



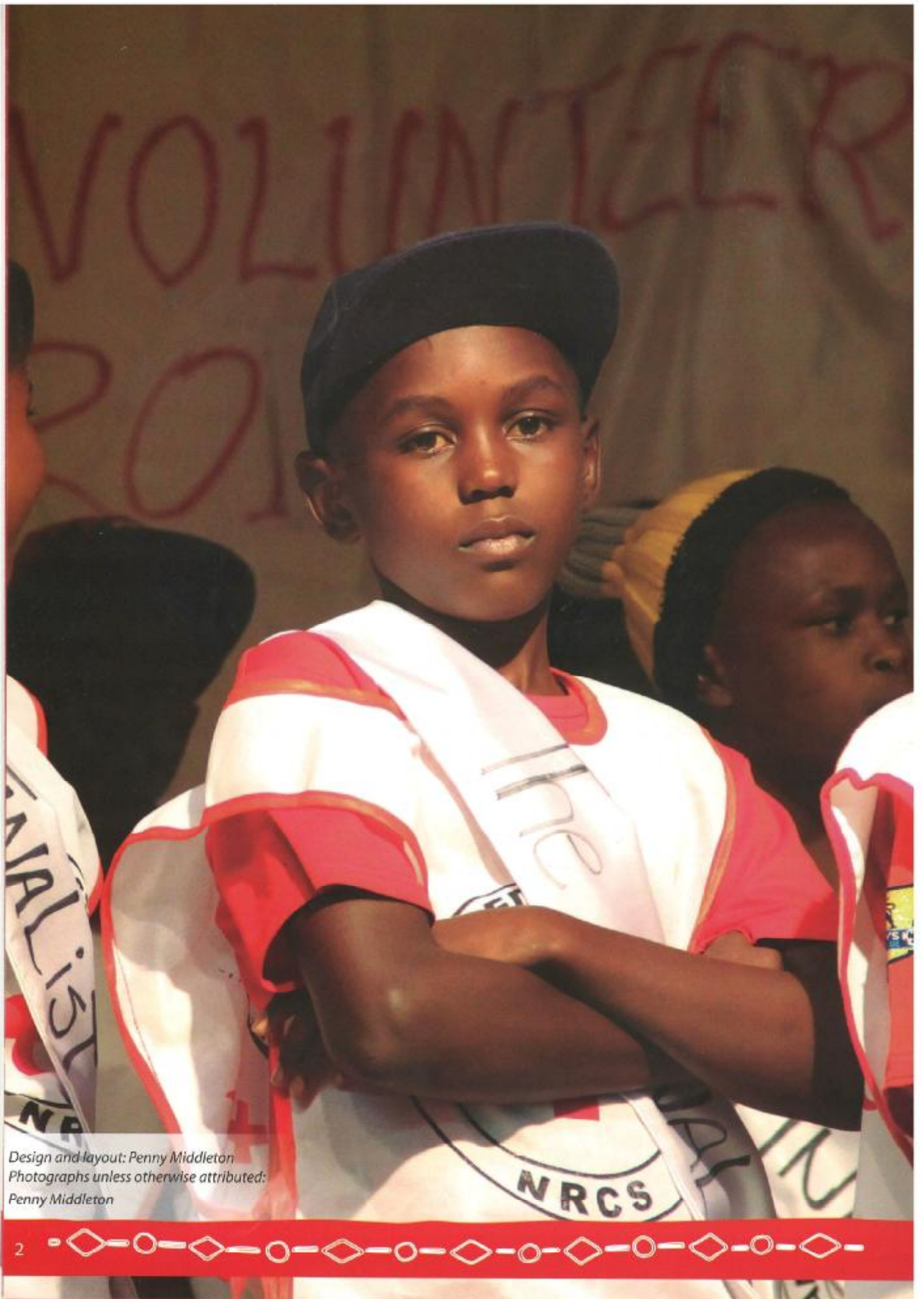
Namibia Red Cross Society

Volunteer • Muitomboli • Freiwillig • Omuliyambi • Boithapo • Vrywillig • Omuharupu • Mulizambeli • Masenxa



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Strategic Plan 2014-2015



*Design and layout: Penny Middleton
Photographs unless otherwise attributed:
Penny Middleton*



Foreword



For over 22 years, the Namibian Red Cross Society (NRCS) has played a key role as an auxiliary to government in responding to humanitarian needs. As the largest humanitarian organisation in Namibia, we continue to work to alleviate the effects of disasters and improve the lives of the most vulnerable members of our society.

Due to changes in the wider environment, within the Red Cross Red Crescent Movement and within the activities of the National Society, we have taken the decision to revise the existing Namibia Red Cross Society 2011-2015 Strategic Plan to align it more closely to our mission and values. It aims to present a unified and coherent sense of our identity, and refine outcomes and actions to achieve a strong and sustainable National Society.

Many lessons have been learnt during the implementation of the 2011-2015 Strategic Plan and internal and external feedback has identified the need to reposition the National Society as a well respected and uniquely Namibian humanitarian organisation, and to promote a more coherent and well defined strategy and image.

The question of sustainability, which is very key to the survival of the National Society, has demanded that the Namibia Red Cross Society becomes strong across a number of areas. Therefore, in a bid to foster and maintain sustainability, based on our Fundamental Principles of humanity, impartiality, neutrality, independence, voluntary service, unity and universality; we have reprioritised our core areas of operation as humanitarian diplomacy, community mobilisation, disaster management, health and social services, and enabling services.

This amended strategy is a result of extensive consultation within the National Society. Each of our core divisions and regional staff have been given an opportunity to review and outline their thinking with regard to our strategic challenges, and propose refinements to our direction. This has resulted in more clearly defined strategic goals and ways of working to set our direction for the next two years.

It is hoped that all staff, volunteers, members and our partners and stakeholders will use this document to guide their planning, and to share in our vision of the direction of our work over the next two years.

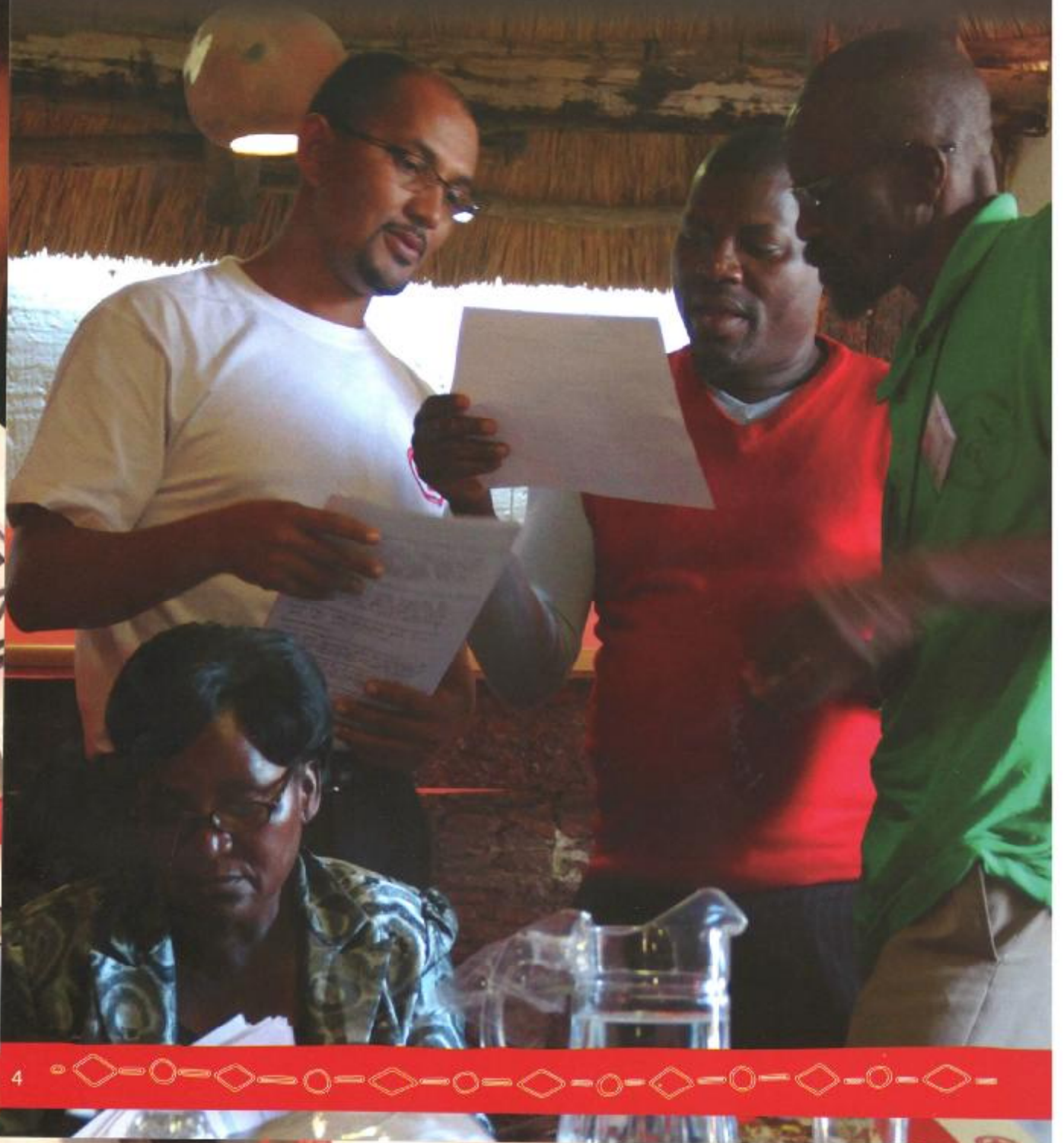
*Hon. Professor Peter H. Katjavivi, MP
Chairperson - NRCS National Governing Board*

Our Mission

To improve the lives of vulnerable people by mobilising the power of humanity

Our Vision

Be the leading Namibian humanitarian organisation, owned and led by the people in their communities, delivering self-determined and sustainable services through local volunteers



Our Fundamental Principles



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 ensure respect for the human being. It promotes mutual understanding, friendship, co-operation and lasting peace among all people.

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 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

What we do

Our core activities and overall goals have not significantly changed since the 2011-2015 Strategic Plan; however, the way we work has fundamentally altered. Our focus now has shifted from delivery of project tasks to a more balanced approach that recognises the unique nature of our organisation as a Red Cross National Society.

In order to achieve this we have simplified the Strategic Plan and renamed some of our core delivery areas .

The five core areas, in order of priority, are now called:

1. **Humanitarian Diplomacy**
2. **Community Mobilisation**
3. **Disaster Management**
4. **Health and Social Services**
5. **Enabling Services**

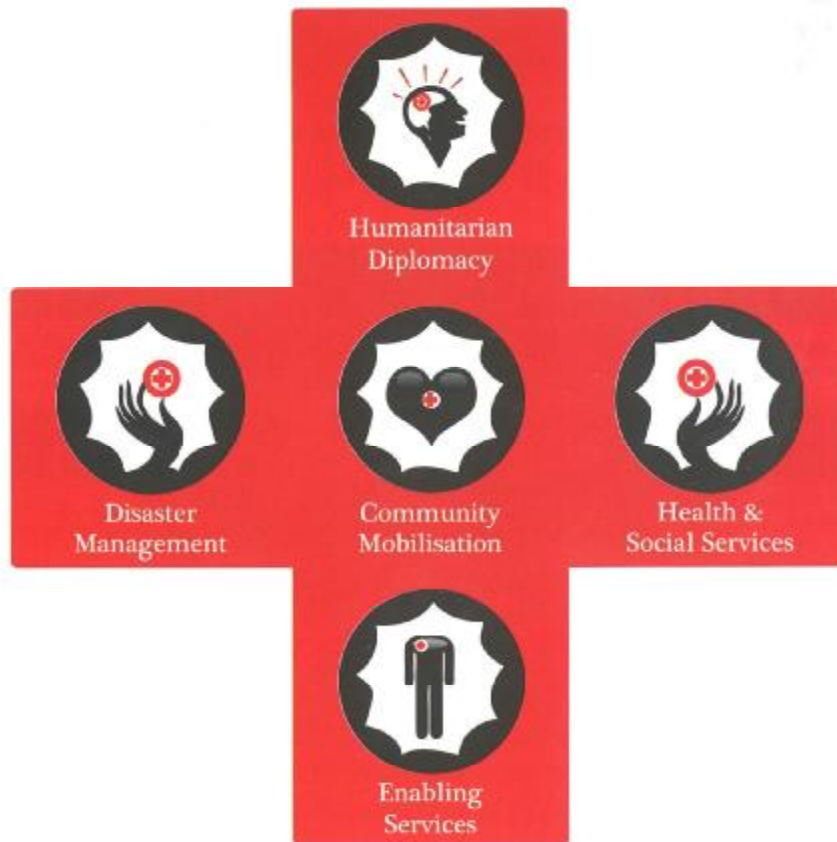
The most important change is to rename the key function of Organisational Development to Community Mobilisation, so that it becomes clear that the primary way we will strengthen the National Society is by mobilising Namibian communities through grassroots membership and self-directed services.

To achieve this we will create strong networks of volunteers that direct their own local services to the vulnerable within their own communities. These volunteers are critical in ensuring we carry out humanitarian services efficiently, effectively and with minimal support, whether responding quickly to a disaster, or providing preventative health messages and first aid within local communities.

The other core Organisational Development activities, such as building stronger and more effective branches, leaders and governance remain, but they have been shifted to a category called Enabling Services, together with the other internal services we carry out, such as Human Resources, Finance and Administration.

One consequence of these changes is that it is less clear what activities “belong to” particular areas of the organisation. This is designed to generate more shared ownership across all staff and volunteers of achieving our objectives, particularly those that make us a strong National Society.





The **head** guides our thinking and defines us as a Red Cross Society. This represents commitment to the seven fundamental principles, and promoting peace and International Humanitarian Law



The **heart** is the centre of all we do, and defines how we work. It represents our commitment to members and mobilising youth and volunteers in our local communities, who are empowered to organise themselves to help their fellow neighbours



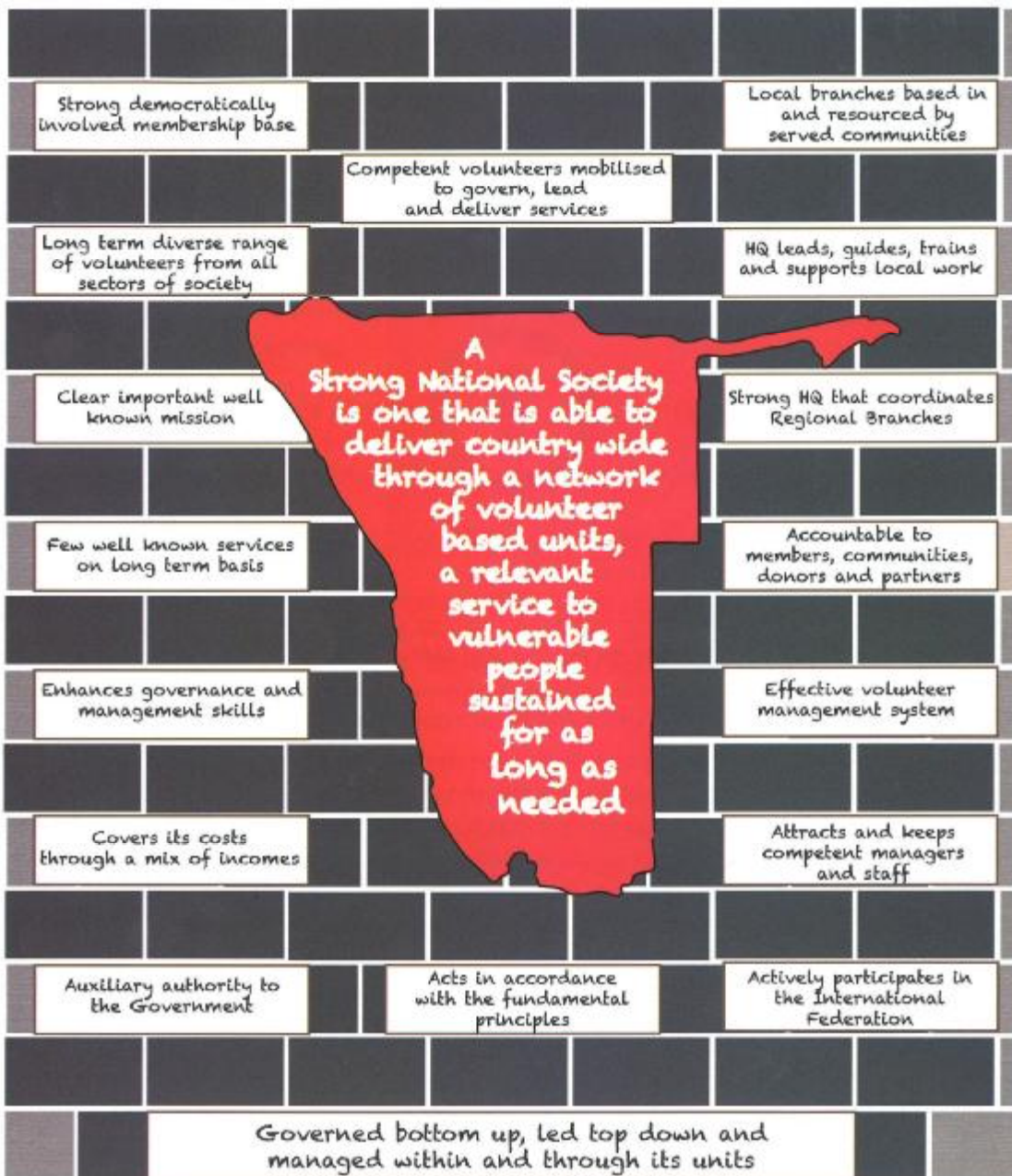
The **hands** are the services we reach out to do together with communities. They represent preparing for and being ready to respond to disasters, disaster risk reduction, and providing local scale health and social services



The **body** is made up of enabling services that keeps us strong as a National Society. It represents essential tasks such as governance, fundraising, marketing, communications, finance, human resources, logistics, administration and staff and branch development



Characteristics of a Strong National Society



Sustainability

Sustainability is a critical challenge and relies on the National Society being equally strong across a number of areas.



Community Mobilisation is critical to sustainability, as without a strong membership and volunteer base to lead the organisation through strong representative governance structures, the National Society risks becoming progressively more alienated from the communities it represents and serves. The ability to rapidly mobilise networks of volunteers has been the core component of the Red Cross Red Crescent Movement from its foundation, and must remain a core component to ensure relevance and sustainability.

A clear understanding of the our **Auxiliary Role** to the Government of the Republic of Namibia (GRN) is essential both within the National Society and within the Government. The National Society requires its staff, governance structures and partners to understand this role, and the GRN to understand and support it. As an auxiliary to the GRN we have a unique position in being responsible for the promotion and protection of International Humanitarian Law, and in providing response during times of disaster. The NRCS must continue to remain independent and neutral so it can be free to act to improve and support the lives of vulnerable people in times of peace and conflict alike.

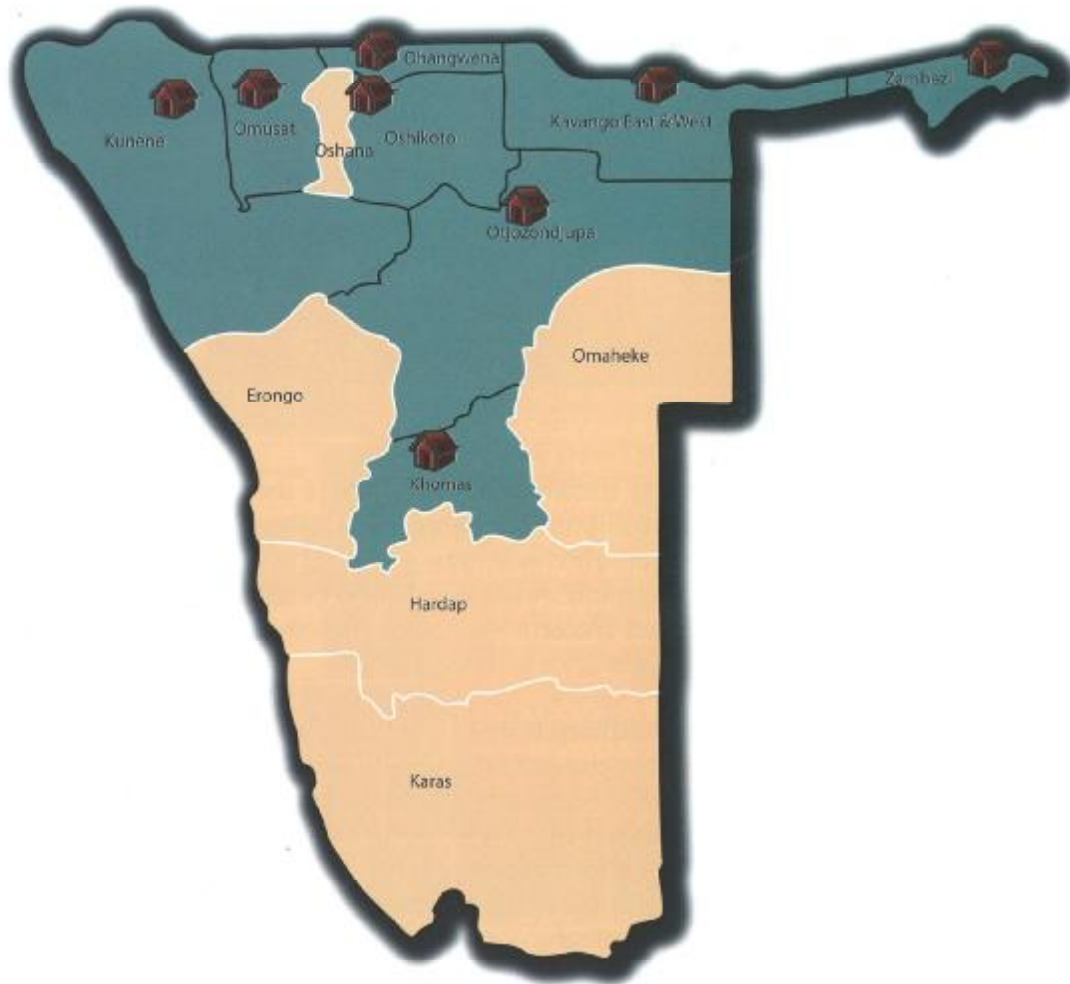
Effective **Resource Mobilisation** and a diverse and sustainable income stream is becoming ever more important to ensure the on-going operations of the Namibia Red Cross Society. In an environment of increasing competition for international resources, more diverse sources of funding must be found, primarily within Namibia.

Finally, our **Programmes** are the way in which we are recognised within the communities we operate. Many of these programmes attract international funding which allows us to offer greater support for disaster risk reduction, disaster preparedness and response, first aid, a range of health and social services at the community level, and programmes aimed at increasing the strength and reach of the National Society.

Where We Work

Currently the NRCS has eight regional branch offices covering nine of the fourteen regions of Namibia.

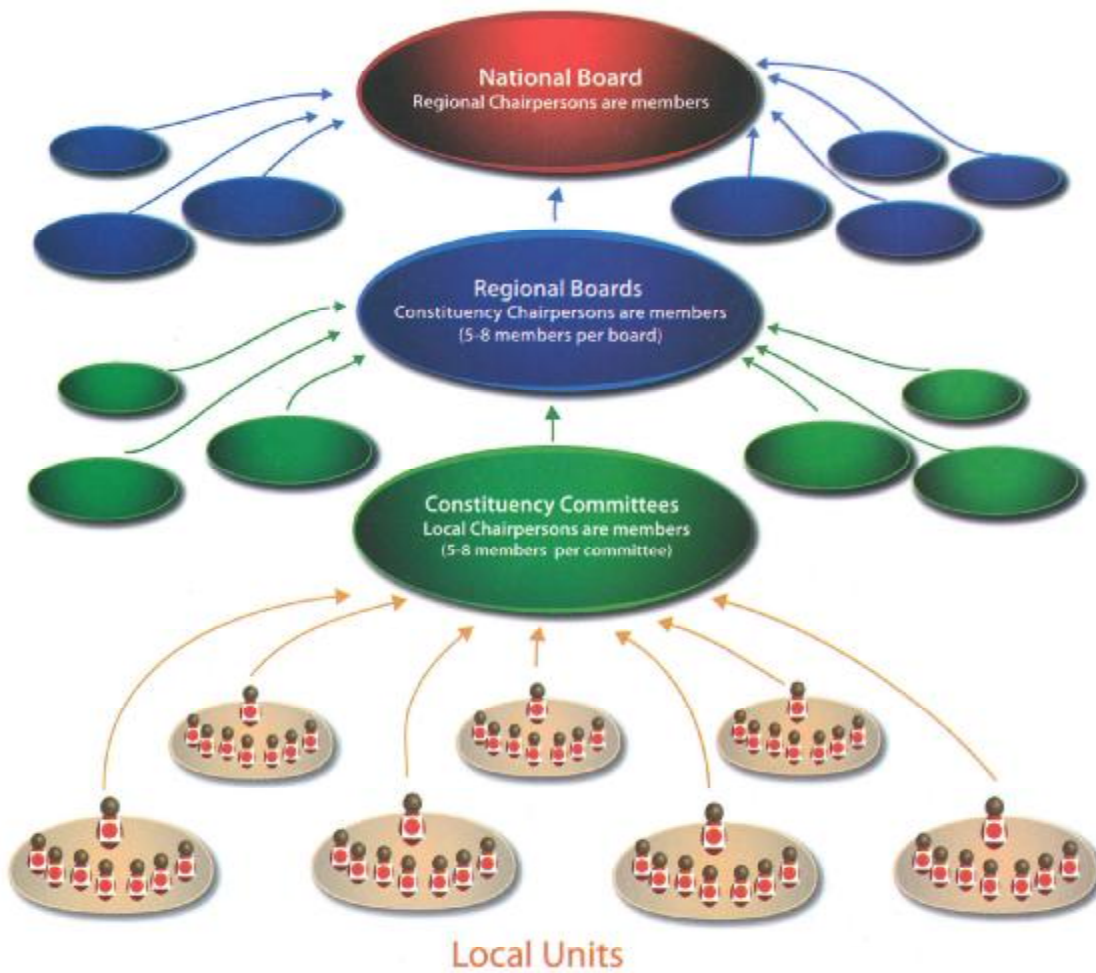
We serve communities across the whole of Namibia and aim to expand to ensure greater coverage and open branch offices in the south, east and west of Namibia.



Our Structure

We are building the following Governance structure to promote representation and leadership from the community level, and to ensure we remain relevant and accountable to our members and the communities they represent.

Local units form the core of the governance structure with their chairpersons forming the constituency committees, regional boards and national board respectively. This way the guiding leadership and direction of the National Society will be driven by, and remain relevant to, supporting grassroots community needs and sustainable services.



Our Partners

The NRCS has established a number of partnerships over the years, to support our leadership role in responding to humanitarian needs.

We currently receive technical and financial support from the International Federation of Red Cross and Red Crescent Societies (IFRC), the International Committee of the Red Cross as well as from the Australian, Belgian, German, Japanese, Spanish, and Swedish Red Cross societies.

We enjoy a cordial partnership with Namibian Government institutions, such as the Office of the Prime Minister, Ministry of Health and Social Services, and Ministry of Agriculture, Water and Forestry.

We receive generous financial support and sponsorship from organisations across Namibia and internationally including Standard Bank Namibia, USAID, UN Agencies, Pupkewitz Foundation, MTC, Namibia Institute of Pathology, the Indonesian Embassy, South African Embassy, and Rossing Uranium.

We continuously seek to establish more linkages and partnerships, such as with institutions of higher learning, as we strive to build capacity in the areas of research and training and as a leader in the humanitarian field.



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Our Core Areas



Humanitarian Diplomacy



Humanitarian diplomacy is persuading decision makers and opinion leaders to act, at all times, in the interests of vulnerable people, and with full respect for fundamental humanitarian principles.

Humanitarian diplomacy aims to mobilize public and governmental support and resources for humanitarian operations and programmes, and to facilitate effective partnerships for responding to the needs of vulnerable people. Humanitarian diplomacy includes advocacy, negotiation, communication, formal agreements, and creative resource mobilisation.

| Outcomes we seek | How we will achieve this |
|---|---|
| All Red Cross staff and volunteers understand the RCRC Movement, the Fundamental Principles and the NRCS mission and disseminate these in their everyday work | <p>Train all staff and volunteers in the fundamental principles of the Red Cross Red Crescent (RCRC) Movement and how they relate to their work</p> <p>Actively advocate for the protection of human life, non-discrimination and the reduction of stigmatisation of vulnerable people within the community as part of our daily work</p> |
| We communicate frequent and consistent messages internally and externally | <p>Proactively produce regular communication across all forms of traditional and social media to promote all the activities of our strategic plan</p> <p>Improve internal communication processes so all staff, governance and volunteers understand and communicate one consistent message to external stakeholders</p> <p>Improve internal communication so there is a better information flow between volunteers, field staff and headquarters</p> |
| Our partnerships are diversified and strengthened. They focus on domestic support to guarantee continuity of funding and sustainable revenue | <p>Actively seek long term domestic partnerships with the private sector and develop Memorandum's of Understanding to support our partner relationships</p> <p>Proactively network with external stakeholders, partners, potential donors, other civil society organisations and government and seek greater opportunities for mutually beneficial cooperation</p> <p>Build capacity and expertise in negotiation and local scale fundraising across the National Society</p> <p>Establish long-term mutually beneficial relationships with Partner National Societies, the International Federation of Red Cross and Red Crescent Societies (IFRC), the International Committee of the Red Cross (ICRC) and international donors</p> |
| Government decision makers, including politicians, understand the importance of our auxiliary role and apply this knowledge in policy making | <p>Advocate on humanitarian and International Humanitarian Law (IHL) issues to all levels of government on a regular basis</p> <p>Produce specific targeted messages and communication materials aimed at parliamentarians and government decision makers on the role of the NRCS and IHL</p> |
| All stakeholders, the general public, and the media better understand the importance of humanitarian principles and IHL | <p>Train key staff and volunteers in IHL and the RCRC movement through online learning and internal training</p> <p>Take the lead in discussions of humanitarian issues within Namibia, such as conferences, forums and professional networks</p> <p>Establish, maintain and expand cooperation with other opinion leaders such as academic institutions, foundations, the private sector and civil society institutions</p> <p>Provide IHL, Exploring Humanitarian Law (EHL) and humanitarian training within educational institutions at all levels, and for the National Defence Force, the Namibian Police and the Ministry of Safety and Security</p> |
| The public understands and respects the protective use of the Red Cross emblem | <p>Identify cases where the Red Cross emblem is misused and take action to stop the misuse.</p> <p>Conduct education campaigns on the importance of the emblem in times of armed conflict</p> |



Community Mobilisation



Community mobilisation is the centre of all we do and defines how we work. It represents recognising members as owners of the Namibia Red Cross Society, and empowering youth and volunteers in local communities to organise themselves to help their neighbours. Through community mobilisation, we ensure we are able to deliver countrywide, through a network of volunteer-based units, a relevant service to vulnerable people sustained for as long as needed.

Community mobilisation aims to recruit more members and volunteers and retain them through active self-directed participation. It empowers youth and volunteers to carry out their own self-funded and self-directed activities in their local communities, and builds on these activities as the foundation of our work. Community mobilisation also establishes strong and well-informed governance structures that can direct and lead our work.

| Outcomes we seek | How we will achieve this |
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| A countrywide sustainable network of Red Cross rural community units, carrying out self-initiated, self-directed and self-resourced local services across the country | Establish Red Cross community units in every region that are self-directed and self-resourced and carry out services to the vulnerable within their community on a weekly basis |
| | Support units, once established, with regular visits and information about the RCRC movement, other units, and to document progress |
| | Support staff, governance and volunteers with information and support to establish and maintain community units |

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| A network of empowered and active self-directed youth structures, committees and clubs that carry out regular services in every region | Support youth in every constituency to be active and carry out self-initiated and self-resourced local services on a weekly basis |
| | Establish Red Cross school clubs in every region at the primary and secondary levels and within all large tertiary institutions |
| | Ensure youth are represented at every level of governance and receive mentoring, feedback and support from staff and board members |
| | Train youth in key skills such as first aid, leadership skills, Youth as Agents of Behavioural Change (YABC), the RCRC movement and National Society objectives |
| | Encourage peer-to-peer support internationally, nationally and with other Namibian youth organisations |

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| One percent of the population are current Red Cross members or volunteers | Regularly disseminate information about the movement and the National Society in the community, and encourage recruitment as a daily activity |
| | Actively implement retention activities such as regular information sharing, better integration of members into branch activities, and encouraging self-directed volunteer activities |
| | Undertake targeted recruitment to ensure our membership base is representative of all members of the Namibian community |
| | Recruit members and volunteers in regions that currently do not have branch offices and encourage them to engage in self-directed services which can expand into formal governance structures |
| | Undertake targeted recruiting of youth and professional volunteers who have skills and capacities the National Society needs |

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| The governance is very active, involved and sets and leads the implementation of the our direction | Establish strong governance structures at all levels, including local, constituency and regional levels |
| | Empower and encourage governing board structures to better direct and support branches |
| | Support the secretariats to induct, train and facilitate peer-peer support at all levels of governance |
| | Recruit more skilled and diverse potential board members; including co-option of additional board members to ensure a good balance of skills on all boards |



Disaster Management



Photograph: Olwen Evans



Disaster management is one of the most important activities of the National Society. Disasters are any serious disruption to the functioning of a community that results in widespread losses and disruption that exceeds a community's ability to cope using its own resources. We seek to be the primary responder to disasters at the community level by mobilising volunteer units.

During disasters, the immediate imperative is to save lives, reduce suffering, damage and losses and to support affected communities to help themselves so they can recover quickly. Therefore, it is critical that both communities and the NRCS are well prepared, so they can respond immediately to disaster.

Disaster risk reduction is very important to mitigate and prevent known disasters, particularly seasonal natural events such as flooding, seasonal disease outbreaks such as cholera, and rarer slow onset disasters such as drought.

Through our disaster management activities we minimise the impact of disasters, ensure communities are well prepared to respond, support communities with emergency response, restoring family links, psycho-social support and assist them to recover quickly.

Outcome we seek

How we will achieve this

A network of active volunteers ready to respond to disasters in every vulnerable community

Establish networks of grassroots volunteers that regularly carry out services such as basic first aid, disaster response and social support within their communities on a weekly basis

The National Society, branches and communities are well prepared to respond promptly to natural disasters and other emergencies

Raise community awareness on common hazards and support them to identify ways they will respond at the community level

Establish community based early warning systems and link communities to early warning systems

Train more staff and volunteers in basic first aid, psycho-social support and in emergency accommodation management

Pre-position relief stock in all regions

Develop and test comprehensive plans of how the Red Cross will respond to each predictable natural disaster that is likely to occur in Namibia

Improve logistics and finance systems to more responsively support disaster response operation

Reduce risks and improve the resilience of communities at risk of a natural disaster

Support communities to identify risks and develop their own risk reduction strategies

Support communities to establish diversified nutritious food supplies, and sustainable livelihoods

Facilitate sharing of ideas on risk reduction between communities

The immediate needs of households and communities are met during times of natural disaster or other emergencies

Promptly mobilise and support local staff and volunteers trained in basic first-aid and psycho-social support

Restore family links between people that have been separated

Mobilise volunteers quickly to manage emergency shelters and camps, and to offer practical and social support

Individuals and communities have the support they need to effectively recover after a natural disaster or other emergency

Support communities affected by the disaster to assess their own needs and undertake most recovery tasks themselves to avoid creating dependency

Ensure special vulnerable groups (such as minorities, the sick, people with special needs, elderly and communities within remote areas) are receiving recovery support

Plan and coordinate recovery from the initial stages of the disaster

Work together with local staff and government to strengthen existing structures, and use local agencies and suppliers to support the recovering economy

Strong partnership with government that recognises and supports the expertise and role of the NRCS to ensure basic human needs are met in times of natural disasters and emergencies

Carry out our responsibilities under the Disaster Risk Management Act 2012

Strengthen our relationship with the Office of the Prime Minister and the Disaster Risk Management Office

Ensure our role is effectively coordinated with all partners engaged in disaster response



Health and Social Services



The NRCS has an important role in delivering social and health related services within local communities that complements formal health care services provided by the Ministry of Health and other agencies.

We support communities, through their community units, to identify and deliver social and health services within their own communities themselves.

We deliver preventative health information, education and communication on communicable, vector and water-borne diseases, provision of water and sanitation and hygiene practices, community based structures for first aid through our networks of volunteers. This includes education on water and sanitation, and assisting mobilising and participating in national and regional immunisation campaigns.

In addition, we provide material items, psycho-social support and home based care to people seriously affected by HIV and AIDS through our networks of volunteers, such as supporting orphans and vulnerable children, assisting in ensuring treatment compliance of people with tuberculosis, and distributing items to prevent disease, such as water purifiers and bed-nets.



| Outcomes we seek | How we will achieve this |
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| All communities have a Red Cross volunteer unit providing self-directed local social and health services | <p>Support community units to deliver their own self-directed and self-identified local social and health services</p> <p>Support community units to provide first aid and peer-to-peer social services on issues such as gender based violence</p> |
| The public becomes more aware of how to prevent communicable, water-borne and vector borne diseases from local community based Red Cross volunteers | <p>Continuously support and train community based volunteers to deliver key preventative health messages, on HIV/AIDS, malaria and other health related activities through the Primary Health Care Approach, to ensure that people affected by health issues are well informed.</p> <p>Provide community education on the prevention of all communicable, water-borne and vector borne diseases, and promote good nutrition</p> <p>Train community unit volunteers to provide basic first aid services</p> <p>Promote behavioural change for youth through peer education to prevent HIV/AIDS</p> <p>Provide community education on the prevention and treatment of tuberculosis, cholera and malaria and distribute long lasting insecticide nets through the volunteer network</p> <p>Educate the community on the importance of immunisation and support national immunization campaigns, and other health activities relating to communicable, vector and water-borne diseases.</p> |
| Rural populations have access to safe, adequate water, sanitation, and knowledge of basic hygiene | <p>Facilitate community ownership of safe water, sanitation and hygiene practices</p> <p>Provide community based hygiene education for at risk rural populations</p> <p>Provide water supply and sanitation facilities for at risk rural populations</p> <p>Support communities to establish diversified nutritious food supplies, and sustainable livelihoods</p> |
| People seriously affected by HIV receive quality care, treatment and support | Provide in home psycho-social and material support to households with Orphans and Vulnerable Children and people seriously affected by HIV/AIDS |
| People affected by tuberculosis successfully complete treatment | Provide counselling and nutritional support to ensure people with tuberculosis adhere to treatment, trace defaulters, recognise TB signs and symptoms, and refer patients to health care facilities. |



Enabling Services



Enabling services are essential for ensuring the National Society and its staff and branches are strong and well supported. We have a responsibility to ensure our finances are managed responsibly and administrative services support the other strategic objectives of the National Society,

Leadership skills in our staff, volunteers and governance are essential for good management, and we need to ensure we continuously monitor and evaluate our activities and performance.



| Outcomes we seek | How we will achieve this |
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| Attract, retain and support high performing staff and volunteers | Recruit high performing staff and volunteers and induct and support them so they can reach maximum productivity quickly |
| | Ensure clear job descriptions are in place that are regularly reviewed, and all staff and volunteers understand their roles and responsibilities |
| | Focus on performance management to ensure staff and volunteers receive regular feedback regarding their work performance |
| | Provide training, coaching and support for on-going professional development of staff and volunteers |
| | Ensure effective talent management and succession planning |

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| All branches meet all the characteristics of a strong branch | Create regular opportunities for branch leaders to exchange ideas |
| | Undertake regular branch assessments and help branches build the characteristics of a strong branch |
| | Provide support to branch management in managing volunteers, members, governance and working with youth |
| | Encourage branches to build capacity through office based volunteers and closer relationships with governance structures |

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| Efficient administration and processes that support all NRCS activities to ensure they are delivered responsibly | Ensure all existing and new staff have sufficient financial accounting and office administration knowledge |
| | Provide efficient financial management and administration functions to assure donors, Government and partners of the National Society's capacity to manage and administer all resources with integrity |
| | Provide full accountability through strong internal controls to ensure delivery is in accordance with approved budgets, audit and report on all funds received, and safe guard National Society assets |
| | Review administration processes to ensure they support self-directed volunteer activity and local income generation by units and branches |
| | Focus on improving the linkage between operations and administration processes to ensure maximum efficiency |
| | Review the processes of administration during disaster response to ensure smooth operations |

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| Strong leaders at all levels of the National Society lead well and provide clear direction | Ensure all managers and staff clearly understand their roles and follow decision making processes aligned to the strategic direction |
| | Regularly examine organisational structures and management messages to ensure they support the strategic direction of the National Society |
| | Build leadership capability at all levels of governance, staff and volunteers through training, feedback mechanisms and coaching |

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| All departments and branches establish small scale viable methods of income generation to cover costs | Explore options to generate local income from sustainable activities such as first aid, training, property leases, training and second-hand good shops |
| | Encourage entrepreneurial skills to support sustainable income generation |

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| A monitoring and evaluation system is in place to address the most important drivers of a strong National Society, in addition to project performance | Develop and focus on internally developed measures of National Society performance, such as the ability to respond quickly and effectively to emergencies, volunteer contributions, effective governance, and sustainability |
| | Refine the reporting system for boards and that measures progress against the objectives in the strategic plan |
| | Develop more effective systems by which local communities can measure and evaluate our performance |



Red Cross Shopping Centre
2128 Independence Avenue
Katutura
PO Box 346 Windhoek
Tel: +264 61 413750
Fax: +264 61 228949
Email: enquiries@redcross.org.na

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