The GRC Strategy: Strategie 2030

The German Red Cross (GRC) Strategie 2020 „Helping People, Shaping Society“ was implemented in 2012 as the follow-up strategy to the GRC Strategie 2010plus.

To continue the joint strategic development of the German Red Cross, we intend to build upon the past strategy processes. The aim is to develop the Strategie 2030 together with our volunteers and our staff.

The German Red Cross and its work have been and are continuously influenced by consistent changes of its environment as well as steadily altering challenges. Those changes range from political and societal requirements to demographic trends, new legal conditions and the changes of the voluntary and full-time staff structures within our organisation.

For the next ten years, the Strategie 2030 is supposed to

- provide orientation,
- provide contextual and organisational guidelines for the National Society and
- set the course for the future development of the GRC in order to more effectively meet the constantly changing needs and requirements.

The Strategy Process

The strategy process consists of five elements and starts in 2019 with an analysis phase, during which we primarily gather information. Based on the results and findings of the analysis phase, we will be able to identify focus areas, which will then serve as the foundation for shaping a vision and define goals. Building on these elements, we will formulate a strategy, that will result in a strategy paper. The strategy paper is set to be adopted by the National Assembly of the German Red Cross in the fall of 2020. The fifth component includes the identification of measures and the operational implementation of the strategy. This phase is the most vital element of the strategy process and is planned to be initiated in 2021. The strategy can only be successful if our volunteers and our staff across the various levels within our organisation put words into action by implementing the strategy formulated.
Contextual Framework for the Development of the Strategie 2030

Our mandate, our Fundamental Principles and our ideals make up the core of the German Red Cross. It is therefore essential to constantly point out the key elements of the GRC both within and outside of our organisation. For this, the subject of the GRC
family and the core elements of the GRC – our mandate, our Fundamental Principles and our ideals – will constitute the focal points of the Strategie 2030. Therefore, the analysis phase in 2019 will be dedicated to the following questions:

**How is the German Red Cross currently received by different actors within and outside of the GRC?**
This question will be discussed in particular under the aspects of organisational culture, image and the overarching theme complex consisting of our mandate, Fundamental Principles and ideals.

**Which developments are expected for the GRC with regard to the year 2030?**
We want to identify crucial challenges that lie ahead and collect new ideas and approaches, that can help us to meet those challenges. For this, **the trends and drivers of change identified by the International Federation of the Red Cross and Red Crescent Societies** (IFRC) can be used as a basis for the discussions.
FUTURE OF FINANCING

Global humanitarian appeal 2017 set a record of US$ 23.5 BILLION targeting 93 MILLION PEOPLE 5 times more than a decade before for more than 3 times as many people

The UN estimates developing countries will need US$ 2.5 TRILLION a year to achieve the sustainable development goals by 2030

Humanitarian assistance costs are predicted to rise to US$ 50 BILLION PER YEAR BY 2030

Emerging financing streams and their growth estimation:

- Sustainable Investments: $8.7 TRILLION by 2020
- Impact Investment Funds: $1 TRILLION by 2020
- Crowdfunding Investments: $93 BILLION by 2025
- Islamic Finance: $3.5 TRILLION by 2021
NEW COMMUNITIES AND CITIES

By 2020, a majority of the world’s population will live in middle-class households FOR THE FIRST TIME EVER.

However, in some countries the middle class is hollowing and inequality is sharply rising. Mobility and digital connectivity are increasingly globalizing communities creating new opportunities and dynamics.

By 2030, as many as 1 in 3 people living in cities will be in informal settlements and experience significant deprivation.

Migration and displaced people are weaving more fluid, mobile, and diverse communities with distinct, and sometimes divergent, world-views.

Civil society is pushing back against the status quo, refusing to be spoken for and demanding change from both governments and institutions.
PARTICIPATION AND ENGAGEMENT

Citizens are increasingly living horizontal, connected lives, whereas governments and large institutions function vertically.

In support of development causes and during disaster responses, many citizen-led groups coordinate through social media and innovatively respond to people’s needs. At times, these efforts sideline humanitarian organizations that are not as adept at applying these new technologies.

New creative forms of volunteering continue to grow, suggesting that ‘how’ and ‘why’ people volunteer is drastically shifting:

- Self-organizing communities
- Skilled volunteering
- Swarm volunteering
- Online action

Brand loyalty is becoming less significant. People want faster access to ‘making impact,’ requiring a higher speed, flexibility, and diversity from humanitarian organizations.
POWER AND GOVERNANCE

The past decade has shown the fragility and inability of today's global governance mechanisms, to adequately address world issues. At the same time, forms of cross-border governance are changing, and emergent countries and cities are also asserting their geopolitical power on the world stage.

The private sector is wielding more influence on global issues than some countries, most recently recognized by the Danish government appointing an ambassador to Silicon Valley.

In 2017, trust in humanitarian organizations DRASTICALLY DECLINED

FROM 66% TO 54% IN ONLY THREE YEARS

A long way from 2001, when they were perceived as a rising influence globally.

Fall of trust has been fuelled by a belief that the overall system is not working for citizens, particularly among youth.
HEALTH OF THE FUTURE

Infectious disease remains a significant public health concern around the world, with the more frequent emergence of epidemics and pandemics.

The health landscape worldwide is changing.

- **Growing ageing population**
- **Increasing non-communicable diseases**
- **Rising exposure to pollution.**

Also, most countries are facing an overwhelming challenge to manage the rapidly increasing cost of healthcare in support of their growing ageing societies.

Genetic research and technological advances are demonstrating clear potential for important medical advances against deadly diseases like malaria, tuberculosis, and HIV/AIDS, potentially saving millions of lives.

Advances in epidemic modelling intending to predict and prevent future infectious threats could be a game-changer for the upcoming years.
CONFLICT AND POVERTY

While there are fewer large-scale interstate conflicts, other forms of conflict and violence have increased.

Violence and conflicts are also manifesting across multiple domains and contexts, including online via cyber warfare, bullying and radicalization.

Currently, our network is not equipped to deal with the vulnerabilities of future conflict. A recent report by ICRC notes that the next battlefield will be:

- URBAN
- CYBER
- USING AUTONOMOUS WEAPONS
- INCLUDING HUMAN MODIFICATIONS

By 2030, most of the deep and entrenched poverty is expected to be in countries affected by fragility, conflict and violence, significantly across Africa and the Middle East. This will require sophisticated, simultaneous and sustained focus on both humanitarian and development approaches.
EMERGING TECHNOLOGY

Data and Artificial Intelligence can help forecast disasters and crises and provide stronger analysis and insight on a range of issues.

Blockchain technology is being tested to provide greater transparency, efficient financial flows and digital identities.

However, there are risks with emerging technologies.

- Ethics and biases inbuilt into AI
- Data privacy rights
- Social and mental health issues
- Cyberwarfare and malicious intents

The convergence of multiple technologies emerging at once can create unpredictable opportunities and risks. We will need:

- A constant process of horizon scanning
- Embracing a culture of experimentation
- Diffusion of new technologies and approaches
FUTURE OF WORK

Technology such as artificial intelligence (AI), robotics, automation, and quantum computing might lead humanity to a “Fourth Industrial Revolution”. Previous revolutions have created new types of jobs in the long-run while displacing countless ones in the short-term.

Some early-stage implications are disrupting not only the types of jobs but the workplaces. Examples include:

GIG ECONOMY  INCREASING AUTOMATION  DIGITAL NOMADS  LEAPFROG ECONOMIES

In developing and emerging countries where there is a significant youth bulge, there is a risk of masses of young people being left idle without jobs or without productive employment, potentially leading to unrest and further migration into cities, exacerbating urban challenges.

National Societies may see a need for change in their own workplace practices to adapt to new employment dynamics and the need for new skills and capacities.
Integration of the National Society

In order to discuss and examine those two questions in 2019, all volunteers and staff of the GRC as well as the public are invited to participate in the consultation phase.
through online and offline formats. The aggregated findings will serve as the common basis for the discussions surrounding the strategy subject in 2020. The aim is to encourage a broad participation - it is only through joint efforts that we can address the challenges that lie ahead of us. All interested people can participate in an **online survey**. Furthermore, the National Society is encouraged to **discuss and engage with the strategy subject in workshops, working groups or further events** at all levels of the organisation. For this, a tool box is provided which contains a selection of method guidelines for organising a meeting or a conference.

**Point of Contact for the Project Office Strategie 2030**

For more information or questions, please do not hesitate to get in touch with our staff from the project office.

**Nora Hausin**  
Compliance and Organisational Development  
strategie2030(at)drk.de

**Viet-Chi Pham**  
Assistant to the Secretary General  
strategie2030(at)drk.de