



## **NRCS Annual Report 2021 to date**

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# The NRCS - background

- The NRCS exists by Act of Parliament, Act no 16 of 1991, in Namibia
- This iteration of the NRCS, came into being after the independence of Namibia. However the history of the Red Cross in Namibia goes back to the 1930's, when it was (the South-West Africa) branch of South Africa Red Cross.
- The Red Cross Movement, notably, the ICRC, played an important role during the independence of Namibia, and the with the repatriation of Namibian exiles
- Since May 2021, the NRCS has been under the management/executive leadership of Dr Glynis Harrison.
- The strategic objective that the SG (Dr Harrison) set for NRCS followed a two-fold mission: “to be good: (i.e. referencing the type organisation the NS should be) and to do good (i.e., referencing the type of impact the organisations wants to make).
  - To create a capable, sustainable, accountable and impactful organisation
  - To achieve this through people, processes and systems

# The NRCS – the two-fold mission

To be good: i.e. to ‘harness our organisation’; to be

- ❑ a capable organisation – via our systems and our people (staff, volunteers, members, governors);
- ❑ a legitimate organisation – referring to internal controls, board governance, and local and regional (cross-boundary) relevance);
- ❑ a sustainable organisation – self-funding; attractive to investors and smart partnerships; and having reserves and legacy funds; working to scale, not on a project-basis;and
- ❑ an impactful organisation – not just measuring our outputs, but our outcomes and our impact – i.e. the long term, sustainable and measurable difference we make

To do good, i.e. to be difference makers in our society, country, region across our borders, in the movement and in the world, to ‘alleviate’

- ❑ through our programmatic relevance, focus and expertise;
- ❑ through our measurable outcomes and impact; and
- ❑ through collaboration with other NS in our neighbouring countries to harness resources collectively and collaboratively, to address common and overlapping problems

# The NRCS – the strategic outcomes

## Outcomes of the work of the NRCS as derived from the mission

1. People in Namibia have access to help in times of disaster or emergencies and have access to information and strategies to develop resilience ahead of slow-onset, predicted/predictable and unexpected disasters (Disaster Management Programme)
2. People in Namibia have access to community-level health care education and information (Health and Care Programme)
3. People in Namibia have learnt how to self-sustain climate-smart livelihoods for food security (Food Security, Nutrition and Livelihoods Programme)
4. The NS has established and entrenched its organisational capability by means of skills and systems and infrastructure to achieve (1 )- (3)
5. The NS has secured sustainable funding to achieve (1) –( 3)
6. The NS has secured strategic partnerships and long term framework agreements to achieve (1)- (3)
7. The NS has expertise and financial resources to participate in disaster response and relief missions in other countries, to support other NSs and the IFRC – to fulfil the vision of making a contribution in the world.



# The NRCS – the enablers of strategy: strategic planning, leading resourcing and governance oversight

## **1. Strategic planning, leading and resourcing:**

- Security of long term resourcing
- Strategic positioning of the NS
- Future-focused thought leadership
- Strategic problem-solving

## **2. Governance and Strategic oversight:**

- Monitoring progress of regional boards against the board plan for the development and strengthening of membership
- Finance Commission work: Monitoring of and guidance in respect of management actions in response to Auditor's comments and reporting to the board and the financial management, sustainability and compliance status of the NS
- Approve policies and amendments to policies, track application for compliance
- Responsible for ensuring legal basis of the NS remains up-to-date and relevant
- Responsible for ensuring that membership of the NS is current, verified, verifiable, is not a financial or operational burden for the NS, and is legitimate, thereby ensuring continued legitimacy of the board
- Receive, and approve reports of the SG in respect of KPAs and indicators of organisational performance

# The NRCS – the enablers of strategy:

Finance, procurement, HR; Programmes, Comms, Partner, Volunteers

## 3. Finance, Procurement & HR

- Technical, compliance, integrity and accountability competence:
  - Internal processes and controls
  - External project audits & annual financial audits
  - HR administration
  - Finance admin
  - Secretariat Admin

## 4. Programmes/Communications /Partnerships

- Programmes strategy
  - Strategic framework agreements with government and private partners
  - Project Partnerships and funding
  - Project implementation capacity
  - Performance management
  - Progress monitoring and reporting
  - Outcomes measurement and impact evaluation
  - Communications and visibility /profile-raising
  - Community engagement, data collection, analysis, interpretation and application
- Diversified and national volunteer corps

# The NRCS – specific actions since 2021 to date, to enable strategy and achieve mission

KPA	Description	Scoring dashboard – for the period under review, with explanations			
		Green = 100% achieved	Yellow = + 50 but below 100% achievement	Orange = -50% achieved	Abandoned or not achieved
Digital Transformation	Systems acquired in 2021 and 2022 are embedded to automate/systematise routine activities and improve operational effectiveness		Systems have been acquired and are in place, however, NS has not yet achieved the optimised benefit of those systems; e.g. Upgrading from Pastel to Evolution has not yet delivered the digital migration of the procurement administration. Member management systems not in place – the NS has no complete and auditable record of members and thus foresee difficulties with election of new board in 2026, unless remedied. Members do not contribute fees, thus bank statements cannot be used as source document, either		

# The NRCS – specific actions since 2021 to enable strategy and achieve mission

KPA	Description	Scoring dashboard – for the period under review, with explanations			
		<b>Green = 100% achieved</b>	<b>Yellow = + 50 but below 100% achievement</b>	<b>Orange = - 50% achieved</b>	<b>Abandoned or not achieved</b>
Governance is improved	<p>NRCS constitution is updated according to statutory requirement.</p> <p>Auditing of annual financials is up-to-date.</p> <p>NS risks are reduced due to establishment of finance, HR and procurement internal controls by means of policy, process and statutory compliance</p> <p>Legacy debt is addressed, in order to reduce risk of NS assets being attached by creditors</p>		<p>Review of NS constitution is overdue. SG has worked on it, NGB has now established a constitution review committee. New constitution to be adopted at October 2026 NGA.</p> <p>Auditing of AFS is up to date to 2023. 2024 to be audited by end of 2025</p> <p>NS risk register being updated. HR policy updated, awaiting board approval, other updated policies will go to December 2025 NGB meeting for approval. However, updated processes in place for improved accountability and auditability</p> <p>No solution yet to settle legacy municipal debt, thus risk remains.</p>		

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Results of our work are demonstrated	Projects are implemented according to plan; outputs and outcomes are measured		Projects are implemented according to plan, but we do not have proper outcome and impact measurement system of skills-set in place yet.		
Financial sustainability	Internal controls are improved, cost optimisation.		Process improvements have been made; policy document to be approved by NGB in Dec '25 meeting		

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Youth engagement	Establishment of youth membership structure and development of engagement strategy		Youth board elected. Details of full youth membership complement not in place. Youth engagement strategy workshop took place in Dec 2023. Youth leadership has a plan focused around tree-planting, requires funding support from NS.	The NS intends to develop a volunteer corps of community based health care workers, also as a youth engagement strategy. In partnership with vocational training institutions and MoHSS	
Volunteer management	Collating volunteer database and volunteer development		Volunteer listing of stipended volunteers exist – these are volunteers engaged on projects. There is thus no active NRCS volunteer corps that work on behalf of the NS without stipend.		

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Governance/ membership/b	Eligible membershi		Regional assemblies held and regional boards elected, similarly NGB, in April 2023.	There is no list of members of the regional branches, and cannot be audited . Will be problematic for the 2026 NGA	
ranch development	p elects the board		<p>However, eligibility of all members at RGAs in all regions could not be established.</p> <p>The NS, as an organisation, has regional offices, in 9 of Namibia’s 14 regions.</p> <p>The NS membership structure is also regional- based. The terminology ‘branches’, is not applicable. There is only regional membership. Sometimes the board confuse the regional operations with regional membership and expect regional boards (as representative of regional membership) to function as the NS’s regional operations.</p> <p>There are no updated listings available from the regional board members of the regional membership that they represent (of which elected them in 2023), Thus, whether the NS has membership, is not clear. Most members (including board members) make no membeshiop fee contribution. The new constitution should address this, and look at how other NSs (especially in Europe and America’s adrress the issue of membership apathy; vs the need for membership-based governance structure).</p>		

# Programmes and Projects of the NRCS since 2021 to date

Since 2021, beyond projects support Covid-19-safe behaviour (e.g. with SLL funding from Mastercard Foundation/Afirca CDC via IFRC) and the promotion of vaccine uptake, the NRCS' work has primarily focused on:

- Promoting sustainable livelihoods through Good Agricultural Practices (GAP) training; and the supply of inputs and/or provision of cash disbursements for the procurement of inputs; with funding support from British Red Cross (BRC) (until 2023), and in partnership with the Ministry of Water, Agriculture and Land Reform (MWALR); and the GIZ.
- Promoting the aware of climate change impacts and the need for early actions and early action protocols. To this effect, the NS, with the support from BRC and German Red Cross (GRC), with the Office of the Prime Minister (OPM), the Met Office under Ministry of Environment, Forestry and Tourism (MEFT), and the University of Namibia had commissioned a Drought Scoping Study, to be translated into the Drought EAP. A subsequent outflow of this work, is the work at the UNAM academics did for the OPM's Directorate of Disaster Risk Management (DDRM), entitled: 'Risk Profile of Natural Hazards and Selected Diseases in Namibia', in which the work of the NRCS as a key input source, has been acknowledged.

# Programmes and Projects of the NRCS since 2021 to date

- Promoting health & care through support for treatment adherence; RCCE (risk communication and community engagement), through WASH; in partnerships with the Ministry of Health & Social Services (MoHSS), the WHO, and Japanese Red Cross (JRC) through the (Empress Shoken Fund, administered by the IFRC).
- The NS has received support via the Disaster Relief Emergency Fund (DREF), over the past few years, to support with the housing of the Angolan migrants from Southern Angola into Northern Namibia due to drought; the support for flood victims, supporting communities with rehabilitation of water points (also a drought-responsive intervention).
- Through the Emergency Appeal (EA) funding mechanism in 2025, the NRCS has been able to augment the government's Drought Relief Programme with supplies of food, agricultural inputs to support food self-sustainability; and cash transfers. A similar intervention has been underway, in cooperation with WFP, except only focusing on enhanced nutrition for pregnant and lactating mothers, and children under 5.

# Programmes and Projects of the NRCS since 2021 to date

- With the SLL Phase 2 funding (Mastercard Foundation/Africa CDC via IFRC), the NRCS is augmenting the government (MoHSS)'s HPV uptake campaign, in the RCCE workstream.
- Other than projects with donor-funding support, the NRCS's offices in the 9 regions, serve as information points for communities; when donations (of clothes, in particular) are received, these are given to community members on request and on assessment of need.
- The NRCS has significantly improved its approach to community engagement and accountability; and sees this as a valuable 'selling point' to other funding partners who need to understand how to verify community needs and for verification of beneficiary listings. It has established credibility with partners such as the OPM, WFP, the Regional governments, constituency level leaders and community/village-based leaders and with communities. Its approach is to engage communities directly to confirm or refute a beneficiary listing that is provided by leaders. In this way, communities become both engaged and accountable for verifying its needs and to identify the most vulnerable beneficiaries. This also separates the NS operations from NS governance, by removing any temptations to practicing patronage.

# DREF 2021: Supporting the Angolan Migrants

1. 2352 Angolan immigrants (88 pregnant women, 169 lactating women, 185 male, 386 female and 1524 children) were housed at the Etunda Camp in Omusati Region, from Mid 2021, and the NS augmented the efforts of the regional government, Ministry of Home Affairs, Immigration and Security (MHAIS) and local church and community partners, to provide encampment, some food supplies and WASH.
2. The Angolan migrants came from Southern Angola into northern Namibia, driven by drought.
3. The NRCS has supported the refugees with 15 hand wash stations, 12 jerry cans (25 liters) of sanitizers, 1948 masks, 10325 aqua tablets to purify water, 1128 blankets, 640 jerry cans, 15 pit latrines toilets, 428 basins, and 479 hygiene packs to the households consisting of face cloths, bathing soaps, washing powder, petroleum jelly, pads, toothpaste and toothbrushes. The NRCS volunteers conducted health education at the campsite to the refugees regarding Covid-19, Hepatitis E and WASH.



# DREF 2023:

## Supporting flood victims in Oshana and Ohangwena Regions

1. Following flooding in the northern regions of Ohangwen and Oshana, in March 2023, the NRCS distributed food supplies to those affected by the floods, in Oshana region. Namibia Red Cross Society distributed to the flood victims in Oshana Ohangwena Regions, in the temporary relocation camps.
2. The flood response included procurement and distribution of blankets and tarpaulins, water purification tablets, jerry cans, hygiene packs and mosquito repellents.



# Support to Orphans & Vulnerable Children (OVC – OV children) With funding from Empress Shoken Fund (Japanese RC) – ongoing since 2021, Otjozondjupa Region

1. Multiyear project, supporting 150 OV children and 80 households affected by HIV/AIDS & TB, with 12 volunteers; 6 of whom focus on home-based care – for treatment adherence support
3. Psychosocial support (in conjunction with Ministry of Gender, Poverty Eradication & Social Welfare, MGEPEWS; MoHSS, & Ministry of Education) and material support (school supplies) for OV children
4. Inputs supply and support to develop backyard gardens to improve house-hold level food security
5. The NS facilitates the referral for therapeutic feeding of affected persons to the health facilities, facilitates the issuance of national documents (national identity documents and birth certificates), especially of OV children in the marginalised San community in the Grootfontein/Kombat area.



*Distribution of school supplies in Kombat*



*Monitoring visit by Japanese Red Cross and IFRC Pretoria Cluster Office to Berg Aukas school in Grootfontein area*

# Forecast-based financing with Funding support from BRC and GRC 2020-2023

Purpose of this project, was to enable the NS to support the Disaster Risk Management of the OPM and the Met office, to develop and Early Action Protocol, based on the Drought Scoping Study for which the

University of Namibia (UNAM) was commissioned. An EAP simulation was conducted with counterparts in the Kunene Region, with a simulation of CVA validation and registration.

This project resulted in strengthening of the relationship of the NS with the OPM, and to demonstrate the NS as a creditable and knowledgeable partner in the work around disaster anticipation and response.

# Zambezi Livelihood Project (ZLP) – with funding support by BRC and GRC (2020-2021)

The implementation of the ZLP in Sibanda Constituency, was implemented over 1 year, and the purpose was to enhance 1,000 small scale farmers resilience through improved financial inclusion and technical capacity building for climate change adaptation

Activities	# of beneficiaries	# of volunteers engaged	Region	Coordination	
Capacity building for small scale farmers (Farmers Business School and GAP trainings)	1000 (815 F & 185 M)		Zambezi	GIZ, Ministry of Agriculture, Namibia Training Authority, Namibia Agronomic Board, Regional Council, Agro Marketing and Trading Agency	
Formation NRCS volunteers savings groups		206 187 VOLUNTEERS  10 savings groups formed 2 per each region	Zambezi, Kavango East & West, Otjonzondjupa & Oshikoto	Project Hope	
Practical orientation of Easy Volunteers Action Hand Book		363	Zambezi, Kavango East & West, Otjonzondjupa & Oshikoto	Ministry of Agriculture	
Cash distribution for agricultural inputs	1000 (815 F & 185 M)		Zambezi	Ministry of Agriculture, TA	850 NAD per farmer= 850 000

# ELISSA project (continuation of ZLP) – with funding support by BRC – UK People Postcode Lottery (2022-2023)

This was a 1 year implementation, in the regions of Zambezi, Otjozondjupa, Kavango East & West, Ohangwena & Oshikoto,

with the objective to contribute to resilient communities that are able to meet their food needs and economic security.

Amount: NAD 3,740,144.77

Activities	# of beneficiaries	# of volunteers engaged	Region	Coordination	
Capacity building for small scale farmers (Farmers Business School and GAP trainings)	836 (587 F & 228M)	15	Zambezi, Oshikoto & Ohangwena	GIZ, Ministry of Agriculture, Namibia Training Authority, Namibia Agronomic Board, Regional Council, Agro Marketing and Trading Agency	
Formation IGA (Income Generating Activities) Backyard gardens	122 (95 F & 27M) 6 IGA formed	30	Otjozondjupa Oshikoto	Ministry of Agriculture	
Formation of Community Savings Groups	378 (306 F & 72 M) 15 community savings groups were formed	120	Zambezi, Kavango East & West, Otjozondjupa & Oshikoto		
Training Easy Volunteer Action Hand Book (Gardening & Water harvesting)	153 (86 F & 67M)		Oshikoto, Ohangwena & Otjozondjupa	Ministry of Agriculture	
Cash Distribution for agricultural inputs	529 (384 F & 145M)			Ministry of Agriculture, Regional council & TA	850 NAD per farmer =449 650

# ZLP – ELISSA – Good Agricultural Practices (GAP training)

- The purpose of GAPs is to give logical guidance to Small Scale Farmers (SSF) in implementing best management practices that will help to reduce the risks of low yield production, improve storage of grain and of other crops for future use. The lessons learnt from this training helped farmers identify weaknesses of their way of farming and adopt new methods that could improve existing farming Methods.
- This training was conducted by the NS, with support by GIZ and MWALR



# RCCE for Nutrition – Khomas, Ohangwena & Omusati Regions. WHO-funded

Amount:  
NAD 750 000

Duration: 6  
months

OBJECTIVE:  
To increase awareness of nutritional practices through Risk Communication and Community Engagement (RCCE) interventions.

Activities	# of beneficiaries	# of volunteers engaged	Region	Coordination
Training/induction of NRCS volunteers on the project activities:		45	Khomas, Ohangwena & Omusati	<b>MOHSS, TCE, Ministry of Gender Equality, NAMPOL, VMMC, Regain Trust, Clinic, CACOC, Project Hope, Intra Health, DAPP, SHF, Regain Trust &amp; Ministry of Gender, Health Extension Workers, Women Action for Development</b>
Door to Door visit by NRCS volunteers in all three regions	10 009	45	Khomas, Ohangwena & Omusati	<b>MOHSS, TCE, Ministry of Gender Equality, NAMPOL, VMMC, Regain Trust, Clinic, CACOC, Project Hope, Intra Health, DAPP, SHF, Regain Trust &amp; Ministry of Gender, Health Extension Workers, Women Action for Development</b>
Community meetings by NRCS volunteers	189	45	Khomas, Ohangwena & Omusati	<b>MOHSS, TCE, Ministry of Gender Equality, NAMPOL, VMMC, Regain Trust, Clinic, CACOC, Project Hope, Intra Health, DAPP, SHF, Regain Trust &amp; Ministry of Gender, Health Extension Workers, Women Action for Development</b>
Number of people reached by NRCS volunteers during Nutrition RCCE across all three regions)	Male: 8812 Female: 18996 Total # of people: 27808	45	Khomas, Ohangwena & Omusati	<b>MOHSS, TCE, Ministry of Gender Equality, NAMPOL, VMMC, Regain Trust, Clinic, CACOC, Project Hope, Intra Health, DAPP, SHF, Regain Trust &amp; Ministry of Gender, Health Extension Workers, Women Action for Development</b>

# RCCE for Nutrition – Khomas, Ohangwena & Omusati Regions. WHO-funded

Amount:  
NAD 750 000

Duration: 6 months

OBJECTIVE: To increase awareness of nutritional practices through Risk Communication and Community Engagement (RCCE) interventions.

Number of expecting mothers reached by NRCS volunteers during Nutrition RCCE across all regions	3 578	45	Khomas, Ohangwena & Omusati	<b>MOHSS, TCE, Ministry of Gender Equality, NAMPOL, VMMC, Regain Trust, Clinic, CACOC, Project Hope, Intra Health, DAPP, SHF, Regain Trust &amp; Ministry of Gender, Health Extension Workers, Women Action for Development</b>
Number of lactating mothers reached by NRCS volunteers during Nutrition RCCE in all regions:	6 552	45	Khomas, Ohangwena & Omusati	<b>MOHSS, TCE, Ministry of Gender Equality, NAMPOL, VMMC, Regain Trust, Clinic, CACOC, Project Hope, Intra Health, DAPP, SHF, Regain Trust &amp; Ministry of Gender, Health Extension Workers, Women Action for Development</b>
Number of women referred to health facilities for ANC during Nutrition RCCE across all regions	637	45	Khomas, Ohangwena & Omusati	<b>MOHSS, TCE, Ministry of Gender Equality, NAMPOL, VMMC, Regain Trust, Clinic, CACOC, Project Hope, Intra Health, DAPP, SHF, Regain Trust &amp; Ministry of Gender, Health Extension Workers, Women Action for Development</b>
Number of babies referred to health facilities for growth monitoring and malnutrition screening:	Male: 188 Female: 237 Total: 425	45	Khomas, Ohangwena & Omusati	<b>MOHSS, TCE, Ministry of Gender Equality, NAMPOL, VMMC, Regain Trust, Clinic, CACOC, Project Hope, Intra Health, DAPP, SHF, Regain Trust &amp; Ministry of Gender, Health Extension Workers, Women Action for Development</b>

# Zambezi Livelihood Project (ZLP) – ELISSA 2020 – 2023 with funding support by BRC and GRC



- The purpose of GAPs is to give logical guidance to Small Scale Farmers (SSF) in implementing best management practices that will help to reduce the risks of low yield production, improve storage of grain and of other crops for future use. The lessons learnt from this training helped famers identify weaknesses of their way of farming and adopt new methods that cloud improve existing farming Methods.

# Small business support for Covid-19 resilience, via CVA and training – 2022, with funding support from Australian High Commission

1. The NS implemented a CVA intervention in Khomas Region, in 2002
2. 50 Small businesses who were affected by Covid-19, could apply and were selected to receive a small cash injection, based on a budget and motivation submitted.



*The Australian Consulate in Namibia, NRC senior's management, NRC staff and important stakeholders were among those who visited four of the fifty successful small businesses who benefited from the project.*

# Saving Lives & Livelihoods (SLL) – with funding from Mastercard Foundation (via IFRC) - 2023

1. Duration: 5 months
2. This project was implemented in 6 regions: Kavango, Zambezi, Otjozondjupa, Oshikoto, Ohangwena, & Kunene, with 15 volunteers per region.
3. Purpose of the project was to support the AU memberstate (Namibia), to achieve their national Covid 19 vaccination targets
4. The NS's role was to support the MoHSS in the RCCE workstream



*A RCCE pop up stand where NRCS volunteers supported by the Ministry of Health & Social Services' Outreach team in Zambezi, providing public health information regarding the efficacy of the COVID 19 vaccine*

# In conclusion – the organisational development of the NRCS

1. Since 2021, the management of the NS focused on bringing the auditing of its financial statements up to date. At present (October 2025), AFS are up to date until 2023. 2024 to be audited before year-end. Attending to audit concerns in order to arrive at unqualified audits is also a priority.
2. Attending to legacy projects accountability issues has been necessary, to assure donors, through retrospective project audits, of compliance or explanations for why compliance failed.
3. Since 2021, attending to the management of the asset register and the related legacy issues, pertaining to property, titledeeds and legacy debt of the NS, has been important, though not yet resolved. If resolved, it will contribute greatly to the NS's financial self-sustainability for core costs. 4. For good Governance in the RC/RC movement context, the level of knowledge and invested interest in good governance for no personal gain, is both necessary and a challenge.
5. To improve good governance, the NS has supported the board in the review of the Constitution, but it is long road to achievement, and fraught with the essential understanding of what kind of governance framework matches the current and future realities that the organisation will face. Some aspects of private sector corporate governance must be incorporated.

# In conclusion – the organisational development of the NRCS

6. Maintaining an adequate core staffing complement is nearly impossible, unless the NS has unencumbered own funds, to maintain this. Thus, the NS suffers from being under-staffed and the small staff complement being overstretched.
7. Project funding is short term and whilst helpful to demonstrate contribution to communities and ability to take on an auxiliary role, it is not sustainable and does not build organisational sustainability, unless the funding terms are 3-5 years and allow for a larger contribution to organisational development.
8. The NS needs to established co-fundraising and co-funding partnerships for 3-5 year periods.
9. The NS has decided to streamline the focus of its work, to develop a homebased care volunteering programme for volunteers and young persons, but needs to engage a training and a funding partner. It has support from the MoHSS and a curriculum already exists. This is a critical auxiliary function.
10. The NS will also focus on supporting self-sustaining livelihoods through GAP training and supply of input materials, It needs to partner with a long term funding and agricultural technology partner. It has the support of the MWALR.

# In conclusion – the organisational development of the NRCS

11. The NS still endeavour to re-establish a formal MOU with the OPM. It has developed, since 2021 an exceptional working relationship and reputational favour with the OPM, given the legacy of that relationship (of the 2019-2020 period). It does not anticipate getting a subvention/subsidy again, but it will have to motivate for that, and offer a service in return. For this, it needs to assure the government that it has improved its accountability systems (this failure, was the reason why it lost its government subvention in 2020); it must accept that it will have to submit to the requirements of the Auditor-General should it receive public funds again.

12. The NS is aware of its position within the movement, with the IFRC (as a member) and the ICRC. It has established a good working relationship with the ICRC, and has also established its position within the country, as a partner to support the advocacy for IHL and conduct in peace-time operations. It endeavours to continue to strengthen its position in this regard.

13. In relation to the IFRC, the NS appreciates that it part of a bigger, and world-wide fraternity, and that contributes to its standing, image and position. Being part of the larger RCRC movement/fraternity is also necessary, for the NS to access cooperation and funding partnerships worldwide, most of which it cannot access on its own, unless through the IFRC or PNSs

14. Lastly, the NS endeavours to be a constructive contributor, in the RCRC movement/fraternity especially on strategic level, organisational development issues.

**This concludes the NRCS annual report, that is a retrospective from 2021, to date.**

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