Strategy 2030: A platform for change

The International Federation of Red Cross and Red Crescent Societies (IFRC) has been a force for humanity for over 100 years. As a global network of local Red Cross and Red Crescent organizations and volunteers, we have contributed to the well-being and aspirations of the most vulnerable and the most marginalized throughout the world, in accordance with our humanitarian principles and values. Strategy 2030 builds on this long and unique history keeping constant our commitment to be *Always There* when needed as well as our commitment to independent, impartial and neutral action.

But the world is **rapidly changing**. This coming decade will see a great many changes in the way we live and in the types of crises and vulnerabilities we are likely to encounter. It will bring **challenges** that we have not yet encountered as we find ourselves at a moment in time when **our work is more important than ever**. To be able to respond to the complexities of the next decade, Strategy 2030 proposes a series of **transformations** to be more dynamic and more connected. In the coming decade these transformations will help us strive further in our mission to save lives, amplify opportunities and ensure that vulnerable people are not left behind.

Strategy 2030 proposes an urgent shift of leadership and decision making to the most local level – placing **communities at the very centre** of change. It prioritises thinking beyond the borders of the Red Cross and Red Crescent and engagement with many partners and actors to support positive change throughout the world.

Our work is based on the profound and powerful spirit of **volunteerism** driving action for good. It is based on mutual respect and a commitment to protect and uphold the **dignity and agency** of others. This strategy seeks to grow and strengthen our volunteer base, re-imaging our models of volunteering and civic engagement. It will build further on our **diversity** and promote the **inclusion** of all who recognise themselves in the values of the Red Cross and Red Crescent. It calls for **visionary, effective,** and **principled leadership** that is respectful and that supports gender parity and women's leadership at all levels.

Trust is our foundation. It is critical to how we reach marginalised and isolated communities when most others cannot. To preserve and enhance trust we must be transparent and accountable to communities, partners, authorities, donors and each other. Trust runs deep throughout this new Strategy for without it we will never be able to fulfil our commitment to be *Always There*.

Our Commitment

Our Commitment is to be *Always There*
There when crises strike. There when pain or loneliness threaten.
There when people need us most.

Our Vision

Our vision is a **global network** of strong and effective local and global actors that are mobilising for the good of humanity and alleviating human suffering.

Our Approach

Ours is an approach centred on **people** and their agency. It is an approach that calls for **change**. It is an approach that harnesses and amplifies **hope**.

Our Strategy

This strategy is for the **whole** of the International Federation to provide **inspiration** and **direction** for each National Society, for the Secretariat and for our collective action to achieve greater impact.

Our Strategic Goals

Goal 1: People anticipate, survive and quickly recover from crises
Goal 2: People lead safe, healthy, dignified lives and have opportunities to thrive
Goal 3: People mobilise for inclusive and peaceful communities

Our Strategic Goals

Our strategic goals are aligned with the major global humanitarian and development frameworks, including the Sustainable Development Goals, the Sendai Framework for Disaster Risk Reduction, the Grand Bargain, the International Health Regulations and the Paris Agreement for Climate Change, along with other major compacts and alliances we have signed up to and to which the Red Cross and Red Crescent make clear and direct contributions. Our goals are all underpinned by our Fundamental Principles.

Goal 1: People anticipate, survive and quickly recover from crises

Across our global network we will continue to strengthen our ability to reduce risk, take early action, and respond to crises by building strong local response and preparedness capacity alongside complementary international support mechanisms. The network aims to respond quickly and effectively to every emergency, anywhere in the world.

We will also further invest in understanding and addressing the underlying causes of crises, emerging risks and vulnerabilities and in integrating ethical and principled approaches to ensure the survival, sustainability and wellbeing of humanity and our planet's ecosystem.

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

Across our global network, our purpose has always been to save lives and protect human dignity. But there is much more to humanitarianism than just surviving and recovering from crisis. In Strategy 2030, we want to go *beyond resilience*, to ensure that individuals and communities can thrive. We will adopt a people-centred approach that recognises the needs,

rights, skills and capacities of the communities we accompany. We will continue to create and facilitate opportunities to give people greater control and availability of choices to improve their own lives. We will also continue to seek out and accompany the most vulnerable individuals and groups who are excluded or marginalised. We will use our expertise in health to encourage wellbeing at all levels, including positive social, mental and physical health.

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 experience compassion and are included in their communities. We will embody our humanitarian values in all that we do.

We recognise that we play a small part in helping to achieve this and that we must work effectively as part of a broader network to influence people's lives for better. We will work with partners and people of all ages, aligning our humanitarian approaches to address the problems that concern us all and support transformative action.

Our Changing World

People - Populations - Products - Power - and Our One Shared Planet

Our Global Challenges

Climate and environmental crises

Evolving crises and disasters

Growing gaps in health and wellbeing

Migration and Identity

Values, Power and Inclusion

Our Transformations

Strengthening Our Foundations	Connecting and Influencing	Being Future Ready
• National Societies as strong and effective local actors • Inspiring and mobilizing volunteerism • Ensuring trust and accountability	• Working effectively as a distributed network • Influencing humanitarian action	• Digital transformation • Financing the future

Our Changing World

Our world is changing in complex and inter-related ways that is impacting the fabric of society, exacerbating risks and vulnerabilities as well as opening possibilities.

Demographic transitions are changing the mix of **people** – ages and cultures – within our societies, adding diversity of opportunities but at times fuelling discord and fanning social tensions. **Populations** are increasingly moving, changing our social fabric but also putting pressures on resources and social cohension and leaving many communities isolated.

The **products** and technologies we use are helping us be more connected. They are though also creating new risks including some that we may not yet fully understand.

Power too is shifting, with many demanding inclusion and expecting to be seen and heard. This is driving social change, challenging institutions and altering decision making.

But probably most dramatic of all, the **one planet** we all share is in crisis – our climate and local weather patterns are shifting and environmental degradation is affecting many of our natural resources. The impact is already being felt by all of us, but it is and will mostly likely be felt hardest by those furthest and most left behind.

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. They are presented as distinct areas but in reality they are highly interconnected. All will necessitate significant changes in the way we work if we are to uphold our commitment to be *Always There*.

Global challenge 1: Climate and environmental crises

The climate crisis and environmental degregation are significant risks facing humanity and are already affecting almost every aspect of our work. Changes to our climate and environment are already contributing to an increase in the frequency, intensity and unpredictability of severe weather events, 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.

The world needs to address the factors contributing to our climate and environmental crises and adapt to the risks that they have and will likely continue to create. We will need to be prepared for and anticipate events ranging from local emergencies to mega-disasters as well as both the predictable and unexpected. Our role to bring attention to the needs of those who *are* and *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 wll embrace the early action models, scientific forecasts, innovation and financing that can improve our response.

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 and to ensure people in vulnerable situations are not left behind.

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

Disasters are predicted to become more common, more costly, more complex and, sadly, more concentrated in populations least able to cope.

More common: Disasters due to extreme weather events and climate/environmental disruptions to water and food supplies are predicted to increase. While there are now fewer large-scale interstate conflicts, other forms of conflict and violence have increased since 2010. The complex geopolitical factors involved in these events often trigger humanitarian crises that become protracted.

More costly: The world is rapidly urbanizing. Increasing population density in urban – particularly informal – settings often experience significant deprivation. This means that when disaster strikes – be it a seismic or weather related event or an infectious disease outbreak – the impact on the population is high and rising and the ability to provide immediate assistance low. Costs to lives and livelihoods are increasing.

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

More complex: Beyond traditional drivers of disaster and crises, our increasing dependence on technology brings new risks and vulnerabilities including technological collapse as well as other unexpected – and potentially unforeseen – cyber and digital threats.

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

We will work together to make sure that we have the **right capacity** – coordinating across our regional and global network to ensure we have sufficient capacity to respond to the increasing humanitarian demands, pooling resources and optimizing locally led collaborations.

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

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

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.

Global challenge 3: Growing gaps in health and wellbeing

Despite significant global health gains and major medical advances, people continue to face a complex mix of interconnected risks to their health and well-being. Infectious diseases and the risk of epidemics and pandemics are a major public global health concern. Health landscapes are changing, as a result of climate change and increased exposure to environmental pollution and toxins. Rates of non-communicable diseases continue to rise throughout the world. Changing demographics means that more older people are becoming dependent on health and social care services that 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 amount 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. Increasing rates of loneliness and digital isolation are compounding already difficult situations.

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** building trust, ownership and engagement and placing communities at the centre of response.

We will enhance our work, through volunteers, campaigns and other efforts to build **community connections** to promote positive mental health and wellbeing and reduce loneliness as well as provide **psycho-social support** particularly in vulnerable communities and those affected by conflict and disasters.

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

Global challenge 4: Migration and Identity

The movement of people, whether voluntary or involuntary, is one of the defining features of the 21st century. The number of migrants globally has grown significantly since 2000 and is projected to keep rising as a result of conflict, poverty and a lack of quality employment opportunities. Climate and envionemental crises will make some regions uninhabitable, forcing people to move *en masse*.

The risks that people face when they are on the move are growing. These 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 identity.

Migration has helped improve people's lives in both origin and destination countries and has allowed millions of people around the world to build safe and meaningful lives. However, migration in some parts of the world is currently being used as an instrument to fuelling 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'**. The convergence of these diverse issues is rapidly changing the fabric of societies around the world.

Our focus over the coming decade will be on making sure that all people who migrate are safe, and 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 at all points along major migratory routes.

We will ensure a strong focus on **promoting protection** for vulnerable groups, women, children, people with disabilities and asylum seekers. We will scale up our work on **inclusion and social cohesion.**

We will invest in **research and new transformative partnerships** that can help us to better meet evolving profiles and 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 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 are not equally shared. Multilateralism is under increasing strain. Increasing inequalities in a globalized world challenge elitism, and are contributing to populism, nationalism, and cultural and religious clashes.

Space for principled humanitarian action is shrinking – and even criminalised in some parts of the world.

These global changes risk creating a more disconnected, less humane and less empathetic world.

But there are also many people the world over want to make their lives, their community 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, rights and equality for all regardless of sex, race, ethnicity, religion, gender or sexual orientation.

The role of well-known institutions is being challenged and people are refusing to be spoken for. They are less willing to accept the 'status quo' and are demanding greater accountability and transparency.

Gender analysis reveals gaps and disparities in wellbeing, roles, power and access to resources. 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.

Our continued focus over the coming decade will be on protecting and promoting a positive change for humanity and on humanitarian values and principles.

We will expand out **humanitarian education programmes** focusing on values, a culture of peace and inclusion, as well as improving access for people whose education has been disrupted by war, disaster or displacement. Our education programmes will also prepare people 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 others that are central to our work including **sustainability, equality and inclusion, and the agency of local communities to lead their own change.**

We will focus on initiatives that **promote inclusion and diversity** in opportunities, representation and decision making, both within our own organizations and network as well as in society at large.

We will expand our work in diversity and inclusion, to be more **intersectional**, particularly in our work and support of women, girls and different gender identities. We will work to increase our support and focus of women's leadership across all levels of our organization.

Seven Transformations

This Strategy identifies **seven transformations** that are essential for our network to be prepared to respond to the above challenges, to meet our strategic goals and to uphold our commitment to be *Always There.*

The seven areas for transformation have been grouped into three thematic strands:

- Strengthening our foundations with a focus on trust, volunteerism and National Societies as strong and effective local actors
- Connecting and influencing the critical role of working together and with other partners and harnessing our collective voice for global good
- Being future fit through digital transformation and more independent and sustainable financing

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Strengthening our foundations:

- National Societies as strong and effective local actors
- Inspiring and mobilising volunteerism
- Ensuring trust and accountability

Connecting and influencing:

- Working effectively as a distributed network
- Influencing humanitarian action

Being future fit:

- Digital transformation
- Financing the future

Strengthening Our Foundations

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

We recognise that strong local actors are key to supporting communities across the world for greater humanitarian and development outcomes. We also understand that the world is rapidly changing and that cultures, systems, structures, tools and approaches within our National Societies will also need to shift to be more able to navigate the challenges and opportunities of the coming years.

We are committed to collective, efficient and respectful support to ensure that all National Societies are able to work in and with their communities to assess needs, devise strategies, support priority programmes and ensure continued quality improvement.

We must continue to invest in peer to peer support from across our network to share skills, knowledge, resources and achievements. We will further invest in specialised organizational development assistance to ensure development of robust systems, promote honest, creative, and curious mindsets and optimise opportunities for change.

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.

Signals of success:
- National Societies have their own Strategy for the next decade in place with clear, locally prioritised and locally owned goals that align with and demonstrate contribution to the IFRC 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: Inspiring and mobilising volunteerism

We recognise that volunteering and civic mobilisation are key to ensuring more inclusive societies where all can enjoy the benefits and opportunities available. We acknowledge and embrace the fact that volunteering is changing, powered 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, to developing new and complimentary approaches and to creating an effective network of humanitarians working for global good.

We reinforce our commitment to continue to do all in our power to ensure the 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 inclusiveness and diversity of our volunteers and the opportunities available to them, in engaging with the energies and talents of self-organizing groups and in connecting volunteers across countries and regions through, for example, digital volunteering and online action.

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. We will also work to ensure greater connectedness of our volunteers including across borders and support them to creatively develop new initiatives and campaigns for good on common issues of concern.

Core to this will be placing greater value on the *transformative power of inter-generational collaboration*: and in supporting our young people and other volunteers to develop skills and opportunities for entrepreneurialism, conflict resolution, creative thinking, problem-solving and effective communication.

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 community-based changemakers and build powerful relationships with them.
- Strengthened mechanisms to protect volunteers and greater support of those injured or killed in the line of duty.

Transformation: Ensuring trust and accountability

We are committed to building trust with the people and communities we serve, with our donors, partners and the public and with each other across the Movement.

We must continue to invest in enhancing our transparency, in strengthening systems that support and reinforce integrity and in building our openness to listen, include and act.

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.

Signals of success:

- Communities are in the lead – designing, driving and evaluating programmes.
- There are feedback mechanisms tailored to the needs of different groups, evidence that this feedback is incorporated into work and confidential survivor-centered supportive complaint mechanisms 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 those affected including survivors and whistleblowers.

Connecting and Influencing

Transformation: Working effectively as a distributed network

We recognise that, with rising humanitarian needs, without collective and mutually supportive action that is locally led but, when needed, complemented from across our global network and other partners, we will struggle to fulfil our commitment to be *Always There*.

We are therefore committed to optimising the power of working as one global network, sharing resources, knowledge and common standards and finding ways to build greater efficiency and collective intelligence. We will continue our pursuit of highly effective and rapid disaster and crisis responses and coordination mechanisms that maximise our collective impact.

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 decision-making and agency.

Our transformative action will be more open, direct and decentralised communication and decision making and opening ourselves up to more connections and partnerships including those outside the traditional, mainstream humanitarian network.

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: Influencing humanitarian action

We recognise 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 our voice. We also recognise that neutrality does not mean silence and that our volunteers and the communities they come from need to be able to be heard on issues that affect their capacity to thrive.

We are committed to standing up and speaking out in support of the most vulnerable communities and individuals we work with and accompany, 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 for their benefit. We also commit when appropriate to joining the voice of others, including other humanitarian actors, so that we may amplify our impact through joint effort.

We must continue to invest in promoting and defending critical areas such as international humanitarian law, leveraging the unique auxiliary status of National Societies with Governments to build policies and practices that are consistent with our humanitarian values.

Our transformative action will be systematic and synergistic to use our convening and diplomatic capacity to strengthen our collective voice on key humanitarian issues.

Signals of success:

- Clear campaigns and communications initiatives that are built on our evidence and experience that 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 Organization status of IFRC to better influence at global level.
- Using evidence-based analysis and research to further amplify our advocacy and policy influence.

Being Future Fit

In addition to the five areas of transformation discussed above, two additional areas will require attention if we are to be truly 'future fit'.

Transformation: Undergoing a digital transformation

We recognise the tremendous opportunities to enhance our work, to become more effective and to yield new insights to vulnerability and solutions that 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 and digital practices and culture to harness our collective knowledge, and to working towards bridging digital divides and reducing 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 and inherent biases, data protection and information security as well as the the potential for cyberwarfare and, as yet, other unknown hazards.

We must continue to invest in integrating emerging technology, skills and digital culture into our ways of working as well as in the necessary legal, ethical and risk management support across our global network that is needed to effectively optimise these opportunities.

Our transformative action will be to embracing and integrating the necessary culture 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 organizational 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 to a global network.
- Staff and volunteers in all National Societies have significantly enhanced their skills and capacities in digital solutions.

Transformation: Financing the future

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

We are committed to securing sufficient funding to support our global network to meet the growing humanitarian and development 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 and (b) strengthened financial and programmatic management and accountability.

Our transformative action will be diversifying our partnerships and fundraising through innovative business models and new financial mechanisms to better support independence, scope and depth of action.

Signals of success:
- More resources 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.