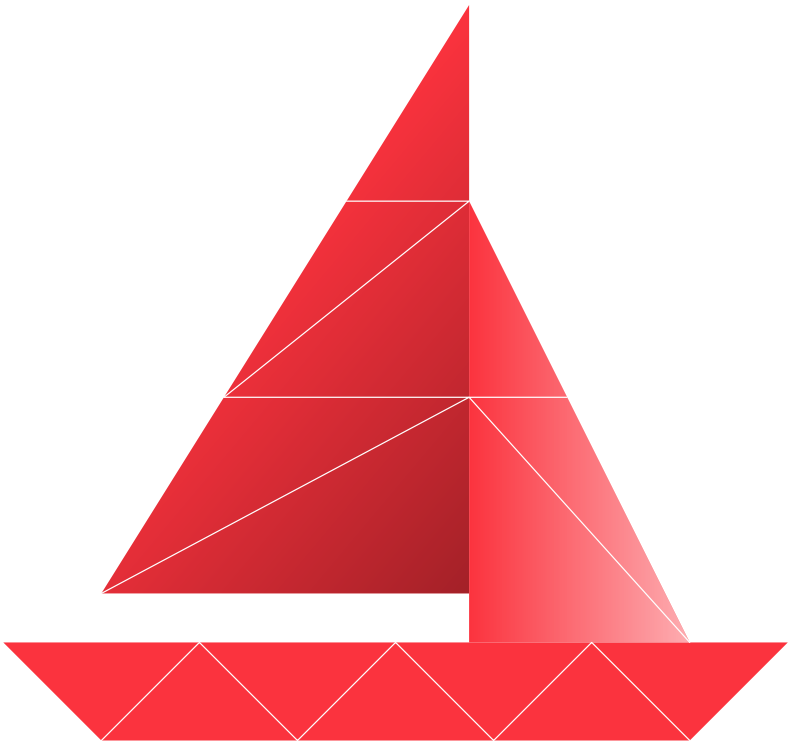
IFRC



STRATEGY 2030

Platform for change

Global reach, local action

The International Federation of Red Cross and Red Crescent Societies is the world's largest volunteer-based humanitarian network. With our 192 member National Red Cross and Red Crescent Societies worldwide, we are in virtually every community reaching 160.7 million people annually through long-term services and development programmes, as well as 110 million people through disaster response and early recovery programmes. We act before, during and after disasters and health emergencies to meet the needs and improve the lives of vulnerable people. We do so with impartiality as to nationality, race, gender, religious beliefs, class and political opinions. Guided by *Strategy 2030* – our collective plan of action to tackle the major humanitarian and development challenges of this decade – we are committed to saving lives and changing minds. Our strength lies in our volunteer network, our community-based expertise and our independence and neutrality. We work to improve humanitarian standards, as partners in development, and in response to disasters. We persuade decision-makers to act at all times in the interests of vulnerable people. The result: we enable healthy and safe communities, reduce vulnerabilities, strengthen resilience and foster a culture of peace around the world.

© International Federation of Red Cross and Red Crescent Societies, 2018

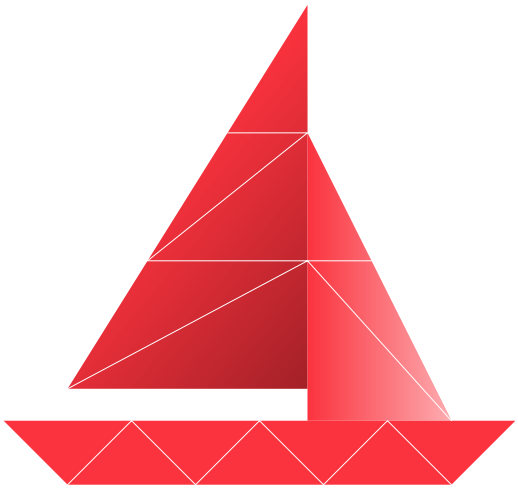
All rights reserved. Except for quotation in a review of the work, no part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the International Federation of Red Cross and Red Crescent Societies. This publication is copyright, but may be reproduced without fee for teaching purposes but not for resale. Formal permission is required for all such uses. For copying in any other circumstances, or for reuse in other publications, or for translation or adaptation, prior written permission must be obtained from the publisher.

The opinions expressed in this publication do not necessarily represent the official policy of the International Federation of Red Cross and Red Crescent Societies or of individual National Red Cross or Red Crescent Societies. They represent the views of the authors and not necessarily those of their organizations. The designations used do not imply the expression of any opinion on the part of the IFRC or National Societies concerning the legal status of a territory or of its authorities.

Contact details:
International Federation of Red Cross and Red Crescent Societies
P.O. Box 303
CH-1211 Geneva 19
Switzerland

Tel.: +41 22 730 4222 – Fax: +41 22 7304200
E-mail: secretariat@ifrc.org
Website: www.ifrc.org

IFRC



STRATEGY 2030

A Platform for Change


©John Engedal Nisswen

STRATEGY 2030
A PLATFORM FOR CHANGE

Local Action, Global Reach

The International Federation of Red Cross and Red Crescent Societies (IFRC) has been a force for humanity for more than 100 years. As a global network of local Red Cross and Red Crescent organisations and volunteers, we have contributed to the well-being and aspirations of people experiencing vulnerability and marginalisation throughout the world, in accordance with our Fundamental Principles and values.

Through the wide and deep reach of our National Societies, we are uniquely placed to support people and communities before, during and after shocks and hazards, through National Societies' permanent presence in communities, their role as auxiliaries to the public authorities in the humanitarian field, and their extensive network of local branches and volunteers in almost every country in the world engaging in **local action**.

Strategy 2030 embodies this long-standing vision and further enhances it, to ensure that the Red Cross and Red Crescent remains a dynamic global network of organisations that are fit for purpose and always there to accompany people and communities.

The changes of the 21st century are complex and inter-related. We are seeing far greater leaps in education, technology, complexity, volatility, connectivity and networks than ever before. We see the impacts of the climate crisis as a growing reality for millions of people as well as new and unexpected health threats that are contributing to driving migration and displacement at a time when compassion for people on the move is at an all-time low. We see dramatic shifts in systemic power, low levels of trust in institutions, the growth of movements driving their own social change, and a demand from previously marginalised people to be seen, heard and included.

We recognise that new approaches are needed to drive **global change**. We have a responsibility to use our reach and our resources effectively. To do this we must listen, think and act differently, and be open to learning and adapting along the way.

Strategy 2030 is about the changes that will allow us to be better able to save lives, and support efforts to amplify people's own, skills and capacities. Strategy 2030 proposes a series of transformations to achieve these goals, challenging us all to think beyond the status quo.

We recognise that there is much more to humanitarianism than just supporting people in surviving and recovering from crises. In Strategy 2030, we want to go *beyond resilience*, to ensure that individuals and communities can thrive. Strategy 2030 proposes an urgent shift of leadership and decision-making to the most local level – placing local **communities at the very centre** of change. The engagement of communities with local, national and international structures should enhance their dignity and agency.

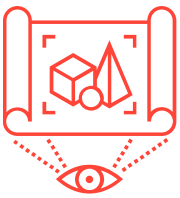
Becoming more local should not mean becoming more isolated. In the coming decade, we need to develop and transform how **we work as a distributed network –** that is, a network of independent but dynamically connected organisations who can collaborate, learn and function together highly effectively. The strategy also prioritises thinking beyond the borders of the Red Cross and Red Crescent to engagement with many partners and actors.

Our work has always been based on the profound and powerful spirit of **volunteerism** driving action at mass scale for good. The way people volunteer today and will do in the future, however, is different to even a decade ago. To **re-imagine our work with and through volunteers and in particular with young people,** Strategy 2030 will build further on our **diversity** and promote the **inclusion** of all those who recognise themselves in the values of the Red Cross and Red Crescent.

It calls for **visionary, effective,** and **principled leadership** that can lead contemporary organisations and initiatives in a manner consistent with our humanitarian principles and values. We also commit to continuous **digital transformation** to facilitate collective learning, intelligence, and action.

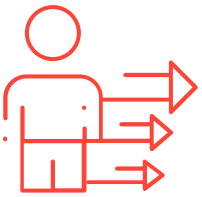
Our Fundamental Principles help us build a foundation of trust. They are critical to our ability to reach marginalised and isolated communities when most others cannot. To preserve and enhance trust we must be transparent and accountable in all we do, with communities, partners, authorities, donors and each other.

Strategy 2030 is, above all, a strategy of **hope** in the power of humanity to mobilise for good and to create a better world. The values and principles of our National Societies are a powerful force for humanity: our unparalleled global volunteer base is committed to driving positive change throughout the world, to ensure that all people matter and that, collectively, we are ready and willing to make the changes that are needed so that we can all have opportunities to thrive.



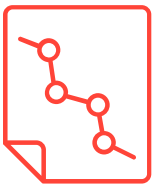
OUR VISION

Our global Red Cross and Red Crescent network brings people together for the good of humanity, driving the changes that will create a better future for all.



OUR APPROACH

We are firmly rooted in the right, agency and action of people to drive change for themselves, for their communities, and for the world. We take a systems approach, recognising the inter-connectedness of all aspects of work, and devoting particular attention to people who are vulnerable, excluded, or marginalised.



OUR STRATEGY

Provides **inspiration** and **direction** for the **whole** of the International Federation of Red Cross and Red Crescent Societies – allowing each National Society and the IFRC secretariat to collectively achieve greater impact.

3 Goals

1
People anticipate, respond to, and quickly recover from crisis

2
People lead safe, healthy and dignified lives and have opportunities to thrive

5 Challenges

1
Climate and environmental crisis

2
Evolving crisis and disasters

3
Growing gaps in health and well-being

4
Migration and identity

7 Transformations

1
Supporting and developing National Societies as strong and effective local actors

2
Inspiring and mobilising volunteerism

3
Ensuring trust and accountability

4
Working effectively as a distributed network

5
Influencing humanitarian action

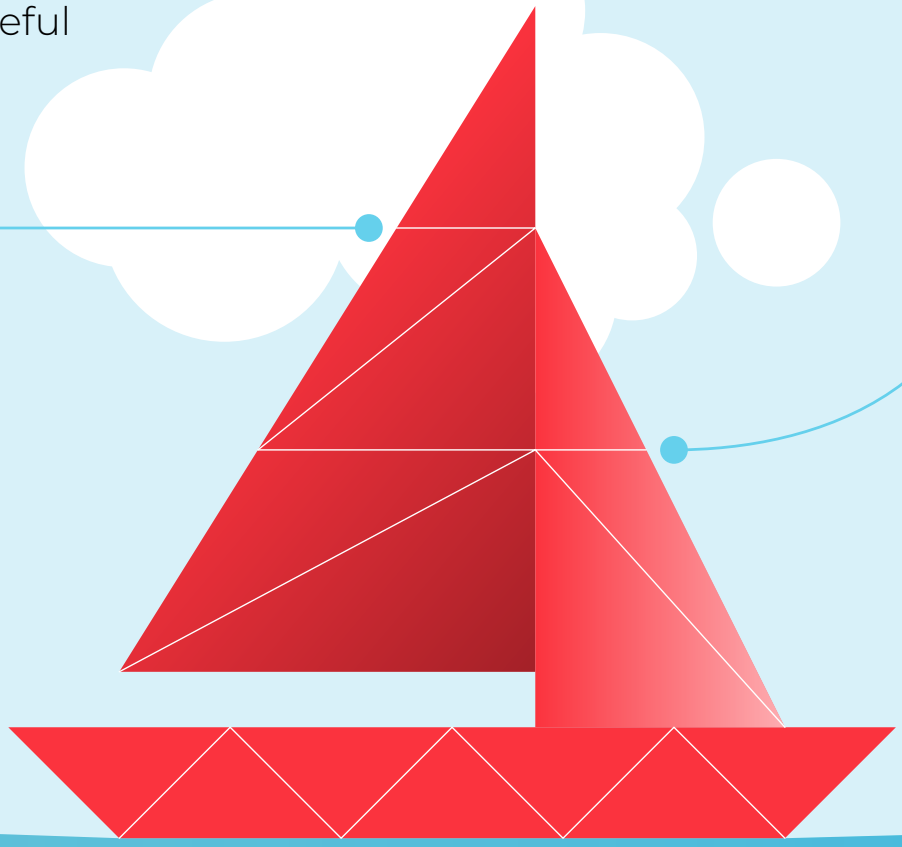
6
Undergoing a digital transformation

7
Financing the future

Strategy 2030

3
People mobilise for inclusive and peaceful communities

5
Values, power and inclusion



OUR **STRATEGIC GOALS**

GOAL 1: PEOPLE ANTICIPATE, RESPOND TO AND QUICKLY RECOVER FROM CRISES

GOAL 2: PEOPLE LEAD SAFE, HEALTHY AND DIGNIFIED LIVES, AND HAVE OPPORTUNITIES TO THRIVE

GOAL 3: PEOPLE MOBILISE FOR INCLUSIVE AND PEACE-FUL COMMUNITIES

Our strategic goals are rooted in our Fundamental Principles and are aligned to all members of the International Red Cross and Red Crescent Movement. They also contribute to major global humanitarian and development frameworks including the Sustainable Development Goals, the Sendai Framework for Disaster Risk Reduction, the Global Compact for Migration and Refugees, the Grand Bargain, the International Health Regulations and the Paris Agreement for Climate Change, alongside other major compacts and alliances we are committed to and to which the Red Cross and Red Crescent make clear and direct contributions.

Goal 1: People anticipate, respond to and quickly recover from crises

In the face of rising global challenges, responding to crises is no longer enough. We must also directly tackle the underlying causes of crises and understand the changing nature of vulnerability, to reduce their impacts, better address new and emerging risks, or even prevent them from occurring.

We will enhance local response and preparedness capacities alongside complementary international support mechanisms, so that our network will respond effectively to any emergency.

We also acknowledge the place of humanity within a natural environment that needs ethical and principled approaches to ensure the survival, sustainability and well-being of our planet's ecosystem and populations.

Goal 2: People lead safe, healthy and dignified lives, and have opportunities to thrive

We recognise that to achieve sustainable development, we need to work in much more systemic ways so that we can facilitate opportunities for social inclusion, to enhance people's resilience and their ability to thrive.

Key to this approach is to ensure that people can access good quality health care and mitigate vulnerabilities to health resilience. We will use our expertise to encourage well-being at all levels, including positive social, mental and physical health, and livelihoods.

Goal 3: People mobilise for inclusive and peaceful communities

Across our global network we will promote and support more inclusive, equitable and cohesive societies. We strive for a world where all people are socially included, experience compassion, and diversity is celebrated. We do this by promoting positive humanitarian values and embodying our humanitarian values in all that we do.

We recognise that we play a part in helping to achieve this and that we must work effectively as part of a broader network to influence people's lives for the better. We will work with partners and people of all ages,

aligning our humanitarian approaches to address the problems that concern us all, and supporting transformative action.

GLOBAL CHALLENGES – WHAT DO WE NEED TO DO THIS DECADE?

The five global challenges below represent what we believe are the most pressing existing and emerging risks that confront our network, and which will require committed local action in order to manage them and drive positive global change. They are presented as distinct areas but in reality, they are highly interconnected.

Global challenge 1: Climate and environmental crises

The climate crisis and environmental degradation are significant risks to humanity. Changes to our climate and environment are already contributing to an increase in the frequency, intensity and unpredictability of severe weather events, multiplying health effects, and the decline of biodiversity. Without action on both climate and environmental degradation, their impacts will place increasing pressure on scarce natural resources, including food, water and clean air. These intersecting issues are increasing exposure and vulnerability; raising climate-related risks in cities and in regions already suffering from violent conflict, with serious consequences for the livelihoods, mental health and psychosocial well-being of the people who are affected.

We will need to be prepared for and anticipate events ranging from local emergencies to mega-disasters, both the predictable and the unexpected. Our role in highlighting the needs of people who *are* already vulnerable and who *will* become vulnerable is increasingly important. This must be integrated into all areas of our work.

Our focus over the coming decade will be on reducing the current and future humanitarian impacts of climate and environmental crises and supporting people to thrive in the face of it.

We will ***integrate climate risk management*** – including adaptation and mitigation – across all of our programmes, operations and advocacy, and adopt better ***environmental management*** in our approaches to addressing exposure and vulnerability.

We will specifically focus on the ***drivers of vulnerability*** in livelihoods, food shortages, health, and climate-related displacement, and within urban environments. We will embrace the early action models, scientific forecasts, innovation and financing that can improve our response.

We will further increase our consideration of and work on protection, gender and inclusion to ensure that we focus on the people most affected by climate and environmental crisis.

As decisions are taken at community, local, national and global levels to address climate change and environmental degradation, our ***strong collective voice*** will be critical to encourage the right level of ambition on both adaptation and mitigation.

We will strengthen the Red Cross and Red Crescent Green Response Framework and strive to ***reduce our own climate and environmental footprint***.

Global challenge 2: Evolving crises and disasters

The ability of populations to cope will be affected by disasters that are predicted to become more common, more costly, more complex, and more concentrated.

More common: Disasters due to extreme weather events and climate/environmental disruptions are predicted to increase. While there are now fewer large-scale interstate conflicts, other forms of conflict and violence have increased in the past decades across multiple domains. The complex geopolitical factors involved in these events often trigger humanitarian crises that become protracted.

More concentrated: Disaster and crises are significantly more frequent in fragile settings. By 2030 almost half of the world's poor people are expected to live in countries affected by fragility and conflict. The people least able to cope with disaster will be the most affected.

More complex: Beyond traditional drivers of disaster and crises, our increasing dependence on technology brings new risks and vulnerabilities, including potentially unforeseen cyber and digital threats.

More costly: In addition to all the above, increasing population density in urban and particularly informal settings is likely to result in significant deprivation and more hazard exposure. The combination of common, concentrated and complex disasters, means that when a disaster strikes

– be it a seismic or weather-related event or an infectious disease outbreak – the impacts are multiple, the ability to provide immediate assistance is low, and the costs of providing assistance in such complex environments are higher.

Our focus over the coming decade will be on responding to and mitigating the vulnerabilities and disadvantages resulting from all types of crises and disasters for all people, especially the most vulnerable, so that they are able to thrive.

We will be there at the **right time** – investing **before** an event in disaster risk reduction and climate adaptation, and integrating these across all areas of our work.

We will work to ensure that we can always be in the **right place** – effectively using technology and innovation to anticipate risks and disasters and provide proactive early action and predictive financing.

We will work together to make sure that we have the **right capacity** – efficiently coordinating across our regional and global networks to ensure we can respond to increasing humanitarian demands, and optimising locally-led humanitarian action.

We will continue to develop the **right skills** – building the capabilities needed to respond to our increasingly complex humanitarian environments: digital, urban, protracted, and technological.

We will insist on the **right focus** – placing affected people and communities at the centre of preparedness and response, continually promoting ethical and people-led approaches such as cash programming, livelihoods and, supporting shifts to response models that are localised and regional.

Global challenge 3: Growing gaps in health and well-being

There is much to be optimistic about, the global health gains made in recent years, alongside the major medical advances that are emerging. But despite this, people continue to face a complex mix of interconnected risks to their health and well-being. The greatest vulnerabilities and threats to health resilience over the next decade are going to be as a result of multiplier effects from population movements, epidemics, conflicts, non-communicable diseases, natural and technological disasters, and climate change.

Changing demographics means that more older people are becoming dependent on health and social care services that are not able to cope, or often do not exist.

More than a billion people live in places where protracted crises and weak health services leave them without access to basic care, fostering environments where forgotten diseases emerge. An unacceptable number of people still do not have access to clean water and basic sanitation.

Rising mental health issues such as depression and anxiety place increasing strain on individuals, communities and health systems. Linked to this are increasing rates of loneliness, involuntary isolation and emerging areas of digital isolation that prevent people from having socially connected lives.

Most countries across the globe are struggling to manage the rapidly increasing cost of health care. A projected significant shortage of health workers – estimated to reach 18 million by 2030 – will affect the delivery of health services at all levels.

Our focus over the coming decade will be on making sure that all people have safe and equitable access to health, water and sanitation.

We will expand our integrated **community-based** health, care and first aid as well as water, sanitation and hygiene programmes in order to meet the unmet needs of vulnerable or marginalised groups.

We will also significantly invest in **epidemic and pandemic preparedness**. This includes investing in local actors, networks and volunteers as front-line responders and early risk detectors.

We will invest in technology and innovations for better solutions, predictions and analysis. We will enhance our work to promote positive mental health and well-being and reduce loneliness, as well as provide **psychosocial support** particularly in vulnerable communities and those affected by climate change, conflict and disasters and other risks.

We will work with partners to improve access to **affordable, quality** health care and social inclusion.

Global challenge 4: Migration and Identity

The movement of people, whether voluntary or involuntary, is one of the defining features of the 21st century. Migration has helped improve people's lives in countries of origin and destination. allowing millions of people around the world to build safe and meaningful lives. The number of migrants globally has grown significantly since 2000 and is projected to

keep rising, notably as a result of conflict, poverty and a lack of quality employment opportunities. In the future, it is projected that climate and environmental crises will make some regions uninhabitable, forcing people to move *en masse*.

The risks that people, particularly refugees, face when they are on the move are growing. These risks include exploitation and abuse at the hands of traffickers and other criminal groups, as well deprivations caused by policies that limit access to basic services and care. The risks are heightened for stateless people and those who do not have official proof of their identity.

Discussions on migration in some parts of the world are currently being used as instruments to fuel tension and xenophobia. This is often accompanied – in migrant and host communities alike – by stress and worries about **acceptance, identity and what it means to 'belong'**, resulting in fractures in social cohesion, and exclusion.

Our focus over the coming decade will be on making sure that all people who migrate are safe, are treated humanely and with dignity, and ensuring that all people have the support they need to thrive in inclusive societies.

We will **expand our support** to migrants along major migratory routes and cycles to ensure that they are able to meet their humanitarian needs through essential services, irrespective of their legal status.

We will ensure a strong focus on **protection** for migrants who are particularly vulnerable. We will scale up our work to integrate programmes across inclusion and social cohesion, recognising that these issues are interlinked to the well-being of all people both in home and host communities.

We will invest in **research and new transformative partnerships** that can help us to better meet the evolving needs of people on the move.

We will improve how we work **across borders**, allowing for more connected programmes and information systems between countries, National Societies and Movement components, and along migration routes.

Global challenge 5: Values, power and inclusion

Values-based tensions are manifesting in different ways in different places, creating new fault lines within and between countries, regions and communities. The pace of change is leaving many political, regulatory and welfare systems unable to cope. The benefits of economic and technological progress, while driving significant gains and opportunities, are not being

shared equally. Space for principled humanitarian action is shrinking, and is even criminalised in some parts of the world. These global changes risk creating a more disconnected, less inclusive and less empathetic world.

Yet there are also many people the world over who want to make their lives, their communities and their world better.

Many previously marginalised voices are now calling for greater agency and involvement in decision-making. In many countries, there are influential efforts to secure recognition and equality for all persons regardless of their sex, race, ethnicity, religion, gender or sexual orientation.

A call for diversity and true equal inclusion of women is driving change across civil society, institutions and Government structure and policy, particularly in areas of protection, leadership and decision-making.

Building on the journey from Strategy 2020 in promoting a culture of non-violence and peace, **our continued focus over the coming decade will be on protecting and promoting a positive change for humanity, based on humanitarian values and principles.**

We will expand our **humanitarian education programmes** focusing on humanitarian values, as well as improving access for people whose education has been disrupted by war, disaster or displacement. Our education programmes will also help prepare young people particularly, for the challenges and opportunities of the 21st century.

We will focus on initiatives that help foster and promote our **Fundamental Principles**. But we also recognise that times are shifting and, in addition to these principles, there are others that are central to our work including **sustainability and equality.**

We will focus on initiatives that **promote inclusion, participation, and diversity** in opportunities, representation and decision-making, both within the organisations of our network as well as in society at large. We will expand our work to be more **intersectional**, paying attention to the many different dimensions that make up people's identities. We will work

to increase our support and focus for gender parity and increased women's leadership across all levels of our network.

SEVEN **TRANSFORMATIONS**

This strategy identifies **seven transformations** that are essential for our network to be prepared to respond to the above challenges, to mobilise local action to drive global change, and achieve our strategic goals.

Transformation 1: Supporting and developing National Societies as strong and effective local actors

We know that strong local actors are key to supporting communities across the world and to achieving greater humanitarian and development outcomes. We also understand that in order to respond to the rapid changes of our world, new skills, models and approaches will be required in our organisations.

We are committed to well-coordinated, efficient and respectful support with each other to ensure that all National Societies are able to work with their communities to understand needs and strengths, devise strategies, and ensure continued quality improvement. Utilising evidence, research and data to inform our approaches, our network will be able to learn, adapt and move more quickly to capitalise on opportunities.

We must continue to invest in leadership and specialised organisational development assistance to ensure development of robust systems, promote honest, creative, and curious mindsets, and optimise opportunities for change. We will work extensively with external partners to support these developments.

We are committed to connect with the younger generation of community-based change agents who are mobilising in large numbers and in creative ways. We will adapt our systems and cultures to be more effective at engaging young people, including supporting their participation in leadership and decision making.

Our transformative action will be to put much greater focus on the development of branches and National Societies, ensuring services are led and developed by local actors, and that National Societies have a stronger

role in setting their own priorities and a stronger voice in any decisions being made about operations in their own territory. As a network, we will jointly support National Societies to shift their systems, structures and approaches to be able to meet changing needs and to promote innovation, agility and greater anticipation.

Signals of success:

- National Societies have their own strategy in place with clear, locally-prioritised and locally-owned goals that align with and demonstrate contribution to IFRC's Strategy 2030.
- The National Society strategies form the basis for all support provided to them by the IFRC network and other partners.
- National Societies are able to anticipate and adapt quickly to changing trends and contexts.

Transformation 2: Inspiring and mobilising volunteerism

We know that volunteering and civic mobilisation are key to ensuring more inclusive societies where all can enjoy the benefits and opportunities available. We also know that volunteers ensure we are deeply rooted in the communities we support, understand the persistent and emerging challenges in their communities, and have ideas and passion for how to drive change. We know that the very nature of 'community' and volunteering is changing, powered in part by greater connectedness and capacity to self-mobilise through digital technologies. We know that while we currently have the largest *formal* network of volunteers globally, there is a massive movement of people around the world trying to mobilise for a better world, and we want to support and enhance these efforts.

We are committed to re-imagining volunteering and civic action, and to developing new, more flexible, open and complementary approaches that create a more effective network of humanitarians working for global good.

We reinforce our commitment to strengthen our approaches at volunteer management, including easier pathways to participation and ever more effective support and recognition for the work of volunteers. We will continue to nurture our volunteer base to ensure that a range of essential services can be provided, particularly in complex environments.

We will continue to do all in our power to ensure the well-being, safety and protection of volunteers, particularly those who are working in conflicts and other extremely dangerous settings.

We must continue to invest in expanding the diversity of our volunteer base, and the opportunities available to all volunteers. We will work to reduce the barriers to volunteering that currently affect women and girls in many countries, facilitate greater volunteer engagement for older persons, **inter-generational collaboration** and with persons with disabilities, and seek out participation from people experiencing marginalisation who may not have been able to engage with the Red Cross and Red Crescent before.

Our transformative action will be to innovate and become a platform that can support people's own efforts to drive the change they seek in the world, with a particular focus on the efforts of young people and self-organising groups. We will also work to ensure greater connectedness of our volunteers including across borders, more effectively utilising digital approaches and supporting them to creatively develop new initiatives and campaigns for good on common issues of concern.

Signals of success:

- Increased numbers and diversity of volunteers globally who are connected and engaged.
- Evidence that we are able to connect with a whole new generation of young community-based changemakers, building powerful relationships with them and supporting to design and deliver their own ideas and initiatives.
- Strengthened mechanisms to protect volunteers, promote mental well-being and provide greater support to those injured, or to the families of those killed, in the line of duty.

Transformation 3: Ensuring trust and accountability

We know that trust is essential to all of our relationships. It enables our access to communities and to partnerships, as well as encouraging a productive and healthy volunteer and staff base.

Our first accountability is to the communities we serve. In all our interactions with communities, we must demonstrate integrity, transparency, humility and honesty. The paramount consideration is that the people who come into contact with our services and initiatives must at all times be safe and protected.

Donors and supporters also place their trust in us to use their resources to help drive a better life for affected people, and this trust is sustained by our obligations and commitment to use these efficiently and wisely.

We also know that we must be accountable to each other: to other members of the Movement, and to our staff and volunteers. We prioritise a culture of trust, safety, integrity and hold each other to account.

We are committed to expanding our presence in communities all over the world, especially in communities that are isolated or marginalised. We ensure that we are representative of the diversity of communities we work within, and foster engagement with groups that might be under-represented in decision making, We are committed to ensuring communities have access to information they need, and can lead in the decisions and programmes affecting them.

We also commit to transparency: regularly publishing information about our work and finances, explaining progress, challenges and learning, and inviting feedback that will strength our efforts.

We must continue to invest in systems and approaches that promote privacy, integrity, and transparency in community feedback mechanisms. We will improve channels for communities to share concerns or comments in ways that prioritise feedback loops and are safe and confidential.

We continue to focus on highly ethical, effective and transparent governance. We support and invest in our leaders to help them build cultures and organisations that enhance the safety, well-being and growth of our staff and volunteers, and the trust of the wider community.

We also deepen our efforts to prevent, identify and respond to instances and allegations of behaviour that are contrary to our humanitarian principles and values. We will support widespread implementation of IFRC policies on Gender and Diversity as well as Prevention of Sexual Exploitation and Abuse and, constantly monitoring and updating these policies and practices as necessary.

Our transformative action will be to fully embrace a culture of ethical practice and to place personal and institutional accountability at the heart of all of our work. We will also work together effectively as a global

Movement to drive these practices and accountabilities and to strengthen mechanisms to implement them.

Signals of success:

- Communities are in the lead – designing, driving, and evaluating programs.
- There are feedback mechanisms tailored to the needs of different groups, evidence that this feedback is incorporated into our work, and confidential survivor-centered supportive complaint mechanisms are available including in the community.
- Decision-making, governance and finances across our global network are transparent and results are regularly communicated in a way that is accessible to all.
- Action by IFRC governance, National Society governance or appropriate senior management is always taken when transgressions are identified, and care and support is always made available to the people affected, including survivors and whistleblowers.

Transformation 4: Working effectively as a distributed network

We know that rising humanitarian need requires new, collaborative multi-stakeholder approaches for effective action. Our large, independent and local network is among our greatest strengths but we must prioritise much more effective coordination, connection and internal efficiencies to leverage this for much greater gains. We also know that we need new ways of partnering, with a much wider range of actors beyond those we traditionally work with, to address common causes.

We are therefore committed to optimising the power of working as one global Movement, sharing resources, learning and common standards, and finding ways to build greater efficiency and collective intelligence. We will find new models of collaboration in a spirit of togetherness, humility and joint effort.

We must continue to invest in innovations that can connect people and make knowledge more accessible, in widening our networks locally, regionally and globally, and in developing the skills and systems to be

'good partners'. We must also continue to support the independence of local actors to enhance their decision-making and agency.

Our transformative action will be new models of collaboration that are open, direct and with decentralised communication and decision-making. We will open ourselves up to more connections and transformative partnerships that prioritise collective action and joint problem-solving, including those outside the traditional, mainstream humanitarian system.

Signals of success:

- Increased connections between National Societies at all levels that influence programmes and performance.
- National Societies have significantly widened the scope of actors and networks that they engage with and support, and there is evidence of improved impact as a result.
- More effective and efficient global coordination of effort that delivers improved impact.
- National Societies are able to easily draw on knowledge and expertise from across the network when and how it is needed.

Transformation 5: Influencing humanitarian action

We know that the challenges communities face are complex and require a multitude of approaches to address and that, at times, this will require us to use the breadth of our collective voice. We also recognise that our neutrality does not mean silence and that our volunteers, youth, and the communities they come from must be heard on issues that affect their capacity to thrive. We also know that by clearly standing for the causes and values we believe in, those who hold similar values and commitments can more easily identify with our work, connect with us, and join our efforts. The reach and influence of digital communications will continue to be an important tool in communicating our message.

We are committed to standing up and speaking out in support of the most vulnerable communities and individuals we work with, in line with and in furtherance of our Fundamental Principles. When people cannot speak for themselves, we will speak on their behalf, leveraging our



extraordinary network and our auxiliary status for their benefit. We also commit when appropriate to joining our voice to that of others, including other humanitarian actors, so that we may amplify our impact.

We must continue to invest in promoting and defending critical areas such as international humanitarian law and disaster law, leveraging the unique auxiliary status of National Societies with Governments.

Our transformative action will be to use our convening and diplomatic capacity to strengthen our collectivevoice on key humanitarian issues. We will also significantly invest in the development of evidence, data and research that can inform thought leadership on the humanitarian and social issues that can influence opinion, policy and practice.

Signals of success:

- Clear campaigns and communications initiatives that are built on evidence and experience, and make an impact on policy and practice.
- Evidence that the auxiliary status of National Societies is being used to influence policy agendas that promote positive outcomes for humanity.
- Leveraging the International Organisation status of IFRC for greater influence at global level.
- Using evidence-based analysis and research to further amplify our advocacy and policy influence.

Transformation 6: Undergoing a digital transformation

We know the tremendous opportunities to enhance our work, to become more effective and to drive new forms of humanitarian action are emerging through the rapid advancement of digital technologies. We also recognise that these advancements bring new challenges, threats and vulnerabilities that will need to be addressed in the coming decade.

We are committed to experimenting with new technologies, innovations, digital practices and culture to harness our collective intelligence to help bridge the digital divide and decrease digital poverty and isolation.

We acknowledge and commit to continue to be ever mindful that these opportunities are accompanied by emerging risks, including issues related to data ethics, access, protection and rights, inherent biases and information security, as well as the potential for cyberwarfare and as yet unknown hazards.

We must continue to invest in experimenting with and integrating emerging technology, skills, capacities and digital culture into our ways of working as well as in the necessary legal, ethical and risk management support across our global network.

Our transformative action will be to embrace and integrate the necessary culture, structure and technology to support a wholescale, equitable digital transformation. This will include building data and digital literacy and, forming purposeful partnerships with a wide range of actors.

Signals of success:

- There is an organisational culture and structure that supports a focus on digital transformation, with evidence of agile experimentation across our global network.
- Evidence that insights and analysis from digital technologies and innovations are utilised for more strategic and operational decision-making.
- All branches are digitally connected and contributing data, insights and programmes to a global network.
- Staff and volunteers in all National Societies have significantly enhanced their skills and capacities in digital solutions.

Transformation 7: Financing the future

We know that the complexity and scope of humanitarian and development challenges are growing and, in the coming years, will require financing beyond current levels if our goals are to be met. We also understand that meeting these financing goals will require new partnerships, new ways of working, and alternate sources of capital and financing.

We are committed to securing sufficient funding to support our global network to meet growing needs but to do so in an ***ethical and sustainable***

manner that allows ***independence of humanitarian action*** in line with our Fundamental Principles.

We must continue to invest simultaneously in (a) a global, coordinated investment strategy to support National Societies to strengthen their resource mobilization and financing approaches, including by better leveraging our auxiliary status with Governments and (b) strengthened governance, financial and programmatic management and accountability.

Our transformative action will be to diversify our partnerships, improving collaboration with a wider range of actors and developing innovative business models, financial technologies and new financing mechanisms to better support independence, scope and depth of action.

Signals of success:

- More resources are available from diverse sources for addressing vulnerabilities.
- National Societies, in collaboration with partners, are investing in and implementing innovative financing models.
- There is a reformulated approach to Federation-wide resource mobilisation that enables improved performance with new financing opportunities, in particular more open, direct and cross-border financing.



© HugoNijentap


© Meer Abdullah

The Fundamental Principles of the International Red Cross and Red Crescent Movement

Humanity The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.




©Brad Zerivitz

IFRC

