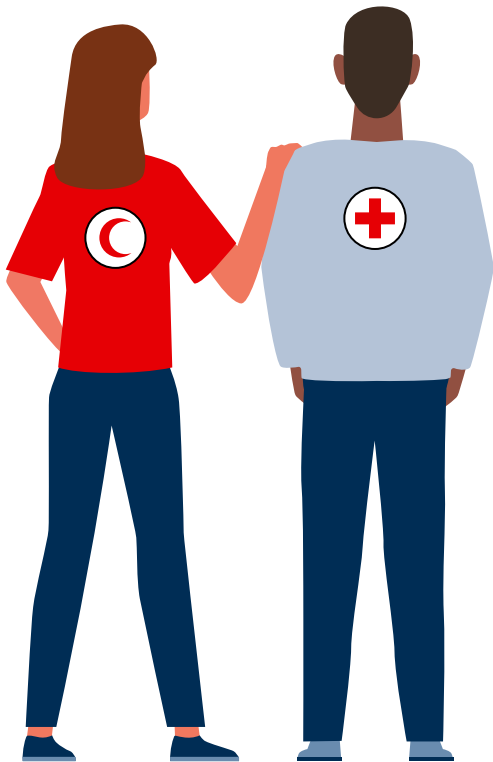


# German Red Cross International Cooperation

STRATEGY 2025 - 2027



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# Our commitment to humanity: pioneering change where it matters most



Since its inception, the German Red Cross (GRC) International Cooperation has been dedicated to alleviating human suffering. True to the mandate of the International Red Cross and Red Crescent Movement (the Movement), we foster partnerships that transcend borders. We support our Sister National Societies worldwide, helping them deliver vital assistance to the most vulnerable people.

We recognize that the global humanitarian situation is likely to worsen due to climate crises and escalating conflicts. And it is important to remember the real impacts these have on the lives of those affected.

Consider Fariah in Sudan, who has fled armed conflicts three times in the last decade, struggling to build a better life for her children. Or think of Nurjahan Afrosa Sumi, who lives with her husband and three children near the Kutupalong refugee camp in Cox's Bazar, Bangladesh. Together with two of our Sister National Societies, the Sudanese Red Crescent and the Bangladesh Red Crescent Society, we have provided crucial support to these women and their families.

Our assistance is tailored towards meeting specific needs. For Nurjahan, this meant receiving food and cash support to start her own business. Depending on needs and local opportunities, our assistance can also include training volunteers and communities to handle challenges such as armed violence and climate extremes, mapping their regions for better access, or using information management and data platforms to anticipate disasters and to make better-informed and timely decisions. We also ensure continuous learning and accountability through

our monitoring, evaluation, accountability and learning (MEAL) activities. These are just a few examples of the many technical and innovative solutions provided by the GRC International Cooperation.

Fariah's and Nurjahan's experiences highlight the life-threatening challenges faced by countless people worldwide every day. To support as many of them as possible, we work closely with our Sister National Societies. These are deeply rooted in their local communities and know how to deliver effective and respectful assistance. By mobilizing volunteers from within these communities, we ensure that aid is provided fairly and in close collaboration with those who need it most.

This **2025-2027 Strategy** sets the direction for the GRC International Cooperation, aiming to enhance our efforts in the coming years, and aligning closely with the German Red Cross Strategy 2030. In addition to all the work we are already doing, this strategy focuses on **strengthening partnerships** with our Sister National Societies, **embracing digitalization**, **addressing the humanitarian challenges** brought about by the climate crisis, and **diversifying funding** to ensure that we and our partners can provide high-quality, innovative and accountable support.

In a constantly changing world, we believe that change must start with us. We recognize that our greatest strengths and most valuable assets are our people and our partners. The dedication, expertise and team spirit of our staff, and our partners' staff and volunteers, are the driving force creating positive change.

During these times of multiple challenges, our focus is on building equitable partnerships. Therefore, our strategy emphasizes collaboration models that provide needs-based, flexible, innovative and sustainable support. This approach allows us to recognize and respect the unique and vital roles our partners play in their respective countries.

A handwritten signature in black ink, appearing to read "C. Johnen".

**Christof Johnen**  
Director, GRC International Cooperation



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# The humanitarian challenges of a world in crisis

The world is experiencing unprecedented uncertainty in the face of the climate crisis and the increasing number of protracted and sudden-onset hazards, as well as in the severity of armed conflicts. In 2023, there was a spike in civilian casualties, mainly due to the conflicts in Sudan and Gaza, making it the deadliest year for civilians since the Rwandan genocide in 1994. Currently, almost one in five children is living in or fleeing conflict zones. Meanwhile, disasters are becoming more damaging and frequent due to climate change, making it harder and harder for people to withstand them. Today, climate change and armed conflicts are the main drivers of population displacement and migration by, among other reasons, severely disrupting public health and food supply. Furthermore, while these affect current populations, armed conflicts and climate change pose an even greater threat to future generations.

The coordinated and constant preparedness of communities, relevant stakeholders and respective National Red Cross and Red Crescent Societies will be a key element in the common effort to mitigate the impacts of armed conflicts and climate change. Strengthening this preparedness to the level required, however, will require substantial investments in local capacities, tools and resources, all designed to work in complex settings. Finding themselves in such settings, with multifaceted sources of tension,

it is vitally important that humanitarian actors acknowledge and fulfil their responsibilities within the international system, ranging from significantly lowering their carbon footprint to strictly upholding principled humanitarian action.

The politicization of humanitarian action, deteriorating security conditions and all-determining counterterrorism measures, as well as an increasing diversity of actors with varying agendas, are contributing to an erosion in the recognition of, and respect for, humanitarian organizations. This is further fuelled by a proliferation of misinformation, disinformation and hate speech. For their staff and volunteers, this translates into increasing danger and intolerable working conditions. More Red Cross Red Crescent staff and volunteers lost their lives in 2023 and 2024 than in previous years.

These ever-increasing needs now severely stretch the humanitarian system's response capacities. Unfortunately, funding has dwindled at a time when it has never been more needed, including for the International Red Cross and Red Crescent Movement, and particularly for crises that receive little or no media attention. Global humanitarian funding increasingly comes with political strings attached, effectively shrinking the share available for principled humanitarian action.



After an explosion in Beirut, paramedics from the Lebanese Red Cross provide first aid.



 **Volunteers from the Ukrainian Red Cross Society help civilians to evacuate Kherson.**

And while calls for increased accountability are echoed across the humanitarian system, the lack of alignment in administrative and procedural requirements is not only hampering the agility of response options, but also slowing down efforts towards greater localization.

Economic inequality and persistent power imbalances between partners continue to affect decision-making, while efforts towards localization have lagged against global targets. Furthermore, efficient digital systems are not being optimized for improved communication and coordination, while digital divides persist across the humanitarian sector.

These challenges – increasing humanitarian needs, reduced humanitarian access and safety, and reservations as to the humanitarian system's impacts and principles – mean that the International Red Cross and Red Crescent Movement must improve strategically: towards better complementarity across its different components, and by increasing the impact and efficiency of interventions through the locally led and community-driven responses facilitated by National Societies across the world.



 **Aid workers from the Palestine Red Crescent Society on the ground in Gaza.**

# Our vision, mission and values



## Our vision

To assist people affected by disasters, crises and armed conflicts, we are a **committed advocate** for the fundamental principles of the International Red Cross and Red Crescent Movement and an **equal, relevant and reliable partner** of our Movement, particularly our Sister National Societies, to fulfil their respective humanitarian mandates and national strategies.



## Our mission

We provide **needs-based, flexible, innovative and sustainable support** to Sister National Societies, the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC), and the wider humanitarian community. We enable **early and immediate life-saving assistance** and implement **anticipatory action and risk-reducing activities**, particularly in the face of climate change and armed conflicts and their humanitarian consequences.

As a partner, facilitator and convener of cooperation, we strive to fulfil commitments to **localization, community participation, protection and inclusion, gender and diversity, accountability, and learning**. Through these efforts, we aim to build resilient communities and ensure **effective and inclusive humanitarian responses** in an increasingly complex global landscape.



## Our values

The commitment to our **Fundamental Principles**, and to our **integrity and ethical behaviour**, at both the individual and institutional levels, is the foundation of our humanitarian action.

### 1 Needs-based, people-centred and accountable to those affected

We support our Sister National Societies who are guided by the needs of the people they work with, placing them at the centre of their efforts. Their primary accountability is to these people, ensuring that their voices are heard, and their needs are met through their actions and decisions.

### 2 Solidarity with humanitarian partners

We partner with Sister National Societies, the ICRC and the IFRC, and the broader humanitarian community. We commit to continuously strengthening these partnerships to achieve humanitarian goals.

### 3 Locally led, globally connected

We are guided by the priorities of Sister National Societies and the communities they serve. Our efforts are rooted in local needs and knowledge, ensuring relevance and effectiveness. At the same time, we work with our global network to share resources, expertise and support, creating a strong and unified approach to humanitarian challenges.

### 4 Sustainability of innovations

We drive change and innovations responsibly to fulfil our long-term goals. It is important to us that innovations should ideally come from, or be co-developed with, local actors.

### 5 A team of learning professionals

We work as a team, celebrate successes as a team, learn from failures as a team and emphasize professionalism within the team.


### 6 Diversity of thought and versatility of action

We are international and versatile, both in our work and in the diversity of our team. Differences in experiences and perspectives are valued and appreciated in our daily work.

### 7 Efficient and solution-oriented

We strive to maximize our resources and efforts to achieve the best possible outcomes. Our approach is focused on finding practical and effective solutions to challenges, ensuring that our work is impactful and sustainable.



 Families build shelters from wood and other materials during a drought in Somalia.

# Advancing GRC International Cooperation

## Building on what we do

### Humanitarian work

In our daily work, we aim to ensure that relevant humanitarian assistance reaches those who need it most. We provide tailored technical expertise based on our Sister National Societies' requests and provide partners with equipment, human resources and financial support.

In addition to our direct humanitarian support, we enhance the international humanitarian system, working with Movement partners and with non-Movement partners such as the German government, United Nations agencies, the private sector, academia, international non-governmental organizations and institutional partners, to develop and advance approaches, tools and instruments. These thematic innovations focus on improving tools, systems and information exchange to reflect contexts that are increasingly complex due to urbanization, climate change, armed conflict and progress in global digitalization.

We fulfil a facilitating role by bringing together various actors with the aim of enabling exchanges and operational learning between National Societies and other Movement partners, and within the broader humanitarian system.


### Working with Sister National Societies

We are committed to fostering strong partnerships with Sister National Societies to address humanitarian needs effectively. Central to our approach is the recognition of Sister National Societies, with their countrywide networks of volunteers, as pivotal actors in their respective countries and in their auxiliary role.

Cooperation with Sister National Societies serves as the cornerstone for GRC's strategic endeavours. We prioritize aligning our programmes with the overarching mandates, strategic planning and operational orientations of our partners, ensuring GRC's support is contextually relevant and responsive to local needs. In addition to emergency and longer-term programming, GRC prioritizes strengthening the capacity of Sister National Societies and supporting them to fulfil their national mandates.

As part of the International Red Cross and Red Crescent Movement and guided by the principle of universality, GRC works in partnership and in solidarity with Sister National Societies across their regions, as well as with the ICRC and the IFRC to prepare, anticipate, respond and recover from armed conflicts, disasters and other crises.



 A water pipeline installed by the German Red Cross in Cox's Bazar, Bangladesh, in a camp for Rohingya refugees from Myanmar.



 Installing shelter-strengthening kits in the Philippines.

### Surge capacities

Through our surge capacities, we rapidly deploy human, financial and material resources after a shock, based on requests from partners. Our emergency response experts are provided through our humanitarian surge roster and our permanent standby surge capacity. They encompass experts in various fields and continuously offer tailored training. Materials, ranging from tents to field hospitals and sanitation units, are strategically pre-positioned and on alert for immediate deployment.

Our surge capacity is deployed to reinforce bilateral emergency responses as well as those of our international partners. It can come in the form of specifically skilled individuals or comprise complex tactical-response units that are compatible with a joint response effort with partners.

### Thematic focus areas

Thematically, we focus on three areas in which we advance methodologies and foster innovation that contribute to the effective delivery of humanitarian assistance: **anticipatory action, humanitarian disaster risk reduction (DRR)** and **health**. Cross-cutting themes are humanitarian assistance in urban areas, information management/digitalization, cash and voucher assistance and climate change. Within the thematic areas, we develop methodologies and approaches that are piloted with our Sister National Societies and disseminated back into the wider humanitarian system. Hence, newly developed tools, instruments and approaches are implemented directly with our partners to be tested, evaluated and documented, and fed into the wider humanitarian system via relevant multi-actor platforms.

- **Anticipatory action:** we provide tailored support for the development of anticipatory action frameworks to our Sister National Societies while advancing the overarching methodology of anticipatory action (e.g., for additional hazards), and strengthening capacities through training and knowledge-sharing, with the aim of scaling up anticipatory action worldwide.
- **Humanitarian disaster risk reduction:** we cooperate with our Sister National Societies to support particularly vulnerable population groups as part of the humanitarian DRR continuum, with a specific focus on urban and conflict settings.
- **Health:** we provide and facilitate technical health support to Sister National Societies. Water, sanitation and hygiene (WASH) is considered an integral part of health interventions, but our support is defined by the needs and the mandate of the Sister National Societies.

### Facilitating exchange and advocacy work

Facilitating exchange and advocacy work are pivotal for principled and needs-based humanitarian action. The GRC International Cooperation plays a crucial role in bringing together diverse stakeholders, including governments, academia, private institutions, local actors and National Societies, to collaborate on humanitarian initiatives. We aim to strengthen our role in facilitating dialogue, coordinating efforts and leveraging resources to maximize the impact and enhance the efficiency of humanitarian services. We will continue to enhance our advocacy efforts at different levels to promote policy changes and mobilize greater support for locally led humanitarian action.

The Anticipation Hub will continue to work on strategically enhancing its role in bringing together stakeholders of anticipatory action to allow them to share knowledge, co-create strategies and synergize efforts to mitigate the impacts of complex crises.

### Organizational learning

We foster a learning culture within our team and within our partnerships by prioritizing continuous improvement through feedback loops and knowledge-sharing. Embracing innovation and adaptability, we encourage open communication and collaborative problem-solving. More important than avoiding mistakes is to learn from them whenever they occur. Learning is viewed as a two-way exchange between partners and as a means to ensure humanitarian accountability.

This approach is guided by the MEAL framework and its corresponding tools, which build on the existing resources of the International Red Cross and Red Crescent Movement and the international humanitarian community, as well as on GRC's expertise and experience. We see learning exercises as a way of contributing to the design and implementation of programmes and projects by providing a systematic approach to gathering information, tracking progress, assessing quality, learning from experience, and informing project management and decision-making.

### Risk management

Risk management is a crucial component of our strategic framework. It enables us to anticipate, evaluate and mitigate potential threats that could impact our ability to achieve mission-critical objectives and maintain partnerships. By further incorporating robust risk-management practices, we ensure the safety and security of our staff, the volunteers and staff of our Sister National Societies, the people we work with and our assets, while maintaining operational continuity. Effective risk management also enhances decision-making processes, fosters resilience and builds stakeholder trust by demonstrating a proactive approach to addressing uncertainties and challenges in complex environments. This systematic approach is essential for sustaining our common humanitarian efforts together with our partners, and delivering aid efficiently and effectively amidst diverse and evolving risks.

## FOUR STRATEGIC QUESTIONS

- 1. How can we ensure our continued relevance in supporting Sister National Societies to provide life-saving and humanitarian services in increasingly complex environments?**
2. How can we broaden our funding sources to maintain stability and flexibility in our work?
3. How can we effectively prepare for and fulfil our role in addressing the challenges posed by the climate crisis?
4. How can we leverage global progress in digitalization to enhance our work and mission?



# Four strategic questions

With its primary role of supporting Sister National Societies in fulfilling their humanitarian mandates and enhancing their capacities based on their needs and priorities, the GRC International Cooperation aims to maintain or enhance the relevance of the GRC in National Societies' priorities. This entails enhancing GRC partnerships with Sister National Societies and having a more active role in the IFRC as the umbrella organization for the (currently) 191 National Societies. We will continue to foster complementarity and cooperation between the Sister National Societies and the ICRC in situations of armed conflict, and pilot innovative partnership structures in these complex environments. Partnership frameworks with Sister National Societies will continue to recognize them as the drivers of their own development, and will reflect GRC's commitment to the roles and responsibilities set out by the Movement Coordination for Collective Impact Agreement (Seville Agreement 2.0). Towards these, the following four strategic questions will help to define the changes GRC sees as central in the coming years.

## 1. How can we ensure our continued relevance in supporting Sister National Societies to provide life-saving and humanitarian services in increasingly complex environments?

To enhance our partnerships, we will focus on maintaining GRC's relationships with Sister National Societies through its overarching role in building capacities, creating links with other National Societies and the wider humanitarian community, and co-developing and co-managing programmes when requested. We will update internal processes to better accommodate Sister National Societies' longer-term plans and to better analyse issues, anticipate emerging trends and allocate resources. We aim to improve coordination with domestic GRC teams and branches to supplement the resources available for supporting Sister National Societies. The frameworks for the different partnership modalities will be analysed to promote efficient and effective resource use and cross-National Society cooperation and exchange. We will further utilize our partnerships as learning opportunities. The quality of our partnerships and the management of shared risks with Sister National Societies will also be important factors to consider.

## 2. How can we broaden our funding sources to maintain stability and flexibility in our work?

Maintaining partnerships and developing new ones will require exploring diverse funding opportunities to provide long-term and sustainable support to Sister National Societies. For this, we will need to analyse existing and possible private and institutional funding, including thematic funding sources such as climate funding, to have longer-term outlooks regarding opportunities. This will allow us to better prioritize, openly communicate and

engage in these longer-term priorities. We will further explore synergies between funding sources. To ensure compliance, transparency and accountability, we will place a stronger focus on risk management.


## 3. How can we effectively prepare for and fulfil our role in addressing the challenges posed by the climate crisis?

To maintain its relevance, the GRC International Cooperation commits to working with Sister National Societies on the climate crisis. We see ourselves as having multiple roles, including in reducing the climate and environmental impacts of our bilateral support and in supporting Sister National Societies' programmes based on their priorities and commitments on climate and environmental issues. We also see the need to further support the development of environmentally sustainable and nature-based solutions through partnerships with climate institutions and local communities, and to strongly advocate for climate policies at different levels, including with the wider GRC, while supporting Sister National Societies in their own advocacy work.

## 4. How can we leverage global progress in digitalization to enhance our work and mission?

We will support Sister National Societies in developing digital capacities and enhancing their partnerships, both within the Movement and with German institutions, towards digitalization. In parallel, we will update our internal systems and ways of working to accommodate digital developments, with the aim of increased efficiency regarding information management for better decision-making and knowledge-sharing. This could also contribute towards reducing the environmental impacts of our work.



 Aid workers from the Malagasy Red Cross Society at an information event about anticipatory action ahead of extreme weather events.

# Nine strategic objectives

Nine strategic objectives will guide our work towards these four strategic questions.

## Partnerships and collaboration within the Movement

1

**A common understanding of the GRC International Cooperation's different partnerships with Sister National Societies, the ICRC and the IFRC serves as the basis for our strategic engagement.**

Partnerships with Sister National Societies, the ICRC and the IFRC are based on strategic and formal processes with adequate consultation and are well documented, disseminated and understood within the GRC International Cooperation. Based on the fundamental principle of universality, our primary focus is direct cooperation with Sister National Societies. Appropriate tools and capacities will be put in place to measure (among others) the maturity of partnerships, political contexts at different levels, risks and mitigation measures (with others to be further defined) for improved and more transparent decision-making. Our strategic direction regarding international partners and partnership modalities will be guided by these processes.

2

**Effective engagement and complementarity of the GRC International Cooperation are ensured.**

A plan will be developed to improve engagement with Movement components, ensuring a common understanding of the auxiliary mandates of Sister National Societies and the roles of Movement partners. This will promote a unified voice and highlight the Movement's unique structure in the humanitarian and political environment, especially in Germany and the European Union. We will emphasize the GRC's role as the primary intermediary between the Movement and German institutions and increase the use of domestic capacities and resources.

## Being a good partner to our Sister National Societies and other partners

3

**Sister National Societies are better able to access and manage our support through the improvement of internal processes and procedures.**

Finance, procurement, reporting requirements and related procedures will be reviewed, negotiated and optimized to facilitate greater localization.

4

**Funding sources are diversified to ensure financial stability and sustainable support for our joint initiatives with Sister National Societies and other partners.**

An analysis of the funding situation and opportunities will be undertaken by the regional and thematic teams, with the aim of developing roadmaps for the exploration of funding opportunities for Sister National Societies. The departments within the GRC International Cooperation will all play specific roles in the analysis of private and institutional funding opportunities, including thematic funding, and in the subsequent work to establish or improve funding partnerships.

5

**Sister National Societies' capacities, practices, programmes and policies for responding to the humanitarian implications of the climate crises and (related) conflict risks are strengthened.**

We will improve Sister National Societies' preparedness for, and responses to, climate change and (related) conflict risks, based on their priorities and strategies to ensure ownership. This support will focus on strong partnerships with Sister National Societies and the communities at the centre of climate initiatives.

6

**Sister National Societies' digitalization efforts for efficient programmes are supported, especially in anticipatory action, DRR, health and other thematic areas.**

We will support the digital literacy, capacities and resources of Sister National Societies, particularly in areas such as anticipatory action, DRR and health, to promote evidence-based decision-making and accountability. Leveraging partnerships with German institutions to supplement and enhance the quality of this technical support, we will facilitate exchange and learning with technological and other institutes, and within the Movement.

## Moving the GRC International Cooperation forward

### **Systematic dialogue and coordination with partners at the country or regional level complement global funding efforts.**

Regional teams will have an active role in participating or initiating dialogues with relevant country or regional institutions, in order to widen opportunities and improve our understanding of available partners and partnership modalities. Investments in the capacities of in-country, regional and Sister National Societies' staff will be made to enable the development of high-quality proposals within a country or region, with consistent and adequate support from GRC headquarters.

### **Environmental awareness is enhanced within our programmes, championing the reduction in greenhouse gases within GRC.**

We will integrate climate and environmental considerations into our processes and project management approaches, in order to contribute to an overall decrease in GRC's environmental impact. Partnerships with climate and environmental institutions, including academia, will be established or improved.

### **Relevant internal processes are digitalized for greater efficiency, and capacities in the use of digital tools are increased.**

We will utilize GRC's introduction of a new enterprise-resource-planning system to further digitalize core processes and procedures, with the aim of improving efficiency and access to information. Resources and capacities will be put in place to advance these systems, while engagement with partners will be established, maintained and expanded to prepare for emerging topics on digitalization.



 Project coordinator Gloria Nhantumbo, from the Mozambique Red Cross Society, during a simulation for early warnings in the community of Sangena.

# Implementation of the strategy

## Operationalization of the strategy

This strategy will guide the GRC International Cooperation's work and form the basis of its longer-term transformation. While this strategy will be in effect until 2027, different objectives will be fully addressed within different time frames. Furthermore, it is acknowledged that some strategic objectives may only be achieved beyond the time frame of this strategy, while some priorities may change in the coming years due to unforeseen developments.

Considering our aim to be an equal, relevant and reliable partner, this strategy focuses on the future and quality of GRC partnerships with Sister National Societies. This focus is framed by the topics of funding diversification, digitalization and climate change, and specific components of the partnerships between Sister National Societies and GRC. Strategic priorities on humanitarian DRR, health and anticipatory action, as well as operational and country priorities, are discussed as part of the annual country and thematic strategy processes. These are based on humanitarian needs and the capacities, priorities and mandates of Sister National Societies, the ICRC and the IFRC. Questions regarding high-quality programming and accountability are also fundamental topics and are being addressed strategically outside of the objectives set out in this strategy.

This strategy will be operationalized through different **technical groups** with representation from key units within different departments, which will elaborate workplans and pilot initiatives. These groups are also tasked with monitoring the strategic and operational objectives. Each strategic objective will be championed by a department to ensure its visibility within management discussions. Priority activities will be decided annually, based on progress, resources and relevant developments.

A **review committee** will be set up to monitor the overall process. The thematic and country strategy processes, which were recently updated to accommodate the four main strategic questions, will be used for planning and monitoring the strategic and operational objectives.

Review of this strategy will use the annual **International Cooperation Week** as a platform for more in-depth discussions and reflection. The working groups for each topic will plan more technical review sessions as needed to facilitate annual planning and prioritization.


## Implementing sustainability

Sustainability is crucial to our work. We balance short- and medium-term support with long-term goals to strengthen our Sister National Societies and enhance overall community resilience. We are committed to integrating sustainability into every aspect of our work.

Amid the climate crisis, we address both current and future impacts by piloting relevant initiatives and developing innovative solutions. Our sustainability efforts go beyond environmental concerns to include social, economic and institutional dimensions, ensuring holistic and enduring interventions. We focus on empowering local actors, building capacity and forming strategic partnerships to help people affected by crises to lead dignified and resilient lives.

By fostering innovation and strategic partnerships, we aim to create a sustainable framework for Sister National Societies to operate autonomously and efficiently. Our goal is to enhance the technical and managerial capacities of our Sister National Society partners, promoting sustainable practices and renewable resources. Sustainability guides our operations, ensuring that our strategies remain relevant and effective, and build stronger, more resilient partners and communities.



 **Families register to benefit from anticipatory actions including cash, drinking water and hygiene kits in the Sula Valley, Honduras.**

## Our people

We recognize that our most valuable asset is our people. Their dedication, expertise and team spirit are central to our ability to create positive change. They played a pivotal role in shaping this strategy, and enable us to forge partnerships and support our Sister National Societies in delivering vital assistance to communities. Our people work on diverse topics and in varied locations around the world, and in different capacities within the GRC International Cooperation and throughout the Movement, such as secondments to the ICRC and the IFRC. Our people will be crucial in implementing this strategy, analysing specific challenges and working on solutions around the four strategic questions and nine strategic objectives.

Empowered by a culture of collaboration and continuous learning, our people are the driving force behind our mission to alleviate suffering and uphold human dignity around the world. Moreover, our leadership is committed to fostering the well-being, mental health and resilience of our staff in challenging times and environments. We value the input, ideas and suggestions of our team members and invest in their professional development, recognizing that their contributions are integral to our collective success.



 International Cooperation Week in Berlin, September 2023.



# Words of thanks

We would like to take this opportunity to **express our gratitude** to everyone who contributed to this strategy. Our Sister National Societies provided valuable inputs based on the realities they face in their countries and their wishes for our partnerships with them. Important partners from science, government, think tanks and many more shared their perspectives on the current and future roles of the German Red Cross. We also extend our thanks to the numerous colleagues, both around the world and in Berlin, whose participation in working groups and feedback meetings enriched the process. Your inputs and feedback have made this strategy stronger and, through your involvement and genuine interest in your work, we have been able to develop a tangible strategy that provides us with a framework for the next three years.

# Acronyms and abbreviations

**DRR**

disaster risk reduction

**GRC**

German Red Cross

**ICRC**

International Committee of the Red Cross

**IFRC**

International Federation of Red Cross and Red Crescent Societies

**MEAL**

monitoring, evaluation, accountability and learning

**WASH**

water, sanitation and hygiene

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A mobile health unit, managed by the Colombian Red Cross and the German Red Cross, on the Orinoco River in Colombia. Credit: Sebastián Castro, GRC communication team, Colombia



# Our Fundamental Principles



## Humanity

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



## Independence

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



## Impartiality

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



## Voluntary service

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



## Unity

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



## Neutrality

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



## Universality

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