

The Gambia Red Cross Society Strategic Work Plan 2019-2023



**Reducing Vulnerability &
Improving Lives**

ACKNOWLEDGEMENT

The Gambia Red Cross Society Governing board, volunteers and Management wish to express their heartfelt gratitude to those, especially the IFRC, the ICRC and the Spanish Red Cross, for supporting the revision and alignment of the GRCS Strategic Work Plan (SWP) 2019-2023.

The SWP revision is a key deliverable of management to the governing board for the future development of the National Society (NS). 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.

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President

The Gambia Red Cross Society

Abbreviation

ART	– Anti-retroviral Therapy
BJL	– Banjul
CBHFA	– Community Base Health and First Aid
CRR	– Central River Region
GBoS	– Gambia Bureau of Statistics
GRCS	– Gambia Red Cross Society
KM	– Kanifing Municipal
LRR	– Lower River Region
MoHSW	– Ministry of Health and Social Welfare
NBR	– North Bank Region
NDRT	– National Disaster Response Team
NS	– National Society
OVC	- Orphans and Vulnerable Children
PLHIV	– People Living with HIV
PMTCT	- Prevention of mother-to-child transmission
PNS	- Partner National Society
RDRT	– Regional Disaster Response Team
URR	- Upper River Region
VCT	– Voluntary Counselling and Testing
VIP latrine	- Ventilated Improved Pit (VIP) latrines
WCR	– West Coast Region

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EXECUTIVE SUMMARY

The Gambia is located on the West African coast and extends about 400 km inland, with a population density of 176 persons per square kilometer. The Gambia has a population of 1.88 million inhabitants (GBOs 2013). The 2013 population census revealed that there are more females (50.5%) than males

Gambia Red Cross Society was established in April 1948 as a branch of the British Red Cross and became a recognized independent National Society in 1966 following the ratification of the Geneva Convention in 1965. The Gambia Red Cross Society was recognized by the International Committee of the Red Cross in 1974 and by the International Federation of Red Cross and Red Crescent Societies in 1977. It's a legally constituted humanitarian organization by an Act of Parliament (Laws of The Gambia, 1966 revised in 1990, Cap 51:01) with perpetual succession. The Society is auxiliary to public authority and is a key partner in the national drive to reducing vulnerability and improving lives.

This National Strategic document of the society is taking queue from the government led disaster risk reduction strategy, the national health strategy and master plan, the IFRC strategy 2020 and the ICRC cooperate agreement with the national society. Reducing vulnerability and improving lives is evidence of our continued determination to further reduce disaster risk, increase resilience of communities to disaster risks, contribute in reducing disease epidemic, improve maternal and child health and reverse the trend of epidemics that threatens to erode the positive benefits of the country's socio-economic efforts.

It is well established that disasters can erode development gains and they directly affect human lives and wellbeing thus becoming a deterrent to major national development. Political commitment and leadership enjoyed in the Gambia in reducing vulnerability is amply demonstrated in the Gambia National Disaster Policy. The ideal environment made the GRCS a prominent and recognized entity in preventing risk, promoting health and wellbeing, providing first aid services, emergency response, supporting the vulnerable people and creating resilience amongst those affected by disasters.

The cornerstone of this revised strategy is also the dissemination of the Red Cross principles and values and promoting youth and gender initiatives as well as increasing the volunteer network through the strategy of getting closer to the community by implementing the Community Based Health and First Aid (CBHFA).

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

INTRODUCTION TO STRATEGY 2019-2023 OF THE GRCS



The Gambia Red Cross Society (GRCS) Strategy –2019-2023 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. This strategic plan will strengthen previous policies and strategies in presenting updated core concepts to guide the National Society in formulating a mission statement and strategic plan in a specific desire and vulnerabilities that concern GRCS. It also provides direction for the secretariat in setting its operational

priorities in support of National development plans. This strategy forms the basis for aligning, updating, harmonizing and developing new implementation apparatuses and cooperation frameworks with both multi and bi-lateral partners for development in the course of humanity.

GRSC Strategy –2019-2023 anchors on the progress achieved under *Strategy 2013-2015* and are based on the provisions of the Statutes of the National Society (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 with both local and external partners.

The Strategy describes who we are and highlights the mandates and operational areas of the National Society for the next 5 years. It mirrors on the experiences and lessons of Strategy 2013-2015, and presents our Mission and 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 overarching impact results. It further illustrates how we work to implement this strategy through three enabling actions, each of which is associated with specific impacts.

The plan is dynamic and responsive to different contexts and changing circumstances of humanitarian needs of the country. It invites all dear governance members, staff, volunteers, Partner National Societies and partners to be rigorously engaged in creating greater innovation, in providing hands-on effect to this strategic plan, and in so doing to attain the overarching impact as desired by the Society. In order to implement the strategy,

crucial support for a systematic and well-coordinated implementation of *Strategy 2019-2023 is required from both Government of The Gambia*, the IFRC, multi and bilateral partners and PNSs to which the GRCS will be submitting reports based on the Monitoring and Evaluation framework and progress reports at the General Assembly.

DEMOGRAPHY - THE GAMBIA



The Gambia is a small country with a total area of 11, 300sq km and a population density of 128 persons per square kilometer. The country has a tropical climate characterized by two seasons. the rainy season from June to October and the dry season from November to May. The Gambia has a population of 1.88 million with an annual growth rate of 3.3 %. About 60% of the population lives in rural areas. Females constitute 50.5% of the total population. 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.

DISASTER AND RISK PROFILE

Disasters 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 and the Red Cross Disaster Management Policy is about. Disasters/Hazards that occur in The Gambia are categorized into various forms ranging from hydro-meteorological

disasters, food insecurity, geological disasters, pest and insect infestation, fires, migrations and epidemics.

HEALTH CONTEXT

By adopting the slogan “HEALTH IS WEALTH” the Ministry of Health and partners are committing themselves 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 2012-2020, “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. 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 a key deliverable of the Gambia Red Cross Society in order to improve the quality of health services in general, and especially for the most vulnerable. The National Society will apply CBHFA among others as its approaches to health promotion and disease prevention in the next five years in order to enable communities and individuals with greater knowledge to take charge of their own health.

Concerted efforts of the Red Cross will focus mainly on increasing the access to health and care, disease prevention and control, expanding targeted communities on Integrated Management of neonatal and childhood illnesses (IMNCI), social mobilization for children and mass

vaccination, HIV and AIDS prevention, disease community surveillance and detection, nutrition, emergency first aid and ambulance services, water and sanitation, including hygiene promotion at household, communities and school.

DISSEMINATION OF THE SEVEN FUNDAMENTAL PRINCIPLES AND 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, 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 a 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, therefore its propagation is 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 its humanitarian activities across the country, with thousands of active volunteers makes it unique for the National Society. Hence it is the responsibility and commitment to its function, the Red Cross Red Crescent National Societies and the International Federation based on the fundamental principle of humanity, that the GRCS will equally advocate for

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.

ORGANISATIONAL DEVELOPMENT

For the effective implementation of this strategy, the national Society requires an improved ability to maintain its staff, volunteers through a well-motivated staff scheme and volunteer management structures to strengthen the operational linkages.

The apparent need to improving efficiency and effectiveness in the NS management requires (a) Management reform (b) Creation and enhancement of effective and well representative management structures at national and branch levels. (c) Re-enforced volunteer capacity for efficiency and pragmatic governance body in decision making, and (d) devolution of responsibilities, authority and resources to the branches through capacity building in terms of infrastructure, human capital, equipment, reliable logistic and transport facilities.

In moving towards attaining a well functional National Society greater emphases will be devolved to ensure better output and outcomes. Functions of all GRCS 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 led 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 levels.

Currently the incentives, including pay package, provided to the GRCS staff are not attractive enough to retain skilled and professional staff. The strategy is up 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 staffing needs, i.e. recruitment, training, promotion, proper scheme of services for the NS staff, appraisal system for staff performance, equity policy, grievances management, proper health and insurance scheme.

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 policies for vehicle, officer, equipment and warehouse shall constitute a key deliverable of the strategy. Due to high demand for infrastructure and logistics a proper inventory management system will be put in place at national and branch level. Considerations for equity of access, speedy access to emergency and essential care and quality of operational response shall also entail expansion and regular maintenance of offices and equipment and the selective adoption of

innovations appropriate technology in the determination, mitigation and management of disaster and logistic requirement.

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 and branches makes it extremely difficult at all levels to collect, analyse and use information effectively for decision making.

COMMUNICATION

One of the biggest challenges identified during the SWOT assessment is weak communication, access to information, weak 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.

Promoting our humanitarian values and maintaining high visibility will require the involvement of communication in all aspects of GRCS programmes and activities.

PARTNERSHIP BUILDING

The Gambia Red Cross shall engage and strengthen new and existing partners within the Red cross Movement, Governments, local and international NGO, UN System,, the civil society, academic and research institutions to name but a few. This will be done through a partnership approach that

safeguards ownership and 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 through mutual partnership benefits and understanding in our programmatic strategies is encouraged. It is envisaged within this strategy that the NS will work with partners for greater support in our efforts based on the fundamental principles of the Red Cross.

GENDER

The GRCS will strive to mainstream gender in all its project, programmes and activities. Men and Women will benefit equally and in accordance with different needs. Focus will be on equal participation of men and women at all levels of the National Society.

Monitoring and Evaluation

The Gambia Red Cross tracks her project and program through narrative and financial reports which are linked to program impact or result indicators. In the 2019-2023 strategy the NS will develop a monitoring and Evaluation framework.

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 programme goals.

SWOT 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 with all the seven (7) Red Cross Branches nationwide led to the development of this SWOT Analysis

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 respond to disasters with trained volunteer network.
- Existence of a network of youth and school links programs.
- Existence of a network of active and strong volunteer capacity for NDRT, CDRT at national, regional and community level for disaster response.
- Existence of committees within 125 links and networks across the country.
- Existence of rental building for income generation.
- Expertise in First Aid coverage in large gatherings as well as social mobilization.
- Strong partnership with the Ministry of Health and social welfare on health Promotion, Prevention and epidemic response.
- Existence of a Strategic Plan.
- Existence of a Strategic Plan.

Weakness

- Inadequate financial system and procedures.
- Low level of safety awareness and equipment
- Inadequate protection for volunteers and staff of GRCS.
- Limited resources for the development of staff and volunteers.
- Weak monitoring and evaluation system.
- Inadequate facilities, equipment and logistics at the GRCS head office and branches.
- Limited existence and access to reliable communication service.
- Inadequate office space at head office and Branch level.
- inadequate human resources capacity of appointed staff at Headquarters and Branch level.
- Inadequate resources to emergency response
- Recruitment and retention of volunteers

Opportunities

- Has functioning membership.
- Has an open door policy and enjoys strong network with stakeholders before, during and after emergencies.
- Acceptance by the population.
- Existence of a network of partners.
- Existence of a functional consultation with partners within the Red Cross Movement
- Greater potential to mobilized resources for projects and programs.
- Better working relationship with government and other partners locally.
- Greater volunteer and member commitment.
- 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.

Threats

- Plurality of humanitarian actors.
- Misuse of the emblem.
- The low commitment of elected officials.
- The impact of the global economic crisis on funding programs.
- High attrition rate of Staff and volunteers.



WHO WE ARE

The Gambia Red Cross Society (GRCS) was founded in April 1948 as a Branch of the British Red Cross. It became a recognized independent National Society in 1966 following the ratification of the Geneva Conventions in 1965.

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 act 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 Red Crescent Movement. 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 Social Welfare and to the Medical Services of the Armed Forces, in accordance with the provisions of the Geneva Conventions of 12 August 1949 and its additional protocols. It is the only National Red Cross Society, which shall carry out its humanitarian activities in the Gambian territory.

The Red Cross emblem is universally recognized, trusted and legally protected as the symbol of our presence. Our work is carried out by a respected network of thousands of volunteers and members.



MISSION & VISSION OF THE GAMBIA RED CROSS SOCIETY

VISION

Reducing Vulnerability and improving lives

MISSION

Improving the lives of vulnerable people by mobilizing the power of humanity

WHAT WE DO

The work of the Gambia Red Cross is enthused by the humanitarian principles as articulated in the Fundamental Principles and values of the Red Cross and Red Crescent Movement. As a movement partner, the National Society works with the Government based on its development agenda. 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

attitude change with a proactive mindset on our way of co-existence as individuals, communities and partners. It may not only consist in building appropriate social and institutional capacities but will be an imperative move for development in a sustainable way through 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 reduce vulnerability and improve lives.

GRCS STRATEGIC OBJECTIVES 2019-2023

The Gambia Red Cross is a well-established humanitarian organization and has a crucial role in disaster risk reduction to prevent the impact on the country's development due to disasters and the direct impact to human lives and wellbeing. 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 recognized entity in preventing risk, promoting health and wellbeing, supporting the vulnerable people and creating resilience amongst those affected by the unavoidable circumstances of disaster. This strategy renewed our commitment towards attaining a society with less risk and vulnerability in drive towards resilience at all levels.. A cornerstone of this revised strategy focuses on the dissemination of the Fundamental Principles and values, social protection, promoting youth and gender initiative as well as increasing 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 towards branch development for better programming and effective implementation of intervention programs on resilience. This focus includes but is 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 Partner National Societies with human resources, logistics and coordination of programs constitute a major deliverable.

Strategic objectives

- ✓ **Save lives, protect livelihoods, and strengthen recovery from disasters and crises.**
- ✓ **Enable healthy and safe living**
- ✓ **Promote social inclusion and a culture of non-violence and peace.**
- ✓ **Establish a well-functioning national society to discharge its functions in an effective and efficient manner**



The Gambia Red Cross will find you no matter how and where you are: our verse networks of Humanitarian soldiers are within your community.

THERE IS NO US WITHOUT YOU

STRATEGIC OBJECTIVES OF THE 2019-2023 STRATEGIC WORK PLAN

Strategic objective 1: Save lives, protect livelihoods and strengthen recovery from disasters and emergencies									
Overarching Impact Results: Preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of dignity and peace in The Gambia by 2023.									
					Indicative Cost / Estimated Cost - GMD		Time line		
Strategies	Main Activities/Intervention	Verifiable Indicators	Means of Verification		2019	2020	2021	2022	2023
Disaster and Emergency Preparedness	Develop an annual disaster /emergency preparedness plan based on casualty feedback Vulnerability and Capacities Assessment (VCA)	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						
	Provision of non-food relief items targeting high risk vulnerable people	No: of kits made available 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 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					
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 and functional sites with all necessary staff and logistics	PV development plan, distribution roles and responsibilities, contact list of people mobilized, inventories fleet and response equipment					
		Establish a strong RFL teams in all the regions and at national level	RFL teams trained and established	Training report					
		Establish support systems for migrants, migrants families and mitigate illegal migration	Type of support identified by the assessment report	Report of support provided to the migrants					
resilience	Increase communities resilience after disaster and crises	Work with partners in response to public health emergencies through the GRCS CBHFA approach for epidemic control.	Number and types of volunteers and resources mobilized in relation to disasters and emergencies.	Volunteer activity report, number of 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 = 5000 households/ year)	Activity reports and list of beneficiaries					

Support community gardening.	Number of community gardens supported	number of gardens inaugurated				
Provide relief and livelihood for families affected by disaster in the Gambia	At least 5000 post disaster families are supported with relief and livelihood	Reports and intervention plans				
Training influential community leaders on Red Cross Principles and values	community leaders trained	Training reports				
Emergency Public Health training for Disaster response teams at national and regional levels	NDRT and the 7 RDRT trained on Emergency Public Health	Number of NDRT and RDRTs trained and training reports				

Strategic objective 2 Enabling Health and safe living

Overarching Impact Results: Preventing and alleviating human suffering, and thereby contributing to disease prevention, health promotion and resilience of communities.

Indicative Cost /
Estimated Cost -
GMD

Impact	Strategies	Main Activities/Interventions	Verifiable Indicators	Means of Verification	2019	2020
Improved access to health care for women, children under 5yrs and 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 50 communities 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 3 Red Cross Branches	Fully equipped and functional clinics and blood banks.		
		Maintain and effective Ambulance Services	GRCS runs emergency Ambulance Service in KM, West Coast Region and Upper River regional Branches	Number reports of emergency operations carried annually		
		Promote and implement environmental protection initiative in 60 communities in the three regions	Launched environmental protection programs	number of communities with environmental protection programs		

<p>Morbidity and mortality associated with priority diseases (HIV, tuberculosis, malaria, diarrhea and malnutrition, diseases maternal infantile) is reduced in regions high risk</p> <p>Implement Health promotion and protection at community level for better health</p>	<p>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)</p>	<p>Volunteers in Banjul, KM and West Coast regions in the stepping stone program for HIV and AIDS, Increase youth VCT up take in the three regions, Condoms distributes in the regions</p>	<p>Reports, Monitoring and Evaluation</p>		
	<p>Conduct nutritional monitoring of Malnourish children and supplementation for children under five affected by food insecurity</p>	<p>Identified malnourish children provided with food supplementation in 4 regions</p>	<p>Number identified and Children supported</p>		
	<p>Conduct HIV/AIDS Open Field days in all the Regions against stigma and discrimination</p>	<p>Open day session conducted</p>	<p>No: of open day organized in a year</p>		
	<p>Sensitization on public, private and community radio stations in 5 languages</p>	<p>Radio spots on HIV prevention messages aired in 6 community radios,12 youth TV HIV programs annually,60 radio HIV programs conducted</p>	<p>No: of spots develop and air purchase of air time</p>		
	<p>Sensitized mobile populations on the risks of HIV and AIDS in KM and Banjul</p>	<p>mobile population are sensitized on risk of HIV infection, Create access to condoms</p>	<p>No: of mobile population reached</p>		
	<p>Conduct training of security forces on human right and protection of the mobile population.</p>	<p>security heads and authorities at boarder & transit points trained</p>	<p>Training reports</p>		
	<p>Training of Army and Police medical units on First Aid</p>	<p>staff of the Army and police trained on Emergency First Aid</p>	<p>Training reports</p>		

improved knowledge and skill on disease prevention & identification	Advocate and empower communities and volunteers with relevant information on non-communicable diseases	Partner with Ministry of Health and other stakeholders in Immunization and Vaccination programs/campaigns.	Sensitization programs held in all the branches	Campaign activity reports			
Accelerated behavior change communication initiative for HIV/AIDS prevention at community level	Behavioral Change Communication	Educate migrant and refugees on HIV and AIDS Prevention	migrant communities sensitized on HIV and AIDS, 50 Young migrants trained on life skill	trainings conducted, No: of young people provided life skill			
		Provide psychosocial support services to migrants	provide PSP to migrants in the West Coast	No : migrants support on PSP.			
		Provide nutritional support to 500 PLHIV and their families in 3 regions	Number of PLHIV supported, OVC list	Reports, monitoring & evaluation			
		Provide home-based care support to the chronically ill and PLHIV in targeted regions	Number of chronically ill people supported	Reports on home based care			
Increased sanitation and access to portable water supply for vulnerable population	Improving community sanitation and water supply	Provide Hygiene promotion kits to disaster affected families and household	Hygiene promotion Kits provided to 600 disaster affected families each year	Visit to families provided with kits			
		Support communities with sanitary equipment for environmental sanitation	Number & type of communities provided with sanitary equipment	Project and program reports			
		Construct 590 VIP latrine in 4 regions	VIP latrines provided in 50 communities	Construction of latrines			

		Red Cross village link training on environmental sanitation	Village Red Cross links trained on environmental sanitation	No of RC volunteers at village links trained		
		Support 4 peri-urban communities with proper refuse disposal systems in 4 regional branches each year	sanitary equipment provide to 16 communities each year	No and type of sanitary equipment provided		
		conduct hygiene promotion (HP) 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 CBHFA in 50 rural communities with RC links	Number of CBHFA implemented in each branch	training reports and number of home visits carried by trained volunteers		
		train community health workers on monitoring of the volunteers implementing the CBFHA	community health workers trained on the CBFHA concept and monitoring and evaluation	Training and supervisory reports		
		Identify and train 25 school RC links on Basic First Aid and Red Cross principles and values in each regional Branch	schools train of basic First Aids	no of school trained and reported		
		Conduct First Aid simulation exercises in trained school	simulation exercise conducted annually	Training report		
		provide basic First Aid kits to 50 community Red Cross links in each Branch	Red Cross village links provided with First Aid kits	no. of village links provided with kits		
		provide basic First Aid kits to 25 School Red Cross links in each Branch	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	Red Cross Branch have an operational Emergency Ambulance Services	Community ambulance Services provided in URR and KM branches		

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

Overarching Impact Results: Alleviate human suffering and contribute to the maintenance and promotion of human dignity and peace

				Indicative Cost / Estimated Cost - GMD		
				2019	2020	2021
Strategies	Main Activities/Intervention	Verifiable Indicators	Means of Verification	Time line		
values of the red cross movement	Promote humanitarian values and a culture of non-violence and peace.	At least 15 youth link and clubs are identified , trained	Peace and non-violence promotional clubs inaugurated in each branch.			
	Train 50 Red Cross links on Red Cross Principles and Values each year	Red Cross links trained on red Cross principles and values	training reports			
Enhance capacity & promotion youth participation and gender	Facilitate exchange activities for sharing of best practices	No: of Exchange links facilitated	Exchange visit reports and MoU			
	Support Red Cross Volunteers at community and school links with skill	No of volunteers and schools supported	Reports and case study from beneficiaries			
	Re-introduce out of school youths with higher education opportunities i.e. tuition fee for professional development	Number of out of school youths supported (target 150)	Reports and number of youths with professional skills.			
women and gender	Reduce the vulnerability of children, youths women and girls through life skill development	Number of people supported (target =650)	Training reports and case studies.			

communities through the provision of portable water, proper hygiene and adequate sanitation	Provide 30 sources of portable water supply to vulnerable communities in 3 branches	Portable Water points provided to 30 vulnerable communities each year	Monitoring and evaluation reports			
	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	schools in each Branch launched and run hygiene promotion program	No: of schools with hygiene promotion programs			
early action communities vulnerable to flooding Indicators	Construct 2 VIP latrines in each school implementing hygiene promotion programs	Number of VIP latrines per school (target 20) annually	No: of VIP latrines constructed and handed over to the schools			
	Early warning systems in agro-geographical available and operational (target 3)	Early warning systems in place and operational in 3 disaster prone region in the Gambia	No: of operational Early warning systems			

communities (micro-gardens Community and school canteens)	Establish households micro-community gardens (target = 100)	Number of communities with functional gardens	Monitoring reports				
mitigate the effects of climate change	Train and support communities on environmental protection and climate change	Support the protection, identified community forest in North Bank and LRR	Number community forest protection initiative supported				
leaders to appreciate humanitarian ideals and galvanize public support	Sensitization of opinion leaders, decision makers and the general public	Number and type of training and media program	No. of sensitization conducted				
	Development and circulation of Information Education and Communication material with reference to IDRL and IHL and other relevant documents	Availability of information tools	No. of different tools develop and distributed				

Strategy Objective 4 : Establish a well-functioning national society to discharge its functions in an effective and efficient manner						
Overarching impact result: Well functional NS with capacity to respond effectively and efficiently to the needs of the communities and people						
				Indicative Cost / Estimated Cost - GMD		Time line
Strategies	Main Activities/Intervention	Verifiable Indicators	Means of Verification			2019
Incidents and volunteers	Provide training for staff, members and volunteers	Number and types of training conducted	Reports			
	Improve and build appropriate working space for branches and head office	appropriate office space and Logistics in all branches and head office	Progress reports Tangible structures and equipment			
	Recruitment and retention of staff and volunteers	Professional staff and volunteers recruited & retained	No of staff and volunteers recruited and retained			
National Society	Development and review of all National Society Legislation, policies, working documents and regulation	Number and types of National Society documents reviewed	Number and types of National Society documents reviewed, adopted and enacted			
	Dissemination of the ideals of the GRCS adopted documents through capacity building	No and types of meetings and trainings held	Meeting and training reports			
	Establishment of Commissions, Committees and other support bodies and conduct regular statutory meetings	Various statutory bodies established and are functional	Statutory meeting minutes			

mobilization systems	Establishment of long term partnership, fund raising activities and development of projects/programmes	Donor mapping, signing of partnership agreements and MoUs.	No. of partners agreement signed and project/programmes funded			
	Explore commercial ventures to achieve financial sustainability	Establishment of viable commercial ventures	No. of commercial venture established and operational			
	Establishment resource mobilization tools and committees	Availability of resource mobilization tools	No. of established resource mobilization tools			
management information system established	Development of user friendly and sustainable membership and volunteer data base system	Volunteer and membership data base system established	No. and type of volunteers and members registered			
	Establish an intranet and internet system for branches and head office	Installment of software and networking system for branches and head office	No. of branches and head office provided with internet and network system			

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- International Federation of Red Cross and Red Crescent, strategy 2020, Saving Lives and Changing Minds. Geneva, 2010.
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The seven Fundamental Principles of the Red Cross

Humanity

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

Impartiality

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

Neutrality

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

Independence

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

Voluntary service

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

Unity

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

Universality

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