



T1

SUPPORTING AND DEVELOPING NATIONAL SOCIETIES AS FUTURE READY, STRONG AND EFFECTIVE LOCAL ACTORS

TRANSFORMATION CARD

National Societies will have a stronger role in setting their own priorities, and a stronger voice in any decisions being made about operations in their territory – an approach of localised action that prioritises subsidiarity.

National Societies and the IFRC Secretariat will transform themselves to be more anticipatory embracing foresight and agility.

To achieve this requires dismantling rigid bureaucracies, overt hierarchies, vertical programming, control and competition. This requires new skills, new approaches to leadership, mindsets and approaches, investing in and ensuring that leaders, staff and volunteers are highly effective at facilitating, communicating and learning, who are honest and accountable, creative, curious and can seek opportunities for change.



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How we will know we have been successful

- ▶ National Societies have their own strategies in place that demonstrate contribution to both local and global goals and, these strategies form the basis for all support provided to them by the IFRC network.
- ▶ There is evidence that National Societies are adapting to contemporary tools, approaches and methods to improve their efficiency, effectiveness and impact.
- ▶ National Society development initiatives conducted by the network are coordinated and work collaboratively according to agreed priorities and approaches and aim to maximise both resources and long-term impact.
- ▶ Leadership and governance of the IFRC network are supported to build organisational cultures, systems and approaches that can effectively navigate contemporary contexts in line with our humanitarian principles and values.

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T2

INSPIRING AND MOBILISING A GLOBAL MOVEMENT FOR GOOD, WITH VOLUNTEERS AND YOUNG PEOPLE AT THE CENTRE

TRANSFORMATION CARD

In the coming years, the Red Cross and Red Crescent will need to re-imagine volunteering and civic action in the 21st century, creating a much larger and more effective network of humanitarians working for global good.

Our more open and inclusive approach to volunteering will include engaging with the energies and talents of self-organising and networked groups. We will find creative ways to connect volunteers across countries and regions, moving towards a distributed network of volunteers working across borders to drive impact together. Our re-imagined volunteering will be much more inclusive and diverse. It will work to reduce the barriers to volunteering that currently affect women and girls in many countries, facilitate greater engagement for older volunteers, and seek out participation from people experiencing marginalisation.

Strategy 2030 envisages a network that embraces the “platform for change” philosophy, with National Societies increasing their focus on how to catalyse or support young people to generate their own ideas and help their communities to thrive. To do this, the Red Cross and Red Crescent must become more open and accessible to young people, building cultures and spaces that are designed and driven by them that will feature less bureaucracy and more direct ways to take action.

How we will know we have been successful

- ▶ Regional and global campaigns for action are launched by volunteers connected digitally.
- ▶ We have a digital volunteer base comparable in size to our face-to-face volunteering numbers.
- ▶ Specific efforts are made to bring under-represented groups into our volunteering activities.
- ▶ Volunteers and particularly young people are supported to design and deliver their own ideas and initiatives.

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T3

WORKING EFFECTIVELY AS A DISTRIBUTED NETWORK

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The most effective networked structure of the future is one that prioritises connectedness, learning, coordination and collective action – the ability to work within and through a distributed network structure. This means that there is less centralisation or top-down hierarchical control, but rather a dynamic group of local organisations and branches who are independent, and highly connected.

In the coming decade, the Red Cross and Red Crescent will significantly widen our networks, partnering and aligning with a wide range of diverse actors locally, regionally and globally and opening ourselves up to connections outside the traditional, mainstream humanitarian network.

We will strive to be a good partner and enter into purposeful partnerships, coalitions and alignment with others for impact and joint problem solving. We will maximise and expand networked, cross-border and joint initiatives to mobilise people and institutions locally and from across the world to collectively support the response to major crises and challenges.

Our network will prioritise shared knowledge and find ways to build collective intelligence. This will require learning from and partnering with others to maximise knowledge systems. This demands more open approaches and innovation that can connect people and make knowledge accessible.



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How we will know we have been successful

- ▶ There is evidence of increased and distributed connections between National Societies at all levels that influence programmes and performance.
- ▶ Increased number of cross border initiatives are implemented between National Societies and Partners, including at regional and global level.
- ▶ National Societies have significantly widened the scope of actors and networks that they engage with and support, and there is evidence of improved impact as a result.
- ▶ There are programmes and initiatives involving greater use of collective intelligence and insights that influence learning and programme effectiveness.

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ENSURING TRUST AND ACCOUNTABILITY

TRANSFORMATION CARD

Our first accountability is to the communities we serve, and this is enabled by our presence and representation. In all our interactions with communities, we must demonstrate integrity, transparency, humility and honesty. We must also ensure that we are representative of the diversity of communities we are in, and foster engagement with groups that might be under-represented in decision making, paying attention to gender inclusion. Our goal is to facilitate processes where communities and all individuals can exercise their voice and their agency safely. We do this recognising that we require approaches that are respectful of all people, that do not make assumptions about their needs or desires.

We recognise that donors and supporters place their trust in us to use their funds and resources and we take seriously the obligations to use this wisely and efficiently. We will build on the journey to be increasingly transparent, and will regularly publish information about our work, explaining progress, challenges and inviting feedback and ideas for strengthening our services.

We strive to be accountable to each other. We will build a culture of trust, safety, integrity and hold each other to account. Red Cross and Red Crescent leaders will embody the principles of the Movement. Our leadership - including governance - will be diverse and reflective of the communities we work with, and particularly prioritising gender parity at leadership levels.

How we will know we have been successful

- ▶ We have transparent decision making, governance and finances and the results of our work, are regularly published and communicated in a way that is accessible to all.
- ▶ Staff, leaders, volunteers and governance of our National Societies are diverse, representing the diverse composition of the communities we support and come from, we have gender equality in our governance and management.
- ▶ We have a range of feedback mechanisms tailored to the needs and capacities of different groups and there is evidence we are incorporating this feedback into our work.
- ▶ We have strategies in place to prevent staff misconduct, we have confidential and supportive complaint mechanisms and where needed, our responses are survivor-centered.

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INFLUENCING HUMANITARIAN ACTION

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In Strategy 2030, we understand the vital importance of our neutrality, but do not believe that neutrality should mean silence. Individually, and collectively, the Red Cross and Red Crescent will stand up and speak out in support of the communities we accompany, and also for the wider humanitarian cause.

As a network, we will enhance our humanitarian diplomacy work and seek to better catalyse, mobilise and convene people-led action. We will invest further in our efforts to identify and communicate what common causes we support, the work we are doing and what we believe in, so that those who hold similar values and commitments can more easily identify with our work, connect with us, and join our efforts or be inspired to develop their own action.

As the Red Cross and Red Crescent shifts its focus to being a platform for change, we must understand that this includes volunteers and young people using their voice and standing up for the values we believe in and the causes they are passionate about. This will involve mobilising around the issues that are of the greatest concern to our humanity. A network of our kind, with our unique potential to exert considerable influence on decision makers across the world, has a manifest responsibility to do so.

How we will know we have been successful

- ▶ Clear campaigns and communications initiatives state what we believe in and the change we are seeking, and they are understood by our audiences and partners.
- ▶ There is increased investment in a range of communication initiatives, products and channels including particularly, digital approaches.
- ▶ We are supporting and joining other campaigns of mutual interest to us and supporting others, particularly communities to amplify their voices.
- ▶ We are using our influence and our auxiliary status to influence policy agendas that can promote positive outcomes with communities.

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UNDERGOING A DIGITAL TRANSFORMATION

TRANSFORMATION CARD

In this next decade, the ability to experiment with new technologies and adopt successful and ethical digital practices will be central to Red Cross and Red Crescent relevance and effectiveness.

A more effective integration of emerging technology, skills and digital culture will enable the network to harness our collective intelligence and enable easier access to information. It will allow us to develop into a learning network powered by innovative leaders and partners who are committed to promoting cultures of experimentation and learning.

However, these opportunities are accompanied by emerging risks that the network must be aware of and seek joint solutions to, including digital ethics, data protection, digital poverty, cyberwarfare, inherent biases in technological tools, and the reality of the digital divide.

Digital transformation will involve a significant shift for the entire network. This includes allowing greater appetite for risk within strong systems of integrity and accountability and, ensuring that the insights and analysis that will emerge from the use of technologies and innovation effectively inform strategic and operational decision making at all levels.

A culture of data and digital literacy must be embedded across the network, with the associated investment in educating staff and leaders, recruiting skilled people, and joining networks and partnerships that can help accelerate our learning and capacities.

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How we will know we have been successful

- ▶ There is evidence of agile experimentation with new technologies across the network.
- ▶ Proven digital innovations are in use either in a National Society or more widely across the network.
- ▶ Working with partners, a strategy, is being implemented to close the digital divide.
- ▶ All National Societies have significantly enhanced their skills and capacities in digital solutions.

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FINANCING THE FUTURE

TRANSFORMATION CARD

Strategy 2030 calls for dramatically enhanced levels of investment across multiple domains and will require a new approach to financing.

Strategy 2030 proposes two main areas of focus.

First, a significant and coordinated investment strategy to support National Societies in strengthening their resource mobilisation approaches, within a wider National Society development framework in collaboration with Movement partners. As the financing landscape changes, along with technological advances and public/donor expectations for more direct and transparent giving, the national fortressing of resource mobilisation activities will need to open up. Elements and mechanisms such as crowdfunding, direct giving, layered financial instruments, remittances and multi-country risk-financing will require new principles and modes of cooperation for the IFRC network.

Second, the need to broaden the focus from fundraising to financing and investing in the exploration of a range of innovative and new financing mechanisms. Innovative Finance goes beyond fundraising to also include the development of capacity, exploring multiple business models and influencing a whole new way of transformative working and partnerships across the network.

How we will know we have been successful

- ▶ There is a dedicated strategy and mechanism to enhance National Society capacity in resource mobilisation that is characterized by reduced fragmentation and better coordination and maximisation of effort.
- ▶ Our organisations and the wider network are investing in and implementing innovative financing models.
- ▶ There is evidence of new partners engaging with our work to support financing models and strategies.
- ▶ There is a reformulated approach to Federation-wide resource mobilisation that enables improved performance with new financing opportunities, in particular more open, direct and cross-border financing.

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