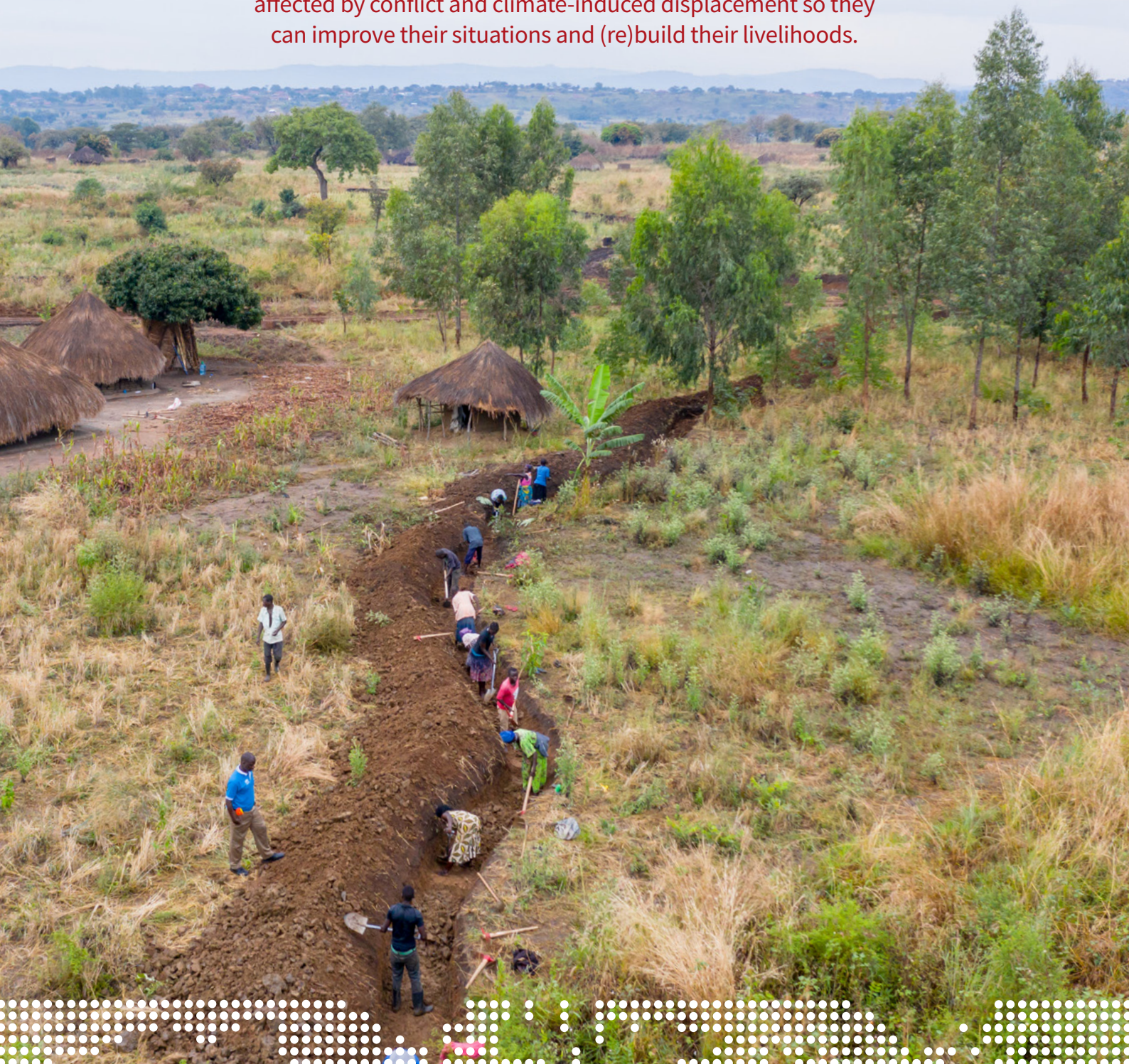


Relief for people Resilience for communities

DRC's strategy focuses our efforts on supporting people affected by conflict and climate-induced displacement so they can improve their situations and (re)build their livelihoods.



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Meeting the moment with solidarity and support for the displaced

As displacement crises grow more complex, the gap between humanitarian needs and available funding continues to widen. DRC remains present throughout the displacement cycle, accelerating our response to meet this urgent reality.

Standing with displaced communities through action and support

We live in an age of war and impunity, and civilians are paying the heaviest price. They are routinely targeted in their homes and neighbourhoods, and the hospitals, schools, markets, and critical infrastructure that they depend on are being reduced to rubble. If bombs and bullets are not driving them from their homes, then rising climate shocks such as droughts and floods are making life impossible as crops fail and livelihoods vanish. Around the world, millions are on the move – seeking safety and protection from violence and persecution. Globally, there are currently 120 active armed conflicts, resulting in 117 million people being forcibly displaced. With increasing global political instability and shrinking aid budgets we predict these crises will only get worse.

In their hour of greatest need, people – suddenly displaced and unsafe – encounter a humanitarian system that is both overextended and ill-equipped. Deepening funding cuts are eroding coordination and the ability of aid groups to deliver life-saving assistance, let alone supporting livelihood building.

Together with our partners, DRC is present in some of the world's most fragile and hard-to-reach contexts

– and throughout the entire displacement cycle: When people are displaced by conflict, we respond to their immediate needs in the critical first days and weeks by providing water, food, protection, and shelter.

As displacement becomes prolonged and climate shocks deepen vulnerabilities, we support people to rebuild their lives, access jobs and services and plan for a better future.

If displacement leads to Denmark, we stand ready to provide legal aid for asylum seekers, as well as professional and volunteer-based integration services. When it is safe to return, we provide return counselling, we rebuild homes and critical community infrastructure, and we clear contaminated farmland of antipersonnel mines and other explosive weapons so that it can be turned into food and livelihoods.

Our work does not end there: We use our deep expertise in peacebuilding, climate adaptation, anticipatory action and displacement forecasting to save lives, help people withstanding future shocks and contribute to stability – in short relief and resilience.



DRC has worked for 70 years to support displaced people in their pursuit of a dignified life.

We are Denmark's largest humanitarian non-governmental organisation (NGO) and a leading international organisation with presence in 28 countries, a workforce of 6,000 employees, and thousands of volunteers including individuals from affected communities.

In a world of growing displacement and complex crises, DRC's mission is more relevant than ever: assist refugees and the displaced, protect their rights, and empower them towards a better future.

DRC supports people who are the hardest to reach — cut off by conflict, geography, or marginalization.

Across all 28 countries where DRC works, DRC implements Protection and Economic Recovery Programming reaching more than 2.3 million people.

DRC works in 22 countries with humanitarian disarmament and peacebuilding programming supporting more than 2.6 million individuals.

DRC works in 14 countries on Shelter, Settlements, WASH & Infrastructure benefitting more than 1.6 million people with safe water and dignified living conditions.

Responding to trends

Listening to our organisation and partners

Three strategic pushes have been selected based on our global trends analysis, input from our frontline staff, and

consultations with our local partners. They are designed to adapt to the dynamic situations displaced populations face.

→→ Strategic Push: **Ensuring Safety and Dignity** drives everything DRC does to protect displaced people

WHY: Across emergency and more stable displacement situations, people are increasingly exposed to violence, coercion, and deliberate deprivation, unable to access safety, rights, or justice. When rights are ignored, access is denied, and protection fails, harm deepens, instability grows, and people's pathways to self-reliance collapse.

Safety and dignity enable peoples' path to a hopeful future.

→→ Strategic Push: **Promoting Self-Reliance** through DRC's alliances and expertise so that communities affected by displacement can rebuild their lives

WHY: Economic participation and social protection are essential rights of displaced populations, but progress is too slow. Climate shocks and environmental degradation intensify displacement pressures and deepen these vulnerabilities. Resource constraints drive a reorientation toward immediate life-saving activities, often overlooking decades of evidence that self-reliance is critical to long-term solutions. A new push to accelerate momentum with partners towards self-reliance at greater scale is required.

Helping people to become self-reliant as soon as possible is empowering.

→→ Strategic Push: **Anticipatory Action** increasingly becomes a DRC signature approach that reduces harm to displaced communities

WHY: People living in fragile places deserve more than a reactive humanitarian system when conflict and environmental shocks trigger their displacement. Growing evidence shows that acting earlier can reduce the scale, severity and costs of displacement crises if data is effectively turned into anticipatory action.

Acting early saves lives, time, and money.

Across our three strategic pushes DRC remains committed to listening to displaced families and collaborating with them on their journey to securing their futures. Anyone who has lost their home due to conflict or climate change deserves more than survival. They deserve a life of dignity, their rights protected, and lasting solutions to their displacement.

Displaced and host communities continue to create hope themselves, adapting to their conditions and leading responses despite limited resources. Their resourcefulness must guide how we adapt, plan, and support them.

Integrated programming is how we work towards these outcomes, bringing together complementary sectoral approaches to achieve meaningful improvements in the lives of displaced populations. People forced from their homes do not face challenges in isolation. Loss of income, exposure to violence, unsafe living conditions, legal exclusion, and disrupted basic

services are often realities that hit at once and negatively reinforce each other. By working towards the outcomes collectively across our core sectors, we can address interconnected risks and vulnerabilities, including the capacities communities themselves can build and sustain. DRC will expand this holistic way of working across the organisation.

Reclaiming the land: DRC's massive mine clearance effort in Ukraine

The war in Ukraine has triggered one of the world's most severe explosive ordnance contamination crises, with national authorities estimating that nearly a third of the country needs surveying to identify threats posed by landmines and unexploded weapons. DRC is tackling the threat through a localised, comprehensive approach to Humanitarian Mine Action, combining surveys and demining to make land safe and restore economic activity.

In heavily affected regions such as Kharkiv - where up to half of agricultural land may be contaminated - and Mykolaiv, DRC prioritizes clearing farmland to revive livelihoods. So far, DRC has safely released over 416,000 square meters of land, allowing farmers to return to production and communities to rebuild. Overall, in 2025 DRC released 9,287,643 square meters in Ukraine, roughly 1,300 football pitches.

Beyond clearance, DRC provides risk education and supports victims, while enabling other sectors to rehabilitate infrastructure safely. "We're not just clearing away metal," says Matvii, a DRC deminer in Kharkiv. "We're clearing away fear."



Photo: ©DRC Ukraine, Kyiv Oblast, 2022, Arsen Drodzhenko

DRC's four Core Sectors, central to integrated programming, address a broad range of needs:**Protection**

Ensures that people affected by displacement fully enjoy their human rights and are free from displacement-related protection needs. Interventions are delivered through six sub-sectors: Community-Based Protection, Child Protection, Gender-Based Violence, Legal Aid, Mental Health and Psychosocial Support, and Protection Information Management.

**Economic Recovery**

Provides life-saving assistance to meet immediate needs while enabling self-reliance and resilience to future shocks. Interventions are delivered through three sub-sectors: Food Security, Financial Inclusion, and Decent Livelihoods.

**Humanitarian Disarmament and Peacebuilding**

Protects communities, reduces violence, and builds conditions for sustainable peace. Addresses immediate safety needs, strengthens local capacities to mitigate and eliminate weapon-related risks, and tackles drivers of armed violence. Delivered through two sub-sectors: Humanitarian Disarmament and Peacebuilding.

**Shelter & Settlements, WASH and Infrastructure**

Focuses on providing immediate Shelter and Settlements assistance, essential household items (HHIs), and WASH and infrastructure services to ensure crisis-affected families are protected from risks and have access to safe, dignified, and adequate living environments, while supporting their transition toward longer-term recovery and resilience. This is delivered through three sub-sectors: WASH, Shelter and Settlements, and Infrastructure.

While DRC, with each sector, provides critical expertise and support in its own right, our greatest impact is achieved when our responses are designed and delivered in an integrated way across sectors, responding to the holistic needs of households, communities, and local systems in pursuit of DRC's global outcomes. Recognising climate change and environmental

degradation as a core driver of displacement, DRC responds to the climate crisis by systematically embedding climate considerations throughout emergency response, recovery, and self-reliance programming recognising that rising climate impacts can shape protection risks, livelihoods, food security, shelter, and access to services.

Rooted in Climate: Sustaining peace in East Africa

In Karamoja, spanning across northern Uganda and Kenya, climate change very visibly impacts displaced peoples' livelihoods, access to key resources such as water, and productive land. DRC and local partner work with pastoralist communities adopting regenerative agriculture practices. This includes training farmers in water harvesting, improvements in soil health, introducing drought-tolerant crops and sustainable grazing practices. Together with local government and partners, DRC is strengthening inclusive natural resource management, so to reduce competition over scarce resources, create space for dialogue among communities and foster cooperation across borders – targeting women to play a leading role in both resource governance and conflict resolution.



Photo: DRC / FICDO, Karamoja

Protection in action: Global solutions for displaced communities

Protection is central to all humanitarian action. In conflict, displacement and disaster settings, it means reducing threats and risks, supporting people's own capacities, and ensuring their safety, dignity and rights through a range of actions.

In Ukraine, supporting people's protection is providing accessible transport so elderly evacuees and people with disabilities are not left behind during chaotic frontline evacuation. It also means deploying mobile legal teams to remote areas to help displaced individuals secure the civil paperwork needed to access state housing benefits and avoid homelessness.

In Syria, supporting people's protection is creating jobs and business opportunities for returning refugees so that vulnerable young people are not pushed into joining armed groups or falling victim to human trafficking.

In Myanmar, supporting people's protection is monitoring analysis that pinpoints seasonal spikes in unexploded ordnance exposure as farmers return to the fields after monsoon rains and ensuring that people know how to protect themselves.



“The counseling sessions and the treatment I received changed everything,” a survivor of sexual violence in Sudan says. “Little by little, I started to recover. I began to see hope again. Today, I can take care of my children, and I feel proud of the woman I have become.”

| DRC Sudan

Built for real-time displacement crises

Regularly updated context analyses, staff and partner feedback, and listening to displaced populations for learning will inform decisions on what DRC should scale or redesign across our programming and operations – becoming our strategic pushes. Regular reviews will confirm whether to sustain a strategic push, adjust direction based on progress, or introduce new strategic pushes to enhance our work in targeted areas that advance our Response Framework. In this way, DRC's collective focus adapts over time, strategically promoting specific ways of working, and continuously advancing how we address displaced populations' top priorities.

Refugees crossing international borders and people who are internally displaced navigate systems that are not designed with their rights or safety in mind. At each step,

they are forced to confront this harsh reality and respond quickly. We are there with them, constantly adapting and ensuring that our support meets their needs and upholds their rights.

We are in a strong position to deliver on this ambition with the Response Framework as our strategic base, providing the enduring direction of our response, our Global Theory of Change and five global outcomes facilitate an integrated approach, while strategic pushes ensure that our work stays adaptive, high-impact and fit for a rapidly changing world. This setup also steers our prioritisation as themes or sectors falling outside the Response Framework will not be prioritised as capacities. Instead, we will join with partners that complement our capacities, eg. local health and education actors.



Accelerating three strategic pushes

For the next two years, DRC's strategy will accelerate how we work within our Response Framework, with three pushes: Ensuring Safety & Dignity, Promoting Self-Reliance, and Anticipatory Action. At the two-year mark,

we will conduct a strategic review to reaffirm whether to maintain all three strategic pushes, pivot based on progress, or bring in new strategic elements.

→→ Strategic Push: Ensuring Safety and Dignity drives everything DRC does to protect displaced people

The cycle of harm continues long after people flee their homes. As they try to reach safety, they face movement restrictions and extortion because they lack documentation. When they arrive at displacement sites, the infrastructure for clean water and electricity is often non-existent; and survivors of gender-based violence face ongoing risks in crowded sites that lack privacy and lighting near latrines. In displacement, safety and dignity are scarce, and risks are everywhere.

Reducing protection risks will guide everything we do so that displaced people can look to a hopeful future and build it. When we grasp the protection risks people face, we can respond effectively: By building shelters that allow families to live in dignity; by removing unexploded ordnance so that people can travel safely; by providing mental health and psychosocial support to survivors of sexual violence so that they can heal; and by ensuring that children affected by displacement can go to school instead of being forced into marriage or work.

This is how DRC can help break the cycle of harm, create stability, and build pathways to safety and dignity for displaced people.

We will push:

- **Through our entire organisation:** DRC is a displacement organisation with protection at our core. This means we will elevate the reduction of protection risks to a core management responsibility across the organisation. This will make DRC a stronger advocate for protection at country and global levels, anchor protection risks reduction as imperative for staff, and become a key factor in operational decision making. This strategic shift will lead to a DRC culture in which protection becomes a core operational and leadership responsibility.
- **Through our programme offering:** Holistically combining the strengths of our sectors, we will bring together our expertise to more effectively design activities that reduce protection risks across the entire range of our programming so it becomes a shared responsibility among staff and partners.
- **Through our data, collaborations, and influence:** We will unify our protection monitoring and analysis system across DRC to ensure more consistent identification of protection risks, so we further enhance the quality and protection impact of our assistance, as well as provide evidence-based advocacy to help shape policies and funding. Reinforcing local leadership and capacity sharing with partners will be essential to achieve this.

We will track how the protection risks that people face shape our actions, advocacy, and internal practices, alongside tracking reductions in harm, improved perceptions of safety, and shifts in donor policy.

Protecting people from violence, coercion and deprivation is at the core of DRC's programming, and we will push further ensuring safety and dignity becomes DRC's strategic imperative driving everything we do.

“ We lost our [National ID] during the earthquake when our house collapsed. Without these documents, we would have been unable to access many essential services. This made our situation even more difficult, as we were already struggling with loss, injuries, and displacement but also facing barriers to receiving the help we urgently needed” – a survivor of the 2025 earthquake in Afghanistan who was pregnant. DRC supported her and her family to obtain documents to access assistance and healthcare.

| DRC Afghanistan

→→ Strategic Push: Promoting Self-Reliance through DRC's alliances and expertise so that communities affected by displacement can rebuild their lives

For communities affected by displacement, from those who can work to the most marginalised with few opportunities, restoring dignity means providing a path to self-reliance. This in turn can reduce aid dependency over time, even as displacement situations remain protracted and budgets shrink, while also benefiting host communities.

We will push:

- **Through our entire organisation:** DRC will invest in the partnerships and alliances that are essential to achieve self-reliance. We will expand our work with local authorities, civil society, the private sector, and financial institutions to make the systems people depend on more inclusive of displacement-affected populations
- **Through our programme offering:** DRC will prioritise self-reliance as a core outcome for displaced people and the communities that host them. We will enhance programme models that help people restore and strengthen their ability to earn an income, access social protection and financial services, and make autonomous decisions about their lives. We will significantly increase impact investing and financial inclusion opportunities for displacement affected populations to support economic growth in fragile contexts through strategic partnerships. And by investing in productive land use and climate-resilient livelihoods, we will reduce aid dependency, strengthen self-reliance, and create the conditions for long-term stability and solutions.
- **Through our data, collaborations, and influence:** With established frameworks and analysis tools embedded in DRC, we will propel deeper data use and understanding about self-reliance for displaced populations across the organisation and with partners. This includes better use of the Self-Reliance Index and durable solutions assessment tools, to map, track and report on self-reliance outcomes. In relevant contexts, we will set ambitious targets to strengthen local ownership and ensure that displaced people are better able to access services, markets, and opportunities through the systems around them.

We will track how people affected by displacement are increasingly self-reliant, whether local markets and social systems targeted by our contributions are more inclusive, and whether our partnerships are helping communities move from aid dependency towards stable, secure lives and livelihoods.

DRC's and partners' expertise and capacity to scale inclusive programs across sectors supports real pathways to independence for displaced populations. Self-reliance support starts early with our emergency work and advances through our solutions work, enabling opportunity and creating hope even if new shocks occur.

“I have gained leadership skills, learned how to save, and trained as a business skills officer,” a woman leading a group of 15 women overcoming financial hardship describes. As a professional nurse, she supports less-literate members, ensuring every woman progresses with the group. “Today, we are not just a group, but a movement that is uplifting the entire community.”

| DRC Kenya

→→ Strategic Push: **Anticipatory Action** increasingly becomes a DRC signature approach that reduces harm to displaced communities

People living in fragile environments deserve more than a reactive humanitarian system when the conflict and environmental shocks that trigger their displacement can be forecast with increasing accuracy. Acting earlier can preserve dignity, reduce the scale, and lower human and financial costs of displacement crises if data is effectively turned into anticipatory action.

We will push:

- **Through our entire organisation:** DRC will anticipate forced displacement and predictable shocks and act before crises escalate. In all relevant contexts, we will embed anticipatory action within our emergency, solutions, and technical expertise to act in a timely way. This includes expanding the use of predictive modelling of displacement crises to all relevant DRC country operations.
- **Through our programme offering:** DRC will save lives, and protect livelihoods and assets by ensuring early warning, operational triggers, and accessible financing translate into timely action before crises peak. This may include pre-positioned assistance, resilient shelter and water systems, and cash support ahead of crises. We will scale up anticipatory action program models and increase the use of data models, consolidate learning and cross-sector adoption of good practice
- **Through our data, collaborations, and influence:** DRC's predictive modelling of displacement crises will be used to mobilize local communities, governments, humanitarian actors, and donors to act in advance of predictable crises. With local actors at the center of anticipatory action, they become key data and early warning sources and response leads. DRC will also support with capacity building focused on displacement data and forecasts at national and sub-national levels, so anticipatory action is integrated into institutionalised planning and disaster risk management frameworks.

We will track how often we can act to avert harm before crises peak; whether our anticipatory action is cost-effective, and to what extent displacement forecasting is integrated into national and peer-agency planning.

DRC must act on the evidence base we contribute to growing together with our partners, ensuring the full potential of Anticipatory Action is harnessed for communities at risk and the humanitarian community.

“Without knowledge, I wouldn't have done anything. I would have been in shock. Now I do know where to go, when to go, and help people here in our community”
– Venezuelan woman on how anticipatory action and preparedness transformed her flood prone community. DRC accompanies the process; communities decide and lead.

| DRC Venezuela

People and partnerships drive everything we do

DRC is driven by accountability to communities and people affected by displacement. We commit to local actors leading the way.

People and entire communities

Accountability is at the core of DRC's culture and ways of working. We strive to ensure that people's views, concerns, needs, and experiences consistently inform our programming, how we partner, and the broader humanitarian system.

While DRC focuses on working **with** and supporting people affected by forced displacement, they are not defined by their displacement status, or neatly segmented needs. For people of diverse backgrounds and identities

to fully benefit from DRC's contributions, their dignity, ambition, and potential belong to them, and they can expect to be meaningfully included in decisions that shape their lives. DRC will strengthen this by improving inclusive, context-specific information sharing and feedback mechanisms that reflect their preferences and realities, deepening meaningful participation, enhancing transparency, and continuously embedding a 'do no harm' approach across everything we do.

Supporting peoples' safety along migration routes

Pathway to Protection (P2P) is an ambitious, five-year (2024–2029) initiative that strengthens protection for people on the move along key migration routes in Africa, the Middle East and Türkiye.

Led by DRC and partners and funded by Denmark, P2P improves access to assistance, services, and rights, including legal rights during migration journeys by combining direct support, localisation with national partners, and systems strengthening.

This reinforces local protective capacities through an adaptive, evidence-based approach – all powered by the Mixed Migration Centre's data and research and DRC's protection monitoring data.



Beyond assisting individuals and families, DRC works with entire communities to address the broader challenges of displacement alongside local actors and systems. DRC will strengthen this even further and always seek complementarity with host communities, people returning to their home location after displacement, local and national authorities, as well as private sector actors, supporting community driven solutions that benefit both displaced and local populations. Engaging whole communities helps reduce dependency, prevent social tensions, and create viable solutions that are accepted over time. DRC will continue to partner with diaspora as trusted actors to deliver local assistance, expand access to hard-to-reach contexts, and provide migrants with culturally relevant information, support, and service referrals.

Localised by default

DRC's 2030 Vision, systematically supporting and collaborating with local actors and systems in their lead roles, remains a core commitment.

DRC will only implement directly when relevant analysis shows that it is necessary and adds value to the specific displacement situation. Where DRC implements directly, this is time-bound and accompanied by a clear transition pathway to local leadership.

To pursue this transition, DRC has established a sequenced process for progressively shifting leadership, decision-making authority, and resources to local actors, while adapting country operational models to support locally led programming. This means supporting civil society, including formal and informal groups and organisations representative of displaced people, duty bearers, and the private sector to shape, lead, and sustain responses to displacement and systems that strengthen resilience. In achieving this, enhancing **capacity sharing, coordination and equitable partnerships** are essential. This includes ensuring that risks, resources and decision-making authority are shared equitably with partners.

Becoming localised by default extends further for DRC by supporting local actors and affected communities to **participate meaningfully in humanitarian coordination, policy dialogue, and funding decisions** — so that local perspectives shape priorities, not just delivery. To address systemic barriers that limit local leadership and strengthen the role of local actors in leading displace-

The people we work with:

- Refugees and asylum seekers
- Internally displaced persons
- Shock-affected populations
- Host, return, and integration communities
- People on the move along migration routes

Local actors we work with:

- Civil society organisations
- Formal and informal community-based groups
- Local and national authorities
- Private sector actors
- Public institutions
- Diaspora communities

ment responses and durable solutions, DRC will actively work with local and national public institutions and authorities, donors, and coordination bodies.

Our approach to strategy implementation

The success of this strategy will be evident in how it improves the lives of people and it will depend on **everyone** at DRC pitching in.

Delivering on DRC's strategy depends on the whole organisation

Programme outcomes for displaced people often rely on systems that make assistance possible — including procurement, warehousing, finance and grants management — especially in fragile environments where political risks and market constraints affect delivery. Efficient and lean processes and systems, and a continuous focus on creating value for people of concern, are crucial to responsibly advancing DRC's strategy. One of many areas where we seek efficiency, is the solarisation of our offices so to drive down costs and drive-up resilience for our operations.

It also depends on the people carrying the strategy forward. DRC staff in-country are often affected by conflict and displacement themselves, and the organisation's structure has evolved to bring us closer to the communities we serve. This makes duty of care central to strategy implementation: frontline staff and partners must be supported, fairly rewarded, and included if the strategy is to be delivered effectively.

DRC will strengthen its ability to influence policy, practice and decision-making by translating operational presence, field evidence and the lived experience of displaced people into clear, prioritised advocacy positions.

DRC will use influencing more deliberately to advocate for political engagement with relevant decision makers, and to shape humanitarian and development financing decisions for displacement affected people, not least protracted crises that risk becoming forgotten. Our influencing also means positioning DRC around credible evidence, demonstrated impact and solutions-oriented programming.

We will explore alternative funding streams to support our strategic objectives. In an environment of increasing need and reduced funding, we need to create and grow new financial models, attracting new resources, also from the private sector.

We will develop our organisation to support this work by clarifying how the strategy connects to daily roles and by ensuring that the tools, resources, and capacities needed for implementation are in place. In this way, progress on the strategy links to progress in organisational development, with both reinforcing one another over time.

How we monitor strategy implementation and report

We will implement this strategy with a strong commitment to demonstrating change for people.

With our Global Theory of Change, we will design all our programming towards our five global outcome areas. This will put us in a position to track and report on progress towards outcomes for people across our operations. We will lay out concrete results in a separate framework that holds DRC to this commitment. We will

closely monitor progress towards these results, using accepted measures that resonate with people and our partners. We commit to being accountable and listening to people affected by conflict and climate-induced displacement – and to the local networks and groups that represent them – to confirm whether we have contributed to improving their lives.

Localised by default 2030 vision: Change will not be the same everywhere. Every year we will gather our partners in each country to understand what progress we made in our partnerships, especially how well we have supported them to lead. Focusing on aspects of governance, financial transfer, institutional strengthening, leadership roles, policy engagement, and accountability mechanisms, these reviews will inform context-specific adjustments.

→→ **On ensuring safety and dignity:** We will measure success by how systematically protection analysis informs what we do and say to support displaced populations, and how we work internally. Tracking this commitment will ensure that all of DRC's work can demonstrate a measurable reduction in harm linked to protection risks. Progress is ultimately defined by people reporting increased safety, while we also expect to see changes in donor policies that reflect DRC's unique insights.

→→ **On promoting self-reliance:** Progress will be tracked through a systematic approach to measuring and understanding how lives have improved, especially how much more self-reliant people and families have become. We will pay special attention to how inclusive local markets and social systems are for people affected by displacement. We also commit to regularly assessing how effectively our partnerships with governments, civil society, and the private sector have helped communities move away from aid dependency to a more stable and durable economic situation.

→→ **On anticipatory action:** We will monitor that we have broad enough sets of operational triggers and sufficient available financing across country offices to ensure we can act before crises peak. We will measure success not only by the cost-effectiveness of anticipatory action but also commit to understanding what potential damage we have averted with these actions for people, families and communities. We will track the integration of displacement forecasting into national planning and peer-agency response frameworks.

Bringing it all together: DRC's annual and multi-year planning cycles establish how the work in Country Operations and Headquarters comes together. We will regularly analyse the country context for updated understanding of displacement situations and alignment to our Global Theory of Change; we will work towards concrete programme quality and operational benchmarks and track progress through reporting. DRC pursues a holistic Value for Money approach, ensuring that resources are balanced across cost, quality, and impact rather than minimised for cost alone. This is further reinforced by DRC's Core Humanitarian Standard certification and DRC's Program Quality Framework, which holds us accountable to principled, high-quality programming for displacement-affected populations.







DRC DANISH
REFUGEE
COUNCIL

Supporting refugees and displaced towards a dignified life

Founded in 1956, the Danish Refugee Council (DRC) has worked for 70 years to support displaced people in their pursuit of a dignified life. As Denmark's largest humanitarian NGO and a leading international organisation, DRC works in nearly 30 countries with a dedicated team of around 6,000 employees and thousands of volunteers. In a world of growing displacement and complex crises, DRC's mission is more relevant than ever: to protect, advocate for, and enable sustainable futures for those forced to flee.

www.drc.ngo