



Namibia Red Cross Society

Road Map 2017- 2018



Table of Contents

1. Background	3
2. Purpose of the Road Map	4
3. Context	4
4. Namibia Red Cross Society challenges and opportunities	5
5. The Future of Namibia Red Cross Society	6
5.1 Programming Approach	6
5.2 Priority Areas	7
6. Monitoring and Evaluation	14

Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
DRM	Disaster Risk Management
HIV	Human Immunodeficiency Virus
NDP	National Development Plan
NDRT	National Disaster Response Team
NRCS	Namibia Red Cross Society
NS	National Society
NSA	Namibia Statistics Agency
TB	Tuberculosis
SDG	Sustainable Development Goals
SOP	Standard Operating Procedure
UNICEF	United Nations Children’s Fund

The programmes offered by the Namibia Red Cross include disaster risk management; food security and livelihood; community based health (TB, HIV malaria), including water and sanitation and first aid.

Today, the Namibia Red Cross has expanded and developed good relationships with local communities, the Government of the Republic of Namibia and other stakeholders, such as UN agencies, Pupkewitz Foundation and Pick n Pay Namibia.

The Namibia Red Cross Society underwent leadership change in January 2017. The Secretary General, Dorkas Kapembe-Haiduwa, ended her contract with NRCS in December 2016, and was replaced by Naemi Heita in January 2017.

2. Purpose of the Road Map

The purpose of this Road Map document is to summarise the strategic directions of the NS that will form the basis of the development of the NRCS Strategic Plan for 2017 -2021. The document highlights key enabling actions needed to support the NS to position itself as a leading humanitarian organisation, delivering sustainable services in Namibia.

3. Context

Namibia's current population stands at 2.2 million people as per 2011 National Census¹. The population is predominantly young, with 30 per cent aged between 18-34 years (NSA, 2011). About 57 per cent of the population lives in the rural areas. The country has a low population density of 2.6 persons per square kilometer, making the provision of service delivery costly and uneven. According to the Poverty Mapping Survey, 2015, the poverty level in Namibia is estimated at 26.9 per cent, with about 568 000 people estimated to be poor².

Food insecurity in Namibia is less a problem of availability and more a question of access and utilisation. High dependence on food imports makes the country susceptible to high food prices, a situation that further compromises the ability of poor and most vulnerable households to access adequate food that is available in the country.

In 2016, over 500 000 people were found to be food insecure and required assistance³. The 2015 Global Hunger Index, also ranks Namibia 87th out of 120 countries assessed, with an index score of 31.8, indicating a 'serious food problem'⁴. The existence of food and nutrition insecurity in Namibia is due, in part, to successive droughts and flooding episodes over three agricultural seasons that has weakened community capacity to recover from the shock and undermined livelihoods. Humanitarian needs that are already high will continue to grow, as will the cost of sustaining the humanitarian response.

¹ National Census 2011, Government of the Republic of Namibia

² Poverty Mapping Survey 2015, National Planning Commission of Namibia

³ National Vulnerability and Capacity Assessment, 2016

⁴ Global Hunger Index 2015

Namibia has one of the world’s highest HIV prevalence rates. The overall HIV prevalence stood at 16.9 per cent in 2014 representing a slight decline from 18.2 per cent in 2012. The objective of the Ministry of Health and Social Services is to reduce the impact of HIV/AIDS, TB and Malaria on the Namibian population by strengthening health delivery systems at all levels.

Namibia is a naturally arid country and therefore water is a very scarce resource. Higher temperatures and droughts affect water quality and quantity due to high evaporation. In rural areas, people walk long distances to reach their nearest water points. In some instances, people resort to unhygienic water sources for daily requirements. Apart from household needs, water is required for agricultural activities, livestock farming, micro and small business operations.

Provision of basic sanitation remains a challenge in Namibia particularly in schools and other public places, as well as in rural areas. Studies show that about 50 per cent of households in Namibia use bush toilets - 14 per cent in urban areas and 77 per cent in the rural areas, which exposes them to a variety of public health problems.⁵

The Government of Namibia is committed to poverty reduction and has initiated various programmes, to which the Namibia Red Cross is positively contributing, in line with its commitment to the Sustainable Development Goals (SDGs) in particular SDG (1) on poverty and SDG (2) on ending hunger and the goals in the next National Development Plan (NDP5).

Therefore, the need for the National Society to play its complementary role is immediate, substantial, constant and growing.

4. Namibia Red Cross Society Challenges and Opportunities

The National Society’s top and middle management came together to reflect on the current position of the Namibia Red Cross and made recommendations on how to strategically position the organisation as a partner of choice in the country. The International Federation and International Committee of the Red Cross participated in the meeting as facilitators.

Below are some of the reflections from the meeting:

Challenges	Opportunities
<ul style="list-style-type: none"> • Lack of adequate financial resources • Consolidated audit reports not up to date • Lack of policy implementation and monitoring • Lack of capacity/training in specific technical areas 	<ul style="list-style-type: none"> • Established by an Act of Parliament with auxiliary status to public authorities • Government policies on poverty eradication and development • New technology giving access to latest information i.e. social media

⁵ Sanitation Study 2015, National Planning Commission of Namibia

<ul style="list-style-type: none"> • Staff shortage in critical positions (one-man-band) • Poor dissemination of Red Cross information • Lack of project management skills (monitoring and evaluation) • Lack of systematic staff/volunteers capacity development 	<ul style="list-style-type: none"> • Forming consortia with partners with expertise in various areas • Media willingness to cover RC work • Minimal competition because of auxiliary status • Acceptance by local communities • Upper middle income status
---	---

5. The Future of Namibia Red Cross Society

Vision

To be the **leading** humanitarian organization **delivering sustainable** services

Mission

Strengthening **community resilience** to improve the lives of vulnerable people

5.1 Programming Approach

The Namibia Red Cross is committed to addressing vulnerabilities in a comprehensive and sustainable manner. The National Society will mobilise vulnerable communities to mitigate risks and bolster resilience to future shocks. NRCS supports a people-centered, needs-driven approach in line with the Red Cross Fundamental Principles. The National Society is committed to participating in joint needs assessments, combined data analysis, and planning and programming processes to deliver better outcomes to vulnerable communities for both humanitarian and development services. Programmes will be designed to strengthen branches and ensure that efficiency and sustainability is maintained.

In line with SDG 5, the National Society will promote and integrate gender equality and empowering women and girls into all of its work. NRCS takes cognizance that gender equality and women’s empowerment affects all aspects of development and human well-being.

Namibia Red Cross will work in synergy with partners to combine and leverage complementary strengths and resources. In particular, the National Society will forge a partnership with the government to bridge the gap in service delivery between government institutions and local communities. This is in support of the government decentralisation policy. It is important to leverage the National Society’s auxiliary role to develop and strengthen in-country partnerships to access more resources domestically.

The opportunity provided by technology for improved data gathering, information sharing and communication, particularly through mobile phone technology, is immense and will be explored.

Operational innovation, knowledge management, effective communication and continuous staff and volunteers' skills development are critical requirements for a successful delivery of the National Society's programmes.

In summary, the National Society will exploit its recognized mandate, special position in public, tested principles and values, experience and expertise, as well as international networks to deliver its services effectively.

5.2 Priority Areas

Namibia Red Cross Society will continue to deliver its services in the areas of Disaster Risk Management, Health and Social Services, Food Security and Livelihoods as well as Organisational Development. The National Society will invest in its disaster response capacities so that its **'First Responder'** role is solidified and fully realised. Cash-based programming readiness will be promoted to ensure fast and efficient response to emergencies.

The second critical area to be further developed and scaled up is the food security and livelihood to address the chronic food insecurity in the country due to recurrent disasters. Support systems strengthening will be prioritised to enhance efficiency, credibility and accountability of the national society' services.



Priority Area	Critical Actions: 2017 -2018
<p>Disaster Risk Management (DRM):</p> <ul style="list-style-type: none"> • Effective and respected NS response capacity mechanism is maintained • Communities in disaster and crisis affected areas adopt climate risk informed and environmentally responsible values and practices 	<ul style="list-style-type: none"> • Disaster Response Training (CBDRT/NDRT) for staff and volunteers • Simplification and dissemination of Standard Operating Procedures (SOPs) • Development of National Society Contingency Plan • Development of Cash Based programming systems • Establishment of Red Cross Emergency Fund • Support communities to develop community longer term risk reduction plans that address long-term adaptation needs and climate related risks.

The effects of recurrent disasters, particularly droughts and floods, have a devastating impact on vulnerable people across Namibia. The National Society will continue to scale up its resilience building efforts with the communities at risk, and ensure that response operations to the emergencies are an extension of its long-term resilience programmes.

The National Society will enhance its first responder capacity to every man-made and natural disasters, through its network of skilled volunteers.

Specifically the DRM activities will focus on:

- Community and household resilience where the impact of natural disasters will be reduced through community-based risk reduction interventions so that communities and households are better able to anticipate, adapt and respond to disasters.
- Improved National Society capacity for disaster preparedness, response and recovery, so an increased number of communities and families are supported.
- Develop and regularly review contingency plans, policies and procedures that can be quickly operationalised in response to disaster;
- Establish and equip centers of excellence for risk reduction and resilience building at selected Red Cross branches. These will act as nodes for innovation, application of learning, and training that will then be cascaded to lower administrative levels and link up with community level initiatives.
- Promotion of and response to restoration of family links needs identified.

The National Society will continue to strengthen its relations with the Directorate of Disaster Risk Management under the Office of the Prime Minister, establish consortia in its quest to find durable solutions that protect people through cycles of disaster and support them to be resilient.

Existing community structures will be empowered through various DRM trainings to ensure that they have the right capacities to respond to emergencies and spearhead resilience-building and climate change activities at local level.

Food Security and Nutrition

- Communities, especially in disaster affected areas, restore and strengthen their livelihoods
- Household livelihoods security is enhanced through increased food production and creation of productive assets/vocational trainings
- Development of the Namibia Red Cross Food Security Strategy
- Scaling up food security and livelihood interventions
- Food Security and livelihood technical expertise



To complement government efforts on food security and nutrition in the country, the National Society will work closely with the Ministries of Agriculture and Health and Social Services to identify areas where the National Society can add value using its comparative advantage. Namibia Red Cross envisions a large-scale expansion of small-scale food security and livelihood interventions that can have a sustainable and life-changing impact. The strategies below, which are in line with the Red Cross Resilience Plan for Southern Africa⁶, will be promoted:

- Work with vulnerable communities to promote livelihoods and resilience-building linked to food security and nutrition, climate change adaptation, risk management, and strengthened sustainability and resilience of food production systems.
- Strengthening nutrition-sensitive approaches, and work with partners, such as UNICEF, for nutrition complementarities, increasing smallholder productivity, reducing post-harvest losses, and ensuring sanitation and hygiene.

⁶ Resilience Plan for Southern Africa: 2016, International Federation of the Red Cross

The Red Cross will invest in interventions aimed at strengthening livelihoods and increasing food production at household and community level. The interventions will draw experiences from existing good practices.

Health and Social Services

Communities are supported with services to identify and reduce health risks (especially HIV, TB and malaria)

Branches are capacitated to effectively detect and respond to infectious disease outbreaks

NRCS has capacity to train staff and volunteers in First Aid

- Review and develop the National Society health programmes
- Review, implement the community based, institutional and commercial first aid strategy, training policy, manuals, tools and updated database



The Namibia Red Cross will continue to provide life-saving care for a range of health priorities and provide support to build resilient health systems by expanding the reach of the health sector through volunteers and enabling community-based surveillance. This approach supports the national health objectives and outcomes outlined in the National Health Plan. Health will focus on three main outputs:

- Community based awareness, public education and surveillance in areas of HIV, malaria and tuberculosis.
- Public Health in emergencies preparedness and response
- Provision of safe water and sanitation

The risk of emerging and re-emerging epidemics, vector borne diseases and preventable public health a well-equipped organisation that can respond to health emergencies. Continuous capacity building is required to mitigate all health risks as a priority.

Namibia Red Cross volunteers have significant experience in HIV/TB programming in their communities, particularly home-based care. However, improved treatment means people with HIV are living longer and there is need to reengineer the HIV activities to reach key populations.

Prevention of mother-to-child transmission is to be addressed vigorously through preventative health education.

As new infections are still significant amongst adolescent girls, strengthening youth engagement approaches in areas like HIV peer education will be an important focus.

As the sanitation coverage is still low in the country, the National Society would like continue complementing government efforts by scaling up provision of safe water, sanitation and hygiene practices among rural communities.

First Aid is the most important service especially during emergencies. Red Cross is globally best placed to provide first aid services.

The First Aid focus will be:

- Development and review of first aid guidelines and policies
- Developing first aid training capacity within NRCS
- Scaling up training to communities and other service providers

Organisational and Branch Development

- Strengthen National Society capacities and ensure sustained and relevant Red Cross presence in communities.
- National Society has skilled and motivated volunteers

- Development of the NS Strategic Plan 2017-2021
- Development of comprehensive board induction package
- Support the Governing board to carry out self-assessment – Key performance indicators
- Development and implementation of the membership drive plan
- Development of the branch plans by regional boards and staff
- Development and implementation of Red Cross Youth engagement strategy



The primary resource required for National Society development is leadership that can articulate a vision for the future of the Red Cross and inspire people inside and outside the organisation to become advocates of the Red Cross. Namibia Red Cross will continue to strengthen the capacity of branches to ensure that they are able to scale up and sustain basic services of the National Society.

Increased focus and investment will be placed on volunteer management as volunteers are at the heart of National Society' strength, effectiveness and scale. The National Society will explore innovative ways to retain volunteers as this is the Red Cross's genuine point of connection with communities it supports.

Partnership and Resource Development:

Strengthen understanding of the NRCS mandate and enhance sustainability of the National Society programming

- Training and deployment of NS Information Disseminators
- Development of Partnership and Resource Mobilisation guidelines
- Review of Communication Policy and Strategy
- Establishment of dissemination platforms with key partners



Namibia Red Cross will develop stronger, diverse and innovative strategic partnerships both inside and outside the country. Greater emphasis will be placed on domestic fundraising to ensure sustainability of Red Cross services. Enhanced visibility and a strong public profile will be maximised to leverage and amplify the voice of the most vulnerable, to influence policy and budgets and to raise funds.

Beneficiary communication will be strengthened, leveraging mobile technology to support feedback loops with communities. Fundraising and partnerships should be enhanced through a clear and robust Communications Strategy. Technology will be leveraged in support of fundraising i.e. digital/online fundraising.

Finance and Administration

- NRCS enhances its effectiveness, credibility and accountability

- Finalisation of 2014, 2015 and 2016 consolidated audits

	<ul style="list-style-type: none"> • Assessment and restructuring of Finance and Administration department • National Society assets valuation • Capacity building in financial management
--	---



Namibia Red Cross commits to be accountable to all its stakeholders. In addition to ensuring the necessary coordination mechanisms, the ability to implement expected services depends on an effective National Society, seen as relevant and credible, representing and working towards collective interests and deploying the highest quality services.

The National Society will work to become economically sustainable with the ability to cover core costs and basic services from its own resources. In this pursuit, ensuring prudent financial management, accurate reporting and accountability will be top priorities. Logistics, fleet, procurement and warehousing systems will be strengthened to ensure effective safeguarding of National Society assets.

<p>Human Capital Development</p> <p>Diverse and skilled staff of the National Society</p>	<ul style="list-style-type: none"> • Reinforcement of performance management system • Staff training needs assessment to inform capacity development • Fill critical positions (Marketing/Communications coordinator, DM Manager, Organisational Development coordinator, Branch Manager - Kunene)
--	---

Committed employees are an important resource of any organisation. Ongoing and systematic capacity development will be pursued to make sure that employees have a solid understanding of their job requirements.

To accomplish this, the National Society will focus on the following areas:

- Assessing personnel needs and develop training plan
- Reinforce performance management systems
- Digitalise some human resource functions
- Orienting new employees to the organisation systems and processes
- Develop staff retention strategy to address current high staff turnover

The National Society will endeavor to attract and build quality personnel both for volunteer and staff positions, to be able to deliver on the organisation's overarching mission statement.

6. Monitoring and Evaluation

The National Society will carry out bi-annual review of the Road Map based on agreed deliverables and budgets. Heads of Departments will develop detailed Plans of Action in support of specific strategic areas, and document results and lessons learned.

Plan of actions will be monitored on a quarterly basis, to learn, share and re-strategise with the support of the Monitoring and Evaluation Unit. Learning and knowledge-sharing through peer-to-peer support will be promoted among Red Cross branches.

Namibia Red Cross Society

PO Box 346, Windhoek

Republic of Namibia

Tel +264-61-413750

Fax +264-61-228949

Email: enquiries@redcross.org.na