



# Institutional Strategy 2024-2026

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# Our mission and principles

*The Red Cross exists to identify, prevent and alleviate human need and suffering*

As a member of the International Red Cross and Red Crescent Movement, our seven fundamental principles are:

**Humanity:** The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace among all peoples.

**Impartiality:** The Movement makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

**Neutrality:** In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

**Independence:** The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

**Voluntary Service:** The Movement is a voluntary relief movement not prompted in any manner by desire for gain.

**Unity:** There can only be one Red Cross or Red Crescent society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

**Universality:** The Movement, in which all National Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

# The role and organisation of the Norwegian Red Cross

Through local branches, district branches, our national society and sister national societies across the world, the Norwegian Red Cross is present to provide help and support to those who need it. We are spokespeople for those in precarious living situations and take the necessary steps to ensure that we are prepared to meet current and future humanitarian needs.

The Norwegian Red Cross is part of the International Red Cross and Red Crescent Movement, the world's largest humanitarian movement. Through our sister national societies and their local volunteers in almost every country throughout the world, the Red Cross is present before, during and after disasters, crises, armed conflicts and hostilities. We work closely with all parts of the movement to ensure that our humanitarian activities can be carried out.

The Norwegian Red Cross is the largest voluntary humanitarian organisation in Norway. We are a driving force behind improving the understanding of, and respect for, international humanitarian law, human rights and refugee law. We are an emergency preparedness organisation in which all units are ready for action. We are an important part of Norway's search and rescue service and a natural part of overall Norwegian preparedness. The Norwegian Red Cross acts as an auxiliary to the Norwegian authorities. Our activities support and complement services offered by the public sector.

As an organisation, the Norwegian Red Cross is controlled by its approximately 160,000 members. We carry out our humanitarian activities through our 41,000 volunteers in local branches across Norway and, internationally, through sister national societies and the Movement. Our efforts are rooted in local needs and local cooperation.

The Norwegian Red Cross has three organisational levels: local, district and national. Internally, we are divided into three areas: Search and Rescue Corps, Care Services and Youth. All levels and areas are required to align their activities in accordance with the objectives and priorities set out in Institutional Strategy of the Norwegian Red Cross, as adopted by the General Assembly every three years.

Local branches align their work according to local needs and are crucial when it comes to the administration and delivery of local humanitarian efforts. The districts assist local levels when it comes to advice, facilitation and training and act as a link between the local and national levels of the organisation. At the national level, the Red Cross liaises with the national authorities and assists district and local branches with advice, facilitation and training.

The General Assembly is the highest decision-making authority of the Norwegian Red Cross. The Governing Board is elected by the General Assembly and follows up on the institutional strategy of the organisation through decisions on priorities. The major institutional processes of the organisation are transparent and based on cooperation.

# Long-term plan

The long-term plan follows the International Federation of Red Cross and Red Crescent Societies' **“Strategy 2030”** and sets out the priorities of the Norwegian Red Cross towards 2030:

## **Strategic goals:**

- People anticipate, respond to, and quickly recover from crises
- People lead safe, healthy and dignified lives and have opportunities to thrive
- People mobilise for inclusive and peaceful communities

## **Five global challenges:** The greatest risks and challenges we will face

- Climate and environmental crisis
- Evolving crises and disasters
- Growing gaps in health and well-being
- Migration and identity
- Values, power and inclusion

## **Organisational goals:**

- Supporting and developing national societies as strong and effective local actors
- Inspiring and mobilising volunteerism
- Ensuring trust and accountability
- Working effectively as a distributed network
- Influencing humanitarian action
- Undergoing a digital transformation
- Financing the future

The institutional strategy is a three-year specification of this long-term plan.



# The main goals of the Norwegian Red Cross for 2024-2026

## HUMANITARIAN VALUES

We are a strong voice for humanitarian values

## SAVING LIVES

People anticipate, respond to and quickly recover from crises

## SAFE CHILDHOODS

Children and young people thrive in safe surroundings, characterised by inclusive communities

## INCLUSION AND RESILIENCE

People master their own lives and have access to inclusive communities through all life phases

## STRENGTHENING VOLUNTEERISM

We inspire, mobilise and retain more members and volunteers

## OPEN AND INCLUSIVE

We continue to develop our capabilities as an organisation that is open, inclusive and diverse

## SUSTAINABLE FUTURE

We strengthen our income, reduce our carbon footprint and take a future-oriented approach to digitalisation



## Humanitarian values

We are a strong voice for humanitarian values

Society and living conditions are constantly changing globally, nationally and locally. In recent years, war, pandemic and climate change have all been significant drivers for major change. Human rights are violated, and International Humanitarian Law is challenged. The mandate of the Red Cross puts us in a unique position to promote human dignity and equity and to be a powerful voice for people who are suffering, subjected to abuse, or who experience exclusion or loneliness. We will influence actions and priorities, local communities, societal actors and the authorities. Together with the Red Cross and the Red Crescent movement, we are in a strong position, based on our shared values and principles.

### We will:

- Identify and communicate the largest humanitarian needs of the present and the future
- Be a strong voice for International Humanitarian Law, human rights and the principles of the Red Cross
- Promote knowledge-based advocacy for a humanitarian and sustainable society and a world that meets the needs of people and reduces the human consequences of the climate crisis
- Strengthen humanitarian values and promote response through targeted cooperation with both public and private stakeholders, as well as the Red Cross and Red Crescent Movement
- Facilitate increased knowledge of International Humanitarian Law, human rights and the principles of the Red Cross among our volunteers, members, elected representatives and employees



## Saving lives – globally

People anticipate, respond to and quickly recover from crises

Protracted and complex wars, crises and conflicts lead to urgent and enormous humanitarian needs. Many people do not have access to basic health services, clean water and sanitation. Conflicts and prolonged crises remain the main driver of need. The ripple effects of wars, crises and conflicts extend far beyond local regions. Civilians, aid workers and healthcare professionals all need protection. Globally, there is a major shortage of healthcare professionals. The climate crisis is leading to more frequent, more intense and more unpredictable extreme weather conditions and natural disasters. This further reinforces vulnerability in society for those who are already heavily affected in impacted areas.

### We will:

- Strengthen and improve safer access to health services, clean water and good sanitation for the most vulnerable impacted by conflicts, crises and the effects of climate change
- Strengthen protection against violence, abuse and rights violation for the most vulnerable impacted by conflicts, crises and the effects of climate change





## Saving lives – nationally

People anticipate, respond to and quickly recover from crises

The risk situation is constantly changing. Global security policy developments and climate change also pose challenges to public safety in Norway. In recent years, we have experienced how global events increasingly have local consequences. This imposes new demands in terms of preparedness. The Norwegian Red Cross must, at all levels, be prepared to manage and respond to adverse events and crises, independently as a neutral and impartial humanitarian actor and to support the authorities. There is also a need to further develop our work on prevention, public safety and preparedness. Our search and rescue efforts must be continuously developed and adjusted to the changed risk situation, locally and nationally. By training volunteers to deal with changing local needs, we can help ensure that the population is able to manage and recover from the impact of adverse events and crises.

### We will:

- Be prepared at all levels of the organisation to respond to different types of crises and events based on current and future needs
- Be a competent preparedness actor that coordinates with the public authorities, other stakeholders in the rescue service and stakeholders in local communities
- Prevent and respond so that we can save lives and meet the physical and psychosocial needs of people during and after crises and events
- Continuously develop our search and rescue efforts and adapt the organisation based on a changing risk situation
- Strengthen the population and the organisation's first-aid skills and knowledge of self-preparedness



## Safe childhoods

Children and young people thrive in safe surroundings, characterised by inclusive communities

Childhood experiences affect us for life and can have ripple effects spanning multiple generations. Early prevention can reduce the consequences of a difficult childhood and have a major impact on children, families and society. Secure family relationships is the most important condition for a healthy and stable childhood. Children and young people in low-income families have poorer living conditions when it comes to both physical and mental health issues, education and further development. A significant number of children and young people are subjected to serious violence, neglect and abuse and many young people experience mental health issues and loneliness.

### We will:

- Offer social communities and activities to children and young people regardless of their family's financial situation
- Promote good mental health and reduce loneliness among children and young people by facilitating, coping, learning and inclusion
- Strengthen the opportunities of children and young people when it comes to co-determination, influence and development through participation and voluntary involvement
- Contribute to preventing and reducing the consequences of violence and neglect against children and young people, as well as preventing violence and crime among children and young people



## Inclusion and resilience

People master their own lives and have access to inclusive communities through all life phases

The elderly population in Norway will increase in the coming years, especially amongst the oldest age groups. Elderly people living alone and in institutions are particularly vulnerable to loneliness and isolation. Poverty, war and natural disasters force people to flee, and recently arrived refugees are in a vulnerable position. People with substance abuse problems, people recently treated for substance abuse, those who are in prison or released from prison, may experience complex challenges linked to living conditions, coping capacities and a lack of belonging to a community. Everyone is in need of protection, quality of life, life skills and the safeguarding of rights.

### We will:

- Reduce and prevent loneliness and isolation and strengthen resilience and inclusion of those living alone or in institutions and in challenging living conditions.
- Help meet the basic humanitarian needs of people without access to the society's welfare and healthcare services.
- Promote quality of life and life skills, and safeguard people's rights through activities and dialogue with the authorities and other stakeholders.



## Strengthening volunteerism

We inspire, mobilise and retain more members and volunteers

Volunteerism is the engine that drives the Red Cross. Our volunteers carry out the humanitarian work and constitute the core of the local Red Cross branches throughout the country. By attracting even more volunteers and members and by making it easier to hold voluntary positions and leadership roles, we can increase our capacity and efforts. This will require targeted recruitment based on knowledge of local humanitarian and organisational needs and trends within the voluntary sector. Good digital tools are important when it comes to managing local voluntary work and streamlining the operation of local branches. The youth organisation contributes to the humanitarian capacity and commitment among young people across the Red Cross as a whole.

### We will:

- Retain and recruit members and volunteers based on local humanitarian and organisational needs and trends in the voluntary sector
- Welcome, train and involve new volunteers into local activities quickly
- Follow up on existing volunteers and members to encourage greater and longer commitment to the Red Cross
- Provide training that inspires and encourages volunteers and members to get involved with local activities and organisational operation
- Strengthen and further develop the youth organisation
- Strengthen training on organisational culture and democracy at all levels, with a particular emphasis on inviting young volunteers to participate in local humanitarian activities and local organisational development
- Follow up on and look after members and volunteers through facilitation and communication, including via simple and effective digital solutions





## Open and inclusive

We continue to develop our capabilities as an organisation that is open, inclusive and diverse

In order to maintain and strengthen our position as a humanitarian stakeholder, we need to constantly develop our organisation and the people involved in it. Among other things, we do this by developing skilled and forward-looking volunteering and staff leaders at all levels. We will also facilitate an organisational culture characterised by knowledge, transparency, trust, respect, diversity and inclusion. We will protect those who are involved in our work and safeguard their rights. An important aspect of organisational development is also about innovation and our ability to develop as a knowledge-based and learning organisation. We will ensure that there is room for innovation and exploration when it comes to how we can best meet the society's needs and that we have the confidence to explore what we do and how we do things, learn from experiences and evaluations and change and improve, together.

### We will:

- Develop good leaders who set direction, engage and implement
- Further develop a healthy leadership and organisational culture based on transparency, inclusion, mutual respect, strong processes and good cooperation between volunteers and employees at all levels of the Red Cross
- Strengthen equality and diversity at all levels of the organisation
- Be a knowledge-based and learning organisation with the capacity for innovation, change, improvement and evaluation
- Ensure the safety and rights of all participants, volunteers, employees and delegates



## Sustainable future

We strengthen our income, reduce our carbon footprint and take a future-oriented approach to digitalisation

We will promote sustainability, internally and externally, and we will properly manage our resources and equip ourselves for the future. It is crucial that we build trust among our participants, through the development and operation of our activities and organisation, as well as by maintaining a strong reputation. Resource mobilization is a key aspect of our work and crucial when it comes to maintaining independence and vigour. Digitalisation is another important aspect of the organisation when it comes to ensuring sustainable solutions. In order to contribute to achieving the UN Sustainable Development Goals and reducing greenhouse gas emissions, we need to work to reduce our environmental and carbon footprint across all activities.

### We will:

- Increase our resources through existing and new sources of income to ensure independence and ability to deliver
- Use the human and financial resources available to us in the best and most efficient manner across all levels of the Norwegian Red Cross
- Risk-assess the climate and environmental impact of any initiatives we introduce, reduce our environmental footprint and work towards a carbon footprint close to net zero by 2040, while also maintaining preparedness capacity
- Ensure correct, transparent and accessible information on how we use our resources and deliver results
- Strengthen our ability to develop and adapt our activities to current and future humanitarian needs based on knowledge of the results of our efforts and the needs of participants and volunteers
- Take a future-oriented approach to digitalisation to stay abreast in the digital landscape and ensure a good structure when it comes to data and ensuring that we have the necessary digital expertise available in the organisation





## Appendix: The Red Cross Assessment



### THE NORWEGIAN RED CROSS ASSESSMENT

“THERE SHOULD BE AN **UNMET NEED** AMONG VULNERABLE PEOPLE. A LOCAL HUMANITARIAN NEED”

STEP 1

“THE ACTIVITY ARISES NATURALLY FROM OUR **MANDATE** AND IS IN ACCORDANCE WITH OUR **VALUES AND FUNDAMENTAL PRINCIPLES**”

STEP 2

“THE NEED IS NOT COVERED BY **OTHER** PARTIES WITH BETTER EXPERTISE OR WHO WOULD MORE NATURALLY PLAY A ROLE”

STEP 3

“THE RED CROSS HAS THE **EXPERTISE AND RESOURCES** REQUIRED FOR THIS”

STEP 4