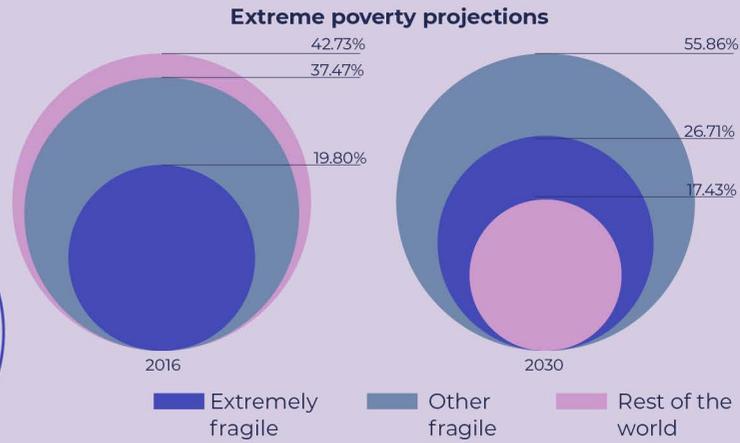


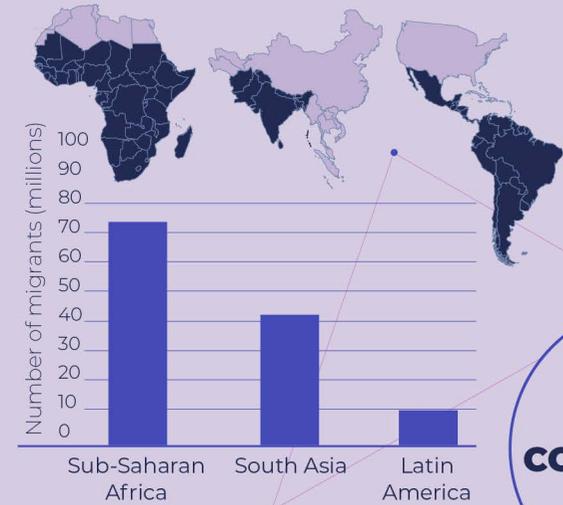
THEMATIC FUTURES ANALYSIS

VIOLENCE & POVERTY



By 2030, most of the **entrenched poverty** is expected to be in countries affected by **fragility, conflict and violence** – significantly across Africa and the Middle East.

Source: The Organisation for Economic Co-operation and Development, *States of Fragility 2018*



Source: World Bank Group, *Preparing for Internal Climate Migration*

NEW COMMUNITIES

By 2050 – in just three regions – **climate crisis** could force more than **143 million people to move within their countries.**

FUTURE OF WORK

65% of primary age kids will work in jobs that do not yet exist.

Source: The Future of Jobs and Skills, *World Economic Forum*

EMERGING TECHNOLOGY

Data an **artificial intelligence** can help forecast disasters and crises and provide stronger insight and analysis on a range of issues

POWER & GOVERNANCE

CLIMATE & DISASTERS

HEALTH

PARTICIPATION & ENGAGEMENT



“People want faster access ‘making impact’ requiring **higher speed, flexibility, and diversity** from humanitarian organisations.”

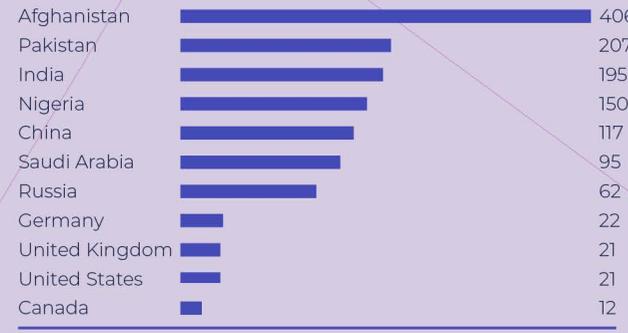
Quote from a National Society Leader during *Strategy 2030 consultations*

Trust in humanitarian organisations continues to fluctuate after suffering a drastical decline between 2014 and 2018.



Source: Edelman Trust Barometer

Deaths From Air Pollution Worldwide
Age-standardized deaths per 1000,000 people attributable to air pollution (2016)

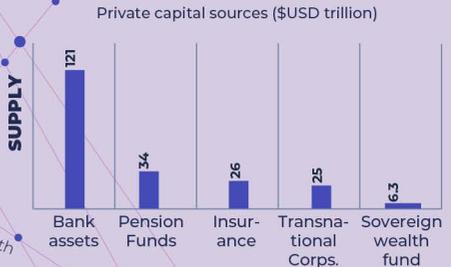
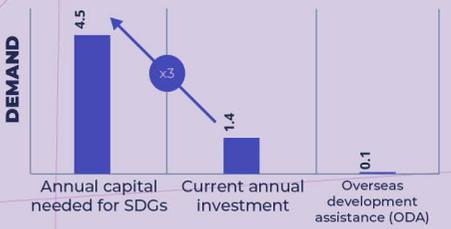


Source: Health Effects Institute: *State of Global Air 2018*

FUTURE OF FINANCING

1% of private capital can fill the SDG gap. Harnessing this capital requires a new resource mobilisation model.

Source: Closing the SDG Budget Gap, *Sustainable Development Solutions Network*



\$3T
~1%
\$210T

Thematic Futures – IFRC General Assembly 2017

If we are truly to be fit for the future, it is not enough to merely look at internal organizational structures, processes and policies. The question of being future fit is also about whether we are fit to serve communities of the future. Are we going to be able to deliver the types of programs and services that future societies – whether in instances of deprivation, vulnerability, or in stages of strength and agency, will desire? Will what we have to offer, the way we work, compliment and meet future citizen's needs, desires and the way they lead their lives? Will we understand the complex systems that exist which impact on humanity's ability to flourish? We cannot solve the challenges of the future with the same systems and structures that created them.

This document summarises the global trends and emerging issues that will be utilized as the basis of discussions during the RCRC Statutory Meetings in November 2017. These themes have been drawn from a rigorous futures and foresight approach conducted in 2017 with a significant number of National Societies through a combination of methodologies.¹

The themes are developed as a starting point and are solely offered to inspire discussion, debate and reflection. They are not intended to be comprehensive nor a definitive list of the main considerations to be addressed in Strategy 2030. A two-year process leading to the GA in 2019 will accomplish that task.

Thematic focus areas have been grouped in such a way as to demonstrate the systemic correlation and intersection of different trends and emerging issues and their impact on the Red Cross and Red Crescent. The purpose of this is to illustrate that discussions on trends and emerging issues cannot happen in siloes. In discussing futures, we need to consider the complexities of systems, and correlated driving forces, rather than focusing on single issues in isolation (such as migration, climate change and urbanization).

At many junctures in its history, the Red Cross and Red Crescent has faced existential crises, grappling with how to ensure ongoing impact and relevance in a changing world. However, the scale and pace of change unfolding in the world today may require a more focused and radical interrogation of the potential organizational change that will be needed to thrive in new environments.

1. Financing growing humanitarian and development needs

At the time of reduced public budgets and support for aid, the humanitarian sector faces increasing challenges in finding consistent sources of revenue to meet growing needs. Even as Overseas Development Assistance (ODA) is stagnating, UN estimates suggest that developing countries will need more than \$2.5 trillion a year² to achieve the SDGs by 2030 and that the vast majority of these funds must come from non-governmental sources. Moreover, as observed by the UN's High Level Panel on Humanitarian Financing, the gap between the urgent needs from immediate humanitarian crises is already outpacing available financing to the tune of \$15 billion, and those needs are only likely to rise in an era of climate change, political instability, and increasing intra and inter-state confrontation. Strategically mobilising diverse sources of financing for social purposes will be critical to cover the gap between public funding and humanitarian and development needs.

Governments in traditional donor countries face growing pressures against aid spending, including stagnating or reversing growth, the pressures of ageing populations leaving the workforce and requiring support, rising anti-globalist sentiments in their electorates, and declining public trust and confidence in institutions, including charities. At the same time, donors - be it government, philanthropy, corporate or individual - are increasingly demanding evidence that aid programs and services are making a difference. This expectation to deliver more impactful services is fuelling competition into aid and development markets.

¹ The process included Futures and Foresight workshops run with representatives from 80 National Societies and the IFRC Secretariat; Horizon Scanning and Trend Analysis; Gaming Simulations played with 1,000 young people and; Expert Interviews

² http://unctad.org/en/PublicationsLibrary/wir2014_en.pdf

There is an emergence of a number of new financing models, unique in terms of their market size, their operations and the way they serve those in developing countries. They range from equity-based crowdfunding campaigns and peer-to-peer fundraising³, to smart remittances, impact investment (such as payment-by-results contracts, outcomes-focused grants, shared value, debt and equity financing, social impact bonds) and mobile money, which can provide a part of the solution to address a financing gap. Instruments such as Islamic Finance assets globally estimated at 2.5 trillion annually are playing major roles. FinTech applications, such as Blockchain and cryptocurrencies, are disrupting traditional finance players, rewriting services, reducing transaction costs and offering more to the under-banked - people or organisations who do not have sufficient access to mainstream financial services and credit. These models are projected to unlock private capital and help further leverage public funding to mobilise various new sources of investment for public policy, social services and development goals.

The size of these alternative financing instruments dwarfs current ODA and humanitarian financing. Impact investments alone are estimated to exceed 1 trillion dollars annually, experimentation with these models will be essential, however they will require a substantial shift that may be challenging to execute; significantly greater focus on efficiency, accountability, evidence that can prove impact and advanced data capability, along with an acceptance of the mechanisms of new funding flows that may contravene current policy and practice in the RCRC, such as direct giving and global crowdfunding across multiple markets.

The financing environment will be far less tolerant of duplication and waste. There will be increasing pressure to cut out the middle men, reduce layers of administration and 'Northern based' oversight. Current practice, which often involves multiple arms of the Movement operating in the same country all with parallel and deep structures, may need to be reformed and in time we may see increased efficiency imposed as conditionality.

What are the possibilities?

Efficiencies of scale will be increasingly important which while difficult for many NGOs can be achieved within the RCRC network but will require new operating models and greater coordination and collaboration. The potential for scale will also be attractive to financiers from new sources of financing as will the respectability of the brand and the legitimacy it offers in ensuring that impact of financing is achieved at scale.

Considerations for the Red Cross and Red Crescent

- How do we anticipate the likely financial architecture of the humanitarian sector in the coming years? How do we lay the foundation for and lead in experimenting and mobilizing alternate sources of capital? Do we, as a network, have the risk appetite necessary to engage with them?
- How might our practices in the collection of data, delivery of services, finance controls and measurement of impact need to change in order to effectively benefit from innovative finance?
- What new partnerships are needed and new models need to be conceived to unlock alternate sources of capital and support?

2. Power and Governance

The past decade has shown the fragility and inability of today's global governance mechanisms, an interlocking system of competing sovereign states, international organizations like the UN, and non-state NGO's and corporations, to adequately address world issues such as climate change and environmental degradation. Many have observed that the scale and capacity of nation-states is insufficient for the problems facing the increasingly globalized world today, too big for local accountability and too small to deal with issues requiring global intervention⁴. At the same time, forms of cross-border governance is changing and increasing in strength and effectiveness (the recent One Belt One Road Initiative, ASEAN, and the rise of regional free trade areas in West and East Africa as examples).

³ <https://www.classy.org/blog/crowdfunding-vs-peer-to-peer-difference/>

⁴ <https://revisesociology.com/2017/05/31/globalization-decline-nation-state/>

The private sector is increasing in power and influence, potentially driving a trend for alternative forms of governance, with many companies wielding more influence on global issues than most countries, most recently recognized by the Danish Government appointing an ambassador to Silicon Valley⁵. The private sector has also invested in areas of social impact that are usually seen as a 'public responsibility' and taking on increased roles in delivering humanitarian and development aid, further questioning the governance roles played by nation states and humanitarian organizations.

An increasing distrust in institutional bureaucracies and governance, both domestically and abroad, is fueling a rise of social movements and fringe groups, pushing back against issues of power and elitism. Enduring economic stagnation and increasing mistrust of politics is fuelling populism, nationalism, and cultural and religious clashes. It is indicative of increasing scepticism in government and bureaucracy among many Western democracies and youth especially. It would be a mistake however to overestimate the recent surge in nationalistic sentiment across Europe and North America, as deteriorating global crises and time itself may yet provide conditions for greater institutional enforcement and legal structures at the global level⁶. At the same time, national governments in the global south are ascending, strengthening resolves of sovereignty and questioning foreign involvement in perceived domestic affairs.

Increasingly, cities are also asserting their geo-political power on the world stage, with mega cities becoming powerful influencers by themselves. Greater city-level governance and pan-city networks has gained wider acceptance as another model of global governance. This view holds that cities are re-emerging as political forces on the world stage, able to more nimbly address problems at local levels and network across national boundaries to face global challenges. Foreign direct investment is being injected into cities of emerging markets as the confluence of urbanization and a large youth workforce are seen as attractive investments.

If the trend toward heightened nationalism continues amidst a declining relevance of global governance (including declining significance of UN systems) and slow or non-existent intervention from global powers into crises, we could see national crises spiral significantly or remain ignored or forgotten. Furthermore, restrictions to the delivery of aid from international organisations by states suspicious of foreign intervention and their own gaps in domestic regulation and procedures necessary to manage outside aid, may exacerbate crises and lead to gaps in the coverage of needs.

What are the possibilities?

The auxiliary role affords National Societies the opportunity to remain trusted and close to national governments. However, our trusted brand and unparalleled scale also affords access to the major private sector players and provides an opportunity to 'bend the trillions' in addition to 'spending the billions'. An extensive infrastructure through the branch network ensures a foundation through which both citizen/community level and city level engagement can fruitfully deepen, but will require new models and thinking. The global network and representation through the IFRC allows the organization to potentially influence global forces while mobilizing effectively around a localization agenda.

Considerations for the Red Cross and Red Crescent

- As expectations change about how governments relate to their citizens, how are perceptions of National Societies – and of their auxiliary role – likely to change?
- How does the IFRC network engage with local governments and the private sector to develop new approaches to addressing humanitarian and development need? Are our efforts at advocacy, representation and partnerships reflective of shifting power structures?
- Are the structures of IFRC and decision making processes in line with broader social and political shifts? Are financial and organizational structures previously established to serve north to south flows suited to the shifting dynamics of global power and influence?
- How will RCRC engage with governance mechanisms and structures to ensure that support continues for low profile crises.

⁵ <http://um.dk/en/news/newsdisplaypage/?newsid=60eaf005-9f87-46f8-922a-1cf20c5b527a>

⁶ <https://www.washingtonpost.com/news/volokh-conspiracy/wp/2017/08/18/my-cosmopolitan-case-against-world-government/>

3. New Communities

The very makeup of our society is rapidly changing. Complex confluences of diverse issues including increasing migration, social and physical mobility, the inexorable growth and complexity of cities, the youth bulge in developing countries and an ageing population in developed and middle-income countries, the evolution of online tools and connectivity, are fast changing the fabric of societies and driving the (trans)formation of communities. Socio-demographic and technological changes are impacting on how individuals are engaging with each other and with institutions, creating spaces for emergent community groups as well as virtual ones. A democratization of voice from previously marginalised or minority groups and a need for self-identity, agency and presence in decision-making are conflicting with traditional, mainstream ideologies and established political order. The impacts of these changes are being seen every day across a mosaic of issues – be it raised awareness on LGBTQI, race relations and youth voice issues amongst others.

Humanity is getting richer. The decades of technological advancement and global integration of trade have seen millions lifted out of poverty and a rapidly expanding middle class, especially in Asia. By 2020, a majority of the world's population will live in middle-class or rich households for the first time ever, and by 2030, this number will exceed 5 billion people.⁷ However, the benefits of economic and technological change have not been equally shared and the pace of change has left political, regulatory and welfare systems unable to cope fostering division and aggravating grievances. Since the Global Financial Crisis, the middle class has been hollowed out in many advanced and some emerging economies with incomes stagnating or even declining⁸, while the richest 1% accumulated more wealth than the rest of the world put together.⁹

Growing number of migrants and displaced people is creating more fluid, mobile and diverse communities with distinct, and sometime divergent, worldviews. People are increasingly moving between countries as well as within, staying connected with their familial and source communities via digital networks. Much of the population movement reinforces the trend of urbanization. As many as 1 in 3 people living in cities will be in informal settlements within the S2030 period and will experience significant deprivation. For many National Societies, the defining issue of their relevance will be in how well they engage with and support the needs of those communities living in informal settlements, particularly in Africa where this growth is projected to be the most pronounced and the most severe.

What are the possibilities?

The RCRC brand, if trusted and consistent across borders, could allow for seamless engagement with mobile communities. New technologies could ensure more integration of data and effort transnationally. For instance, a migrant passing through a number of countries on their way to their destination should have their information and needs integrated across our systems, so they do not have to re-tell their story at every stage and can have their personalised needs addressed. The RCRC is strongly integrated into communities and can use this to adapt to and build on efforts to engage with new communities. Amendments to our structures and approaches will be necessary but if there is enough leadership commitment this can be achieved.

Considerations for the Red Cross and Red Crescent

- Are National Societies reflective of the diversity of the contemporary societies they live in? How do we ensure that our programs are representative of all different groups?
- How will National Societies engage with communities when the very nature of community is changing? How will we strengthen our engagement with digital communities? Will there be digital RCRC Branches?
- How do we engage with increasingly fluid and internationally mobile/connected communities while our structures favour national fortressing, and struggle with disconnection, rigidity and lacking data and operational integration?

⁷ https://www.brookings.edu/wp-content/uploads/2017/02/global_20170228_global-middle-class.pdf

⁸ <https://www.oecd.org/g20/topics/employment-and-social-policy/Income-inequality-labour-income-share.pdf>

⁹ https://www.oxfam.org/files/file_attachments/bp210-economy-one-percent-tax-havens-180116-en_0.pdf

4. Adapting to and experimenting with new technologies and dynamics

New technologies are transforming the world and how people live and work. Scientific and technological innovation is blurring the lines between the physical, digital, and biological spheres. Data analytics, robotics, and artificial intelligence are just a few examples of transformative technology that can positively impact RCRC capacity to address humanitarian and development need. However, there are risks with emerging technologies, the benefits won't be felt by all and the digital divide can create further inequality for those left behind. There are also concerns about digital technologies dislocating people from each other, contributing to social and mental health issues and there are emerging risks to be monitored around cyberwarfare and malicious intent.

Recognition that in a more globalised world, citizens have complex needs that no longer fit traditional approaches and assumptions, and that the exponential growth in technology and consumption has led to a surge in experimentation – both within the public and private sector, governments, corporations and start-ups alike are testing different approaches to programs and policy making, ways of working, engaging and understanding their end user/citizens. Organisations are recognizing that the sources and consumers of data have changed – often with affected communities playing lead roles in both spheres.

Data, machine learning and other technological advancements can help forecast disasters and crises and provide stronger sources for analysis and insight on a range of issues. These changes are evolving rapidly and require constant investment and experimentation to understand and apply. To capitalise on opportunities to better connect with our communities and people, requires a constant process of horizon scanning, experimentation and diffusion of new technologies and approaches. The trend analysis undertaken for Strategy 2020 did not identify social media as an emerging issue, but just 10 years later, it has transformed the way we conduct our work. However, the process of transformation and adoption of social media has taken a long time to implement, and we lag behind many organisations. An approach that treats innovation as an integral component across all our internal processes and policies will be required.

What are the possibilities?

Technological innovation is shaping the lives and habits of affected communities and it will continue transforming the work of our National Societies. As Internet of Things expands rapidly, with devices, buildings, vehicles and other inanimate objects collecting and sharing growing amounts of data about our needs and habits, this has powerful potential to help National Societies understand their end users, services and operating environments more clearly, driving insights into gaps and inefficiencies, and enabling more nuanced and efficient program and services delivery. Better communication tools, artificial intelligence and data could deliver reliable predictive analytics and enable forecast-based action, real time monitoring and new insights, improving our international disaster responses. Advances in machine learning and robotics could supplement our traditional staffing and volunteer approaches while use of drones and 3D printing in the field could transform our work in conflict and disaster settings that could potentially mitigate or reduce risks to humanitarian workers and beneficiaries. Innovative experimentation has already been undertaken by RCRC but is often more agile in structures outside the system such as Reference Centres and start-up offshoots. If we continue to invest in these mechanisms and approaches, we can effectively apply technological advancement to our work.

Considerations for the Red Cross and Red Crescent

- How does the network invest in foresight and anticipation to ensure strategic focus within a fast paced and rapidly changing world? At the same time how can National Societies foster agility and the capacity for adaptation and opportunism in the face of new trends? Are there spaces in the organisation for consistent experimentation, R&D and innovation?
- Is the network recruiting the right skills and investing in the right competencies to capitalise on opportunities emerging from technological and digital advancement?

- As more dynamic distributed networking drives efforts at social change, how does a large institution with hierarchical structures engage with such horizontal and unstructured movements, rather than being sidelined by them?
- How does the RCRC engage with non-traditional actors, start-ups and informal networks and explore new models of partnership to creatively meet development goals?

5. Participation and engagement – ‘Here comes everybody’

Activism and participation in the 21st century has changed. Citizens are increasingly living horizontal, connected lives, whereas governments and large institutions function vertically. The fast advent of technology has afforded new forms of volunteer participation to a wider section of society – including crisis-affected communities and global volunteer networks. This poses a challenge to the traditional linear approaches of information sharing – as emerging technologies are democratizing information access, participation and agency.

The change in the way social movements operate has shifted to the causes themselves, rather than those such as the RCRC, leading the fight. They’re organized differently and they are having an effect. There is a surge in the way citizens and communities are self-organizing and self-mobilizing. Not only is it an issue of citizen led mobilization, but it is also witness to citizen practitioners and citizen vigilantes that demonstrate a shift in power and decision making. Self-organisation amongst and between non-traditional actors is accelerating, which can at times sideline humanitarian organizations that are not as quick or adept in applying these new technologies. For example, during disaster responses many citizen-led groups, coordinating through social media and, enabled at great scale and pace by these technologies, self-mobilise and respond to people’s needs independent of formal institutions and sometimes more effectively.

New, creative and innovative forms of volunteering continue to grow, including e-volunteering, online campaigning, skilled volunteering, swarm volunteering, self-organizing volunteering and combinations of all of these, indicating that *how and why* people volunteer is drastically changing. ‘Brand loyalty’ to one humanitarian organization will be less significant. Participation patterns and motivations will likely continue to change, in some countries people are volunteering for shorter periods of time and want faster access to ‘making an impact’, requiring volunteer-involving organizations to demonstrate greater speed, flexibility and a greater diversity of engagement opportunities. Volunteer recruitment and management needs to be proactive in adapting to the skills and interests of volunteers rather than serve as a reactive network.

What are the possibilities?

Different models of organizing is not just limited to citizens and communities, but can also revolutionize how the RCRC organizes its own managerial models. Is there a future where IFRC is truly decentralized, localizing our efforts completely? When we start to think of different ways of organizing ourselves, we start to consider different ways of solving problems. Alternative models of organizing can also extend to different models of rights and responsibilities.

Considerations for the Red Cross and Red Crescent

- How do we create spaces to help people to make their own impact in the world rather than just recruiting them to deliver the organizations impact?
- If the very nature of voluntary service is changing, would the RCRC movement attract fewer volunteers for shorter periods? As such, would the IFRC network of the future one be one that has a reduced focus on volunteering?
- How can National Societies engage with citizen-led movements, and a more dynamic, fast paced and flexible engagement of youth as active drivers of change? How can the RCRC ensure much more open access to engagement and decision making within a traditional structure?

6. Future of Work

Advancements in technology such as artificial intelligence (AI), robotics, automation, and quantum computing have observers heralding a coming “Fourth Industrial Revolution”¹⁰. Countries around the world are eyeing the possible implications that these advances may have on their economies and labor force. Previous revolutions in the modes of production, from heavy industry, telecommunications and electricity, and digital computation, all created new types of jobs in the long-run while displacing countless ones in the short-term¹¹. Some early stage implications can be seen in the growing gig economy, leapfrog economies, increasing automation, digital nomads, accelerated technology and artificial intelligence that is profoundly disrupting not just what types of jobs are going to be available in the future but also the types of workplaces.

Profound employment displacement, particularly in fragile economies of parts of Africa and Asia, is predicted. With 1.36 billion people, China, potentially, could face more than 600M people in search of new ways to work and live, if it keeps up with Western automation levels. Unlike much of the 20th century, we're now seeing a falling ratio of employment to population and many of the underlying trends in technology are likely to accelerate from computerization of production processes to disruption to jobs in the services industries. In Africa, where the youth bulge is emerging, there is a risk of masses of young people left idle without jobs, potentially leading to unrest and mass migrations into cities further exacerbating challenges there. Further, in middle income countries, it isn't simply a question of demand and supply of jobs in the market, but an issue of youth disinterest in the types of jobs available. Increasingly, young people and graduates are not interested in working for an employer, but rather focus on entrepreneurship and creativity in how and what they do for work.

Considerations for the Red Cross and Red Crescent

- How can the RCRC rethink skills generation and livelihood programs in terms of skills and jobs of the future?
- How can we support our youth volunteers to develop the skills and competencies needed for future employment opportunities?
- How will shifting patterns of work affect people's capacity to volunteer and engage with us? Will they have more time available or will they be consumed with moving and finding employment opportunities?

7. Natural Disasters, Climate Change, and Depletion of Resources

The global natural environment is in a system-wide crisis, with no end in sight. The future dangers are global, local, and pervasive. Food and water security for communities will be a growing problem beyond any easy local solutions, and is anticipated to drive future conflicts. The commodification of natural resources (e.g. priced access to clean water and land), the impacts of unpredictable rainfall patterns and droughts on agricultural productivity, increasingly fraught access to energy, and unsustainable waste management are fundamentally changing communities' ability to live well, to have secure livelihoods, and to weather external shocks. The increasing shift to urban environments is further compounding these challenges and necessitates change in how development and humanitarian aid is being delivered.

As it advances at current rates, climate change has a direct impact on almost all human societies across the globe, and complicates most human endeavors, including disaster response and humanitarian aid. Rising sea levels and desertification, which have both progressed steadily over the past two decades, displace populations and contribute to conflict. There are now 400 extreme weather events every year, four times as many as in 1970. In 2017 alone, climate and weather related disasters have hit nearly every continent, in a seemingly unending spiral. These disasters are compounding vulnerabilities significantly – the complex confluence of severe floods in Bangladesh, poor infrastructure, as well as the Rohingya population movement across into its borders a prime example.

¹⁰ <https://www.theguardian.com/business/2017/jul/16/governments-have-to-invest-in-the-fourth-industrial-revolution>

¹¹ <http://blogs.worldbank.org/psd/future-jobs-and-fourth-industrial-revolution-business-usual-unusual-business>

Climate change-driven migration could increase the threat of conflict as arable land and water become increasingly scarce. Forced displacement is already a development world crisis with 95 per cent of the world's refugees and internally displaced people living in poor countries and originating from the same 10 conflicts since 1991. Changing climate will act as a threat multiplier driving more people into poverty and potentially lead to systemic crises. The most vulnerable people with the least resources to adapt, and particularly those living in developing countries in Africa and South Asia, will face the brunt of impacts of such conflict and instability. As we have recently seen the island of Barbuda being completely destroyed and rendered uninhabitable due to a hurricane, there will be in the coming decade, increased instances of places being unable to sustain communities (particularly those living on coastlines, edge of drylands, urban floodplains etc). Climate related displacement will force a redefinition of identity and relationships to institutions.

What are the possibilities?

A pervasive localized network that has retained and grown its volunteer base can mobilise effectively across multiple locations simultaneously. The scale of challenges relating to climate change and resource shortages will require large scale collaboration and new transformative partnerships with multiple sectors opening up possibilities for new dimensions of response that focus on collective impact.

Considerations for the Red Cross and Red Crescent

- How can we better understand how people, communities, economies and states will respond to and be affected by climate change and natural resource depletion in the future?
- How do we work with communities on issues of energy access and protection of natural resources?
- How are we going to manage multiple large-scale crises potentially occurring at the same time?
- How will we manage mass climate-related displacement?

8. *Fragility, conflict, violence and development*

An increasing complexity of fragility, violence and conflict in the world is threatening efforts to end extreme poverty and promote shared prosperity. While there are fewer large-scale interstate conflicts, other forms of conflict and violence have increased since 2010.¹² We are witnessing prolonged civil conflicts, fought by both state and non-state actors, with profound regional and global consequences, including rise in terrorism and forced displacement. Violence and conflicts are also manifesting across multiple domains and contexts including in urban areas and online via cyber warfare, bullying and radicalisation. Conflicts drive 80 per cent of all humanitarian needs and keep countries poor. They have caused an unprecedented forced displacement crisis, which is straining the resources of affected countries and humanitarian organisations alike. The challenge is widespread, affecting countries at all stages of development.^{13,14}

While it is anticipated that the general trend of development in the world will continue, with an overall reduction in poverty and a continued rise of the middle class, progress is expected to become more difficult and slower over time in some areas due to conflict, inequality and instability. Deep poverty and vulnerability will be increasingly concentrated in countries affected by fragility, conflict and violence, where almost half of the world's poor are expected to live by 2030 - mostly in Africa and the Middle East.¹⁵ In those regions, infrastructure deficits, climate change, terrorism and population growth is likely to multiply vulnerabilities resulting from conflict and violence.¹⁶ The ability of humanitarian organisations to intervene in 'last mile poverty' – building on decades of steady progress to finally end extreme poverty¹⁷ - is tightening, with both access to and interest in these issues decreasing significantly. Ability to raise funds on these issues is difficult, resulting in entire humanitarian crises being ignored or forgotten in the face of public apathy or fatigue from the sheer number of 'unprecedented crises'.

¹² <http://www.un.org/pga/70/wp-content/uploads/sites/10/2016/01/Conflict-and-violence-in-the-21st-century-Current-trends-as-observed-in-empirical-research-and-statistics-Mr.-Alexandre-Marc-Chief-Specialist-Fragility-Conflict-and-Violence-World-Bank-Group.pdf>

¹³ <http://www.worldbank.org/en/topic/fragilityconflictviolence/overview>

¹⁴ [worldbank.org/en/results/2016/08/19/tackling-fragility-conflict-and-violence-with-development-solutions](http://www.worldbank.org/en/results/2016/08/19/tackling-fragility-conflict-and-violence-with-development-solutions)

¹⁵ <http://www.worldbank.org/en/results/2016/08/19/tackling-fragility-conflict-and-violence-with-development-solutions>

¹⁶ <http://www.worldbank.org/en/topic/fragilityconflictviolence/overview>

¹⁷ <https://www.brookings.edu/book/the-last-mile-in-ending-extreme-poverty/>

Alongside efforts directed to regions and countries affected by major natural disasters and the impacts of climate change, the global focus of the humanitarian sector could potentially be concentrated on fragile and failed states. This will necessitate significant competency at bridging the humanitarian/development divide, to not only meet humanitarian needs but also address systemic vulnerabilities in order to prevent future humanitarian crises. As members of the international community RCRC will need to support conflict- and climate-affected countries through sustainable development strategies that promote resilience and mobility.

What are the possibilities?

National Societies are often the only effective - and sometimes the only - humanitarian organisation in conflict and fragile settings. Our institutional expertise in this work is perhaps unparalleled. Likewise, our global network of branches and volunteers involved in development work and social services means we have a strong foundation on which to build our development approaches. We must however recognise that our development programming and policies require updating significantly to be fit for purpose and to meet best practice. In the coming years, RCRC has the opportunity to position itself as a leader in bridging the humanitarian/development divide and develop new competencies and approaches to addressing needs.

Considerations for the Red Cross and Red Crescent:

- If fragility and extreme poverty continue to concentrate in certain countries/regions, how do we better allocate our resources/efforts globally to support this? How do we structure and prepare our organisation, its people and skills for a scale up of activity to address needs in these contexts?
- How will RCRC manage complex cross-border responses with national organisational models?
- How will RCRC support displaced populations and those moving back to home countries with tailored and targeted support services that incorporate reintegration, livelihoods, health and education?
- How do we continue to ensure to build credibility and trust from the public that is fatigued by crises? How will we sustain operations in a large number of ignored or forgotten crises where human suffering may be at its greatest?

9. Health of the Future

The 2014 Ebola outbreak in West Africa dramatically raised awareness of the global burden of infectious disease and raised questions about the preparedness of public health systems. Infectious disease remains a major public health concern around the world, with more frequent emergence of epidemics and pandemics. Within the broader system, the changing health landscape of a global population that is aging and more vulnerable, has a higher rate of non-communicable disease and increased exposure to environmental pollution and toxins¹⁸. With cross-cutting issues of growing cities, the refocus on health systems in cities is becoming a primary concern.

At the same time, genetic research is demonstrating clear potential of major medical advances within the coming years against such killer diseases as malaria, tuberculosis and HIV/AIDS, potentially saving millions of lives, especially in the developing world. Examples of this include genomic vaccines – which is poised to make major inroads in medicine, promise to offer many advantages, including fast manufacture when a virus suddenly becomes more virulent or widespread. In addition, the emergence of disease surveillance systems has become vital for early identification of public health threats. A wealth of new technologies is becoming increasingly available. New methods are underway for regional and global infectious disease surveillance, with advances in epidemic modeling aimed to predict and prevent future infectious diseases threats¹⁹.

Most countries across the globe are facing a formidable challenge to manage the rapidly increasing cost of health care.²⁰ Spending on health care in countries such as China and India will continue to rise in line with their economic growth, and they will become big markets for health care companies. Serving them will

¹⁸ http://www.belfercenter.org/sites/default/files/legacy/files/genomics_and_global_health.pdf

¹⁹ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4720248/>

²⁰ Deloitte: <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/Life-Sciences-Health-Care/dttl-lshc-2014-global-health-care-sector-report.pdf>

require innovations in technologies and delivery and business models — some of which will be adopted by developed countries. Demand for vaccines and treatments for traditionally “Western” diseases is likely to soar in these countries.²¹²²

Considerations for the Red Cross and Red Crescent:

- In this changing health landscape between epidemics, pandemics and lifestyle choices, how can RCRC diversify its response on health, understand behavioural triggers that affect health patterns and improve the diffusion of innovations by patients.
- How can RCRC take advantage of new health innovation technology to rapidly change how we not just treat medical issues, but also how we better predict and prevent disease outbreak?

Concluding Thoughts – A call to evolve in fast forward

The challenges of evolving patterns of vulnerability are clearly manifold, but it is juxtaposed against a world where life for most people is getting better and where new technologies and other dynamics create significant opportunity for change and for improved outcomes for people.

There is a fundamental and rapid change however, across the development and humanitarian landscape which necessitates a major rethink of policy priorities, financing decisions and a pivot from simple delivery to design of mechanisms that can fundamentally drive large scale systemic responses. The dominance and relevance of traditional humanitarian and development partners is being challenged; our ability to uncover locally relevant solutions or to create entirely new business models for development is in question. This provides a unique opportunity for the RCRC to rethink its structure, response and services in order to leverage this new and specialized potential while at the same time retaining our humanitarian principles and values and placing communities at the forefront of any response. This is a time for RCRC to reflect on *what it means to be a humanitarian organisation in the 21st century and beyond*.

The shift to a localisation agenda and the stronger capacity of humanitarian and development institutions in the Global South is ideal for our organisation, but enhanced investment into the capacities of our National Societies in developing and fragile contexts will be critical. Accountability, transparency and efficiency will be increasingly central for future humanitarian and development organisations and as such strong internal political will, integrity and commitment to drive greater performance in these areas will be essential.

In this foreseeable future, investment in foresight, strategic change, agility and innovation will be critical. The pervasive spread of our infrastructure, institutional expertise and the size of our volunteer base are excellent foundations from which to tackle the future challenges, but they must continue to strengthen, adapt and grow. This will require courage, investment, new forms of organising and collaborating, and profound commitment to change that goes beyond tinkering around the edges, however the organisation has adapted and changed before and with the right focus it can mobilise to be a future ready organisation able to address the emerging challenges and new opportunities and continue to effectively support the aspirations of communities around the world.

²¹ Prof John Moore-Gillon, honorary medical adviser for the British Lung Foundation

²² Harvard Business Review: <http://hbr.org/web/extras/insight-center/health-care/globaltrends/2-slide>