

SRC Strategy 2030

SRC STRATEGY 2030



Swiss Red Cross



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Swiss Red Cross
Rainmattstrasse 10
CH-3001 Bern
Phone 058 400 41 11
info@redcross.ch

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Foreword

Together we face our challenges and shape our future

The SRC Strategy 2030 is the fourth strategy of the Swiss Red Cross. Like the previous editions, it is an overarching strategy for all Red Cross organizations and the SRC Headquarters. These will define their contribution to the SRC Strategy 2030 in their individual strategies and joint initiatives.

In the Strategy 2020, we consolidated our position as the best known humanitarian organization in Switzerland, so that we are even better equipped to fulfil our mission. We advocate for the most vulnerable people and provide services and support for people whose lives, health or dignity are threatened or violated. We now work more professionally, fund our activities more sustainably and are more innovative than at the start of the last strategy period. This enables us to help hundreds of thousands of people each year in Switzerland and abroad, when disasters strike, in times of crisis and in their everyday lives.

It is extremely uncertain what our environment will be like in 10 years' time. As part of the Red Cross and Red Crescent Movement, all over the world the Swiss Red Cross faces challenges to actively shape the future in favour of its target groups. To this end, we constantly monitor developments in our environment and accordingly strengthen our ability to deal with specific changes.

The world's most significant challenges include increasingly protracted crises and conflicts, especially in Africa and the Middle East, that combine with famine and poverty to cause a great deal of human suffering. Climate change aggravates this development and leads to more natural disasters and health problems for vulnerable people, both in Switzerland and elsewhere. These changes force many people to migrate, which poses new challenges in terms of the protection and human dignity of the migrants, especially when families are torn apart. New communities are emerging, particularly in cities, that are more mobile, more diverse and have new needs. Demographic change, characterized by a rapidly growing proportion of elderly people, and increasing social inequality are challenges facing our society.

These challenges cannot be solved by individual countries, groups or organizations acting alone; they require new forms of cooperation and participation at all levels. The 17 goals of the UN's Agenda 2030 provide us with a framework for sustainable development. New technologies open up new possibilities for action by, for example, allowing creative approaches to voluntary work and innovative forms of financing. They are fundamentally changing our working environments and our healthcare systems. But they also entail risks, whether in terms of data misuse or the exclusion of people who cannot keep up with the speed of technological developments.

To meet these challenges in Switzerland and in our partner countries, we are building on the strengths that make us successful: our high profile, our nationwide network, and our committed and motivated volunteers and staff. At the same time, we must address those weaknesses that prevent us from dealing with change and may jeopardize our future success: our cumbersome and rigid structures, lack of focus and wasted synergies.

The International Federation of Red Cross and Red Crescent Societies (IFRC) Strategy 2030 has three global goals:

- People anticipate, respond to, and quickly recover from crisis.
- People lead safe, healthy and dignified lives and have opportunities to thrive.
- People mobilize for inclusive and peaceful communities.

While we base our actions on the Red Cross Fundamental Principles, we are also guided by these goals and the UN Agenda 2030 so that we can continue to be successful going forward. We always focus on humanity in everything we do. I look forward to our increased cooperation in favour of vulnerable people in Switzerland and in other countries around the world.

Your president,
Thomas Heiniger

Our mission

For greater humanity

Despite much progress, disasters and crises, climate change, migration, poverty and social inequalities still cause immense human suffering all over the world.

We – the volunteers, honorary position-holders and the staff of the Swiss Red Cross – work to help the vulnerable and disadvantaged people both in Switzerland and abroad. With our partners, we alleviate and prevent human suffering, save lives, strengthen healthcare systems and promote integration. The commitment of our volunteers is crucial, and it is of the utmost importance for us to recognize and appreciate their work.

We listen to the needs of our target groups and apply both tried and tested and innovative approaches. In this way, we enable people to help themselves but also help others. We provide the greatest possible humanitarian benefit by using the resources entrusted to us in a responsible, cost-conscious and sustainable way. We are committed to openness and transparency towards our partners.

We focus on humanity in everything we do, live by and disseminate the seven Red Cross Fundamental Principles* and encourage people from all generations and social groups to commit to them. In this way, we contribute to respectful, peaceful coexistence and sustainable social, environmental and economic development.

***The seven Red Cross Fundamental Principles:
Humanity • Impartiality • Neutrality • Independence
Voluntary Service • Unity and Universality**

Our target groups, partners and funding

Together we are stronger

Our target groups

We help vulnerable people and those in distress both in Switzerland and abroad. We involve them in the way we design our services and our organization, strengthen their resources and skills and thereby boost their ability to help themselves and others.

Our partners

We are a member of the International Red Cross and Red Crescent Movement and work in coordination with its organizations and various other partners:

- IFRC, ICRC and National Red Cross and Red Crescent Societies
- Federal, cantonal and communal authorities and, at international level, the various national institutions, in particular due to our special role as auxiliary to the public authorities
- Social and humanitarian organizations
- Civil society initiatives and groups
- Private companies
- Scientific institutions
- Foundations
- Professional associations and interest groups

Our funding sources

We have a broad range of sustainable fundraising sources to cover the cost of our services. Our funding comes from:

- Donors and members
- Customers
- Federal, cantonal and communal authorities
- Private companies
- Foundations
- Investment income

What makes us unique

We rely on our qualities and strengths

The special quality of our work is based on the following factors:

- Red Cross Fundamental Principles as the foundation of our values
- Diversity in unity – present, well-established and active at local, national and global levels
- Committed and competent volunteers, honorary position-holders and staff
- Best known humanitarian organization in Switzerland and worldwide
- High level of trust among the population
- Competence to enable the vulnerable to lead self-determined lives
- Strong position and high professional competence combined with high reliability and quality of our services, offers and activities
- Many years of experience in disaster management and development co-operation

Our Strategy 2030: areas of activity and priorities

The focal points of our commitment

We operate in the following three areas of activity in Switzerland and abroad:

Search, rescue and disaster relief

We offer preparedness activities; search, rescue, first aid, emergency and disaster relief services; reconstruction; and training courses for the general public, external service-providers, our volunteers and staff. We strengthen communities, so that they are better equipped to handle disasters and crises, and help to improve their living standards and levels of development. In Switzerland, we support national search and rescue operations with a wide variety of services provided by volunteers and professionals. We work in close cooperation with federal, cantonal and communal authorities and liaise with other Swiss rescue organizations.

Health and everyday support

Prevention and health promotion activities, support in everyday life, care and counselling for our target groups. We improve access to and the quality of healthcare services and bridge the gaps in public services for the most vulnerable, thereby contributing to equal healthcare opportunities. We offer training courses for the general public, external service-providers, our volunteers and staff. We also manage the blood and stem cell donor services.

Integration and migration

Services to help vulnerable people participate in society, education and professional life; preservation services for families and relatives. We support migrants in vulnerable situations and raise public awareness of their needs.

Within these three areas of activity, we concentrate on the following **priorities**:

- **Training**: Empowering people through low-threshold training courses in formal and non-formal sectors.

- **Care, counselling and assistance:** Competent support for vulnerable people, their families and broader sectors of the population by volunteers and staff.
- **Voluntary and youth work:** Providing our services thanks to the commitment of our volunteers.
- **Preparedness, prevention and increased resilience:** Increasing and reinforcing the resources available to vulnerable people and communities to support and empower them in the long term.
- **Organizational development and capacity building:** Empowering other National Red Cross and Red Crescent Societies and supporting them in their development process.
- **Sustainability:** Contribution to the sustainable development of our world by tailoring our services and our organization to long-term needs.
- **Digitization, innovation and development:** Continuous innovative and digital development of our services and organization to provide added value for our target groups.
- **Gender:** Promoting gender awareness and equality in the SRC's organizational structure and culture as well as in our services in all three areas of activity.
- **Diversity:** Promoting equal opportunity, social integration and participation in our services and our organization (consultation, involvement, joint decision-making) taking special account of sex, origin, age and other characteristics.
- **Dissemination:** Disseminating the Red Cross Fundamental Principles, International Humanitarian Law and the fundamentals of the Red Cross and Red Crescent Movement and consolidating our special role as auxiliary to the public authorities.
- **Advocacy and lobbying:** Maintaining a dialogue with the authorities, policy-makers and society and influencing the political decision-making processes in advocacy of our target groups.

Our Strategy 2030: strategic directions and goals

This is our focus: where we want to become more involved and evolve

To provide a tailored response to the challenges in our organization and its context and create the greatest possible benefit for our target groups, we focus specifically on the following strategic directions and goals.

1. We take our responsibility as the leading Swiss humanitarian organization and increasingly advocate within our areas of activity for our target groups in Switzerland and in other countries.

Area of activity: Search, rescue and disaster relief

- 1.1 We help communities in Switzerland and abroad to prepare for disasters and crises and deal with them, while in Switzerland itself we are the preferred partner of the authorities in this sector.
- 1.2 We are an efficient response organization in search, rescue and first aid through our volunteers in Switzerland.
- 1.3 We are a link in the Swiss rescue chain, play an active role in shaping it and advocate for voluntary rescue operations.

Area of activity: Health and everyday support

- 1.4 We promote access to the healthcare system for vulnerable people.
- 1.5 We consolidate our everyday support services for vulnerable people in Switzerland and reinforce the exchange of experiences between Switzerland and other countries.
- 1.6 We provide services to strengthen the mental health of vulnerable people and support their relatives.
- 1.7 We carry out international cooperation initiatives to improve access to drinking water and sanitary facilities and improve hygiene habits in local communities.

Area of activity: Integration and migration

- 1.8 We enhance the active participation of disadvantaged, isolated and elderly people in the life of the community.

- 1.9 We promote the social and professional integration of migrants and increase their proportional representation in our services and our organization.

2. We offer services that are adapted to needs, effective and sustainable, thereby empowering people and their communities and boosting their resilience.

- 2.1 We consistently adapt our services to the needs of our target groups and involve them and our volunteers in shaping our services and our organization.
- 2.2 Our services strengthen the resources and skills of our target groups, thereby empowering them to help themselves and others.
- 2.3 We increasingly advocate for our target groups among the general public and the authorities, give these groups a voice and influence the political decision-making process in their favour.
- 2.4 Our work is evidence-based; we regularly review the impact and need for our services and adapt them accordingly.

3. We strengthen our resources to respond promptly to changes in society, technology and the environment.

- 3.1 Together with our volunteers, we develop new and up-to-date opportunities for voluntary work for people of all ages.
- 3.2 We encourage the representation and participation of young people in decision-making throughout all Red Cross organizations.
- 3.3 We take account of the requirements, opportunities and risks of digitization in our way of thinking and working, our abilities and our infrastructure.
- 3.4 We design our organization, our infrastructure and our services to be sustainable.
- 3.5 We safeguard our services with sustainable, innovative and transparent financing measures and investments.
- 3.6 We provide modern employment conditions and working configurations to ensure our attractiveness as an employer in the competition for professionals.

4. In application of the Red Cross Fundamental Principles, we consolidate our partnerships in pursuit of our shared goals.

- 4.1 We position ourselves as a strategic partner of the national, cantonal and local authorities and increasingly use our special role as auxiliary to the public authorities at cantonal level.
- 4.2 We expand our cooperation with other National Red Cross and Red Crescent Societies and with the IFRC, actively shape the IFRC and, together with our Red Cross organizations, improve knowledge-sharing between Switzerland and other countries.
- 4.3 We reinforce our collaboration with other organizations working in comparable areas of activity and coordinate our activities with them.
- 4.4 We enter into selected strategic partnerships with the private sector in order to benefit from each other's expertise and create added value for our target groups.

5. We are able to learn and adapt and work effectively and efficiently together in a spirit of partnership.

- 5.1 We develop a common understanding of the SRC's leading humanitarian role in Switzerland and the responsibility it entails.
- 5.2 We reinforce our collective SRC image and ensure that our offers, services and activities enjoy greater visibility.
- 5.3 We promote a culture of trust, appreciation, innovation and versatility and adapt our conception of leadership and organizational structures accordingly.
- 5.4 We maintain our local roots and the SRC's national strength and create effective and efficient forms of cooperation.
- 5.5 We make targeted use of synergies between our Red Cross organizations and between our areas of activity, thereby increasing our flexibility and ability to act.
- 5.6 We encourage permeability within and between our Red Cross organizations for volunteers and staff.

Glossary and abbreviations

Term	Definition
Advocacy	Intervening with the authorities, policy-makers and other stakeholders to stand up for the interests of people whose lives, health or dignity are threatened or violated.
Auxiliary to the public authorities (our special role)	Special role characterized by the special and distinctive partnership between the SRC and the Swiss federal government, cantons and municipalities, based on International Humanitarian Law, the Statutes of the Red Cross and Red Crescent Movement and national legislation.
Crisis	An adverse situation with an uncertain outcome that requires fundamental decisions and special efforts by decision-makers to turn the situation around. A crisis is usually characterized by urgency, a feeling of threat and/or insecurity and unclear information.
Customers	Recipients of services in exchange for payment that include individuals, companies and organizations.
Digitization	Converting analogue values into digital formats. The 'digital shift' based on this conversion describes the permanent or accelerating change in society and companies based on digital technologies and information.
Disaster	A natural or man-made disaster or serious accident or a major hazard that occurs suddenly and causes so much damage and loss that the community's human and material resources are overwhelmed and external assistance is required.

Dissemination	Spreading the word about the seven Red Cross Fundamental Principles, International Humanitarian Law and the fundamentals of the Red Cross and Red Crescent Movement, and reinforcing our special role as auxiliary to the public authorities (see definition).
Diversity	Promoting equal opportunity and social integration in terms of citizenship (consultation, involvement, joint decision-making) taking special account of sex, origin, age and other diversity characteristics.
Emergency	A sudden event with a natural, technical and/or human cause, resulting in damage of limited extent. Emergencies can develop into crises.
Evidence-based work	Work based on scientific facts and data, expertise, knowledge and evaluations as well as the needs and resources of the target groups.
Gender (social sex construct)	Refers to the social differences of people with different sexual identities. These are deeply rooted in every society, but can change over time. They differ both within a society and between societies. Gender shapes the roles, power and resources of female, male and other identities in each society.
Health	A combination of physical, mental and social aspects that interact in a dynamically regulated balance of resources and pressures. Health is the expression of an individual's objective and subjective state that enables them to play their own self-determined role in the social environment.
Health promotion	A comprehensive concept that starts with the analysis and consolidation of the health resources and potentials of the individual and throughout all levels of society. Health promotion is therefore seen from a resource-oriented perspective that asks how and where health is strengthened. With its focus on resources, it is the counterpart of prevention, which aims to minimize risks and burdens.

ICRC	The International Committee of the Red Cross (ICRC) leads and coordinates international relief activities during armed conflicts and other violent situations. It protects the lives and dignity of the victims and alleviates human suffering by disseminating the Fundamental Principles and International Humanitarian Law.
IFRC	The International Federation of Red Cross & Red Crescent Societies (IFRC) is the worldwide association of the 192 National Red Cross and Red Crescent Societies. Collectively they form the world's largest humanitarian organization.
Innovation	An approach that applies new processes, new techniques or establishes successful ideas to improve a sector, product or service.
Integration	Promoting and supporting the equal participation of all people living in Switzerland in societal assets and processes, such as work, housing, education, health, social networks, information, language, services, politics, etc.
Lobbying	Direct or indirect influence on political and social processes in pursuit of a specific objective. This involves in particular representing interests through communication and networking.
Migration	Worldwide movement of varying duration of individuals and groups within and outside of their national borders for demographic, economic, (power-) political, social or historical reasons, or armed conflict.
Permeability	Structures and working methods within the SRC that promote the mobility and integration of target groups, volunteers and staff and the exchange of information.
Preparedness	All measures taken before a disaster or crisis occurs to prevent, mitigate or manage it.

Prevention	Targeted measures taken to prevent, reduce the likelihood of, or mitigate the impact of a problem, risk or unwanted development for individuals and communities.
Red Cross organizations	The Red Cross organizations include the 24 Red Cross cantonal associations, the four Red Cross rescue organizations and the two Red Cross institutions.
Rescue chain	The rescue chain refers to the sequence of assistance provided to save lives. It comprises all elements of the process, from the planning and provision of resources, prevention, first aid and raising the alarm, to the transport, hospitalization and rehabilitation of patients.
Resilience	Ability of people and communities exposed to disasters, crises and underlying vulnerability to anticipate, prepare for, mitigate, manage and recover from the effects of shocks and stresses without compromising individual or collective long-term prospects.
Response organization	Organization that contributes all its resources, such as employees, qualified volunteers, trained dogs and equipment, to help people and communities cope in response to life-threatening disasters and other extraordinary situations.
Sustainability	Handling and securing our resources to provide equal prosperity for present and future generations. Broad term in the sense of the UN Agenda 2030, which sees sustainable development in three dimensions: economic, social and environmental.
Swiss Red Cross (SRC)	All Red Cross organizations, governing bodies, headquarters, members, volunteers, honorary positions and staff.
Target group	All the people and communities we want to reach with our services and activities.

Voluntary work	Work that is carried out in accordance with the Red Cross Fundamental Principles by people who volunteer of their own free will and without remuneration. The focus is on commitment to humanity and the effort to alleviate and prevent human suffering wherever possible. For the SRC, two forms of volunteer work are of primary importance: volunteers who give their time regularly or occasionally and honorary positions.
Vulnerability	A situation or persistent state of disadvantage and/or disability. This situation is often the result of a negative combination of various health, economic and social-risk factors. Those affected do not have sufficient resources to cope with this stressful situation or condition without support.
Youth	Children, teenagers and young adults up to 30 years old.

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Rainmattstrasse 10

CH-3001 Bern

Phone +41 58 400 41 11

www.redcross.ch