

INTERNATIONAL STRATEGY

2024-2026



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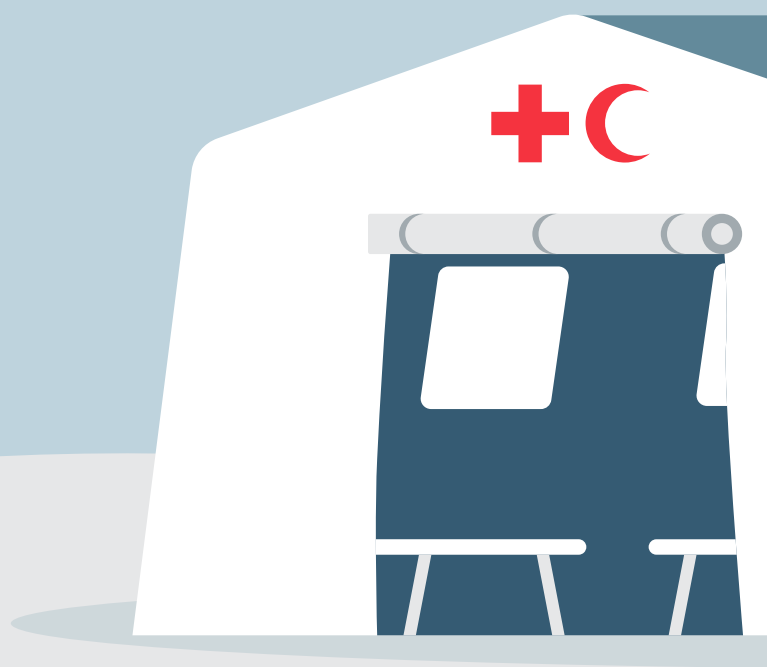


Who we are

Norwegian Red Cross was established in 1865 and is mandated through a royal decree as an auxiliary to the Norwegian authorities both in times of war and peace. We are a membership-based organisation with a countrywide presence, carrying out humanitarian activities through more than 41,000 volunteers.

The Norwegian Red Cross is a member of the International Federation of Red Cross

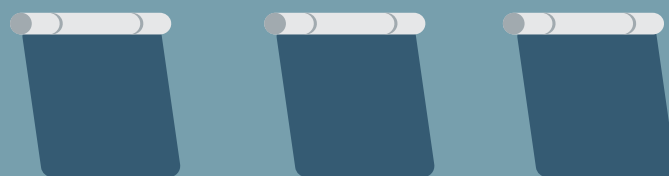
and Red Crescent Societies (the Federation) alongside 190 National Societies. Together, the National Societies, the Federation, and the International Committee of the Red Cross (ICRC) constitute the Red Cross and Red Crescent (RCRC) Movement – the largest humanitarian network in the world. Internationally, the Norwegian Red Cross works closely with National Societies, ICRC, and the Federation to alleviate human suffering.



Our work is driven by the seven fundamental principles of the RCRC Movement: Humanity, impartiality, neutrality, independence, voluntary service, unity, and universality.

We are a predictable partner in conflict and crisis, including climate-related disasters. We prioritise contexts where there are unmet humanitarian needs and we bring an added value. We aim for quality through specialised expertise and decision-making closer to the people in need of humanitarian assistance. We therefore prioritise supporting local capacities and action.

Derived from the Federation's Strategy 2030, the Norwegian Red Cross Institutional Strategy 2024 – 2026 was adopted by the Norwegian Red Cross General Assembly in October 2023. The Institutional Strategy sets the strategic direction for the organisation's national and international work. Two goals guide our international strategy: "Save lives globally – people anticipate, respond to, and recover quickly from crises", and "Be a strong voice for humanitarian values."



Humanitarian outlook

Conflict remains a key cause of humanitarian needs. Many existing conflicts are protracted, thus leading to cumulative deterioration of basic services, poverty, and deprivation.

Climate change is another main driver of humanitarian needs. It increases vulnerabilities, disrupts livelihoods, and leads to displacement.

In 2023, the combined effects of the Covid-19 pandemic, conflicts, crises, and climate emergencies left more than 360 million people in need of humanitarian assistance.

Despite significant progress towards universal health coverage over the past fifty years, the world faces large and complex health risks including one third of the world population lacking access to essential health services. Lack of access to clean water and basic sanitation remains a barrier to public health. Between two and three billion people experience water shortages often posing severe risks to livelihoods including food insecurity.

Climate change is the biggest health threat facing the world today. Its impact is particularly significant in situations where national disaster response and coping capacities are limited.

The increased focus on climate change and its impact is accompanied by an enlarged emphasis on localisation and the need to strengthen the link between development and humanitarian work. Furthermore, there has been an increasing shift of funding from protracted humanitarian situations to high-profile conflicts, resulting in unmet humanitarian needs.

In the current humanitarian context, respect for international humanitarian law is under pressure and millions of people continue to suffer violence, discrimination, inequality and exclusion in disasters, armed conflict, and other types of crises. Women and children are often most impacted.

Our strategic objective

The main objective of our international strategy is to strengthen access to health and strengthen the protection of people affected by conflicts and crises, including climate disasters. As part of our health programmes, we are also strengthening access to clean water and sanitation. In our response, we will prioritise the most vulnerable people.

We will promote humanitarian values and strengthen respect for and compliance with international humanitarian law and the fundamental principles of the Movement. We will do this through advocacy and humanitarian diplomacy.

To succeed, we will work in partnership with the members of the Movement in a well-coordinated and complementary approach, strengthening the results of our work. We will also invest in and strengthen our support for the development of national societies.



What we do

Strengthen access to healthcare, clean water, and protection

We will improve access to healthcare for vulnerable people in contexts where services are insufficient or unavailable. This will be achieved by supporting the auxiliary role of National Societies in health with specific focus on primary healthcare. We will also continue to support emergency responses coordinated by the Federation's global emergency response mechanisms as well as ICRC operations. We will thus maintain our preparedness and response capacities in hospital care and public health and ensure timely deployments of resources, including Emergency Response Units, surge capacities, and financial support.

We will prioritise measures that improve the protection and safety of health workers, facilities, and patients. We will increase the provision of health services to sexual and gender-based violence survivors. In addition, we will strengthen protection with a focus on referral pathways to available services provided by other actors.

As part of our increased focus on climate, we will contribute to strengthening health systems, including capacity building of the health workforce. The aim is to adapt health systems to be prepared for and respond to new disease patterns and climatic shocks, such as extreme weather events and epidemic outbreaks. We will also leverage data from health information management and disease risk surveillance enabling early mitigation, detection of risks, and prompt response.

We will contribute to providing access to clean water and improved sanitary conditions within health programmes and in emergency response. Priority will be on supporting the rehabilitation of water sources and sanitation facilities in health and community institutions.

Furthermore, we will utilise modalities such as cash and voucher assistance to respond rapidly to address acute unmet humanitarian needs in conflict and climate disasters.

Support RCRC Movement global and local action

The Norwegian Red Cross is committed to work in partnership with the RCRC Movement components to strengthen collective action, ensure efficiency, and increase reach and impact. Our partnerships are based on respective mandates and strategies and established mechanisms for coordination and cooperation, such as the Movement Coordination for Collective Impact Agreement (Sevilla 2.0 Agreement). We will continue to pursue a coordinated approach in line with established Movement processes.

In our cooperation with the Federation's Secretariat, we will prioritise three areas: climate crisis preparedness and response, climate and health system strengthening, and National Society Development with focus on Finance Development. Our work on climate will focus on geographical locations impacted by both conflict or protracted crisis and climate change.

Our collaboration with ICRC and the Federation will include operational support through the provision of specialised

healthcare capacities such as the deployment of technical expertise and equipment. The collaboration will also contribute to the development of policy and advocacy initiatives, bringing together RCRC Movement partners around common objectives. We will prioritise the development of protection-related policies and support both their dissemination and implementation through relevant global initiatives led by ICRC or the Federation. We will also continue to be a leading National Society in the RCRC Movement on policy development in thematic areas such as sexual and gender-based violence, the protection of health care, and protection from weapons.

Integral to our work is the cooperation with National Societies as part of ensuring humanitarian action rooted in local communities. To strengthen local action, we will prioritise capacity building and National Society Development, which will accompany National Societies' efforts to extend their reach within communities, building on their understanding of local humanitarian needs and their ability to provide context-specific support.

Noting the importance of accountability and transparency in financial management, the Norwegian Red Cross will prioritise strengthening finance management of National Societies. For this, we will strive to further strengthen, and explore formalising, our lead on Finance Development to allow for a scale up to support additional National Societies. Furthermore, we will explore the feasibility of supporting National Societies to increase their capacities in resource mobilisation.

As a member of the RCRC Movement, we will continue to play an active role in the governing bodies of the Federation and the RCRC Movement including statutory meetings.

As a European National Society, we will contribute actively with knowledge and expertise within the RCRC Movement in

Europe. We will also enable branch-to-branch cooperation (Twinning) between Norwegian Red Cross and other European National Societies to enhance mutual learning, capacity building, and international understanding. Twinning shall draw on assessed needs and existing capacities and competencies in the involved branches and strive to include a component focusing on youth exchange.

Promote international humanitarian law and principled humanitarian action

The Norwegian Red Cross will continue to play an important role in advocacy and humanitarian diplomacy. This includes supporting the RCRC Movement initiatives and advocacy towards decision-makers and the public. We will strengthen respect and adherence to international humanitarian law and promote principled humanitarian action.

Furthermore, we will highlight humanitarian needs and raise awareness on the humanitarian consequences of conflict and crisis, including climate change, with a particular focus on health impacts.



How we work

Sustainable and evidence-driven action

By acting in a sustainable and responsible manner, we ensure the trust of the people we support, the public and our partners. We will continue to prioritise transparency and risk management and report regularly on results and the use of funds. We will continue to be accountable and aim to reduce our impact on the climate and the environment.

We will prioritise the use of evidence-based approaches and remain accountable to our partners and the people we support by ensuring documentation of the impact of our engagement. Evidence based approaches will also demonstrate the relevancy and effectiveness of our work.

As part of the effort to increase our humanitarian impact, we will strive to be technologically skilled and strengthen digitalisation.

We will maintain focus on organisational learning and development to support continuous improvements, well-informed decisions, flexibility, and agility to enable adaptation to new opportunities and risks.

Advocacy and communication

The Norwegian Red Cross will continue to advocate and communicate to increase awareness of humanitarian principles and needs. Our key stakeholders and the public will be kept informed of the humanitarian situations we work in, the collective action of the RCRC Movement, as well as our own activities. We will also support the RCRC Movement advocacy and communication initiatives. This will strengthen the support of the public, key partners, and decision-makers, thus contributing to the sustainability of our funding.



Strong partnerships

Noting the importance of collective action and our ambition to achieve greater humanitarian engagement and a larger impact, we will invest in strategic institutional and corporate partnerships. We will strive to develop existing partnerships and establish new ones with institutional donors, corporate actors, and private initiatives to enable exchange of competence and increase and diversify our funding base. We will invest in structures and systems that enable and cater for the diversification of funds. We will also seek learning and development opportunities to enable engagement across thematic and geographic priority areas.

Effective and inclusive teams

The Norwegian Red Cross will continue to develop an inclusive culture with strong, diverse, and psychologically safe teams. We will continue to invest in the development of our staff and prioritise learning and development within relevant technical areas, as well as management skills.

We will strengthen country teams that work alongside national societies. We will invest in capacity building and talent management at the regional and country level and support our staff in identifying opportunities for growth and career development.



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