



Terms of Reference for

The Red Cross Red Crescent Movement MHPSS Hub

January 1st, 2025.

Foreword

The enclosed Terms of Reference for the RCRC Movement MHPSS Hub is developed based on the objectives and the intentions outlined in the Partnership Agreement between the Danish Red Cross, ICRC and IFRC. It reflects the first years of the RCRC Movement MHPSS Hub and its progress towards the vision of a unified space for ensuring the RCRC Movement components continue advancing on effectively promoting, preventing, and responding to global mental health and psychosocial support (MHPSS) needs. This transition involves evolving from the IFRC Psychosocial Reference Centre to a more comprehensive entity with the ambition to make MHPSS a right for everyone, alleviating human suffering and promoting mental health, well-being, and resilience of individuals, always including volunteers and staff and communities, as per the existing Movement MHPSS Resolution and Policy.

In its initial phase, the RCRC Movement MHPSS Hub will focus on developing and integrating mental health aspects while continuing to address other MHPSS areas of expertise. This approach promotes the full spectrum of mental health and psychosocial support interventions, from basic psychosocial care to specialized mental health services, as outlined in the Movement's MHPSS framework. The specific functions and thematic focus areas of the MHPSS Hub are detailed in Section 4, with Section 3 presenting its objectives and Section 5 outlining its institutional structure.

1. Introduction

This Terms of References for the Red Cross Red Crescent Movement MHPSS Hub (hereafter the TOR) is concluded between the International Federation of Red Cross and Red Crescent Societies (hereinafter the "IFRC"), the Danish Red Cross (hereinafter the "DRC") and the International Committee of the Red Cross (hereinafter the "ICRC") (together referred to as the "Partners") and expresses their mutual commitment to enable the Red Cross and Red Crescent Movement Hub for Mental Health and Psychosocial Support (hereinafter the "RCRC Movement MHPSS Hub") to provide guidance, knowledge and expertise to all interested components of the Movement and beyond.

2. Background

In December 2019, the International Red Cross and Red Crescent Movement adopted key commitments to address mental health and psychosocial needs, outlined in Resolution 2 of the 33rd International Conference and Resolution 5 of the 2019 Council of Delegates. These include a Movement policy¹ that guides each component's response to MHPSS based on its role and mandate, providing a framework for delivering support across the life course to individuals, families, and communities.

¹ [Movement_MHPSS_Policy_Eng_single.pdf \(pscentre.org\)](#)



To ensure a strategic and coordinated approach to these commitments, a roadmap (2020–2024) was developed and working groups were established among different component of the Movement. This work has been essential in advancing the ambitions of the policy and resolution and has demonstrated an effective methodology to foster Movement collaboration.

The transformation of the IFRC Psychosocial Centre into the RCRC Movement MHPSS Hub, led by Danish RC, IFRC, and ICRC, reflects the Movement’s commitment to strengthening its global capacity to promote mental health, alleviate suffering, and build resilience in communities worldwide.

3. Objectives of the RCRC Movement MHPSS Hub

- a. The Movement MHPSS Hub is mandated to ensure that the Movement continue advancing on effectively promoting, preventing, and responding to global MHPSS needs, with the ambition to make MHPSS a right for everyone, alleviating human suffering and promoting mental health, psychosocial wellbeing, and resilience of individuals (including volunteers and staff), and communities at all times, as per the Movement MHPSS Resolution and Policy on addressing mental health and psychosocial needs (Resolution 5 Council of Delegates 2019, hereinafter the Resolution). The Movement MHPSS Hub will help the Movement in making MHPSS a right for everyone.
- b. The Movement MHPSS Hub builds upon the Reference Centre’s 30 years of experience in supporting, promoting and advocating for awareness and implementation of MHPSS through the IFRC’s psychosocial program, the experience and expertise of the ICRC, as well as the expertise and knowledge of National Societies working on MHPSS. The overall objectives of the Movement MHPSS Hub are to:
 - Increase the capacity of components of the Movement to respond to the mental health and psychosocial needs of populations, at all times and within their respective mandates. Communicate and advocate for MHPSS.
 - This includes strengthening MHPSS capacity and capabilities within the Movement and beyond, utilizing these capabilities to enhance services, programs, and meet needs. It also involves sharing MHPSS information internally and externally and advocating for MHPSS issues at all levels.
 - Contribute to the global body of knowledge on MHPSS and to related humanitarian diplomacy and advocacy efforts globally.
 - This covers all MHPSS knowledge generation, including research, monitoring, and evaluation, with a focus on using this knowledge to enhance humanitarian diplomacy, advocacy, service quality, and access to assistance for those with MHPSS needs.
 - Develop further MHPSS approaches in close collaboration with the ICRC, IFRC, National Societies, and other humanitarian agencies.
 - This includes collaborating with research institutions to develop innovative MHPSS approaches for global use and adapting existing approaches from other agencies for implementation within the Movement.
 - Develop capacities in accordance with the existing Movement MHPSS Policy, meeting the needs of different population groups and in line with the Functions as stated in Article 4 of this Term of Reference for the MHPSS Movement Hub.
 - This includes providing technical advice and support to Movement components specifically related to the implementation of the Movement Policy, with a key focus on developing technical guidance on the MHPSS Framework.



- Create a platform to bring together professionals, researchers, and other relevant stakeholders to share knowledge, strengthen capacities and mobilize resources for MHPSS knowledge and skills generation.
 - This includes creating virtual and physical spaces, as well as offering training, webinars, campaigns, and other knowledge generating and sharing events.
 - Establish and foster partnership developments.
 - This includes forming strategic partnerships with internal and external entities.
 - Mobilize resources for the Movement MHPSS Hub.
 - This primarily focuses on fundraising efforts but may also involve negotiating in-kind contributions, such as staff time, staff on loans, consultancies, and other services.
- c. The Partners agree that the Movement MHPSS Hub will not play any programme implementation role. Every component of the Movement will operate on its own, in accordance with their respective roles and mandates.

4. Functions of the RCRC Movement MHPSS Hub

Based on the above objectives, and subject to available funding, the RCRC Movement MHPSS Hub The main functions of the Hub encompass:

4.1 Technical support and capacity development of National Societies, IFRC and ICRC staff and volunteers

- Create, revise, and adapt MHPSS guidelines, training materials and approaches to maintain contextual relevance and usability, and alignment with the Movement's framework for both emergency and non-emergency settings.
- Further developing a comprehensive training and capacity strengthening framework for MHPSS capacity and capability strengthening, from basic to advanced levels, supporting the Movement staff and volunteers with tools, minimum standards, and follow-up supervision.
- Provide ongoing technical advice and support quality assurance to Movement entities, particularly in emergencies or resource-limited settings, to maintain high-quality MHPSS responses aligned with evidence-based standards.
- Enhance the internal capacity of the Movement MHPSS Hub, and IFRC and ICRC systems to **strengthen Movement capacities to** provide MHPSS aligned with the MHPSS Movement Framework and promote mainstreaming of MHPSS across the Movement.
- Support the Movement components knowledge and expertise to mobilize resources and develop partnerships as well as advocate for the inclusion of mental health in humanitarian responses.
- Develop tools to monitor and evaluate the effectiveness of MHPSS activities and capacity-strengthening efforts and assess their impact, with the aim of improving future MHPSS programmes and standardizing best practices.
- Provide guidance and technical support to Movement components on integrating staff and volunteer care into MHPSS programming, ensuring their well-being during both emergency and non-emergency operations.



4.2 Knowledge generation and sharing

- Develop clear communication strategies, tools, and protocols to strengthen internal and external MHPSS communication, ensuring effective channels for updates, best practices, and timely dissemination of key messages to stakeholders.
- Further develop and maintain an inclusive platform for sharing MHPSS research, tools, and best practices globally. This platform will distribute methodologies, tools, and lessons learned, while offering reports, toolkits, and training materials to promote quality services. Collaboration with external stakeholders will ensure consistent global approaches.
- Develop robust monitoring, evaluation, accountability, and learning (MEAL) systems to track the impact and effectiveness of MHPSS initiatives, ensuring accountability and continuous improvement. Establish clear indicators and use data to inform decision-making and adjust programs accordingly.
- Conduct or facilitate research to generate evidence that enhances MHPSS programming. Translate findings into practical applications to bridge the gap between research and practice, improving the effectiveness of interventions and addressing emerging needs.
- Create structured channels to share proven methodologies and lessons learned, ensuring wide accessibility, and drawing inspiration from the road-map process. Collaboration with external stakeholders will ensure consistent global approaches.
- Foster collaboration with internal and external research bodies to coordinate MHPSS research, align priorities, share data, and develop joint projects to maximize impact and prevent duplication. Facilitate regular interaction between researchers and practitioners through workshops, conferences, webinars, and online forums.

4.3 Policy, advocacy and humanitarian diplomacy

- The RCRC MHPSS Movement Hub will support the implementation and coordination of existing MHPSS policies and International Conference Resolutions by translating them into practical tools for national and global advocacy, while engaging in policy revisions to meet strategic objectives.
- Work with key stakeholders to shape policies and humanitarian diplomacy plans that prioritize MHPSS at all levels and ensure humanitarian assistance addresses MHPSS needs.
- Foster collaboration and share knowledge and learning across the Movement while cultivating advocacy champions at various levels to support MHPSS initiatives.
- Promote staff and volunteer care as part of systems and organizational development **while advocating** for greater resource allocation to mental health and psychosocial support for staff and volunteers.
- Strengthen regional partnerships to advance MHPSS efforts and support the Hub's functions by contributing to advocacy and humanitarian diplomacy for effective implementation and knowledge generation.
- Integrate and advocate for the inclusion of MHPSS in policy, humanitarian diplomacy, and advocacy knowledge integrating content development and technical advice.

The working language of the RCRC Movement MHPSS Hub is English. However, to ensure that all NSs have access, the aspiration is to have all services, materials, tools and systems available in all four working languages of the Movement,



5. Institutional Structure of the RCRC Movement MHPSS Hub

The RCRC MHPSS Movement Hub, headquartered in Copenhagen and hosted by the Danish Red Cross, aims to expand its regional outreach with representatives and technical functions ideally positioned in regional locations.

The Director of the RCRC MHPSS Movement Hub is accountable to the Steering Committee for its performance, financial sustainability, and impact, while aligning with strategic objectives and donor expectations. Acting as the Steering Committee's secretary, the Director oversees the Hub's strategic development and management, ensuring it serves as a central resource for mental health and psychosocial support within and beyond the Red Cross and Red Crescent Movement. The Hub's functions will be shaped by annual strategic planning and available funding, with a focus on effective coordination with IFRC and ICRC. Additionally, the Director will oversee the recruitment, retention, and support of a diverse and skilled team.

5.1 Regional representation

The Hub will explore possibilities to work toward establishing a presence in key regions to enhance its core functions, including providing technical advice and support at both national and regional levels. This regional presence is expected to encourage greater participation in events, further promote knowledge exchange on MHPSS topics, and boost collaboration among networks, National Societies, and communities of practice.

6. Governance

The Movement MHPSS Hub shall be governed by a Steering Committee, which shall be responsible for all major strategic decisions. Its responsibilities include, but are not limited to:

- Adopting the policies and strategies for the Movement MHPSS Hub.
 - Approving all policy statements of the Movement MHPSS Hub.
 - Reviewing and providing advice on the Movement MHPSS Hub's advocacy efforts.
 - Adopting the annual work plan and budget and supervise its implementation.
 - Approving the narrative and financial reports.
 - Approving any formal partnerships with third parties.
 - Establishing the fundraising policies and rules.
- a. The Steering Committee shall be composed of 8 representatives; 3 permanent representatives and 5 representatives on rotation (with a commitment for a 4-year period) with possibility of reappointment as follows.
- One permanent representative from the IFRC, as designated by the IFRC Secretary-General,
 - One permanent representative from the DRC, as designated by the International Director in agreement with the Secretary-General,
 - One permanent representative of the ICRC, as designated by the ICRC Director-General,
 - One representative from a National Society from the AFRICA Region,
 - One representative from a National Society from the MENA/NAME region,



- One representative from a National Society from the ASIA region,
 - One representative from a National Society from the AMERICAS region,
 - One representative from a National Society from the EUROPE region.
- b. The Steering Committee shall be composed of one additional non-voting member elected by the Advisory Group as detailed below.
 - c. Every four years, an open invitation to all NSs will be sent to invite them to express their interest to be a part of the steering committee of the Hub clarifying there will be one seat per region and sharing the criteria for selection.
 - d. The appointed National Society members will represent the collective interests of all National Societies.
 - e. In the event of resignation, NS member will inform in writing to the three permanent members of steering committee. In this case, the Steering committee will appoint another NS from the same region.
 - f. Members of the Steering Committee shall represent their respective institutions and not serve in a personal capacity.
 - g. The Steering Committee shall govern the Movement MHPSS Hub in accordance with the terms laid out in this Agreement.
 - h. Decisions of the Steering Committee shall be adopted by consensus. In the absence of a consensus decisions shall be taken by simple majority vote of voting members, provided that the three permanent members do not object).
 - i. The DRC, as the host of the Movement MHPSS Hub shall retain the final say on any matters that affect the legal liability of the DRC.
 - j. The Steering Committee shall meet a minimum of two times per year. Meetings of the Steering Committee may be held in person, virtually or in hybrid mode. The expenses of the Steering Committee meetings participation shall be covered by their respective organisations.
 - k. The Steering Committee shall be advised by the Advisory Group, as detailed below. The Steering Committee may be further advised by outside experts as it deems appropriate and necessary.
 - l. At least one steering committee meeting per year will include the Advisory group.
 - m. The three core organizations in the Steering Committee may invite their technical MHPSS focal points to participate in meetings. Other Steering Committee members may invite their technical MHPSS advisors on an ad-hoc basis if deemed appropriate and necessary. The Steering Committee may also invite members of the advisory group to join meetings on an ad-hoc basis when considered relevant.

6.1 Advisory Group

An advisory group will be established in 2025 to provide expert guidance, insights, and recommendations to the Steering Committee and the MHPSS Hub management.

- a. The final composition of the Advisory Group will be determined by the Steering Committee in 2025. The committee will select individuals with relevant expertise, such as MHPSS, resource mobilization, advocacy, and organizational development, to provide valuable guidance in decision-making, and strategic planning. In 2025, the Steering Committee will also determine the size of the Advisory Group, ensuring it complements existing capacities within the Steering Committee without overlapping, while balancing the need for a group of experts that both the Steering Committee and Hub management can consult.



- b. The Advisory Group shall advise the Steering Committee as requested and on matters pertaining, but not limited to:
- The overall direction of the RCRC Movement MHPSS Hub.
 - Input and comments to ongoing and planned RCRC Movement MHPSS Hub activities.
 - Ways to raise awareness and build support for greater attention to mental health and psychosocial approaches in humanitarian and development programming.
 - Identification of potential partnerships that could expand and increase the resource base of the Movement MHPSS Hub and/or serve to achieve its strategic objectives.
- c. One member of the Advisory Group shall be elected by the Advisory Group within its members to serve as a non-voting member of the Steering Committee. The elected term shall be two years with the possibility of re-election.
- d. The Advisory Group meets twice a year, which may be in person, virtually or in hybrid mode.

7. Review of Terms of Reference

The Terms of Reference will be reviewed at least every 4 years in line with the review of RCRC Movement MHPSS hub.