



READY TO ACT

INTERNATIONAL STRATEGY

DANISH RED CROSS
2022-25

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STRATEGY OVERVIEW

The 2022 – 2025 International Strategy for the Danish Red Cross sets the overall direction and priorities for how we will work with people, communities, and partners towards positive change.

The strategy identifies three key changes – **breakthroughs** – which if achieved can positively transform the lives of the people we work with and for. The breakthroughs are ambitious, but achievable if we cooperate with others and galvanise broad support. To deliver towards these breakthroughs, the Danish Red Cross will work through a number of key **strategic initiatives** identified as the most pertinent for the Danish Red Cross to prioritise. In some areas, our ambition is to be among those who **lead**, while in others, we will provide substantial contributions as an active and reliable partner. The breakthroughs where we will lead and key strategic initiatives are presented below.

BREAKTHROUGHS

		
HEALTHY LIVES People live healthy lives and access quality essential health services	DISASTERS DAMAGE FEWER LIVES People anticipate, cope with, and recover from crises	INCLUDED AND SAFE PEOPLE People are included and live safe, dignified, and active lives
LEAD People have capacities to promote, achieve and sustain mental health and psychosocial well-being People affected by crisis and fragility have access to Non-Communicable Disease (NCD) prevention, treatment, care and support	LEAD Communities have adopted anticipatory approaches	LEAD People are protected and included when they find themselves in situations of protracted displacement and migration

STRATEGIC INITIATIVES



STARTING POINT: HUMANITY IS EVERYONE'S CONCERN

For more than a century, the Danish Red Cross has played a prominent role in promoting humanitarian principles and action to save human lives. As a National Red Cross Society, we are firmly anchored in the International Red Cross and Red Crescent Movement. We are a member of the global network of more than 190 Red Cross and Red Crescent societies joined in the International Federation of the Red Cross and Red Crescent societies (IFRC) and a key partner to the International Committee of the Red Cross (ICRC). Through this global network of staff and volunteers we assist and support people in need, irrespective of their political affiliation, religion, ethnicity, gender, or legal status, and promote the well-being and aspirations of people experiencing vulnerability and marginalisation throughout the world.

The very idea of the Red Cross was born on the battlefield to assist soldiers wounded in war. The first ever international delegates of the Red Cross were present to provide humanitarian assistance in 1864, in the battle between Danish and Prussian forces at Dybbøl. Since then, we have promoted humanitarian principles and action and have helped to alleviate suffering in crisis hotspots around the world. We have provided humanitarian aid in the besieged towns of Syria and in countries hit by the tsunami in Asia. We have supported people and communities in coping with the long-term consequences of crises, protracted situations of displacement and marginalisation in numerous contexts around the world. With a foundation in the principles of humanity, impartiality, neutrality and independence, we continue to maintain our presence and be ready to act to alleviate human suffering.

The 2022-2025 International Strategy for the Danish Red Cross works towards our vision of a world in which societies throughout the world are bound by a spirit of community aiming to turn humanity into everyone's concern. The strategy sets the overall direction and priorities for how we work with people, communities, and partners towards ambitious transformations – what we call breakthroughs. The strategy allows us to be flexible and thus able to adapt to the ever-changing contexts in which we work. It allows us to respond to changes that are impossible to predict even with the most advanced foresight analysis.

OUR ENGAGEMENT

Our focus remains on people and communities in need of assistance, who find themselves in situations of vulnerability, or who are marginalised and excluded. For us, our work is not a question of *going the last mile*. The people and communities we work with and for are the point of departure for all of our actions, and as such, our work starts by *going the first mile*. Our aim is to always be present and ready to act on humanitarian needs and challenges in fragile contexts and to drive change so that people can fundamentally and positively transform their lives. To do this, we will reinforce our work on preparedness and anticipatory action, continue to be agile and willing to take calculated risks in volatile environments, strengthen our partnerships and be committed to long-term engagement working for lasting, sustainable results. We will leverage our presence on the ground and draw on the knowledge and experience we have gained from partnerships with local actors, concentrating our efforts in East and West Africa, the Middle East and selected countries in Asia and Europe.

AN INTERCONNECTED WORLD

The work of the Danish Red Cross must pay heed to the key global issues of our time. These issues influence how this strategy lays out our approach to key humanitarian challenges, how we drive towards breakthroughs, and how we prioritise our work.

Events in recent years have made the interconnected nature of our world evident to all of us. Developments in one part of the world can influence what happens in a completely different place, be it different living conditions due to climate change, civil unrest, or war, outbreaks of disease, the introduction of new technology or new economic opportunities. This insight tells us that the state of the world and its problems and solutions to these problems are everybody's concern; we share a responsibility to do something about it – to act.

Climate change

We are seeing severe effects of climate change, with global warming driven by human activity, and large-scale shifts in weather patterns. Climate change is affecting all aspects of life. It is causing rapid changes in land use potential and agricultural practice and is a driver of conflict, displacement, and new disease patterns.

Persistent social, economic, gender and age inequalities leaving many behind

Global imbalances continue with persistent social, economic, gender and age-based inequalities. Over the past three decades, income inequality has increased in most parts of the world. While hundreds of millions of people have been lifted out of extreme poverty, hundreds of millions remain trapped in poverty, and the risk of falling into extreme poverty in fragile contexts is increasing. Major progress has been made in meeting basic needs for many groups, but we still see persistent or growing inequalities based on gender, age, religion, ethnicity or legal status, which leaves too many behind in terms of lack of access to basic services and decent living conditions, especially in fragile contexts.

Covid-19 pandemic

On top of the above imbalances, the Covid-19 pandemic has claimed millions of lives and has pushed many people back below the poverty line. This evolution from a health crisis to a socio-economic crisis will have short-, medium- and long-term repercussions in a wide range of areas. The full ramifications of this remain to be seen.

Growing discontent

In many parts of the world, the adverse effects of climate change and persistent inequalities are giving rise to growing discontent. A group of countries are caught in a permanent state of challenged governance characterised by limited capacities to provide basic services to their populations. Some governments hold a weak legitimacy in the population's eyes and may, in some cases, not control the entire national territory. Today, humanitarian crises are increasingly concentrated in these fragile parts of the world.

Complex patterns of conflict

We are witnessing increasingly complex patterns of conflict that involve many disparate actors and fragmentations of organised armed non-state actors. These patterns affect the dynamics of conflict, including the turn to violence, intra-state conflict and targeting of civilians. These changing patterns and fragmentations, coupled with increasingly protracted conflicts, bring a series of challenges to humanitarian actors.

Syria: Syrian Arab Red Crescent volunteers provide psychosocial support to children, who are among those suffering the most due to the crisis that started more than ten years ago.



Trends and dynamics

In addition to all the issues noted above, several other trends and dynamics offer both opportunities for positive change, as well as the opposite. These include digitalisation and the development of artificial intelligence, increasingly educated populations, and the growing economic value of knowledge. Moreover, we are experiencing profound changes in societal structures, where we see a move towards new ways of network organisation, demographic shifts, and increasing global interconnectedness, as well as a tendency towards government policies becoming more focused on domestic politics and humanitarian aid becoming increasingly politicised.

Our world today is faced with daunting problems and difficult dilemmas that need to be addressed. For some, the magnitude and complexity of the task ahead may cause apprehension and indecisiveness. For the Danish Red Cross, the nature of the task inspires us to act.

Three key humanitarian challenges

We have identified three key humanitarian challenges as the most pertinent ones for the Danish Red Cross to act on. These key challenges centre on humanitarian problems related to three topics – health, disasters, conflicts & crises, and migration, displacement & exclusion. These challenges affect people directly and put them in situations of vulnerability that require outside support. The key challenges feed into the global challenges identified in the IFRC 2030 strategy and represent key areas in which the Danish Red Cross has a special role to play.

The humanitarian challenges addressed by the strategy are characterised by the complex needs that arise when people find themselves in situations of protracted vulnerability and by the uncertainty caused by crises in fragile settings. These situations and settings include the cycle between conflicts, be they protracted conflicts or situations of sudden onset violent conflicts, post-conflict, peace and continued fragility, or the cycle in between recurrent disasters and protracted situations of displacement.

Millions of people are in need of both long- and short-term assistance, protection and support to build resilience, and there is an ever-increasing need for long-term, sustainable approaches and durable solutions to meeting these needs. Many people living in fragile situations are trapped in situations where the need for humanitarian support is high, and where it is very difficult to find ways to establish stable lives and self-sufficiency.

An increasing number of people live in areas with inadequate government structures in urban or peri-urban areas, or in areas where state-authority is contested, or in areas that are controlled by non-state actors. The result is a more complex environment for people to access humanitarian aid, and for humanitarian actors to provide it.

Health: People have inadequate access to quality health care in fragile settings

Half the world's population have inadequate access to quality health care, and the problem is more pronounced in fragile contexts. A decline in available public health services coupled with a lack of qualified health personnel, essential medicines, and poor equipment adds to the barriers to health care and creates distrust in health services.

An increasing number of challenges related to urbanisation adds to inequities and risks linked to health. This puts vulnerable groups at high-risk in terms of both communicable diseases (including epidemics), and non-communicable diseases, and places them in a double health crisis characterised by and further affecting a range of mental health issues. These mental health issues are often not recognised or go unnoticed by those who are affected, authorities and the humanitarian sector.

Disasters: People are affected by more frequent and more costly disasters, crises, violent conflicts and health emergencies

More frequent and extreme weather events impact more people more severely than ever before. Although each disaster generally claims fewer lives, the material losses are increasing, and the frequent recurrence of extreme weather is becoming an almost permanent feature in certain parts of the world. As in the past, people forced to live on marginalised land or in informal settlements are taking the brunt of the burden. Survivors face increasing losses in terms of lost homes, assets, and income and face a deterioration of health, which adds to the stress of an already uncertain future.

Armed conflicts are increasing in number, while current crises and conflicts are more complex and protracted than those of the past.

Resilience is increasingly being eroded, as the frequency of disasters, crises and emergencies leaves little time for affected people to recover and rebuild their lives. For many people the problem is further exacerbated because they live in fragile settings. Moreover, people and communities living in fragile settings are particularly vulnerable to disease outbreaks, and most major epidemics in the world happen in complex emergencies.

Migration and Displacement: People are excluded and unprotected

The size, scope, and complexity of patterns of displacement and migration and resulting vulnerabilities have increased significantly and are expected to further increase with climate change, protracted crises, and growing inequalities between different regions of the world.

People displaced from their homes and communities, forcibly or not, live a life on hold in between war and peace, home and away, often in fragile contexts and excluded from existing structures, exposed to exploitation and violation of human rights, social stigma and a range of risks to their health and well-being. Host communities are often affected by scarce resources and insufficient support structures, challenging the social cohesion of settings marked by displacement and migration.

Ethiopia: Moges, who was injured in a car accident, and his son, are among those who have received cash assistance from the Red Cross Movement.



THE FOUNDATIONS OF THE STRATEGY

This strategy is based on a number of key foundations, which build on our strengths and successes, our unique position and mandate, the people and communities we place at the centre of our work, our focus on developing new solutions, and the global frameworks we work within.

Danish Red Cross strengths and successes

The backbone of the Danish Red Cross is our strong volunteer base of more than 35,000 volunteers anchored in more than 200 local branches in Denmark. Through our branches and our activities that address some of the key vulnerabilities in Danish society, we continue to position ourselves as a major civil society actor that delivers results on alleviating humanitarian problems in Denmark. Our solid base and results at a national level are essential in giving credibility and legitimacy to our global engagements: we act to promote humanity – in our national context and globally.

We are united across our local branches, national departments, youth organisation the Danish Red Cross Youth, and international work in a close-knit community as one Danish Red Cross. We are committed to working together to support and advocate with and for people in vulnerable situations, sharing knowledge, experience and good practices across regions and borders.

In our international actions, we are recognised as a fast and agile emergency responder worldwide, including in epidemic and pandemic preparedness and response. Moreover, in recent years, the Danish Red Cross has successfully influenced the humanitarian agenda on the need to include mental health and address treatment of non-communicable diseases during emergencies. We have done this based on solid technical knowledge and by leveraging the International Red Cross and Red Crescent Movement (the RCRC Movement) as a global platform to drive change. We can do this on the basis of our longstanding technical expertise and strong partnerships that we have nurtured and strengthened over the years.

We will build on these successes, renew our efforts to do more and do better, and work towards the new priorities outlined in this strategy. In some areas, our ambition is to be among those who lead, while in others, we will provide substantial contributions as an active and reliable partner.

The Red Cross and Red Crescent Movement's unique position and mandate

The strategy builds on the unique position of and mandate of the International Red Cross and Red Crescent Movement. It is a truly global network that covers more than 190 countries and which is anchored in an extensive base of volunteers and staff who work in line with the fundamental principles of the RCRC Movement.

As a Red Cross National Society, our actions are guided by the IFRC Strategy 2030 – our collective plan of action to tackle the major humanitarian and development challenges of this decade, and by our partnership with the ICRC 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. As a member of the RCRC Movement, the Danish Red Cross engages in close partnerships with selected national Red Cross and Red Crescent societies. We will use these bilateral engagements to support initiatives that rethink and improve the way we work as the world's leading global and local humanitarian network.

The RCRC Movement is a global movement of local actors and is uniquely placed to address the humanitarian challenges that lie before us. With this strategy, we renew our commitment to using the position of the Danish

Red Cross as a member of this global movement to have the biggest possible impact. The role and mandate of the Red Cross and Red Crescent is embedded in international and national law and policy. States first recognised our role in the Geneva Conventions, and now subsequently endorse specific mandates in resolutions at the International Conferences of the Red Cross and Red Crescent (held every four years). The RCRC national societies hold a special status, obligation, and opportunity to fill humanitarian gaps, and for a time-limited period, to provide services where the state is not able to, working in complementarity with or in support of national and local authorities. This mandate is referred to as the auxiliary role. The auxiliary role also provides a space to engage with duty bearers such as representatives of authorities to bring issues face by vulnerable groups to their attention, encourage them to respect international humanitarian law, enforce rights and hold them accountable.

People and communities at the centre: turning the last mile into the first

Our focus remains on people and communities living in fragile contexts in need of assistance, who for many different reasons find themselves in situations of vulnerability, or who are marginalised and excluded. While the people in need of our assistance will differ depending on the specific context, we will have a particular focus on groups with the most urgent needs and who are most at risk, for example, based on gender, age, religion, ethnicity or legal status. The Danish Red Cross has a track record of applying a gender lens and working actively to empower women and girls – as well as young men and boys – in contexts where they are specifically vulnerable, among others by improving their access to relevant services and increasing participation.

We will work to ensure that we do no harm and that no one is left behind, left out or left unsafe, and to ensure that our actions have a lasting, positive impact for communities.

Reaching people in need of assistance, who are marginalised, excluded, or otherwise find themselves in situations of vulnerability is often described as *going the last mile*. In this strategy, we turn this upside down and are guided by the principle of *turning the last mile into the first mile*. The people we work with and for are not merely at the receiving end of things; they are the point of departure for our actions. This means that our actions are based on their needs, hopes, and aspirations, and together with them, we mobilise our collective knowledge, resources, and skills in the pursuit of sustainable solutions and change for the better. We are accountable to the people, communities, and partners that we work with and for, and we encourage them to also be accountable and assume due responsibility for their own actions.

We place learning and accountability to the people and communities we work with at the centre of all our actions, mobilising our collective knowledge, resources, and skills in the pursuit of sustainable solutions and change for the better.



Focus on new solutions and ways of working

We commit to reflecting critically on challenges and problems and trying out new or alternative types of solutions and ways of working, when these can bring added value and increase impact for the people we work with and for. We will promote creativity and remain willing to take calculated risks.

Global frameworks and commitments

The strategy is firmly anchored in global frameworks and commitments and the opportunities and obligations these provide for large-scale collective coordinated action. We are guided by the Statutes of the International Red Cross and Red Crescent Movement, and we work to implement resolutions of the RCRC international conferences. In situations of armed conflict, we are specifically authorised by international humanitarian law to carry out humanitarian activities, and we have a mandate to promote the Geneva Conventions and international humanitarian law at all times. We work to promote the realisation of international human rights norms. We are guided by the IFRC 2030 strategy and our work is firmly anchored in other frameworks such as the Sustainable Development Goals, the Agenda for Humanity and the Grand Bargain, the Sendai Framework of Action, the Global Compacts on Refugees and Migration and the commitments of the Core Humanitarian Standard framework. This implies that we will contribute towards the goals, targets and commitments of these frameworks and work within these frameworks to mobilise action for the breakthroughs.



The Danish Red Cross international strategy 2022-2025 contributes towards the goals, targets and commitments of key international frameworks. With regard to the SDGs, we will particularly contribute towards and mobilise support for the SDGs presented above.

BREAKTHROUGHS – WHAT WE WANT TO ACHIEVE

The strategy identifies three key changes - breakthroughs - which if achieved can fundamentally and positively transform the lives of the people we work with and for. The breakthroughs are ambitious, but achievable if we cooperate with others and galvanise support within and outside the RCRC Movement. It is not just about stretching our current performance; to succeed, the breakthroughs may call for a paradigm shift, for instance by adopting new approaches, forming new partnerships and alliances, finding new financing modalities and allowing for broader risk-willingness.

THE BREAKTHROUGHS



HEALTHY LIVES

People live healthy lives and access quality essential health services

Why this is important

If people and communities in fragile settings have capacities and opportunities to prevent and manage poor health conditions and disease, existing and emerging health risks can be reduced, and lives will be saved. Also, people need to be empowered to prevent illness and distress and to achieve and maintain good health, physically as well as mentally. Further, they need to be able to access essential health services in a strengthened accountability interface between people, communities, and health systems.

The transformations we want to contribute to

The Danish Red Cross will save lives and reduce health inequalities and existing and emerging health risks with a focus on fragile settings. We will mobilise and support efforts to strengthen access to essential and lifesaving health assistance in emergencies, protracted crises and disasters. We will emphasise building the capacities of individuals and communities to prevent and manage health conditions and thereby strengthen their resilience, and work to strengthen the interface between people, communities, and health systems to promote a sense of trust, safety, access to health and health-seeking behaviour.

We aspire to take the lead in promoting two transformations in particular:

LEAD

People have capacities to promote, achieve and sustain mental health and psychosocial well-being

We recognise that there is no health without mental health, and we aim to prevent further distress and promote mental health and psychosocial well-being for people affected by crisis and fragility. While mental health and psychosocial needs are not always visible, they are real, urgent and can be life-threatening.

Mental health needs and psychosocial needs increase extensively during and after emergencies, and in situations of violent conflict or migration. To prevent further distress and development of mental ill-health, we will focus on early responses such as psychological first aid. We will promote well-being through basic services and focused psychosocial activities, and referrals for further treatment of mental ill-health. We will advocate for and support mainstreaming of mental health and psychosocial support in integrated emergency responses, and in safe and inclusive community services.

LEAD

People affected by crisis and fragility have access to Non-Communicable Disease (NCD) prevention, treatment, care and support

In many countries affected by fragility, crises and natural disasters, there is an increasing burden of NCDs – also known as chronic conditions – such as diabetes and cardiovascular disease. To prevent disability and premature death, it is essential to ensure continuity in the prevention, treatment, care and support delivered across different healthcare providers and empower people and communities to live healthy lives and manage these conditions. We will support local partners working with communities and governments to bridge the gaps in access to NCD prevention, treatment, care and support in fragile contexts and humanitarian crises. We will work with global partners for scale, quality, and for integration of NCD care into global health and humanitarian systems.



DISASTERS DAMAGE FEWER LIVES

People anticipate, cope with, and recover from crises

Why this is important

If people and communities in fragile settings have capacities, resources, and opportunities to anticipate, prevent, mitigate, and respond to and recover from disasters and crises such as natural disasters, climate-related extreme weather events, violent conflict, epidemics and other health emergencies, lives will be saved, and suffering and loss of livelihoods will be reduced. People and communities will be able to reduce their exposure and susceptibility to such shocks and events and will be able to proactively reduce the impact of such shocks and events on their lives.

Developing community capacity to identify and manage risks is vital to reducing vulnerabilities and to implementing practical, effective actions to protect lives and livelihoods. Investment in disaster risk reduction, promotion of international humanitarian law in times of peace, and building resilience not only save lives, they have also proven to be a good return on investment. Moreover, investments in supporting communities in early detection and early action are key to contain and reduce the spread of infectious diseases.

The transformations we want to contribute to

The Danish Red Cross will contribute to increased humanitarian impact by reinforcing and strengthening the prevention, preparedness, disaster risk reduction and response capacity of Red Cross and Red Crescent national societies to reach people in need with timely, relevant, and quality assistance. Whenever possible, we will act before a health emergency, conflict or disaster occurs through anticipatory modalities such as early warning systems, which enable contingency planning and increased preparedness for early action and emergency response.

When called upon, we will be a rapid, agile, and reliable responder on the ground providing support to affected populations in a timely, efficient, and dignified manner. We will do so in cooperation with national Red Cross and Red Crescent societies, the International Federation of Red Cross and Red Crescent Societies and the International Committee of the Red Cross. During armed conflict and other situations of violence, we will support the International Committee of the Red Cross and national societies in providing protection and assistance to affected populations. We will also work with the International Committee of the Red Cross to support national societies in fulfilling their mandate to promote the upholding of international humanitarian law and their mandate to strengthen humanitarian diplomacy efforts to ensure that people affected by armed conflict and other situations of violence are protected and have access to relevant services.

We aspire to take the lead in promoting one transformation in particular:

LEAD

Communities have adopted anticipatory approaches

The ability to anticipate and prepare for crises, disasters and health emergencies is an essential factor in mitigating their impact and in protecting lives and livelihoods. Forecast-based Action (FbA) is a highly effective anticipatory approach that combines scientific forecasting and monitoring of triggers with the development of early action protocols and reliable funding mechanisms. This enables collective humanitarian action by local actors and partners in anticipation of crises, disasters and health emergencies. This contributes to a transition away from solely reactionary response to crises, disasters and health emergencies. Instead, we will also invest in early and anticipatory action that is supported through the release of reliable and rapidly available financing and funding for preparedness.

By promoting innovative technologies to process data and apply the findings and predictions of forecasts, we will continue to support local partners' work with communities and authorities to design and deliver cost-effective, well-targeted and timely early action in anticipation of health emergencies, crises and disasters.



INCLUDED AND SAFE PEOPLE

People are included and live safe, dignified, and active lives

Why this is important

If people and communities in marginalised situations have capacities and opportunities to exercise their rights and maintain their dignity, they can actively contribute to societies where duty bearers are accountable, and where empowerment and inclusion prevail. People can be in charge of their own lives and access opportunities to enjoy increased participation in economic, social, and cultural life and proactively reduce the impact of structural and social exclusion, stigma, and discrimination on their lives.

In fragile contexts where long-term recovery from any crisis is challenged by the protracted character of the situation, existing vulnerabilities risk becoming chronic, and special efforts are needed to address such accumulated and longer-term vulnerabilities.

The transformations we want to contribute to

The Danish Red Cross will contribute to changes that will reduce or mitigate the specific needs and vulnerabilities of people living in protracted situations of vulnerability, brought about by poverty, marginalisation, discrimination, exclusion, and violence, in particular in urban and peri-urban settings. This can include those who are excluded from governance and protection systems and who experience isolation and social and economic insecurity because they are faced with unreliable and unpredictable means of support or subsistence that make it difficult to ensure their livelihoods. With communities in the lead, and together with partners, we will

strengthen the engagement with duty bearers to encourage them to respect and enforce rights and to stand accountable to their constituencies.

We will work with communities, civil society organisations, other partners, local and national authorities, and other stakeholders to reduce the multiple risks stemming from inadequate access to basic services and opportunities to actively participate in society. We will take a balanced view of the risks and vulnerabilities as well as the many opportunities that, for instance, urbanisation brings to people, and work to support the creativeness and innovation potential found in urban environments, not least among the urban youth.

We aim to ensure that the diversity of societies is reflected in the identification of needs and solutions in which people can play an active role in creating an environment where all can live safe, dignified, and active lives.

We aspire to take the lead in promoting one transformation in particular:

LEAD

People are protected and included when they find themselves in situations of protracted displacement and migration

In situations of protracted displacement or migration, which are characterised by entrenched vulnerability, impoverishment and marginalisation, we will work towards enhancing inclusion and contributing to durable solutions, both when the people we work with find themselves in a host country and if and when they return to their country of origin.

Displaced people or migrants are often unable to take steps that allow them to reduce the vulnerability, impoverishment and marginalisation they face as displaced people. We will address the challenges that prevent displaced people or migrants from overcoming these problems so that they will be able to regain a self-sufficient and dignified life and ultimately find durable solutions that ensure their well-being and livelihoods.

Taking a local, regional and cross-regional approach, we will work with partners, local and national authorities, and humanitarian actors to improve social integration and support opportunities for refugees and stranded migrants to restore a sense of normality and safe and dignified everyday life. Addressing the challenges of a *life on hold* and the consequences of marginalisation, we will help people to re-connect with family members and work for solutions where skills and resources for self-efficacy and self-sufficiency can be maintained, in support of perspectives for a sustainable future, regardless of where this may be. Host communities will be involved as a crucial element in the inclusion of groups in vulnerable situations.

As migration, whether internal or international, is a key driver of urbanisation, we will focus on the opportunities and challenges urbanisation brings to internally displaced people, migrants and refugees and explore how these groups are affected, and best assisted, in urban and peri-urban settings.

Acknowledging the increasing challenges brought about by climate change, we will pay specific attention to climate displacement and protection and longer-term solutions for those affected by climate change.

**Niger: Volunteers from Niger
Red Cross support migrants,
who find themselves in
vulnerable situations along
the migration route.**



STRATEGIC INITIATIVES – WHAT WE NEED TO DO

The strategy identifies a number of key strategic initiatives that are essential to support the transformations described under the breakthroughs. The strategic initiatives have been selected as the most pertinent for the Danish Red Cross to prioritise, based on an extensive range of consultations. For some strategic initiatives, our ambition is to be among those who lead, while in others, we will provide substantial contributions as an active and reliable partner.

The strategic initiatives supporting the breakthroughs are grouped under the following headings:



**Engage &
influence the
humanitarian
agenda**



**Promote
data-informed
decision-making
and action**



**Cultivate
localisation**



**Increase financing
for development
& humanitarian
action**



**Mobilise
partnerships
for sustainable
change**



ENGAGE & INFLUENCE THE HUMANITARIAN AGENDA

Why this is important

The ambitious breakthroughs cannot be achieved without policy change and broad public engagement. Long-term sustainable solutions and change for the people and communities living in fragile contexts that we work with is impossible without an enabling environment and broad mobilisation.

Our primary focus will be to:

LEAD

Mobilise and engage our volunteers and the public in Denmark in key humanitarian issues

We aim to turn humanity into everyone's concern in Denmark. We will build on our backbone of a strong volunteer base and the ability of the Danish Red Cross to engage the broader Danish public in the humanitarian issues we encounter in fragile contexts. We will continue to build trust, engagement, and support, and reinforce our position as a key international humanitarian actor strongly rooted in Danish society.

We will build on and expand our current base of engaged volunteers and supporters to strengthen our readiness to act with a strong focus on engaging youth. We will raise awareness of the key humanitarian challenges and breakthroughs and further promote the message that we are part of a humanitarian movement that brings people together using a wide range of platforms, including educational material.

CONTRIBUTE: Advocate for policy change within all three breakthroughs and maximise our impact on the humanitarian agenda

We will scale up our efforts to pursue policy change and agenda setting within each breakthrough where it will have the biggest effect.

We will increase our systematic engagement with policymakers and key change makers such as authorities, decision-makers, donors, the RCRC Movement, and other partners to jointly drive policy changes in Denmark, the EU and globally. In partnership with national societies, we will strengthen our engagement to influence policy priorities, investments and financing decisions that can create sustainable conditions for healthy lives, ensure that disasters damage less lives and that people in vulnerable situations are included and live safe, dignified and active lives.

We will mobilise partners, the public and our broad volunteer base in Denmark to form alliances across industries and promote accountability towards core global commitments and agreements.



PROMOTE DATA-INFORMED DECISION-MAKING AND ACTION

Why this is important

Key to achieving the identified breakthroughs and to contributing to positive change is the ability to ensure that action taken is relevant, timely, does no harm and is based on the needs and capacities of the communities and people we work with. Access to relevant data will enable communities to make informed decisions and take action to save lives, prevent further crises and protect homes and livelihoods.

Against the backdrop of rising fragility, vulnerability and inequality, we will ensure our efforts are tailored to the local context and adjusted to changing needs, and that they take a *do no harm* and conflict sensitivity approach.

Decision-making and action must be informed by data and based on evidence so that the Danish Red Cross can be a reflective, agile and context-responsive organisation driven by a cycle of continuous learning and improvement for greater impact. In line with our Core Humanitarian Standard commitments, we renew our commitment to ensuring that decisions are data-driven and evidence-based and we will continue to strengthen the quality of our work.

Our primary focus will be to:

CONTRIBUTE: Place communities at the centre of data collection, analysis, and use

We will promote an approach by which data must be collected, analysed, and used as close to activities on the ground as possible to ensure localised learning, decision-making and ownership of activities. This requires that data processes and systems be action-focused and action-driven. Communities, volunteers and staff must have the ability to systematically collect, analyse and use data in strategic, project and day-to-day decision-making in preparedness and response.

We will explore ways in which the Danish Red Cross, together with our partners, can cooperate with communities to determine which data to collect, how to use the data and how to share data with communities. This will include strengthening data literacy within communities to jointly collect and analyse data for decision-making on community action and change.

The data will be core to working with communities in data-informed decision-making processes to create sustainable conditions for healthy lives, that disasters damage fewer lives, and that people in vulnerable situations are included and live safe, dignified and active lives.

CONTRIBUTE: Drive innovative solutions for data analysis and use

We will explore and test different approaches, methods and partnerships for data collection, analysis and use. Working in fragile and volatile contexts poses distinct challenges in this regard and an explorative, agile, and responsive approach is essential. We will cultivate partnerships with, for example, the IT sector and academia, in support of a more innovative approach to new technologies and use of data, applying knowledge of existing trends (e.g., open-source data), and taking advantage of the many relevant solutions, methods and learning that already exist.

This will vastly expand the pool from which we mobilise our collective knowledge and will simultaneously lower the cost of generating data and enhance data reliability.

CONTRIBUTE: Strengthen data management processes, systems and platforms

We will strengthen how we work with data and how our systems can contribute to the achievement of the breakthroughs. We aim to build data literacy within the Danish Red Cross and among staff members in our partner national societies. This includes strengthening the common understanding across the organisation and with our partners on how to plan for, collect, analyse and store high-quality data, and how to use the data for decision-making with due consideration for the challenges of working in fragile settings. It also includes carefully considering methodology in our approach to data, using disaggregated data for better understanding of different needs and safeguarding people's personal information so that we can live up to our *do no harm* commitment.

Solutions must match the processes, frameworks, models, and systems of national societies, and ensure interoperability with existing setups and systems, enabling better collaboration with national societies on data collection and analysis.

**CULTIVATE LOCALISATION****Why this is important**

Local and national actors play a pivotal role in securing effective assistance and response as well as wider social and developmental change in support of the three breakthroughs. Localisation through partnerships, institutional strengthening, and capacity building of partners is key to promote and maximise the comparative advantages and accountability of local and international actors to achieve better results and more sustainable impact. It is key in ensuring both access to efficient, effective and fit-for-purpose humanitarian assistance and the rooting of positive social changes and developments in the local context, which will likely increase their sustainability.

We will promote localisation through partnerships, institutional strengthening, and capacity building with our RCRC partners in their role as key national and local actors and responders in fragile settings. We will support and enable locally led interventions by promoting and supporting local decision making and enable action that is defined by local partners and is focused on developing local capacity and local leadership through formal and informal partnerships and structures.

Our primary focus will be to:

LEAD

Cultivate localisation beyond national Red Cross and Red Crescent societies: broad local action and empowerment of communities

We will play a leading role in supporting our RCRC partners in engaging and working more with local and community organisations and structures to multiply and stimulate impact at the local level to address local fragilities.

We will work with national RCRC societies to leverage partnerships at local level for broad engagement of different types of local actors in actions and solutions.

This will include leveraging the unique network of local RCRC branches at community level to play a key role as facilitators of the strengthening of civil society and community engagement in fragile settings or areas where state structures and civil society are weak or non-existent. We do this to anchor capacity development in communities, build local resilience and ensure sustainability.

We will support national RCRC societies in actively working and engaging with partners and formal and non-formal community structures, and in multiplying partnerships at local level. A key focus area will be the engagement of volunteers, with a particular emphasis on youth. This will also include facilitation of collaboration with youth organisations.

CONTRIBUTE: Strengthen our partnerships with national RCRC societies

We will continue to pursue reciprocal partnerships with selected national RCRC societies to support them in sustainable, long-term institutional strengthening and capacity development.

This will include a focus on accountability and compliance, strengthening humanitarian diplomacy, targeting duty bearers, and engaging the local population in promoting the breakthroughs. It also includes the ability to advocate for increased financing for the breakthroughs and populations in vulnerable situations.

CONTRIBUTE: Support enhanced response capacity of national RCRC societies

We will support national RCRC societies in enhancing their response capacity and strengthening their role as first responders in line with the role that they have been assigned by relevant government authorities.

Our support will be firmly anchored in national RCRC societies' plans, priorities and procedures, and in the wider RCRC Movement initiatives as well as in relevant global commitments. Our support will focus on areas where we have a relevant experience and where our support will have the biggest impact, for example, in epidemic preparedness and response, psychosocial support, non-communicable diseases in emergencies, logistics, forecast-based action, and relief and cash assistance.



INCREASE FINANCING FOR DEVELOPMENT AND HUMANITARIAN ACTION

Why this is important

Large-scale investments from both public and private actors are needed to drive the changes required to achieve the breakthroughs. This includes increasing financing through existing financing instruments as well as activating new financing modalities and models.

The value of blending various sources of financing is broadly recognised, but practical solutions to scale up and complement a traditional project funding approach to a broader financing approach are at an early stage.

Our primary focus will be to:

LEAD

Promote investment and financing in support of breakthroughs

We will join forces with others to increase timely financing for development and humanitarian action in support of the key breakthroughs.

We will build on our experience and engage in broad alliances and partnerships to explore new models for increased investment in local action in fragile settings. This will require a willingness to take calculated risks in order to underpin a shift towards a broader range of financing solutions to achieve the breakthroughs.

We aim to inspire system-wide engagement to mobilise financing for the breakthroughs. This implies the use or adoption of traditional finance approaches in new contexts or applications to create new opportunities, secure further or new resources, partnerships and bigger impact.

We will explore a range of non-traditional mechanisms that blend public-private financing and risk transfer models. We will engage with foundations, private investors, community associations, other civil society organisations, and governments to collaborate on co-creating new solutions and bring about greater efficiencies and impact in support of the breakthroughs. It is our ambition to contribute to setting and driving an agenda that places the RCRC Movement as a leading stakeholder in this change process.

LEAD

Mobilise financing and technology to support anticipatory action

Building on our experience, we will further expand our efforts to tap the potential of alternative financing and technology innovation in support of timely and anticipatory local action in fragile settings.

With anticipatory financing we aim to increase the ability of vulnerable populations to mitigate the impact of disasters, crises and emergencies. This will include insurance and forecast-based financing tools that use climate and weather forecasts, as well as epidemiological data, to trigger timely funding for humanitarian response before hazards hit exposed populations.



MOBILISE PARTNERSHIPS FOR SUSTAINABLE CHANGE

Why this is important

Our success in driving the breakthroughs will depend on our ability to leverage the full potential of strategic partnerships across the RCRC Movement and with other partners from the private sector, governments, academia, civil society, and funding agencies, among others.

Only through collaboration and joint initiatives will it be possible to pursue the breakthroughs in a manner that is impactful, efficient, effective, and sustainable.

Our primary focus will be to:

LEAD

Engage in strategic transformative multi-stakeholder partnerships for collective impact

We will engage in and convene multi-stakeholder partnerships that can drive positive change for the communities and people living in fragile settings that we work with.

We will harness the combined know-how and resources of strategic partners such as national RCRC societies, national civil society organisations, community organisations, the RCRC Movement, governments, the private sector, international NGOs, academia and other key stakeholders.

These partnerships will amplify our collective progress towards the breakthroughs. The partnerships will amplify our reach, improve solutions, and strengthen alliances and our collective global advocacy efforts and achievements. Further, the partnerships will complement and multiply our capacities in creating evidence and joint learning, they will promote localisation, and they will leverage financing in support of the breakthroughs.

CONTRIBUTE: Strengthen the RCRC movement to enhance collective humanitarian impact

The world is undergoing dramatic changes and the RCRC Movement must constantly reflect on how it can best fulfil its position as a leading actor in the global humanitarian architecture and have the greatest possible impact.

We will invest in leveraging the full potential of the RCRC Movement to achieve the breakthroughs. We will use our position in the RCRC Movement to drive and support initiatives that aim to rethink, reform, and improve the way we work as the world's leading global and local humanitarian network.

We reconfirm our commitment to being an active member of the RCRC Movement that inspires and promotes efficiency and innovation for greater impact in support of the key breakthroughs.

Bangladesh, Cox's Bazar:
Mohammed is 12 years old
and lives in the world's
largest displacement camp in
Cox's Bazar. He and his family
fled violence in the Rakhine
state of Myanmar when he
was eight years old.



ENABLERS – WHAT NEEDS TO BE IN PLACE

We have identified five key enablers that need to be in place in order for us to succeed with the strategy: Human Resources, Finance, Communication, Digitalisation and Supply Chain. Each enabler will be guided by a set of key directions and principles.

HUMAN RESOURCES

Our staff are our most important asset. Their skills, competencies and actions are the basis for our ability to deliver on the strategy. We will ensure that our staff have the support required to carry out their job effectively and that they are treated fairly and equitably.

We will invest in competency development, the security and well-being of our staff and we will uphold clear guidance and norms for staff conduct to ensure we do no harm.

Given our engagement in fragile contexts and the unpredictable nature of our work, we will focus on giving our staff the best possible foundations and conditions to work in and deliver in. We will promote leadership and management skills, robustness, operational flexibility and mobility in our recruitment, competency development and retention. Our capacity to be agile as an organisation requires staff that are bold and responsible, innovative and appreciative of our core approaches and systems, and who can think outside the box while respecting organisational and partner commitments.

We will promote transparency in our management of our staff, making it clear what staff can expect when working for the Danish Red Cross. We will promote diversity and inclusion in our recruitment and management of staff. We will ensure that diversity among our staff is respected and that our communication is inclusive and tailored across headquarters and in the field. We will invest in junior staff as a fundamental part of our staff base and as potential future leaders in the humanitarian field.

FINANCE

Sound and effective finance management is a prerequisite for the work of the Danish Red Cross, and our efforts in this regard are based on the following principles. Our finance management set-up must ensure the best and most efficient use of available resources, and as such, our finance management is based on transparency and accountability in terms of resource allocation and a zero tolerance of corruption. Our finance management set-up must also provide a clear and robust basis for decision-making at all levels of the organisation, and it must ensure high-quality, effective, and timely deliveries both internally in the organisation and externally to partners and donors.

In terms of enabling the international strategy, further strengthening the digitalisation of our finance management set-up is crucial for a transparent and efficient finance management and for our ability to scale our operation further. We will focus on further clarifying and consolidating a division of roles and responsibilities that dovetails with and supports the devolved operational set-up of the Danish Red Cross. We are mindful that

the strengthening and development of our finance management set-up must be in step with our ambitions within innovative financing modalities.

As we will increasingly work in fragile contexts, which are often characterised by weak and erratic finance management systems and control mechanisms, we will pay particular attention to financial risk management. We will continue to place strong emphasis on capacity-building of national RCRC society partners on the ground. We will strive to ensure the highest possible degree of compatibility between our finance management systems and remain committed to ensuring that our support is aligned and coordinated with that of other RCRC Movement partners. We acknowledge that in some of the fragile contexts in which we work, finance management systems are inadequate or non-existent, and we are willing, when needed, to step in and lead financial management until local, viable systems are in place.

COMMUNICATION

Communication is an integrated part of our work and an indispensable function for our performance as a humanitarian organisation. Our reputation and the respect for our special role and tasks form the foundation of our humanitarian work and ensure the popular engagement of the general public that we rely on for our extensive humanitarian efforts. Getting our message across effectively, engaging people and advocating issues to decision-makers is necessary to achieve progress.

We will strengthen our ability to engage with people and inspire them to act. Based on our key areas of expertise, we will communicate on a strong basis of documented experience, knowledge and evidence to stimulate engagement and influence policies that will support the breakthroughs set for this strategy.

We will be open and transparent in our communication about who we are, why we are present and what can be expected of us. We will build capacities among staff and volunteers and support them in their key role as communicators and promote effective and inclusive communication with the people and communities we aim to assist, with our partners and other stakeholders. Speaking with the strong voice of the RCRC Movement, we aim to lead by example to communicate through transnational alliances.

We will ensure that our communication is timely, ethical, and respectful, and we will systematically reflect on our compliance with our commitment to present communities and people affected by crisis as dignified human beings. People are at the centre of our communication and the perspective of the people and communities we aim to assist is the point of departure for what we communicate and how we communicate on their behalf.

DIGITALISATION

Digitalisation is a linchpin in all our work in Denmark and abroad, and we base our efforts in this regard on some key principles. Digitalisation is not an end in itself, but is a means of working better, more efficiently and with greater impact whether it be in terms of data collection and analysis or provision of services and products such as cash transfers or health information. Digitalisation must start from the needs, aspirations and resources of the people we work with and for, and the focus must be on the user. The pace of introducing digital tools and solutions must accommodate those who will use them or benefit from them, whether they be volunteers, staff or people we assist. Digitalisation offers new opportunities and solutions, but we are acutely aware that it also involves ethical dilemmas and challenges, for example, concerning ownership of data and the use of artificial intelligence, and that these must be considered and handled wisely, in a timely manner, and conscientiously. In our work, we will be explorative and seek new solutions, but we will also try to reuse and adapt existing solutions to the extent possible and will scout for partners or collaborators that already have digital approaches

or solutions applicable to the Danish Red Cross and our work. We will apply a digital first approach, meaning that a digital solution will be considered first and assessed in terms of relevance, readiness and applicability in the contexts and situations where it may be used. While this assessment may deem that a digitalisation solution will not be appropriate in a given context, the digital first approach aims to foster an organisational culture that promotes the ability to embrace and incorporate digital innovation systematically and consistently in our work.

We will engage in discussions and reflections about digitalisation in the humanitarian sector and its implications, both in terms of risks and dilemmas as well as the opportunities and solutions it offers. We will reach out to others to form partnerships, to share and to create. Denmark is one of the most digitally advanced countries in the world and has a large knowledge and resource base both in the public and private sector, with vast experience in digitalisation. We will capitalise on our proximity to this and proactively engage in this thriving environment to explore and strengthen partnerships that can drive and support new approaches and solutions in support of the breakthroughs identified in this strategy.

SUPPLY CHAIN

A well-managed supply chain is key to ensure that our partners' and our operations and programs are effective and timely, and that resources are managed and used in a responsible way.

A responsive and flexible supply chain directly impacts our capability and that of our partners to act and support those most in need, and even more so in contexts of fragility characterised by weak supply systems, challenging infrastructure and urgent needs. Our efforts in this regard will be based on a few key principles.

Our increased engagement in fragile settings calls for an urgency to ensure that logistical considerations are included from the onset in the planning of response and longer-term programming to ensure constraints are addressed from the beginning. It also calls for an increased focus on risk management and accountability measures to ensure that the Supply Chain is conducted professionally and transparently with a full audit trail.

In line with our longstanding commitment to localisation, we will prioritize the transfer of skills and capacity building of our own systems as well as support our partners in strengthening their systems. We will work with different support and response modalities ranging from in country presence to global and remote support tailored to needs. With our increased engagement in fragile contexts, we will also attract a robust roster of well-qualified logisticians to deploy at short notice either to our specific operations or those of the International Committee of the Red Cross and the International Federation of Red Cross and Red Crescent societies. In line with our ambitions within health and the needs in fragile contexts we will improve our ability to handle medical-related logistics. We will ensure that the operations of our national society partners are left stronger when our support has been delivered.

We will embrace the spirit of the *Climate and Environment Charter for Humanitarian Organizations*. We will spearhead the Danish Red Cross Operation Climate Responsibility initiative and support RCRC Movement efforts to tackle sources of climate change promoting a greener supply chain deeply rooted in the local context.

STOCKTAKING OF THE STRATEGY – DOING THE RIGHT THINGS RIGHT

Accountability to those we assist and learning from experience are at the core of our strategy. We will ensure that the strategy and the way it is operationalised are driven by a cycle of continuous improvement and adjustments for better capacity building, humanitarian diplomacy and service delivery for affected populations. We will foster an organisational culture where we continue to reflect on whether we are doing the right things and whether we are doing them right. We will make the necessary adjustments to accommodate the ever-changing contexts we operate in and to seize opportunities that present themselves.

A separate performance plan details how we will foster this organisational culture, and how we will monitor and evaluate the strategy. As the strategy aims to inspire engagement and collective action for transformative change, our performance monitoring will focus on the qualitative aspects of change rather than on the quantitative and numeric indicators. This emphasis is articulated in the performance plan through a set of learning questions for each breakthrough and for the strategic initiatives. The learning questions will be addressed through a series of evidence-generating learning activities, including reviews and evaluations. The performance plan also includes monitoring our performance under each of the nine commitments of the Core Humanitarian Standard, with progress audited annually by the Humanitarian Quality Assurance Initiative. The performance plan also includes monitoring of advancements towards selected Sustainable Development Goals. Finally, the performance plan requires us to provide an annual overview of people reached, grouped by breakthrough.

We will use this information to understand how lasting, transformative change happens, and to understand how we are progressing towards the breakthroughs through our own contribution and efforts. The information gathered will also illuminate the collective progress we are making with others, and in turn how we can best bring our strengths into play and maximise our contribution.

OVERVIEW OF BREAKTHROUGHS



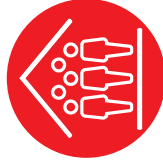
HEALTHY LIVES

People live healthy lives and access quality essential health services



DISASTERS DAMAGE FEWER LIVES

People anticipate, cope with, and recover from crises



INCLUDED AND SAFE PEOPLE

People are included and live safe, dignified, and active lives

The transformations we want to contribute to:

LEAD: People have capacities to promote, achieve and sustain mental health and psychosocial well-being

LEAD: People affected by crisis and fragility have access to Non-Communicable Disease (NCD) prevention, treatment, care and support

CONTRIBUTE: People have access to essential and lifesaving health assistance in emergencies, fragile settings and protracted crises

LEAD: Communities have adopted anticipatory approaches

CONTRIBUTE: Risks associated to disasters are reduced and communities can identify and manage risks

CONTRIBUTE: Response to crises, disasters and recovery is efficient, effective and timely

CONTRIBUTE: People and communities are protected from and prepared for epidemics, pandemics and climate-induced health emergencies

LEAD: People are protected and included when they find themselves in situations of protracted displacement and migration

CONTRIBUTE: Specific vulnerabilities in urban and peri-urban settings of those that are marginalised, living in poverty and often excluded from society are mitigated.

STRATEGIC INITIATIVES



Engage & influence the humanitarian agenda



Promote data-informed decision-making and action



Cultivate localisation



Increase financing for development and humanitarian action



Mobilise partnerships for sustainable change

Our primary focus will be to:

LEAD: Mobilise and engage our volunteers and the public in Denmark in key humanitarian issues

CONTRIBUTE: Advocate for policy change within all three breakthroughs and maximise our impact on the humanitarian agenda

CONTRIBUTE: Place communities at the centre of data collection, analysis and use

CONTRIBUTE: Drive innovative solutions for data analysis and use

CONTRIBUTE: Strengthen data management processes, systems and platforms

LEAD: Cultivate localisation beyond the national RCRC societies: broad local action and empowerment of communities

CONTRIBUTE: Strengthen our partnerships with national RCRC societies

CONTRIBUTE: Support enhanced response capacity of national RCRC societies

LEAD: Promote investment and financing in support of breakthroughs

LEAD: Mobilise financing and technology to support anticipatory action

LEAD: Engage in strategic transformative multi-stakeholder partnerships for collective impact

CONTRIBUTE: Strengthen the RCRC Movement to enhance collective humanitarian impact

The Danish Red Cross is part of the Red Cross and Red Crescent Movement, which is the world's largest humanitarian network of more than 190 national Red Cross and Red Crescent societies. Through this global network of staff and volunteers we assist and support people in need, irrespective of their political affiliation, religion, ethnicity, gender, or legal status, and promote the well-being and aspirations of people experiencing vulnerability and marginalisation throughout the world.