

Strategic development of the German Red Cross, 2011-2020

Helping People, Shaping Society



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Foreword

The German Red Cross (GRC) successfully implemented its Strategy 2010^{plus} from 2004 to 2010. As a result, the GRC now enjoys unity of action and the ability to coordinate nationwide improvement processes within the organization, without restricting the federal autonomy of member organizations.

The strategy presented here – “Helping People, Shaping Society” – formulates 15 specific goals to be achieved by 2020. The focus is on people in difficult circumstances: those in need of care and the ill; overburdened parents; children and young people heavily loaded with public expectations in their capability; the marginalized; and, of course, those in need around the world. This strategy will help the GRC continue to enhance its profile and gain socio-political relevance, thereby strengthening our foundation of volunteers and staff, our members, donors, blood donors and supporters in the state and society.

I would like to thank everyone involved in this process and wish us all the strength and determination to reach our goals smoothly and efficiently.

Rudolf Seiters

Dr. h.c. Rudolf Seiters
President

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1. Introduction

The strategic aims for the coming decade come under the heading “Helping People, Shaping Society” and is the German Red Cross’s (GRC) contribution to Strategy 2020 “Saving Lives, Changing Minds” from the International Federation of Red Cross and Red Crescent Societies (IFRC).

The starting point for the strategy is an analysis of the challenges facing Germany in the coming 35-year

period. The dominant megatrend for all development issues will be demographic shifts in the population structure. The top three goals to be achieved by 2020 have been derived from this trend, and form the basis of the GRC’s contribution to overcoming the ensuing societal challenges:

- 1. We strengthen civil protection and preserve the environment;**
- 2. We help people live in socially secure, safe and healthy conditions;**
- 3. We support a culture of non-violence and peace.**



In wide-ranging discussions and intensive coordination, these three sets of objectives evolved into twelve specific goals. To place the GRC in a position to systematically fulfil these goals, a further set of objectives was drawn up and approved under the heading:

- 4. We accomplish the organizational basis for 2020.**

The process of coordination took place under the guiding document for this strategy, the Green Paper from the Governing Board of the German Red Cross.



2. Summary

In accordance with the Fundamental Principles and ideals of the Red Cross and Red Crescent Societies, the GRC will, by the end of this decade, be in a position to take the services it already provides to people in need and adapt these to rapidly changing societal conditions in Germany brought about by an aging population and high rate of immigration. As one of the highly productive members of the movement, the GRC will also play an active and coordinated role in bringing aid to those most in need around the world.

In the context of demographic change, the GRC will secure its effective role in civil protection by preparing for conflicts and catastrophes, as well as through efficient worldwide aid before, during and after catastrophes and conflict situations. The Society's effectiveness, linked to the concept of the complex relief system, is essentially based on its comprehensive expertise in everyday assistance for civil protection and disaster management, as well as emergency medical services on land, water and in the mountains. This also includes educating the population to help their fellow man in need and teaching them to protect themselves, as well as providing social and health

services. The GRC actively tackles the humanitarian challenges of climate change and engages with the areas in which it has committed itself to preserve and protect the environment.

In the sphere of social welfare and health, the GRC takes care of many people in need of assistance in the form of care and attention. We are able to work towards shaping the general conditions and legal framework within care takes place and we are able to ensure that there is a sufficient supply of professional carers. Staff and volunteers complement one another, not least to relieve the strain on care-giving relatives.

The future of our country is in the hands of the children and young people of today. Through its services the GRC helps children and young people to be prepared for a responsible, self-reliant life shaped by the Fundamental Principles and ideals of the Red Cross Movement.

The principle of promoting people's ability to help themselves and each others covers all our social services. After all, a fundamental part of the GRC's contribution to health care is providing generalist

training in the care-giving professions and in matters relating to the blood supply; as part of this we provide innovative concepts to counteract problematic developments in rural areas.

The GRC disseminates international humanitarian law and the Fundamental Principles and ideals of the Red Cross and Red Crescent Movement throughout the population, by using all its social services to this end. In line with this aim, the GRC actively promotes the integration of migrants in Germany, which also involves encouraging an atmosphere of intercultural openness in the National Society itself. This policy is targeted both at the established population and at recent migrants, who we continue to encourage taking an active role both in society and in the GRC. Among the most vulnerable groups in Germany are the disadvantaged: people with disabilities and those who suffer from social marginalization. The GRC takes responsibility for these people, working with them to enable them to forge a life for themselves within the community; a life as free from exclusion as possible. The tracing service provides a

range of services, from clarifying the fates of relatives and reuniting families, to providing information after catastrophes, according to current needs. To make this vision a reality, the GRC first needs to accomplish the necessary basis. Volunteers and staff of the GRC will only genuinely be able to master the challenges arising from demographic change if we ourselves represent an honest reflection of society. This includes greater diversity in terms of age, gender and background in our management and executive positions. We can only gain public and political support in our country by setting the highest standards of integrity, transparency and excellence in our services. This demands a high level of targeted personnel and management training, openness to the various ways in which people can become involved, and an open and transparent culture of communication. We can only appeal to future and currently active members, donors, supporters, voluntary and full-time employees by living and acting in accordance with our Fundamental Principles and ideals, and by being seen as an expert problem solver and advocate for people in need.

3. Our strategic aims

3.1 We strengthen civil protection and preserve the environment

International cooperation

The GRC coordinates closely with the Red Cross and Red Crescent Movement to provide help around the world before, during and after catastrophes and conflicts. It supports the development of sister societies to support them become effective aid organizations able to provide help to particularly vulnerable groups, and assists these organizations in establishing themselves as influential civil society organizations.

Domestic disaster management

The GRC draws on all available resources to tackle disasters within Germany, including disaster management, emergency medical services, the tracing service, and health and social services¹. It is prepared for self-protection in the event of CBRNe² situations.

The GRC defines standard situations and their consequences – such as flooding, shortages in the drinking water supply, pandemics and long-lasting power failures and ensures that all components are ready for action. It can draw on outstanding expertise and comprehensive knowledge, e.g. from research projects, and places this at the disposal of the state planning teams.

¹ Complex relief system
² chemical, biological, radiological, nuclear and explosive



Ambulance and rescue service

The GRC is actively involved in ambulance and rescue services throughout the German regions, including mountain and water rescue. It secures its position as a qualified service provider under the variety of contracting conditions, sets quality standards, and integrates voluntary workers.

Politically, the ambulance service is an integral component of medical civil protection. The compulsory general set-up for the formation meets the GRC requirements of quality.

Public first-aid training and awareness

The GRC is committed to nationwide training of first-aiders, both for private individuals and for companies; the annual training is constantly expanded, according to regional demographic trends. Compulsory formation requirements are adjusted to ensure that the impact of first aid provided in emergencies has significantly improved.

First-aid training often is the first contact with the GRC. All GRC trainers have to be friendly and knowledgeable ambassadors for our image and brand, our Fundamental Principles and for the whole range of services we provide.

Conserving the environment

When it comes to preparing and reacting to climate-related extreme weather events and their consequences, the GRC is a recognized expert relied upon in both domestic and foreign aid situations. The GRC is able to determine how its own use of resources harms the environment. This knowledge is used to draw up plans to reduce consumption.

3.2 We help people live in socially secure, safe and healthy conditions

Support for the elderly

The elderly and their relatives have access through the GRC to services tailored precisely to their needs and living situations and, wherever possible, within their social surroundings. These services, beginning with preventive offerings, are invariably of the high quality one would expect from the GRC. The services are preferred by the beneficiaries because of the additional impact of the social volunteers as well as the sensitivity expressed in intercultural situations. We make sure that our networked services are available nationwide and are easily accessible to the target groups – with the emphasis on high quality helpdesk right from first contact.

Supporting and protecting children, young people and their families

The GRC's coordinated services for children, adolescent and their families support and encourage healthy living and self-confidence in the personal strength. We help them learn skills and develop abilities to promote contributively living in the social community and mutual assistance in a democratic spirit.

Day-care facilities for children and other services are expanded. The number of volunteers is increased and trained; they occupy an important place in the network of these services. The German Red Cross Youth (RCY) takes the opportunities available to become involved in schools and beyond.



Services for the ill, ensuring the supply of blood

The GRC's strong regional presence with its hospitals, medical care services for adults and children and schools for the nursing and care for elderly professions, needs to be maintained and, where possible, expanded. The GRC plays a part in solving the problem of potential medical shortages in economically underdeveloped areas.

The GRC maintains its position as an important supplier of blood and blood products. Free blood donations remain the ideal. Furthermore, active risk controls ensure medical and ethical impeccability. A nationwide network of volunteers safeguards the supervision of blood collection.

Participation and inclusion for the disabled and disadvantaged

The GRC considers the needs of disabled and disadvantaged persons in all its services, in accordance with the recommendations of the representative associations concerned. The key consideration is always to enable each person to lead as normal a life as possible in a normal social environment.

The disabled have the same career opportunities at the GRC as people without disabilities. The same applies for those at a social disadvantage.

3.3 We support a culture of non-violence and peace

Integration of migrants

The GRC bears special responsibility for people from a migrant background. It advocates, in particular, for refugees, asylum-seekers and people with no legal right of residency living in precarious situations.

The GRC promotes integration processes in society, makes its services intercultural sensitive and ensures that the organization itself is welcoming to migrants, who are able to become visibly involved in the GRC's voluntary and staff work.

Reuniting families and the tracing service

The tracing service is well known for its wide range of services, from clarifying the fate of relatives and reuniting families, to providing information during and after catastrophes, and it enjoys a broad acceptance from those seeking help.

People looking for help and advice can find someone to talk to in every district association, be it an expert "tracing service advisor" or an employee who puts the person looking for help in touch with an advisor.

Dissemination work

The GRC is an adviser to the German Federal Government on issues of international humanitarian law, informs select target groups (such as parliamentarians, diplomats, the police, members of the armed forces, journalists) and runs training courses.

Public relations work and targeted measures make international humanitarian law and the movement's Fundamental Principles even more accessible to a wider audience and to political decision-makers at the national, regional and local levels.

Each and every employee, whether voluntary or staff, is familiar with the GRC's special role, has basic knowledge of international humanitarian law and is able to understand and apply the movement's Fundamental Principles in relation to his or her specific work for the Red Cross.



3.4 We accomplish the organizational basics for 2020

Developing human resources in the voluntary and full-time sector

Developing human resources is one of the major internal challenges facing the GRC. The focus here is on all the people working for and committed to the GRC: voluntary and staff managers, the operational volunteers of disaster relief, water- and mountain rescue service, social volunteering and RCY as well as all the salaried staff specialists in the various services.

Comprehensive personnel development ensures highly qualified management skills in the voluntary and staff sectors and guarantees a sufficient supply of well-trained and highly motivated volunteer and staff employees able to provide the GRC's services. In the interests of diversify up the GRC to different cultures, it has already been ensured that the proportion of people with a migrant background at each level and in every function matches the corresponding percentage in the wider population.

The head office, branches and chapters promote the next generation in an overarching programme and ensure that their managerial personnel are suitably qualified. Many elderly people are also encouraged to become involved in the variety of voluntary services offered by the GRC after they have finished their professional lives. Voluntary work is coordinated with the help of a volunteer management system. Attractive offers in the **volunteer services** provide opportunities to inspire people to become strongly involved in the GRC. Ideally, these people go on to become GRC employees. The GRC is an attractive employer to **its employees**. There is a systematic personnel development programme across all organizations and task areas. Volunteer governance and salaried **managers** are encouraged and promoted. The expertise required of directors, supervisors, managers and leaders is defined; manager development is closely dovetailed with the development of information and management systems and instruments.



Donors and members

Sponsoring members and donors are linked to the GRC by concepts that are standardized across all branches and chapters. The Fundamental Principles and values of the GRC are the most important points of reference here. The number of sponsoring members is once again approaching the four million mark.

Controlling, transparency and resources

The GRC provides transparency in its services and its resources used. The National Society, like the regional branches and the Federation of Nurses' Associations, is properly endowed with the human and material resources it needs to carry out its managerial tasks. The over all management- and controlling system is trained and used by every component of the GRC in order to fulfil shared strategic aims.

4. Basic principles of the strategic aims

4.1 We strengthen civil protection and preserve the environment



4.1.1 International cooperation

Current situation

A variety of organizations and institutions are active in humanitarian aid across borders, both nationally and internationally. Besides the Red Cross and Red Crescent Movement, these include the entire United Nations network and many thousands of non-governmental organizations.

The mission of the Red Cross and Red Crescent Movement is to alleviate and prevent human suffering in all places and at all times, to protect life and health and to ensure respect for human dignity, especially during

armed conflicts and other emergencies; to prevent disease, help promote health and social welfare; to encourage voluntary aid work and the constant commitment of its members, and to stimulate and consolidate a sense of global solidarity with all who require their protection and help.

The GRC's foreign aid is seen both by the general public and institutional donors as one of the most effective organizations in the field of emergency aid in Germany. In addition to disaster relief, the GRC has

also successfully distinguished itself as a key actor in humanitarian development cooperation. Donations for international disasters and the flow of funds from state donors remain stable at a high level. The branches are actively included in the National Society's programme and in partnerships with regional and local branches of sister Red Cross and Red Crescent Societies (NS). The GRC works bilaterally with NS and multilaterally under the coordination of the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC), although developing the effectiveness of the federation remains a concern.

The GRC's disaster management services cover preparation, provision, emergency aid, rehabilitation and reconstruction, especially in the fields of capacity building, health, water supply / sanitation and hygiene, accommodation and social infrastructure, as well as improving basic living conditions. The establishment of tracing services and blood donations complement our expertise abroad. We are also currently in the process of setting up strategic consulting for managers of our sister NS's.

The pivot of every one of the GRC's cooperation projects abroad is always the national Red Cross / Red Crescent Society in the country in question, with its ability to directly assist the most vulnerable sections of the population and indirectly exert political influence on the respective government.

Target situation in 2020

The GRC coordinates closely with the Red Cross and Red Crescent Movement to provide help around the world before, during and after catastrophes and conflicts. It supports the development of sister societies to support them become effective aid organizations able to provide help to particularly vulnerable groups, and assists these organizations in establishing themselves as influential civil society organizations.

Need for action

The GRC maintains a high standard of effectiveness in disaster relief and expands its integral services in development cooperation. To achieve this, foreign fundraising is consolidated and access to development cooperation funds is expanded. The Access to funding agencies such as the German Foreign Office, the Federal Ministry for Economic Cooperation and Development (BMZ), ECHO, EuropAid, etc. needs to be systematically improved. Raising funds from donors and companies needs to be set up on a continuous basis, not just linked to catastrophes, and joint financing with other parts of the movement should be encouraged.

The GRC's core competences of disaster management, disaster prevention and adaptation to climate change, health, water supply/sanitation and hygiene, and social infrastructure and improvement of basic living conditions (livelihoods) are complemented by a broad range of flexible standard programmes, the long-term impact of which is tested by gathering experience. The core competence of

the GRC in expertly advising the managers of its sister NS's on strategic and managerial matters needs to be strengthened.

Records of achievement in terms of short-term effects (outcomes) and long-term consequences (humanitarian impact), as well as monitoring and evaluation (M&E) need to be taken into account when improving the planning, execution, financial management, reporting and long-term supervision of projects.

To achieve this, suitable conditions need to be created at the institutional, organizational and staff levels to enable qualified expansion of our core competences. In addition to developing sound M&E concepts, it is crucial to ensure a steady pool of staff and qualified delegates. It is important to systematically expand the availability and mobilization of appropriate human resources to act as Red Cross delegates for the National Society (regional branches, district branches, nurses' associations).



4.1.2 Domestic disaster management

Current situation

The GRC is far and away the largest voluntary aid society for organizing civil protection in Germany.

The GRC's involvement in civil protection and disaster management is dictated by the criteria for approval and the Act on the German Red Cross. The GRC's civil protection services include immediate operational readiness in the event of an emergency, training and educating the public to improve resilience in extreme situations and, finally, the ability to help oneself in everyday situations.

The GRC provides a range of services at all levels of the organization, and particularly in the disaster preparedness, mountain rescue and water rescue. The resources available in the GRC's health and social services, and the voluntary social services have the potential to effectively complement the aid society's resources – and vice versa. This would require appropriate, methodical coordination of all the services administered by the volunteer associations, which does not occur smoothly at this time. The same applies to networking the service providers in the health and social sector, which, combined with the emergency medical service and blood donations, turn the aid society into a complex relief system.

The GRC has an ambivalent relationship with state structures that provide civil protection and disaster management. On the one hand, the GRC – whose structures are integrated into public emergency response – is heavily dependent on state finances and is subject to direct orders from the state. On the other hand, the potential of the complex relief system can be realized more fully in close cooperation with state actors.

Furthermore, demographic trends are having an effect on the voluntary services that need to be provided to prevent, provide for and manage damaging events. For one thing, there will be fewer and fewer young, physically fit people available for volunteer work; for another, major efforts will need to be made to integrate migrants. In addition to this, the group of especially vulnerable people in need of assistance will change in quality and quantity. One consequence of this will be an inability to maintain the existing aid delivery structures in certain regions due to a lack of volunteer helpers living in that areas. Moreover, both the content and quality of services will need to be adapted to new target groups (e.g. for people suffering from dementia). Added to this, there will be legal and economic changes linked to

the advance of globalization, which could undermine the prerequisites for a functioning system of disaster prevention and management, or alter those prerequisites through supranational initiatives. A weakening of resources, for example the loss of the ambulance service, must be avoided at any rates.

Due to the broad range of tasks administered by the branches, from caring for those in need, to the medical service, to psychosocial emergency care, the GRC offers a virtually complete package of the medical and social services needed to manage damaging events. Nevertheless, it is by no means a given that emergency staff responsible for the most likely and crucial disasters in Germany – such as flooding, drinking water shortages, pandemics and long-lasting power failures combined with a collapse of critical infrastructure – are ideally trained for the tasks at hand. The same is true for the operational readiness and coordinating capabilities of the other components. Efforts to anchor GRC delegates in state planning teams have not yet been uniformly successful.

For this reason, the GRC has positioned itself in the field of security research in order to fill gaps in its knowledge of new challenges and be able to react to future needs. Security research involves two thematic constellations: developing solutions to improve and strengthen critical infrastructure, and researching social issues and concepts in order to optimize

existing processes, such as integrating volunteers in line with demand. One key requirement here is to prepare the GRC for potential situations and to strengthen the public's ability to help itself. As an established partner in projects with the German Federal Ministry of Education and Research (BMBF) and with its appointment to the Scientific Programme Board for Security Research, the GRC is actively involved in important opinion-forming processes.

The GRC is currently not in a position to provide nationwide assistance in the event of chemical, biological, radiological and nuclear situations (CBRNe) or at least to sufficiently protect its own helpers.



Target situation in 2020

The GRC draws on all available resources to tackle disasters within Germany, including disaster management, emergency medical services, the tracing service, and health and social services¹. It is prepared for self-protection in the event of CBRNe² situations.

The GRC defines standard situations and their consequences – such as flooding, shortages in the drinking water supply, pandemics and long-lasting power failures and ensures that all the components are ready for action. It can draw on outstanding expertise and comprehensive knowledge, e.g. from research projects, and places this at the disposal of the state planning teams.

¹ Complex relief system

² chemical, biological, radiological and nuclear

Need for action

Awareness of the complex relief system, the disaster directive and the results of the care service pilot project needs to be raised significantly both inside and outside the GRC. It is imperative to focus on the objectives formulated therein.

The subdivisions of the GRC are given support in training emergency staff, among other things. Action guidelines need to be developed to ensure that the specific local disaster management requirements are reflected in the local ability to provide assistance. It is necessary to review and possibly improve cooperation between the National Society, the branches and the local chapters, on the one hand, and public authorities, on the other, at the various levels of civil protection and disaster control in the areas of prevention, preparation and deployment. Particularly with regard to the structures deployed in the field of public emergency response, we need to check that the principle of independence remains guaranteed. The inherent potentials in the complex relief system that are not yet an integral part of overall emergency preparedness – such as psychosocial support, outpatient

and inpatient medical care, outpatient and inpatient nursing care, healthcare, including blood donation services, and rehabilitation – need to be included in the system.

The GRC is expanding its specialist expertise with regard to CBRNe situations. Future-oriented training concepts will be developed for providing assistance in the event of CBRNe situations and measures need to be taken to protect personnel deployed in these situations. This also includes upgrading the technical equipment needed.

Security research works on an interdisciplinary basis to deal with issues that are relevant to the organization, thereby promoting the implementation and strengthening of the complex relief system. This reinforces the GRC's unique selling point as a leading actor in civil protection. In order to reach and penetrate each sphere of action and every organization, security research needs to be networked horizontally and vertically within the GRC and be integrated into interdisciplinary information exchange at the national and regional levels.



4.1.3 Ambulance and rescue service

Current situation

The emergency medical service on roads (ambulances), on water and in impassable terrain is a cornerstone of the complex relief system. By dovetailing the emergency medical service with qualified voluntary experts active in civil protection, we are

able to manage damage situations of any size. In its pre-clinical, emergency medical care function, the emergency medical service is an integral component of health care and civil protection. The scope of services provided is determined by the severity of illness or trauma.

The separation of legislative competence for social insurance and civil protection at the federal level and legislative competence for disaster protection and emergency medical services at the state level results in a variety of different advance plans.

Target situation in 2020

The GRC is actively involved in ambulance and rescue services throughout the German regions, including mountain and water rescue. It secures its position as a qualified service provider under the variety of contracting conditions, sets quality standards, and integrates voluntary workers.

Politically, the ambulance service is an integral component of medical civil protection. The compulsory general set-up for the formation meets the GRC requirements of quality.



Although certain areas can be separated from one another on a functional level – i.e. medical care of the population and protecting the civilian population against disasters of a military or non-military nature – the resources needed here are not easily divisible. When it comes to the tasks and services provided by the emergency medical service, this principle of separation is, although not impossible, perhaps meaningless given that the emergency medical service is seen as an integral part of civil protection at the regional, district and local levels.

The German Red Cross is involved in emergency medical services, operating within the framework of the state governments' regulations. For the GRC, the applicable special and ancillary laws are particularly important in the context of issues raised by European competition law, namely questions concerning the legal classification of the emergency medical service. This legal uncertainty is currently greater than ever before. The federal states have committed themselves to safeguarding the emergency medical service, as they have long done in other areas of public safety for which they have sole responsibility. The majority of the costs here are borne by the health insurance companies.

The task facing legislators is to create a legal foundation for the emergency medical service and its financing that complies with federal and European law. The health insurance companies point to a general upward trend in health costs and rising costs in the emergency medical service, as well as the insurance premium stability that is specified by law. The cost bearers are calling for both competition and cost-effectiveness in the emergency medical service.

The GRC is an integral part of a national and international emergency response system and is committed to the principle of subsidiarity. In the full knowledge that protecting the population is a responsibility assigned to the state by the constitution, and that the state provides for an integrated emergency preparedness system, the GRC has set up the complex relief system both as part of this preparedness system and as an independent set of instruments. As such, the GRC is distinct from other aid organizations, the fire services and private companies.

The GRC exerts political influence at the federal and regional levels in order to encode in law its involvement as a national aid organization in the emergency medical service in every region.

Need for action

People with political and executive responsibility at every federal level need to recognize the important role the emergency medical services play in civil protection and disaster control – an importance underlined by academic findings and supported by valid data – and create the appropriate supporting legal basis. For example, the legal regulations at the federal and regional levels should define pre-clinical, emergency medical care of the population as a link between civil protection and public health and provide a contractual basis for reimbursement by the cost bearers. The medical aspect needs to be brought home to healthcare actors if we are to overcome the legislative blockades.

The National Society provides the necessary data, while the individual associations ensure a supply of standardized, coordinated information and academic expertise to continuously develop emergency services in line with demographic and societal demand.

Furthermore, the GRC must continue to lead opinion on matters relating to the emergency medical service and it must remain the innovation, quality and market leader in this field. In the interests of continuous further development, critical areas need to be pinpointed and rectified – not least so that they cannot be used against the GRC's emergency medical service for political or publicity purposes.

The regional associations coordinate economic consolidation and effectiveness in public award procedures for their member organizations within their territory. For their part, the operative entities with their emergency medical service providers optimize all cost and service resources for the award procedures, including in terms of costs that need to be shared and optimum organizational conditions.

Proper use of volunteers in the emergency medical service must be ensured at every level.



4.1.4 Public first-aid training and awareness

Current situation

Person-to-person assistance forms the foundation of humanitarian thought and action. Public first-aid training and awareness, consisting of basic and advanced training in first aid, swimming and lifesaving, and preparing the public for disasters, conforms to this guiding principle and the Fundamental Principles of the Red Cross. All organizational levels are involved in the first aid programme. While the district associations carry out the courses themselves, the regional associations train and educate the teaching staff. The National Society publishes the teaching and training material, sees to the financing of the training (e.g. from federal funds, through framework agreements) and specifies the general guidelines (e.g. training regulations). The accident insurance companies have set up an established, stringent quality assurance system. The federal government is calling for 55,000 children and young people to be trained in first-aid in schools each year by 31 December 2014.

Each year, approximately 15,000 mainly younger voluntary and part-time trainers instruct about 1.1 million people in first aid. For many people, this training is their first direct contact with the GRC. It provides the opportunity to disseminate the Red Cross ideals to the general public.

The contents and duration of the courses of instruction, as well as the requirements for the training centres, are specified by third parties and comply with legal regulations (e.g. driving licence act) or quasi-legal regulations (e.g. the accident insurance companies). The target groups are defined accordingly (future drivers, first-aiders in companies). Although at present teaching is aimed at the situation currently facing the emergency medical service, greater allowance for demographic trends in the general populace and the increasing frequency of natural disasters will have to be made when developing the training in the future.

The GRC has a market share of more than 60 per cent in the area of first-aid training as a whole. The market share of other aid organizations is about 30 per cent, with the remaining 10 per cent accounted for by private, commercial providers. Competition in this field is constantly growing. First-aid training currently takes a purely functional approach that is based exclusively on communicating skills and abilities. However, if first-aid training is to encourage new members to join the GRC and nurture commitment to the organization, trainers should act as friendly and competent ambassadors for the GRC.



Target situation in 2020

The GRC is committed to nationwide training of first-aiders, both for private individuals and for companies; the annual training is constantly expanded, according to regional demographic trends. Compulsory formation requirements are adjusted to ensure that the impact of first aid provided in emergencies has significantly improved.

First-aid training often is the first contact with the GRC. All GRC trainers have to be friendly and knowledgeable ambassadors for our image and brand, our Fundamental Principles and for the whole range of services we provide.

Need for action

The need for action should be identified in the course of a strategic analysis; specific aims and schedules need to be negotiated throughout the organization, and the governing board and the federal body of the National Society should be informed of how to implement the targets within the context of controlling the main task areas. Negotiations have to be held with the federal government to ensure that part-financing of special training courses from federal funds continues beyond 31 December 2014. Special programmes have to be implemented for and by older people to support medical care, especially in areas that suffer from shortages.

In addition to their functional training, instructors also need to learn the essentials of the Red Cross movement, its Fundamental Principles and what the GRC has to offer in Germany.

Model plans within the GRC need to be viewed, assessed and, if suitable, be used as templates for a strategic concept.

4.1.5 Conserving the environment

Current situation

Climate change attracts interest both within the National Society and in the Red Cross Youth (RCY). The GRC deals with the humanitarian consequences of climate change in its international projects, especially in terms of the rise in extreme weather events in developing countries. The organization has recognized the need to support measures for adjusting to a changing climate. Experience gained in the area of disaster preparedness is especially important here. Climate change is taken into consideration when planning long-term projects in international cooperation.

In 2012, the RCY started a nationwide campaign addressing climate change. Set to run for two and a half

years, the campaign also focuses on the humanitarian implications of global warming in Germany and beyond. In addition to the impact of climate change in the realms of health, migration, civil protection and education, the RCY is also compiling demands concerning climate protection measures to be implemented by the National Society. The GRC Headquarters has also addressed the subject, specifically the issue of reducing the organization's own CO2 emissions.

The humanitarian consequences of climate change are communicated to different target groups in a variety of ways (via publications, presentations, events and training courses).



External influences are the result of a verifiable rise in the number and severity of extreme weather events and the related increase in potential risk to the population at home and abroad. This raises new challenges for both national and international disaster management, such as an increased need for emergency assistance, the ramifications for critical infrastructure and heightened concern among groups that are particularly vulnerable to catastrophes. Other external influences are the result of international and national developments in environmental policy, especially international climate agreements, which have an effect on environmental and climate policy at the German federal and regional levels and at the EU level. Particularly worthy of mention here is the “German Strategy for Adaptation to Climate Change” and its repercussions on civil protection.³

In the areas of disaster preparedness and adaptation to climate change, the GRC is seen as a competent organization by its competitors on the stage of international cooperation. It is an organization with a broad range of measures and innovative approaches to its name in the field of adapting to climate change. The GRC works together closely with the IFRC and other National Societies when it comes to international climate change adaptation.

Compared to its competitors, the GRC needs to improve its integration of climate change adaptation in the national context within the framework of civil protection and youth care and welfare. In the area of climate protection, the GRC should raise its profile within the tasks arising from its mandate.

³ The Federal Government: German Strategy for Adaptation to Climate Change. Adopted by the German federal cabinet on 17th December 2008. Here pages 42-43..

Target situation in 2020

When it comes to preparing and reacting to climate-related extreme weather events and their consequences, the GRC is a recognized expert relied upon in both domestic and foreign aid situations.

The GRC is able to determine how its own use of resources harms the environment. This knowledge is used to draw up plans to reduce consumption.

The Red Cross and Red Crescent Movement’s Climate Centre published its Climate Guide in 2007. This is intended to help National Societies integrate climate issues within their task areas. The International Federation’s Strategy 2020 indicates the need to take measures to adapt to climate change and to contribute to climate protection within the Red Cross and Red Crescent Movement.

In 2008, the GRC commissioned the German Committee for Disaster Reduction (DKKV) to analyse the effects of climate change on its work abroad and at home and to draw up an action plan as part of a wide-ranging study.⁴ There is a policy paper on disaster preparedness in the light of climate change adaptation for the GRC’s international cooperative projects.⁵

At the 2011 International Conference of the Red Cross and Red Crescent, the GRC submitted a pledge committing itself to compile and implement a climate protection strategy for the DRC General Secretariat, on the one hand, and to strengthen measures for adapting to climate change in its international cooperative projects, on the other.

⁴ DKKV [ed.]: Herausforderung Klimawandel. Auswirkungen auf das Deutsche Rote Kreuz, national und international. Bonn 2009

⁵ GRC General Secretariat: Rotkreuz und Klimawandel. Katastrophenvorsorge als humanitäre Herausforderung. Berlin 2009.

Need for action

To achieve the objectives set out above, suitable conditions need to be created at the institutional, organizational and staff levels to enable implementation of climate change adaptation and climate protection measures. There is the political will within the GRC to implement not just measures to deal with climate adaptation but also to protect the climate. To achieve this, the GRC participates in social initiatives to preserve and protect the environment, acting as a role model in this area.

To improve the GRC’s profile, an appropriate pool of expertise relating to climate change adaptation needs to be created in the fields of international cooperation work and civil protection, as well as in the GRC’s youth care and welfare services. Tying in with this, the GRC asserts its humanitarian positions, focussing on protecting population groups who are particularly at risk due to the increase in extreme weather events.

The National Society needs to strengthen the GRC’s international cooperation by putting

measures into effect for adapting to climate change in developing countries and should develop and communicate strategic specifications for climate change adaptation in Germany. In addition, the National Society should develop a strategy for reducing greenhouse gas emission and communicate this within the organization. In accordance with the 2011 pledge, the National Society needs to start developing and implementing a concept to reduce CO2 emissions, which is intended for adoption by the GRC member associations.

All members of the GRC entrusted with this issue need an increased awareness of future climate risks in their fields of activity and a greater consciousness of measures for adapting to these risks. These findings are taken into account in project and programme work and in strategic planning. The member organizations adapt the strategic specifications for climate change adaptation in Germany to match their own context, implement these specifications within their sphere of influence and, where necessary, provide staff.



4.2 We help people live in socially secure, safe and healthy conditions



4.2.1 Support for the elderly

Current situation

In the area of help for the elderly, the GRC runs 500 residential homes for elderly with about 32,000 places, 500 outpatient care service stations, 450 home emergency call services, 350 meal delivery services and 38 schools training geriatric nurses, including apprenticeship training places for carers. It is also worth mentioning the various courses, activities and leisure opportunities provided for seniors. All these services employ about 50.000 staff. Furthermore, thousands of volunteers in the welfare and social work sectors provide assistance to elderly, ill and vulnerable people. An expanding range of services is currently available for older people, based around the twin product pillars of outpatient and inpatient care; these are therefore reliant on the present financing structures. The services on offer differ greatly in their scope and quality.

Due to demographic trends, demand for care will increase enormously, as will the need for preventive measures to keep the ever growing number of older people healthy. At the same time, there is a downward trend in the labour market, resulting in staff shortages. Added to this, current sources of financing will struggle to cope with the expected demand. By contrast, there is great potential in interlinking the services provided by the various associations and mobilizing older people to provide voluntary services for their own and other age groups.

All our competitors are facing the same new challenges. However, with its existing regional structures, the GRC has a good chance at improving the way many services are designed. In specific regions and

for certain services, the GRC can produce impressive results.

For example, the GRC is the overall market leader in the field of home emergency calls and it has been offering meals on wheels for years, although some regions are experiencing negative trends in this area.

In the course of developing the main task area for outpatient care, numerous strategic development and controlling instruments have been created and tried out, taking as their basis the experiences of successful member organizations. For example, some valuable marketing instruments have been developed in

this way for home emergency call services. Furthermore, a concept for a nationwide counselling centre has been agreed upon.



Target situation in 2020

The elderly and their relatives have access through the GRC to services tailored precisely to their needs and living situations and, wherever possible, within their social surroundings. These services, beginning with preventive measures, are invariably of the high quality one would expect from the GRC. The services are preferred by the beneficiaries because of the additional impact of the social volunteers as well as the sensitivity expressed in intercultural situations. We make sure that our networked services are available nationwide and are easily accessible to the target groups – with the emphasis on high quality helpdesk right from first contact.

Need for action

All the individual service packages have to be connected to a service framework, out of which the customers can choose exactly what they need. This can be done by creating GRC complete solutions for “networked assistance to the elderly”. The in- and outpatient services have to be developed to high quality and financial sustainability. Particular attention should be paid to the issues of prevention, geriatric psychiatry and dementia. An effective, functioning system of prevention, assistance and support needs to be developed and made available. The focus has to be the personal need of the elderly

like the best practice of “Social Service” initiative from the Rhineland-Palatinate branch.

Management processes need to be trained for the main task areas of coordination and improvements throughout the whole organization. Another field of improvement are services of the volunteers mainly to lead the elderly out of loneliness and desperation. An important issue is to expand the counselling and training opportunities available to employees as well as attractive offers for new staff.



4.2.2 Supporting and protecting children, young people and their families

Current situation

The child, youth and family assistance services have varying focuses, but all concentrate on fostering the development of young people and helping families to fulfil their roles and tasks competently and confidently.

To do this, the GRC provides children's day-care centres, child-rearing assistance, youth social work and services for children and the adolescent. In addition to these, the GRC has a nationwide presence in schools (school medical service) and offers a variety of opportunities to link up with the youth work carried out by the local chapters. The services for (prospective) parents and families include pregnancy advice and debt counselling for families, family education in a variety of forms, babysitter services, outpatient and inpatient child-rearing assistance and residential courses of treatment for mothers and children. The most important and largest field of activities in the GRC's child, youth and

family work is providing day-care for children: about 94,000 children are cared for and educated, many over the course of several years, in the GRC's 1,302 day-care facilities. These place special emphasis on ensuring the child's well-being and making sure that no child is left out.

In GRC nurseries, parents benefit from flexible opening hours, have access to expert advice on many issues relating to family life and they have the opportunity to meet other families.

Through its committee work, lobbying and public relations, the GRC campaigns at the national, regional and local levels on behalf of children's rights and for decent living conditions for children, the young and families.

Demographic change has a major effect on how children and young people grow up and in shaping

family life. For instance, contact to other children and young people is something that increasingly has to be actively brought about. The falling percentage of young people in society has increased expectations of the young. Global networking, increased mobility and social, environmental and economic problems worldwide all have consequences for future generations. They entail risks but also a variety of opportunities and new tasks. The education system has so far failed to meet the challenges of the future and prevent or eliminate discrimination.

However, there is a growing social consensus on the belief that children and young people can only develop fully if family upbringing and an all-round education complement one another, aided by child, youth and family assistance services. Language skills play a key role here. It is also widely recognized that increasingly diverse family structures

Target situation in 2020

The GRC's coordinated services for children, adolescent and their families support and encourage healthy living and self-confidence of the personal strength. We help them learn skills and develop abilities to promote contributively living in the social community and mutual assistance in a democratic spirit.

Day-care facilities for children and other services are expanded. The number of volunteers are increased and trained; they occupy an important place in the network of this services. The German Red Cross Youth (RCY) takes the opportunities available to become involved in schools and beyond.



and growing participation in the workplace by both parents require a comprehensive social and cultural infrastructure that encourages the involvement of children, adolescents and families and helps them in crisis situations.

The framework concept for the GRC's child, youth and family assistance work provides the organization with a roadmap for future development.⁶ The organization has created an abundance of instruments, especially for children's day-care facilities, that

need to be strategically chosen, enhanced (where necessary) and disseminated through the organization. A proposal for the elements of a shared profile was agreed on at the functional level in the GRC's child, youth and family assistance conference.

⁶ GRC General Sekretariat: Mit gebündelten Kräften in die Zukunft. Rahmenkonzeption der DRK-Kinder-, Jugend- und Familienhilfe. Berlin 2011.

Need for action

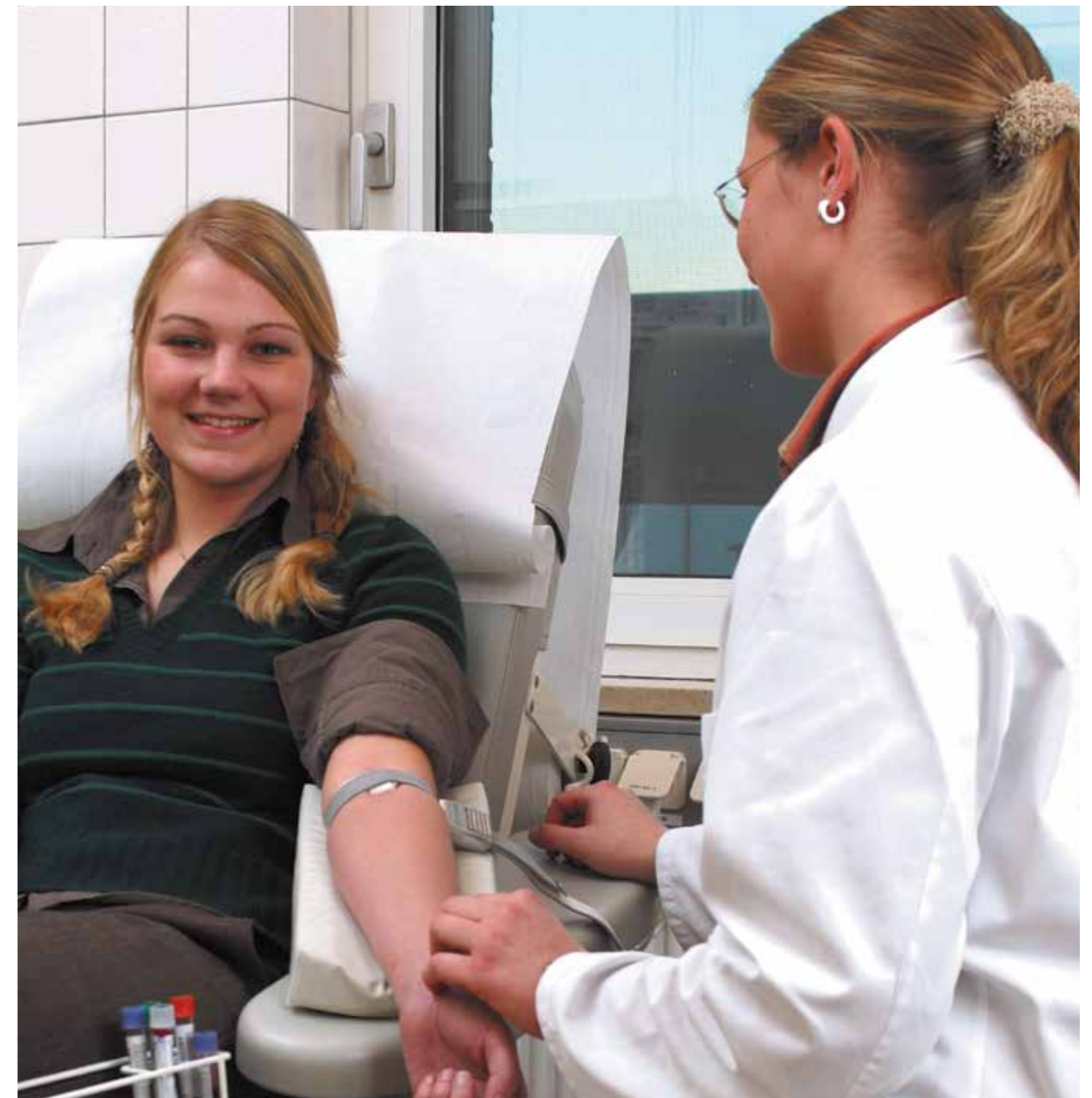
Implementing quality standards in existing services is as necessary as expanding existing services and setting up new ones. The quality and content of the child day-care facilities task area will be developed further to form the nucleus of a possible field of strategic importance, titled: "Day-care for children: empowering children, partnership with families".

This way, every branch and chapter plays a part in enabling young people to lead a life that is successful in their own eyes and in the eyes of society. They support parents and families to develop our societies social resources. Young people need to be empowered "to take proper care of themselves, their lives and their health, to learn meaning and values, to achieve their wishes and goals, to experience community and affection, and to play a responsible part in shaping society and their surroundings."⁷ On the basis of their own action and the knowledge gained in the process, each branch and chapter plays a part in addressing the social issues relating to how young people grow up. As such, all components also have a hand in bringing young people and their families closer to the Red Cross.

Specific measures include:

- Empowering young people and providing them with an all-round education is part of the GRC's remit; we have to define the indicators for the changes needed in the quality and quantity of facilities and services on offer;
- Examining the possibility and, if successful, passing the resolution to set up a main strategic field "Day-care for children: empowering children, partnership with families" within which the following binding task areas are developed: child day-care as the core, with networked task areas including family education, family centres, pregnancy and family advice, debt counselling for families, assistance for single parents, family support services such as family care when parents are ill, babysitters and intergenerational homes and, possibly, outpatient (and inpatient) child-rearing assistance, possible advice centres for early intervention;
- Developing standards for implementation of the relevant elements;
- Successive implementation in all GRC services (provided by full-time staff) that serve to empower children and young people and support their parents;
- Analyses to establish the need for guidelines on setting up new day-care facilities or expanding existing ones, and compiling those guidelines;
- Furthermore, in order to process child, youth and family assistance work in the same way as the two existing main strategic fields, a range of work needs to be done drawing up specific guidelines and instruments, such as financing tools, consulting tools and improving the concepts for existing services.

⁷ *ibid.*, page 14.



4.2.3 Services for the ill, ensuring the supply of blood

Current situation

The GRC runs a network of 48 hospitals for the ill. In addition to this, the nurses associations provides care staff hospitals of third-parties such as university hospitals and run schools for training nurses and paediatric nurses. Each year GRC provides care for around 300,000 patients. Furthermore, the GRC runs seven blood banks, supported by 200,000 volunteers. That secures 75% of the supply of blood in Germany. Each year, patients are supplied with 3.6 million whole blood donations from 1.8 million donors. The

emergency medical service, which provides pre-clinical medical care from the point of contact through to the hospital and covers about 60 per cent of cases in Germany, is a fundamental component of the nation's medical care (see aim 4.1.3). Combined with the GRC's rehabilitation centres and its concepts for providing medical treatment and care services to the elderly, in particular, this makes the GRC one of the major health service providers, together with the state, the churches and a few private, commercial entities.

The principal challenge facing health care up to 2020 and beyond is a rapidly ageing society. Rural regions in the east of Germany suffer from the added problem of emigration, leaving communities with only old people. Furthermore, chronic diseases and multiple morbidity are on the rise. In addition, bottlenecks in the financing of healthcare are conceivable.

The performance and quality of the GRC's blood donation services are widely recognized. However, economic pressure in hospitals, the expansion of private clinic groups and the establishment of private blood banks are exerting a growing cost pressure on the GRC blood donation services.

The following future risks to the blood supply⁸ should be mentioned:

- Demographic trends: in the future, a growing number of older patients needing blood will be combined with a diminishing number of young, potential blood donors.

⁸ See also the strategy paper from the blood donations services (November 2012).

- Selection and approval criteria: strict selection and approval criteria for blood donors are increasingly resulting in temporary bottlenecks in the supply.
- Unpaid blood donation: despite years of discussion, the issue of "unpaid versus flat-rate remunerated (paid) blood donations" has not been answered to anyone's satisfaction. We can assume that the proportion of blood donors who prefer to be paid for a donation will increase.
- Working with volunteers: the GRC's blood donation services traditionally work with volunteers from the district and local associations of the GRC to secure blood donations and organize donation sessions. Due to the lead times necessary to plan the blood donation sessions, there have been increasing bottlenecks and inflexibility in the deployment of volunteers.

Need for action

The need for action in the GRC's hospitals should be determined and compiled separately. The Hospitals working group and the GRC hospitals conference can provide this.

In terms of new medical provision concepts, including the new regulations for training emergency medical technicians, the General Secretariat should work together with pilot regional chapters to identify future opportunities.

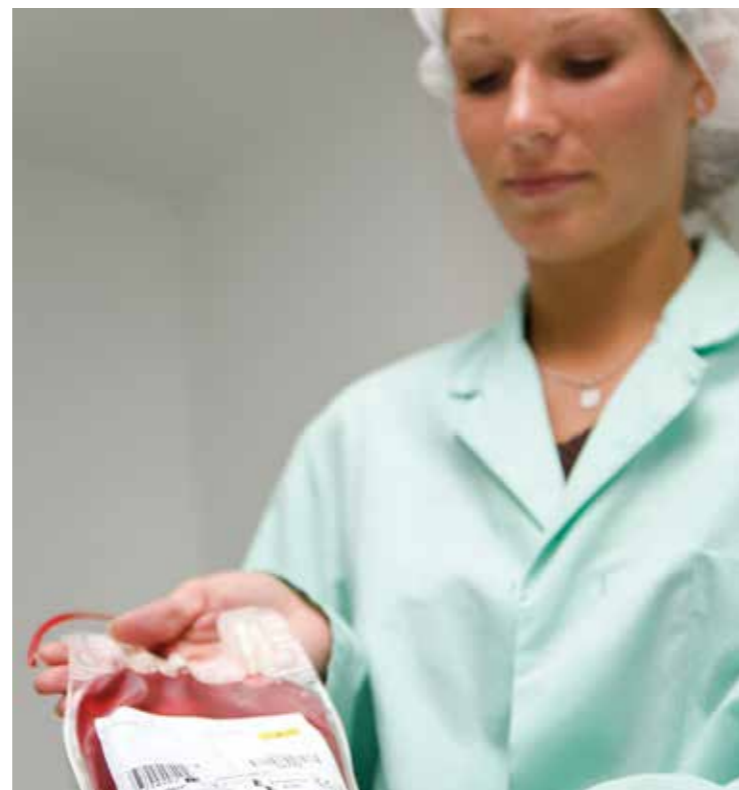
The following action needs to be taken in the field of blood donations:

- Expanding a systematic donation marketing campaign and active improvement of the GRC's image; organizing research into the blood supply;
- Strengthening communication and cooperation with the district and local associations to ensure a blood supply all year round;
- Further developing the existing crisis management system for bottlenecks in the blood reserve;
- Reaching an agreement on supply concepts with the national hospital operators; increased cooperation with universities, hospitals, private institutes and pharmaceutical research companies;
- Increased training opportunities for doctors administering blood transfusions in hospitals; expanding medical consulting on transfusion matters in hospitals;
- Encouraging academic and scientific acceptance by means of targeted research and development and political consulting;
- Cooperation with international committees (e.g. Global Advisory Panel of the IFRC, European Blood Alliance, the International Federation of Blood Donor Organizations);
- Joint benchmarking for all GRC blood donation services to quantify and improve efficiency.

Target situation in 2020

The GRC's strong regional presence with its hospitals, medical care services for adults and children and schools for the nursing and care for elderly professions, needs to be maintained and, where possible, expanded. The GRC plays a part in solving the problem of potential medical shortages in economically underdeveloped areas.

The GRC maintains its position as an important supplier of blood and blood products. Free blood donations remain the ideal. Furthermore, active risk controls ensure medical and ethical impeccability. A nationwide network of volunteers safeguards the supervision of blood collection.





4.2.4 Participation and inclusion for the disabled and disadvantaged

Current situation

The GRC offers a range of services for people affected by disabilities or disadvantages. For people with mental, physical or multiple disabilities and the mentally ill, the GRC offers 160 residential homes and sheltered housing groups, as well as 400 transport services. For the disadvantaged (poor people, the unemployed, heavily indebted persons, the homeless, people with or at risk of drug addictions) there are about 200 clothes shops,⁹ 600 clothing stores, 60 food banks/meal services, 50 debt counselling centres, 200 dormitories, shelters and sheltered housing groups, 100 self-help groups, 50 outpatient/inpatient facilities/sheltered homes, and 110 advice centres for life counselling and conflict advice. These services and facilities are run by salaried employees and volunteers working together.

Due to increasing scarcity in public budgets and social insurance funds, the social sector is affected by

⁹ The clothes stores are aimed equally at inclusion and need. They are an efficient and low-threshold way to provide for people's basic material and social needs. They offer second-hand goods, particularly clothing, at low prices and provide access to other social services offered by the GRC. They are designed to contribute to social cohesion and are located in the centres of towns and cities.

cutbacks in the areas of individual social services and institutional funding. In addition, welfare organizations have to struggle with growing competition from private providers. At the same time, the challenges facing the state and society are on the rise: demographic change, the impact of the UN Convention on the Rights of Persons with Disabilities and the trend towards shifting care from inpatient to outpatient.

In the past decade, the GRC has continuously expanded its range of services for the socially disadvantaged and the disabled and structured these to specific target groups, according to local issues. Nevertheless, compared to most other leading welfare organizations, the GRC provides the lowest number of outpatient, semi-residential and inpatient services for socially disadvantaged or disabled persons. The clothes shops, clothing stores and transport services for the disabled are the exception to this rule, with the GRC providing the greatest number of each. Self-help groups, including self-help for drug addiction, are only organized by a few GRC associations.

The framework concept for “Structuring and further developing GRC clothes shops” is currently in development. The aim is to unlock the opportunity they offer for low-threshold communication of the comprehensive counselling and other support services offered by the GRC. The national working group on assistance for the disabled has drawn up a white paper on further development of support for the disabled (inclusion).¹⁰ The IFRC has also submitted numerous decisions and positions regarding the “most vulnerable” target group. A nationwide process for implementing the UN Convention on the Rights of Persons with Disabilities and the National Action Plan for Persons with Disabilities is being administered by the Bavarian Red Cross (BRK), for example.

The GRC provides comprehensive and diverse support within the association itself on conceptual, financial and legal matters. It represents the interests of the various people concerned and their services by means of political lobbying and public relations. For example, individual regional organizations are represented in their respective provincial advisory councils on inclusion of people with disabilities and the provincial advisory councils on psychiatry.

The GRC has taken great strides in drawing up concepts for the sphere of inclusion. One example here is the “Inclusion in the GRC” action plan. When it comes to putting these concepts into practice, the GRC is still at an early stage.

¹⁰ GRC General Secretariat: Eckpunkte der Behindertenhilfe im Deutschen Roten Kreuz. Eine Orientierungshilfe. Berlin 2010.

Target situation in 2020

The GRC considers the needs of disabled and disadvantaged persons in all its services, in accordance with the recommendations of the representative associations concerned. The key consideration is always to enable each person to lead as normal a life as possible in a normal social environment.

The disabled have the same career opportunities at the GRC as people without disabilities. The same applies for those at a social disadvantage.

Need for action

Every effort should be made to make people who are at particular risk of social marginalization feel welcome in the GRC. They should be met with a sensitive acceptance based on appreciation, and their needs need to be taken seriously and considered constructively. The focus is on expert advice and support in all life circumstances, whether in the local member association itself or in the facilities the association recommends. The needs of people with disabilities also need to be taken into consideration in all task fields. This is the way to make inclusion and solidarity a reality. To achieve this, plans of action need to be developed and implemented with the member associations.

Building on the stable collaborative links to representative associations, specific and innovative services need to be drawn up with those associations and tailored to the needs of those affected. Furthermore, GRC offers and services need to be

aligned to the quality standards drawn up in joint agreements. Existing financial opportunities and those still to be identified shall be used consistently to expand and maintain services, with all GRC services becoming increasingly interlinked in order to utilize further synergies.

Special programmes need to be put in place to ensure that the relevant people can also find a suitable employer in the GRC.

Counselling for these groups of people should be provided within a unitary system. The necessary tools and training courses need to be developed. Innovative project ideas should be put forward to develop new possibilities for inclusively structured fields of activities in district associations that were not previously involved in assisting the disabled but, due to the processes of increasing outpatient care and inclusion, could potentially be so.



4.3 We support a culture of non-violence and peace



4.3.1 Dissemination work

Current situation

Information about international humanitarian law, the Fundamental Principles of the Red Cross and the fundamentals of the International Red Cross and Red Crescent Movement, as well as evaluations of current developments from an international law perspective are communicated to different target groups in a variety of ways (publications, presentations, events, further education etc.). Advocacy of international humanitarian law, its enforcement and further development take various forms (press releases, bilateral talks with decision-makers, involvement in the National Committee for International Humanitarian Law etc.).

The principal external influences here are new developments in the international political and legal spheres and the associated challenges for the Federal Republic of Germany and its institutions, as well as the appearance of other institutions that play a role in the area of international humanitarian law. The changes brought about by advancing globalization are also relevant here, with their mix of social and economic factors. The German Red Cross's dissemination work is what differentiates the organization from other institutions – for statutory reasons and under international law.

It is a unique feature and demonstrates in a particularly striking way the specific relationship the GRC enjoys with public bodies and state institutions. It should be noted that, besides its conventional work in disseminating international humanitarian law, the organization needs to expand and develop the concept behind its second focus: communicating the ideals behind the Red Cross and Red Crescent Movement.

Need for action

There is a need to improve the way that our own employees (both salaried and volunteer) identify with our core values, making humanitarian values tangible in everyday life and all task fields. We need to improve media access in order to reach a wider public and educate important target groups that we have not yet accessed directly. The Red Cross museums also need to be integrated here as strong partners in our dissemination work.

Target situation in 2020

The GRC is an adviser to the German Federal Government on issues of international humanitarian law, informs select target groups (such as parliamentarians, diplomats, the police, members of the armed forces, journalists) and runs training courses.

Public relations work and targeted measures make international humanitarian law and the movement's Fundamental Principles even more accessible to a wider audience and to political decision-makers at the national, regional and local levels.

Each and every employee, whether voluntary or staff, is familiar with the GRC's special role, has basic knowledge of international humanitarian law and is able to understand and apply the movement's Fundamental Principles in relation to his or her specific work for the Red Cross.



4.3.2 Integration of migrants

Current situation

About 20 per cent of people living in Germany have a "migrant background", with this number set to increase. The annual demand for net immigration of skilled foreign workers and their families needed to counteract demographic trends and maintain current levels of prosperity is estimated at around 200,000 people. However, as about half a million people leave Germany each year, the gross immigration demand is for 700,000 people. Immigration can lead to tension and conflict in societies. This tension and conflict can be reduced by dedicated integration work and through a culture of mutual esteem and diversity. However, this is a process that requires intensive support.

As many of the people from a migrant background who already live in the country are insufficiently integrated, it is just as essential to provide integration services for those already living here as it is to offer services for new migrants. This is a basic condition of societal harmony and it is central to making Germany an attractive business destination. We need to develop a welcoming culture, which can then evolve into a culture of valuing diversity.

Promoting integration has always been a key component of the GRC's migration work. Helping people living in Germany for humanitarian reasons and those who do not have a secure residency status is also very important. The following services are offered in this field:

- Advice centres: migration advice for adult migrants (100), refugee advice (40), repatriation advice (20);
- Integration projects and model projects: mainly from federal funds (about 30), others financed from regional and local sources;
- Health promotion: individual projects, cooperation with the Berlin Centre for Torture Victims;
- Education: promoting proficiency in the German language, careers advice and training;
- Advocacy mainly on legal matters (Asylum Seekers Benefit Act, obligation to choose between



German or foreign nationality, UN Convention on the Rights of the Child, right of residence, right of abode, resettlement, people with an illegal residency status) in relations with political actors and other actors (such as the German Constitutional Court), on the basis of the member organizations' experiences;

- Political work in networks and alliances (e.g. federal working group for non-statutory welfare services (BAGFW), Informationsverbund Asyl und Migration, European networks).

The integration debate in the political sphere and in the public arena is contradictory: recognition that Germany is now a destination for migrants and animated demands for more integration services exist



alongside undisguised hostility towards people with a migrant background living here. Calls for immigration of skilled workers or the introduction of quotas for controlled admission of refugees coexist with isolationist tendencies.

Integration is a loaded issue, linked to a range of (whipped up) fears in the public sphere. However, it has also fallen into disrepute among many people with a migrant background who see themselves facing unreasonable demands to adapt and feel that there is a lack of long-term integration support. Nevertheless, the demand for labour, given the shortage of skilled workers, is setting a new tone in the immigration debate: immigration is now seen as a solution, no longer simply a problem. Public promotion of integration services – and this also applies to the GRC – is unsatisfactory and subject to ever more complex verification duties. From a quality perspective, our competitors provide comparable services. In terms of quantity, the GRC is somewhere in the middle. However, compared to the denominational organizations, the GRC has the advantage of religious neutrality.

In the area of integration and immigration, various different strategies and instruments have already been developed, above all the decision of the Executive Committee of GRC on the subject of integration, migration, intercultural openness and numerous resolutions and policy papers by the International Federation on the issues of “refugee aid”, “non-discrimination” and “people with an illegal residency status” (including the “Policy on Migration” from 2009).

Target situation in 2020

The GRC bears special responsibility for people from a migrant background. It advocates, in particular, for refugees, asylum-seekers and people with no legal right of residency living in precarious situations.

The GRC promotes integration processes in society, makes its services intercultural sensitive and ensures that the organization itself is welcoming to migrants, who are able to become visibly involved in the GRC's voluntary and staff work.

Need for action

If the GRC is to be considered a trustworthy and competent partner by people with a migrant background, and if it is to be seen as the promoter of a welcoming society geared towards equality, equal opportunities and solidarity, in which people with a migrant background and immigration itself are an accepted part of everyday life, the following measures need to be introduced: all the GRC's task fields and associations need to see integration as a core task that is actively supported when organizing task fields and in all internal and external public relations. All the GRC services need to consider the particular cultural and communicative requirements of people with a migration background in order to attract them. The diversity of the population needs to be reflected in the GRC, in both the salaried and voluntary sectors. The GRC's experiences and expertise need to be in constant demand in the political, academic and public spheres.

Important packages of measures include:

- Opening up the GRC to different cultures, including qualification measures for intercultural decision-making and management expertise, training measures for intercultural quality management and systematic personnel development to employ staff with a migrant background, at all levels, in line with the average for the overall population;
- Requirements analyses; developing and implementing concepts throughout the organization for successful integration, including guidelines for all services in the GRC;
- Communication, public relations and education, including developing a welcoming culture in our society and evolving this into a culture of valuing diversity;
- Training salaried and voluntary employees (particularly managers) on the issues;
- Gaining and pooling expertise from collaborations with migrant organizations.





4.3.3 Reuniting families and the tracing service

Current situation

The GRC tracing service is part of the international tracing service network made up of the Central Tracing Agency of the ICRC and the tracing services of the national Red Cross and Red Crescent Societies. The work of the GRC tracing service is based on the Geneva Convention and is anchored in the Act on the German Red Cross. It is codified in the GRC's Federal Charter as a binding, essential task for the National Society.¹¹ The tracing service's work is affected by the number and severity of wars, armed conflicts and natural disasters around the world and the ensuing waves of refugees and migrants. When

it comes to reuniting families, the service's work is also influenced by the legal conditions surrounding subsequent immigration of family members to Germany.

The GRC's international tracing and family message exchange services – one of the Red Cross's original tasks – and the National Information Bureau, set up after the Geneva Convention, are the only entities of their kind in Germany. For decades, the tracing service has provided clarification of the fates of relatives, it has reunited families and provided information after disasters, virtually everywhere in the country. Given its specialist expertise and its

¹¹ "Tracing service and reunification of families" – § 2 section 1 indent 8, together with § 16 section 3 GRC Charter.

years of experience, the service enjoys an excellent reputation.

In 2007, the International Conference of the Red Cross and Red Crescent approved the international tracing service strategy together with an implementation plan for the period 2008 to 2018, containing strategic aims and specific measures to improve tracing services throughout the world.¹²

¹² See International Committee of the Red Cross: Restoring Family Links Strategy. Including Legal References. Geneva 2009.

Target situation in 2020

The tracing service is well known for its wide range of services, from clarifying the fate of relatives and reuniting families, to providing information during and after catastrophes, and it enjoys a broad acceptance from those seeking help.

People looking for help and advice can find someone to talk to in every district association, be it an expert "tracing service advisor" or an employee who puts the person looking for help in touch with an advisor.

Need for action

The following action needs to be taken for the tracing service:

- Conducting a requirements analysis to improve services for refugees and migrants, with subsequent improvement of access for all target groups to the tracing services, e.g. by means of confidence-building measures;
- Long-term safeguarding of the national network of tracing service employees in the regional and district associations;
- Clarifying the role of information provision, both in preparation for disasters and during disasters, at the regional and district levels in cooperation with public bodies.

4.4 We accomplish the organizational basics for 2020



4.4.1 Developing human resources in the voluntary and full-time sectors

Current situation

The GRC is one of the most important channels for voluntary and honorary work in Germany, and, together with the other leading welfare organizations, we are the largest employers in the country. The GRC's effectiveness and long-term future depend on the commitment and ability of the 400,000 volunteers and 130,000 staff people who work with and for the GRC. These people are our most important resource, but they are generally not administered and organized in a satisfactory or properly systematic way.

The GRC is already well positioned when it comes to civic engagement. Overall, there has been a greater

willingness to get involved in recent years. As a result, however, the commitment has become more diverse and the motivation behind that involvement has become more varied. Furthermore, there are new actors on the scene. In rural regions, the social environment is changing, with long-term effects on traditions and people's readiness to become involved. The consequences of demographic change are already clearly evident at this time. Declining public funding is leading to stiffer competition at all levels and the need to tap new sources of private finance (community foundations, fundraising). Volunteer management has become noticeably more

professional in recent years thanks to the engagement of volunteer coordinators.

The voluntary services play an important role not only as a learning experience, but also in gaining new voluntary and salaried employees for the GRC. The GRC is currently the largest provider of volunteer services for young people. Hardly any other provider can offer such a large and diverse range of services. At present, 29 regional agencies in the GRC offer about 14,000 places for volunteers in Germany and about 300 abroad, each year. The GRC has a broad range of attractive positions in Red Cross and non-Red Cross projects and partner organizations. However, there is growing competition for posts and volunteers, and demographic shifts are aggravating the situation. Unlike other providers, the assignments for GRC volunteers are predominantly with external cooperation partners and not in Red Cross facilities. There is a risk that external partners could be lured away by other agencies.

The consequences of demographic change are being felt on the job markets for skilled and managerial workers. This is exacerbating the GRC's existing structural competitive disadvantage compared to its commercial competitors (strong dependence on sponsors, minimum flexibility, rigid payment structures, less attractive image, fewer opportunities for promotion and change, etc.). There is currently no overarching management development plan across

the GRC components and task fields. The GRC continues to rely too heavily on one-off, unsystematic manager training courses. Systematic management development programmes are standard in the industrial and services sectors. The GRC and its competitors are still a long way from this. Compared to its direct competitors, only the commercial providers make wide use of systematic management development programmes (e.g. hospital groups). Amongst the welfare associations and aid organizations, the situation is very diverse but in some cases more advanced than at the GRC. However, one positive exception to this is the "KompetenzKompass" initiative started in 2010 by the GRC Federation of Nurses' Associations, with its three elements: groundwork, analysing potential and training expertise.

The GRC does not reflect the growing diversity of wider society in either its voluntary or salaried sectors. This means that valuable resources and potentials that could encourage further development of the GRC remain unused. To come closer to achieving this goal, the organization has started a process of intercultural openness. This process is based on recognizing and valuing multi-ethnicity and multi-culturality as resources for innovation and social progress. This is a priority task for developing the organization and personnel. Similar processes have already begun to increase openness in all the associations in the federal working group for non-statutory welfare services (BAGFW) (and elsewhere).





Target situation in 2020

Developing human resources is one of the major internal challenges facing the GRC. The focus here is on all the people working for and committed to the GRC: voluntary and staff managers, the operational volunteers of disaster relief, water- and mountain rescue service, social volunteering and RCY as well as all the salaried staff specialists in the various services.

Comprehensive personnel development ensures highly qualified management skills in the voluntary and staff sectors and guarantees a sufficient supply of well-trained and highly motivated volunteer and staff employees able to provide the GRC's services.

In the interests of diversify up the GRC to different cultures, it has already been ensured that the proportion of people with a migrant background at each level and in every function matches the corresponding percentage in the wider population.

The head office, branches and chapters promote the next generation in an overarching programme and ensure that their managerial personnel are suitably qualified. Many elderly people are also encouraged to become involved in the variety of voluntary services offered by the GRC after they have finished their professional lives. Voluntary work is coordinated with the help of a volunteer management system. Attractive offers in the volunteer services provide opportunities to inspire people to become strongly involved in the GRC. Ideally, these people go on to become GRC employees. The GRC is an attractive employer to its employees. There is a systematic personnel development programme across all organizations and task areas. Volunteer governance and salaried managers are encouraged and promoted. The expertise required of directors, supervisors, managers and leaders is defined; manager development is closely dovetailed with the development of information and management systems and instruments.

Need for action

In order to ensure a supply of new volunteers in the long-term, there needs to be a campaign to promote the next generation across the member associations. This requires close cooperation between the associations. Voluntary service centres need to be systematically expanded to match potential new volunteers, with their different preferences and time commitments, to their ideal jobs.

The qualification process for volunteer coordinators needs to be standardized in a training specification. To safeguard and expand volunteer management in the context of an ageing society that is increasingly shaped by people with a migrant background, measures need to be developed and implemented nationwide. Finally, voluntary work needs to be actively promoted in the public sphere. Within the framework of existing strategic concepts, each association can then implement its own specific measures accordingly.

Voluntary services are an important factor in strengthening civic engagement in society, and they are also a good opportunity to involve more committed people in the GRC in a full-time or voluntary capacity in the future. The GRC's strategic positioning as a provider of voluntary services is currently in the final stages of negotiation between the member associations. This positioning forms the basis of action plans for the GRC's member organizations. In addition, a marketing concept aimed at the needs of potential volunteers is being developed. The federal government consults intensively with the GRC on the issue of future public funding. An alumni network needs to be set up to maintain contact with former volunteers. The GRC's voluntary service providers need to secure their position as the most powerful actor in the area of voluntary services at the national level. Working together under the GRC General Secretariat, they make sure that volunteer services are of the best quality. The focus here lies on qualified advice for potential volunteers, expert training and supervision for active volunteers when working, and qualified advice and educational guidance for the volunteer projects. They develop services targeted at specific groups and promote these in an appropriate way. They maintain contact with workers in

the field and intensify acquisition of new Red Cross assignments.

A management development programme across associations and task fields needs to be set up jointly by the member associations. The GRC needs to evolve into an organization that offers systematic manager advancement interlinked with the development of its own management systems and instruments. A greater number of management positions need to be filled by promoting and developing internal staff.

To achieve this goal, the following steps need to be taken: the National Society will collaborate with the member associations to develop requirements and expertise models, to promote the creation and testing of a system for management development and to establish implementation structures. The long-term success of the management development programme will be ensured by accompanying services for professionalizing the human resources managers. The member associations will support this process by playing a part in implementing the measures and programmes. Managers in the GRC need to see personnel development as one of their key responsibilities.

The looming shortage of personnel, especially in the medical and caring professions and in child and youth welfare, will be counteracted by measures that show the GRC to be an attractive employer. Better use needs to be made of the untapped potential of employees with a migration background, with the help of the process of opening up the GRC to different cultures. The measures already initiated to open up all services, the GRC's public relations and its personnel policies for migrants need to be promoted in all task fields and control structures as an overarching requirement.

To achieve this, measures will be introduced to improve the awareness and qualifications of all salaried and volunteer workers. The long-term effectiveness of the process needs to be checked and documented by means of quality criteria and indicators, in the context of a comprehensive monitoring procedure.



4.4.2 Donors and members

Current situation

Clubs, associations, citizens' initiatives and self-help groups enjoy a good reputation with the general public. According to a survey by the German Central Institute for Social Issues (DZI), 45 per cent of the population are members of an organization of this kind.¹³

At present, 3.6 million sponsoring members and 400,000 active volunteers are involved in the German Red Cross. This is all the more remarkable given the fact that the younger generations have no personal experience of war, poverty and famine and therefore never had to rely on the assistance of the Red Cross or the tracing service.

Nevertheless, social changes are having an effect on the GRC's membership trends. For example, the number of sponsoring members has fallen by 25 per cent in the past ten years. In addition, 52 per cent of members are already over 65. Furthermore, the number of members who merely pay a contribution to the organization is also falling.

Despite this, overall donations have remained relatively steady across all fundraising organizations in Germany since the 90s, amounting to between four and five billion Euros, half of which deriving from

¹³ Deutsches Zentralinstitut für soziale Fragen: Evaluierung von Auswirkungen des Gesetzes zur weiteren Stärkung des bürgerschaftlichen Engagements. Berlin 2009.

private monetary donations, the other half from legacies, membership contributions, endowments and corporate donations.

Despite the falling membership numbers, the GRC still does not use standardized methods for member recruitment, communication and retention. However, a clear message based on the GRC's Fundamental Principles and values and a professional marketing campaign are crucial to attracting future donors and members. There is an urgent need for immediate action here, given the fact that GRC's services for sponsoring members vary greatly in quality throughout the country.

In recent years, foreign organizations have increasingly been entering the German donor market; some of these organizations operating very professionally and campaigning for funds with large budgets. In this situation, the GRC is focussing on a mixture of traditional and innovative measures.

For example, the National Society provides its member associations with templates for fundraising and member recruitment campaigns. Standardized donation banners, comprehensive information material and photos are distributed through a variety of channels. Member associations can also obtain advertising and information material from DRK-Service

GmbH; some associations organize their communication and membership recruitment with the help of this company. The GRC communications manual provides help to all member associations in their daily communication work.¹⁴

There is increasing emphasis on fundraising over the Internet as a means of acquiring donors from new target groups. A dedicated website, social networks, donation platforms, online advertising, the development of an online donation tool and the use of the PayPal online payment service have all significantly helped to increase revenue from online donations. At the same time, there is a growing interest in corporate partnerships. In support of this trend, the liaison and support system for major donors may be extended to include this field of interest.

Membership and brand development are the core issues of a new project that is currently being discussed throughout the organization. This project aims to identify developments and trends and form an empirical basis for action in coming years.

¹⁴ DRK: Das Kommunikationshandbuch des Deutschen Roten Kreuzes. Bonn 1999. Latest supplement from 2010/11.



Target situation in 2020

Sponsoring members and donors are linked to the GRC by concepts that are standardized across all organizations. The Fundamental Principles and values of the GRC are the most important points of reference here. The number of sponsoring members is once again approaching the four million mark.

Need for action

We need to develop and shape a clear brand architecture with a well-defined message to encourage an emotional attachment to the organization in members. On top of this, member marketing and fundraising, including donor liaisons, require coordination and mutual agreement throughout the organization, not forgetting to take specific regional requirements into account.

The focus here should be to address new target groups and long-term retention of donors and supporters – including volunteers and blood donors – via professional customer relations. Intensifying relationships with existing donors and encouraging them to provide even more support, according to their individual needs, is one promising option. This also applies to increasing support from major donors, benefactors and potential testators.

The following action needs to be taken in the area of donors and members:

- Creating a standardized member marketing and fundraising concept;
- Creating a nationwide customer relationship management system for standardized and target-group-specific communications with all GRC members;
- Agreeing on standardized national GRC member services;
- Agreeing on product development and fundraising for future campaigns.



4.4.3 Controlling, transparency and resources

Current situation

Strategy 2010plus laid an important cornerstone for improving the National Society's ability to coordinate and manage while maintaining the legal autonomy of the member organizations. With the adoption of the Federal Charter on 12 November 2009 and the model charters for the branches on 11 February 2010, a standardized organizational framework was created. Furthermore, introducing the new controlling mechanisms for the organization's executive boards at the national and regional levels, as mandated by the Charter, helped strengthen federal, structured cooperation.

As the progress of Strategy 2010plus has made clear, open and transparent communications, a shared vision and feasible, practical formulations are necessary prerequisites for joint cooperation across all levels of the GRC. In addition, it was considered useful to set up a system for checking target achievement. It would be desirable to introduce this throughout the organization.

If we are to implement a shared strategic focus throughout the GRC and meet the challenges facing society, we need to optimize cooperation further. To do this, we need to systematically strengthen the

member associations' ability to coordinate their members.

The organization's executive board will draw up concepts to stipulate how controlling capacities can be improved in parallel to the management systems that have already become established.

In addition to committing to uniform good governance standards, the International Federation's Strategy 2020 commits the National Societies to

Target situation in 2020

The GRC provides transparency in its services and its resources used. The National Society, like the regional branches and the Federation of Nurses' Associations, is properly endowed with the human and material resources it needs to carry out its managerial tasks. The over all management- and controlling system is trained and used by every component of the GRC in order to fulfil shared strategic aims.

transparency and responsibility in their dealings with others. In the preamble to the Federal Charter, the GRC has already undertaken to ensure transparency in its decisions, in its action and in its finances. In addition to this, the International Federation's Strategy 2020 provides for a federation-wide

reporting system (FWRS), i.e. an international system of accounts to measure the services of the Red Cross and Red Crescent Movement and to create transparency. Independently of this, exchange within the organization and transparency between member organizations need to be encouraged.

Need for action

In order to improve controlling capacities, the new controlling mechanisms mandated by the Charter need to be rehearsed and put into practice via the system of executive boards at the national and regional levels. These mechanisms include the creation and further development of main task fields, for example. The National Society's executive board needs to establish how an FWRS could work to create transparency throughout all the GRC's member associations. The board will then transfer these findings to a concept including plans of action. There are also further preventive measures to reduce risks and create transparency: the annual audit reports for each member association, the internal audits of each member association over a certain size, and the external auditing of member associations for their subdivisions and affiliated companies. Uniform auditing standards will be developed in order to implement these changes. We need to check whether there are sufficient material and human resources available to achieve upcoming aims and the resultant tasks. Once demand has been established, material and human resources should be adjusted accordingly. Information and management systems need to be developed and used to create transparency in services and to control strategic aims.

To further increase transparency concerning the resources used, a reliable and informative system for reporting externally needs to be set up, commensurate with the National Society's size and economic and social significance. This reporting system should include the following components for the National Society:

1. Report on strategic alignment;
2. Report on operating segments;
3. Report on sustainability, guidelines, management and control structures (corporate governance);

4. Report on quality assurance systems;
5. Social balance sheet.

The information and management systems are used to collect, prepare and distribute information that is relevant to decision-making. Decision support refers here to all management tasks for planning, controlling and monitoring in the National Society. The focus is on planning with the help of suitable tools, providing the basis for goal-oriented leadership.

It is essential not to create any rigid, bureaucratic or budget-based control processes. Operational planning and action management need to be made more flexible so that strategy management can also become involved in daily business. The planning and control process must be simple and flexible. At the same time, expenses and effort need to be reduced. Moreover, managers and employees should be empowered so that the Society can make use of all its employee and systemic potential to react quicker to new opportunities and risks in the market environment.

The aim is therefore to increase the adaptability of all the organizations in the Society and make the most of all the potential contained within their employees, business processes and intellectual capital. To do this, appropriate controlling instruments and processes need to be conceived and put into practice. However, managers also need to promote a suitable management culture and leadership systems to encourage responsibility, self-reliance and targeted action at all levels.

List of abbreviations

BMBF	Bundesministerium für Bildung und Forschung (Federal Ministry of Education and Research)
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (Federal Ministry for Economic Cooperation and Development)
BRK	Bavarian Red Cross
CBRNe	Chemical, Biological, Radiological, Nuclear, explosive
CRS	Complex Relief System
DKKV	Deutsches Komitee für Katastrophenvorsorge (German Committee for Disaster Reduction)
DZI	Deutsches Zentralinstitut für soziale Fragen (German Central Institute for Social Issues)
e.g.	for example
ECHO	European Commission Humanitarian Aid
etc.	et cetera
EU	European Union
EuropAid	European Commission – Development and Cooperation
FWRS	Federation-Wide Reporting System
GRC	German Red Cross
ICRC	International Committee of the Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
Impact	International Mobilization and Preparation for ACTION
M&E	Monitoring & Evaluation
RCY	Red Cross Youth
RC	Red Cross

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