



International Cooperation

Strategic Framework 2021-2030

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Acronyms

CEA Community Engagement and Accountability, **CHS** Core Humanitarian Standards, **DAPS** Dignity, Access, Participation and Safety, **ICRC** International Committee of the Red Cross, **IFRC** International Federation of the Red Cross and Red Crescent, **IASC** The Inter-Agency Standing Committee, **ICT** Information and Communication Technology, **MHPSS** Mental Health and Psychosocial Support, **PGI** Protection Gender and Inclusion, **PGIE** Protection, Gender, Inclusion and Engagement, **PMEAL** Planning, Monitoring, Evaluation, Accountability and Learning, **PSEA** Prevention of Sexual Exploitation and Abuse, **RCRC** Red Cross Red Crescent, **SDGs** Sustainable Development Goals, **SGBV** Sexual and Gender Based Violence.

Introduction and purpose

The Icelandic Red Cross was founded in 1924 and is part of the largest humanitarian movement in the world with over 190 National Societies that make up the Red Cross and Red Crescent Movement. The Movement is home to up to 14 million volunteers ready to provide assistance without discrimination, alleviating human suffering wherever it may be found. National Societies have a unique auxiliary role to their governments, supporting authorities to meet humanitarian needs, while remaining independent and impartial. As part of the International Red Cross and Red Crescent (RCRC) Movement, we have unique access not only to victims of armed conflict under the 1949 Geneva Conventions and the Additional Protocols, but also to those suffering from natural disasters, climate change, poverty and exclusion through our network of local counterparts. Where needed, the local partners can be supported by an international response. The Movement enjoys the reputation of being a trusted international actor. The unique role of the Red Cross and Red Crescent Movement as an auxiliary to the government was once again well noticed, both domestically and internationally, when the COVID-19 pandemic broke out. The Icelandic Red Cross has contributed to international humanitarian assistance for over 80 years.

The Icelandic Red Cross adopted its new strategy¹ at its general assembly on 23 May 2020, setting the foundations for our operations until 2030. The strategy is based on the common strategy of the Red Cross and

Red Crescent Societies, which was adopted by the Annual General Assembly of the International Federation of the Red Cross and Red Crescent in Geneva in December 2019.

The purpose of this strategic framework is to build on the general direction of the strategy and outline the international cooperation of the Icelandic Red Cross. The next sections will explain the three thematic focus areas including their synergies and priority actions, our crosscutting approaches and finally how we work. The annexes include a detailed results matrix for this strategic framework. While priority actions are identified, this strategic framework is not intended as a comprehensive work plan. The second annex maps the frameworks alignment with the strategy of the Icelandic Red Cross and key international frameworks, most significantly the Sustainable Development Goals (SDGs)². For definitions of key concepts in this document refer to definitions published by International Federation of the Red Cross and Red Crescent Societies (IFRC)³.

1. The strategy can be read in Icelandic here: *Stefnan-med-hvatningarordi.agust.pdf* (<https://www.raudikrossinn.is/um-okkur/stefnur-og-log/stefna-2021-2030/>).

2. More information on the SDGs is available here: *THE 17 GOALS | Sustainable Development* (<https://sdgs.un.org/goals>)

3. For Protection, Gender and Inclusion related definitions refer to the IFRC Network PGI Operational Framework available here: <https://pgi.ifrc.org/resources/ifrc-net-work-pgi-operational-framework>



Thematic focus areas

The Icelandic Red Cross is committed to providing technical input to ensure quality operations. We focus on areas where we have built expertise to provide added value and expert support to our partners, while allowing room for growth and learning in areas that are essential to fulfil our mandate as well as our international commitments. Our three thematic focus areas leading to safe, healthy, and sustainable communities are: *Gender Equality and Protection*, *National Society Development and Crises* and *Climate Action*. They overlap and support each other. Within these focus areas we have priorities that will be the main target of our actions in the coming years.

We will operate within other thematic areas, contributing to further goals than those highlighted in this document. We believe that global goals cannot be achieved in isolation; only through multiple actors working together in a holistic manner can real progress be made across the goals. To ensure holistic programmes, we seek collaboration with Movement and non-Movement partners that have additional expertise and know-how. This means that we will support programmes and projects that cover a broader set of thematic areas reflecting our implementing partner's needs, interests and strengths in addition to those of the communities they serve. Our focus remains on ensuring that our priorities are integrated in order to meaningfully contribute to the alleviation of any kind of human suffering.

Below is an outline of the three focus areas 1) *Gender Equality and Protection* 2) *National Society Development* and 3) *Crises and Climate Change Actions*. Further details of the planned outcomes and outputs as well as more detailed priority actions can be found in the results matrix for this strategy in section 7.1 (Annex 1). In section 7.2 (Annex 2) we have mapped out the linkages between our thematic focus areas and the international frameworks that guide our work, most notably the SDGs and their sub targets. This indicates how we aim to contribute to their achievement. It should be noted that our work will also impact the achievement of other SDGs not listed in the matrix,

owing to the fact that SDGs are interdependent. Furthermore, we work with partners on holistic projects that cover a broader set of thematic areas as outlined above. More can be read about this in section 6.3.

Thematic Focus Area 1 Gender Equality and Protection

Output 1.1 Support provided to partners to implement targeted and specialised programmes/projects that protect and empower women and girls and other groups at risk of violence, discrimination, and exclusion.

Output 1.2 Partners supported to integrate Protection Gender and Inclusion in operations.



Gender Equality and Protection overlaps and interlinks with our other thematic focus areas, *National Society Development and Crises* and *Climate Action*. Promoting gender equality and ensuring protection is central to our work. Further, we recognise Mental Health and Psychosocial Support (MHPSS) as a protection enabler and therefore it falls under this thematic focus area. When referring to gender equality in this document, it includes a focus on the empowerment of women and girls.⁴

Inequality negatively affects a large proportion of the global population in one way or another. It affects people's ability to enjoy their rights and fulfil needs, accessing services and the protection they are entitled to, as well as their ability to participate in decision making and public life. Inequality based on people's gender identity is among the most widespread inequality globally. Discrimination and exclusion are closely linked with violence and these issues cannot be addressed in isolation. No one should be left unsafe, left out or left behind. The global Sustainable Development Goals cannot be reached if not all segments of society are reached, therefore gender equality and protection are a crucial area of focus for our work. It's an area that,

4. According to the IASC „Gender Equality and the Empowerment of Women and Girls (GEEWG) programming is a term which indicates that programming intends to promote both gender equality, i.e. the equal enjoyment of men, girls, men and boys of rights, opportunities, resources and rewards, and the empowerment of women and girls, i.e. the ability of women and girls to control their own destiny. It also indicates that to achieve such goals it adopts the twin track approach of gender mainstreaming and targeted interventions”.

although gaining attention worldwide, is still too often overlooked or in-adequately supported. It should be noted, however, that we will nonetheless aim to address other forms of inequality and exclusions in our advocacy and support.

The Icelandic government and the people of Iceland have made considerable progress towards gender equality, domestically and internationally, despite ongoing challenges. As such this is an area where the Icelandic Red Cross can provide added value, drawing from our experience as a National Society and from resources in our community.

This focus on gender equality and protection as well as related outputs under thematic area two, *National Society Development*, align with selected key aspects of the IFRC Network's⁵ Operational Framework for Protection, Gender and Inclusion 2021-2025.

We will provide partners with support for targeted and specialised Gender Equality and Protection⁶ programmes/projects, including transformative actions empowering women and girls. In any programme/project that we support, at a minimum, we shall always ensure the integration of the PGI approach.

Thematic Focus Area 2 National Society Development

Output 2.1 Efforts to strengthen National Societies' information and communication technology.

Output 2.2 Efforts, including humanitarian diplomacy and advocacy, to strengthen capacity of partners to integrate PGI and implement PGI related projects/programmes.

Output 2.3 Efforts to strengthen capacity of Icelandic Red Cross to provide technical PGI support.

Output 2.4 Technical support provided to partners in the form of delegates.



National Society Development is our second thematic focus area. It is closely linked with the other thematic focus areas ensuring our support aims to strengthen our partners' capacities in those areas. Any support we provide shall entail local capacity development.

The Grand Bargain⁷ which the IFRC and ICRC are signatories to, calls on donors and humanitarian organisations to channel support to local and national responders as one of the means to improve the effectiveness and efficiency of the humanitarian action. This includes increasing and supporting multi-year investment in the institutional capacities of local and national responders. We recognise that the Sustainable Development Goals will only be reached through the involvement of local communities, of which the Red Cross and Red Crescent National Societies are an integral part of. The Red Cross and Red Crescent Movement and its presence on the ground in most countries is unique. Strengthening the capacity of its members is key to sustainability and achievement of Movement objectives. National Society Development is a Movement focus which we have supported and established experience, structures and networks that we will continue to build on.

A component of this focus will be our efforts to strengthen partner National Societies' Information and Communication Technology (ICT), supporting them in making the best use of modern ICT to meet their humanitarian and development objectives. The lack of reliable functional technologies is often a critical barrier to National Societies' fulfilment of their mandates. We have partnered with IFRC and Icelandic corporate partners since 2013 and supported the Digital Divide Initiative, an initiative aimed at bridging the digital divide, which we will continue to lead and support.

The second key component of our support to *National Society Development* is closely linked to thematic focus area one, *Gender Equality and Protection*. We will emphasise strengthening institutional capacity, composition, and commitment of the RCRC Movement to address violence, discrimination and exclusion. This will include for instance, support to PGI organisational assessments, PGI trainings, development and roll out of PGI related policies, strategies, structures, and action plans, including those on Prevention of Sexual Exploitation and Abuse (PSEA) and Mental Health and Psychosocial Support (MHPSS). We will also support the IFRC in their mandate to coordinate and provide capacity development support. Our support can include: staff on loan to IFRC or ICRC, technical and/or

5. IFRC network is a collective term meaning the IFRC and its member National Red Cross and Red Crescent Societies.

6. Including MHPSS.

7. The Grand Bargain is agreement between some of the largest donors and humanitarian organisations who have committed to get more means into the hands of people in need and to improve the effectiveness and efficiency of the humanitarian action. Read more on [The Grand Bargain \(Official website\)](#) | [IASC \(interagency standing committee.org\)](#).

financial support to core PGI functions, and the development of strategic documents and tools.

We will also continue to build our own PGI expertise through training of staff and delegates, broadening a pool of experts that can provide technical support on PGI including MHPSS, as well as ensuring that all our staff and delegates have basic PGI and MHPSS knowledge. We will participate in capacity development in the spirit of partnerships, engaging with our partners on the basis that we are all learning from each other and strengthening our abilities on PGI together.

Thematic Focus Area 3 Crises and Climate Action

Output 3.1 Strengthen capacity of the Icelandic Red Cross and partners to mitigate climate change including through programme implementation.



Climate action is a relatively new focus for the Icelandic Red Cross although some land restoration has been supported domestically. The initial years will include building partnerships with climate experts and developing our own capacity as we channel support to Movement partners concurrently. While for the Icelandic Red Cross a narrow focus building on our strengths is essential, we understand the urgency of the climate crisis, and as such that we must maximise our efforts in response to climate change.

The link between crises and climate change is clear. As stated in the recently launched *Climate and Environmental Charter for Humanitarian Organizations*:⁸ “Today’s climate and environmental crises threaten the survival of humanity. All dimensions of our lives are affected, from our physical and mental health to our food, water and economic security. While the crises are impacting everyone, those who have contributed least to the problem are hit hardest – and it is only getting worse.” It is clear that climate action should be everyone’s business especially the Red Cross and Red Crescent movement’s. Climate change is increasing

weather and climate related disasters, aggravating people’s existing vulnerabilities. This places climate action squarely within our mandate. Adaptation is crucial as climate change is already taking place, therefore mitigation is necessary to stave off further crises.

We will support operations of partners who respond to intensified disasters and build resilience through the two thematic areas outlined above. The priority within this thematic focus will be climate change mitigation where we can support interventions that both reduce the risks and vulnerabilities to crises as well as reduce greenhouse gas emissions. Examples of initiatives that fall under this category are education of girls, increased access to sexual and reproductive health care services, access to safe drinking water, access to clean energy as well as nature-based solutions, such as tree planting and care. To be able to provide this kind of support we will improve our capacity through partnerships with experts in climate change adaptation and mitigation and through engagements in climate change conversations.

8. The charter is available here: [en-the-climate-environment-charter-for-humanitarian-organizations.pdf \(icrc.org\)](https://www.icrc.org/en-the-climate-environment-charter-for-humanitarian-organizations.pdf).

Cross cutting approaches

To strengthen the quality of the operations that we support, three approaches will be integrated in all supported operations, Protection, Gender, Inclusion and Engagement (PGIE), Localization and Climate Change Response.

Protection, Gender, Inclusion and Engagement

The **Protection, Gender and Inclusion** approach⁹ as developed by the IFRC offers a technical framework, as well as tools and resources to guide the work of National Societies supporting communities to address violence, discrimination and exclusion in an integrated way. *Protection*¹⁰ addresses all forms of violence and ensures people are safe from harm. *Gender*, defined here as 'gender and diversity factors', is about addressing discrimination and understanding the variations in needs and risks met by different people. It takes into consideration that multiple social backgrounds and identities intersect and can drive discrimination. *Inclusion* addresses exclusion, involving and engaging excluded people and ensuring equal participation opportunities for all.

PGI explained (based on illustration from IFRC)



The approach is person-centred, multi-layered, 'driven by needs and informed by rights' and builds on numerous principles of humanity, impartiality, non-discrimination and 'do no harm'. The principles of ensuring and integrating Dignity, Access, Participation and Safety (DAPS) deserve a special mention as guiding standards for mainstreaming PGI.¹¹

Linked to the integration of the PGI approach is the need to integrate Mental Health and Psychosocial Support (MHPSS). Good mental health and psychosocial support enables people to claim their rights related to protection, gender, and inclusion. In order to address sensitive issues of PGI, we need to possess basic MHPSS knowledge and skills. We align our work with the Movement's and Icelandic Red Cross' policy on Mental Health and Psychosocial Support¹². Responding to mental health and psychosocial needs is critical for people's survival and daily functioning and for their enjoyment of human rights and access to protection and assistance. It is key to achieving the Sustainable Development Goals.

Engagement stands for the principle of putting communities at the centre of our work, emphasising their active role in planning, monitoring, and evaluating all actions, and in integrating communication and participation throughout the programme cycle. Within the Movement, this approach is known as Community Engagement and Accountability (CEA)¹³. CEA is the process of and commitment to providing communities with timely, relevant and actionable information, which has the capacity to be life-saving or life-enhancing. CEA is about using the most appropriate communication approaches to listen to feedback and complaints, understanding needs and ensuring communities can actively participate and guide Movement actions.

9. More details on the approach can be found on IFRC webpage for PGI: [Protection, Gender and Inclusion | IFRC](#) and in relevant guidance documents of IFRC, including the IFRC Policy and operational framework for PGI and the Minimum Standards for Protection, Gender and Inclusion in emergencies.

10. Protection in humanitarian action is fundamentally about keeping people safe from harm. It aims to ensure the rights of individuals are respected and to preserve the safety, physical integrity and dignity of those affected by natural disasters or other emergencies and armed conflict or other situations of violence. Protection in humanitarian action in the Movement has both internal and external aspects. Internally, it refers to ensuring that the actions of the Movement respect, and do not endanger, the dignity, safety and rights of persons. Externally, it refers to action intended to ensure that authorities and other actors respect their obligations and the rights of individuals (IFRC Minimum standards for PGI).

11. The Minimum standards for PGI can be accessed here: [Minimum standards for protection, gender and inclusion in emergencies - International Federation of Red Cross and Red Crescent Societies \(ifrc.org\)](#).

12. The International Red Cross and Red Crescent Movement Policy on Addressing Mental Health and Psychosocial Needs can be accessed here: [IC resolution template \(pscentre.org\)](#). The policy is also explained here: [RKI Mental health and psychosocial support policy | Stefna RKI geðheilsa og sálfélagslegur stuðningur / RKI MHPSS policy | sjálfbodaliðar-raudikrossinn.is](#).

13. More details on CEA can be found on the IFRC website [Community Engagement and Accountability - International Federation of Red Cross and Red Crescent Societies \(ifrc.org\)](#).



Knowing that inequalities and violence exist in all societies, the application of PGI approach is essential in all our operations. It overlaps with the CEA approach and integrates MHPSS. Combined as PGIE the approaches help us guarantee best practices across all sectors in humanitarian and development operations and ensure incorporation of several Core Humanitarian Standards (CHS) on quality and accountability¹⁴.

Localisation

Local actors and communities are key to effective and efficient humanitarian response. They have a crucial role in ensuring early response and access and in linking with development work. They know the context and needs best. We are committed to ensuring that our international work is complementary to local actions and to support our implementing partners' capacity development by mobilising resources, increasing opportunities for exchange of knowledge, and improving partnerships and coordination. Our support should strengthen our partners' capacity to respond to humanitarian needs with sustainable results, enabling them to continue to provide quality services after an intervention ends.

Simultaneously we will build our capacity to be an effective and efficient partner. We will ensure that our structures and procedures are robust and relevant while maintaining our advantage of being a flexible partner, adapting our way of working and following our implementing partners' procedures as much as possible.

Climate Change Response

We will increase our efforts to reduce any negative environmental impact of humanitarian response and development programmes. The environment is at real risk of suffering unintended negative consequences of humanitarian responses, in turn, potentially exacerbating people's vulnerabilities. The humanitarian principles of 'do no harm' must be applied to the environment. In a time of climate crisis, it is imperative that we systematically mitigate this risk¹⁵ while accepting that life-saving interventions remain a priority. We must assess the impact on the environment of all that we do, along with measuring and reducing greenhouse gas emissions. We will be guided by local actors and their knowledge on mitigation and adaptation measures, including nature-based solutions. We will partner and collaborate with humanitarian actors at different levels and advocate for urgent and ambitious climate change action. We will make efforts to learn and grow, strengthening our capacity, and that of others, to understand climate and environmental risks.

14. The CHS can be found here: [Home Page - CHS \(https://corehumanitarianstandard.org/\)](https://corehumanitarianstandard.org/).

15. Guidance on reducing environmental impact in humanitarian response is available here: [thematic-sheet-environment-EN.pdf \(eecentre.org\)](#).



How we work

The basis of all our work are the Red Cross Red Crescent seven fundamental principles of humanity, impartiality, neutrality, independence, voluntary service, unity, and universality. We are committed to ensure that the operations we support are principled and of high-quality. To that end we are guided by the CHSS¹⁶ that are also linked to strengthened relevance, effectiveness, efficiency, sustainability and coherence.

Target Groups

Our target populations are those that are *most at risk and underserved* within the geographical focus of Sub-Saharan Africa and the Middle East where we have built networks for years and the need is great. Sub-Saharan Africa hosts a large portion of the global poor and is struggling to achieve the SDGs meanwhile our current partners National Societies in the Middle East have been working in a crisis for a decade or more.

Women and girls are a group that will be highlighted as a special target group given our focus on gender equality. We know that women and girls are discriminated against in every society to a differing extents, and are among the most affected by crises. This is not to say that gendered social norms do not harm people with other gender identities, including men and boys. In fact, everyone can suffer from gender-based violence, discrimination and exclusion. Sexual, gender and sex minorities are often at great risk. Hence, women and girls are a special target group but the situation of people of all Sexual Orientation, Gender Identity and Expression and Sex Characteristics shall be analysed as part of each programme's/project's gender analysis.

Migrants are another special target group worth mentioning. The Icelandic Red Cross has longstanding experience protecting the rights of migrants, including forced migrants, and promoting their social integration, particularly in Iceland. By supporting migrants we can build on lessons learned in Icelandic operations. Support in international operations can include providing support to safe and protected environments on location until people can return home.

Humanitarian Action and Development Cooperation

Traditionally, the international work of the Icelandic Red Cross has been categorised into two types of interventions: humanitarian action and development cooperation, with humanitarian action more prominent. Increasingly, we, along with other humanitarian and development actors, are also referring to the “humanitarian-development nexus”, or “humanitarian-development-peace nexus” which can more accurately apply to interventions where neither humanitarian nor development actions alone would suffice.

Humanitarian Action

Humanitarian action is the core business of the Red Cross Red Crescent Movement, the largest humanitarian network in the world. Its mission is to alleviate human suffering, protect life and health, and uphold human dignity especially during armed conflicts and other emergencies. Naturally, much of the support we provide is for traditional humanitarian action: saving lives, reducing suffering, damage and losses, protecting, comforting and supporting affected people in emergencies and crisis. Much of our support to humanitarian action is provided through appeals by the ICRC and IFRC but also through consortia with other Red Cross and Red Crescent National Societies.

Development Cooperation

In addition to local humanitarian action, National Societies implement long term programmes to address needs of those most at risk and underserved. As stated in the Red Cross Red Crescent Development Policy¹⁷ “The rationale for Red Cross and Red Crescent development work lies in our humanitarian mandate: to prevent and alleviate human suffering wherever it may be found, and the challenge to improve the situation of the most vulnerable. Capacity building - of people and institutions - is at the centre of our development work. It complements the work of the government and other organisations”. Longer term development programmes increase resilience, addressing root causes of vulnerability to disasters. Longer term projects aid sustainability and can strengthen capacity of local responders. We will continue to support partner Nation-

16. Home Page - CHS (<https://corehumanitarianstandard.org/>).

17. The RCRC development policy is available here: <https://www.ifrc.org/sites/default/files/2021-07/Development-Policy-1995-English.pdf>



al Societies to address the long-term needs of those at risk and underserved in their communities by supporting development projects, preferably in collaboration and coordination with other movement partners.

Humanitarian-Development-Peace Nexus

Protracted crises and complex emergencies have increased the need for support through a more comprehensive and coherent humanitarian-development-peace nexus approach. The approach combines addressing immediate needs stemming from emergencies or crises while also addressing the systemic problems that create the vulnerability to emergencies or crises, including fostering peace where relevant. Some of the contexts we work in will require navigating the humanitarian-development-peace nexus.

Partnerships

The Icelandic Red Cross is part of the Red Cross Red Crescent Movement and when there is a gap within the Movement that we are well placed to fill, we respond even if the gap is not in our focus regions or directly within our thematic focus areas. This applies mostly to our support in terms of delegates.

Partnerships with Implementing National Societies

As a relatively small National Society we aim to make the most impact by targeting a limited number of partner National Societies within a specific geographical area (Sub-Saharan Africa and the Middle East), where needs are great, and the Icelandic Red Cross can bring added value. The basis of any support shall always be the needs as identified by the partner National Society and linked to its auxiliary role. Coordination with other Movement partners and stakeholders will always be key, preferably based on joint plans or programmes.

Multi-Partner Cooperation

Due to our size, the Icelandic Red Cross has a relatively small budget for international cooperation in comparison to many other National Societies. To strengthen efficiency and effectiveness of programmes, our preferred mode of cooperation is multi-partner. To facilitate good cooperation, we are guided by Movement and interagency guidance to harmonize our work with other partners.

Consortium

Consortia have proven to be an efficient and effective mode of cooperation for us. They are a great way to ensure harmonisation, coordination, and complemen-



tarity. The ability for us to add value to our thematic focus areas and mobilise resources for large holistic programmes has allowed for reduced administrative costs and bigger impact. Working through a consortium, reduces duplication and reporting burden on the implementing partner and supports sharing of knowledge

Support through IFRC and/or ICRC

In hard-to-reach conflict affected areas, ICRC is our preferred partner. As an independent, neutral, and impartial humanitarian organisation, with the sole objective to ensure protection and assistance to victims of armed conflict and other situations of violence, it has a unique ability to reach those in need to provide humanitarian assistance.

IFRC is a key partner with a critical role to coordinate Movement partners and strengthen their capacity, especially during natural disasters and emergencies. The Icelandic Red Cross will aim to support the IFRC in its coordination and capacity development role.

In our partnership with IFRC and ICRC we will continue to support their capacity in our areas of focus: *Gender Equality and Protection, National Society Development and Crises and Climate Change Action*. We focus our support on continuously strengthening capacity of IFRC and ICRC to integrate the focus areas in all appeals and programmes.





Delegates

We will continue to provide direct technical capacity support to our partners through the deployment of expert delegates. The Icelandic Red Cross maintains a pool of sought-after delegates, many specialising in health services with extensive experience working in crises and emergencies. Our roster also includes specialists in MHPSS, CEA, PGI, Planning, Monitoring, Evaluation, Accountability and Learning (PMEAL), and finance to name a few. We aim to increase deployment of specialists in our focus areas, such as PGI (including MHPSS), supporting our partners at different levels of work (i.e. assessments, training and planning etc.). As part of the RCRC Movement, we respond to various calls for technical support regardless of geographical location and thematic focus, provided we can contribute appropriate and relevant expertise. In a crisis, the contribution of delegates may be more of a service provision than capacity development, yet we ensure our delegates are aware of the need to leave knowledge behind whenever and wherever possible.

Partnership with Private Sector, the Sustainability Fund¹⁸

The private sector is increasingly partnering with the Icelandic Red Cross — not only as a donor in financial terms but also through sharing staff that actively take part in implementing projects where their expertise is needed. Partnerships with the private sector are based on shared objectives to advance selected

SDGs that the Icelandic Red Cross can contribute to the achievement of. A special fund, the Icelandic Red Cross Sustainability Fund, has been created to facilitate cooperation with the private sector.

The key goal of the Sustainability Fund is to raise funds for domestic and international projects that deliver both short and long-term humanitarian, developmental, environmental, and social benefits, which will help accelerate the transition towards sustainability. Sustainability has been defined by the United Nations (UN) as “meeting the needs of the present without compromising the ability of future generations to meet their own needs”. Another key goal of the fund is to facilitate support for the SDGs from corporations, individual donors, and the Icelandic Red Cross. This fundraising initiative will enable the Icelandic Red Cross to address a range of UN SDGs within the Red Cross Red Crescent network, with an emphasis on environmental and climate issues. The Fund’s Sustainable Financing Framework will be designed to demonstrate to donors how they can contribute towards specific SDGs and Red Cross Red Crescent projects which deliver measurable and positive environmental and social results.

The framework for the Sustainability Fund is broader than this framework as it will measure all outputs that contribute to the achievement of the SDGs. This framework focuses only on our thematic focus areas. As we pool funds with partners, we are also contributing to the achievements of a broader range of SDGs. The full range of outputs that attribute to the SDGs is captured in the sustainability framework and is available upon request.

Other Partnerships

We aim to partner with entities outside the Movement with expertise in our thematic focus areas. Our thematic focus areas overlap with what has been the focus of the Icelandic government. As a result, we can find strong domestic partners in these areas and act as a bridge to bring Icelandic expertise in areas such as gender equality and land restorations to Movement partners. Examples of such partnerships are our activities with GRÓ Gender Equality Studies and Training Programme and GRÓ Land Restoration Training Programme.

18. According to the IASC „Gender Equality and the Empowerment of Women and Girls (GEEWG) programming is a term which indicates that programming intends to promote both gender equality, i.e. the equal enjoyment of men, girls, men and boys of rights, opportunities, resources and rewards, and the empowerment of women and girls, i.e. the ability of women and girls to control their own destiny. It also indicates that to achieve such goals it adopts the twin track approach of gender mainstreaming and targeted interventions”.

Planning Monitoring Evaluation Accountability and Learning

We place emphasis on evidence-based approaches, building on data, research and lessons learned. In our programme management we use the results-based approach as outlined in IFRC manuals and guidance¹⁹. Where our partners use different methodologies and templates, we can adapt our approach if the methodology is logical and expected results clear and measurable. We avoid imposing templates or reporting requirements on our partners as much as possible and prefer for our implementing partners to be able to use their own tools and templates. However, where appropriate we provide guidance based on the general principles of results-based approaches, to improve quality and clarity of plans, monitoring frameworks, reports, and evaluations.

We aim to conduct evaluations and reviews as much as possible in partnerships with others, to take an active part in those activities and systematically ensure

that we learn from evaluations and integrate the learnings from evaluations. The evaluations will strengthen our accountability to both communities and our donors.

Monitoring and Evaluation of this Framework

The timeframe for this strategic framework is ten years but its implementation will be assessed after five years and the framework revised, as necessary. The annexed logframe will serve as basis for the review. A simple scorecard based on priority actions will be created to present annual progress to the board of the Icelandic Red Cross along with a report on select indicators.

19. A key IFRC manual is the <https://preparecenter.org/sites/default/files/ppp-guidance-manual-english.pdf>





Overview of the overlapping thematic focus areas and linkages with the SDGs

A more detailed mapping of how our thematic focus areas contribute to the SDGs is in annex II, which is available upon request.



