

**German Red Cross
Strategie 2030
Für einander da.
Miteinander stark.**



Introduction



Following the successful and participatory development process for the German Red Cross (GRC) strategy, the **GRC strategy “Strategie 2030 – Füreinander da. Miteinander stark.”** is now available.

In 2019, we set out together to develop the GRC strategy. At the time, we could not have imagined how momentous the years that followed would be, as we sought to develop our strategy.

The entire GRC is involved, to differing degrees, in various crisis and disaster situations. In such challenging circumstances, the GRC’s relevance and the exceptional function and role that it plays in society are evident time and again.

At the GRC, our task is to be there for people and to help them – solely based on the level of need. For more than 150 years, the Red Cross and Red Crescent Movement has been providing extensive assistance to people, guided by our mission and Fundamental Principles of the International Red Cross and Red Crescent Movement.

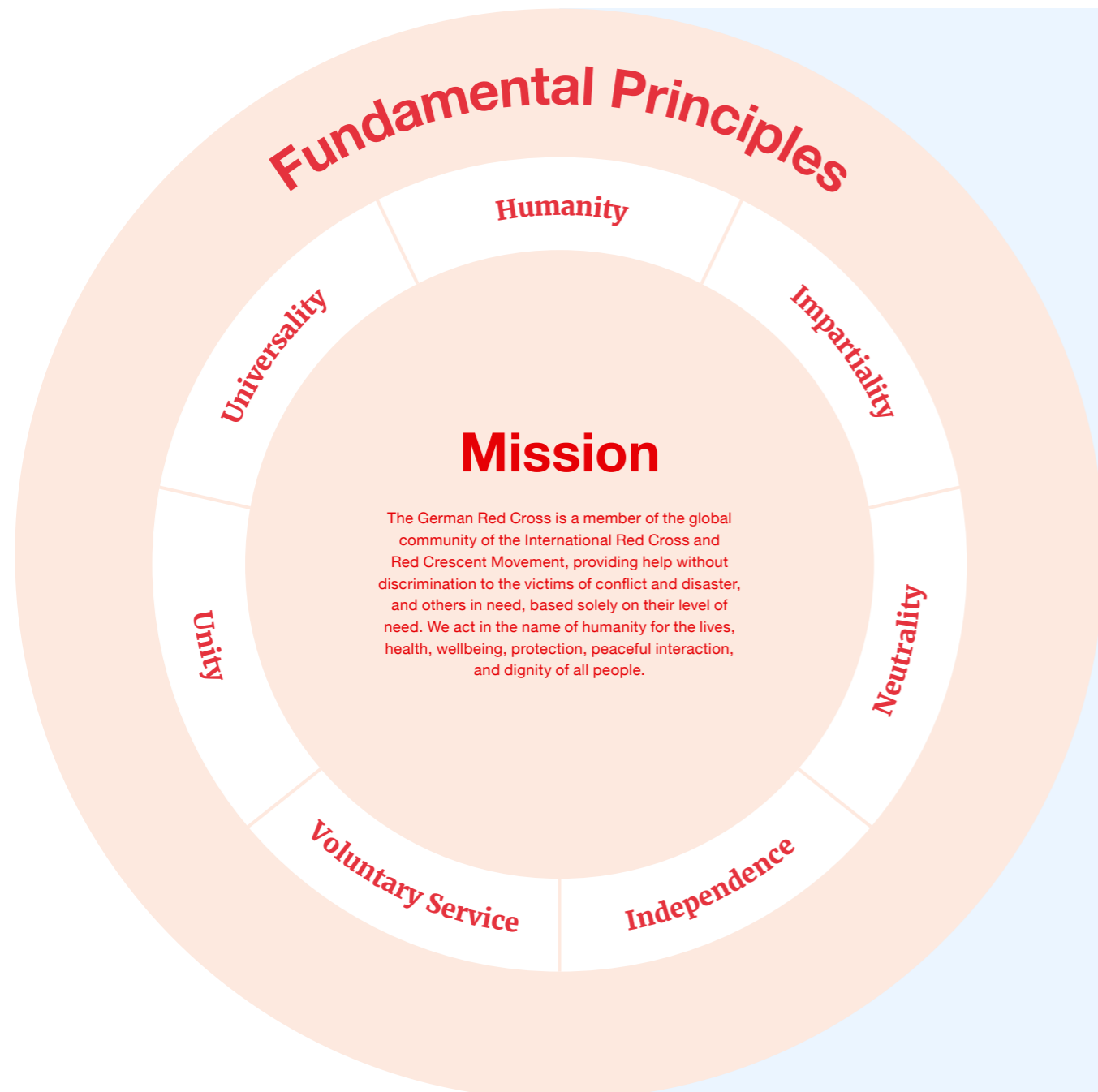
In times of rapid change, and in particular unforeseeable events, stability and reliability are key cornerstones for organisations. With the GRC strategy “Strategie 2030”, we are giving ourselves a common framework for the years ahead: in keeping with our mission and based on the Fundamental Principles, we aspire to combine tradition and modernity within the GRC and with a wide range of partners at our side, to develop in a sustainable direction. Cohesion, a strong community, and identification with the GRC provide an essential basis for this.

This strategy has been developed by the GRC for the GRC. We would like to take this opportunity to express our sincere gratitude to the many GRC members who supported the strategy process to date and look forward to moving together toward the implementation phase.

GRC strategy “Strategie 2030”



We are currently strengthening our internal capacity to ensure that our actions are effective. It became clear during the strategy discussions with Red Cross Red Crescent volunteers and members that whatever the challenge or issue we take on, a strong and adaptable GRC forms the basis. Therefore, the GRC strategy “Strategie 2030” focuses on internal development with clear organisational goals – always guided by our overall mission and the Red Cross Red Crescent Fundamental Principles.



Goals

Subgoals

At the GRC, we are aware of our mission, which we put into action and convey outwardly.

- All of us within the GRC are enthusiastic about the organisation and familiar with the Red Cross Red Crescent Fundamental Principles, as well as the GRC's role and added value for society.
- Everybody in Germany is familiar with the GRC's mission and knows how the organisation operates.
- The GRC mobilises people and resources for the long-term fulfilment of its mission.

We use our strengths, continue to develop ourselves and shape a sustainable future through dialogue.

- The organisational culture, structure and processes are designed to ensure that the GRC can overcome challenges and shape change.
- By acting in a sustainable manner, the entire GRC has a long-term impact, both internally and externally.
- Knowledge and experience are shared openly and widely, supporting the organisation's constant development.

We form a diverse and open community, treat each other as equals and work collaboratively and with relevant networks.

- Within the GRC, collaboration, togetherness and leadership are characterised by transparency, appreciation, and impartiality.
- The GRC reflects the diversity within society.
- Cooperation within the organisation is a given, as is the development of effective partnerships.








Mission



The German Red Cross is a member of the global community of the International Red Cross and Red Crescent Movement, providing help without discrimination to the victims of conflict and disaster, and others in need, based solely on their level of need. We act in the name of humanity for the lives, health, wellbeing, protection, peaceful interaction, and dignity of all people.

Fundamental Principles



-  Humanity
-  Impartiality
-  Neutrality
-  Independence
-  Voluntary Service
-  Unity
-  Universality

This mission represents our organisation's overarching tasks, while the Fundamental Principles determine our actions. Accordingly, the GRC strategy "Strategie 2030" is intrinsic to the GRC's very nature, forming a coherent framework with the fundamental organisational direction.



As an open community of volunteers and staff, we play our part in shaping the peaceful and dignified coexistence of all people.

With this vision, we align the GRC strategy with three areas of action that proved particularly significant in the discussions held during the participatory consultation process.

Purpose

The International Red Cross Red Crescent Movement constitutes the largest humanitarian organisation in the world. As the National Society for the Red Cross Red Crescent in Germany, and as part of this worldwide movement, we therefore have a clear mission to fulfil. Although our working environment was and is characterised by constant change in all kinds of circumstances, the yardstick for our actions remains unchanged: our humanitarian assistance is always guided by our mandate and by the Red Cross Red Crescent Movement Fundamental Principles.

Ability to change

As an organisation that has existed for more than 150 years, we see ourselves as having a strong capacity for development and change. Given the accelerated pace of social change, it is important to us that we continue with tried and tested approaches, while constantly developing further with a focus on the future.

Community

Especially in times of cultural development characterised by increasing individualisation and self-realisation, we want to place a special focus on the value of community and the importance of relationships. We understand this to mean our shared value of being open to others, as well as the additional benefit of bringing a diverse range of people together through our work. As an inclusive GRC community, we accommodate all people in all circumstances.



1

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In the context of social upheaval, the role of the Red Cross Red Crescent Movement, and therefore the GRC, is increasingly important. The first goal focuses on our mission, our original task, and the specific nature of the GRC. We need everyone within the GRC to be familiar with and enthusiastic about our mission if we are to align our activities with it, explain to those outside the society how and why the GRC carries out certain tasks, and get everyone else excited about the Red Cross Red Crescent ideas and eager to play their part.

2

We use our strengths, continue to develop ourselves and shape a sustainable future through dialogue.

- The organisational culture, structure and processes are designed to ensure that the GRC can overcome challenges and shape change.
- By acting in a sustainable manner, the entire GRC has a long-term impact, both internally and externally.
- Knowledge and experience are shared openly and widely, supporting the organisation's constant development.

The second goal focuses on our organisational culture, structure, and processes. Due in no small part to the accelerating process of change, a rethink is needed in terms of collaboration within and outside of the organisation. To ensure the GRC's ability to act, we are counting on our strengths, such as our knowledge, experience and networked, local structures, for future development. The challenge lies in combining tradition and modernity in a meaningful way and being open to new ideas. In this context, a sustainable approach, which takes into account not only environmental but also social and economic aspects, is essential to our continued development and a forward-looking GRC.

3

We form a diverse and open community, treat each other as equals and work within collaborations and networks.

- Within the GRC, collaboration, togetherness and leadership are characterised by transparency, appreciation, and impartiality.
- The GRC reflects the diversity within society.
- Cooperation within the organisation is a given, as is the development of effective partnerships.

The third objective focuses on the topics of diversity, collaboration within the organisation, cooperation, and partnerships. The creative force of our diverse community serves as an important basis for this. Given that the impact of transformation is no longer restricted only to the organisations or regions involved, but instead has wide-reaching global consequences, the GRC is increasingly required to collaborate with others. In particular, Red Cross Red Crescent members in management and leadership roles play an important and defining role in achieving this goal.

A great deal learned for more strategy development.

Development of the GRC strategy “Strategie 2030”

The development process for the GRC strategy “Strategie 2030” was designed to be participative – we wanted the strategy to come from the organisation, for the organisation. The process was broken down into different stages.

Ideas and views were obtained from and discussed with the GRC. A project management team was set up within the GRC General Secretariat for the development of the GRC strategy. A steering group, made up of members of the GRC Presidential Board, the GRC Presidential Council and National Executive Board accompanied the entire discussion process, reflected on the results of the discussions in a rolling process, and set the framework for the individual building blocks of the strategy development process.



July 2021 – August 2021

Aggregation and consolidation of the results from the first and second discussion phases.

The ideas from the individual focus topics were combined into cross-topic areas.



August 2021 – September 2021

Transfer of the aggregated ideas and discussion results to the GRC strategy “Strategie 2030”.

Big processes. Bigger results.

First discussion phase



April 2019 – September 2019

Goal: Analysis of the current situation

Online survey and consultations at more than 50 in-person events, with over 11,000 participants from the GRC.

Twelve in-depth interviews with further experts from politics, business, other aid and non-governmental organisations, and the Red Cross Red Crescent Movement.

Representative poll with around 1,000 participants.



September 2019 – Oktober 2019

Aggregation of the ideas from the first discussion phase.

Identification of ten focus areas and guiding questions as the basis for the content for the second discussion phase.

Second discussion phase



November 2019 – June 2021

Goal: Formulation of the vision, goals and subgoals

Hosting of more than 30 (online) workshops with participants from the GRC at state, district and local association levels for discussion of the focus areas and collection of possible implementation measures.

Incorporation of further materials, such as external and internal studies, strategy papers from the GRC and findings from GRC specialist forums.



2022 – 2030

Identification of measures and practical implementation within the GRC.

Ten focus areas

- External perception
- Image
- Appeal of the organisation
- Voluntary service
- Participation
- Culture of togetherness
- Ability to change
- Networking
- Compliance
- Financing & efficiency

Following the conclusion of the first discussion phase, the second discussion phase was scheduled from autumn 2019 to May 2020 – but the COVID-19 pandemic necessitated a review of the entire process. With the strategic process having been paused at the start of 2020 on account of the COVID-19 pandemic, the second discussion phase was set in motion again in autumn 2020.

Building bridges for the practical implementation phase.



From 2022

Identification of measures for implementing and achieving the GRC strategy goals.



For each other

The effort of all organisations within the GRC and all Red Cross Red Crescent members will be required to make the GRC strategy a success.



With each other

To promote dialogue, the GRC General Secretariat will assume a coordinating function and provide impetus in various exchange formats.



Targeted

All organisations within the society will formulate their own goals and measures to contribute to the GRC strategy "Strategie 2030".



Measurable

Indicators for measuring the extent to which our goals are achieved will be formulated to ensure the GRC strategy is as practical and implementation-focused as possible.



2030

Up until 2030, the GRC strategy "Strategie 2030" will provide us with a framework for the GRC's future development – however, we will still have to act based on needs and take a contemporary approach at all times while adapting to changing requirements.

Practical implementation and outlook

The strategy process does not end with the adoption of this strategy paper – rather, it forms the bridge to the practical implementation phase.

From 2022 onwards, the measures for achieving the goals contained in the GRC strategy will be identified and implemented. The effort of all organisations within the GRC and all Red Cross Red Crescent members will be required to make the GRC strategy a success. Essentially, the onus will be on each organisation within the GRC to develop and implement its own goals that will impact the GRC strategy and appropriate measures for achieving its goals, obviously taking account of their individual local circumstances.

In this key phase of implementation, the intention is to build on the successful, participatory approach used to develop this strategy. To promote dialogue, the GRC General Secretariat will assume a coordinating function and provide impetus; analogue and digital exchange formats will be maintained and expanded. Furthermore, experience and expertise will be shared among organisations within the GRC, and measures will be developed jointly through cooperative consulting formats and organised knowledge management. To bring the GRC strategy "Strategie 2030" to life, all organisations within the GRC are invited to continue to engage actively and to independently drive the process for the purpose of exchange and practical implementation on the ground.

Indicators will be formulated to measure the extent to which goals are achieved, to ensure the GRC strategy is as practical and implementation-focused as possible. In consideration of the individual circumstances of the organisations within the GRC, each organisation will set out its own indicators. Suggestions for possible indicators will be provided centrally. Interim evaluations initiated and conducted by the GRC General Secretariat will complete the picture and allow the goals to be tracked.

Openness to change is very important during the implementation phase as well. As conditions change over time, goals may shift and must be adapted. The GRC strategy "Strategie 2030" is intended to serve as a guide and provide a framework for the GRC's future development – however, we will still have to act based on needs and take a contemporary approach at all times, while adapting to changing requirements.

Reference to the International Federation's Strategy 2030

The strategy of the International Federation of Red Cross and Red Crescent Societies (IFRC), adopted in 2019, has been another important reference for the development of the GRC strategy "Strategie 2030". The IFRC strategy represents the framework for action for all Red Cross and Red Crescent Societies worldwide, and therefore applies directly to the GRC as well.

The IFRC has set itself three goals, identified five key challenges/areas for action and formulated seven essential transformations which set out how the areas of action are to be tackled.

When developing the GRC strategy, care was taken to ensure that the goals contained in the Federation's strategy were considered in the GRC strategy.

Strategy 2030 – A Platform for Change can be accessed on the IFRC website.



Further Information

- www.ifrc.org/strategy-2030
- solferinoacademy.com/strategy-2030

Legal Information

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