

**Norwegian Red Cross**

# **Strategy**

2021-2023

Adopted by the General Assembly on 04.10.2020



## 1.1 Who we are

### ***The Norwegian Red Cross prevents and alleviates 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:** It 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:** It 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 International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

## 1.2 The role and organisation of the Norwegian Red Cross

Through local branches, districts, our national society and sister societies across the world, the Red Cross is present where people live or shelter to help those who need us most. We are spokespeople for those in precarious living situations and take the steps necessary to ensure that we maintain optimum preparedness 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 network. Through our sister societies and their local volunteers in almost all countries, the Movement is there before, during and after disasters, crises, and armed conflicts. We work closely with all parts of the movement to ensure that humanitarian activities are carried out.

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

The Norwegian Red Cross is a membership organisation with approximately 160,000\* members. We carry out humanitarian activities through our 43,000\* volunteers in local branches across Norway and internationally through sister societies and the movement. Our efforts are based on local needs and the Norwegian Red Cross Assessment.

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 Red Cross Youth. All levels and areas align their plans, strategies and priorities with the goals and priorities established in this Strategy. Local branches adjust their plans according to local needs. Priorities are determined by the National Board based on the three-year Strategy adopted by the General Assembly. This takes place after a consultative process involving the three organisational levels.

Districts provide advice, facilitation, and training to their local branches, and are the driving force behind achieving the objectives of this Strategy. Districts are also coordinators and the link between the local and national levels. At the national level, the Norwegian Red Cross liaises with the national authorities, provides districts and local branches with advice, facilitation, and training, and is a driving force for achieving the objectives of the Strategy. The Norwegian Red Cross at national level is also the coordinator and link between the districts in the organisation.

The Norwegian Red Cross is accountable for its actions and must not cause any harm to the people, the society, or the environment. harm. We always consider the consequences of our actions.

\*The figures are from the 2018 Annual Report

## 1.3 The Norwegian Red Cross Assessment

Every part of the organisation must base its work on the results of a Norwegian 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

## 1.4 Long-term plan

### Long-term plan for the Norwegian Red Cross 2020- 2030:

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

#### 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 wellbeing
- Migration and identity
- Values, power, and inclusion

#### Organisational goals:

- Support and develop strong and effective local branches
- Inspire and mobilise volunteering
- Ensure trust and accountability
- Work effectively as a network
- Influence humanitarian action
- Undergo digital transformation
- Secure funding for the future

### About the Strategy 2021-23

- The Strategy is a three-year plan derived from the 2020-2030 Norwegian Red Cross Long Term Plan, again based on the IFRC Strategy 2030
- The Strategy is adopted by the General Assembly and provides guidance for all staff and volunteers of the Norwegian Red Cross.

## 2. WHAT we want to achieve

The Norwegian Red Cross has three society goals:

### 2.1 SAVING LIVES:

People anticipate, respond to,  
and quickly recover from crises

### 2.2 SAFE CHILDHOODS:

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

### 2.3 DIGNIFIED LIVES:

People lead safe and dignified  
lives and have opportunities to  
thrive

## 2.1 Saving lives globally

The world is in the grip of several long-term, complex conflicts and crises that are weakening access to stable health services. More than one billion people have no access to basic health services, and an unacceptable number of people lack access to clean water and sanitation. Protracted wars and conflicts are also resulting in a great need to protect civilian populations, aid workers and health personnel, as well as work to ensure that humanitarian law, human rights and refugee law are respected.

Conflicts and prolonged crises remain the key driver of unmet humanitarian needs. Furthermore, more frequent extreme weather is putting people at greater risk, especially in exposed regions where the most vulnerable people in the society are those who are hit hardest. We are facing a climate and environmental crisis that is increasing the frequency, intensity and unpredictability of extreme weather events and natural disasters. To meet the world's humanitarian challenges, we are working to improve the health and protection of the most vulnerable. One important task is the work of re-establishing contact between people who were separated because of war, conflict, disasters, or migration.

**General goal: People anticipate, respond to, and quickly recover from crises**

### **We want to:**

1. Contribute to improved, safer access to health services for the most vulnerable impacted by conflicts, crises, and climate change.
2. Contribute to improved, safer access to clean water and sanitation conditions for the most vulnerable impacted by conflicts, crises, and climate change.
3. Contribute to strengthened protection from violence, abuse, and violation of rights.
4. Contribute to a stronger response to the climate crisis through our programmes, operations, and humanitarian diplomacy, while minimising the climate and environmental footprint in our operational responses to climate and environmental crises.





## 2.1 Savings lives locally

The risk picture in Norway is evolving. Climate change means that we will have to adapt to a scenario of more extreme weather and more frequent natural disasters such as flooding, avalanches, fires and so on. With the risk of epidemics and how the nature is treated, we face more frequent and more demanding incidents, both for individuals and for local communities. This requires us to advocate for more climate-adaptation in preparedness measures of local communities, while strengthening our capacity to carry out more complex responses.

The Norwegian Red Cross must be able to assist in the event of accidents and incidents to which individuals, families, local communities, or the country are exposed. If the Norwegian Red Cross is to maintain its solid position as a voluntary emergency preparedness organisation, we must continue to develop and work with public authorities and other stakeholders to prevent and respond well to acute physical and psychosocial needs.

**General goal: People anticipate, respond to, and quickly recover from crises**

### We want to:

1. Be a competent and well-structured emergency preparedness actor that works well with public authorities and other stakeholders to save lives and protect health in our local communities, including when incidents are amplified by climate change.
2. Respond to acute physical and psychosocial needs by improving expertise and capacity throughout the Norwegian Red Cross.
3. Develop further the Norwegian Red Cross' Search and Rescue Corps as a competent actor within the rescue services with the expertise and capacity to respond to the society's needs.
4. Improve the public's first aid skills and emergency preparedness.





## 2.2 Safe childhoods

Most children and young people in Norway have a good life with good opportunities to thrive. Nonetheless, there are an increasing number of children who are growing up in low-income families and who, therefore, feel excluded from society and do not have the same opportunities for development and participation. An increasing number of young people are reporting mental health problems, feelings of loneliness and symptoms of depression. Too many young people are dropping out of school, and many are at risk of committing crimes and violent acts. Unexpected events, such as epidemics or a rise in migration, increases the risk of more children and young people in our society ending up in vulnerable situations.

The reasons why many children and young people are struggling are complex. By improving and strengthening our initiatives for children, young people and their families, the Norwegian Red Cross shall make a clear difference. Early intervention is crucial to prevent humanitarian challenges impacting an individual throughout his/her life.

**General goal: Children and young people thrive in safe surroundings characterised by inclusive communities**

### **We want to:**

1. Promote and protect the rights of children and young people while ensuring that their voices are heard, regardless of their legal residence status.
2. Prevent and reduce loneliness and mental health problems amongst children and young people.
3. Prevent and reduce exclusion and dropping out from school.
4. Prevent violence, substance abuse and criminality amongst children and young people.
5. Provide young people with an opportunity to thrive and to develop their local communities through volunteer engagement.



## 2.3 Dignified lives

Loneliness and exclusion constitute significant humanitarian challenges in society. The causes of these challenges are both structural and individual. Trends such as migration, urbanisation, increased job requirements, socioeconomic disparities, and increasingly less interaction among the different age groups, are contributing to greater stigmatisation, exclusion, and loneliness. The number of people living with chronic suffering and the demographic changes in the age composition in the municipalities entail greater pressure on public health and care services, and the need for action and voluntary effort is therefore increasing. At the same time, unforeseen events or changes such as epidemics and migration are creating a need for action to address new forms of loneliness and basic humanitarian needs. The Norwegian Red Cross wants to make an even clearer difference by developing and strengthening our offer of various types of low threshold services, common meeting places, networking measures and one-to-one contact for various groups across Norway.

**General goal: People lead safe and dignified lives and have opportunities to thrive**

### **We want to:**

1. Be a clear spokesperson for humanitarian values and rights in everything we do.
2. Reduce loneliness and isolation.
3. Reduce feelings of exclusion and strengthen coping skills.
4. Give people an opportunity to thrive and develop their local communities through volunteering.
5. Contribute to meeting the basic humanitarian needs of people not covered by the welfare state's health services and safety net.
6. Develop further the Norwegian Red Cross' Care program with the expertise and capacity to respond to the needs of local communities.



### **3. HOW we will work**

The Norwegian Red Cross has four organisational goals:

#### **3.1 HUMANITARIAN IMPACT:**

**We prioritise and implement effective humanitarian actions**

#### **3.2 STRENGTHENING VOLUNTEERISM:**

**We inspire, mobilise, and retain more members and volunteers**

#### **3.3 TRANSPARENT AND ADAPTABLE:**

**We continue to develop as a transparent and adaptable organisation in line with development in the society**

#### **3.4 SUSTAINABLE AND RESPONSIBLE:**

**We act in a sustainable and responsible way that inspires others**

### 3.1 Humanitarian impact

The humanitarian situation in the world and local communities is changing. To ensure that we meet the needs of people and local communities, we need to strengthen our ability to develop and adapt based on what we know about these changes and needs and how well our activities are targeted. At the same time, we must collaborate well both internally and externally to strengthen our humanitarian activities and secure emergency preparedness measures that make local communities better prepared and ready for action when incidents occur.

We are in a strong position and able to make a major difference. This requires that we use our voice, experience, and knowledge to provide information about humanitarian needs and to influence political actions and priorities.

**General goal: We prioritise and implement effective humanitarian actions**

**We want to:**

1. Further develop our knowledge about, and create acceptance of, the society's vulnerability and humanitarian needs.
2. Adapt our humanitarian activities to current and future needs based on a Norwegian Red Cross Assessment and what we know about the impact of our efforts.
3. Operate coordinated and result-oriented partnerships with public and private stakeholders, between different parts of our organisation, and with sister societies and the wider Red Cross and Red Crescent movement.
4. Improve our expertise and capacity to reduce human suffering and the risk of people committing suicide.
5. Successfully promote sustainable and humanitarian policies that take into account future generations and reduce the humanitarian consequences of climate change.





## 3.2 Strengthening volunteering

A volunteer in the Norwegian Red Cross is someone registered in an activity or position and who performs voluntary work for us at least once a year. Voluntary work in the Norwegian Red Cross is unpaid work, in line with the seven fundamental principles of the International Red Cross and Red Crescent Movement.

Volunteerism is the engine that drives the Norwegian Red Cross. It is the volunteers who make it possible for us to undertake large-scale humanitarian initiatives. We must attract, mobilise, and retain more volunteers to strengthen our humanitarian efforts and avoid overburdening individuals. To achieve this, we must adapt to volunteering which is evolving. Many young people increasingly want to make a difference on issues they are passionate about. They want to get involved quickly and contribute when they can. At the same time, the Norwegian Red Cross manages voluntary activities that require that we attract and retain volunteers who will develop a high level of expertise, become leaders and who want to and can deliver when needed. To attract and retain various types of volunteers, the Norwegian Red Cross must facilitate a range of opportunities for people to become volunteers and make volunteering easy and meaningful.

**General goal: We inspire, mobilise, and retain more members and volunteers**

### **We want to:**

1. Inspire and recruit more members and volunteers.
2. Induct, train, and put volunteers to work quicker, as well as work to retain existing volunteers and members.
3. Ensure the various ways of volunteering are properly facilitated and monitored and make it possible for everyone to participate.
4. Strengthen local leadership and make it easy to administer voluntary efforts that are adapted to local conditions.
5. Strengthen knowledge sharing and innovative thinking amongst volunteers at local, national, and global level.



### 3.3 Transparent and adaptable

To ensure that the Norwegian Red Cross maintains and strengthens its position as a humanitarian actor, we must improve the capacity of the organisation to adapt to a new reality. This involves providing space both for ad hoc volunteers and for those who are seeking more stable, social networks through their volunteering. However, we must not compromise on quality and the skills that volunteers are required to have within our various activities. To be seen as an attractive organisation for volunteers, we must provide safe and inclusive conditions, look after each other, respect our differences and bring out the best in each other. This means that the Norwegian Red Cross must invest in capable, forward-looking leaders, representatives, and staff at all levels of the organisation. At the same time, we must make volunteering easy and continue to invest in, and use, appropriate and user-friendly digital tools to administer the contributions of volunteers and run the organisation.

**General goal: We continue to develop as a transparent and adaptable organisation in line with development in the society**

#### **We want to:**

1. Develop managers who set direction, engage, and ensure implementation.
2. Further develop a healthy organisational culture based on transparency, inclusion, and mutual respect, as well as well-functioning cooperation between volunteers and staff.
3. Further develop a clear and consistent emergency preparedness culture.
4. Strengthen equality, diversity, and youth participation in all parts of the organisation.
5. Invest in digital solutions and new ways of working to strengthen our humanitarian results and meet privacy requirements.
6. Strengthen our capacity to implement effective innovation and change processes.



### 3.4 Sustainable and responsible

We are a responsible actor in the society, that maintains the confidence of our participants, volunteers, donors, and the society at large by acting in an ethical and sustainable manner. To ensure this, we must develop further and improve in a number of important areas. The increased complexity and level of risk in humanitarian action means that we must sharpen our focus on safety and how we take care of the volunteers and participants in our activities. At the same time, the increasing need for our activities regardless of the interests of individual donors, means that we must strive to increase our sources of funding. The need to work together to achieve the UN Sustainable Development Goals and the goal of mitigating climate change by 2030 means that we must work proactively and effectively to contribute to the attainment of these objectives. Climate change has humanitarian consequences for people around the world and hits hardest the most vulnerable. By taking climate responsibility, we will prevent and reduce the humanitarian consequences without compromising our humanitarian efforts.

#### General goal: We act in a sustainable and responsible way

##### We want to:

1. Address people's safety, vulnerability, and rights in connection with our activities and take care of volunteers, staff, and delegates.
2. Ensure that the Norwegian Red Cross aims to perform its work in a sustainable and ethical manner, with specific, appropriate, and measurable objectives aimed at reducing our climate and environmental footprint.
3. Create new, and grow existing, sources of funding that ensure our capacity to implement and our independence.
4. Ensure there is transparent, regular, and readily accessible information about how we spend resources and deliver results.
5. Influence decision-makers, the Red Cross and Red Crescent movement, and the society in general to act in ways that prevent and mitigate the humanitarian consequences of climate change.

