



The Gambia Red Cross Strategic Work Plan 2013- 2017

**Reducing Vulnerability &
Improving Lives**

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The SWP revision is a key deliverable of management to the governance body for the future development of the national society.. This process would not have been possible without the participation and involvement of different groups of stakeholders and individuals who the national Society would like to acknowledge.

The Society is grateful to all its development partners, government representative especially the Ministry of Health PNS, national stakeholder, who provided financial and technical assistance that made the process successful. Special appreciation is given to the National Disaster management Agency (NDMA, Technical Coordination Structures. The Central Committee Members, program coordinators of the NS, branches officer , youth director and all volunteers for contributing funding support to the process, the Technical Working Groups (TWGs) for providing technical inputs at different stages of the SWP revision and the Steering Committee for their active participation.

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Mr. Ebrima Sanneh

President Gambia Red Cross Society

EXECUTIVE SUMMARY

The Gambia is a small and narrow country stretching east and west along the shores of the Gambia River. It has a total area of 11,300sq km of which 10,689sq km is land. The Gambia is located on the West African coast and extends about 400 km inland, with a population density of 128 persons per square kilometre. The width of the country varies from 24 to 28 kilometres and has a land area of 11,300 square kilometres.

It has a population of 1.36 million inhabitants in 2003. Females constitutes about 51.0 % of the population and 49.1 % of the country's population are children within the age-group (0-17 years) (**GBoS (Children, 2003 Census Report), 2007**). The youth aged 13-30 years amounts to 514,465 persons, constituting about 38 % of the population of which 52.5 % were female. There were 337,548 women of reproductive age (15-49 years) in 2003 and they accounted for about 25 % of the population (**GBoS, Fertility 2003, Census Report**), 2007).The projected population for The Gambia in 2013 is 1.9 million persons (**GBoS (Projections)**).

The Gambia Red Cross Society was founded in April 1948. The National Society is a legally constituted Humanitarian organization by an Act of Parliament (Laws of The Gambia, 1966 revised in 1990, Cap 51:01) with perpetual succession. Its constitution is based on the **1949 Geneva Conventions and its additional protocols**, which The Gambia is a party to, and on the Fundamental Principles of The International Red Cross and the Red Crescent Movement. The Headquarters of the Gambia Red Cross Society is located at **No. 8 Mamadi Manjang Highway, Kanifing Municipality**. It started as a Branch of the British Red Cross in 1948 and became a recognized independent National Society in 1966 following the ratification of the Geneva Convention in 1965.

The Gambia Red Cross is recognized by the International Committee of the International Committee of the Red Cross and an active member of the International Federation of the International Federation of Societies. The Society is auxiliary to public authority and is a key partner in the national driven to reducing vulnerability and improving lives since 1948. This National Strategic document of the society is taking queue from the government lead disaster risk reduction strategy, the national health strategy and master plan, the IFRC strategy 2020, the ICRC cooperate agreement between the national society , the program for accelerated growth and economy(PAGE) and the vision 2020 of the Republic of the Gambia. Reducing Vulnerability and improving lives is evidence of our continued determination to further reducing the disaster risk, increase resilience for disaster consequences, contribute in reducing disease epidemic, improving maternal child health reverse the trend of epidemic that threatens to erode the positive benefits of the country's socio-economic efforts enjoyed in this country.

It is well established that disasters can erode the merger development and directly affects human live and wellbeing thus becoming a deterrent to major national development. Political commitment and leadership enjoyed in the Gambia in reducing vulnerability is amply demonstrated by the active role of both the national disaster council, and platform in creating the enable environment and working with partners in the mitigation of risk and hazards that may affect our populace. The ideal environment made the GRCS a prominent and recon entity in preventing risk, promoting health and wellbeing, supporting the vulnerable people and creates resilience amongst those affected by the unavoidable circumstances of disaster. A corners stone of this revised strategy also focus on the dissemination of the RC principles and values and promoting youth and gender initiative as well as increase the volunteer network through the strategy of getting closer to the community by implementing the Community based health and first Aid (CBFA).

The strategy has an overall outlook toward branch development for better programming and effective implementation of intervention programs on resilience. This focus includes but not limited to engaging a highly qualified professional staff, ensuring a conducive work environment, enabling greater capacity for rapid response to disasters with proper and available logistics in all the Branches of the Society. Relevant technical support though greater involvement of partners National Societies, with human resources, logistics and coordination of programs constitute a major deliverable.

INTRODUCING STRATEGY 2013- 2017



The Gambia Red Cross strategy 2013-2017 declares the united fortitude of the National Society to move ahead in confronting the major challenges that will meet humanity in the next five years in this country. It strengthens previous policies and strategies in presenting updated core concepts to guide National Society in formulating a mission statements and strategic plans in the perspective of the specific desires and vulnerabilities that concern us. It also

provides direction for the secretariat in setting its operational priorities in support of the National development and health plans. This strategy forms the basis for aliening, updating, harmonizing and developing new implementation apparatuses and cooperation frameworks with both multi and bi-lateral partners for development in the course on humanity.

GRSC Strategy 2013-2017 anchors on the progress achieved under *Strategy 2007-2012* and is based on the provisions of the Constitution of the NS and the policies established by its General Assembly. It is equally guided by the statutes and strategy of the Red Cross Movement and has been developed through extensive consultation within the country and with both local and external partners. The elements of *Strategy 2013-2017*, outlined here in NO: chapters, form a whole and interrelated background.

Describes **what we are** and highlights the mandate of the National Society It mirrors on the experiences and lessons of Strategy 2007-2012, and presents our vision it also

Outlines **what we do** to support vulnerable people and to confront the principal causes of their vulnerability, by focusing on three main strategic objectives with an overarching impacts results and further illustrates **how we work** to implement this strategy through three enabling actions, each of which is associated with specific impacts

The Gambia Red Cross Strategy 2013-17 provides the basis for the National Society's programs of action for the next five years. It is equally aligned to the government's development objectives and health action plan together with IFRC strategy 2020. This is a dynamic plan of action is made to be responsive to differing contexts and changing circumstances of humanitarian needs of the country. It invites all dear governance member, staff , volunteers, Partner National Societies and supporters to be rigorously engage in creating greater innovation in providing hands-on effect to this strategy plan, and in so doing to attain the overarching impact as desired by the Society. In a wake to implement the strategy crucial support for a systematic and well-coordinated implementation of *Strategy 2013-2017* is required from both *Government of The Gambia*, the IFRC, multi and bilateral partners and PNS to which the society will be submitted report based on the monitoring and Evaluation framework and biennially on progress at the General Assembly. A review of the first two years will be commissioned in 2014 and a final review in 2017

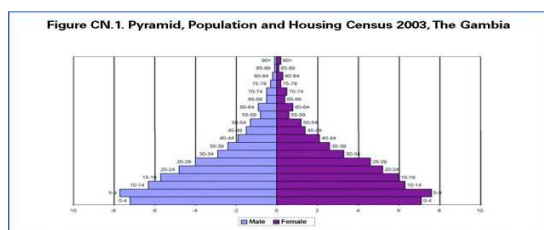
THE GAMBIA



The Gambia is a small and narrow country stretching east and west along the shores of the Gambia River. It has a total area of 11,300sq km of which 10,689sq km is land. The Gambia is located on the West African coast and extends about 400 km inland, with a population density of 128 persons per square kilometer. The width of the country varies from 24 to 28 kilometers and has a land area of 11,300 square kilometers. It is bordered on the North, South and East by the Republic of Senegal and on the West by the Atlantic Ocean. The country has a tropical climate characterized by two seasons, rainy season June–October and dry season November–May

The country is sandwiched by Senegal on three sides. It has a population of 1.36 million inhabitants in 2003. Females constitutes about 51.0 % of the population and 49.1 % of the country’s population are children within the age-group (0-17 years) (**GBoS (Children, 2003 Census Report), 2007**). The youth aged 13-30 years amounts to 514,465 persons, constituting about 38 % of the population of which 52.5 % were female. There were 337,548 women of reproductive age (15-49 years) in 2003 and they accounted for about 25 % of the population (**GBoS, Fertility 2003, Census Report), 2007**). The projected population for The Gambia in 2013 is 1.9 million persons (**GBoS (Projections)**).

DEMOGRAPHY



The Gambia has a population of 1.36 million with an annual growth rate of 2.74 % and by the year 2011 it is estimated to reach 1.79 million (2003 Census). About 60% of the population lives in rural areas; and women constitute 51% of the total population. The crude birth rate is 46 per 1000 population while the total fertility rate is 5.4 births per woman. The high fertility level has resulted in a very youthful population structure. Nearly 44% of the population is below 15 years and 19% between the ages 15 to 24. Average life expectancy at birth is 64 years overall (2003 Census). Mortality levels though improved over the 1993-2003 inter-censal period are still relatively high compared to many sub-Saharan African countries. In 2003 infant mortality rate was 75 per 1000 live births (**GBoS, 2007**) and according to the ministry of health 60 % of these death were attributable to diseases such as: malaria, diarrhea and acute respiratory tract infections (**Health Policy (2007-2020)**). Maternal mortality ratio for The Gambia in 2001 was 730 per 100,000 live births (**Maternal and Neonatal Survey, 2001**), and is also high in relative terms. However, there has been marked improvement in life expectancy in 2003 compared 1993 with The Gambia registering an average of 63.4 life years in contrast with an average of 59.3 life years in 1993, but HIV and AIDS continues to add in the disease burden of the country

DISASTER AND RISK PROFILE

Disasters do leave untold hardships on the people affected and therefore immediate action to manage them effectively and efficiently is what the national disaster management policy of the country is about. Disasters that occur in the Gambia are categorized into various forms ranging from; Hydro meteorological disasters, food insecurity, Geological Disasters, Pest and Insect Infestation Disasters, Fire Disaster, Man –made disasters and Disease (Epidemic) Disasters.

HEALTH CONTEXT

By adopting “HEALTH IS WEALTH” the Ministry of Health is committing itself to addressing the common health desires of Gambians through concrete and implementable strategies. A framework to achieving this national health

blueprint is articulated in the Health master plan through which the Gambia Red Cross anchored and aligned its contribution to the attainment of the national health strategy. The National Health Policy Framework, 2007-2020, “Health is Wealth”, seeks to address the common health desires of the population through a number of initiatives both in the area of preventive and curative health services. With a vision to improve the health of all Gambians with a per capita income of US\$ 1,500 by 2020, the policy has a mission to promote and protect the health of the population. It also seeks to promote equity in access and affordability of quality services, maintain ethics and standards, promote health system reforms, and improve staff retention and client satisfaction. Therefore supporting the implementation of the health policy is key deliverable of the Gambia Red Cross Society in order to improve the quality of health services in general especially the most vulnerable. The National Society will apply its approach to health promotion in the next five years enable communities and individuals with greater knowledge to take charge of their own health through a BCC approached on health promotion using the CBFHA. Concerted efforts of the Red Cross will focus mainly on increase access health and care, disease prevention and control, expand targeted communities on INMCI, social mobilization for children and mass vaccination, HIV and AIDS prevention, TB Case detection, Nutrition, emergency First Aid and Ambulance services, water and sanitation including hygiene promotion at household, communities and school.

National Health Indicator targets

- To reduce infant mortality rate from 75 per 1000 to 28 per 1000 by 2015
- To reduce under-5 mortality rate from 99 per 1000 to 43 per 1000 by 2015
- To reduce maternal mortality ratio from 730 per 100,000 to 150 per 100,000 by 2015
- To increase life expectancy at the national level to from 63.4 to 69 years by 2015
- To increase life expectancy for women from 65 years to 70 years by 2015
- To increase life expectancy for men from 62.4 years to 68 years by 2015
- To reduce malaria incidence by 50% by 2015

- To reduce HIV/AIDS prevalence (HIV 1 from 1.1% to 0.5% and HIV 2 from 0.7% to 0,1% by 2015)
- 9 To reduce total fertility rate from 5.4 to 4.6 by 2015
- 10 To reduce tuberculosis incidence rate from 120 per 100,000 to 60 per 100,000 by 2015
- 11 To reduce morbidity due to non-communicable diseases by 10% by 2015 (2007 base)
- 12 To reduce morbidity due to other communicable diseases by 50% (2007 base)

DISSEMINATION OF HUMANITARIAN VALUES

The Humanitarian values, ideals, concepts and principles of the Red Cross movement and the dissemination of International Humanitarian Law (IHL), are targeted for immigration, paramilitary, police, the military and prison officers, media personnel, government officers, religious and community leaders and volunteers. This will equip the security forces and other partners on the ideals of Humanitarian Values and will pave the way for renewed relationship and collaboration with the security forces and influential community members that this strategy will continue to nurture in the next five years.

HUMANITARIAN DIPLOMACY

The decision to engage in Humanitarian Diplomacy (HD) is not a choice, but a responsibility of the National Society. It is prudent to embark on its propagation as part of our humanitarian functions. It is a responsibility that flows from the privileged access enjoyed by National Societies as auxiliaries to the public authorities in the humanitarian field. Whiles it follows that from the independence of the Red Cross Red Crescent Movement, breadth of its humanitarian activities across the country, its community base with thousands of active volunteers made it unique for the our National Society in this country. Hence it's the responsibility and commitment to its function the National Societies and the International Federation based on the fundamental principle of humanity GRCS will equally propagate Humanitarian Diplomacy as a strategic

direction due to the integral linkage it has with the international humanitarian law, the Statutes of the Movement and the Constitution of the International Federation.

OUR FUNDAMENTAL PRINCIPLES AND VALUES



The Gambia Red Cross Society as a sister NS to the IFRC drew its values from the International federation of Red Cross and Red Crescent which includes

People: We build the capacities of people and communities to work in solidarity to find sustainable solutions for their most pressing needs and vulnerabilities

Integrity: We work in accordance with our Fundamental Principles in a transparent and accountable manner

Partnership: As members of the International Red Cross and Red Crescent Movement and, guided by its statutes, we cooperate with governments, and with other organizations in line with the Fundamental Principles, without compromising our emblems and the independence, impartiality and neutrality that they represent

Diversity: We respect the diversity of the communities we work with and of our volunteers, members and staff, based on non-discrimination and our principles of impartiality, unity and universality.

Leadership: We show leadership and strive for excellence in our work, drawing attention to the rights, needs and vulnerabilities of communities and the factors that underlie them.

Innovation: We draw inspiration from our shared history and tradition, but are equally committed to finding creative, sustainable solutions to problems that threaten human well-being and dignity in a changing world



This five year program plan drew inspiration from previous GRCS Strategic Work Plans 2007-2012, ARCHI 2010, Ouagadougou Declaration, Strategy 2010, Federation of the future, West and Central Africa Health and Care and Food Security strategies. Apart from the review of the previous strategy the 2007-2012 strategy has a base for the strategy 2020 of the IFRC and principles of the Red Cross and Red Crescents movement and cooperation agreement between the NS and the ICRC, partner National Societies (PNS) through the IFRC and bilaterally partnered PNS. The strategy also is also inclined to a Gender dimension as cherish by the various government and partner institution on a framework of parity and equity. Fundamentally the Gambia Red Cross strategy has its overall guiding principles similar to any functional

national society is the Seven Principles of Red Cross and these include: The Gambia Red Cross strategy 2013-2017 has its inclination on the IFRC 2020 strategy blue print which is informed by the local needs and vulnerabilities of the diverse communities where we work, and guided by the rights and freedoms to which all humans are entitled, *thus this strategy* is designed to ultimately benefit all who look to The Gambia Red Cross to help in building a more humane, dignified and peaceful Gambia.

SWAT ANALYSIS OF THE GAMBIA RED CROSS SOCIETY

To better understand the current situation of the National Society, a Strength, Weakness, Opportunities, and Threats (SWOT) analysis was carried out. To this end, the results collected from a recent survey conducted among all the seven (7) Red Cross Branches nationwide coupled with consultative meetings held in all the seven regional branches and head office, led to the development of this strategic work plan and highlighted the key points stated below. The analysis was carried out by staff (head office and branches), member of governance (regional executive committees), the youth structures, link leaders and members of the community in each of the regions

Strengths

- Strong volunteer population across the country
- Active Governance structure with clearly distinct roles and functions with management
- Highly recognized by Government and well established partnership with various sectors.
- Ability to rapidly responds to disasters with trained volunteer network
- Existence of a network of youth and school links programs.
- Existence of network of active and strong volunteer capacity for NDRT, CDRT at national and regional and community level for rescue and Disaster response.

- Existence of committees within 125 links and network across the country
- Existence of a real estate for income generation.
- Expertise in health coverage large gatherings
- Strong partnership with the Ministry of Health and social welfare on health program and epidemic response.

Weakness

- Weakness in the financial system and procedures.
- Low level of Safety awareness as well as the minimum protection and volunteers and employees of the GRCS.
- Lack of insurance scheme for volunteers and staff of the national Society
- Limited resources for the development of staff and volunteers.
- Lack of monitoring and evaluation system.
- Lack of facilities, equipment and logistics in the committees.
- Limited existence and access to reliable communication service
- Poor working environment at Branch level
- Weak human resources capacity of appointed staff at Branch level

Opportunities

- Have functioning and enjoy membership to the RC movement
- Has an open door policy and enjoys strong networked with stakeholders actors before, during and after emergencies
- Acceptance by the population.
- Existence of a network of partners.
- Existence of a functional consultation with partners Movement of the Red Cross and Red Crescent.
- Greater potential to mobilized resources for project s and program
- Existence of a Well-articulated Strategic Plan
- Better working relationship with government and other partners locally
- Greater volunteer commitment
- Appointed Good will Ambassador for the Red Cross for greater advocacy and resources mobilization.

Threats

- Plurality of humanitarian actors.
- Misuse of the emblem.
- Ignorance of the Red Cross by partners.
- The political commitment of elected officials.

- The impact of the global economic crisis on funding programs

- Representation of the Red Cross within the framework of national consultations and regional (national committees,
- Collaboration with the administrative authorities, and other local and international partners on humanitarian work in the Country

WHO WE ARE:

The Gambia Red Cross Society was founded in April 1948. The National Society is a legally constituted Humanitarian organization by an Act of Parliament (Laws of The Gambia, 1966 revised in 1990, Cap 51:01) with perpetual succession. Its constitution is based on the 1949 Geneva Conventions and its additional protocols, which The Gambia is a party to, and on the Fundamental Principles of The International Red Cross and the Red Crescent Movement. The Headquarters of the Gambia Red Cross Society is located at No. 8 Mamadi Manjang Highway, Kanifing Municipality. It started as a Branch of the British Red Cross in 1948 and became a recognized independent National Society in 1966 following the ratification of the Geneva Convention in 1965.

The Gambia Red Cross Society is recognized by the Government of The Gambia as a humanitarian relief organization, auxiliary to the public authorities in the humanitarian field, and particularly to the Ministry of Health and to the Medical Services of the Armed Forces in accordance with the provisions of the Geneva Conventions of 12th August 1949 and its additional protocols. It is the only National Red Cross Society, which may carry out its humanitarian activities in the Gambian territory.

It has nationwide coverage and operating in all the seven regions of the country as regional Red Cross Branches. The **Red Cross**, emblem is universally recognized, trusted and legally protected symbols of our presence. Our work is carried out by a respected network of thousands of **volunteers** and **Members**. They are organized by the **National Societies** that have special status by national laws to function as auxiliary **partner** enjoying a specific and distinctive

partnership in the humanitarian service of the Gambian public authorities. The Gambia Red Cross Society was recognized by the International Committee of the Red Cross on 24th October 1974, and is part of the International Red Cross and Red Crescent Movement (the Movement). The Gambia Red Cross Society became a member of the International Federation of the Red Cross and Red Crescent Societies on 29th October 1975.

The National Society forms an integral party to the solidarity, which unites all members of the International Red Cross and Red Crescent Movement and National Societies. It also maintains continuous partnerships and relations with them within its means and capacity as well as areas of special interest.



Organizational Structure

The Gambia Red Cross is composed of two main structures: i.e.

Governance

The bodies consist of members of the Central Committee and elected representatives of Branches, Districts, and/or Ward Committees. The President, elected by the General Assembly, is the highest personality of the National Society. The Assembly and its structures are the governance body of the national society and are responsible for policy making.

Members

The Gambia Red Cross Society has four types of membership:

- Active,
- Subscribing,
- Honorary and

Patrons: The President is the Patron of the Gambia Red Cross Society

Management

The management is led by the Secretary General who in turn is appointed by the Central Committee. The management implements the policies and decisions of the governance. The Gambia Red Cross society strives towards a clear separation of powers between the roles and responsibilities of the governance and the management.

THE GENERAL ASSEMBLY

This is the supreme governing body of the Gambia Red Cross Society. It shall represent the Gambia Red Cross Society as a whole. It is composed of Members of the Central Committee, Four selected representatives of each Branch selected by the respective Branch executive and at least one of the four members shall be a female and the elected National Youth **Chairperson** and Assistant National Youth **Chairperson**

THE EXECUTIVE COMMITTEE

The National Executive Committee (NEC) is the governing body between sessions of the Central Committee. It is composed of the President, the Vice-President, The Treasurer, the Youth Chairperson, **Finance commission Chairperson and three other Central Committee members from the branches or coopted members. The Secretary General shall be ex-officio member.**

THE NATIONAL OFFICE

National office is the body of professionals that manages the National Society. National office shall exercise all the powers delegated by the Executive Committee together with the day to day management of the society.

Organs base

The basic organs of the Gambia Red Cross Society are:

- Branch Committees
- The Village and School RC links Committees
- Youth Committees

MANAGEMENT

The management team is headed by Secretary General. He or she is the head of the management team (Secretariat) of the National Society and shall be appointed by the Central Committee for a period of up to three years, renewable. The contract between the National Society and Secretary General shall be drawn by the Central Committee, in accordance with the relevant provisions of the Internal Regulations and in line with the Labor Laws of the Gambia.

TECHNICAL DEPARTMENTS

The National Society appoints a Program manager as the technical lead for the various programs of the society. These technical Departments include;

- Health and Care including First Aid and Water and Sanitation
- Disaster preparedness and response including food security and climate change
- Dissemination, humanitarian values and communication
- Logistics including fleet management and warehousing
- Finance and administration
- Volunteer and membership
- Branch offices

TOWARDS THE ATTAINMENT OF THE GRSC VISSION

The 2013-2017 Strategy took queue from the 2008-2012 strategic plan, guide the GRCS's directions for the new millennium. This spotlighted our mission towards "improving the lives of vulnerable people by mobilizing the power of humanity" and specifically focused these core areas such: promotion of the Movement's Fundamental Principles and humanitarian values; disaster response; disaster preparedness; and health and care in the community.

Whereas 2013-2017 strategy is meant to build on what has been achieved over the past five years by the NS. The society was able to acquire a conducive work environment with modernized infrastructure and equipment to facilitate the work of the institution at headquarters level, widened partnership with local stakeholder, increased our

volunteer participation, becoming more to need of the vulnerable people and more responsive to emergency. Communication has equally been improved with staff and partners and volunteers and strong governance structure with distinct segregated roles and function between management and Governance.

The Society have over the years shown its diversity in greater practical terms and value by reaching more people with many services amongst which include humanitarian assistance and protection during disasters and crises, social mobilization on children vaccination, Reproductive and child health, TB patient through home base care for the chronically ill, food security operation, malnutrition monitoring amongst children, hygiene promotion, water and sanitation, response to flood and also active in providing social support and ,restoring family links etc.

The Society has equally applied its comparative advantage to undertake direct voluntary action at community level in many different ways, while giving voice to the concerns and interests of vulnerable people in key decision-making forums.

Thus the National society resolved to getting things done more in better and much professionally acceptable best practice in our endeavor to do it better and to reach the vulnerable by:

> Revising the strategic to be more inclusive and aligned strategy to guide the overall work of the GRCS towards the demands set both the domestic front and international partners in development as National Societies

> greater collaboration and support as an auxiliary body to public authority alongside our sustenance role in development led and managed independent entities with a strong and diverse base of members, volunteers and other supporters

>Ensuring better focus to the development aspiration of the country as enshrined in the programed of Accelerated Economy Growth alongside better risk reductive initiative against disaster and provided relevant and timely assistance efforts to victims

> Mainstreaming gender in the National Society and work and elimination all forms of discrimination in

our policies and practices for greater participation women and girls and other vulnerable people

> Efficient working style by management and Governance for greater capacity development for an expanded services to the most needy and vulnerable people within and outside the RC movement.

> Adequately represent proactive voice for the vulnerable and disadvantaged people while adhering to our Fundamental Principles

> Align the National Society's developmental planning approach with that of the government IFRC and other PNS and bi and multilateral partners for better performance management, monitoring and accountability

> Practical governance arrangements based on a fuller oversight and consistent support for National Society in line with the statue.

> Better focused and well-managed National Society with highly qualified and professional staff with impartiality, professionalism and accountability

> Expanded partnership with current and New partner national Societies, Bi and multi-lateral institution and organization for a mutual understanding and benefit.

MISSION & VISSION OF THE GAMBIA RED CROSS SOCIETY

MISSION STATEMENT

Prevent and alleviate suffering, impartially, without discrimination, particularly of race, nationality, class, religion or political opinion, while protecting the lives and health and ensuring respect for humanity. The Gambia Red Cross aims at becoming financially self-reliant, managed by highly skilled and professionally sound human resources, competent regional operational abilities within totally resilient communities.

VISSION

Reducing Vulnerability and improving lives.

WHAT WE DO

The work of the Gambia Red Cross is enthused by the humanitarian principles as articulated the Fundamental Principles and values of the Red Cross Movement. As a National society with its parent institutions such as the ICRC and IFRC work with government based on its development agenda. To the Red Cross development in this regard signifies the attainment of one's full potential by leading productive and creative lives with dignity according to their needs and choices, whilst fulfilling their obligations and realizing their rights.

To achieve this will require a paradigm shift in our way of business as usual, positive attitudinal change with a proactive mind-set on our way of co-existence as individuals, communities and partners. It may not only building appropriate social and institutional capacities but an imperative move for development in a sustainable way through in a responsible use of resources so that current needs can be met without compromising the ability to meet the needs of future generations.

The programmatic interventions of the Gambia Red Cross are meant to reducing vulnerability and improving lives.



GRCS STRATEGIC OBJECTIVES OF 2013-2017

1. Save lives, protect livelihoods, and strengthen recovery from disasters and crises
2. Enable healthy and safe living
3. Promote social inclusion and a culture of non-violence and peace



The Gambia Red Cross is a well-established humanitarian and its crucial function in disasters risk reduction in preventing an eroding effect of the merger development of the country due to disaster and the direct impact to human live and wellbeing it can cause as well as becoming a deterrent to major national development. The political commitment and leadership enjoyed in the Gambia in reducing vulnerability is amply demonstrated by the active role of both the national disaster council, and platform in creating the enable environment and working with partners in the mitigation of risk and hazards that may affect our populace. The ideal environment made the GRCS a prominent and recon entity in preventing risk, promoting health and wellbeing, supporting the vulnerable people and creates resilience amongst those affected by the unavoidable circumstances of disaster continue to dictate what we do. This strategy renewed our commitment toward attaining a society with less risk and vulnerability in drive towards resilience at all level, prevention disease. A corners stone of this revised strategy also focus on the dissemination of the RC principles and values ,social protection, promoting youth and gender initiative as well as increase the volunteer network through the strategy of getting closer to the community by implementing the Community based health and first Aid (CBFA).

The strategy has an overall outlook toward branch development for better programming and effective implementation of intervention programs on resilience. This focus includes but not limited to engaging a highly qualified professional staff, ensuring a conducive work environment, enabling

greater capacity for rapid response to disasters with proper and available logistics in all the Branches of the Society.

Relevant technical support though greater involvement of partners National Societies, with human resources, logistics and coordination of programs constitute a major deliverable.

SUMMARY OF IMPACT RESULTS

Overarching Impact Results: Preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in The Gambia by 2017.		
Impact Results	Outcome Results	Output Results
Strategic Intervention Area : Save lives, protect livelihoods and strengthen recovery from disasters and emergencies		
Disaster and crisis response capabilities of Gambia Red Cross in strengthened	Emergency Preparedness: Well prepared for early action by trained and organized volunteers for Emergency Preparedness maintained by the GRCS	<ul style="list-style-type: none"> • Developed annual disaster preparedness plan based on Vulnerability and Capacities Assessment (VCA) 2013 • Developed community early warning system and early action for timely action in preventing or mitigating disaster impacts 2014 • Established a fully equip and functional disaster operational room for disaster and other emergency response 2013 • Specialized training scheme of volunteers and partners on risk reduction established 2017 • Establish an emergency support fund for rapid assessments and intervention at all levels 2015
Reduced number of deaths, losses, damages and other harmful consequences and during disaster situations and other crisis	Emergency Response: Effective and responsive emergency Response mechanism of the GRCS established	<ul style="list-style-type: none"> • Established functional community disaster response teams for disaster management • Effective Implementation of disaster risk reduction initiatives at communities levels • Ensured capacity for a prompt, effective and efficient disaster assessment and intervention •
Capacity of the Gambia Red Cross to restore operations in	Resilience : Increased communities capacity to resilience after disaster and crises	<ul style="list-style-type: none"> • GRCS to contribute in building the resilient communities and provide to the victims basic lifesaving needs after disaster strikes

communities during and post disaster and or a crisis is improved		<ul style="list-style-type: none"> • An updated and comprehensive risk maps of the communities and increase community knowledge on disaster mitigation attained by 2017 • A structured community early warning and early action system in place by 2017 •
	Food Security: Ensure the availability, accessibility and utilization of food in the communities throughout the year	<ul style="list-style-type: none"> • Evidence based information on food insecurity level of farmers obtained annually • Improved the knowledge of farmers on farming skills to maximise food production 2017 • Improved nutritional intake of people will be improved and malnutrition among women and children reduce • Increased income earning base of the farmers
	Pest and Insect Control: Contribute at least 5% of the resources required in the reduction of pest and insect infestation in the Gambia by 2017	<ul style="list-style-type: none"> • Communities and farmers are given adequate information on the threats of pest and insect infestation using the NDRT and CDRT • Support affected/ vulnerable communities in order to reduce the impact of pest infestation • Built capacity of volunteers on relief and disaster management at both national and regional level. • Equipment and pesticides/ insecticides to control infestation provided to affected communities

Overarching Impact Results: Preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in The Gambia by 2017		
Impact Results	Outcome Results	Output Results
Strategic Intervention Area : Enabling Health and safe living:		
Improved access to health care for women and children under 5yrs and the vulnerable populations of The Gambia	<ul style="list-style-type: none"> • Reduced individual and community vulnerability • Better personal and community health, and more inclusive public health systems • Greater public adoption of environmentally sustainable living 	<ul style="list-style-type: none"> • Community health programs implemented • Increased access to health care and services for communities • Vulnerable communities earned knowledge on early warning and are able to mitigate disaster
Increased knowledge and skill non- disease prevention, identification ,control	<ul style="list-style-type: none"> • Advocate and empower communities and volunteers with relevant information on non-communicable diseases preventable (NCD) 	<ul style="list-style-type: none"> • Increase behavioral change of eating habits
Accelerated behavior change communication initiative for HIV/AIDS prevention at community is attained.	<ul style="list-style-type: none"> • Behavioural Change Communication • Attainment of zero new infection, Zero AIDS related dead and zero discrimination due to HIV 	<ul style="list-style-type: none"> • Increased behavioral change through BCC • Promote VCT among youths. • Promote the use and distribution of condoms
Water and Sanitation: Increased sanitation and access to portable water supply for vulnerable population	Improving community sanitation and water supply	<ul style="list-style-type: none"> • Increased access to water supply • Improved community sanitation • Hygiene promotion practices at house hold level.
CBFHA: Increased knowledge and skill on First Aid for RC volunteers at community, home and school settings.	Implement the Community Based Health and First Aid	<ul style="list-style-type: none"> • Community have knowledge on good health practices •

Morbidity and mortality associated with priority diseases (HIV, tuberculosis, malaria, diarrhoea and malnutrition, diseases maternal infantile) is reduced in regions high risk	Implement Health promotion and protection at community level for better health	<ul style="list-style-type: none"> Expand the community IMNCI and reduce disease burden on children in targeted communities Promote early case detection and reporting at community level Reduction in malaria case incident strengthened of the Cold chain system
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Overarching Impact Results: Preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in The Gambia by 2017		
Impact Results	Outcome Results	Output Results
Strategic Intervention Area : Promote social inclusion and a culture of non-violence and peace		
Reinforced capacity of youths and vulnerable women of The Gambia by 2017	<ul style="list-style-type: none"> Youth equipped with a better understanding of the values and principles of humanitarian work 	<ul style="list-style-type: none"> Youth trained and RC principles disseminated
Increased Public support in the fundamental principles of the Red Cross and reducing stigma and discrimination for the vulnerable groups	<ul style="list-style-type: none"> Acquired a greater public support for the Fundamental Principles and reduced stigma and Discrimination 	<ul style="list-style-type: none"> Public understanding and appreciation of the Fundamental principles of RC Advocate for increased reduction of stigma and discrimination amongst vulnerable groups
Youth capacity development and skill mix promotion	<ul style="list-style-type: none"> Youth are equipped with skill mmix for self-sustenance and development Country achieve and maintain a lower levels of violence and more peaceful reconciliation of social differences 	<ul style="list-style-type: none"> Youths acquired skill and expertise for self-sustenance Maintained peaceful co-existence

Promotion of women and gender	<ul style="list-style-type: none"> • Re-introduced out of schools going youth with higher education opportunities • Reduced vulnerability of children and youth women and girls through life skill development 	<ul style="list-style-type: none"> • Out of school going youths supported • Youth girls provided with life skill
Water, Hygiene and Sanitation	<ul style="list-style-type: none"> • Improved social protection of local communities through the provision of portable water, proper hygiene and adequate sanitation 	<ul style="list-style-type: none"> • Vulnerable communities have access to portable water supply and sanitation • Improved hygiene promotion practices at household level • Proper sanitary facilities provide to communities and maintained
Disaster Risk reduction	<ul style="list-style-type: none"> • Established early warning and early action communities vulnerable to flooding Indicators • Systems of conservation, means living in vulnerable communities implemented • Environmental degradation and activities of reforestation implemented in targeted communities 	<ul style="list-style-type: none"> • Early warning systems in place at community level • Support community gardens for livelihood • Sustainable wood lock established in communities.

STRATEGIC OBJECTIVES: 1

strategic objective : Strategic objective 1: Save lives, protect livelihoods and strengthen recovery from disasters and emergencies									
					Time line				
Impact	Strategies	Main Activities/Intervention	Verifiable Indicators	Means of Verification	2013	2014	2015	2016	2017
Disaster and crisis response capabilities of Gambia Red Cross is strengthened	Emergency Preparedness	Develop an annual disaster preparedness plan based on casualty feedback Vulnerability and Capacities (EVC)	A casualty preparedness plan for the NS is established and the number of updated plan provided	Progressive report of the different stages of developing the plan					
		Conduct an epidemic risk mapping for the Gambia and identifying risk areas and stakeholders for intervention	Mapping of the epidemic risk areas	Mapping document provided					
		Facilitate a disaster simulation exercise every 3 years	No: of simulation exercise conducted	Evaluation report of the simulation and shared lesson of experience					
		Estimate of non-food items relief targeting or high risk and vulnerable in the country	No: of kits made available (1500) targeted	Delivery note of kits and invoices					
		Establish an emergency support fund for rapid assessments at national level	Amount of cash or cash mobilized	Bank details of the Account					
		Conduct operational research of community knowledge and level of preparedness for risk reduction	Study Report provided and disseminated	Report					

		Conduct specialized training on for volunteers on risk mitigation	No: of Volunteers trained and training reports published	Training reports and certification, pre-test and post test result of trainees					
Reduced number of deaths, losses, damages and other harmful consequences and during disaster situations and other crisis	Emergency Response	Establish an intervention unit for emergency of the Gambia Red Cross	An interventional device available and operational. Fully equip operations and functional room. Numbers of volunteers mobilized (target = 200). Number of national staff mobilized. (target = 30) Number of additional vehicles and response equipment mobilized. (target = 02)	PV development plan, distribution roles and responsibilities, contact list of people mobilized, inventories fleet and response equipment					
Capacity of the Gambia Red Cross to restore operations in communities during and post disaster and or a crisis is improved	Increase communities resilience after disaster and crises	Work with Ministry of Health in response to public health emergencies through the GRCS CBFHA approach for epidemin control epidemics by volunteers	Number of volunteers mobilized in response for public health emergencies (target = 200/year). Number, types of epidemics controls intervention of the GRCS participated	Volunteer activity report, No: communities and HH reached					
		Develop and implement recovery activities (materials, food, fertilizer, water and sanitation) for affected communities and provide emergency food support in such situations.	Numbers of activities provided to affected communities (target = 200 households/ year)	Activity reports and list of beneficiaries					

STRATEGIC OBJECTIVES: 2

Strategic objective 2 Enabling Health and safe living									
Logical Framework					Time line				
Impact	Strategies	Main Activities/Intervention	Verifiable Indicators	Means of Verification	2013	2014	2015	2016	2017
Improved access to health care for women and children under 5yrs vulnerable populations of The Gambia	Reduce individual and community vulnerability	Implement community health program in Central River, Upper River and North Bank regions	At least 50communités have access to primary health care services	No: of units established and inaugurated					
		Provide health clinic and Blood Bank services	Establish Blood Bank at the Gambia Red Cross HQ, Construct, equip and manage health clinics in each Red Cross Branch 3 region of the country	Blood Bank established and equipped at HQ, 3 health clinic constructed and equipped and managed by the NS, Units of Blood provided the SHGH and RVTH					
		Maintain and effective Ambulance Services	GRCS runs emergency Ambulance Service in KM, West Coast Region and Upper River regional Branches	No.: Of Emergency operations carried annually, No: of lives of vulnerable people safe,					
		Train communities on early warning systems and mitigation	100 communities have knowledge on EWS	No: of community members trained					
		Promote and implement environmental protection initiative in 60 communities in the three regions	60 launched environmental protection programs	No: of communities with environmental protection programme in the three regions					
		Launched Income(Visaca) generating scheme for female volunteers in 150 village RC links in the three regions	150 of fifty villages with revolving income generating programs in the three regions.	No of Village links with IGA program					

		Support community gardening in 30 communities in West Coast region	No: communities supported with community gardens	no: of garden inaugurated					
		Provide relief and livelihood for 600 families affected by disaster in the Gambia	At least 600 post disaster families are supported with relief and livelihood	No of families supported					
		Conduct training for influential community leaders on Red Cross Principles and values	50 community leaders trained	No: of communities trained					
		Emergency Public Health training for Disaster response teams at national and regional levels	NDRT trained on Emergency Public Health, 7 RDRT of the country trained on Emergency Public Health	No of NDRT and RDRTs trained and training reports					
Morbidity and mortality associated with priority diseases (HIV, tuberculosis, malaria, diarrhea and malnutrition, diseases maternal infantile) is reduced in regions high risk	Implement Health promotion and protection at community level for better health	Conduct Stepping Stones sessions in communities targeting young people out of school aged 15 - 35 years to increase demand and uptake for HIV/AIDS Services (VCT, PMTCT, HBC, ART, OVC)	650 Youths in Banjul, KMC and West Coast regions participated in the stepping stone program for HIV and AIDS, Increase youth VCT up take in the three regions, No: of condoms distributes in the regions	No youths participating in the stepping stone, No of condoms distributed, and number and percentage of youths tested and remain HIV negative					
		Conduct nutritional monitoring of Malnourish children and supplementation for children under five affected by food insecurity	150 identified malnourish children provided with food supplementation in 4 regions	No: identified and Children supported					
		Conduct HIV/AIDS Open Field days in all the Regions against stigma and discrimination	65 open day session conducted	No: of open day organized in a year					
		Purchase air time from public, private and community radio stations for broadcasting in 5 languages	60 radio spots on HIV prevention messages aired in 6 community radios, 12 youth TV HIV programs annually, 60 radio HIV programs conducted	No: of spots develop and air purchase of air time					
		Sensitized mobile populations on the risks of HIV and AIDS in KMC and Banjul	500 mobile population are sensitized on risk of HIV infection, Create access to condoms and distributed at key hot points	No: of mobile population reached					

		Conduct training of security forces on human right and protection of the mobile population.	25 security heads and authorities trained form each region and crossing points of the country	Training reports					
		Training of Army and Police medical units on First Aid	50 staff of the Army and police trained on Emergency First Aid	Training reports					
Increased knowledge and skill on non-disease prevention, identification, control	Advocate and empower communities and volunteers with relevant information on non-communicable diseases preventable (NCD)	Support the ministry of health in the organization and implementation of meningitis mass immunization campaign and the introduction of Arivari vaccine in 2013	Sensitization of programs held in all the branches	Campaign activity reports					
Accelerated behavior change communication initiative for HIV/AIDS prevention at community is attained.	Behavioral Change Communication	Educate migrant populations of the in West Coast Region on HIV and AIDS Prevention	6 migrants communities sensitized on HIV and AIDS, 50 Young migrants trained on life skill	No of training conducted , No: of young people provided on life skill					
		Provided psychosocial support services to 150 migrants	provide PSP to 200 migrants trained in the West Coast	No : migrants support on PSP.					
		Provide nutritional support to 500 PLHIV and their families program in the 3 region	No: of PLHIV supports, OVC list	No : of PLHIV supported and OVC list					
		Provide home-based care support to the chronically ill PLHIV in the target region	No of chronically ill people supported	No: of chronically ill person provided with home based care					
Increased sanitation and access to portable water supply for vulnerable population	Improving community sanitation and water supply	Provide 600 Hygiene promotion kits to disaster affected families and household	Hygiene promotion Kits provided to 600 disaster affected families each year	No: of families provided with hygiene promotion kits					
		Support 50 communities with sanitary equipment for environmental sanitation	50 communities are provided with sanitary equipment each in two years	no of communities with sanitary equipment					

		Construct 590 VIP latrine in 4 regions	590 VIP latrines provided in 50 communities	No of VIP latrines constructed and handed over to beneficiary communities					
		Red Cross village link training on environmental sanitation	25 Village Red Cross link trained on environmental sanitation	No of RC volunteers at village link trained					
		Support 4 peri Urban community with proper refuse disposal systems in 4 regional branches each year	sanitary equipment provide to 10 communities each year in each regional Branch	No and type of sanitary equipment provided					
		conduct hygiene promotion training to disaster affected communities	Conduct hygiene promotion activities in 10 communities each in each branch	type of HP activities conducted by RC volunteers					
Increased knowledge and skill on First Aid for RC volunteers at community, home and school settings.	Implement the Community Based Health and First Aid	Implement CBFHA in 50 rural communities with RC links	50 communities in each branch implement CBFHA in reach branch	training reports and number of home visits carried by trained community volunteers					
		training community health worker (community health Nurse) on monitoring of the volunteers implementing the CBFHA	50 community health workers trained on the CBFHA concept and monitoring and evaluation	No: of Community health workers trained					
		Identify and training 25 school RC links on Basic First Aid and Red Cross principles and values in each regional Branch	25 schools training of basic First Aids	no of school trained and reported					
		Conduct First Aids simulation exercises in each school	simulation exercise conducted annually per	Training report					
		provide basic First Aids kits to 50 community Red Cross links in each Branch	50 Red Cross village links provided with First Aid kits	no. of village links provided with kits					
		provide basic First Aids kits to 25 School Red Cross links in each Branch	25 Red Cross school links provided with First Aid kits	no. of Schools provided with kits					
		Support Community ambulance Service at the KM and Upper River RC branches	2 red Cross Branch with an operational Emergency Ambulance Services	Community ambulance Services provided in URR and WCR Red cross Branches					

Strategy Objective 3 : Promote social inclusion and a culture of non-violence and peace

Strategy Objective 3 : Promote social inclusion and a culture of non-violence and peace									
Logical Framework									
Impact	Strategies	Main Activities/Intervention	Verifiable Indicators	Means of Verification	2013	2014	2015	2016	2017
Gambia by 2017 Increased Public support in the fundamental principles of the Red Cross and reducing stigma and discrimination for the vulnerable	Dissemination principles and the values movement	Promote a culture of non-violence and peace in the middle young in schools, in higher education and in the middle-school, through the dissemination of the principles and values humanitarian	At least 15 youth link and clubs are identified , trained on peace and non-violence and inaugurated in each Branch	NO: of Peace and non-violence promotional clubs inaugurated in each branch. 2 No: of youth member of these trained (target =1500) 3. No : member sensitized (target=50,000)					
		Training of youth Links on Fundamental Principles of the Red Cross	No: of Links trained	NO:of volunteers trained (target=5000)					

STRATEGIC OBJECTIVES: 3

		Train 50 Red Cross Village links on Red Cross Principles and Values each year	50 Red Cross Village links trained on red Cross principles and values	training reports					
Promotion of youth		Facilitate exchange activities to contribute to the friendship and international understanding among young people of the Cross Red Cross and Red Crescent	No: of Exchange links facilitated , No: of friendship exchange links conducted	At least 2 annual exchange link organized and hosted annually					
		Support Red Cross Volunteers and out schools youth with skill	No of volunteers and out schools youths supported	At least sixty out of schools youths are provided access to skill development from each region annually					

	Re-introduces out of schools going youth with higher education opportunities	No: of out of school going youth supported with tuition fee (target 150) for professional development	youths supported each year					
Promotion of women and gender	Reduce the vulnerability of children and youth women and girls through life skill development	No : of children supported (Target= 250)annually and no: of youth girls provided with life skill training(target =400)	No: of children and girls provided support and trained					
Improving social protection of local communities through the provision of portable water, proper hygiene and adequate sanitation	Provide 30 portable water supply to vulnerable communities in 3 branches	Portable Water points provided to 30 vulnerable communities each year	No : communities provided to with water supply					
	Promotion of good hygiene practices and sanitation for communities in Ebo Town,New jeswang and Manjie Kunda in KM Branch and Brikama Town in West Coast Branch	No: of volunteers trained(target=150) and households visited(5000) and sensitized annually	No: of volunteers trained and household visited					
	Conduct hygiene promotion programs for 10 schools in each branch each year	10 schools in each Branch launched and run hygiene promotion program in each branch each year	No: of schools with hygiene promotion programs					

Establish early warning and early action communities vulnerable to flooding Indicators	Construct 2 VIP latrines in each school implementing hygiene promotion programs	No of VIP latrines provided per school(target 20) annually	No: of VIP latrines constructed and handed over to the schools					
	Early warning systems available and operational are in place (target 3)mechanisms of anticipation operations are in place in the agro-geographical	Early warning systems in place and operational in 3 disaster prone region in the Gambia	No: of operational Early warning					
Implement systems of conservation means living in vulnerable communities (micro-gardens Community and school canteens)	Number of households benefiting from micro-community gardens (target = 100)	no: of communities with functional gardens	No of communities with gardens					
Fight against environmental degradation by reforestation and fire-by community	Number of benefiting communities with wood and fire- Community	Support the protection identified community forest in North Bank and LRR	No : community forest protection initiative supported					

LOG FRAME FOR THE HUMANITARIAN DIPLOMACY PROGRAM

Goal	Creating a better understanding amongst decision-makers and opinion leaders on Humanitarian Diplomacy to enable them act at all times in the interest of the vulnerable people of The Gambia.							
Objectives	Activities	Milestones	Indicators	2013	2014	2015	2016	2017
1. To influence decision-makers and opinion leaders to understand and appreciate common humanitarian ideals to deepen public support to the vulnerable at all times in The Gambia.	1.1 Conduct a national seminar on Humanitarian Diplomacy (HD) for key decision makers in the Gambia	1.1.1 At least 50 decisions makers from government and her partners have knowledge on HD by December 2012	1.1.1.1 No: of decision-makers and their partners reached.					
	1.2 Conduct a Training of Trainers (TOT) on HD for GRCS staff and Volunteers	1.1.2 20 staff and volunteers attend a TOT on Humanitarian Diplomacy by December 2012.	1.1.1.2 No: of staff and volunteers attended a training on HD					
2. Conduct seminars and forum involving decision-maker and opinion leaders at national and regional level on humanitarian diplomacy	2.1 2.1 Conduct a Regional seminar on Humanitarian diplomacy for key decision makers at Regional level	2.1.1 At least 20 decisions-makers from government and her partners have knowledge on HD by December 2012.	2.1.1 No of regional decision- maker and other partners reached.					
	2.2 Conduct 50 dissemination forum on HD in each district of each region	2.2.2 At least 10 communities reached in each region by December 2012	2.2.2.1 No : of communities sensitized on humanitarian Diplomacy by region					
3. collection data to provide information for evidence based planning of our advocacy position to decision-makers and opinion leaders,	3.1 Conduct a KAP study on HD	3.1.1 GRCS conduct a KAP study on HD by the end of the program	3.1.1.1 No : of studies conducted on HD					
	3.2 Hold a Dissemination seminar of the KAP study at national level		3.1.1.2 No of People with clear understanding of HD at regional level					

4. Produce and dissemination advocacy and campaign material to educate the community about on humanitarian diplomacy.	a. Hold 1 weekly sensitization programs on HD in 4 radio station for 1 month.	4.1.1. Sign contract with 4 radio stations to air HD issues in the Country	4.1.1.1. No: of radio program and TV spots air.					
	b. Produce and distribute flyers and message booklets on HD	4.2.1Flyers on HD produce and circulated	4.1.1.2 No: of Flyers distributed					
	c. Produce a Drama on HD by the GRCS volunteers	Local drams conducted	4.1.1.3 No: of drama performance held at community level					
	d. Produce and Air adverts on HD in 4 radio station	Purchase Air time	4.1.1.4 No: and Types of HD flyers produced.					

ORGANISATIONAL DEVELOPMENT

The organizational Development and management of an institution is an integral component for the effective delivery of the plan programs and project and ultimate existence and sustainability (i.e. human, financial and material). For the effective implementation of this strategy, the national Society requires a improved ability to maintained its staff, volunteers through a well-motivated staff scheme and structures to strengthen the operational linkages. These levels need to be further strengthening for better management and coordination efforts. The apparent need to improving efficiency and effectiveness in the NS management of requires (a) Management reform (b) Creation and enhancement of effective and well representative management structures at national and branch levels. (d) Re-enforced volunteer capacity for efficiency and pragmatic governance body in decision making, and (c) devolution of responsibilities, authority and resources to the branches through capacity building in terms of infrastructure, human capital, and equipment and reliable logistic and transport facilities. In move towards attaining a well functional National Society greater emphases will be devolved to ensure better output and outcomes functions of all the management structures should be clearly defined to ensure harmony, promote self-management (autonomy) and re-enforce the decentralization process for self-sustaining branches.

HUMAN RESOURCE DEVELOPMENT

The demand for technical humanitarian intervention is increasing and this has led to the expansion of the Red Cross partnership for effective delivery of services. This lead to expansions thus creating a demand for more and highly qualified staff for the

Gambia Red Cross to be able to meet the challenges for effective program and project implementation at both national and Branch level. Limited capacity and inadequate trained professional staff made the NS to engage more and highly qualified staff for management and coordination of programs and projects.

Currently the incentives, including pay package, provided to the GRCS staff are not attractive enough to retain skilled and professional staff into the Red Cross. Thus the strategy is up to for a rational utilization of the available human resources and improvement of the service conditions of the staff. The society in the next five years will implement a Human Resource Development Plan that will address the whole range of personnel functions, i.e. recruitment, training, promotion, proper scheme of services for the NS staff, appraisal system for staff performance, equity policy and, grievances management, proper health and insurance scheme ,introduce a monetary and non-monetary benefits for best performing staff in a new human and organization resources development (HORD).

INFRASTRUCTURE AND LOGISTICS

Currently, infrastructure and logistics available in the national society are grossly inadequate and not regularly maintained. The development of a maintenance operational and logistics polices for vehicle, officer, equipment and warehouse shall constitute a key deliverable of the strategy. Due to high and unpredictable demand for infrastructure and logistics a proper inventory management system will be put in place at national and branch level. Part of the strategy will also include the branch develop through the provision of conducive work environment with ideal tools for work effectiveness and efficiency. Considerations for equity of access, speedy access to emergency and essential care and quality of operational response shall also entail planned expansion and regular maintenance of offices and equipment and the selective adoption of innovations appropriate technology in the determination, mitigation and management of disaster logistic requirement.

Vehicle movement and monitoring and tracking will be introduce particularly for the ambulance services of the national society and selected branches.

Preventive maintenance scheme for vehicles and motorcycle will also be enforced at all level

MANAGEMENT INFORMATION SYSTEM

Management Information System is crucial for effective management of humanitarian services. It is also important for evidence based planning, informed decision making, monitoring and evaluation of project and program activities.

The non-existence of management information system (MIS) for the national society makes it extremely difficult include the limited capacity at all levels to collect, analyse and use information effectively for, finance disaster, health, risk reduction initiatives and volunteer management. This policy will ensure that the national society MIS provides an effective framework to facilitate planning, budgeting, monitoring and evaluation of its program.

COMMUNICATION

One of the biggest challenges identified during the SWOT assessment is poor communication, access to information, poor sharing of information, and dissemination. Therefore, proper and timely dissemination of information within and outside the National Society structures will be improved through the introduction of a communication strategy. This will be complemented with a common platform for information dissemination, communication policy and procedures. Continuous support from stakeholders will require strong impetus in communicating the strategic work plan, promoting our humanitarian values and maintaining high visibility. This will entirely require the involvement of communication in all aspects of GRCS programmes.

PARTNERSHIP BUILDING

The Gambia Red Cross has intention to work with partners such as the Government, both local and international NGO, the IFRC, ICRC, Partner national Societies (PNS), UN System, and both the multi and bilateral agencies, the civil society, academic and research institution to name a few. The will be done through a partnership approach that safeguards ownership of both issues, ability to build our capacity in a collective spirit of responsibility.

The current strategy of the GRCS calls for maximum effectiveness, relevance and sustainability of our

partner's support and self-reliance. Maximizing our efforts in implementing impact oriented humanitarian programs to long term program despite instance of short term programs will also be welcomed. Mutual partnership benefits and understanding in our programmatic strategies is also encouraged. It is envisaged within this strategy that, the NS will work with partners for greater partnership support in our efforts based on the fundamental principles of the Red Cross.

GENDER

Gender refers to the roles and responsibilities, needs, interest and capacity of both men and women. The GRCS will strive mainstream gender in all its project, program and activities, men and women will benefit equally and in accordance with different needs. Focus will be on equal participation of men and women on all levels of the National Society.

Monitoring and Evaluation

Traditionally the Gambia Red Cross tracks her project and program through narrative and financial reports which are not link to program impact or result orientated indicators. In the 2013-2017 strategy the NS will develop a monitoring and Evaluation framework that shown how much it was necessary for the national Society to be able to report accurate, timely, and comparable data from the regional national headquarters, development partners, and communities. However, such information is useful to understand the scale and outcome of implementation and can be used to secure continued funding for humanitarian programs of the Gambia Red Cross and more importantly, it can be used locally to enhance and scale up community programs for health, disaster risk reduction and management and other programmes of the national Society.

The GRCS M&E Framework will provide stakeholders with a tool for well-coordinated, interlinked and functional humanitarian M&E systems that allow the society to efficiently assess how well Red Cross interventions are contributing to achieving the national programme goals.

The following are the reasons for the development of the National Monitoring and Evaluation Framework for Gambia Red Cross Society :

- To strengthen the national society capacity to response to Disaster, health and other humanitarian programs guided by systematic collection, processing, and analysis of data at all levels;
- To be able to document and value the contribution of the red Cross on the nationally set development targets on health, disaster and other national development priorities.
- To track progress and evaluate the impact and outcome result of the Red cross strategy based on the national plan of action.
- To facilitate the standardization of M&E methodologies so as to allow meaningful comparisons over time at all program of the Gambia Red Cross society.
- To provide a better platform for closer partnership, networking, and collaboration between national society and local-level stakeholders in monitoring and evaluating Red Cross program interventions.
- To meet the reporting requirements of the international donor community in order to secure consistent funding for the vulnerable people of the Gambia.

Impact Result for Organizational Development

National Overarching Impact Results: Preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in The Gambia by 2017		
Impact Results	Outcome Results	Output Results
Strategic Intervention Area: Management, Information and Communication		
An effective and reliable management information system of the National S	M&E A functional Monitoring & Evaluation system that provides timely and quality assured humanitarian data by December 2017.	<ul style="list-style-type: none"> The capacity of the National Society to report to partners on research/assessment information and routine humanitarian M&E to key partners is strengthened by December 2017 Key research needed to support this SWP is conducted by December 2014 The capacity of Red Cross staff and stakeholders, on the use of the NS M&E system is built by December 2014
	Organizational systems: The NS has a functional M&E unit for managing a national Red Cross humanitarian database by December 2014	<ul style="list-style-type: none"> A functional National M&E databank of the NS is established by December 2014 The National Society M&E plan is finalized and disseminated by December 2014
To have an effective and efficient communication system within and outside the organization by 2017	Information and Communication: Reliable management and information system established	<ul style="list-style-type: none"> Timeline information sharing within the national Society at all levels Ability to acquire reliable and timely and confidential information for response to issues and emergencies Assured measurable and effective communication for timely response to emergency
Strategic Intervention Area: Organization Development and management		
Well defined organizational structure with professional staff and volunteers in a conducive working environment instituted	Program Management: : At least 80% of all the impact and outcome result targets in all areas of the strategy are attained by 2017	<ul style="list-style-type: none"> Attained the status of a strong National Society Highly professional, competent and dedicated personnel at all levels Ability to efficient planning , managing, implementing and monitoring of NS's projects and program is attained by 2017
	Human Resource: Highly trained, well-motivated professionally skilled and competent l staff of the NS is maintained and retained by 2017.	<ul style="list-style-type: none"> Both academic and professional capacity of staff improved at all levels 2017 Required staff complement is recruited 2013 Competent volunteers recruited efficiently managed and maintained by 2017 Staff of the NS have a favourable and conducive working environment 2014 Staff performance is monitored and reported annually The NS has well-articulated human resource policy and guidelines by 2015 Staff and volunteer motivation scheme is provided by 2015.
	Institutional strengthening and capacity building: Adequate capacity for NS at national, Branch and, and communities level volunteers is built to effectively implement the Red Cross intervention Programs by June 2017	<ul style="list-style-type: none"> The revised statue of NS is disseminated at all level by governing body December 2013 Revised Red Cross Act is adapted by the Executive and National Assembly Capacity of branch financial Management is built by 2014. Governance function is well understood by volunteers at all level

	<p>Resource Mobilization and Management: The GRCS has a costed SWP, mobilized adequate resources to implement the SWP and efficiently utilized them by June 2017</p>	<ul style="list-style-type: none"> • A resource gap as indicated by costed Strategic plan is raised by 2017 • The adequate capacity of NS in financial management , reporting and auditing is built by 2017 • Increased Government contribution to the Red Cross funding by 2014 • Increased programmatic funding for the National Society 2013
	<p>Advocacy: Advocacy mechanisms are in place for effective humanitarian response of the National Society based of the identified priority and challenges of the NS</p>	<ul style="list-style-type: none"> • he Gambia Red Cross advocacy strategy agenda and strategy is developed by 2015 • The capacity of HQ , Branch and RC Volunteers in advocacy skills is built by 2014 • Percentage of policy maker who advocate and support Red Cross agenda and program work increased by 2015.
	<p>Coordination & Strategic Partnership: Greater coordination capacity of NS at National Headquarters and Branch levels for both Partners National Societies and Local Stakeholders and government is strengthened</p>	<ul style="list-style-type: none"> • The capacity of governance body at all level to adequately take an over site role in the monitoring of the of RC intervention in the country is increased by 2015 • The capacity of commission and Working Groups (TWGs) at all levels to monitor implementation of the SWP implementation and coordination and GRCS activities is built by 2017 • Increased Multi-and bilateral funding partners for the GRCS is attained by 2017.
<p>Reduced discrimination, improved participation and communication as well as trust and confident is built within and amongst partners</p>	<p>Gender Mainstreaming: GRCS mainstreamed gender and partnership in all its programs and activities.</p>	<ul style="list-style-type: none"> • Equity and high level awareness of gender related issues • High level of trust, lot of achievements and improved communication at all level • Gender Mainstreaming and programing 2016 • Joint programming and effective communication at all level is attained by 2017

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