe and dignified return of internally displaced persons through protection, relief assistance, health care, improved water, sanitation and hygiene services, and community-based solutions that promote reintegration and resilience.

IFRC network joint support

The IFRC and its partners support the Iraqi Red Crescent Society in addressing the needs of displaced people, returnees, refugees and vulnerable host communities. Specific contributions from individual partners were not detailed in the information provided.

The **Swedish Red Cross** is collaborating with the Iraqi Red Crescent Society on the proposal submitted to the Sida Migration Programme to expand support for vulnerable migrants, returnees and host communities.



Values, power and inclusion

Progress by the National Society against objectives

The Iraqi Red Crescent Society integrates Community Engagement and Accountability ([CEA](#)) and Protection, Gender and Inclusion ([PGI](#)) across its programmes and operations, promoting inclusive, participatory and accountable humanitarian assistance. The National Society engages communities throughout the project cycle and collects sex-, age- and disability-disaggregated data to inform interventions. In October 2025, the Iraqi Red Crescent Society and the IFRC conducted a workshop to strengthen the institutionalisation of PGI and safeguarding. The workshop resulted in the development of standard operating procedures covering PGI, safeguarding, complaints and feedback mechanisms, referral pathways and practical guidance for staff and volunteers. The National Society also maintains commitments to integrity and ethical humanitarian action, including a zero-tolerance approach to sexual exploitation, abuse and harassment.

IFRC network joint support

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

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

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

ENABLING LOCAL ACTORS



Strategic and operational coordination

IFRC membership coordination

IFRC membership coordination involves working with National Societies to assess the humanitarian context, agree on common priorities and jointly develop common strategies. This includes addressing issues such as obtaining greater humanitarian acceptance and access, mobilizing funding and other resources, clarifying consistent public messaging, and monitoring progress. It also entails ensuring that strategies and programmes in support of people in need incorporate clarity of humanitarian action while linking with development assistance and contribute to reinforcing National Societies in their respective countries, including through their [auxiliary role](#).

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

Movement coordination

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

In Iraq, the **ICRC** helps displaced people, refugees and civilians in places affected by fighting during times of crisis. It improves access to clean water and health care, visits detainees and enables them to maintain contact with their families and supports the authorities' efforts to clarify the fate of people missing from earlier conflicts. The ICRC also supports the National Society in its development and operations, as a primary partner with a focus on the [Safer Access](#) approach. This approach promotes safer access to people affected by conflict and violence, while minimizing

risks to staff and volunteers. The ICRC also continues to support the National Society in explosive remnants of war, relief stocks and other activities falling within its operational mandate.

External coordination

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

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



National Society development

Progress by the National Society against objectives

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

In 2026, the approach shifted towards greater national ownership, knowledge transfer and sustainable systems, with the IFRC country delegation facilitating coordinated technical and financial support from the International Committee of the Red Cross and Partner National Societies.

Building on this foundation, National Society development in Iraq has progressed into a structured, National Society-led delivery mechanism. In January 2026, an NSD Executive Committee was re-established to provide strategic direction, accountability and coordinated partner support. Technical Working Groups covering Finance, Human Resources, PMER, Logistics and Procurement, Fundraising and Cash were established with agreed lead and co-lead arrangements to reduce duplication and accelerate implementation.

Regular technical meetings, action tracking and shared documentation strengthened follow-up, with recommendations reviewed by the Executive Committee and submitted to senior leadership and, where required, the Governing Board. A July–December roadmap and action matrix guide implementation.

Priority workstreams included ERP modernization, salary scale review, PMER capacity building, PGI and safeguarding, and the development of a Fundraising Unit framework to strengthen financial sustainability.

During the first seven months of 2026, the Iraqi Red Crescent Society's 2026–2030 Strategy was approved by the Governing Board. ERP planning expanded to cover Finance, Human Resources, Procurement and Logistics, including data migration, controls, audit trails, dashboards and training, although funding gaps remain. Human Resources work advanced on organizational structure, job descriptions, performance appraisals and staff welfare. PMER and Organizational Development were strengthened through workshops, on-the-job support, an updated PMEAL role description and recruitment efforts. Work also progressed on financial controls, audit, procurement and logistics procedures, and operational manuals for regular and conflict contexts. The PGI and Safeguarding Policy was approved, with dissemination planned for August.

Despite this progress, implementation continues to face limited and fluctuating funding, lengthy internal clearance and decision-making processes, and the challenge of balancing institutional reforms with ongoing operational demands.

Limited staff capacity and inconsistent departmental participation also remain challenges. Priorities for the remainder of 2026 include applying the approved Strategy and PGI and Safeguarding Policy, establishing a PMER dashboard and reporting cycle, completing priority Human Resources and policy actions, strengthening branch and volunteer engagement, documenting institutional progress and developing a 2027 roadmap and partner support matrix.

The Iraqi Red Crescent Society, through its National Society Investment Alliance (NSIA) project, completed the establishment and testing of a Vocational Training Centre in Baghdad, supported by an initial CHF 50,000 allocation under the National Society Development Plan. The centre aims to address socio-economic challenges through market-relevant training in entrepreneurship, digital marketing, accounting, plumbing and solar panel installation. Targeting vulnerable groups, including youth, women and displaced individuals, it promotes economic empowerment, social inclusion and employability. Partnerships with local businesses, NGOs and government institutions are intended to support funding, job placements and long-term sustainability.

In 2026, the Iraqi Red Crescent Society completed the initial CHF 50,000 NSIA Bridge phase and submitted its final report. The phase supported feasibility work and initial establishment of the centre, while highlighting the need for further investment to complete the infrastructure and operationalize the facility.

In June 2026, the Iraqi Red Crescent Society submitted a five-year NSIA Accelerator application for CHF 695,500 to develop the centre into a Vocational and Humanitarian Training Hub and social enterprise. Subject to approval, the initiative would support accredited vocational and humanitarian training, Training of Trainers, branch preparedness, leadership development, community engagement, youth and volunteer participation, employment partnerships and a digital training platform serving headquarters, all 19 branches and selected community learners. It aims to pilot at least four revenue-generating services, reinvest income in maintenance and course development, and reduce reliance on short-term funding while preserving inclusive access through free or subsidized places. Partnerships with public authorities, academic institutions, the private sector and Movement partners would support accreditation, employment pathways and sustainability.

IFRC network joint support

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

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



Humanitarian diplomacy

Progress by the National Society against objectives

The Iraqi Red Crescent Society strengthens humanitarian diplomacy and strategic engagement with government authorities, UN agencies, Movement partners and other stakeholders on disaster risk reduction, climate-related shocks, epidemics, humanitarian access, [disaster law](#) and International Humanitarian Law. A Humanitarian Diplomacy Guidance briefing note outlines priorities for strengthening its auxiliary role, promoting coordinated programming and advocating for an enabling legal environment and greater investment in national humanitarian capacities. As a regional Climate Champion, the National Society engages in climate resilience, water scarcity response and the [Early Warning for All initiative](#). It is also coordinating with UN agencies and the Government of Iraq on a national rollout plan and implementation roadmap for multi-hazard early warning systems. In addition, it has submitted the Pillar 4 Preparedness and Response Capabilities Plan of Action to strengthen emergency preparedness, response coordination, operational readiness and surge capacity.

IFRC network joint support

The IFRC supports the Iraqi Red Crescent Society's humanitarian diplomacy and strategic engagement at national, regional and international levels, including through its global leadership of the Pillar 4 Preparedness and Response Capabilities Plan of Action. The National Society also engages with the IFRC Middle East and North Africa Regional Office on climate resilience and preparedness initiatives.



Accountability and agility (cross-cutting)

Progress by the National Society against objectives

The Iraqi Red Crescent Society maintains accountable and adaptive humanitarian programmes through coordination between headquarters, branches, volunteers, Movement partners and government authorities. Accountability is supported through assessments, community feedback, monitoring, timely reporting and the integration of Community Engagement and Accountability, Protection, Gender and Inclusion, safeguarding and risk management. Lessons from DREF operations, including flood response and Crimean-Congo haemorrhagic fever preparedness, have strengthened resource mobilisation and emergency coordination. The National Society also uses digital data collection, improved monitoring and evaluation, preparedness planning, volunteer capacity strengthening and pre-positioning of essential supplies to improve operational readiness and adapt to emerging needs.

IFRC network joint support

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

Q4. AFFECTED PERSONS (PEOPLE REACHED)

See cover pages

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

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

Q6. RISK MANAGEMENT

This information is not available in Mid-Year Reports

Q7. EXIT STRATEGY AND SUSTAINABILITY

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

Q8. LESSONS LEARNED

- **Building and sustaining community trust is essential:** Initial challenges in awareness and acceptance, particularly around sensitive topics such as cash assistance, mental health, and psychosocial support, demonstrated that trust must be actively cultivated. Engagement and participation grew significantly when communities experienced the relevance and consistency of support, reinforcing the importance of people-centred, inclusive approaches from the outset.
- **Local ownership drives sustainability:** Community contributions—such as providing spaces, sharing local knowledge, and assisting implementation—highlighted the value of participatory approaches that empower communities to co-create solutions and maintain them over time.
- **From transactional to transformative engagement:** In contexts where previous aid created expectations of material incentives, consistent communication and delivery of meaningful support encouraged communities to prioritize dignity, social cohesion, and psychological well-being, showing the impact of dignity-based humanitarian action.
- **Coordination and field presence underpin effectiveness:** Complex, politically sensitive environments require clear roles, responsive leadership, and robust HQ–branch coordination to uphold humanitarian principles, maintain access, and enable adaptive decision-making in rapidly changing contexts.
- **Contextualization is mandatory:** Technical tools, SOPs, and operational procedures must be adapted to local realities through dialogue and iteration, enhancing relevance, usability, and acceptance by both staff and communities.
- **Short-term interventions can catalyse systemic change:** Even within limited timeframes, targeted initiatives—such as pre-positioned stocks, contingency planning, and multi-sectoral assistance—created momentum, identified operational gaps, and laid foundations for longer-term resilience, institutional learning, and capacity strengthening.

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

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

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

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

8+3 template	IFRC network Mid-Year 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 mid-year reports
2. Visibility	Not included in mid-year 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 30 June 2026. 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 2026 IFRC network country plan. The total funding requirements show what the IFRC network has sought to raise for the given year through different channels: funding through the IFRC, through participating National Societies as bilateral support and through the host National Society from non-IFRC network sources. All figures should include the administrative and operational costs of the different entities.
 - » Host National Society funding requirements not coming from IFRC network sources can comprise a variety of sources, as demonstrated when reporting on income in the IFRC Federation-wide Databank and Reporting System
 - » Participating National Society funding requirements for bilateral support are those validated by respective headquarters, and often represent mainly secured funding
 - » IFRC funding requirements comprise both what is sourced from the IFRC core budget and what is sought through emergency and thematic funding. This includes participating National Societies' multilateral support through IFRC, and all other IFRC sources of funding
- **Missing data and breakdowns:** National Societies have diverse data collection systems and processes that may not align with the standardized indicators. Data may not be available for some indicators, for some National Societies. This may lead to inconsistencies across different reporting tools as well as potential under or over-estimation of the efforts led by all.
- **Reporting bias:** The data informing this Federation-wide overview is self-reported by each National Society (or its designated support entity) which is the owner and gatekeeper, and responsible for accuracy and updating. IFRC tries to triangulate the data provided by the National Societies with previous data and other data in the public domain.
- **Definitions:**
 - » **Local units:** ALL subdivisions of a National Society that coordinate and deliver services to people. These include ALL levels (provincial, state, city, district branches, sections or chapters, headquarters, and regional and intermediate offices, as well as community-based units)
 - » **Branches:** A Branch has its roles, responsibilities and relationship with the National Headquarters defined through the National Society's Statutes, including the level of autonomy given, especially in the area of its legal status, mobilising local resources and building local partnerships, and the decisions it makes. It has a local-level decision-making mechanism through its Branch members, board and volunteers, equally defined through the National Society's Statutes

ADDITIONAL INFORMATION

- [IQ_Iraq MYR 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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