MHPSS
INTERNATIONAL
MOVEMENT
HUB

THE RED CROSS RED CRESCENT MOVEMENT MHPSS HUB 2027 APPEAL

MHPSS IN THE MOVEMENT:

A COLLECTIVE COMMITMENT – A JOINT RESPONSIBILITY

2027 Funding Requirement

- **Total 2027 Appeal requirement: CHF 2.5 million**
- **Minimum annual operating funding requirement: CHF 2 million**
- **Funding need 2028-2030: CHF 6 million (CHF 2 million/year)**

The collective commitments of the Red Cross Red Crescent Movement, anchored in the 2019 Resolution and Policy on MHPSS, paved the way for a quantum leap in MHPSS. It placed the Movement at the cutting edge of protecting mental health and well-being across the globe. This appeal is a call to ensure that the expertise and experience harvested across the IFRC, ICRC and 191 National Societies is developed, maintained and utilised. With support from partners the Red Cross Red Crescent Movement MHPSS Hub (MHPSS Hub) can deliver sustained and coordinated technical advisory support, humanitarian diplomacy, research, strategic communications, organisational systems and monitoring, evaluation, accountability, and learning (MEAL).

1. Overview and Funding Request

Mental health is a basic human right for all people. Yet, more than one billion people across the globe live with mental health conditions. The World Health Organisation (WHO) estimates that in low- and middle-income countries, more than 75% of people with mental health conditions do not receive the care they need. Mental health challenges are exacerbated by conflict, emergencies, displacement, marginalisation and other adversities including for millions of Red Cross Red Crescent staff and volunteers and the communities they serve. As the world's largest and most localised humanitarian network the Red Cross Red Crescent Movement is both obligated and capable of helping address this global challenge.

The MHPSS Hub has monitored the progress of MHPSS service delivery across the Movement since 2019 when the 33rd International Conference, affirmed the collective Movement-wide commitment to addressing mental health needs in humanitarian settings. Our recent survey: Global State of MHPSS in the Red Cross Red Crescent Movement: 2025 Findings (Global MHPSS Survey) confirms considerable progress across ICRC, IFRC and National Societies, increasingly integrating MHPSS as a component of humanitarian action.

However, sustaining progress requires investment not only in expanding MHPSS activities, but also in the capacities, systems and expertise that underpin quality and sustainable services. Serving all 191 National Societies, the IFRC and the ICRC, the MHPSS Hub is the *first* and *only* Movement-wide entity that connects expertise, strengthens capacities, facilitates collaboration and maintains common technical resources, evidence

and learning systems. By pooling investment and expertise, it helps reduce duplication, sustain institutional knowledge and strengthen locally led MHPSS services delivered by National Societies. The 2027 Appeal seeks investment in both the MHPSS Hub's strategic priorities and the critical functions that enable their delivery.

The funding challenge facing the MHPSS Hub is not simply one of volume, but of ensuring that its funding model matches its Movement-wide mandate. Historically, approximately 85% of the MHPSS Hub's funding has been tied to restricted grant funded projects. While restricted grants and partnerships enable specific activities to grow, they do not necessarily sustain the critical functions required to provide ongoing Movement Services as per the MHPSS Hub's mandate. Without predictable basic funding to sustain and operate critical functions, the MHPSS Hub risks becoming a collection of small, restricted grant initiatives rather than the strategic shared Movement resource it was established to be.

The functions outlined in this Appeal, are critical to the MHPSS Hub's ability to deliver on its priorities and fulfil its Movement-wide mandate. They provide the capacity to maintain and make technical expertise and resources accessible, coordinate support across countries and Movement components, generate and share evidence, mobilise and manage resources, and respond to needs beyond individual projects. Investing in these functions enables the MHPSS Hub to turn individual activities and partnerships into sustained, accessible Movement Services, ensuring that all 191 National Societies, the IFRC and the ICRC can benefit from shared expertise, systems and resources, regardless of whether they are part of a funded project.

How can partners financially support the MHPSS Hub?

Partners are called upon to match the commitment as laid out in the MHPSS Resolution at the 2019 International Conference[1] and the establishment of the MHPSS Hub as a shared Movement Service with sustained financial investment in the capacity required to fulfil its mandate. This investment can take different forms:

- *Providing **unearmarked financial contributions**, including predictable, multi-year basic operating funding to sustain the MHPSS Hub's Movement-wide services and capacities;*
- ***Establishing strategic partnerships** that combine financial contributions with longer-term collaboration on shared priorities;*
- ***Entering into funded service agreements** for technical advice, capacity strengthening, research, quality assurance and other specialist support;*
- ***Systematically considering the MHPSS Hub in funding opportunities, partnerships, programmes and initiatives** pursued by Movement components, including incorporating relevant MHPSS Hub services, technical advisory expertise and associated costs into grant design, proposals and budgets.*
- ***Supporting funded positions** that strengthen the MHPSS Hub's ability to deliver its mandate;*
- ***Funding specific functions, strategic initiatives, technical capacities or shared services** outlined in the MHPSS Hub Appeal;*
- ***Facilitating access to institutional, philanthropic and private sector funding opportunities**, including through joint proposals and introductions to prospective partners.*

In all these ways partners can both strengthen their own MHPSS programming and contribute to sustaining the shared capacities and services available to the wider Movement.

---

1 International Red Cross and Red Crescent Movement, Policy on Addressing Mental Health and Psychosocial Needs, adopted through Resolution 5 (CD/19/R5), Council of Delegates, 2019; and Addressing Mental Health and Psychosocial Needs of People Affected by Armed Conflicts, Natural Disasters and Other Emergencies, Resolution 2 (33IC/19/R2), 33rd International Conference, 2019.

2. Introduction to the MHPSS Hub and its Achievements

The MHPSS Hub was established when the former IFRC Reference Centre for Psychosocial Support (IFRC PS Centre founded in 1993) transitioned into the MHPSS Hub on 1 January 2025, through a tripartite partnership agreement signed by the leaders of the International Committee of the Red Cross (ICRC), the International Federation of Red Cross Red Crescent Societies (IFRC) and the Danish Red Cross (DRC). With a new and strengthened mandate to serve the entire Movement, the MHPSS Hub was placed at the centre of supporting the implementation of the collective commitments of the *International Red Cross and Red Crescent Movement Policy on Addressing Mental Health and Psychosocial Needs* (2019), reinforced by *Resolution 2 of the 33rd International Conference*.

Building on three decades of expertise and experience as the IFRC PS Centre, the MHPSS Hub began delivering on its expanded mandate in a reality defined by intensifying global and overlapping crises, including armed conflicts, climate-related disasters, public health emergencies and displacement, combined with a broader humanitarian reset marked by funding constraints and operational pressures.

To guide its response to these challenges and its longer-term development, the MHPSS Hub's 2026–2030 Strategy sets out two overarching objectives: improving the quality and impact of MHPSS services across the full spectrum of care and improving care and well-being for staff and volunteers. The Strategy emphasises strengthening sustainable, locally rooted capacities, evidence and learning, and greater collaboration across the Movement. It also sets an ambition to move beyond reactive, activity-based support towards more systematic and sustained engagement with Movement components, providing the strategic framework for the MHPSS Hub's priorities and activities in the years ahead.

The 2025 Global MHPSS Survey provides an important picture of the wider Movement context in which the MHPSS Hub is pursuing these ambitions.

Estimated **110,000** to **125,000** staff and volunteers engaged in MHPSS

92% of responding National Societies have designated MHPSS focal points

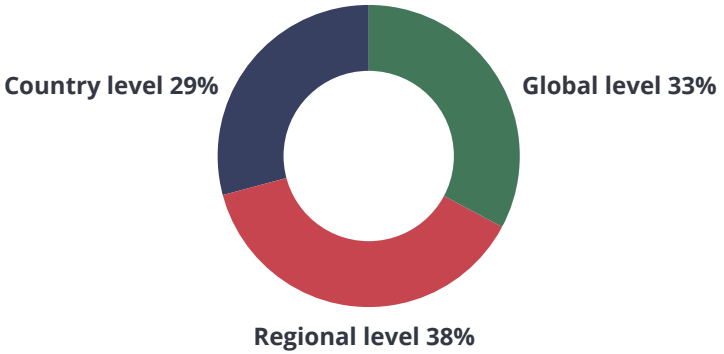
These figures reflect sustained investment in capacity building and a strong organisational commitment across the Movement. They also illustrate the scale of the Movement's MHPSS engagement and the importance of the shared expertise, technical advisory support, humanitarian diplomacy, research and evidence-building functions that the MHPSS Hub was established to provide.

Between 1 January 2025 and November 2026:

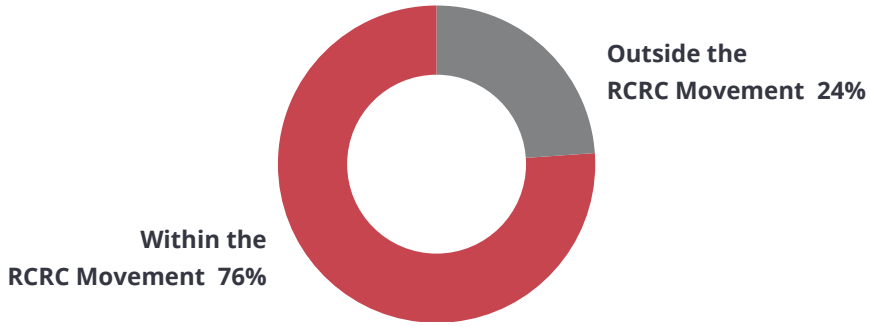
The MHPSS Hub supported **901** organisations across **121** countries.

Strengthened the capacities of **5,080** staff and volunteers worldwide.

Through activities delivered globally (33%), regionally (38%), and country level (29%), the MHPSS Hub has demonstrated its ability to combine Movement-wide services with tailored support that responds to local and regional needs with a global position.

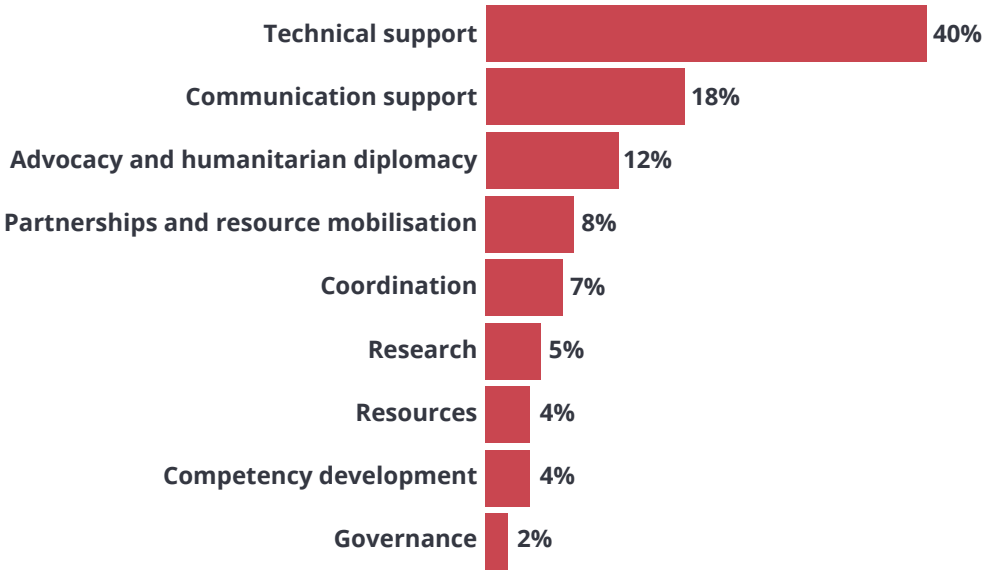


Collaboration has been central to this engagement and success. **76%** of all activities were implemented with partners from within the Red Cross Red Crescent Movement, while **24%** engaged stakeholders beyond the Movement, reinforcing both the MHPSS Hub's convening role and its contribution to the wider inter-agency MHPSS sector.



Type of support

The MHPSS Hub's support spans a broad range of services and functions contributing to MHPSS capacity strengthening.



Against this wider Movement context, the MHPSS Hub's own results demonstrate the reach and breadth of its services. Its communications and knowledge-sharing platforms make technical resources, evidence and learning accessible to Movement components and MHPSS practitioners worldwide.

Between 1 January 2025 and 30 June 2026:

	The MHPSS Hub website had 185,000 visitors from +190 countries.
	MHPSS Hub resources (including toolkits, guidelines, reports) were downloaded 112,000 times.
	MHPSS Hub videos were watched for a total of 3,600 hours.
	MHPSS Hub podcasts were downloaded 11,000 times.
	MHPSS Hub social media channels had a combined accumulated reach (impressions all posts) of 900,000.

Alongside this global reach through strategic communications and knowledge sharing, the MHPSS Hub provides direct technical advisory support, capacity strengthening and accompaniment to Movement components at global, regional and country levels.

3. MHPSS Hub mandate

The MHPSS Hub's mandate is to advance MHPSS across all 191 National Societies, the IFRC and the ICRC. This Movement-wide role is reflected in the governance of the MHPSS Hub with its Steering Committee currently bringing together the ICRC, the IFRC, Danish Red Cross[2], Australian Red Cross, Kenyan Red Cross, Mexican Red Cross, Syrian Arab Red Crescent, and the Swedish Red Cross. Some functions in the MHPSS Hub are highly visible – facilitation of workshops and webinars, publishing of guidance and tools, the website and Resource Library – which represents the Movement's knowledge bank on MHPSS, as well as the podcast and social media channels. Others are less visible but just as vital – convening expertise, enabling peer exchange, maintaining technical quality and standards, developing and updating guidance, MEAL, humanitarian diplomacy, governance, financial and grant management, and maintaining the people and systems that allow the MHPSS Hub to respond when support is requested (e.g. in emergencies). For example, an MHPSS Hub technical advisor responding to a National Society request for support is drawing on expertise, tools, evidence, standards, relationships and institutional knowledge developed over time, or a resource downloaded from the Resource Library has been developed, reviewed, quality assured, translated, published and maintained. Taken together, these functions position the MHPSS Hub as the backbone organisation for MHPSS across the Movement.

4. Value added of the MHPSS Hub

As National Societies, the IFRC and the ICRC expand their activities and increasingly integrate MHPSS across health and social care, disaster management, migration, protection and other areas of work, the challenge is no longer simply to establish MHPSS activities - although that remains important in many settings. It is also to ensure that growing capacity is institutionalised, connected, evidence-informed and able to consistently deliver quality support across very different contexts. While more than 50% of 120 organisations (118 National Societies, the IFRC & ICRC) responding to the Global MHPSS Survey indicate that they now include MHPSS within broader strategies, fewer have formal policies or dedicated frameworks in place, illustrating that institutionalisation remains uneven and support needs remain high.

There is high competition for funding and resources; donors are increasingly calling on organisations to be efficient, accountable, to mutualise and be more effective. The MHPSS Hub is the *first* and *only* Movement-wide entity that makes it possible to pool investment and expertise rather than repeatedly recreating, or working through isolated, bilateral investments in individual programmes or technical delegates alone. Technical tools development, evidence reviews, capacity strengthening approaches, and specialist competencies can be developed and maintained for wider use, reducing duplication and making expertise and resources more cost-efficient and accessible to more Movement components. National Societies, the IFRC and the ICRC can draw on an open-source resource library of guidance, tools, learning resources and evidence, as well as networks and shared knowledge, while more intensive advisory accompaniment can be provided in specific contexts and priority areas.

This allows cost-effective shared investments in MHPSS expertise and resources that benefit the wider Movement, while enabling support to be adapted to the capacities, priorities and operating realities of individual National Societies. The MHPSS Hub connects Movement-wide expertise with locally rooted efforts and capacities, strengthening collaboration, shared learning and quality across the Movement through:

- **Locally led MHPSS:** Drawing on knowledge and experience from across the Movement while strengthening local MHPSS leadership, competencies and systems, supporting National Societies' delivery through staff and volunteer networks and their engagement with relevant national authorities.
- **Convening and collaboration:** Connecting MHPSS practitioners across national boundaries, time zones and Movement components through regional networks, communities of practice, peer exchange and research collaboration, fostering communication, collaboration and shared practice.
- **Collective learning and adaptation:** Enabling National Societies, the IFRC and the ICRC to access and exchange knowledge, evidence and good practice from across the Movement. Operational experience from individual contexts contributes to wider evidence and informs approaches elsewhere, while common guidance and tools continue to evolve based on practical experience.
- **Evidence and accountability:** Tracking Movement-wide progress through the biannual Global MHPSS Survey and supporting Movement components to strengthen MEAL systems. This helps identify progress and gaps, strengthens the evidence base for MHPSS and ensures that collective learning informs future priorities, approaches and support.

2 Danish Red Cross hosts the MHPSS Hub and is a permanent member of the Steering Committee along with the ICRC and the IFRC. The other five National Societies serve a four-year term.

- **Continuity and institutional memory:** Building on more than 30 years of experience from the former IFRC Psychosocial Support Reference Centre, sustaining Movement-wide MHPSS leadership and preserving technical knowledge, institutional experience, lessons learned and established approaches as programmes, priorities and personnel change. This provides a foundation for stronger quality assurance, consistency and continued learning across the Movement.

What would the Movement lose if there was no funding for the MHPSS Hub?

MHPSS services and expertise would still exist in some contexts, but MHPSS work would be fragmented and unevenly available across the Movement.

The Movement would NOT be able to:

- ✗ *Connect expertise, knowledge and resources across countries and Movement components, while reducing duplication of efforts.*
- ✗ *Develop, maintain and promote common standards and quality approaches to MHPSS.*
- ✗ *Generate, consolidate and disseminate evidence, research and learning.*
- ✗ *Maintain a shared MHPSS resource library and knowledge bank, including access to technical guidance, audio-visual tools and resources through the MHPSS Hub's website.*
- ✗ *Strengthen local MHPSS capacity at scale and support National Societies across different contexts.*
- ✗ *Influence global MHPSS agendas and advocate for local, volunteer-led mental health and psychosocial well-being services.*
- ✗ *Systematically support and promote the mental health and well-being of staff and volunteers across the Movement.*

The MHPSS Hub's value is not that it delivers MHPSS services itself, but that it provides the shared infrastructure for learning, quality, capacity strengthening, collaboration and innovation. *This enables MHPSS actors across the Movement to achieve more collectively than they could working independently.*

Supporting the MHPSS Hub is therefore an investment in shared Movement capacity and infrastructure that makes the wider MHPSS response stronger. It enables National Societies, the IFRC and the ICRC to draw on common expertise, evidence, systems and networks while retaining responsibility for how MHPSS is designed and delivered within their respective mandates and contexts.

5. Strategic initiatives 2027 plans

The MHPSS Hub's strategic priorities for 2027 translate its 2026–2030 Strategy into concrete activities aimed at strengthening the quality, accessibility and sustainability of MHPSS across the Movement, while improving care and well-being for staff and volunteers. The five strategic initiatives are interconnected, combining the development of common tools, standards and approaches with direct technical advisory support, capacity strengthening, evidence generation, communications, humanitarian diplomacy and collaboration across Movement components. Delivering these activities also requires coordination and project management to organise support and ensure financial compliance and organisational systems to manage the resources needed for implementation. The MHPSS Hub continues to provide Movement-wide services accessible to all Movement components, including guidance and resources, knowledge exchange and global humanitarian diplomacy, priority contexts will provide the framework for organising and delivering more focused and sustained engagement. Subject to funding, the MHPSS Hub aims to work with 11 priority contexts, with at least two contexts per region, and with the ICRC. These contexts will serve as the basis for bringing together expertise and activities across the strategic initiatives, enabling more coordinated technical accompaniment, capacity strengthening, partnership development and learning.

The table below illustrates what investment in the MHPSS Hub's combined technical, operational and organisational functions make possible in 2027. It links the functions requiring funding to the five strategic initiatives, their objectives and the concrete activities that the MHPSS Hub can deliver. While different initiatives draw on areas of expertise, they also depend on shared enabling functions that support delivery across the entire programme. Funding these functions together, rather than financing activities in isolation, is essential to maintaining the capacity required to fulfil the MHPSS Hub's Movement Services mandate and donor compliance.

Strategic Initiatives	HR required for results	2027 activities and deliverables	Expected results
1. Technical tools, standards, frameworks and quality assurance	- Communications (2) - MHPSS Specialists (2) - Technical Team Lead	- Optimise the Resource Library and website, leveraging AI capabilities. - Develop quality assurance processes for MHPSS programming and resources. - Develop guidance on MHPSS in armed conflict, climate crises and migration, including MHPSS in Emergencies with ICRC. - Develop guidance for MHPSS in anticipatory action with IFRC and disseminate the MHPSS in Emergencies Monitoring and Evaluation toolkit. - Review, translate and publish guidance on MHPSS services delivered through humanitarian service points.	Strengthened knowledge management and quality assurance systems; accessible, updated and contextually relevant MHPSS tools and guidance available to Movement components.
2. Technical accompaniment and capacity strengthening in priority contexts	- MHPSS Specialists (3) - Project Manager - IASC Co-chair (IFRC) - Technical Team Lead - PMOS Team Lead - Organisational Support Coordinator - Strategic Advisor, Executive Office & Partnerships	- Establish partnerships, conduct baseline assessments and develop tailored implementation plans (2 NS contexts/ region plus the ICRC). - Provide country and regional technical accompaniment, help-desk support and engagement with regional MHPSS networks and communities of practice. - Deliver capacity strengthening with Movement partners, including workshops, learning exchanges and two global MHPSS Hub events. - Translate selected resources into French, Spanish and Arabic and support National Society implementation of the Capacity Strengthening Framework.	Stronger partnerships and tailored engagement with priority Movement components; increased access to technical expertise and capacity strengthening; sustained regional collaboration and strengthened competencies for quality MHPSS implementation.
3. Protection of staff and volunteer mental health and well-being	- Director - Communications - MHPSS Specialists (2) - IASC Co-chair (IFRC) - Technical Team Lead - Communications/HD/ Research Team Lead - Strategic Advisor, Executive Office & Partnerships - Project Manager	- Establish a Movement-wide working group and convene a global workshop on staff and volunteer mental health and well-being. - Develop key messages on *Protection of Staff and Volunteers Mental Health and Well-being*. - Develop peer support guidance for volunteers. - Publish the Remote Support Protocol for Protecting Staff and Volunteer Mental Health and Wellbeing. - Strengthen supportive supervision and leadership capacities, including collaboration with IFRC Africa Regional Office. - Implement the Arctic Council MHPSS for Emergency Responders project and support the IFRC Red Family Fund psychological support mechanism.	Stronger Movement-wide collaboration, guidance and capacity to protect staff and volunteer mental health and well-being; strengthened partnerships, institutional approaches and practical support mechanisms.

Strategic Initiatives	HR required for results	2027 activities and deliverables	Expected results
4. Humanitarian diplomacy, policy engagement and strategic communications	- Director - Communications (2) - MHPSS Specialist - Project Manager - IASC Co-chair (IFRC) - Communications/HD/ Research Team Lead	- Coordinate revision of the Movement MHPSS Policy and support MHPSS engagement in preparations for the 35th International Conference. - Co-chair the IASC MHPSS Reference Group and engage in bilateral and multilateral policy forums. - Support high-level representation, including the Global Ministerial Mental Health Summit and the Humanitarian Network and Partnerships Week. - Coordinate World Mental Health Day and World Suicide Prevention Day campaigns. - Develop an MHPSS humanitarian diplomacy training module.	Stronger integration of MHPSS in Movement policy and humanitarian diplomacy; coordinated international representation; strengthened capacities of National Societies to engage in humanitarian diplomacy and communications.
5. Research, evidence generation and learning	- Research Specialist - MHPSS Specialist - Communications - Project Manager - MEAL Advisor - Communications/HD/ Research Team Lead	- Co-chair the Movement MHPSS Research Network. - Pursue consortium funding for operational research and strengthen partnerships with academic institutions and Movement Reference Centres (RC3, MHHI, Climate Centre, GDPC, etc). - Convene the Global MEAL and Evidence Thematic Group and strengthen MHPSS evaluation standards and capacities. - Support assessments, programme evaluations, operational learning and evidence dissemination across the Movement.	Stronger research and learning partnerships; more equitable collaboration with academic and Movement partners; improved evidence generation, evaluation quality and application of learning across the Movement.

6. Strategic Enablers 2027 Plans

The MHPSS Hub's ability to fulfil its Movement-wide mandate depends not only on technical expertise to deliver on objectives, but also on the people, systems and organisational capacities needed to translate priorities into delivery. These enabling functions are not separate from the MHPSS Hub's Movement Services; they are essential to making them possible. Behind every technical activity there is work to identify needs, develop partnerships, mobilise resources, plan and coordinate implementation, manage finances and donor compliance commitments, and monitor results to inform future support. Ensuring that support is evidence-informed requires MEAL capacity to maintain monitoring frameworks, collect and analyse activity data, assess results and translate learning into improved approaches. Expanding regional engagement similarly depends on feasibility assessments, planning, partnerships and the organisational capacity to establish and sustain an appropriate presence. Resource mobilisation and grant management are needed not only to secure funding but also to translate it into funded, implementable activities and meet commitments to partners and donors.

The table should therefore be read from left to right: each enabling human resource provides the capacity to pursue specific activities, which drawn together create the expected results. Without investment in the underlying capacities, individual activities may be funded but cannot necessarily be planned, managed, monitored, reported on, adapted or sustained effectively. Nor can the MHPSS Hub ensure that resources invested in individual activities translate into quality and lasting results. Predictable, flexible and multi-year core funding is therefore critical to maintaining these capacities beyond individual projects and funding cycles. In this way, investment in enabling functions is an investment in the MHPSS Hub's ability to deliver its technical mandate and maintain Movement Services across the Movement.

Strategic enablers	HR required for results	2027 activities and deliverables	Expected results
1. Organisational management, systems and staff well-being	- Director - PMOS Team Lead - Finance Business Partner & Controller - Project Manager - MEAL Advisor - Organisational Support Coordinator - Student Assistant	- Strengthen financial management, onboarding and internal information-sharing processes in line with DRC procedures; - Implement and refine Programme Cycle Management (PCM) systems and standards; - Improve access to staff development opportunities and explore supportive supervision models; - Strengthen internal crisis communications and staff well-being support; - Finalise the regional presence feasibility study, develop an implementation plan and initiate the selected model.	More efficient and accountable organisational operations; strengthened internal systems and standards; improved staff well-being and a supportive working environment that enables sustained delivery.
2. Monitoring, evaluation, accountability and learning (MEAL)	- PMOS Team Lead - Project Manager - MEAL Advisor - Strategic Advisor, Executive Office & Partnerships - MHPSS Specialist	- Optimise the MHPSS Hub Monitoring and Evaluation framework and MEAL plan in line with the Strategy; - Strengthen data collection and analysis, MHPSS Hub-wide reporting and the external Kobo dashboard; - Standardise evaluation and learning processes and strengthen accountability and PCM systems; - Provide project-level MEAL support and integrate evidence and learning into communications.	MEAL systems aligned with the MHPSS Hub Strategy; stronger data use, reporting and organisational learning; improved integration of evidence into communications and decision-making.
3. Partnerships, governance and resource mobilisation	- Director - Finance Business Partner & Controller - Project Manager - Strategic Advisor, Executive Office & Partnerships - PMOS Team Lead - Technical Team Lead - Communications/HD/ Research Team Lead	- Support an engaged Steering Committee and agile Advisory Group, including their role in advocating for MHPSS Hub funding; - Strengthen partnerships with National Societies, IFRC, ICRC, Reference Centres/ Movement Hubs and other stakeholders; - Develop and implement a coordinated resource mobilisation plan, pipeline tools and partnership/service offerings; - Secure funding and partnership agreements and explore non-traditional funding opportunities; - Strengthen visibility and positioning through the Annual Report, targeted communications, high-level engagement and relevant international forums.	More diversified funding opportunities and stronger resource mobilisation; sustained strategic partnerships and Movement collaboration; effective governance, coordination and positioning to support the MHPSS Hub's Movement-wide mandate.

7. Overall Budget

The MHPSS Hub seeks flexible, unearmarked organisational funding to sustain its core technical expertise, advance strategic priorities, and ensure the effective implementation of its 2026–2030 Strategy. Currently, approximately 80-90% of the MHPSS Hub's funding comes from earmarked (restricted) donor-based grants and consultancies, while the remaining 10-20% comprises flexible strategic contributions. To enhance long-term financial sustainability and reduce reliance on short-term, earmarked funding, the MHPSS Hub seeks a minimum annual unearmarked contribution of CHF 2 million to operate its essential technical capacity and advance key strategic initiatives, ensuring the successful delivery of its 2026–2030 Strategy.

The multi-year financial outlook is anchored in the 2027 budget, with indicative projections for 2028–2030 incorporating a 3.5% annual cost increase to account for inflation and assuming the retention of eighteen essential personnel. The projected funding gaps for 2028–2030 reflect the MHPSS Hub's confirmed funding position as of Q4 2026 and ongoing fundraising efforts are expected to mobilise additional resources aligned with the MHPSS Hub's annual strategic planning and budgeting processes, HOWEVER continued reliance on short-term and earmarked/ restricted grant funding does not provide the financial predictability and stability needed to sustain basic operating capacity and effectively deliver the MHPSS Hub's mandate.

Summary Budget	2027 Budget (CHF)	2028 Forecast (CHF)	2029 Forecast (CHF)	2030 Forecast (CHF)
Total Budget (HR, Programme Activities & Shared Cost)	2,476,213	2,562,881	2,652,581	2,745,422
Secured Income	976,925	717,244	717,244	306,922
Anticipated Pipeline Income	940,193	228,818	193,582	193,582
Funding Gap	-559,096	-1,616,818	-1,741,755	-2,244,918
Funding Gap (%)	**-23%**	**-63%**	**-66%**	**-82%**

The Red Cross Red Crescent Movement MHPSS Hub
Hejrevej 30 st.
2400 Copenhagen NV
Denmark

+45 35 25 92 00
mhpsshub@rodekors.dk
mhpsshub.org

MHPSS
INTERNATIONAL
MOVEMENT
HUB