

Strategy 2027–2029

DRAFT FOR THE ORGANIZATIONAL CONSULTATION

- *Helping gives **joy***
- *Preparedness creates **hope***
- *Humanity builds **trust***



Renewed strategy

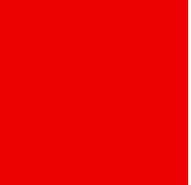
- The goal of the new strategy is to implement the 2030 strategy of the International Federation of the Red Cross and Red Crescent Societies. It is based on information gathered throughout the General Assembly term on changes in the operational environment and the views of the different parties within the organisation.

In 2024, 63 workshops were attended by over 1,500 volunteers and staff members, and in autumn 2025, 24 workshops were attended by over 600 volunteers. 422 volunteers and staff members gave their views on the proposed operating models. In addition, more than 131 staff members of the organisation participated in workshops in autumn 2025.

The strategy is much more concise than the previous strategic programme. The aim is for the strategy to work as **a strategic document for the whole organisation** and that its implementation is carried out through the operational planning process. Therefore, the level of detail is lower than before.

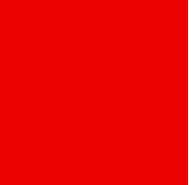
At the end of the strategic document, there is a section about purposeful organisation and capabilities. We invite everyone to share their views **on the implications of the organisation models** and how the models best meet the objectives of the strategy and the changing needs for aid.





The operational environment challenges us to evolve— let's prepare for a future that is hard to predict

The world is undergoing simultaneous and interconnected crises—polycrises—and rapid change, which increases the need for aid, its diversity and the difficulty of anticipating aid needs. Global, interconnected risks (**climate change, economic instability, population movements, extremism, threat of armed conflict**) can no longer be considered as separate phenomena. Their simultaneity and interconnectedness increase the impact beyond the sum of individual crises and undermine the resilience of societies.

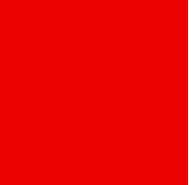


In Finland, the combined effect of geopolitical uncertainty, economic pressures, ageing populations, regional segregation, digitalisation and changes in the value base is increasing the need for support, especially for vulnerable people. The combined effect of polycrises intensifies polarisation and forces society to **prepare and reform** at the same time.

Changes in the operating environment and the information we collect guide our future strategy to focus on **preparedness and contingency** at the individual, community and societal levels. We are strengthening our ability to respond quickly and proactively to changing needs for aid. We respond to changes in the operating environment by strengthening our ability to change, utilising information, supporting local resilience, ensuring accessibility and meeting people, and building humanity and trust. This ensures that we can continue to provide help efficiently and effectively in the future.



*The core mission
of the Red Cross
remains, but the
way we operate
will transform.*



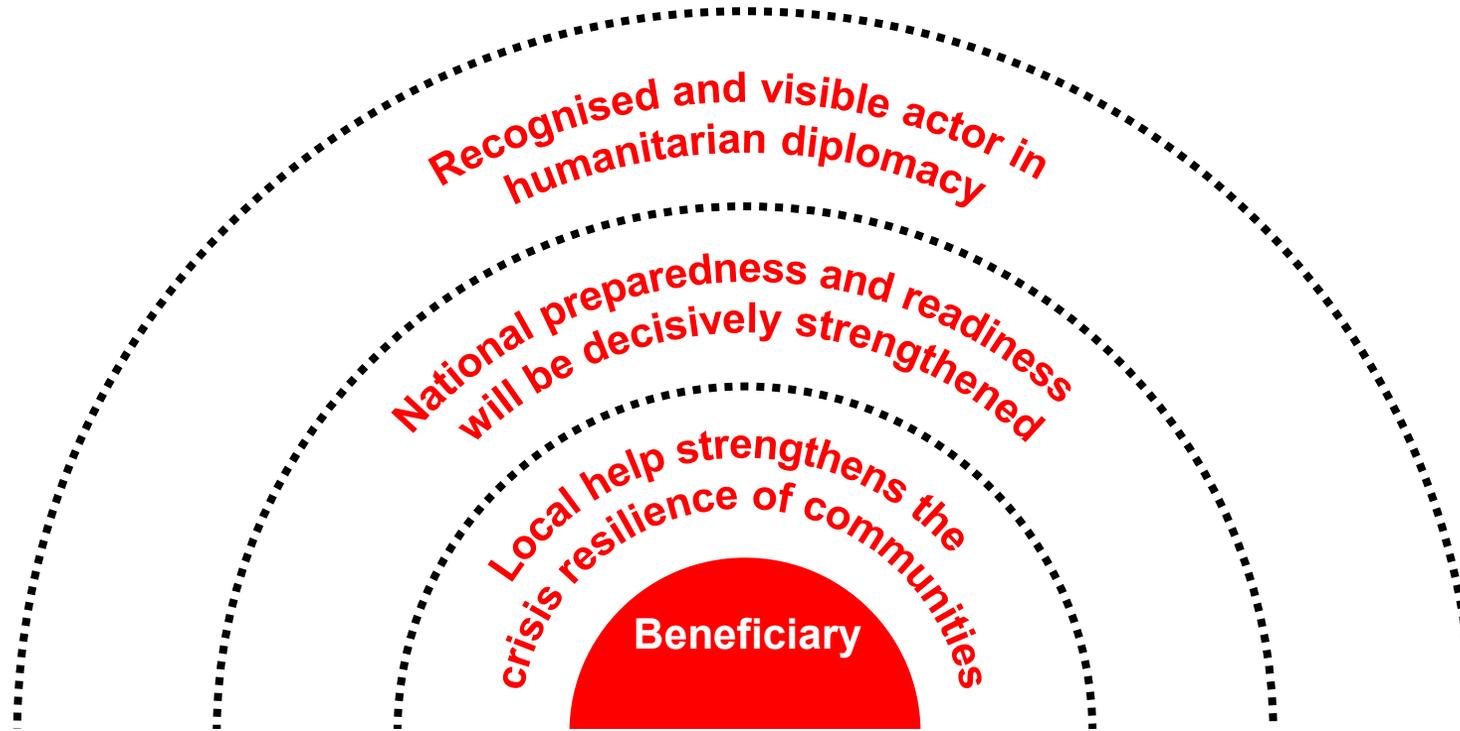
Building resilience for individuals, communities and the society

The organisation's international activities are based on support for local national societies and the strategic objectives of the strategy, which are specified in the international aid policy.

As a local helper we strengthen communities' capacity to cope with crises and disruptions in daily life. Our work is based on local knowledge, low-threshold voluntary service and quick, accessible help. We are innovative and agile in adapting to changing operating environments.

We strengthen our role as a preparedness organisation. We ensure that the help is systematic, scalable and quickly available throughout Finland. We train volunteers, develop cooperation with authorities and strengthen our ability to anticipate and respond to complex crises.

As a humanitarian advocate we secure opportunities for action and raise the profile of humanitarian principles. We build partnerships and ensure that the independence and humanitarian character of the organisation is maintained in all circumstances.



How we work: 5 commitments

Organisation model

**IFRC Strategy 2030, Geneva Conventions,
National Society regulation, 7 fundamental principles**

**What are we
aiming for?**



Strategic objective 1:



Local help strengthens the crisis resilience of communities

What kind of future are we building?

We strengthen communities' capacity to cope with crises and disruptions in daily life. We have a uniform operating model according to which local help and community-based crisis resilience strengthen preparedness. Low-threshold voluntary service and the strengthening of various local communities allows for fast and effective help where it is needed most.

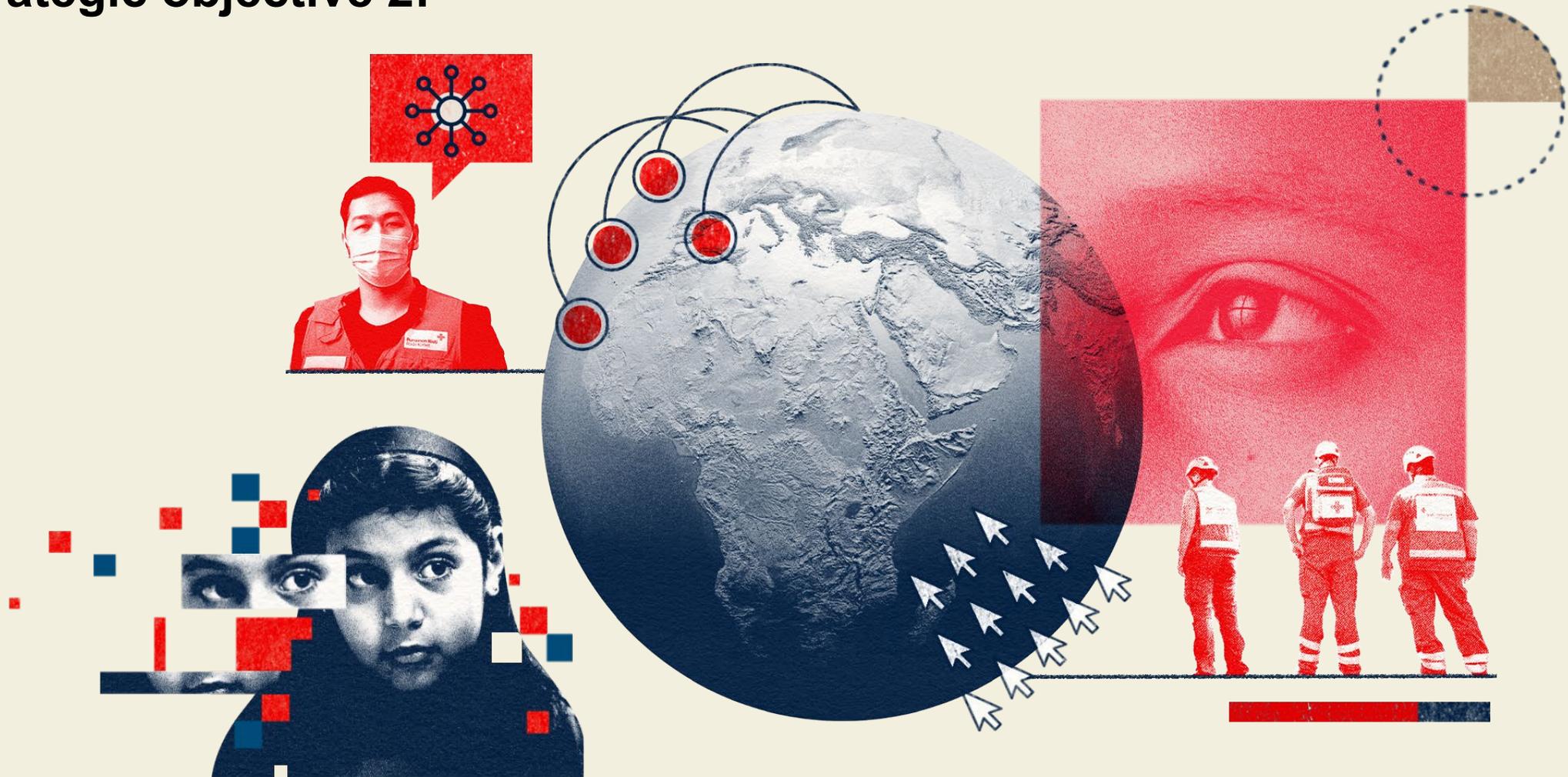
How the Finnish Red Cross operates

- Aid is provided quickly and as needed, face-to-face and digitally.
- The path to getting help is seamless.
- Communities are strengthened in advance and prepared to face changing needs, disruptions and crises.
- Strengthening the preparedness of local communities and low-threshold voluntary service allows for rapid and effective aid in crises in daily life.

Our target state in 2029:

- Help is always initiated without delay.
- Local communities have a willingness to help and a real capacity to deal with everyday crises.
- It is easy to get involved and the voluntary service is meaningful and impactful.
- Our supporters and stakeholders trust us: we work responsibly and actively with our stakeholders.
- We are agile in experimenting with new ways of doing things and adapting to changing operating environments.

Strategic objective 2:



National preparedness and contingency planning are decisively strengthened

What kind of future are we building?

In the future, aid in the event of disruptions and crises will always be systematic, scalable and quickly available throughout Finland. We train volunteers and develop cooperation with the authorities. We strengthen our ability to anticipate and respond to complex crises, also in fast-changing situations.

The Finnish Red Cross is a preparedness organisation that is

- an integral part of national preparedness
- able to quickly scale up or down in the event of disruptions and crises
- a trusted partner with public authorities at the national, regional and local level

Our target state in 2029:

- We have 100,000 volunteers trained in preparedness, including 10,000 in emergency teams.
- Skilled, trained volunteers and staff members enable scalability and a clear role in different crises (e.g. large-scale immigration, armed conflict, natural phenomena).
- All over Finland, we are ready to help and to play our role in supporting authorities.
 - Consistent preparedness processes at all levels.
 - A digital situational picture and national resource management.
 - We provide humanitarian aid to the most vulnerable.

Strategic objective 3:



The Finnish Red Cross is a recognised and visible humanitarian advocate

What kind of future are we building?

We ensure that the independence and humanitarian character of the organisation is maintained in all circumstances. Highlighting humanitarian principles builds trust and secures opportunities for action even in challenging situations.

The mission of the Finnish Red Cross is to

- strengthen protection, trust and opportunities for action
- influence legislation
- influence preparedness, contingency and social policies
- act as a humanitarian advocate at the local and regional level

Our target state in 2029:

- Humanitarian principles are reflected in Finnish decision-making processes
- The specific status and principles of the organisation are known
- The humanitarian character and operating conditions are safeguarded in all circumstances
- Humanitarian advocacy supports practical action
- Relationships with authorities and partners withstand pressure and the independence of the organisation is preserved

How do we work?



Help is easy to find and receive

We are committed to ensuring a clear, fast and equal path to the aid of the Finnish Red Cross.

In practice, this means that:

- We are developing **a seamless path** to all forms of aid provided by the Finnish Red Cross. We will introduce clear, user-friendly **channels of communication**. Part of what we do is referring people to find help outside the Red Cross.
- We use uniform practices across Finland to ensure that the experience and quality of receiving aid are consistent.
- We collect and use **information** to respond to genuine needs for help.



Volunteering is important and necessary

Our aim is to increase and diversify the pool of volunteers to 100,000 oriented volunteers, of which 10,000 are trained in preparedness and are ready for rapid deployment.

We are committed to:

- **Simplifying our processes** to make it easy to get involved in volunteering, primarily through digital channels
- Offering **flexible and low-threshold participation opportunities** that complement more demanding and longer-term assignments.
- Providing accessible and multilingual **orientation and training**.
- We are committed to ensuring that our volunteers represent the diversity of our society. For example, we promote it by better reaching out to young people, men and immigrants.
- We also promote volunteering opportunities among people in need of aid.

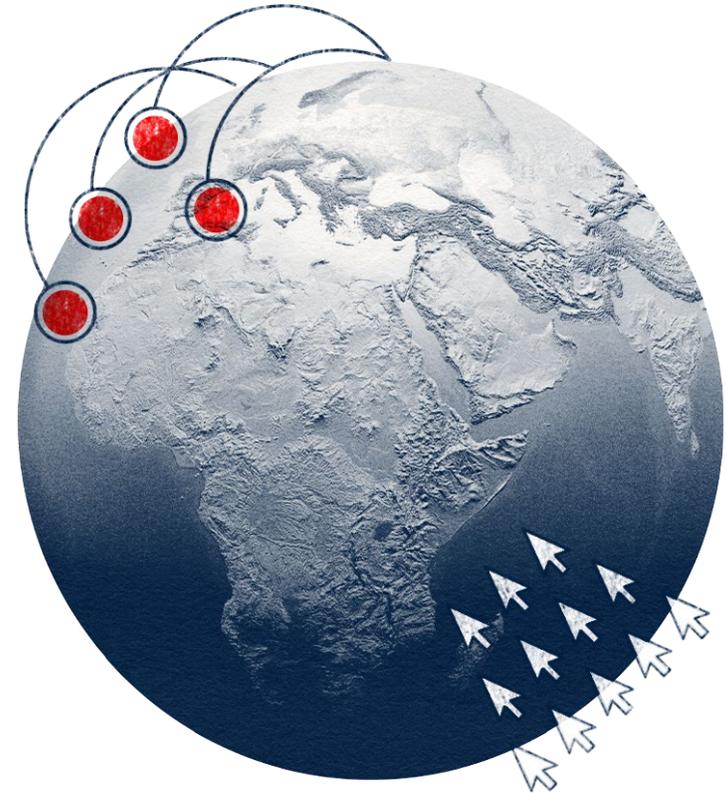


All our activities respond to a need for help

We are committed to ensuring that the support of the Finnish Red Cross is effective, local and timely, and that it is targeted where the need is greatest.

In practice, this means that:

- **We use local knowledge** and feedback to identify the vulnerabilities and strengths of communities. We develop **a model for assessing the resilience of communities to crisis**, which will guide the allocation of resources and the development of activities based on real needs.
- **We expand our training programmes** into a tiered structure from basic to advanced level, covering humanitarian principles, crisis preparedness and leadership. Mentoring supports continuous learning.
- We extend **volunteer leadership training** to all forms of assistance, including preparedness groups, so that activities can be scaled up and properly targeted quickly when needed.



Local action is strong and partnerships work

We are committed to ensuring that the local operations of the Finnish Red Cross are sustainable, well-resourced and effective, and that we work closely with authorities and organisations to strengthen the impact of aid.

In practice, this means that:

- We strengthen the local capacity. Our aim is to have sustainable and well-resourced branches with the capacity to respond to the need for aid. We are committed to common criteria to support the merger of branches to reduce administrative tasks and improve the quality of operations.
- **We look for new alternatives** to the traditional branch-based structure to better adapt and scale our operations to different situations.
- We build common competence and support structures that provide training, resources and coordination for volunteers and staff across Finland. We develop **specific competence** for different contexts such as cities, rural areas, border regions, archipelagos and linguistic minorities.
- **We work closely** with authorities, NGOs and other parties to ensure that resources are well-targeted and help reaches those who need it.



Humanitarian principles are reflected at all levels

We are committed to ensuring that the humanitarian principles of the Finnish Red Cross guide all our activities and are highlighted in everyday activities on all levels of the organisation.

In practice, this means that:

- Regular training in humanitarian principles and ensuring competence are part of all volunteering activities and reflected in all activities and operations.
- We will put in place clear **ethical guidelines and accountability mechanisms** for volunteers to support action in line with the humanitarian principles.
- All volunteers are required to have basic training on **the mission and principles of the Finnish Red Cross**, and more advanced skills are required for leadership positions.
- **We provide training and support** to allow volunteers to become local and regional humanitarian actors and promote humanitarian values in their communities.



What kind of organisation will we use to implement our strategy?



An appropriate and efficient organisation

Three alternative organisational models have been developed to support the organisational consultation process, and they have been subject to separate impact assessments.

We invite everyone to share their views on the implications of the organisation model and how the models best meet the objectives of the strategy and the changing needs for aid.



Two-tiered model

Operations are based on local branches, which respond directly to the needs of their own region. Decision-making, resource use and operational planning take place locally, without intermediate levels or regional administration. Branches can make quick decisions and react flexibly to changing situations.

National support and guidance protect quality and equality, but do not limit local application. Staff members are highly dispersed as close to the branches as possible.

Preparedness area model

We move from district organisations to broader regional models, based on the collaborative areas for healthcare and social welfare. The areas support branches and allocate resources within the region. Staff members in the area coordinate crisis preparedness, training and resource allocation, and cooperate with the authorities.

Staff members are spread across the region to provide comprehensive support to the branches. The model streamlines administration and shifts employee resources to generic branch support. The importance of the authority support role will grow and volunteers from the region will be able to participate in large-scale operations.

Evolving current model

The current district structure will be renewed so that the boundaries of the districts more closely follow the wellbeing service county boundaries. At the same time, we look for ways to enable the appropriate use of staff members across organisational boundaries. We promote common support services and centralise digital systems.

District staff members in the region provide training, skills and resources to branches and enable a wider sense of community and networking. Local branches remain at the front line of assistance, but the support provided by the districts ensures equality and quality.

Actions that enable the strategy

Capabilities and culture

Flexibility and agility:

portability of resources, rapid adaptation

Communality and openness:

commitment to values, open communications, psychological safety

Learning and knowledge sharing:

learning new skills, job rotation, prevention of compartmentalisation

Focus on supporting volunteering:

providing uniform quality and consistent support for volunteers, reducing administrative responsibilities

People and resources

Volunteers and staff:

active recruitment, scalable action, wellbeing support

Financing and facilities:

flexible financing, proactive contracts, secure facilities, decentralisation of materials

Digital systems:

well-functioning digital services, back-up systems

Logistics and preparedness:

mobile points, preparedness for widespread power outages, decentralisation of resources

Competencies

Crisis preparedness and resilience:

basics of crisis preparedness, psychosocial support, rapid response, training and induction skills

Diverse competencies:

managing large-scale operations, multilingual communications, digital services, hybrid influence, local knowledge, networking

Communications and advocacy:

reassuring and guiding communications, sharing of information, and actions and communications in line with the values and principles

The strategy is implemented together

The implementation of strategic objectives is carried out through planning throughout the whole General Assembly term and annual planning. The action planning process will be updated on the basis of the new strategy.

Strategic objectives

Transformation process, organizational consultation process

How we work: 5 commitments

The development actions required by the commitments will be decided as part of the operational planning.

Transformation process, organizational consultation process

Development project 1

Pilot 1

Development project 3

Pilot 2

Development project 2

Organisation

Background work, preparedness pilot

Decisions based on the pilots

Integrated pilots, experiments

Preparation of statute changes*

Implementation of organization transformation

2026

2027

2028

2029

New strategic period

- **General Assembly 2026**
The strategy is adopted

- **General Assembly 2029**
Strategy, statute changes*

We will use the findings of the Red Cross transformation process and the results of the pilots in all our planning activities.

**) Statute changes if necessary. All models are feasible under the current statutes, if necessary, but technical changes are needed.*