



Foundation for the International Committee of the Red Cross

2025 Annual Report

I. Organization, workings and governance of the Foundation

Organizational and historical background

The Foundation for the ICRC was established in 1931, based on an inalienable fund set up in 1925 to help the ICRC fulfil its humanitarian mission in both peacetime and wartime. It was seen as a way to secure the ICRC's financial independence in an age of great economic and geopolitical uncertainty.

Since the 1990s, the Foundation has focused on growing its endowment by raising funds, financing strategic infrastructure and, from 2010 onwards, supporting humanitarian innovation projects.

Internal governance

As at 31 December 2025, the Foundation Board comprised:

- Professor Gilles Carbonnier, president
- Mr Melchior de Muralt, member
- Mr Olivier Ray, member

The day-to-day management of the Foundation is seen to by Mr Nour Khadam-Al-Jame, the Foundation's director.

II. Dedicated funds

The Clare Benedict Fund approved a donation of CHF 59,000 for the ICRC's assistance activities, in accordance with its mission.

The Paul Reuter Fund carried out no activities in 2025, as it organizes an award ceremony every three years. The next ceremony is scheduled for 2027.

Under the Foundation's internal regulations, a committee is responsible for allocating the income from the two funds, with the Foundation retaining fiduciary responsibility (including for financial management). The director attends meetings of the sheltered fund committees and has the right of veto.

III. ICRC digital transformation (2024–2027)

Funding source

A donation of CHF 100 million from a Geneva-based private foundation to the ICRC via the Foundation for the ICRC. The donor explicitly requested that the Foundation spend the grant over a four-year period (2024–2027) to implement the ICRC's digital transformation process in line with its Strategic Objective 7.

In 2025, the Foundation's contribution enabled the ICRC to work more effectively thanks to innovative digital tools, in particular the roll-out of an artificial intelligence (AI) chat and translation tool, which is now used by 2,500 staff members. Secure AI infrastructure was also put in place to ensure the confidentiality of sensitive data.

The creation of the Global Shared Services Division in 2025 enabled the centralization of finance, human resources (HR), information technology and administrative functions across 36 delegations, resulting in efficiency gains of 34%. The Agile (SAFe) transformation also led to a reduction in average incident resolution time to 3.7 days.

The introduction of the financial cockpit (2,300 consultations in eight months) and the approval of the 2025–2027 resource mobilization strategy, which focuses on diversifying funding sources and strengthening long-standing partnerships, helped enhance transparency and accountability.

A digital maturity assessment was carried out in 15 delegations in 2025, with plans to extend it in 2026. Meanwhile, HR Shared Services migrated to a new model, with a resulting satisfaction rate of 85%.

Despite a drop in contributions from some donors, the ICRC achieved an effective funding rate of 99% and a flexible funding rate of 49%. Risk management measures helped reduce the number of major risks from 30 to 21, and financial processes were streamlined to boost efficiency in emergency situations.

Progress was made in the field of cybersecurity, with 92% compliance achieved in disaster recovery tests. The digitization of institutional archives continued, including the scanning of documents and automation of email extraction.

In 2025, the ICRC reaffirmed the relevance of its 2024–2027 strategy by strengthening its mandate, credibility and organizational resilience. This progress, supported by the Geneva-based private foundation, enabled the ICRC to adapt to current challenges, while pursuing its vital mission of upholding international humanitarian law and protecting victims of armed conflict.

Governance

A digital governance committee oversees implementation. It is chaired by the director of the Department of Support and Digital Transformation and comprises representatives from different ICRC departments.

Monitoring

Quarterly reports are submitted to the ICRC Directorate and the Foundation for the ICRC.

Estimated total budget: CHF 120 million (2024–2027), including CHF 100 million provided by the Foundation for the ICRC.

IV. List of donations made and/or projects carried out in the year under review

Progress on specific projects – within the ICRC's digital transformation process

Digital Health / Digitization of Health Activities (2024–2028: CHF 2,469,126)

Digital health budget 2025 (587,678 CHF)

In 2025, the budget implementation rate stood at 99%, reflecting rigorous management and strong demand for the programme's activities. Significant results were achieved in the AI4Health, Point of Care and Emergency Shelf workstreams. The use of open-source technologies proved to be a strategic choice, promoting sustainability and improving data flow. In the Emergency Shelf component, the ALMANACH application was finalized with consolidated dashboards and a module for infants; it was rolled out in Afghanistan and Somalia, enabling over 500 neonatal consultations. Pre-hospital forms were improved, the Pearl medical record system was further developed and the TeleConnect service was maintained. For Point of Care, the migration of ALMANACH to an in-house infrastructure helped strengthen cybersecurity and reduce costs, with over 113,000 consultations held in Somalia. A group tele-expertise feature was integrated into TeleConnect and trialled in Pakistan; training sessions were held in several countries. Lastly, AI4Health was further developed with chatbots and improvements to the Meditron model, which was validated by over 1,200 assessments by healthcare professionals.

Virtual Reality Unit (2024–2025: 1,384,000 CHF)

Virtual reality budget 2025 (663,000 CHF)

In 2025, the virtual reality project achieved its objectives, supporting numerous activities around the world and demonstrating its operational value. A new immersive simulation was used to train 60 people, who will in turn train other staff, and to support more than 100 new employees during sessions held in Amman, Nairobi and Geneva. The project also fed into various international initiatives, including simulations for military and police personnel, thus strengthening the integration of immersive technologies into programmes in 2026. On the technical side, the platforms were consolidated, making the tools more reliable and easier to deploy. Meanwhile, simulated interactions in humanitarian contexts can now be conducted using an AI-powered tool. Several immersive films were also produced and shared with partners and decision-makers, contributing to 45 events and reaching nearly 500 staff members and partners, thus increasing the visibility of the ICRC's activities.

Missing Persons Digital Matching (MPDM) (2024–2028: 2,500,000 CHF)

MPDM budget 2025 (529,200 CHF)

In 2025, the MPDM project progressed through to the third quarter with positive results. The tool was used more extensively by ICRC delegations and National Red Cross and Red Crescent Societies, thanks to greater ownership and improvements to the user experience and search capabilities. Several National Societies came on board and new roll-outs were launched, supported by regional guides and training. Thanks to regular consultations, the tool could be better adapted to user needs, in particular through a simplified dashboard for tracking requests. Communication initiatives helped to boost its uptake. On the technical front, various improvements served to make the tool faster, more reliable and compliant with data protection standards.

Weaponization of Information (2024–2025: 620,000 CHF)

Weaponization of information / digital risks budget 2025 (310,000 CHF)

In 2025, the digital risks project helped strengthen understanding of these issues within the ICRC, despite budgetary constraints and internal reorganization. An internal coordination mechanism was established and consultations were held with experts to explore the risks linked to new technologies and AI, thus enriching strategic thinking.

Research work led to the production of a database of real cases involving digital risks in the context of violence, aimed at guiding future action. Awareness-raising and training activities were also carried out, including an online module with over 200 participants. Although some activities, such as the production of a practical guide, were not completed, the progress made in 2025 helped shape and strengthen the way this topic is being addressed.

Engineering Humanitarian Action (EHA) (2023–2027: 3,632,000 CHF)

EHA budget 2025 (600,000 CHF)

In 2025, the EHA partnership carried out research, implementation and training activities, with varying results. Eight new research projects were launched, mainly in collaboration with the ICRC and other components of the Movement, to better understand the impact of technology in humanitarian contexts. Significant progress was made in the field of training, with the launch of an online course on digital supply chain management and the continuation of in-person cybersecurity training. A university course on digital technologies and armed conflict attracted around 250 students per semester. Overall, the partnership strengthened the production and dissemination of knowledge on technological challenges in the humanitarian sector.

Progress on specific projects – outside the ICRC's digital transformation process

Humanitarian Innovation Finance Hub (HIFHUB) (2024–2026: 1,336,000 CHF)

HIFHUB budget 2025 (500,000 CHF)

In 2025, the HIFHUB project consolidated and expanded its activities, strengthening its role within the International Red Cross and Red Crescent Movement and its visibility in humanitarian financing. It stepped up the number of operational partnerships, particularly in the water sector, and held training sessions and webinars to promote innovative financing mechanisms and develop skills. The HIFHUB strengthened its presence at the international, regional and national levels, taking part in strategic platforms to better position itself as a key player. It also supported the development of innovative financing through publications and discussions with external partners, thus contributing to the evolution of humanitarian practices.

Movement Initiative on Harmful Information (MIHI) (2024–2025: 305,000 CHF)

MIHI budget 2025 (255,000 CHF)

In 2025, significant progress was made towards implementing the MIHI project. The Swiss Red Cross agreed to host the future centre, and several National Societies, as well as two States, expressed their support. A governance structure was established, comprising a steering group and coordination group. Consultations and training sessions were organized to build buy-in and capacity. An in-person training event was attended by leaders from 15 National Societies, the International Federation of Red Cross and Red Crescent Societies and the ICRC, while two online training sessions were held for 65 participants. At the operational level, a first workstream on crisis management is now active, complete with a framework and action plan, and three other workstreams are being developed. In 2025, solid foundations were thus laid for the project and key stakeholders were mobilized.

Mission

The Foundation for the ICRC (FICRC) was established in 1931 to help the ICRC fulfil its vital humanitarian mission in both peacetime and wartime. The FICRC manages an endowment fund, which complements other sources of funding. The fund generates a steady income stream that the ICRC uses to carry out its humanitarian mission.

 <https://www.icrc.org/en/what-we-do/foundation-icrc>
 foundation@icrc.org



Foundation for the International Committee of the Red Cross
ICRC
19, avenue de la Paix
1202 Geneva, Switzerland