



APPEALS 2025

OVERVIEW

This document presents highlights from the *ICRC Appeals 2025*. The full Appeals may be accessed through the Extranet for Donors or the ICRC website.

MISSION

The International Committee of the Red Cross (ICRC) is a neutral, impartial and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance. It also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles.

Established in 1863, the ICRC is at the origin of the Geneva Conventions and the International Red Cross and Red Crescent Movement. It directs and coordinates the international activities conducted by the Movement in armed conflicts and other situations of violence.

APPEALS 2025

OVERVIEW



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FINANCING THE ICRC

54

The boundaries, names and designations used in this document do not imply official endorsement or express a political opinion on the part of the ICRC, and are without prejudice to claims of sovereignty over the territories mentioned.

The figures in this document have been rounded off and may vary slightly from the amounts presented in other documents. Actual sums may be marginally different from the totals presented.

ICRC APPEALS 2025

The International Committee of the Red Cross (ICRC) is appealing for 2.17 billion Swiss francs to help it meet the needs of people affected by armed conflicts and other situations of violence in 2025.

This represents the backbone requirements for an effective humanitarian response and an ambitious yet careful reinforcing of services in line with the ICRC's Institutional Strategy.

Syrian Arab Republic, Aleppo. A returnee welcomes news of an ICRC initiative aimed at helping conflict-affected families to rebuild their livelihoods.

CHF 1.9 BILLION

FIELD OPERATIONS **89%**

TOTAL APPEAL
**CHF 2.17
BILLION**

HEADQUARTERS **11%**

CHF 243 MILLION



OUTLOOK 2025

South Sudan, Renk. Family members separated by the conflict in neighbouring Sudan reconnect with the help of the South Sudan Red Cross and the ICRC.



In a global landscape that is becoming more polarized and fragmented, the ICRC's neutral, impartial and independent humanitarian action and role as the guardian of IHL remain clear and relevant.

Concerning trends in today's armed conflicts

More and more people around the world are experiencing immense suffering because of armed conflict and other situations of violence. The number of armed conflicts worldwide has increased in recent years: based on the ICRC's legal reading, more than 120 armed conflicts are being fought globally, involving more than 60 states and some 130 non-state armed groups. Several hundred more armed groups are involved in other situations of violence. The intensity of the fighting, coupled with permissive interpretations of international humanitarian law (IHL) and other applicable norms, exact an unacceptable human cost.

A large number of today's conflicts have persisted for years with no resolution in sight, straining people's ability to cope and highlighting the need for responses with a sustainable humanitarian impact. Escalations in hostilities are becoming more frequent, with devastating consequences that necessitate robust emergency preparedness and response capacities. New technologies, artificial intelligence, cyber warfare, autonomous weapons and the digitalization of conflict create complex battlefields.

Many communities in areas affected by conflict or other violence also face unpredictable weather patterns, poverty, economic vulnerability and other recurring shocks that exacerbate their needs and put further pressure on their coping mechanisms and on essential services.





Reinforcing our response

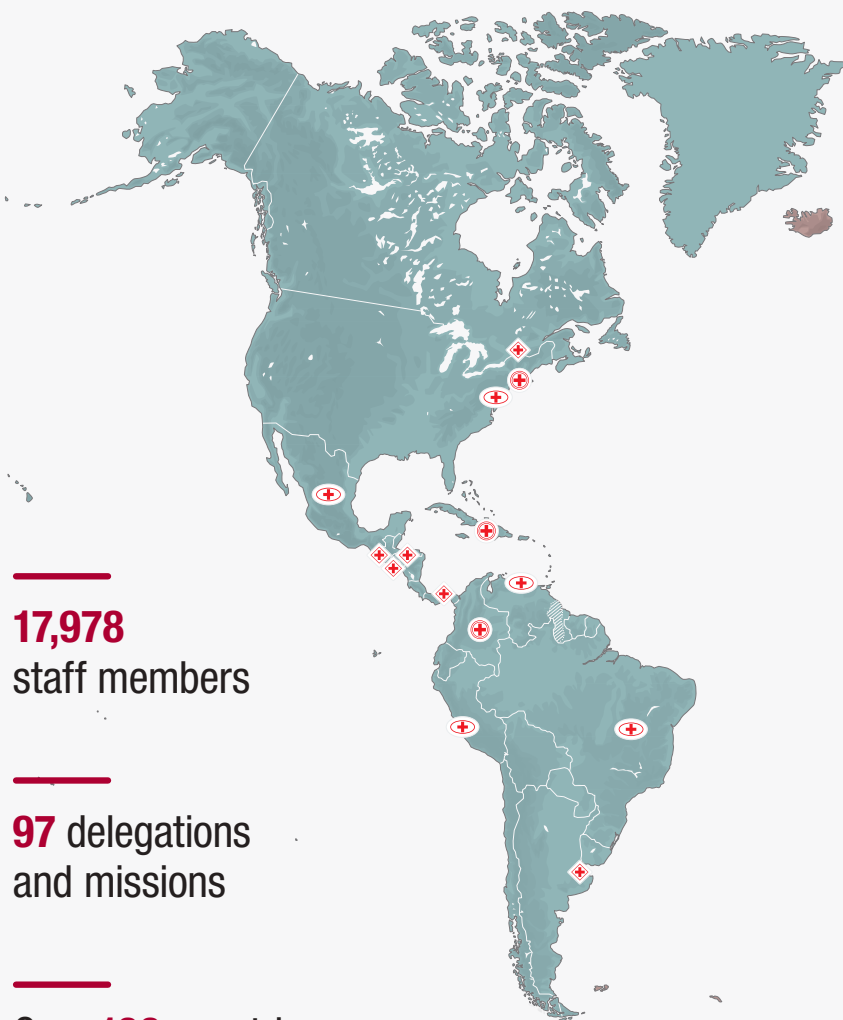
In response to the dire needs of people affected by conflict and other violence, the ICRC continues to consolidate its operations, reinforcing key areas in line with its Institutional Strategy 2024–2027. It will continue to bolster its preparedness for, and ability to respond to, emergencies in order to ensure efficient and timely action to address people's needs, particularly in areas where its unique expertise, access and capabilities enable it to have a distinct impact. Beyond responding to emergencies, the ICRC will continue to support positive coping strategies and build long-term resilience in places affected by the cumulative effects of protracted conflict.

Strengthening protection for conflict-affected people and promoting IHL as a global political priority will be key areas of focus, with the aim of ending and preventing violations of this law and other applicable norms. In parallel, the ICRC will work to address the humanitarian implications of modern warfare through enhanced thought leadership and adapted responses.

The ICRC's efforts to strengthen its partnerships with others in the International Red Cross and Red Crescent Movement (hereafter Movement) and with local actors, engage with a diverse range of stakeholders and bolster its digital capabilities will remain crucial for ensuring an effective response to the needs of people affected by conflict or other violence now and in the years ahead.

THE ICRC AROUND THE WORLD

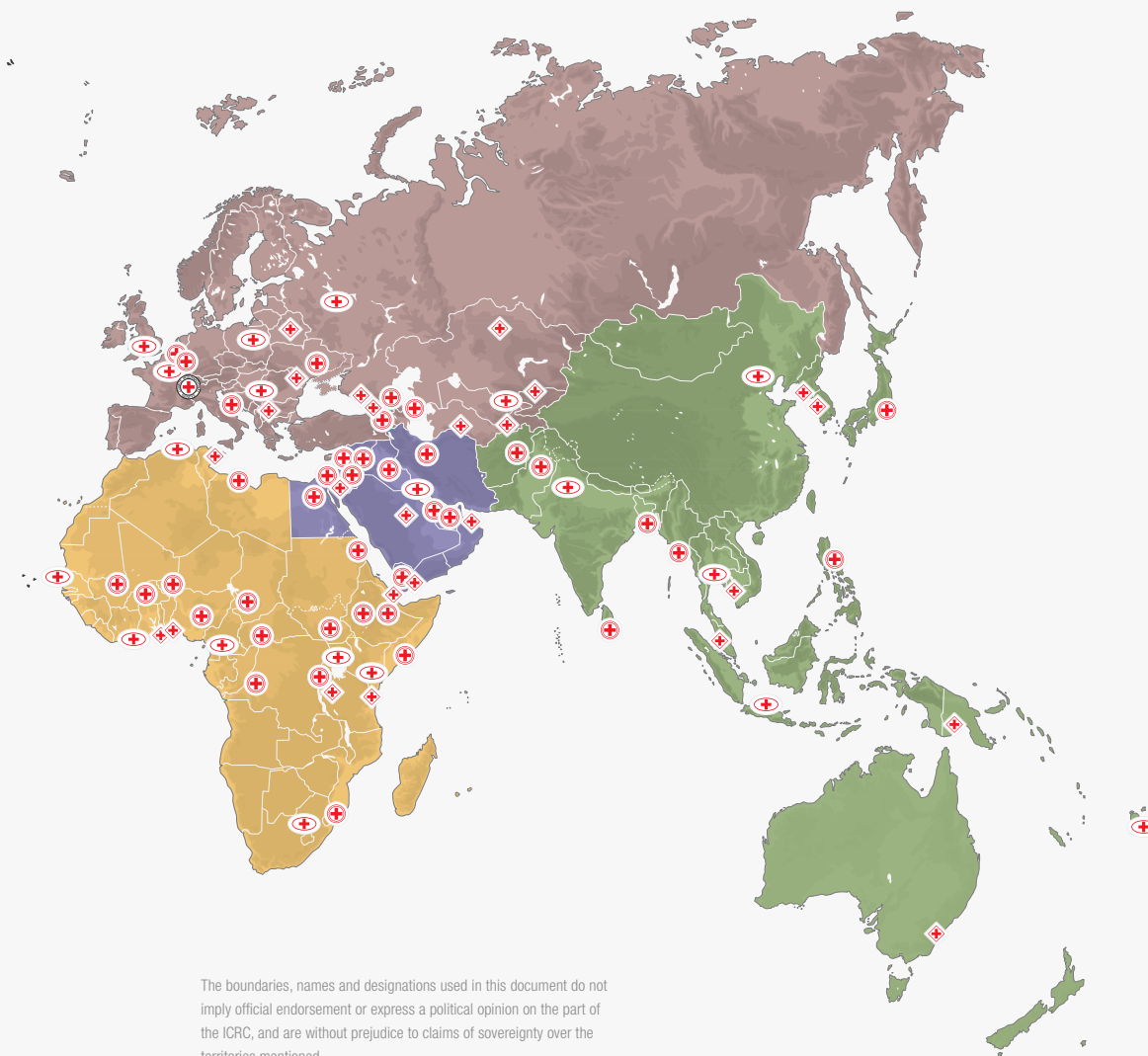
-  ICRC headquarters
-  ICRC delegation
-  ICRC regional delegation
-  ICRC mission



17,978
staff members

97 delegations
and missions

Over **100** countries



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THE ICRC IN BRIEF

A unique and historic mandate

Established in 1863, the ICRC is the only humanitarian entity specifically entrusted by governments, under IHL, with the specific role of **protecting and assisting people during armed conflict**.

The 1949 Geneva Conventions and their Additional Protocols also give the ICRC a **distinct role in connection with humanitarian law and practice**: as a guardian, an advocate and an adviser to governments.

Principled humanitarian action

Neutral, impartial and independent humanitarian action is at the core of the ICRC's mandate and identity.

The ICRC engages in dialogue with all parties to conflicts and other relevant actors to gain their acceptance and support, enabling it to reach affected people on all sides and deliver humanitarian services to them.

The ICRC's **role as a neutral intermediary** follows on from this approach. The ICRC asserts this role to facilitate dialogue between parties and achieve humanitarian outcomes. Acting as a neutral intermediary with the consent of all those concerned, and with the necessary security guarantees in place, the ICRC can facilitate: the evacuation of wounded people for medical treatment; safe passages of civilians or humanitarian workers across front lines; handovers of human remains; the release and transfer of people deprived of their liberty; and family reunifications.

This role also contributes to the injection of **humanitarian considerations** into negotiations between parties, thereby holding space for dialogue that may eventually lead to confidence-building and conflict resolution.

A worldwide presence and unmatched access

In conjunction with its bilateral and confidential dialogue with parties to armed

conflicts, the ICRC's humanitarian diplomacy, long-standing presence in many places, and engagement with communities are all enabling factors in its work. By explaining and emphasizing its neutrality and other aspects of its unique humanitarian approach, the ICRC builds trust with decision makers who can facilitate access to people in need and offer security guarantees.

The ICRC's **presence in over 100 countries – which spans decades, including in the places hardest hit by conflict** – and continued efforts to engage with conflict-affected communities, even in remote, hard-to-reach areas, also help to ensure that its work is understood and accepted.

All this enables the ICRC – often, with the help of National Red Cross and Red Crescent Societies (hereafter National Societies) – to help communities that few or no other organizations can reach.

ICRC staff visit what remains of their residence in the Gaza Strip.



INSTITUTIONAL STRATEGY



Ukraine. ICRC pamphlets raise people's awareness of the dangers of mines and explosive remnants of war.

The ICRC's [Institutional Strategy 2024–2027](#) provides a compass for action in the evolving global landscape and emphasizes the organization's core purpose of protecting and assisting people affected by armed conflict and other violence. It contains eight orientations, which aim to enhance the relevance and impact of its work, and bolster institutional readiness through greater efficiency, transparency, accountability and staff cohesion.

Strategic Orientation 1	Upholding the centrality of protection and the role of a neutral intermediary
Strategic Orientation 2	Promoting IHL as a global political priority
Strategic Orientation 3	Enhancing the response impact in acute and protracted phases of conflicts, as well as other situations of violence
Strategic Orientation 4	Affirming our identity within the International Red Cross and Red Crescent Movement
Strategic Orientation 5	A new humanitarianism for a changing world
Strategic Orientation 6	Optimizing risk management and financial stability
Strategic Orientation 7	Accelerating the digital transformation
Strategic Orientation 8	Enhancing skills, trust, cohesion and responsibility

In addition, six cross-cutting approaches are necessary to ensure effective and responsible humanitarian action in the areas of: security management and duty of care; accountability to affected populations; communication; climate and conflict; gender, diversity and inclusion; and impact, evaluation, learning and innovation.

THEMATIC PRIORITIES

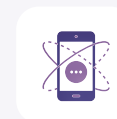
The following themes serve as a framework for implementing the Institutional Strategy, setting out the ICRC's core areas of investment.



**Protection and
IHL centrality**



**Emergency
response
capabilities**



**New
technologies**



**Human
resources
capabilities**



**Organizational
model and
enabling systems**

IN FOCUS:

IHL as a global political priority

Launched in 2024, the **global initiative to galvanize political commitment to IHL** is a multilateral effort carried out by the ICRC in partnership with six states – Brazil, China, France, Jordan, Kazakhstan and South Africa – with the goal of strengthening adherence to IHL and thus reducing human suffering in armed conflict.

This initiative seeks to reinforce the culture of respect for IHL around the world and build bridges across diverse perspectives, by getting states and Movement components to reassert the relevance of this body of law and the consensus around the minimum standards of humanity it protects. It is not tied to any specific conflict but emphasizes a universal commitment to safeguarding humanitarian principles and encouraging compliance with established legal norms.

Through extensive multi-stakeholder consultations, it aims to produce practical recommendations by 2026 to address pressing challenges in modern conflict environments.

“It is imperative for the international community to reiterate its political commitment and support to uphold IHL, both in letter and in spirit, leading to an alleviation of the impact of conflicts, including on civilians and civilian objects. Otherwise, the world risks witnessing spiraling conflicts leading to unprecedented human, political, social, and economic costs.

– [Statement](#) from the launch of the global initiative on IHL



United States of America, New York. The global initiative was launched by the ICRC together with Brazil, China, France, Jordan, Kazakhstan and South Africa.

HEADQUARTERS

TOTAL 2025 BUDGET

CHF 243.3 million ↓0.4%¹

Staff members: **1,008**



BUDGET BREAKDOWN BY DEPARTMENT

in CHF millions



**Institutional
Strategy**
60.0



Operations
46.7



**Mobilization,
Movement and
Partnerships**
43.6



**People
and Culture**
24.0



**International
Law, Policy
and Archives**
12.4



**Support
and Digital
Transformation**
27.6



**Office of the
Director-
General**
12.2



**Chief
Finance
Office**
9.2



**ICRC
Governing
Bodies**
7.6

1. % increase/decrease compared with the ICRC's initial appeal for 2024.

IN FOCUS:

Leveraging our IHL expertise

The ICRC has served as the guardian of IHL for over 160 years and has invaluable knowledge of the legal framework within which international humanitarian organizations work.

Drawing on its legal expertise, the ICRC promotes universal participation in IHL-related treaties, supports states in advancing the domestic implementation of such treaties, and ensures that state armed forces, non-state armed groups and other weapon bearers abide by IHL rules. It also plays a fundamental role in reaffirming, clarifying and developing IHL, ensuring its enduring relevance amid evolving dynamics of conflict. This entails various efforts, including taking part in updating or creating new legal and policy instruments; conducting research projects; producing guidance and other clarifying documents; organizing meetings of experts, thematic events and other activities; and developing the ICRC's positions on current or emerging issues that have a bearing on IHL.

The ICRC undertakes various efforts to communicate IHL to a range of audiences – from national leaders and multilateral stakeholders to civil-society groups and the general public – to inform, influence or mobilize them in favour of promoting greater respect for IHL and support for humanitarian action. It works to counter harmful narratives and shape the discourse on IHL, to ensure greater understanding of and respect for that body of law.



Jordan. Students from the Jordanian Judicial Institute attend a session conducted by the ICRC on IHL and its enforcement during armed conflict, and on the ICRC's mandate.

FIELD OPERATIONS

TOTAL 2025 BUDGET

CHF 1,923.7 million ↑ 1%²

Staff members: **16,970**

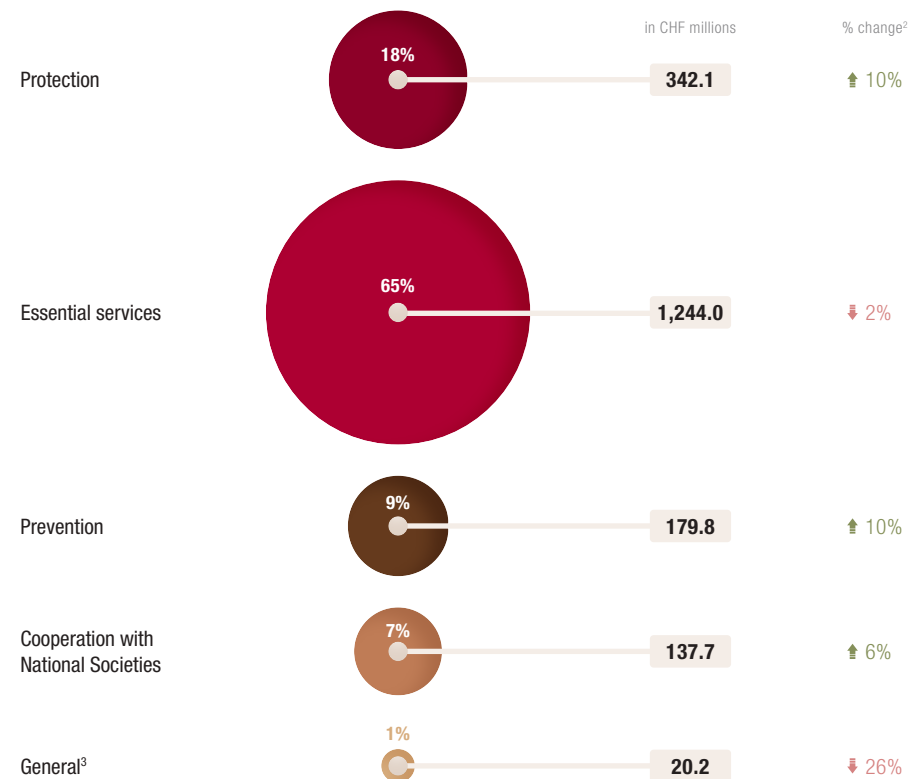
Philippines. The ICRC helps a detainee find and reconnect with her family.



L. Arada/ICRC

FIELD OPERATIONS PROGRAMMES

BUDGET BREAKDOWN BY PROGRAMME



The complex experiences of people affected by conflict and violence require comprehensive responses. Through its four main programmes, the ICRC deploys inclusive, multidisciplinary activities that address needs at the individual, community and systemic levels, tailoring its action to people's needs to ensure meaningful outcomes that contribute to a lasting impact.

2. % increase/decrease compared with the ICRC's initial appeal for 2024.

3. General activities are those that relate to the ICRC's functioning, including management, internal control and certain strategic negotiations.

HOW WE WORK:

Integrated, adaptive and protection-centred approach

The ICRC endeavours to address people's needs in a holistic manner, taking an integrated approach in which its distinct programmes and modes of action are closely interlinked: work done in any one of these areas informs, enables, reinforces and complements actions taken in the others.

To ensure a relevant response, the ICRC's palette of services adapts to the nature of each situation, the phases of conflict, and the needs and abilities of the people affected. Beyond responding to emergencies, the ICRC works with communities to enhance their safety, support their positive coping strategies, and build their long-term resilience to the cumulative effects of protracted crises.

The ICRC's programmes are centred around the goal of ensuring protection for people affected by conflict and other violence. In all its activities, the ICRC seeks to prevent or put an end to violations of IHL and other applicable norms and mitigate their consequences on people's lives.



As part of its multidisciplinary efforts to address and prevent sexual violence, the ICRC organizes training sessions where community members discuss ways to tackle stigmatization against victims/survivors of sexual violence.



Myanmar, Mandalay. Displaced families have set up a small-scale poultry production project, with the ICRC's help. Working with families who have experience in animal breeding, the ICRC seeks to boost food production in the community and help displaced people meet their needs in a sustainable manner.

HOW WE WORK:

Accountability to affected people

Wherever the ICRC works in the world, it puts people at the centre of its activities. Leveraging its proximity to the affected communities, it aligns its responses with their distinct perspectives and circumstances, including factors such as gender, age and disability.

Through its inclusive programming approach, it also strives to ensure that people can participate meaningfully in designing activities meant to benefit them. Concretely, this means supporting their agency to propose and implement their own solutions – for example, by giving them tools for setting up small businesses of their choice; working with them to raise their communities' awareness of mines or other identified risks, and develop ways to protect themselves; and empowering the families of missing persons to support others who are going through similar experiences. It interacts directly with communities and maintains open channels to gather their feedback, with a view to adapting its activities accordingly.

PROTECTION

While the ICRC cannot physically protect people, it strives to minimize the dangers to which they are exposed, put a stop to and prevent harmful behaviour, advocate for their rights and amplify their voices. It seeks to engage with all parties to conflicts (state and non-state), those involved in other situations of violence, and others who wield influence or are in a position to act, to urge them to fulfil their obligations under IHL and other applicable law – notably, their duty to protect people who are not or no longer taking part in the fighting, including groups with specific vulnerabilities; and the need to facilitate safe humanitarian access to people in need.

Leveraging its field network and proximity to communities, the ICRC monitors the situation of conflict-affected people. It helps separated families to reconnect, stay in touch, and learn the fate or whereabouts of their missing or deceased relatives. It visits people deprived of their liberty to ensure that they are being

treated humanely. The ICRC documents people's humanitarian concerns, and allegations of IHL violations, and raises these directly with the stakeholders concerned. This dialogue is done in a bilateral and confidential manner, rooted in the ICRC's neutrality and independence, creating the space for candid discussions that are instrumental in preserving the lives, security, dignity, and physical and mental well-being of conflict-affected people, and in facilitating the ICRC's humanitarian action.

The ICRC also works with communities to develop or strengthen their capacity to reduce their exposure to the risks arising from armed conflict or other violence.

To achieve effective protection outcomes, these efforts are complemented by the ICRC's prevention activities and provision of essential services.

“ We know from working on front lines that when IHL is respected, lives are saved, and human dignity preserved.

– [ICRC statement](#) at the United Nations General Assembly debate on strengthening the coordination of humanitarian and disaster relief assistance of the United Nations, including special economic assistance

HOW WE WORK:

Speaking with all sides

The ICRC's engagement with authorities, weapon bearers and others who can influence them or have an impact on the well-being of people affected by conflict or other violence is a humanitarian necessity. The ICRC speaks with all pertinent stakeholders, including members of armed groups: it has contact with around 60% of armed groups of humanitarian importance around the world (around 270 armed groups out of some 450) and engages in dialogue to raise its concerns based on IHL and/or humanitarian principles with at least 245 of them.

Through this dialogue, conducted in a bilateral and confidential manner, the ICRC builds trust with important stakeholders who are obligated – under IHL and other applicable norms – to ensure protection and access to essential services for people not or no longer taking part in fighting, and who can facilitate humanitarian access to communities.

Colombia. The ICRC speaks with a member of an armed group.



PREVENTION

Upholding IHL is key to limiting human suffering in armed conflict and facilitating pathways to peace.

The ICRC aims to foster an environment conducive to respect for human life and dignity by reminding parties to conflicts that even in times of war, there are rules that must be upheld. Similarly, certain rules must be respected during other situations of violence. The ICRC also aims to preserve space for principled humanitarian action and humanitarian considerations in the policies and decisions of all relevant actors.

This entails taking action at the global, regional and local levels to strengthen compliance with IHL and other fundamental norms, cultivate understanding and acceptance of humanitarian principles and the

Movement's work, explain the ICRC's position on issues of humanitarian concern, and raise awareness of the needs of the people it seeks to protect and assist.

The ICRC actively works to reaffirm, clarify and develop IHL – particularly as new technologies and domains of warfare emerge – and to make it a top priority at the highest levels of global political discourse. It encourages states to integrate IHL into their military doctrine, training and operations, so that their armed forces understand its rules and apply them in all situations. In parallel, it provides technical and legal support to help states implement IHL at the domestic level and ensure that their laws, policies and related initiatives are in line with their international obligations.

“

Experience has shown that for IHL to prevent or alleviate the immense suffering caused by armed conflicts, it must be faithfully and effectively implemented in practice. It cannot be the law merely on paper – it must be the law in action.

– [Patrick Youssef](#), ICRC regional director for Africa

IN FOCUS:

IHL, humanitarian action and peace

Respect for IHL – as demonstrated by, for example, the prevention of atrocities, protection of civilians and essential infrastructure, exchange of prisoners, and sharing information on the fate of missing people – can help enable a path out of conflict and support more lasting peace.

Though IHL is a body of law that governs conduct in armed conflict, it was never intended to legitimize war, nor does it see war as inevitable. Moreover, it provides guideposts for a path out of war, such as by giving a legal basis for the negotiation of “special agreements” between parties – including ceasefires, detainee exchanges, efforts to locate the missing, amnesty deals and peace accords.

In a time of rising tensions and geopolitical shifts, the ICRC uses its humanitarian voice to speak about the contribution that respect and support for IHL and humanitarian action can make to reduce cycles of violence and contribute to an environment conducive to peace. It does so in the policy and diplomatic spheres, making a call for alternatives to armed conflict and other situations of violence as a humanitarian imperative. The ICRC aims to use its role to serve the interest of humanity in ending and preventing conflict.

“

Less cruelty in conflict means less hatred as an obstacle to resolving it. That is why, of the 100 steps to peace, the first must be humanitarian.

– [ICRC statement](#) on Women Building Peace in a Changing Environment, United Nations Security Council Open Debate



Azerbaijan, Baku. High-ranking military officials from around the world gather for the Senior Workshop on International Rules Governing Military Operations. An ICRC flagship event, the workshop has been organized since 2007, and serves as a unique platform to discuss and promote IHL.

HOW WE WORK:

Complementary Protection and Prevention work

In line with its integrated and protection-centred approach, the ICRC's Protection and Prevention programmes complement and strengthen each other to achieve the same outcome: ensuring that the lives, dignity, rights and well-being of people affected by conflict and other violence are respected.

The ICRC's efforts to foster an environment conducive to respect for human life and dignity are highly informed by the protection-related concerns expressed by conflict-affected people. Likewise, the ICRC's bilateral, confidential dialogue with authorities and weapon bearers on the ground to respect IHL and other applicable law is reinforced by its work to promote systemic solutions – such as the strengthening of legal and policy frameworks – that protect civilians, people deprived of their liberty, the wounded and sick, the missing and the dead.



South Sudan, Central Equatoria.
The ICRC engages in dialogue with weapon bearers and community members to foster understanding between them and promote respect for IHL.

ESSENTIAL SERVICES

The ICRC supports conditions that enable people to live in dignity. It promotes economic security by helping people to meet their basic needs, particularly during emergencies, and launching income-generating and capacity-building initiatives once conditions allow. It carries out infrastructure projects to restore or sustain access to critical services, providing communities with clean water, electricity or shelter, and makes similar improvements in health facilities and places of detention. It props up health systems to ensure access to essential care, life-saving treatment –

including war surgery and mother-and-child care – and specific services, such as mental-health care and physical rehabilitation. It also works with communities to keep them safe from mines and explosive remnants of war, while providing various forms of assistance to help them resume their daily activities safely.

Ultimately, the aim is to contribute to the resilience of people and communities, and to support them as they build pathways out of crisis and towards self-sufficiency.

GLOBAL TARGETS

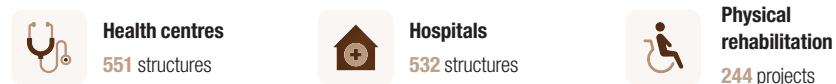
ECONOMIC SECURITY



WATER AND HABITAT



HEALTH



4. Civilians and detainees

Tackling urgent needs

Escalations in hostilities or outbreaks of fighting often cause massive humanitarian needs that require rapid and efficient responses to minimize people's suffering. In such situations, the ICRC's experience, expertise and access as a front-line humanitarian actor enable it to deliver critical, life-saving services in a timely manner. The ICRC's multidisciplinary response during emergencies includes urging protection for civilians, reconnecting family members, supporting the dignified management of the dead, bolstering health care, distributing food and other essential items, trucking in water and raising awareness of the dangers of unexploded ordnance.



Syrian Arab Republic, Quneitra governorate. The ICRC delivers canned food and other relief goods to families in this area for the first time in 13 years. Access to essential services in these villages had been hindered by the situation in late 2024.

If needed, the ICRC also provides support when disease outbreaks, natural disasters and other crises add to the difficulties of people already affected by conflict or other violence, in coordination with other components of the Movement and local responders.

Conflict and extreme weather events

Bolstering the sustainability of ICRC action involves reinforcing people's ability to absorb the combined effects of conflict and increasingly frequent drought and floods. The ICRC integrates climate-adaptation strategies across its policies and programmes, collaborating with communities to explore solutions that work for them. Its responses include protecting food production, e.g. with the help of hardy crop varieties, animal vaccinations or improved irrigation methods; supporting people to pivot to more sustainable livelihoods; and using alternative energy sources in ICRC-supported facilities.



Niger, Diffa. As part of an ICRC cash-for-work programme, people clear vegetation, forming fire breaks in order to protect their fields from bush fires which have been becoming more frequent.

COOPERATION WITH NATIONAL SOCIETIES

The ICRC is committed to working with others to deliver meaningful responses and maximize collective impact. It coordinates with its partners within the Movement and beyond, and where possible, works closely with National Societies in such areas as emergency preparedness and response, tracing and other family-links services, promoting IHL and humanitarian principles, and supporting the development of National Societies.

The Council of Delegates and International Conference of the Red Cross and Red Crescent provide a clear mandate and strategic direction of the Movement as a whole, underscoring its unique strength and setting the groundwork for collective action in today's complex humanitarian landscape.



Côte d'Ivoire. Together with the Ivorian Red Cross Society and authorities from the Tehini health district, the ICRC organizes a mobile clinic for violence-affected people.

HOW WE WORK:

Partnering for sustainable impact

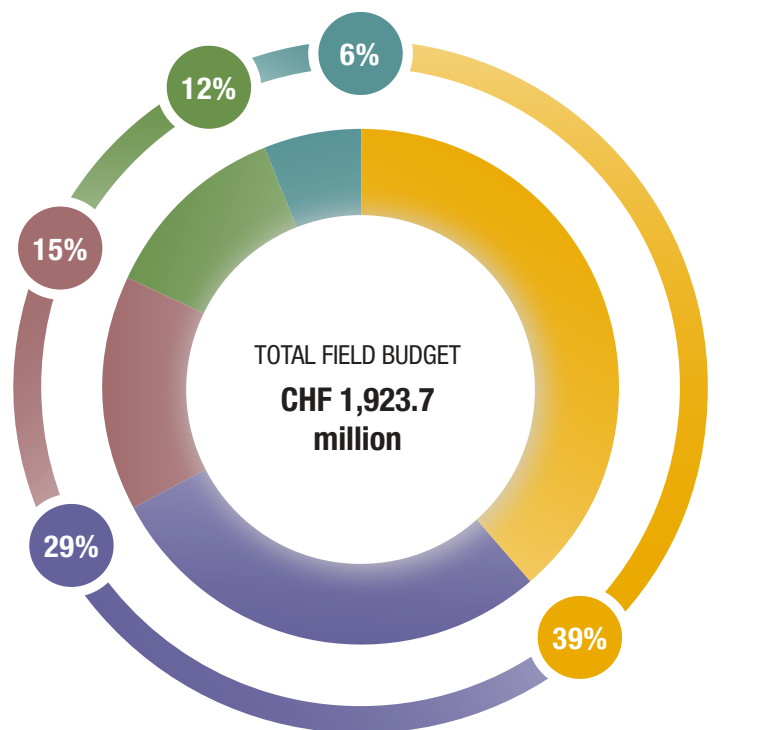
The ICRC's mandate and unique expertise as an international humanitarian organization complement the work of local actors to respond to the needs of people affected by conflict and violence. It often works in partnership with local entities, such as National Societies, whose perspectives, experience and good practices help ensure that its activities are tailored to communities' needs and situation. It also helps strengthen local capacities in its areas of expertise, thus ensuring the sustainable delivery of services. In places where conflict and violence have been devastating communities for many years, its support for local action helps communities build their resilience to protracted crises.

FIELD OPERATIONS

GEOGRAPHICAL REGIONS

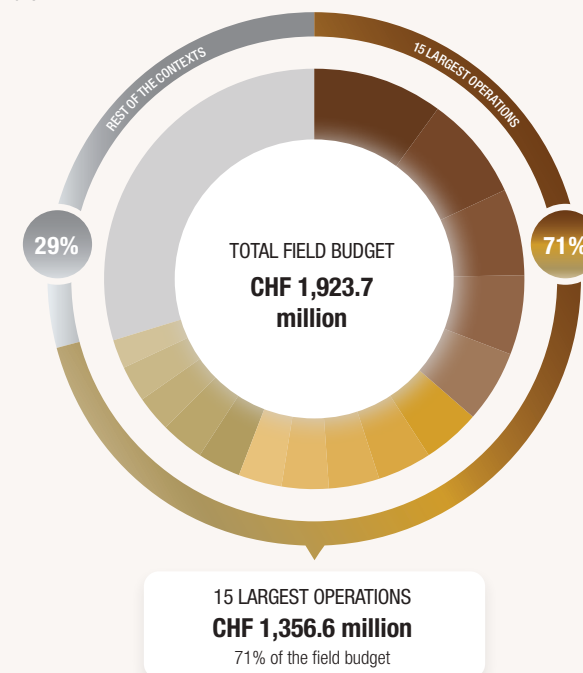
BUDGET BREAKDOWN BY GEOGRAPHICAL REGION

Budgets in CHF millions



15 LARGEST OPERATIONS

Budgets in CHF millions



1.	Ukraine	193.5
2.	Israel and the Occupied Territories	154.2
3.	Syrian Arab Republic	128.4
4.	Yemen	118.4
5.	Afghanistan	108.9
6.	Democratic Republic of the Congo	85.6
7.	Somalia	77.7
8.	Ethiopia	75.3
9.	Sudan	71.7
10.	South Sudan	64.3
11.	Iraq	64.0
12.	Nigeria	63.6
13.	Lebanon	53.8
14.	Mali	52.7
15.	Niger	44.5

REGIONAL OVERVIEW

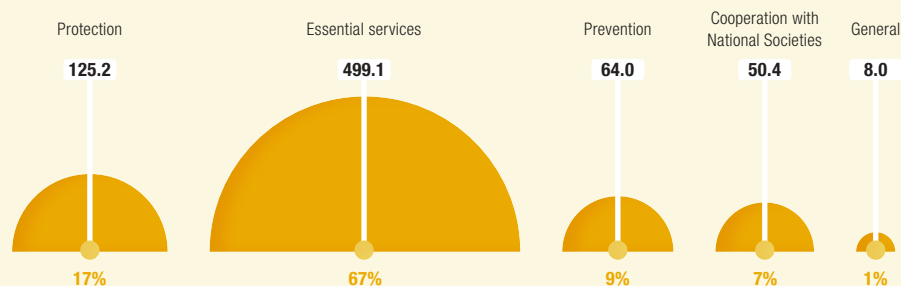
AFRICA

Total 2025 budget
CHF 746.8 million
⬆ 4%⁵

Staff
members
6,955

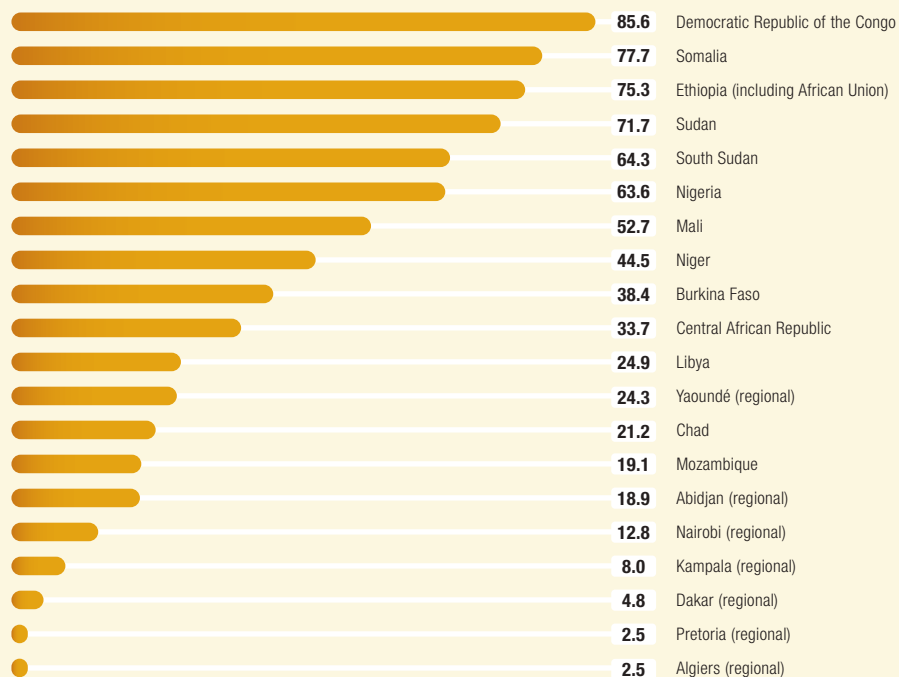
BUDGET BREAKDOWN BY PROGRAMME

in CHF millions



BUDGET BREAKDOWN BY CONTEXT

in CHF millions



5. % increase/decrease compared with the ICRC's initial appeal for 2024

ESSENTIAL SERVICES: KEY TARGETS

ECONOMIC SECURITY



WATER AND HABITAT



HEALTH



6. Civilians and detainees

REGIONAL OVERVIEW: AFRICA



Sudan

The ongoing conflict between the Sudanese Armed Forces and the Rapid Support Forces has spread from Khartoum to other areas in the country. Fighting has displaced millions of people, many to nearby countries. Water, health and other essential services – under strain owing to violence – are insufficient to meet people's needs. Together with the Sudanese Red Crescent, the ICRC works to protect the dignity of people, including detainees; helps people meet their basic needs; and reconnects separated families. It acts as a neutral intermediary in the transfer of conflict-affected civilians, released detainees, wounded people or human remains.



Sahel region

Conflict and other situations of violence across the Sahel region continue to cause injuries and deaths, and displacement within the region and to nearby countries. Violence-affected people face difficulties meeting their needs; already limited resources in some communities hosting displaced people are under further strain. The situation is worsened by extreme weather events, which have weakened food production. The ICRC distributes emergency aid, conducts family-links activities, helps people to obtain essential services, and provides support to boost people's livelihoods. It monitors and works to improve the living conditions of detainees.



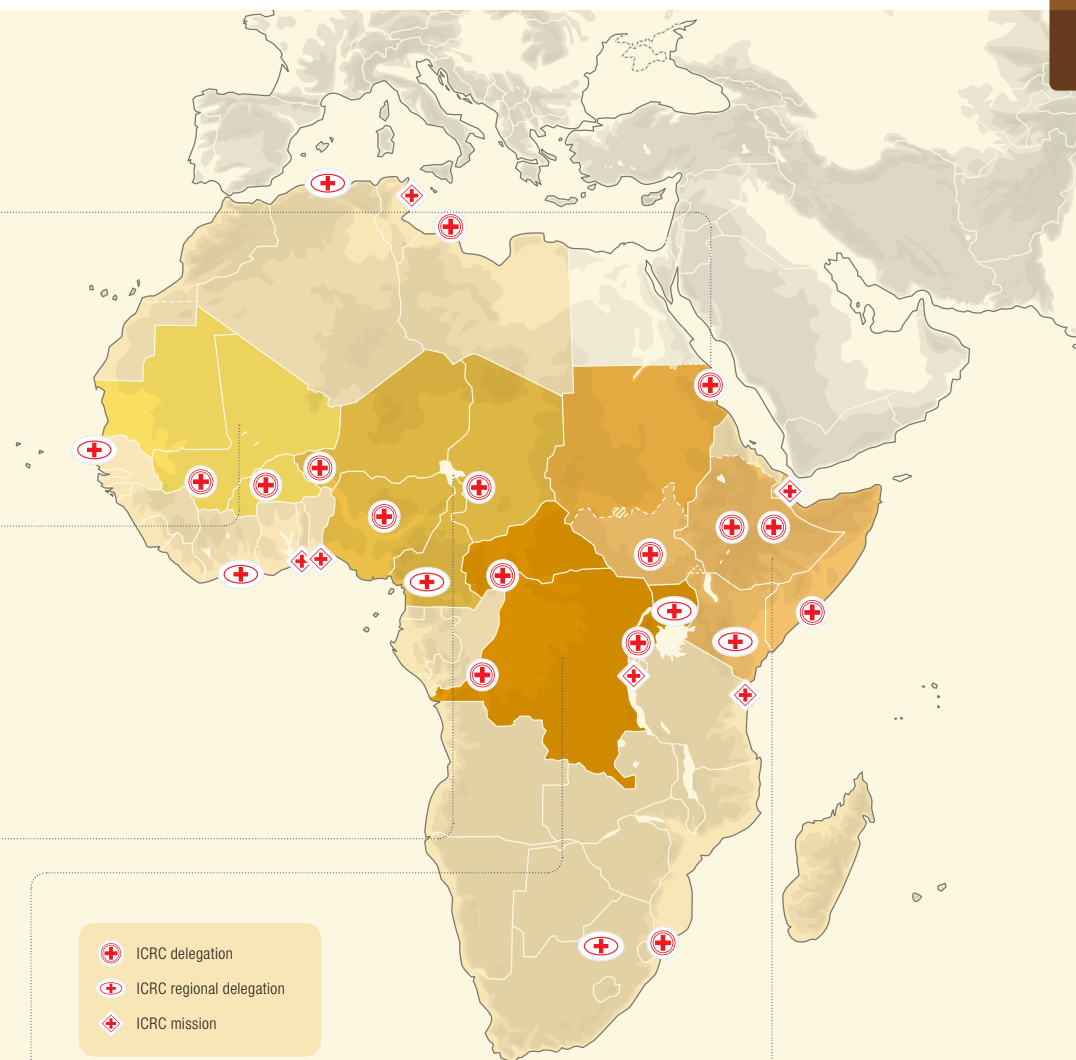
Lake Chad region

The humanitarian situation in the Lake Chad region remains dire as armed conflicts and other situations of violence continue to escalate. Adverse weather events further disrupt economic activities and essential facilities, making it harder for conflict-affected people to cover their basic immediate. Family separation remains an issue, and the number of people reported missing continues to rise. The ICRC works closely with the National Societies in the region to protect and assist conflict-affected people. Notably, it responds to the emergency needs of people displaced or otherwise affected, helps reconnect families and visits detainees. It also promotes respect for the law, aiming to reduce IHL violations and address their consequences.



Central Africa

Protracted conflict and other violence in the Central African Republic (hereafter CAR) and the Democratic Republic of the Congo continue to have devastating effects in Central Africa. Millions of refugees from neighbouring countries have reportedly sought refuge in the CAR and Uganda. To help people cope with the combined effects of armed conflict, violence and extreme weather events, the ICRC delivers emergency aid, facilitates access to health care and other essential services, and supports livelihood activities. It works to restore contact between family members separated by violence or other circumstances. It also monitors and endeavours to improve the welfare of detainees.



-  ICRC delegation
-  ICRC regional delegation
-  ICRC mission



Horn of Africa

In the Horn of Africa, millions have been displaced by armed conflicts and other situations of violence. The situation, combined with a deteriorating economy, has led to severe food insecurity, particularly in Ethiopia, Somalia, South Sudan and Sudan. Extreme weather events such as drought and floods further disrupt water, health and other essential services. The large number of refugees hosted by these countries makes it even more difficult for the authorities to cover people's needs. Djibouti and Kenya also host refugees from the wider region. With the pertinent National Societies, the ICRC works to protect and assist violence-affected people, helping them to meet their basic needs, preserve their livelihoods, access clean water and health care, and reconnect with their family members, including those in detention.

REGIONAL OVERVIEW

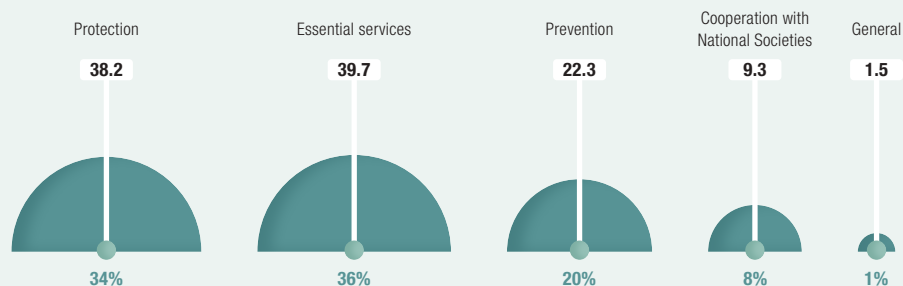
AMERICAS

Total 2025 budget
CHF 110.9 million
 ⬆ 5%⁷

Staff
 members
1,106

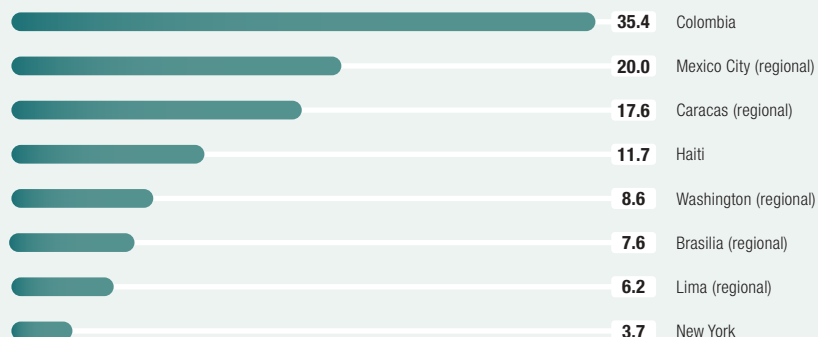
BUDGET BREAKDOWN BY PROGRAMME

in CHF millions



BUDGET BREAKDOWN BY CONTEXT

in CHF millions



7. % increase/decrease compared with the ICRC's initial appeal for 2024

ESSENTIAL SERVICES: KEY TARGETS

ECONOMIC SECURITY



WATER AND HABITAT



HEALTH



8. Civilians and detainees

REGIONAL OVERVIEW: AMERICAS



New York

New York is home to the United Nations (UN) headquarters and is a major multilateral hub for global humanitarian diplomacy. As a permanent observer to the UN General Assembly, the ICRC in New York elevates the plight of conflict-affected people to the UN's principal bodies and its member states and develops relationships important to the ICRC's credibility with parties to armed conflict. Injecting the humanitarian perspective into relevant discussions enhances the ICRC's ability to mobilize influential actors that can facilitate access to vulnerable communities or determine how conflicts are fought. It fosters recognition of the ICRC as the reference organization on IHL and principled humanitarian action among world leaders.



Haiti

Armed violence in Haiti remains intense, particularly in Port-au-Prince. Armed groups have expanded their control over several areas. The ICRC contributes to the wider humanitarian response by cultivating dialogue with authorities and weapon bearers on the protection due to people under applicable legal frameworks and on principles of humanity, engaging with violence-affected communities on their needs and the risks that they face, and mobilizing other actors to expand their support for these communities. Together with Movement partners, it carries out some activities to facilitate access to health care and water.



Mexico City (regional)⁹

Working with the Mexican and Central American National Societies, the ICRC addresses the urgent humanitarian needs of people affected by organized armed violence, including migrants and internally displaced people. Across the region, particularly in areas with a limited state presence, it helps people develop self-protection mechanisms; facilitates access to family-links services, water and health care; and shares crucial information on where to access such services. It supports the authorities' efforts to clarify the fate of missing people and address their families' needs, and to improve detainees' treatment and living conditions.



Colombia

The ICRC carries out activities with the Colombian Red Cross to strengthen people's resilience to the consequences of armed conflicts and other situations of violence. Amid hostilities in rural areas, it provides relief aid and livelihood support to victims of conflict beyond the reach of state assistance and helps ensure their access to essential services. Serving as a neutral intermediary, it facilitates the release of people held by armed groups, aids in the recovery of human remains, and supports peace talks. It also assists authorities in addressing penitentiary issues and helps families search for missing relatives.



-  ICRC delegation
-  ICRC regional delegation
-  ICRC mission

9. Covering Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Panama

REGIONAL OVERVIEW

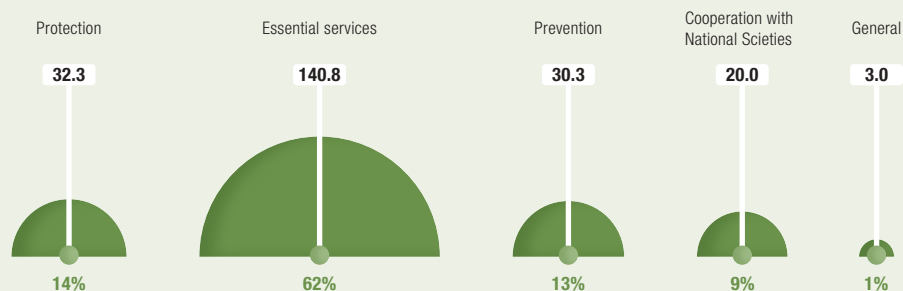
ASIA AND THE PACIFIC

Total 2025 budget
CHF 226.5 million
↓ 3%¹⁰

Staff
members
3,450

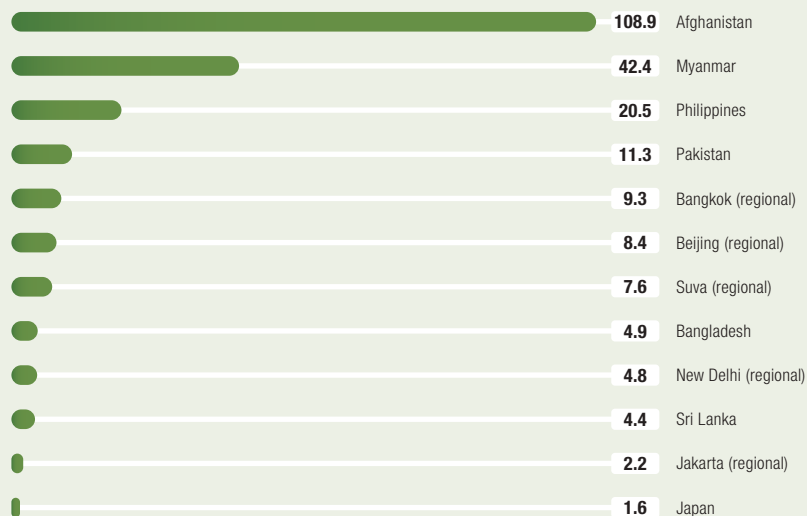
BUDGET BREAKDOWN BY PROGRAMME

in CHF millions



BUDGET BREAKDOWN BY CONTEXT

in CHF millions



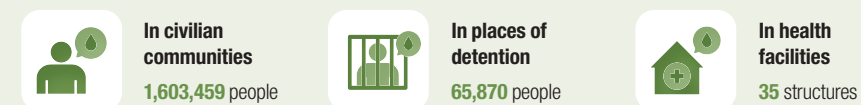
10. % increase/decrease compared with the ICRC's initial appeal for 2024

ESSENTIAL SERVICES: KEY TARGETS

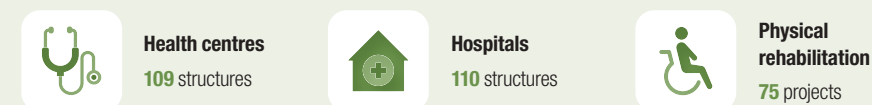
ECONOMIC SECURITY



WATER AND HABITAT



HEALTH



11. Civilians and detainees

REGIONAL OVERVIEW: ASIA AND THE PACIFIC



Afghanistan

People in Afghanistan continue to deal with the consequences of armed violence, past conflict and a dire socio-economic situation. The ICRC engages in dialogue with the authorities to ensure protection for people affected by violence and secure their access to basic goods and essential services. It supports people in violence-affected communities, and other vulnerable people, by helping them meet their immediate needs and build their resilience to the effects of violence. This includes broadening access to food, clean water, electricity, health care and livelihood sources, as well as mitigating the humanitarian consequences of mines and explosive remnants of war.



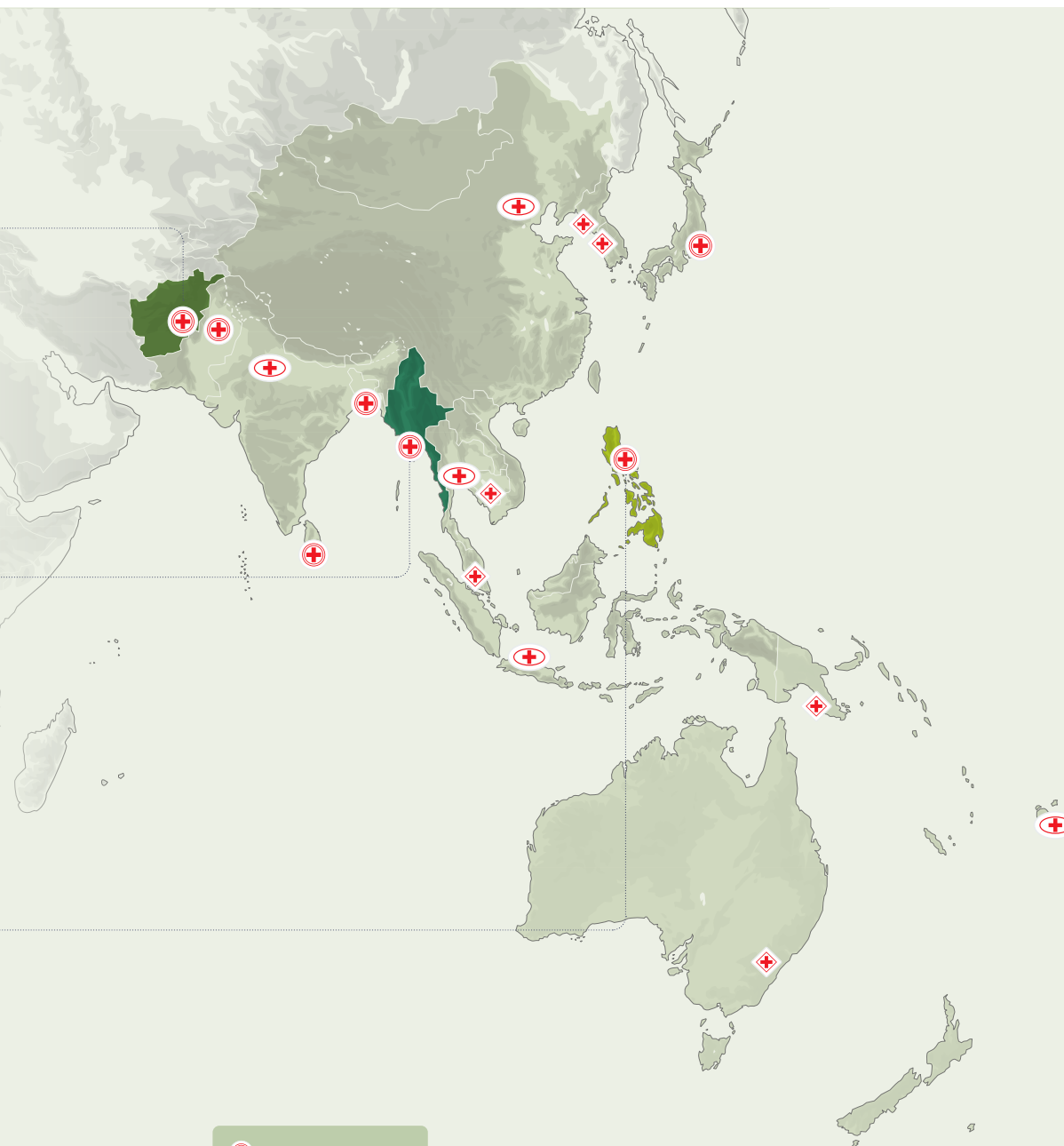
Myanmar

The ICRC addresses the needs of people affected by armed conflict and other situations of violence in the country. Hostilities began to escalate in 2023, with many areas now controlled by armed groups. In all its contact with the pertinent parties, the ICRC bilaterally and confidentially promotes IHL and other applicable norms. It provides family-links services, facilitates access to essential goods and services, and raises awareness of safe behaviour around mines and explosive remnants of war. Whenever possible, the ICRC works with the Myanmar Red Cross Society and helps to strengthen its operational capacities.



Philippines

People in conflict-affected areas grapple with displacement and limited availability of water, electricity, health services and livelihood opportunities; natural disasters often compound the consequences. In partnership with the Philippine Red Cross, the ICRC helps communities to meet their immediate needs and build their resilience to the effects of violence. It works to reconnect separated families and update them on the search for their missing relatives. It continues its long-standing work in detention, aimed at protecting detainees and improving their well-being.



-  ICRC delegation
-  ICRC regional delegation
-  ICRC mission

REGIONAL OVERVIEW

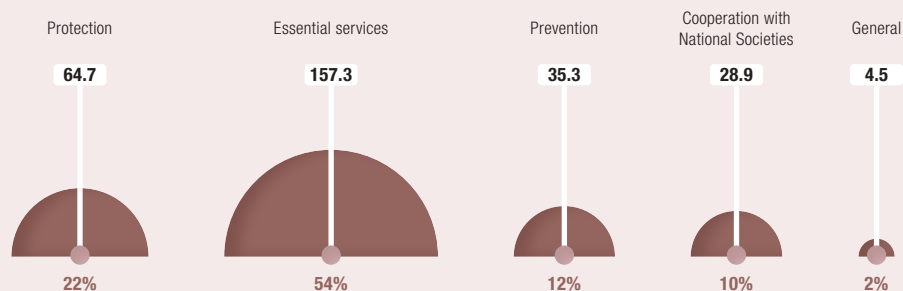
EUROPE AND CENTRAL ASIA

Total 2025 budget
CHF 290.7 million
 ↓ 20%¹²

Staff members
1,832

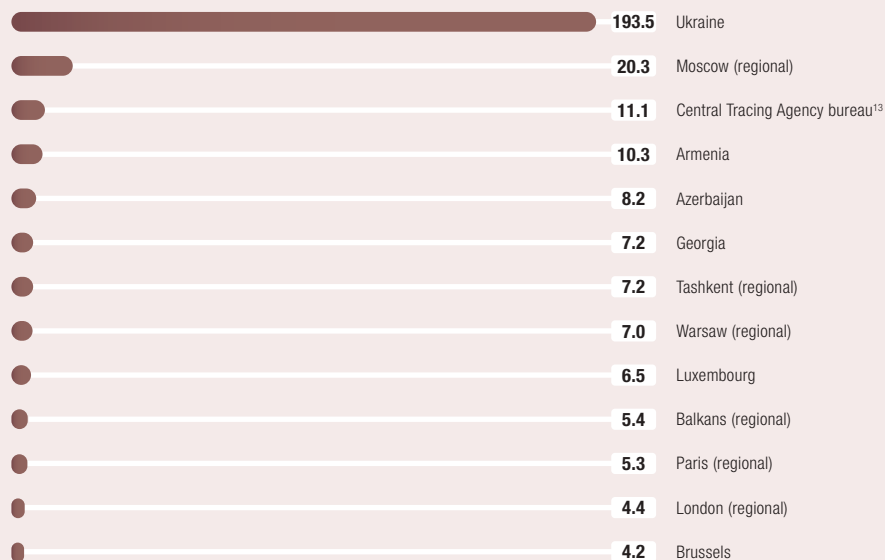
BUDGET BREAKDOWN BY PROGRAMME

in CHF millions



BUDGET BREAKDOWN BY CONTEXT

in CHF millions



12. % increase/decrease compared with the ICRC's initial appeal for 2024

13. Central Tracing Agency Bureau for the International Armed Conflict between the Russian Federation and Ukraine

ESSENTIAL SERVICES: KEY TARGETS

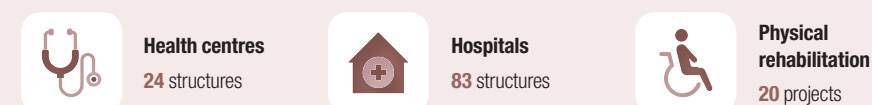
ECONOMIC SECURITY



WATER AND HABITAT



HEALTH



14. Civilians and detainees

REGIONAL OVERVIEW: EUROPE AND CENTRAL ASIA



International armed conflict between the Russian Federation and Ukraine

The ICRC responds to the massive humanitarian needs caused by the international armed conflict between the Russian Federation and Ukraine. It helps communities in front-line areas, on both sides, and addresses the needs not covered by other actors. It helps people to meet their immediate needs; become more self-sufficient; and access health care, water, electricity and other basic services. The ICRC seeks to increase protection for civilians, prisoners of war and other people protected under IHL. It helps bring people news of relatives separated from them and, as a neutral intermediary between the parties, facilitates the safe passage of particularly vulnerable people across borders. It works in close coordination with the National Societies and other Movement partners.



Warsaw (regional)¹⁵

Because of the international armed conflict between the Russian Federation and Ukraine, millions of people have fled their homes and sought refuge in neighbouring countries – including the Baltic states, the Czech Republic, Hungary, the Republic of Moldova, Poland, Romania and Slovakia – or passed through them on their way to other countries in the European Union. The ICRC's regional delegation in Warsaw works to address the protection needs of these people, particularly refugees. It works with Movement partners in the region to reconnect separated families. It promotes IHL and humanitarian principles among the authorities and other relevant actors.



Central Tracing Agency bureau for the international armed conflict between the Russian Federation and Ukraine

Many family members have become separated and lost contact with one another because of the international armed conflict between the Russian Federation and Ukraine. The number of people reported missing continues to increase. The ICRC's Central Tracing Agency bureau for the international armed conflict seeks to keep track of people protected under IHL and ensures that their families are notified of their situation. It collects, centralizes and, as a neutral intermediary between the two parties, conveys information about protected people who are in the parties' hands. Together with National Societies, it helps families reconnect or find missing relatives.

¹⁵ Covering the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Republic of Moldova, Poland, Romania and Slovakia



Armenia and Azerbaijan

In September 2023, military operations in Karabakh led to changes in territorial control and most of Karabakh's population moving to Armenia. The ICRC is helping people who moved from Karabakh to Armenia, those hosting them and others in Armenia affected by conflict to develop their long-term resilience and, when necessary, to meet their immediate needs. The ICRC is also helping the Armenian and Azerbaijani authorities to ascertain the fates of people who went missing in connection with conflict, including those who have been missing since the 1990s, and to address the needs of missing people's families.

REGIONAL OVERVIEW

NEAR AND MIDDLE EAST

Total 2025 budget

CHF 548.9 million↑ 15%¹⁶

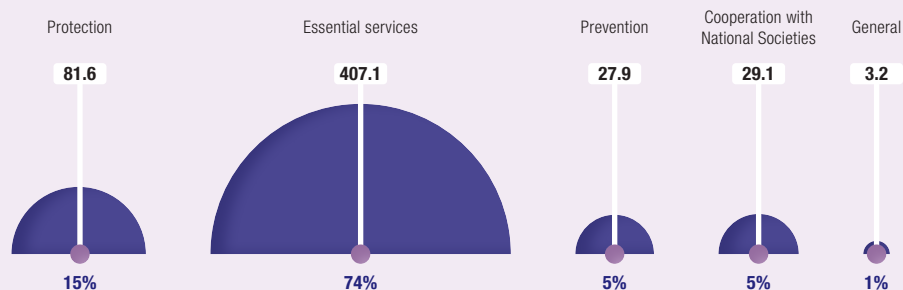
Staff

members

3,628

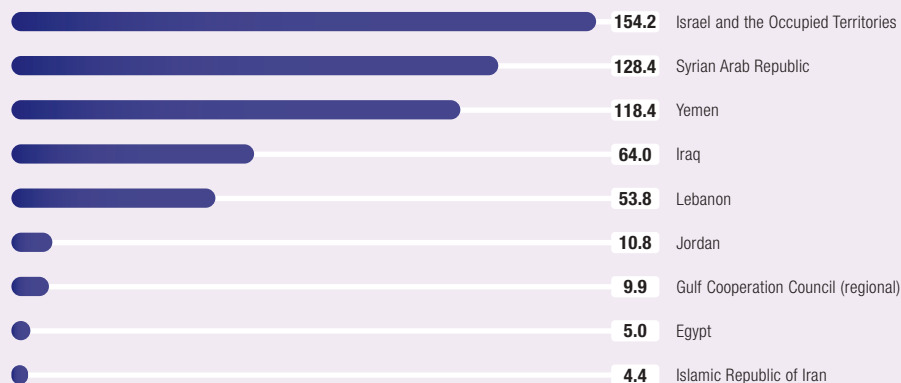
BUDGET BREAKDOWN BY PROGRAMME

in CHF millions



BUDGET BREAKDOWN BY CONTEXT

in CHF millions



16. % increase/decrease compared with the ICRC's initial appeal for 2024

ESSENTIAL SERVICES: KEY TARGETS

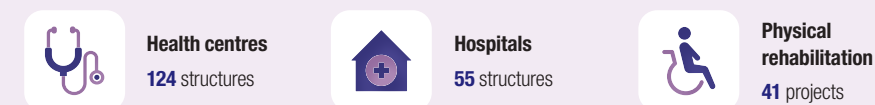
ECONOMIC SECURITY



WATER AND HABITAT



HEALTH



17. Civilians and detainees

REGIONAL OVERVIEW: NEAR AND MIDDLE EAST



Israel and the occupied territories

Hostilities between Israel and Hamas and other armed groups in the Gaza Strip, renewed on 7 October 2023, remain intense over a year later. These are occurring in connection with 57 years of occupation, the expansion of the Israeli settlement enterprise in the West Bank, more than 17 years of Gaza's closure, and recurrent hostilities between Israel and Gaza-based armed groups.

The ICRC continues its efforts to implement a multidisciplinary response to the massive humanitarian needs in Israel and the occupied territories, leveraging its unique mandate, its long-standing presence in the context, its role as a neutral intermediary and as guardian of IHL, and its acceptance in violence-affected communities. It coordinates its activities with Movement partners and other humanitarian actors.



Lebanon

Hostilities between Israel and Hezbollah and other armed actors intensified in connection with the escalation of hostilities between Israel and Hamas and other armed groups in the Gaza Strip, following the events of 7 October 2023. From September to November 2024, a stronger wave of conflict engulfed various parts of Lebanon. The parties to the conflict reached a ceasefire agreement on 27 November 2024, though some attacks have subsequently been reported. The ICRC promotes protection for conflict-affected people and provides them with family-links services; supports conflict-affected people in accessing essential services and meeting their basic needs; helps communities in pursuing early recovery from the effects of hostilities; and contributes to the voluntary, dignified and sustainable return of displaced people.



Syrian Arab Republic

The Syrian Arab Republic (hereafter Syria) is currently under a caretaker government after an escalation of hostilities occurred in late November 2024, when a coalition of groups launched wide-scale and rapid coordinated attacks, capturing multiple cities. Prisoners in various locations have been released, while new arrests have also taken place. The hostilities have subsided in most parts of the country, and some people have started to return home, but the situation in Syria remains volatile. The ICRC promotes protection for civilians and detainees, and expands efforts to help families learn the fate of their missing loved ones. Together with Movement partners, whenever possible, it responds to emergencies and immediate needs, and facilitates access to essential services in the longer term.



Yemen

As the protracted conflict in Yemen continues, conflict-affected households struggle to get enough food and pursue livelihoods, and often face difficulties in obtaining good-quality health services. The ICRC mounts a holistic response to the needs of conflict-affected communities – focusing on resilience-building activities with longer-term and sustainable outcomes – by providing livelihood assistance and relief aid, and by supporting water and other basic infrastructure and the continuum of care. Its multidisciplinary approach also includes reinforcing its IHL dialogue with all parties to conflict and strengthening its partnership with the Yemen Red Crescent Society.



FINANCING THE ICRC

Lebanon. A child interacts with an ICRC staff member during a distribution of food, blankets and hygiene kits at a collective shelter.



S. Berzghal/ICRC

BUDGET AND APPEAL STRUCTURE

- The ICRC's budget is established on a yearly basis, with the budget period corresponding to the calendar year.
- The 2025 budget is based on the objectives set for the year and aims to cover activities implemented from 1 January to 31 December 2025.
- The ICRC uses its yearly Appeals to seek funding for its activities worldwide. In the course of the year, adjustments to the initial budgets may be made in response to emergencies or other situations requiring an expansion of activities or significant operational shifts; donors may be informed of these through ad hoc appeals or updates.

CONTRIBUTIONS

The ICRC is funded by contributions from states party to the 1949 Geneva Conventions, supranational organizations, international institutions, National Red Cross and Red Crescent Societies, and public and private sources. All funding is voluntary.

Contributions to the ICRC may be made in the form of cash, goods or services.



Cash contributions are the most flexible and efficient way to finance ICRC operations. They account for around 95 to 98 per cent of the ICRC's total income. Cash contributions may be allocated for a specific purpose; please see the section on earmarking.



In-kind contributions are donations provided in the form of food, non-food items or other specific goods for the ICRC's assistance activities. Donors may also provide cash-for-kind contributions to cover the purchase of pre-defined goods by the ICRC.



Contributions in services refer to support given to the ICRC in the form of logistics or staff on loan.

EARMARKING

Earmarking is the practice whereby donors require that their contributions be allocated for specific ICRC operations.

The table below shows the overall framework agreed with donors for the earmarking level of cash contributions to the ICRC.

LEVEL OF EARMARKING	RANGE/RESTRICTIONS
Unearmarked	contributions restricted to no other purpose than general headquarters or field operations
Loosely earmarked (region and/or programme or target population)	contributions restricted to a given region and/or programme or target population in the field or at headquarters
Country earmarked	contributions restricted to one of the ICRC's contexts in the field
Tightly earmarked	contributions restricted to a (sub-)programme or (sub-)target population within a specific context in the field or a specific organizational unit at headquarters

Flexible funding

The ICRC attaches great value to the operational flexibility provided by its donors and partners in the allocation of their contributions. Flexible funding – in the form of unearmarked and loosely earmarked contributions – enables the ICRC to direct its resources to where the needs are, deliver on its programmes and priorities, and respond swiftly to sudden-onset crises. It also gives the ICRC a level of financial stability and a necessary safety net when setting its operational objectives.

In addition to flexible funding, the ICRC welcomes good practices that enhance the quality of contributions when donors cannot further increase the amount of unearmarked and loosely earmarked contributions. These good practices include: earmarking contributions for underfunded contexts, in consultation with the ICRC; agreeing to reallocate earmarked contributions to other contexts and/or programmes, or to rollover unused contributions from one ICRC fiscal year to the next, and; providing predictable funding through multiyear funding agreements.

An impactful ICRC is one that receives support which enables it to act independently and impartially to fulfil its exclusively humanitarian mandate.



The ICRC is a lifeline for people in armed conflicts – a last resort that stands as a beacon of hope in the darkest of times.

All contributions constitute a vote of confidence in the enduring relevance of IHL and an expression of trust in the ICRC's work as a global public good. Crucially, the support we receive from a diverse funding base also serves to underscore the universality of the ICRC's mission and mandate.

I am grateful for the trust you have placed in the ICRC and count on your continued support in the year ahead.

– Mirjana Spoljaric, ICRC President





ICRC

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