



# **Namibia Red Cross Society**

## **ROAD MAP 2019-2021**

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## Executive Summary

Namibia is classified as an upper middle income country with a gross national income per capita of 5,227.18 USD (2017) (growth rate: -0.8% per annum, 2017). Namibia's current population is 2.2 million people as per 2011 National Census<sup>1</sup>. The population is predominantly young, with 30 per cent aged 18-34 years (NSA, 2011). About 57% of the population lives in the rural areas. The country has a low population density of 2.6 persons per square kilometre, making the provision of service delivery costly and uneven. According to the Poverty Mapping Survey, 2015, poverty levels in Namibia are estimated at 26.9%, with about 568 000 people estimated to be poor<sup>2</sup>. The Namibian economy consists of two sub-economies. The first is the more formal and modern economic sector that includes mining, livestock production and fishing. The second sector is the informal, subsistence sector consisting of agriculture and herding.

The Namibia Red Cross Society (NRCS) is known for its work across the country both at national and grassroots levels. As the only humanitarian organization in Namibia, the National Society is committed to provide excellent humanitarian services to those affected by disasters such as droughts, seasonal floods, HIV and AIDS, food insecurity, road fatalities and other vulnerabilities and disasters. The Red Cross is supporting the Government of Namibia (GRN) in their humanitarian tasks according to the priority needs of the people in the country. Autonomous to the government, the National Society cooperates with government at different levels in the prevention of disasters, promotion of health and the mitigation of human suffering through various programmes for the benefit of the communities.

The Namibia Red Cross Society is guided by the seven fundamental principles of the Red Cross AND Red Crescent Movement: Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality. These principles are underpinned by shared values – relating to people, integrity, partnership, diversity, leadership and innovation – that guide how the Society works.

The purpose of the Road Map for the period March 2019 to February 2021 is to summarise the strategic direction that the National Society (NS) will have to take towards achieving its vision of being an efficient, trusted and sustainable humanitarian organisation focused on preventing and alleviating human suffering and to save lives. The document will form the basis for the 2019-2021 NRCS Strategic Plan development. The document highlights key enabling actions needed to support the NS to position itself as a leading humanitarian organization, delivering sustainable services in Namibia.

This Map draws from the successes and lessons learned from previous strategies and is guided by the IFRC Strategy 2020, international and national strategic documents such as the Sustainable Development Goals and National Development Plans. Although it is a continuation of previous strategic documents, its main focus is to rebuild the capacities of the Society after major governance, human and financial challenges have been experienced over the past number of years, which left the Society in a very unstable state with regard to its capacities. In order for the National Society to continue to provide services to the vulnerable people of Namibia in a proactive manner, major and urgent improvements to its current capacities are needed.

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<sup>1</sup> National Census 2011, Government of the Republic of Namibia.

<sup>2</sup> Poverty Mapping Survey 2015, National Planning Commission of Namibia.

The Map describes the NS's core focus areas, its long term aims and objectives, implementation approaches, priorities for resource allocation, while it will also form the basis for performance management to be formally conducted on a quarterly basis.

The NS's long term goal is to be a fully member and volunteer driven organisation, by mobilising and capacitating communities to actively be involved and taking care of humanitarian issues identified within their own communities as first responders.

The Namibia Red Cross has five intervention/core areas namely Humanitarian Diplomacy, Disaster Management, Health and Social Services, Livelihoods & Food Security and National Society Development.

A total of 27 objectives support the five Core Areas.

Tables 3-8 depict the detailed way forward in table format and include:

- The five Core Areas and 27 Objectives with targeted outcomes and timelines
- Priority and mostly high level actions

Performance Indicators (PIs) and targets for each objective with their accountabilities and scheduling over the indicated three year period will be detailed on Scorecards to be developed during the Strategic Plan development process. Detailed cost estimates of all initiatives will then also be added.

## **Section 1: BACKGROUND INFORMATION**

### **1.1 Introduction**

Road Map 2019-2021 provides the Namibia Red Cross Society with strategic guidance for the period March 2019 – February 2021. Although it is a continuation of previous strategic documents, its main focus is to rebuild the capacities of the Society after major governance, human and financial challenges have been experienced over the past number of years, which left the Society in a very unstable state with regard to its capacities. In order for the National Society to regain and then maintain its relevance in the Namibian humanitarian space, major and urgent improvements to its current capacity are needed.

The Map aims to direct the interventions of the Society in a coordinated manner during the time it embarks on a comprehensive and consultative strategic planning process with the aim of finalising the 2019-2021 Strategic Plan. Five core programme areas have been prioritised, namely: Humanitarian Diplomacy, Disaster Management, Health and Social Services, Livelihood & Food Security and National Society Development. National Society Development covers Corporate Governance, Community Mobilisation, Financial & Administration Management, Human Resources and Monitoring, Evaluation & Learning, while all aspects are developed and implemented as per Red Cross Movement policies and guidelines. The document puts emphasis on integrated programming of interventions and describes the Society's overall strategic intent. It adopts a Results Based Management approach to ensure that interventions are measurable and produce expected results.

The Road Map 2019-2021 is premised on Red Cross strategic documents such as the NRCS Road Map 2017-2018, IFRC Strategy 2020, Strategic Framework for the Integrated Health and Social Services Programmes in Southern African, international strategic documents such as the Sustainable Development Goals as well as national strategic documents such as Vision 2030, the 5<sup>th</sup> National

Development Plan, the Harambee Prosperity Plan, National Health, Food Security and Disaster Management Plans and Frameworks.

## 1.2 Country Context

Namibia is situated in the south western part of Africa, has a surface area of 824,116 km<sup>2</sup> and is divided into 14 administrative regions. The country is classified as an upper middle income country with a gross national income per capita of 5,227.18 USD and a growth rate of -0.8% per annum (2017). Namibia's current population is 2.2 million people as per 2011 National Census<sup>3</sup>. The population is predominantly young, with 30% aged 18-34 years (NSA, 2011). About 57% of the population lives in the rural areas. The country has a low population density of 2.6 persons per square kilometre, making the provision of service delivery costly and uneven. According to the Poverty Mapping Survey, 2015, poverty levels in Namibia are estimated at 26.9%, with about 568 000 people estimated to be poor<sup>4</sup>.

The Namibian economy consists of two sub-economies. The first is the more formal and modern economic sector that includes mining, livestock production and fishing. The second sector is the informal, subsistence sector consisting of agriculture and herding. The domestic economy recorded a slow growth of just above 1% growth in 2016, attributable to declines in the primary and secondary industries as well as slow growth in the tertiary industry. During 2017, the economy is estimated to have contracted on the back of weak performance in construction, wholesale and retail and retail sectors, among others. However, gradual recovery is estimated in the medium term. Given the slow growth in 2016, unemployment increased, while GDP per capita declined. In 2016, Namibia was ranked by UNDP as the second most unequal country in the world after South Africa. Inflation remained single digit in 2017, while the Namibia Dollar traded favourably against major currencies such as the US Dollar, British Pound and the Euro during 2017. Namibia realised improvement in respect of investment attractiveness according to the Fraser Institute's Annual Survey of Mining Companies (2<sup>nd</sup> in Africa after Botswana, 2017). In terms of income levels, the average monthly wage has increased since 2014, although gender inequality is still a major challenge. Unemployment remains one of the country's biggest challenges given that it recorded 34% in 2016, which is a 6.6% increase over the 2014 rate. Unemployment rate is highest in Kunene and Zambezi Regions. Namibia has significantly managed to increase access to education evidenced by 98.6% enrolment rate achieved in light of children accessing education in 2015. However, quality of education remains a challenge stemming from persistently high dropout, repetition, and survival rates in almost all school phases (primary, junior and secondary education). The high dropout rates are notwithstanding primary and secondary education being free in the last five and two years respectively. The education sector also experienced high rates of repetition in almost all grades which has the potential of discouraging learners and could ultimately fuel dropping out of school, thereby affecting learners' survival rates<sup>5</sup>.

Food insecurity in Namibia is less a problem of availability and more a question of access and utilization. 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

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<sup>3</sup> National Census 2011, Government of the Republic of Namibia.

<sup>4</sup> Poverty Mapping Survey 2015, National Planning Commission of Namibia.

<sup>5</sup> Status of the Namibian Economy 2018, Government of the Republic of Namibia.

insecure and required assistance<sup>6</sup>. The 2015 Global Hunger Index, also ranks Namibia 87<sup>th</sup> out of 120 countries assessed, with an index score of 31.8, indicating a 'serious food problem'<sup>7</sup>. The existence of food and nutrition insecurity in Namibia is due, in part, to successive drought and flooding episodes that weaken community capacity to recover from shocks and undermine livelihoods. It is predicted that humanitarian needs, that are already high, will continue to grow, as will the cost of sustaining the humanitarian response.

Namibia has one of the world's highest HIV prevalence rates. The overall HIV prevalence stood at 16.9% in 2014 representing a slight decline from 18.2% 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 water is therefore a very scarce resource. Higher temperatures and drought, are projected to affect water quality and quantity due to high evaporation. In rural areas, people walk long distances to the nearest the water points. In some instances, people resort to unhygienic water sources for daily requirements, which very often results in the breakout of various water borne diseases. Apart from household needs, water is required for agricultural activities, livestock farming, micro and small business.

Provision of basic sanitation remains a challenge in Namibia, particularly in schools and other public places, and in rural areas. Studies show that 50% of Namibian households (14% in urban and 77% in rural areas) use bush toilets, exposing them to serious public health issues<sup>8</sup>.

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 its National Development Plan (NDP5).

Although Namibia's road network is regarded as one of the best on the continent, road traffic accidents are the third biggest cause of death in Namibia, ranking after HIV/AIDS and Malaria. According to a recent report from the World Health Organization, Namibia was ranked number one in the world in terms of most road deaths per annum. Causes can be linked to speeding and reckless driving, general non-observance of traffic rules, and animals on roads in some instances. Young people within the productive age group of 21 to 40 years make up the majority of the victims. It was established by the National Road Safety Council that the cost of road crashes to the Namibian economy amounts to N\$1.3 billion per year and has been lamented as a crisis by political leaders

Therefore, the need for the National Society to reorganise and strengthen itself in order to play its complementary role is immediate, substantial, constant and growing.

### **1.3 NRCS Overview**

The Namibia Red Cross Society is a national humanitarian organisation recognised by an Act of Parliament (Act 16 of 1991) as a National Society auxiliary (Section 2(1) of Act 16 of 1991) to public authorities. The Namibia Red Cross Act and the Disaster Risk Management Act give the Namibia Red Cross Society the mandate of being the second responder in times of disasters and other emergencies.

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<sup>6</sup> National Vulnerability and Capacity Assessment, 2016.

<sup>7</sup> Global Hunger Index 2015.

<sup>8</sup> Sanitation Study 2015, National Planning Commission of Namibia.



Executive Committee, National HBC Forum, National OVC Forum, National Refugee Committee, and Volunteer for Development Coordinating Committee.

The NRCS has to continuously seek to establish more partnerships, including institutions of higher learning to build capacity in research and training, strengthening its role as leader in the humanitarian field.

Based on the seven Fundamental Principles of the IFRC, the NRCS forms the basis for its vision, mission and core values on:

1. **Humanity:** born of a desire to bring assistance without discrimination to the wounded on the battlefield, we endeavour to prevent and alleviate human suffering wherever it may be found. Our purpose is to protect life and health and to ensure respect for the human being. We promote mutual understanding, friendship, cooperation and lasting peace amongst all peoples.
2. **Impartiality:** We make no discrimination as to nationality, race, religious beliefs, class or political opinions. We endeavour to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.
3. **Neutrality:** In order to continue to enjoy the confidence of all, we may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.
4. **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.
5. **Voluntary service:** We are a voluntary relief movement not prompted in any manner by desire for gain.
6. **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.
7. **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.

The NRCS' **Core Values are:**

1. **Pro-activeness** – always being prepared and able to respond in a timely manner
2. **Integrity** – respecting moral values and honesty; being reliable, trustworthy and transparent
3. **Professionalism** – maintaining minimum standards of work, quality and conduct
4. **Partnership** – networking/collaboration

The Strategic Plan focusses on **five Core Areas**, namely:

1. HD: Humanitarian Diplomacy
2. DM: Disaster Risk Management
3. HSS: Health and Social Services
4. LFS: Livelihood & Food Security
5. NSD: National Society Development (Corporate Governance, Community Mobilisation, Finance and Administration and Human Resources, Monitoring, Evaluation and Learning)

## 1.4 Namibia Red Cross Society Challenges and Opportunities

The overall strategic objectives listed in the Road Map incorporates the following listed challenges and opportunities as identified by the National Society:

**TABLE 1: NRCS CHALLENGES**

<b>Challenges</b>
<p><b>Ineffective Governance systems:</b></p> <ul style="list-style-type: none"> <li>• Mostly inactive constituency and regional boards - although these structures are predominantly in place, they have not been effective over the last few years due to the lack of management oversight and financial resources.</li> <li>• Lack of overall policy implementation and monitoring – poor management, lack of performance evaluation systems and a “culture of non-compliance” have led to poor policy implementation</li> </ul>
<p><b>Lack of adequate human capacity:</b></p> <ul style="list-style-type: none"> <li>• Lack of qualified staff in critical positions (one-man-band) - Leadership changes through a change in the SG took place at the beginning of 2017, mid-2018 and then again in the last quarter of 2018. The overall staff complement changed from 320 at the end of 2016 to 17 in October 2018. The most recent reduction in staff numbers is due to a persistent high employee turnover rate as well as a voluntary retrenchment process carried out during the third quarter of 2018. The latter was necessitated by a serious lack of financial resources and left the organisation with hardly any technical capacities, as predominantly support staff remained.</li> <li>• Lack of capacity/training in specific technical areas</li> <li>• Lack of overall project management skills (planning, implementation, monitoring and evaluation)</li> <li>• Low and unstructured salary scales which fail to attract qualified and experienced resources and lead to high staff turnover rates</li> <li>• Unmotivated staff</li> </ul>
<p><b>Poor financial planning and management:</b></p> <ul style="list-style-type: none"> <li>• Lack of adequate financial resources due to a decreasing subvention from GRN, loss of partnerships due to poor financial management and reporting in the past, lack of fundraising strategies and skills</li> <li>• Lack of consolidated audit reports for the last four years and</li> <li>• Lack of Certificate of Good Standing from Inland Revenue which prevents the NS to optimise on local and international Calls for Funding Proposals</li> <li>• Huge organisational debts which increase on a monthly basis</li> <li>• Poor reporting and accounting systems and capacities</li> </ul>
<p><b>Unsustainable volunteer and membership profile:</b></p> <ul style="list-style-type: none"> <li>• Lack of dedicated and trained National Society Development focal person</li> <li>• Lack of volunteer capacity development, commitment and diversification</li> <li>• Weak membership base and involvement</li> <li>• Limited volunteer own initiatives and projects</li> </ul>

**Lacking Communication and Advocacy:**

- Auxiliary role to GRN not established and sustainable despite cordial partnership with Namibian Government institutions
- Poor dissemination of Red Cross information leading to widely unknown brand

**TABLE 2: NRCS OPPORTUNITIES**

<b>Opportunities</b>
<ul style="list-style-type: none"> <li>• Established by an Act of Parliament with auxiliary status to public authorities</li> <li>• Well framed national policies on poverty eradication and development</li> <li>• Red Cross Movement support</li> <li>• Various income diversification opportunities available if mobilised, e.g. medium size local private sector, diversified population with regard to demographics and income, reasonable size of local population willing to volunteer time and resources</li> <li>• General acceptance by most communities it works in</li> <li>• Media willingness to cover RC work</li> <li>• New technology giving access to latest information i.e. social media</li> <li>• Forming consortia with partners with expertise in various area</li> <li>• New leadership with a vision, will and skills to successfully implement a NS turnaround strategy</li> </ul>

**Section 2: STRATEGIC OBJECTIVES****2.1 Overall Strategy**

The long term aim of the NRCS is to be financially and technically sustainable in order to contribute towards the strengthening of vulnerable communities' resilience country-wide through a network of empowered volunteer-based units and programmatic interventions. However, to create a strong and sustainable National Society, it should remain rooted in its Fundamental Principles and Internal Humanitarian Law and Values and build in the areas of:

1. **Good Corporate Governance:** Being accountable to its stakeholders (communities, financial and programmatic partners as well as the Government of Namibia) is the basis on which the Society wants to provide its service. Accountable, effective and strategic leadership on constituency, regional and national levels as well as prudent, efficient and transparent financial and organisational management are crucial in order to achieve this. The renewed and urgent focus on the development and implementation of effective governance and organisational structures, policies and procedures through capacity building and monitoring is one of the core activities to be pursued over the next three years. Urgent regional board and branch development, restructuring/improving the national finance department as well as reviewing and executing human resources policies and procedures make up a large part of this strategic intent.
2. Due to the nature of the National Society, **Strengthened and Diversified Community Mobilisation** is critical to overall organisational sustainability. Without a strong membership and volunteer base to lead the organisation through strong and 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 is the core component of the Red Cross and Red Crescent Movement from its foundation, and must remain a core component to ensure relevance and sustainability. In order to close the existing gap between the NS and the communities in which it works and to restore the current skewed power relationship between the NS's head office and its regional branches, the capacities of members and volunteers need to be improved and diversified. The strategic aim is for the branches to set the pace and the head office to play a supporting and enabling role as the status quo is currently the other way around with the branches not having much ability to influence the development and management of the organisation.

3. **Strengthened Auxiliary Role:** A clear understanding of the Auxiliary Role to the Government of the Republic of Namibia 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 auxiliary to the GRN, we have a unique position of being responsible for the promotion and protection of International Humanitarian Law, and in providing response before, during and after times of disaster. Through reviewed Humanitarian Diplomacy interventions, it is crucial that clear, targeted and constant communication to stakeholders is ensured. However, 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.

In order to strengthen its auxiliary role, the NRCS aims to increase its relevance to the GRN by aligning its core focus areas to international and national commitments made by the government to the Namibian people. National development goals reflect the needs of communities on the ground and by investing resources in strengthening its capacity to deliver on such needs, the NS becomes a preferred partner of choice while making a difference in the most vulnerable communities as well.

4. **Effective Resource Mobilisation** and a diverse and sustainable income stream are vitally important to ensure the on-going operations of the NRCS. The lack of adequate financial resources has brought the NS to its knees over the last few years. Therefore, in an environment of increasing competition for international resources, more diverse sources of funding must be found, primarily within Namibia.
5. **Effective Projects and Programs** are the way in which NRCS were recognised within the communities it operated. Many of these programs attracted international funding which allowed the NRCS to offer greater support for disaster risk reduction, disaster preparedness and response, first aid, a range of health, social, and food security services at the community level. Going forward, the programmatic approach will be continued to complement the targeted strengthened volunteer units through which humanitarian services will be provided. This is to increase the strength and reach of the National Society. The consistent and correct implementation of effective monitoring, evaluation and learning systems is crucial for effective project management and reporting, thereby ensuring efficient partner management.

## 2.2 Core Strategic Areas & Strategic Objectives

The Core Strategic Areas are the few focus or priority areas in which NRCS has to perform to achieve its vision, based on its mandate. As already listed, the five **Core Strategic Areas** are:

1. HD: Humanitarian Diplomacy
2. DM: Disaster Management
3. HSS: Health and Social Services
4. LFS: Livelihood & Food Security
5. NSD: National Society Development (Corporate Governance, Community Mobilisation, Finance & Administration, Human Resources, Monitoring, Evaluation and Learning)

A total of 27 objectives were identified based on the strategic issues. The hypothesis is that by achieving these 27 objectives in the five Core Areas, the NRCS vision will be realised. The five Core Areas as well as the 27 strategic objectives linked to the core areas are listed below. Details of these objectives appear in the tables below, which will be converted into scorecards for effective performance evaluation.

The Strategic Objectives will be implemented in an integrated manner. This will enable the Society to create an effective and sustainable impact which will facilitate the following:

- responding to the holistic needs of individuals & communities
- integrating cross cutting issues into all programming
- building long term relationships with strategic partners, especially those outside of the Movement
- being better equipped to access long term thematic funding to enhance sustainability

#### **HUMANITARIAN DIPLOMACY:**

Humanitarian Diplomacy (HD) involves Partnerships, Communications and Advocacy. It is a multi-directional effort and tool to enhance and further develop the work of National Societies to persuade decision makers and opinion leaders to act, at all times, in the interests of vulnerable people, and with full respect for fundamental humanitarian principles. Public and government support and resources are mobilised for humanitarian operations and programs through the facilitation of effective partnerships for responding to the needs of vulnerable people. Humanitarian diplomacy includes advocacy, negotiation, communication, formal agreements and creative resource mobilisation.

Through effective HD, agreements and partnerships with organizations and Governments realize their fullest operational potential, adding value for National Societies and their programmes, while it supports the strengthening of National Society capacity to use their auxiliary role for the benefit of vulnerable people.

Humanitarian Diplomacy thus improves the National Society's overall humanitarian access, helps maintain humanitarian space for the Society and strengthens its ability to pursue their own national objectives.

Over the next three years, the NRCS will pursue Humanitarian Diplomacy through the following sub themes:

- *Partnerships* – using its auxiliary role to achieve greater access for people in need, and create awareness to the causes and potential consequences of emerging or re-emerging vulnerability for its partners to respond accordingly.
- *Advocacy and communication* – highlighting the needs and rights of vulnerable people, whilst striving to give them a strong voice in all negotiation processes. Attract a diversified and targeted

volunteer and membership base with regard to demographics skills and financial resources. Create improved public awareness of the work of the NS.

- *Resource mobilization* – pursuing strong external partnerships and a diversified and expanded resource base through various means and methods.

**TABLE 3: NRCS HUMANITARIAN DIPLOMACY SPECIFIC GOAL, OBJECTIVES, OUTCOMES AND ACTIVITIES**

<b>Goal:</b>	<b>To pursue Humanitarian Diplomacy towards increasing community resilience</b>
<b>Partnerships</b>	
<b>Objective:</b>	To increase the percentage of NRCS partners responding to the needs of vulnerable people through strengthened cooperation and partnerships.
<b>Outcomes:</b>	Increased consideration by decision makers and opinion leaders of the interests of vulnerable people.
	Increased percentage of NRCS partners responding to the needs of vulnerable people.
	Increased percentage of vulnerable people receiving support resulting from NRCS partnerships.
<b>Priority actions:</b>	1. Develop and enhance already existing cooperation with international and national non-government organisations to increase the percentage of NRCS partners to play a greater role to safe guard the interest of the vulnerable people whilst respecting the FP/HP. <ul style="list-style-type: none"> <li>a. Develop cooperation agreements with movement partners to strengthen partnership and cooperation in line with the NS strategic plan.</li> <li>b. Develop MOUs with external partners to strengthen partnership and cooperation keeping in mind the social responsibility towards vulnerable people.</li> <li>c. Review and improve contract/project management capacities.</li> </ul>
	2. Improve NRCS visibility in its humanitarian role by effective promoting its brand through a targeted brand strategy and implementation plan.
	3. Enhance and strengthen the auxiliary role with government through Red Cross information dissemination amongst government institutions for effective and coordinated humanitarian response at national and regional level.
	4. Establish and expand cooperation and partnership with other opinion leaders in the country, such as academic institutions, foundations, the private sector and civil society institutions.
<b>Advocacy and communication</b>	
<b>Objectives:</b>	To enhance the capacity of Namibia Red Cross Society to advocate for the protection of human life, non-discrimination and stigmatization of vulnerable people.
	To influence the behaviour of staff, volunteers, government officials, communities and the general public to accept and accommodate the vulnerable groups through a better understanding of the FP/HV.
<b>Outcomes:</b>	Reduced stigma and discrimination of vulnerable people.
	Increased percentage of people volunteering to strengthen community/individual resilience.
	Increased understanding of the FP/HV amongst government officials, communities where NRCS works in and the general public.

<b>Priority Actions:</b>	1. Strengthen the knowledge, understanding and respect of the FP/HV, the Emblem and Humanitarian laws by government officials and general public. Continue raising awareness of the FP/HV by developing specific targeted messages targeting government officials and the general public, starting with the NRCS governance structures, employees, members and volunteers.
	2. Address stigma and discrimination through the way that implementation is done. This includes the design of all programmes to ensure that they tackle prejudice and harmful attitudes and practices through education, advocacy and social mobilization. Create an environment in which people who are marginalized and stigmatized feel welcome and safe, and where they are given an effective role in participating in the Red Cross work.
	3. Develop and maintain the well-being of the vulnerable communities. This includes practical help with basic needs and psychosocial support, as well as protection and assistance for those affected by abuse and exploitation.
	4. Advocate for disadvantaged groups to have greater access to public services. This includes promoting respect for the specific human rights conventions relating to disadvantaged people, and facilitating access to more open and adaptable health and social security services.
<b>Resource Mobilization and management</b>	
<b>Objective:</b>	To increase the financial capacity of the Namibia Red Cross Society by 15% annually to become a self-reliant National Society.
<b>Outcome:</b>	NRCS is able to meet at least 50% of its core costs by end of 2021.
<b>Priority Actions:</b>	1. Diversify funding sources by exploring various funding options to expand the financial base by: <ul style="list-style-type: none"> <li>a. Developing a resource mobilization strategy and plan.</li> <li>b. Mobilizing at least five partners (PNS and other stakeholders) to commit to long term funding for a period of 2-5 years.</li> <li>c. Increasing the membership recruitment by recruiting 5% of the population (100 000).</li> <li>d. Lobbying for increased annual subsidy from government.</li> <li>e. Negotiating with Partner National Societies to contribute at least 10% administrative fees.</li> <li>f. Establishing new profitable business ventures and strengthen existing IGAs such as the shopping centre.</li> <li>g. Optimising current assets for increased income.</li> </ul>
	2. Strengthen the Resource Mobilisation Committee of NRCS by involving experts as coaches and mentors. Establish resource mobilization committees comprising of volunteers and board members at both regional and national levels to oversee and give guidance on fundraising activities.
	3. Strengthen the resource mobilization and relations management at local and international levels in such a way that there is capacity to carry out and oversee the implementation of the strategy. Organise annual follow up capacity building workshops for volunteers and staff at national and regional levels.

	4. Strengthen the partnership management and relations to guarantee continuity of funding. Ensure the efficient implementation of quality operations and programmes, measuring the impact and ensuring timely and accurate reporting in order to meet donor requirements and keep building donor confidence.
	5. Continuously communicate success stories, areas of interest and priorities as well as show commitment to key stakeholders, decision makers, donors and the general public.

## DISASTER MANAGEMENT:

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. During disasters due to natural and man-made hazards or in crises that arise from violent conflicts, 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. A disaster or crisis may arise as a sudden emergency or it may have slow onset. NRCS seeks to be the primary responder to disasters at the community level by mobilising volunteer units. Therefore, it is critical that both communities and the NRCS are well prepared, so they can respond immediately to a 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 NRCS 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.

The National Society will accomplish this by employing the following sub-themes:

- Disaster risk reduction – NRCS will strengthen the coping mechanisms of communities to cope with the impact of disasters.
- Disaster preparedness – NRCS will strengthen its capacity and that of the communities to be well prepared for disasters.
- Disaster response and recovery – NRCS will strengthen its capacity to respond promptly to disasters and to support communities to recover from disasters.

**TABLE 4: NRCS DISASTER MANAGEMENT SPECIFIC GOAL, OBJECTIVES, OUTCOMES AND ACTIVITIES**

<b>Goal</b>	<b>To save lives, protect livelihoods, and strengthen recovery from disasters and crises.</b>
<b>Disaster Risk Reduction</b>	
<b>Objective:</b>	To improve the NS capacity in Disaster Risk reduction.
<b>Outcomes:</b>	The NRCS Tracing Services are able to provide timely response to emerging needs within the framework of its Disaster Preparedness and Response Programs.
	Increased community knowledge and awareness of the hazards and risks in their environment and the development of local risk reduction strategies built on traditional coping mechanisms, as well as contemporary knowledge on the cause and effect of common modern day natural phenomenon.
	Reduced health, social and economic risks amongst communities vulnerable to both natural and man-made disasters.
	Improved health status at household level through stabilized food supplies.

	Sustainable livelihood interventions established.
	Improved nutritional practices, knowledge, skills and attitudes.
<b>Priority Actions:</b>	1. Support and strengthen viable livelihood interventions for the marginalised and other vulnerable communities.
	2. Strengthen NRCS capacities in targeting and registration of humanitarian beneficiaries.
	3. Strengthen NRCS capacities in forecast-based financing and cash preparedness.
	4. Investigate opportunities for shock-responsive social protection systems.
	5. Support community gardens and Back Yard Gardens.
	6. Support potential income generating activities.
	7. Build the capacity of staff, volunteers and beneficiaries to implement and monitor integrated food security and HIV and AIDS activities.
	8. Develop a skilled and equipped tracing unit, that will efficiently attend to the tracing cases throughout the year and is able to respond in case of disasters within the national territory or abroad.
<b>Disaster preparedness</b>	
<b>Objective:</b>	To improve the National Society's capacity for disaster preparedness.
<b>Outcomes:</b>	Enhanced human, financial, material resources, and effective and efficient disaster management systems in place and functional for optimal disaster preparedness.
	Reduced disaster impacts on community livelihoods and lives.
	Increased community resilient levels.
<b>Priority actions:</b>	1. Strengthen NRCS relationship with the Office of the Prime Minister, particularly the Disaster Risk Management Directorate through a formalized Memorandum of Understanding with clear Terms of Reference of NRCS' role.
	2. Actively participate in the development of national disaster laws, principles and rules.
	3. Develop/strengthen the internal disaster management system, including ensuring updated operational procedures and contingency plans, aligned with national needs and templates.
	4. Strengthen the capacity of staff and volunteers to promptly respond to all aspects of disaster preparedness.
	5. Strengthen community disaster preparedness through establishing community based early warning systems and raise community awareness on the common hazards and coping mechanisms.
<b>Disaster response and recovery</b>	
<b>Objective:</b>	To improve the National Society's capacity to promptly respond to disasters.
<b>Outcomes:</b>	Effective NRCS disaster response mechanisms in place for timely response to minimize the impact of emergencies and disaster on affected populations.
	NRCS capacity improved for the provision of assistance for the restoration of sustainable livelihoods in populations affected by disasters.
<b>Priority Actions:</b>	1. Establish effective response mechanisms in all affected regions, including improving prepositioning of relief stock in all the targeted regions.
	2. Strengthen the capacity of staff and volunteers to promptly respond to all aspects of disaster response.

	3. Improve NRCS's capacity to target and register affected communities effectively and efficiently.
	4. Plan and implement regular reviews and simulations to measure, evaluate, improve and learn from responses and previous disasters

### HEALTH & SOCIAL SERVICES:

In this area, NRCS is delivering social and health related services within local communities that complement formal health care services provided by the Ministry of Health and Social Services and other agencies. The aim is for communities as volunteers and through their community units, to identify and deliver social and health services within their own communities. By promoting basic skills in Community based health and first aid and using prevention techniques to tackle communicable and non-communicable conditions, the health and social services programme will seek to expand and strengthen the access to primary and public health services, including during emergencies to under-served communities.

Focus areas for this will be capacitating volunteers to provide communities with preventative health information; education and communication services on water and sanitation; communicable, vector and water-borne diseases as well as safe water and sanitation and hygiene practices; develop community based structures for first aid; assist in mobilising and participating in national and regional immunisation campaigns; providing 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.

The other main objective under Health and Social Services as a core focus area, is to expand First Aid Services as a potential financial resource mobilisation tool.

Health and social services cannot be provided in isolation and therefore recognize the importance of cross-cutting issues such as nutrition, climate change, first aid and gender-based violence. The goal of the Health and Social Services component is to reduce the number of deaths and illnesses from the impact of diseases and public health emergencies, including road accident fatalities.

**TABLE 5: NRCS HEALTH & SOCIAL SERVICES SPECIFIC GOAL, OBJECTIVES, OUTCOMES AND ACTIVITIES**

<b>Goal:</b>	<b>To reduce the number of deaths and illnesses from the impact of diseases and public health emergencies.</b>
<b>Community-based health services</b>	
<b>Objectives:</b>	To capacitate community volunteers and networks to identify and deliver basic health care services including HIV/AIDS support, WATSAN and Hygiene Promotion, immunisation, malaria, TB, psychosocial and material support to OVC, First Aid, etc.
	To support community-based health services through programmatic interventions within the same areas listed above.
<b>Outcomes:</b>	Large and strong volunteer network capacitated to deliver basic health care education, prevention and support activities.
	Increased percentage of households receiving comprehensive care and support from volunteer network and/or programmatic interventions.

<b>Priority Actions:</b>	<ol style="list-style-type: none"> <li>1. Design volunteer training programmes focussing on issue/need identification, community mobilisation, monitoring and evaluation.</li> <li>2. Design specific training interventions based on issues identification and needs.</li> <li>3. Design training programmes for social and behaviour change communication to ensure quality and intensity of interventions in collaboration with other stakeholders.</li> <li>4. Implement the Community Home based Care standards including aspects relating to provision of the comprehensive set of HBC services, collaboration with other stakeholders and monitoring and evaluation.</li> </ol>
<b>First Aid Training Unit</b>	
<b>Objective:</b>	To reduce the number of fatalities and serious injuries within the Namibian population through increasing first aid skills and capacities amongst the general public, employees and volunteers.
<b>Outcomes:</b>	The National Society has a well-organized first aid training unit with clear operating instruments and guiding documents.
	Increased capacity of staff and volunteers on first aid.
	Increased capacities to treat minor injuries at household levels.
<b>Priority Actions:</b>	Increased financial resources secured for the NRCS through the training unit.
	<ol style="list-style-type: none"> <li>1. Establish partnerships with stakeholders involved in accident/injury prevention aspects.</li> <li>2. Set up the first aid unit able to offer both community and commercial first aid training.</li> <li>3. Train staff and volunteers on first aid.</li> <li>4. Promote and conduct commercial first aid training.</li> </ol>

## LIVELIHOOD & FOOD SECURITY

To complement government efforts on food security and nutrition in the country, the National Society will work closely with the Ministries of Agriculture, Water and Forestry as well as the Ministry of Health and Social Services to identify areas where the 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 Africa<sup>10</sup>, 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, the WFP as well as FAO for nutrition complementarities, increasing smallholder productivity, reducing post-harvest losses, and ensuring sanitation and hygiene.
- The interventions will draw experiences from existing good practices.

<sup>10</sup> Resilience Plan for Southern Africa: 2016, International Federation of the Red Cross.

**TABLE 6: NRCS LIVELIHOOD & FOOD SECURITY SPECIFIC GOAL, OBJECTIVES, OUTCOMES AND ACTIVITIES**

<b>Goal:</b>	<b>To strengthen household and community resilience through improved access to sustainable food and nutritional sources.</b>
<b>Livelihood and Food Security</b>	
<b>Objective:</b>	To invest in interventions aimed at strengthening livelihoods and increasing food production at household and community levels.
<b>Outcomes:</b>	Decreased number of households, especially in disaster affected areas, being food insecure.
	Household livelihoods security is enhanced through increased food production and creation of productive assets/vocational training.
	Strengthen partnership with the GRN and international agencies.
	Increase NS capacities with regard to supporting livelihood and food security programmes.
<b>Priority Actions:</b>	1. Secure in-house Food Security and livelihood technical expertise.
	2. Develop a Namibia Red Cross Food Security Strategy.
	3. Scale up food security and livelihood interventions.

## **NATIONAL SOCIETY DEVELOPMENT**

National Society Development (NSD) focusses on strengthening Red Cross and Red Crescent National Societies so they can better carry out their humanitarian mandate of alleviating human suffering and assisting vulnerable people. This overall goal can be achieved through the interplay of three key components, namely:

- Organisational Development (OD), which focuses on strengthening a National Society at all levels to achieve the characteristics of a well-functioning National Society. It includes planning, governance, management, structures, human resources, image, finances, and sustainability.
- Capacity Building (CB), which focuses on strengthening a National Society's services, related structures, staff and volunteers in order to assist, work with and empower vulnerable people at the community level in core programme areas.
- Relationship Development (RD), which in turn focuses on strengthening a National Society to develop and manage its communications and partnerships with others having a mutual interest in assisting vulnerable people. This includes the members and secretariat of the Federation, ICRC, individuals, the private sector, government and civil society. Relationships need to be well managed in order for them to be beneficial to the National Society.

National Society Development is the fundamental support for providing services to the vulnerable people. It cuts across all programmes and provides the necessary support for the Namibian Red Cross to function effectively. It provides a crucial link between the Headquarters, Branches and Units among the programmes such that it integrates OD components into the different NRCS programmes. The goal of the organizational component is for the National Society to function effectively as a strong National Society. The Society will achieve this by building and strengthening the capacity of the society in the following areas:

- *Governance and management* - improving the capacity to manage in an efficient and effective way.
- *Branch development* - setting up institutional structures, and strengthening existing structures and capacities at branch level.
- *Volunteer and membership management* – improving the management (including engagement) of volunteers and membership. This is the central area of what NRCS does and defines the way NRCS works. It represents recognising members as owners of the NRCS and empowering youth and volunteers in local communities to organise themselves to help their neighbours. Through community mobilisation, NRCS wants to ensure delivery of services 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 NRCS work. Community mobilisation also establishes strong and well-informed governance structures that can direct and lead our work.
- *Youth Red Cross development* – increasing the involvement of youth in NRCS activities and governance structures.
- *Human Resource development* - setting up support systems and capacity building of human resources.
- *Finance and Administration* - setting up support, audit and governance systems and capacity building.

**TABLE 7: NRCS NATIONAL SOCIETY DEVELOPMENT SPECIFIC GOAL, OBJECTIVES, OUTCOMES AND ACTIVITIES**

<b>Goal:</b>	<b>The National Society to function effectively as a strong and sustainable National Society.</b>
<b>Governance and Management</b>	
<b>Objectives:</b>	To enhance the technical capacity of national, regional and local governing structures to provide effective leadership to the management of the Strategic Plan.
	To enhance the technical and organizational capacity of the NRCS Headquarters and Branches to effectively and efficiently manage, coordinate and monitor the implementation of the Strategic Plan.
<b>Outcomes:</b>	The National Society performs at its optimal with strengthened governance & management capacities to serve the vulnerable.
	NRCS has well defined statutes, policies, systems and procedures in place for the effective management of the NS.
	Effective financial management systems, procedures and tools are in place and systematically used.
	Effective human resources management systems, procedures and tools are in place and systematically used.
<b>Priority Actions:</b>	1. Implement an OCAC (Organisational Capacity Assessment and Certification) and use outcomes as part of the finalisation of the Strategic Plan.
	2. Strengthen the governing structures to provide leadership and direction to the management and implementation of programmes in an effective and efficient manner.

	3. Develop the capacity of management to provide strong and effective leadership to staff members.
	4. Strengthen operational and management systems to effectively monitor and evaluate programme and organizational performance. Continue to strengthen management systems by aligning management approach according to core program areas.
	5. Ensure the revised Red Cross Act pass through Parliament to provide the proper legal framework for the NS.
<b>Branch Development</b>	
<b>Objective:</b>	To increase the capacity of branches to effectively address the needs of the vulnerable members of the communities they serve.
<b>Outcomes:</b>	Increased percentage of vulnerable communities receiving comprehensive quality services.
	NRCS branch services scaled up and sustainable, with sound volunteer and local youth network structures in place and routinely monitored.
<b>Priority Actions:</b>	1. Strengthen the capacity of existing branches at regional and constituency levels to effectively address the needs of the vulnerable members of the community they serve.
	2. Establish additional branches in two new regions and introduce programmes based on the needs of the communities.
	3. Strengthen governing structures at all levels with capacity to review, update and develop essential policies and strategies of the NS. Expand and strengthen branch development into new and existing regions.
	4. Provide sufficient management support to newly established and existing branches. Management support should include but not limited to infrastructure, financial systems, programme implementation, resource development and empowerment.
<b>Volunteer &amp; Membership Management</b>	
<b>Objectives:</b>	To increase and diversify the membership base of the National Society by 10% on an annual basis until 2021.
	To ensure viable, diversified and active networks of volunteers in at least 3 regions, using the unit approach.
<b>Outcomes:</b>	Increased and sustainable programmes implemented by committed and capacitated volunteers and members.
	Increased and diversified volunteer base with regard to demographics, skills and access to financial resources.
	Increased volunteer satisfaction rates resulting in improved services provided to vulnerable communities.
	Increased financial and in-kind resources from membership fees and skills.
<b>Priority Actions:</b>	1. Develop a membership recruitment strategy to increase and diversify the membership base.
	2. Develop a volunteer recruitment and unit structuring manual which includes incentives and support schemes to retain volunteers.

	3. Build the capacity of volunteers and members to be ambassadors of the Red Cross through relevant and targeted training interventions.
<b>Youth Red Cross Development</b>	
<b>Objective:</b>	To increase the percentage of youth responding to the needs of vulnerable people in the community.
<b>Outcomes:</b>	Strengthened youth programmes to be able to meet the NRCS mandate.
	Greater involvement of youth in NRCS core programme areas and decision making.
<b>Priority Actions:</b>	1. Establish and strengthen youth structures at all levels with capacity to review, update and develop essential policies and strategies of the NS.
	2. Mobilize, develop and retain the youth volunteers through strengthened youth programmes and structures.
<b>Human Resources Development</b>	
<b>Objective:</b>	To optimise the capacities of staff and volunteers through efficient staffing, performance management and capacity development structures.
<b>Outcomes:</b>	NRCS performance optimised through a stable staff establishment and a dedicated and competent management and staff officer corps.
	Improved organizational culture of increased performance and skilled staff.
<b>Priority actions:</b>	1. Fill crucial technical positions.
	2. Review human resource policies and procedures.
	3. Develop and implemented staff performance management system.
	4. Mobilise/plan funding to ensure improved salary scales to attract a higher skilled staff.
<b>Financial Management</b>	
<b>Objective:</b>	To enhance the Society financial effectiveness, credibility and accountability.
<b>Outcomes:</b>	Effective, accountable and transparent financial management procedures, capacities and practices in place.
	Long term partnerships based on diligent and transparent partnership management including financial reporting.
	Updated audited reports.
	Certificate of Good Standing obtained.
	Reduced debt levels.
<b>Priority actions:</b>	1. Update all outstanding consolidated audits (2015-2018).
	2. Assess needs, compare with skills and restructure Finance and Administration department.
	3. Develop a national resource mobilisation strategy and plan.
	4. Review the asset management plan and registers.
	5. Build staff and organisational capacities in financial management.
	6. Develop and implement a debt restructuring plan.

### 3 Strategic Objective Timelines

TABLE 8: STRATEGIC OBJECTIVE TIMELINES

Focus Area	Priority Action per Year		
	2019	2020	2021
<b>Humanitarian Diplomacy</b>	<ul style="list-style-type: none"> <li>• Develop MOUs and Cooperation Agreements with current Movement partners and stakeholders and maintain throughout Road map period</li> <li>• Develop and activate a targeted brand strategy and implementation plan and maintain throughout Road map period</li> <li>• Develop and activate a targeted stakeholder communication and engagement plan which supports increased awareness raising on the NS role, approaches, principles, structure, etc. and maintain throughout Road map period</li> <li>• Review and update all advocacy and dissemination material</li> <li>• Developing a resource mobilization strategy and plan</li> <li>• Set up Resource Mobilisation Committee on national level</li> </ul>	<ul style="list-style-type: none"> <li>• Mainstream psychosocial support in all projects</li> <li>• Implement resource mobilisation plan based on annual targets in areas of member mobilisation, income generating plans, partnership management on both unit, regional and national levels.</li> <li>• Set up Resource Mobilisation Committees on regional and unit levels</li> <li>• Track outcomes of Resource Mobilisation Committees on national, regional and unit levels</li> </ul>	<ul style="list-style-type: none"> <li>• Implement resource mobilisation plan based on annual targets in areas of member mobilisation, income generating plans, partnership management on both unit, regional and national levels.</li> <li>• Track outcomes of Resource Mobilisation Committees on national, regional and unit levels</li> </ul>
	<ul style="list-style-type: none"> <li>• Start review of DRM standard operating procedures and contingency plans and align with national templates.</li> <li>• Strengthen NRCS relationship with the Office of the Prime Minister, particularly the Disaster Risk Management Directorate through a formalized Memorandum of Understanding with clear Terms of Reference of NRCS' role.</li> <li>• Effectively implement projects focusing on strengthening viable livelihood interventions for the marginalised and other vulnerable communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen DM capacity in the form of additional and qualified staff.</li> <li>• Finalise review of DRM standard operating procedures and contingency plans and align with national templates.</li> <li>• Strengthen the capacity of staff (branches) and volunteers (units) to promptly respond to all aspects of disaster preparedness.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish effective response mechanisms in all affected regions, including improving prepositioning of relief stock in all the targeted regions.</li> <li>• Develop a skilled and equipped tracing unit, that will efficiently attend to the tracing cases throughout the year and is able to respond in case of disasters within the national territory or abroad.</li> </ul>

<b>Disaster Management</b>	<ul style="list-style-type: none"> <li>• Strengthen NRCS capacities in targeting and registration of humanitarian beneficiaries through structured learning, pilot studies and project implementation.</li> <li>• Strengthen NRCS capacities in forecast-based financing and cash preparedness.</li> <li>• Investigate opportunities for shock-responsive social protection systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen community disaster preparedness through establishing community based early warning systems and raise community awareness on the common hazards and coping mechanisms.</li> <li>• Plan and implement regular reviews and simulations to measure, evaluate, improve and learn from responses and previous disasters.</li> <li>• Secure funding for increased community gardens and Back Yard Gardens.</li> <li>• Ensure ongoing and effective project implementation,</li> <li>• Support potential income generating activities at branch and unit levels.</li> <li>• Build the capacity of staff, volunteers and beneficiaries to implement and monitor integrated food security and HIV and AIDS activities.</li> </ul>	
<b>Health and Care</b>	<ul style="list-style-type: none"> <li>• Effectively implement current health and care projects thereby capacitating project-based volunteers.</li> <li>• Continue networking and participation in national and regional health platforms.</li> <li>• Establish partnerships with stakeholders involved in accident/injury prevention aspects.</li> <li>• Set up the first aid unit able to offer both community and commercial first aid training.</li> <li>• Increase number of staff and volunteers trained in first aid.</li> <li>• Promote and conduct commercial first aid training.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen NS technical health capacity by fundraising for the recruitment of a health professional.</li> <li>• Redevelop the NS health and care strategy and action plan.</li> <li>• Design and deliver (units) volunteer training programmes focussing on issue/need identification, community mobilisation, monitoring and evaluation as well as technical health skills.</li> <li>• Implement the Community home-based Care standards including aspects relating to provision of the comprehensive set of HBC services, collaboration with other stakeholders and monitoring and evaluation.</li> <li>• Strengthen promotion and implementation of commercial first aid training.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue strengthening of NS Health and Care action plan and capacities on national, regional and unit levels.</li> </ul>

<b>Livelihood and Food Security</b>	<ul style="list-style-type: none"> <li>• Secure in-house Food Security and livelihood technical expertise.</li> <li>• Scale up food security and livelihood interventions.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a Namibia Red Cross Food Security Strategy.</li> <li>• Continue scaling up of food security and livelihood interventions in affected areas with a focus on sustainability.</li> </ul>	
<b>National Society Development</b>	<ul style="list-style-type: none"> <li>• Implement an OCAC (Organisational Capacity Assessment and Certification) and use outcomes as part of the finalisation of the Strategic Plan.</li> <li>• Elect new constituency, regional and national governance structures.</li> <li>• Train all board members.</li> <li>• Strengthen governing structures at all levels with capacity to review, update and develop essential policies and strategies of the NS.</li> <li>• .</li> <li>• Develop a membership recruitment strategy to increase and diversify the membership base.</li> <li>• Strengthen youth participation in governance structures at all levels.</li> <li>• Fill crucial technical positions.</li> <li>• Review human resource policies and procedures.</li> <li>• Develop and implemented staff performance management system.</li> <li>• Update all outstanding consolidated audits (2015-2018).</li> <li>• Assess needs, compare with skills and restructure Finance and Administration department.</li> <li>• Review the asset management plan and registers.</li> <li>• Build staff and organisational capacities in financial management.</li> <li>• Develop and implement a debt restructuring plan</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a volunteer recruitment and unit structuring manual which includes incentives and support schemes to retain volunteers.</li> <li>• Ensure the revised Red Cross Act pass through Parliament to provide the proper legal framework for the NS.</li> <li>• Strengthen the capacity of existing branches at regional and constituency levels Provide sufficient management support to existing branches (infrastructure, financial systems, programme implementation, resource development and empowerment)</li> <li>• Build the capacity of volunteers and members to be ambassadors of the Red Cross through relevant and targeted training interventions.</li> <li>• Strengthen youth structures at all levels with capacity to review, update and develop essential policies and strategies of the NS.</li> <li>• Mobilise/plan funding to ensure improved salary scales to attract a higher skilled staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish additional branches in two new regions and introduce programmes based on the needs of the communities.</li> <li>• Expand and strengthen branch development into new and existing regions.</li> <li>• Continue NSD as per monitoring and evaluation outcomes.</li> </ul>

### Section 3: MONITORING AND EVALUATION

Even though Monitoring & Evaluation and Learning form part of National Society Development as an enabling function, it is treated in a dedicated section in this Road Map.

Whereas monitoring is a continuous process of collecting and analysing information to compare how well a project or programme is being implemented against expected results; evaluation is the systematic and objective assessment of the extent to which an ongoing or completed project or programme has achieved its results; and learning is the identification of best practices and upscaling potential of activities. Learning also deals with knowledge management to continuously improve targeted outcomes.

Monitoring aims at providing managers and major stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results.

Evaluation determines the relevance and achievement of objectives, efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling incorporation of lessons learned into the decision making process of both recipients and donors<sup>11</sup>.

Through monitoring and evaluation, NRCS will ensure accountability, improve performance and programme quality, and promote learning. Namibia Red Cross Society is committed to pursue results-based monitoring and evaluation which focuses on defining realistic expected results, monitoring progress towards the expected results, utilizing results for management decisions and reporting on performance.

**TABLE 9: NRCS MONITORING, EVALUATION AND LEARNING SPECIFIC GOAL, OBJECTIVES, OUTCOMES AND ACTIVITIES**

<b>Goal:</b>	<b>Effective and Efficient Service Delivery to reduce vulnerability and increase accountability and impact.</b>
<b>Planning, Monitoring, Evaluation and Reporting</b>	
<b>Objective:</b>	To increase overall programmic and management performance through improved planning, monitoring, evaluation and reporting meeting IFRC accountability framework standards.
<b>Outcomes:</b>	Compliance to the programme design, monitoring, evaluation and reporting standards of the Federation’s “Performance and Accountability Framework”. Increased impact through improved programme outcomes.
<b>Priority Actions:</b>	<ol style="list-style-type: none"> <li>1. Institutionalise quarterly Road Map review and planning sessions.</li> <li>2. Strengthen organisational capacity in planning, M&amp;E and reporting for effective service delivery.</li> <li>3. Strengthen and improve the capacity of NRCS to effectively utilize information generated from the M&amp;E system for evidence-based programming.</li> <li>4. Develop and utilise an effective Results-Based M&amp;E framework to monitor the implementation of the strategic plan and evaluate its results.</li> <li>5. Strengthen operational and management systems to effectively monitor and evaluate programme and organisational performance.</li> </ol>

<sup>11</sup> M&E in a nutshell, IFRC, 2007.

### **2.3 NRCS Scorecards**

NRCS Strategy Scorecard, which provides the details of all objectives, their targets, indicators, timelines, roles responsible as well as their costing will be developed during the strategic planning process.

This Road Map contains only short descriptions of the priority actions to be implemented over the next three years. Many initiatives will require a detailed project plan before implementation.

The NRCS foresees for the Strategic Plan 2019-2021 to be completed by December 2019 at the latest.