

Nigerian Red Cross Society



A SURE SIGN OF HOPE

STRATEGIC DEVELOPMENT PLAN

2021-2025



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PRESIDENT, COMMANDER-IN-CHIEF OF THE ARMED FORCES
FEDERAL REPUBLIC OF NIGERIA

(GRAND PATRON, NIGERIAN RED CROSS)

ABBREVIATIONS

CBFA	Community-based health and First AID
INGO	International Non-governmental Organizations
CBH	Community-based health
M&E	Monitoring and Evaluation
CSM	Cerebral Spinal Meningitis
MoH	Ministry of Health
DRR	Disaster Risk Reduction
NEMA	National Emergency Management Authority
DM	Disaster Management
NHQ	National Headquarters
EWS	Early Warning System
NRCS	Nigerian Red Cross Society
EFAT	Emergency First Aid Team
OD	Organizational Development
FCT	Federal Capital Towns
ODLI	Organizational Development Learning and Innovation
ICRC	International Committee of the Red Cross
PHAST	Participatory Hygiene and Sanitation Transformation
ICT	Information Communication Technology
PLWHA	People Living with HIV and AIDs
IEC	Information Education and Communication
PMTCT	Prevention of Mother to Child Transmission
IFRC	International Federation of Red Cross and Red Crescent Societies
PSS	Psychosocial Support
RCRC	Red Cross Red Crescent
HATs	Health Action Teams
RFL	Restoring Family Links
LGAs	Local Government Areas
SDP	Strategic Development Plan
HIV	Human Immunodeficiency Virus
SWOT	Strengths, Weaknesses, Opportunities and Threats
IEC	Information Education Communication Material
UNDP	United Nations Development Programme
IHL	International Humanitarian Law
VCA	Vulnerability Capacity Assessment



FOREWORD

In line with the ideals and the Fundamental Principles of the Red Cross and Red Crescent (RCRC) Movement, and to underscore our mission, the programmes of the Nigerian Red Cross Society (NRCS), as reflected in this Strategic Development Plan (SDP), 2021 – 2025, are wholly aimed at the alleviation of the sufferings of all those in, or threatened by crisis, thereby contributing to the reduction of deaths, injuries, and impact of disasters and public health emergencies, in Nigeria. The programmes focus on the promotion of the general welfare of the most vulnerable individuals and communities, addressing the most pressing situations of vulnerability, notably, the coping capacities, reduction of hardships and deaths, intolerance, discrimination, and social exclusion. The programmes are also designed to promote Red Cross ideals, respect for the Nation's diversity, and human dignity.

This Plan emphasizes the core business areas of Health Care, Disaster Management, Organizational Development, Humanitarian Values, and Resource Development. In its pursuit of greater impact in serving the vulnerable communities, the NRCS takes into special consideration the ever increasing cases of disasters in different parts of the country, insurgencies, banditries and urban violence, climate change, disease emergencies, infant & neonatal mortality, migration and related issues, urban slums, and the changing socio-economic environment.

In view of the broad nature of the activities to be covered under the 2021 – 2025 Plan and the Society's limitations, cognizance is taken of the importance of multi-partnering, both locally and internationally, including our usual Movement's emphasis on mobilization and proper management of adequate resources, monitoring and evaluation, transparency and accountability, and prompt reporting in the promotion and improvement of our programming.

The Strategic development Plan framework embodies the Vision, Mission, and Core Values of the National Society, and highlights the basis, basics and outline of the strategic directions formally adopted by the National Society. The strategic aims relating to the set objectives are outlined, while the expected outcomes indicate the results to be achieved. The basic philosophy of the Nigerian Red Cross Society is encapsulated.

Bolaji Akpan Anani (Elder/Chief)
National President



ACKNOWLEDGMENTS

I wish to register our appreciation the Governing Board of the NRCS and Management at National Headquarters, Branches and Divisions for their oversight support and contribution to the Strategic Development Plan (SDP) review.

We also acknowledge the work of the Volunteers particularly in humanitarian response and for tirelessly responding to the community level needs to improve the lives of vulnerable groups. Uniquely placed to support people and communities before, during and shocks and hazards. We would equally like to applaud our Movement partners, ICRC, IFRC and PNSs for their continuous support and cooperation. Most importantly, it is our hope that their support will be magnified in the coming years to boost an enhanced partnership during the lifespan of the NRCS' new SDP.

Our sincere appreciation goes to Government Ministries Departments and Agencies (MDAs) and Security Agencies, UN Agencies, Regional and International Development Agencies, Civil Society Organizations, Local and International NGOs.

NRCS is highly committed to its auxiliary role in humanitarian relief and disaster management, it is our core objective to contribute to relief management in Nigeria with our core competencies and due to the pursuit of, and realization of our vision, mission, objectives to occupy a central place in the provision of humanitarian relief and disaster management response in Nigeria. Working with Government and other Stakeholders NRCS will through the avenue of the strategic focus of the SDP 2021–2025 make meaningful and impactful contribution in humanitarian development and response to disasters, strengthen resilience and foster a culture of peace.

Abubakar Ahmed Kende MDS, MPA, PhD
Secretary General



EXECUTIVE SUMMARY

The Strategic Development Plan 2021-2025 presents a framework aimed at guiding the activities of the NRCS in the 37 Branches across the 36 States and Abuja, the Federal Capital Territory. This Strategic Development Plan is the outcome of a team effort and extensive consultations with key stakeholders, notably, the Society's Governance and Management at the Headquarters and Branch levels, Movement Partners (IFRC, ICRC, BRC, ItRC, NorCross, etc) and related Government Ministries, Departments and Agencies. This also include our collaboration with non-movement actors such as UN Agencies, INGOs, CSOs and Corporate sectors.

In line with IFRC Strategy 2030, the NRCS' focus in the 2021-2025 is on improvements that will enhance our ability to save lives, render humanitarian services to people affected by crisis, implement health and social development programmes, and generally promotes Humanitarian values throughout the country. Our work has always been on the profound and powerful spirit of volunteerism committed to driving positive change. The NRCS will continue to align its approaches to changes in the global humanitarian environment and develop its tools to meet the humanitarian needs strictly guided by the Red Cross Fundamental Principles. The NRCS will also continue to be transparent and accountable in the judicious use of resources entrusted to it and will closely monitor and evaluate outputs against measuring the outcomes and impacts of its activities. These efforts include the provision of timely qualitative and comprehensive reports. Adopt IFRC African Agenda for Renewal. In addition, the 2021 – 2025 SDP will make Gender and Social Inclusion a focus and growth in utilizing the Digital Transformation. To succeed, NRCS requires funds; which is why there is a need to embark on Resource Mobilization and Management strategy. In this direction, the SDP 2021-2025 hinges on the following:

S/N	Strategic Aims
1	Disaster Management
2	Health and Care
3	Communication and Humanitarian Values
4	National Society Development
5	Resource Mobilization and Management
6	Volunteer- Gender and Youth Development
7	Financial Development
8	Digital Transformation
9	Programme Monitoring, Evaluation, Accountability and Learning

Supported by Cross-cutting and Enabling Actions

Our Strategic Aims are rooted in our Fundamental Principles and are aligned to our Vision and Mission, our Auxiliary Role to the Government and the IFRC Strategy 2030. Our Strategic Aims are also deigned to contribute to major global humanitarian and development frameworks including SDGs, the Sendai Framework for Disaster Risk Reduction, the Global Compact for Migration and Refugees, the Grand Bargain, the International Health Regulations and the Paris Agreement for Climate Change alongside other National priorities in Humanitarian Services and Disaster Management.



PROFILE AND STRUCTURE OF THE NATIONAL SOCIETY

The Nigerian Red Cross Society was established by the Nigerian Red Cross Society Act 1960, The Act, referred to as the Nigerian Red Cross Society Act of 1960, CAP 324 states in Section 5(1) that "the Society shall be recognised by the Government of the Federation as a Voluntary Aid Society, auxiliary to the public authorities in the areas of health, disaster mitigation and social welfare. NRCS was also recognized by the International Committee of the Red Cross (ICRC) and was admitted by the International Federation of Red Cross and Red Crescent Societies (IFRC) as the 86th member of the Red Cross Red Crescent Movement in 1963. The National Society is able to attract support on emergencies through the Red Cross and Red Crescent International Movement Partners. The Society works in accordance with the Fundamental Principles of the Red Cross and Red Crescent Movement. Its creed is humanity. It serves all in impartiality and neutrality. It is a key partner and auxiliary of the Nigerian local, state and federal authorities, working in mutual respect and independence.

The Nigerian Red Cross Society (NRCS) is the largest national humanitarian organization in the country with a reported network of 800,000 volunteers, with access to the most vulnerable populations. NRCS activities are carried out in all 36 States of the country and FCT range from emergency response, First Aid, to promoting long-term developmental services in Public Health, Community Development, Youth Development, Migration, etc. With an extensive network of volunteers working closely with those in need of humanitarian assistance and relevant public authorities, the NS has maintained a record of being the first responder to emergency situations in the country. The heart and soul of the Nigerian Red Cross is its **volunteers**. It is their collective love, spread, reaches, dedication and devotion which bring the services to the people in need.

In addition to the provision of the Nigerian Red Cross Act of 1960, Geneva Conventions and additional protocols, the Red Cross and Red Crescent Movement is universal, and the Nigerian Red Cross is one of the 192 National Societies working universally in solidarity with all governments towards the shared mission:

"to prevent and alleviate human suffering wherever it may be found; to protect life and health; and ensure respect for the human being, in particular, in times of armed conflict and other emergencies; to work for the prevention of disease and for the promotion of wellness and social welfare; to encourage voluntary service and a constant readiness to give help; and a universal sense of solidarity towards all those in need of its protection and assistance."

National Societies are supported by their Governments and both the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC), Sister National Societies and other Partners.

NRCS is obligated to maintain permanent organization and trained personnel to relief sickness, suffering and distress, especially the casualties of war, armed conflict, epidemics and disaster. The NRCS is mandated to act as a leading organization and to take part in national preparedness and humanitarian response plans in situations of armed conflict and other situations of violence, natural or man-made disasters and other emergencies, which may strike within the territory of the State. The NRCS is further mandated to manage an effective national network to restore family links between people separated as a consequence of natural or man-made disasters or other situations leading to displacement and requiring a humanitarian response.

In accordance with section seven of the Act Membership of the Society shall be open to any Citizen of Nigeria and to non-Nigerians resident in Nigeria irrespective of race, sex, religion or political opinion.



VISION, MISSION AND CORE VALUES OF THE NRCS



■ VISION

To become a dynamic voluntary organization that leads in the satisfaction of humanitarian needs and promoting dignity of the most vulnerable groups.

■ MISSION

To alleviate the situation of the vulnerable people which include those affected by disasters epidemics, armed conflict and the poorest communities in both urban and rural areas amongst whom are women, children, the aged, displaced and other vulnerable people.

■ CORE VALUES

- Transparency and Accountability
- Commitment to serving Humanity
- Integrity and Professionalism
- Humanitarianism



The Seven (7) Fundamental Principles

The Society shall be guided in its work by the Fundamental Principles of the Movement which are set out here below:

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

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

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

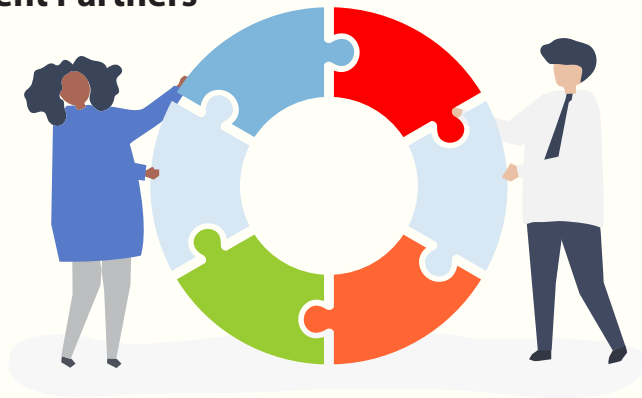
INDEPENDENCE: The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the Movement's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

VOLUNTARY SERVICE: The Movement is a voluntary relief organization not prompted in any manner by desire for gain.

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

UNIVERSALITY: The Movement is a worldwide institution in which all Societies have equal status and share equal responsibilities and duties in helping each other.

Movement Partners



The International Red Cross / Red Crescent Movement

The International Red Cross and Red Crescent Movement is an international humanitarian movement with approximately 17 million volunteers members and staff worldwide which was founded to protect human life and health, to ensure respect for all human beings, and to prevent and alleviate human suffering.

The movement consists of several distinct organizations that are legally independent from each other but are united within the movement through common basic principles, objectives, symbols, statutes and governing organizations. The movement's parts are:



The International Committee of Red Cross (ICRC)

The International Committee of the Red Cross (ICRC) is a private humanitarian institution founded in 1863 in Geneva, Switzerland, in particular by Henry Dunant and Gustave Moynier. Its 25-member committee has a unique authority under international humanitarian law to protect the life and dignity of the victims of international and internal armed conflicts. The ICRC was awarded the Nobel Peace Prize on three occasions (in 1917, 1944 and 1963).

The International Federation of Red Cross and Red Crescent Societies (IFRC)

The International Federation of Red Cross and Red Crescent Societies (IFRC) was founded in 1919 and today it coordinates activities between the 192 National Red Cross and Red Crescent Societies within the Movement. On an international level, the Federation leads and organizes, in close cooperation with the National Societies, relief assistance missions responding to large-scale emergencies. The International Federation Secretariat is based in Geneva, Switzerland. In 1963, the Federation (then known as the League of Red Cross Societies) was awarded the Nobel Peace Prize jointly with the ICRC.

National Red Cross and Red Crescent Societies

National Red Cross and Red Crescent Societies exist in nearly every country in the world. Currently 192 National Societies are recognized by the ICRC and admitted as full members of the Federation. Each entity works in its home country according to the principles of international humanitarian law and the statutes of the international Movement. Depending on their specific circumstances and capacities, National Societies can take on additional humanitarian tasks that are not directly defined by international humanitarian law or the mandates of the international Movement. In many countries, they are tightly linked to the respective national health care system by providing emergency medical services. Nigerian Red Cross Society is a National Society established in 1960 and recognized and admitted into the Movement in 1963.

Emblem of the International Red Cross and Red Crescent Movement

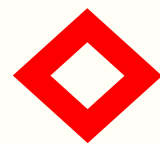
The emblems of the International Red Cross and Red Crescent Movement, under the Geneva Conventions, are to be placed on humanitarian and medical vehicles and buildings, and to be worn by medical personnel and others carrying out humanitarian work, to protect them from military attack on the battlefield. There are four such emblems, three of which are in use: the Red Cross, the Red Crescent, and the Red Crystal.



Red Cross



Red Crescent



Red Crystal



STRUCTURE OF THE NATIONAL SOCIETY

NRCS operates through a network of 37 Branches, and 774 divisions across the country. It has its Headquarters in Abuja, with a liaison office in Lagos. The 37 State Branches are present in each of the States and in FCT of the Federal Republic of Nigeria, and the Divisions are based on the Local Government Area (LGA) as per the country administrative demarcation.

Central Council: The supreme governing body of the National Society shall be the Central Council (“the Council”). The Central Council comprises of all Branch representatives and Governing Board. The Central Council meets annually or as may be required during emergencies.

The Governing Board: There shall be a Governing Board (“the Board”) which shall oversee the management of the National Society between the sessions of the Council. The Governing Board, which is the governance and policy making organ of the Society, consists of elected executive members and is headed by the National President.

National Secretariat: There shall be National Secretariat or Headquarters of the National Society which under the authority of the Secretary General shall handle day to day management and the implementation of activities. There shall also be Branch and Divisional Offices to handle day-to-day management at State and Local Government levels under the supervision of the Secretary General.

Branch Executive Committees and Branch Office: For each state of Nigeria and the Federal Capital Territory there shall be a Branch of the National Society under the oversight of the Branch Executive Committee as the Branch Governance Structure and the Branch Secretary as the Head of Management team.

Divisional Committees: A Branch Executive Committee shall establish a Division in any Local Government Area of the State in which there are not less than 50 members of the National Society, and delegate such powers to it as may be necessary for the good management of the work of the National Society.

Voluntary Aid Detachments: shall work under the authority of the Branch Secretary and through Divisional leadership established in Communities, Cities, Towns and Villages, Corporate Organizations or Institutions, Professional Groups, Clubs or Associations with sole aim of serving humanity.

Unit in Nigerian Red Cross Society is composed of boys and girls not over 18 years of age formed in Schools, Communities or Clubs, Secondary Schools or Colleges. The Unit is junior grouping in the NRCS and is defined as a group of registered Red Cross Members / Volunteers, consisting of not less than 10 members per Unit.





HUMANITARIAN SITUATION IN NIGERIA

The Federal Republic of Nigeria consists of 36 states and the FCT-Abuja with 774 LGAs and is divided into six geo-political Zones of North-West, North-Central, North-East, South-East, South-West and South-South. The population is estimated at over 200 million people made up of over 250 ethnic groups – with 48 percent living in urban areas. Rapid urbanization growth within the past three decades has stretched the facilities in the cities creating urban slums with the attendant health and security challenges.

The macro indicators regarding health status are poor and in 2013 all were under the African average except for neonatal mortality. The country is also regularly hit by epidemics (measles, cholera, Lassa fever, meningitis, etc.) linked to poor coverage/access to clean water and sanitation facilities. Nigeria has the highest number of malnourished children in Africa with over 11 million children under five years old stunted and 1.4 million children suffering from acute malnutrition in the 11 most northern states.

With a composite index of 6.3 (High) on the INFORM index, vulnerability in Nigeria is high. The North-East continues to be affected by armed conflict and mass displacement with both high numbers of returnees and continued instability. The North-East of Nigeria has witnessed an exponential increase in violence conducted by Boko Haram, affecting the population and creating massive displacement of an estimated 1.5 million people, according to an inter-agency assessment conducted in May 2014. Other estimates reach as high as three million for the whole country. The IDPs are hosted by already vulnerable local communities or reside in spontaneous settlements with no basic services. An additional 160,000 have sought refuge in neighboring Niger, Chad and Cameroon. In addition to displacement, insecurity has a direct effect on food production and prices, further increasing food insecurity and malnutrition, causing additional displacements and further eroding the resilience of the population.

Beyond health, food security and nutrition challenges, Nigeria is facing a complex emergency with different types of crisis in different regions since the climatic features vary from region to region, thus equatorial in the south, tropical in central and Sahel savannah in the north. Although economic access is the main reason of food insecurity in Nigeria, climatic conditions in the north makes it vulnerable to drought, desertification, food insecurity and diseases especially cerebral spinal meningitis (CSM), whilst the southern region succumbs to frequent erosion, landslides etc. Despite that the national agricultural production has been raising by around one per cent in the last three decades, this performance does not strengthen the food security situation. Diverse food items are largely available, but a broad proportion of population cannot afford them. It is estimated that 63 per cent of the population lives below one US\$ per day.

The worsening humanitarian situation in Nigeria is the NRCS's greatest challenge because there is no part of the country that does not need intervention, including the FCT. The country is currently faced with Covid-19 pandemic, public health emergencies and annually prone to floods and drought. Parts of the Northeast and Southern States have been affected by cholera and floods. Nigeria is also faced with violent conflicts such as banditry, herdsmen attacks and armed conflict by the Boko Haram group which has resulted in suicide bombings on civilian targets, abduction of civilians, especially women and girls and killing of aid workers. Many LGAs, especially in the North East remain inaccessible for humanitarian organizations due to insecurity, thus exposing the civilian population of these areas to insecurity, and constrained access to markets and humanitarian assistance. However, there are a lot of international and local organizations supporting and providing services to vulnerable people, though there is still much need for improvement.

Since independence in October 1960 and the civil war Biafra (1967-1970) Nigerian has been challenged by two main armed conflicts in the recent years. These are the Delta State Militancy and IPOB in the South South and South East and the Boko Haram insurgency in the North East. These have claimed several lives and displacement of millions of people as well as the destruction infrastructures. Most of the displaced people are still in IDP Camps and in host communities.



NRCS STRATEGIC AIMS 2021–2025

Nigerian Red Cross Society Strategy 2021-2025 is an offshoot of a collective insight derived from our operational experiences coupled with current tragic developments in the nation's humanitarian landscape, notably, the COVID-19 pandemic, natural disasters, insurgency, climate change, urban violence and dreadful diseases, youth restiveness, extra judicial killings, kidnapping, increased Sexual and Gender Based Violence, child abuse and defilement and human trafficking. Through this approach, the NRCS is renewing its commitment to reducing the impact of catastrophes on communities so as to minimize loss of lives, protect livelihoods, enable safe and healthy living and promote the dignity of the vulnerable groups. The 2021–2025 Plan is therefore a build up from our experiences and lessons learnt from the 2016–2020 plan. We intend to improve our programming, increased our volunteer base, and reached more beneficiaries thereby contributing to the reduction in vulnerabilities in the targeted communities. However, there are other areas of humanitarian gaps where more assistance is needed.

In view of the above, the NRCS has retained the **Strategic Aims** from 4 to 9 the 2016-2020 plan and we intend to target wider impact of the set goals as per IFRC Strategy 2020 – “**Saving Lives Changing Minds**” and the Addis Ababa Plan of Action 8th Pan African Conference – “**Investing in Africa**” of October 2012. The strategy 2020 outlines the context of the specific needs and vulnerabilities of the communities thus giving direction on the national priorities, which the organization will act upon.

The strategic direction which still applies for the 2021-2025 plan is summarized as:

S/N	“Strengthening of appropriate and timely response to natural hazards and man-made disasters to save lives, restore lost means of livelihoods and empower the affected” to achieve the following:
1	Accountability and performance
2	Increased visibility
3	Membership drive
4	Improved and sustainable resource base supported with a dynamic resource mobilization strategy
5	Increased number of trained and active volunteers
6	Strengthened community early warning systems and disaster response mechanism at the branch level
7	Stability and measurable commitment of leadership at all levels of the National Society
8	Effective communication and valuable utilization of the social media
9	Improved logistics capacity and fleet management
10	Ensure Gender parity in all our programming.

The Strategic Aims include the following:

1	Disaster Management: Save lives, protect livelihoods and prepare for recovery from natural hazards and man-made disasters;
2	Health and Care: Promote an enabling healthy and safer living environment and engender early warning responses;
3	Communication and Humanitarian Values: To build and maintain a communication strategy that is accessible to all as well as promote peace and tolerance
4	National Society Development: Strengthening institutional structures, systems and capacity to deliver timely, relevance, quality and sustainable humanitarian services to the vulnerable people.
5	Resource Mobilization and Management: To establish a sustainable source of un-earmarked financing to support the NRCS core cost and some programs and enable effective NRCS contributions to Sister National Societies in Africa

6	Volunteer- Gender and Youth Development: Strengthening engagement and retention of Youth and Gender Volunteers for sustainable humanitarian services
7	Financial Development: Financial sustainability through efficient management of financial resources
8	Digital Transformation: Strengthening NRCS program and systems development, delivery and decision making through Digital Transformation.
9	Programme Monitoring, Evaluation, Accountability and Learning: Strengthening effective & efficient project cycle management towards generation of quality results and evidence based information from programs/projects

With the support of Cross-cutting and Enabling Actions:

1.	Strengthening Cooperation, Collaboration and Partnership
2.	Communications
3.	Performance and Accountability
4.	Promote knowledge sharing, learning and informed decision making
5.	Coordination and support to external evaluation
6.	Promote participatory planning processes
7.	Quality control, maintaining NRCS standards and donor requirements
8.	Risk Communication and Community Engagement
9.	Online Learning Platform Opportunities
10.	Scale-up Capacity Assessment and Certification
11.	Innovative Financing
12.	Change Management
13.	Social Economy
14.	Budgetary Planning and Control
15.	Infrastructure and System Readiness for Software Platform
16.	State Wide Financial Reporting Integration
17.	Standard Adoption of Financial Reporting
18.	Property and liquidity management
19.	Financial Modeling & Cost Recovery Strategy
20.	Risk Based Internal Auditing and Strong Control Environment



STRATEGIC AIM 1: DISASTER MANAGEMENT

The Nigerian Red Cross Society (NRCS) is auxiliary to the public authorities in the field of humanitarian services and response to emergencies in addition to adhering strictly to the fundamental principles of the Red Cross and Red Crescent Movement.

In the face of rising global challenges, responding to crises is no longer enough. We must also directly tackle the underlying causes of crises and understand the changing nature of vulnerability to reduce their impacts, better address new and emerging risks, or even prevent them from occurring.

NRCS has a mandate to carry out humanitarian work in times of peace or conflict and during other natural hazards and induced emergencies. The National Society needs to increase visibility in disaster response in the country and enhance partnership with Ministry of Humanitarian Affairs, Disaster Management and Social Development, National Emergency Management Agency (NEMA) and other humanitarian agencies. One of the issues to address in the next five years will be re-defining its Disaster Management (DM) Policy and Master Plan in order to strengthen capacity and improve preparedness for effective and efficient response nationwide, especially in managing health pandemics such as COVID-19. The NS aims to be the first responder to any emergency in the country.

The Society as a grass root voluntary organization has always endeavored to be a first responder in all cases of disaster in any part of the country through among other initiatives, reducing vulnerability and increasing capacities of communities most at risks of disasters. This very task which in many situations entails both emergency operations and long term programmes has been extremely demanding especially in recent years that Nigeria has been facing series of wide-scale natural and man-made catastrophes resulting in different forms of agonies and needs. The National Society will enhance local response and preparedness capacities alongside complementary international support mechanisms, so that our network will respond effectively to any emergency.

United Nations Development Programme UNDP (2018) Human Development Report ranked Nigeria's Human Development Index (HDI) value placed Nigeria's Human Development Index to be 0.532, putting the country in the low human development category, and placing it at 157 out of 189 countries and territories accessed. While this value is higher than some neighboring countries, it is still significantly low worldwide, and the country faces significant issues, namely in the areas of health and nutrition, inequality (with the second highest GDP per capita in the region, it has the second highest percentage of population living in extreme poverty), displacement and migration. Nigeria is also particularly vulnerable to a series of natural and man-made hazards. According to the INFORM Global Risk Index (GRI) 2020 data, which identifies the countries at high risk of humanitarian crisis that are more likely to require international assistance, it has a hazard exposure risk of 8.3 out of 10. Nigeria ranks high on flood, epidemic, and conflict risk, including current violent conflict and the risk of future conflict.

The Risk Index, based on risk concepts, analyses three different dimensions of risk: Hazards & Exposure, Vulnerability, and Lack of Coping Capacity. Below is a table showing the different dimensions of risk of sampled states on a scale of 1 to 10, with 10 being most likely to be at risk. The following table shows the detailed hazard and risk indicators for some of the states in Nigeria.



Table : Risk overview of three states

	Lagos	FCT	Imo
HAZARDS	6.4	5.2	6.2
Natural	5.2	1.6	4.5
Food Insecurity Probability	X	0.0	x
Physical exposure to flood	9.0	3.8	2.8
Land degradation	0.8	2.2	7.5
Droughts probability and historical impacts	1.5	0.0	1.5
Human	7.4	7.4	7.4
Political Violence	5.0	5.0	5.0
Conflict probability	9.8	9.8	9.8
Vulnerability	2.5	2.5	2.9
Socio-economic vulnerability	3.0	3.7	4.0
Development & Deprivation	2.6	3.3	4.0
Inequality	2.8	4.3	4.0
Aid dependency	3.8	3.8	3.8
Vulnerable groups	1.9	1.2	1.6
Uprooted people	1.5	0.0	0.0
Health conditions	4.5	5.2	4.7
Children U-5	3.3	4.1	5.3
Malnutrition	0.5	0.3	0.4
Recent shocks	0.0	0.0	0.0
Food security	X	0.6	x
Other vulnerable groups	2.3	2.3	3.0
Lack Of Coping	5.7	6.3	5.8
DRR	6.3	6.3	6.3
Governance	7.1	7.1	7.1
Institutional	6.7	6.7	6.7
Communication	4.0	4.9	4.4
Physical Infrastructure	3.8	5.8	3.2
Access to health care	5.4	6.8	6.8
Infrastructure	4.4	5.8	4.8
RISK	4.5	4.3	4.7

This strategy will be realized through a range of partnerships within the International Red Cross and Red Crescent Movement which includes support from the ICRC, IFRC, PNSs, UN agencies, corporate organizations, International Development Agencies, Civil Society Organizations and in close collaboration with relevant Government Ministries, Departments and Agencies.



Goal: Save lives, protect livelihoods and prepare for recovery from disasters, including implantation of risk reduction interventions.

Strategic Priorities:

•	Disaster preparedness for Response
•	Response and Recovery
•	Disaster Risk Reduction
•	Cash Transfer Programming (CTP)
•	Community First Aid
•	Economic Security and Livelihood
•	Restoring Family Links/Maintaining Family Links (RFL/MFL)
•	Migration
•	Shelter
•	Climate Change
•	Weapon Contamination (WeC)



Disaster Preparedness for Response

Emergencies can create a variety of hazards for workers in the impacted area. Preparing before an emergency incident plays a vital role in ensuring that employers and workers have the necessary equipment, know where to go, and know how to keep them safe when an emergency occurs. The NRCS will further strengthen its preparedness capacity both at the headquarters and branch level to ensure contingency plans are put together on time, effective coordination and response to emergencies as it relates to livelihood, shelter, climate change, migration, RFL, CTP and disaster risk reduction, community first aid, as well as synergies with the health department will also be strengthened and nurtured for a holistic approach for effective provision of humanitarian response as the case maybe.

Disaster Risk Reduction

Historically, dealing with disasters only focused on emergency response, but towards the end of the 20th century it was increasingly recognized that disasters are not natural (even if the associated hazard is) and that it is only by reducing and managing conditions of hazard, exposure and vulnerability that we can prevent losses and alleviate the impacts of disasters. Since we cannot reduce the severity of natural hazards, the main opportunity for reducing risk lies in reducing vulnerability and exposure. Reducing these two components of risk requires identifying and reducing the underlying drivers of risk, which are particularly related to poor economic and urban development choices and practice, degradation of the environment, poverty and inequality and climate change, which create and exacerbate conditions of hazard, exposure and vulnerability. The NS will by all means intensify efforts to keep record of situation report usually shared by branches and raise awareness across the country to reduce the impact of disaster to the barest minimum.



Response and Recovery

A large number of people staying in rural areas in Nigerian are annually affected by disasters such as flooding, cattle heads men attack, armed banditry, armed opposition activities particularly in the North East (NE) and North Western part of Nigeria. This causes displacement, loss of livelihood, family separation, need for shelter, food supply and even the need for migration away from crisis to safe areas. Considering these most likely situation as it has always been. NRCS has been a foremost and will always ensure response in collaboration with movement partners, stakeholders, NGOs and INGOs within the confines of its resources.

Cash Transfer Programming (CTP)

Interestingly, NRCS capacity for provision of CTP has been strengthened over the years. CTP cuts across all programmes and reduces the amount of time spent on procurement, warehousing, logistics and distribution in-kind. Indeed we are proud to share our success stories on CTP over the years and should be able to reach beneficiaries within limited time following the onset of disasters. To this effect, a constant evaluation of needs and the functionality of facilities within affected areas will be periodically carried out to enhance decision making as it affects the general public.

Economic Security and Livelihood

As a result of insecurity situations across farming rural communities in Nigeria, food security among poor households across Nigeria continues to be negatively impacted by the combination of factors that remain in place and a general economic slowdown, both globally and domestically. The disrupted movement of cross-state and cross-border (from Niger, Chad and Cameroon to Nigeria), migratory agriculture laborers due to movement restrictions exacerbated by insecurity and other factors reportedly decreased the supply of agricultural labor in some areas of the country. In a recent national survey conducted between April and May by the World Bank (2020), households reported a sharp decrease in both agricultural and non-agricultural labor demand and wages, and a decline in income from domestic and international remittances. The decline in agricultural labor demand has negatively affected incomes for many seasonal laborers and undermined the progression of the main growing season by reducing critical seasonal agricultural activities. Also according to the report, nearly 20 per cent of respondents reported cultivating less land than they typically do, with nearly 10 per cent indicating that they planted fewer crops. This, in addition to the conflict in the north, and growing tension in the southern part of the country is likely to lead to a below-average national main season production in the coming years if not robustly tackled.

Food security is a basic human need and fighting hunger is one of the greatest challenges of this century not least in Nigeria. Across all Nigeria according to an October 2020 analysis, about 9.8 million people were estimated to need external food assistance from October to December 2020, a significant increase from the estimated 4 million people in same months in 2019. This number is projected to dramatically increase further to 12.8 million during the lean season from June to August 2021. The North East of the country has a high level of food insecurity affected by persistent armed conflict and violence. Nigeria's North West region has in recent years seen deterioration in the security situation, marked by an increase in banditry and violence. The crisis has accelerated during the past years because of the intensification of attacks and has resulted in widespread displacement across the region. Reportedly nearly 280,000 are displaced in the three states as of January 2021. Disrupted livelihoods and reduced market access have reduced household's capacity to meet their essential needs. The populations in the areas affected by disaster in Nigeria are unable to cover their essential needs as defined by their biology, environment and cultural standards. The livelihoods of the most vulnerable households critically need to be restored allowing them to cover their unavoidable needs in a sustainable manner.

Restoring Family Links/Maintaining Family Links (RFL/MFL)

As a result of either man-made or natural disasters, families get separated which has been discovered to be highly traumatic and devastating. Indeed the Nigerian Red Cross has continued to restore and maintained several broken family links across the country and beyond since 2015 when it started. In the same vein, it will continue to ensure that the family dignity is maintained by ensuring that families remains together through its RFL activities either as NRCS or with the support of movement partners as the case maybe. In line with the needs identified, NRCS will launch both RFL/MFL activities from planning stage where necessary.



Migration

Either through legal path ways or through the backdoor has become a very challenging phenomenon given experiences shared across the globe and Nigeria is not left out. From branches reports, media scanning, young boys and girls are victims of very horrible encounter while migrating out of Nigerian in search of greener pastures. The push factors are a source for worry and the NRCS is determined to encourage her citizens to strive to make a living rather than leave the shores of Nigeria. Through NRCS migration activities such as livelihood programmes, rehabilitation and re-integration, awareness creation on the dangers of illegal migration, establishment of humanitarian services points to ensure migrants have charging points, access to free Wi-Fi connectivity, get separation prevention messages and get tracked as they proceed to their destination. These could be achieved based on the outcome of both rapid and detailed needs assessment in endemic states.

The Nigerian Red Cross Society began the processes of attending to migration related issues in 2018 and since then plans have been made to conduct a detailed needs assessment in order to identify existing risk, other actors working in our areas of interest to encourage partnership thereby avoiding duplication and the identification of relevant migrants/refugees needs. With regards to the demographic profiles of Nigerians in their origin, transit, and destination countries as well as upon return, the following observations can be made; there is statistically significant evidence that suggests, on average, Nigerian migrants in transit have the largest household size (slightly more than six members). Nigerian potential migrants have a similar household size of around six members hence acquiring quality education is always a challenge given that the family resources are usually limited thereby creating the need for an alternative. Other drivers include a wide range of factors such as poverty, insecurity unemployment and inadequate sources of income, having family and friends in Europe, previous experiences with international migration and internal displacement, local beliefs on the availability of job opportunities and easy ways of finding life lines in Europe and more.

Climate Change

Climate change is a long-term change in the average weather patterns that have come to define Earth's local, regional and global climates. These changes have a broad range of observed effects that are synonymous with the term. The primary cause of climate change is the burning of fossil fuels, such as oil and coal, which emits greenhouse gases into the atmosphere—primarily carbon dioxide. Other human activities, such as agriculture and deforestation, also contribute to the proliferation of greenhouse gases that cause climate change. The NS with the support of donors within and outside the country is prepared to respond positively ensuring that people living in hard to reach communities understand how their activities are further contributing to depleting the ozone layer and try to remedy the situation with time.

Shelter

The principles, standards, and the key concepts of humanitarian sheltering includes Identifying the needs of the most vulnerable, and understanding the physical, social, cultural, environmental and political context in which humanitarian shelter programs operate. The NRCS over the years has responded under circumstances as mentioned above making huge successes across the country. With the current situation it is anticipated that, the need for shelter will go beyond expectation and NRCS is well equipped to provide make shift shelter and even permanent shelters across the country should the need arise.

Community First Aid (CFA)

CFA has overall objective to contribute to a reduction in mortality and morbidity due to injury or sudden illnesses in Nigeria. This will be achieved by increasing the capacity and quality of CFA services in the various selected branches and communities that are highly prone to road side accident, as well as rural communities without health facilities in Nigeria. The quality of CFA education (both commercial and non-commercial) will be improved by further institutionalizing CFA as a core activity, and expanding the use of evidence-based didactical materials, by providing additional professional teaching tools and materials. CFA skills and training competence building through the introduction of methods for quality control and evaluation of the training as well as upgrading or incorporating new methods as the techniques are constantly evolving. Indeed NRCS hopes to strengthen the resilience of communities to save the lives of injured persons and stabilize conditions before further medical support. The target is usually hard to reach communities based on the priority of need for such intervention. The NRCS intends to strengthen existing capacity, Training of Master trainers will be conducted for priority branches in line with Trainers' development guidelines of the IFRC Global First Aid Reference Centre (GFARC). Step down pieces of trainings will be conducted at the Branches. The CFA Trainers will be engaged in training the community volunteers, RC members and staff, Road Users, Federal Road Safety Corps and Security Agencies and Commercial CFA clients for effective service delivery.



Weapon Contamination (WeC)

The objective of weapon contamination is to remove war remnants in order to prevent further injury and loss of life. The NRCS in collaboration with the International Committee of the Red Cross (ICRC) launched response activities in 2017 and have trained over 50 volunteers within the North Eastern states of Yobe, Adamawa and Borno. Indeed our volunteers have been identifying explosive ordinances and training beneficiaries on the identification and removal of such harmful objects. The NRCS intends to expand her WeC response activities across the country by training more volunteers, identifying and reporting explosive ordinances and creating awareness to ensure local people's ability to identify such explosives is strengthened to a large extent.



DISASTER MANAGEMENT STRATEGIC DEVELOPMENT PLAN 2021- 2025 RESULTS MATRIX

Goal: Save lives, protect livelihoods and prepare for recovery from disasters, including implantation of risk reduction interventions				
Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
Strategic Aim 1. Disaster Management				
Outcome 1.1 Disaster Preparedness for Response	<ul style="list-style-type: none"> - Developing disaster management (DM) master plan and DM Policy aligned to National Emergency Management Authority (NEMA) - Mobilizing human and material resources for disaster response - Strengthening the resource deployment mechanism in an emergency situation (deployment plan) 	<ul style="list-style-type: none"> - # of people assisted in emergency situations - Level of emergency stocks in each reach - Reduced number of deaths due to emergencies 	<ul style="list-style-type: none"> - Baseline surveys - Initial assessment - Vulnerability Capacity Assessments (VCA) - Midterms reviews - End-line Evaluations - Impact Assessments 	<ul style="list-style-type: none"> - Availability of a government disaster management master Plan. - Coordination with NEMA and the Civil Protection Unit to ensure coordination - Strong NRCS branches and volunteer network - Effective disaster response teams
Outcome 1.2 Disaster Risk Reduction	<ul style="list-style-type: none"> - Develop risk mapping tools, hazard maps for targeted communities in high risk areas - Conduct VCAs in targeted communities in high risk areas. - Building capacity of NRCS branches to conduct VCAs and risk mapping. - Designing climate change adaptation strategy based on traditional coping mechanisms and scientific data on climate change. - Establish linkages with Community-based organizations on climate change adaptation. 	<ul style="list-style-type: none"> - # of target communities with hazard and vulnerabilities maps - #/% of targeted communities that have included climate risks in their community risk reduction and preparedness plans - # of people in targeted communities reached with public awareness and education campaigns to reduce mitigate and respond to identified risks. - % of village disaster management committees trained on community risk mapping - # of NRCS branch disaster response teams linked with relevant community-based organizations. 	<ul style="list-style-type: none"> - Vulnerability Capacity Assessment (VCA) - Hazard and risk maps - Meteorological updates - Operations updates - Community and stakeholder updates 	<ul style="list-style-type: none"> - Community knowledge and awareness of risks and hazards - Buy in from all stakeholders and taking ownership of their risk reduction roles and responsibilities - Community participation and commitment to reducing the risk of disasters



Goal: Save lives, protect livelihoods and prepare for recovery from disasters, including implantation of risk reduction interventions

Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
Strategic Aim 1 Disaster Management				
Outcome 1.3 Response & Recovery	<ul style="list-style-type: none"> - Establishing disaster response teams. - Training staff and volunteers on disaster response procedures (assessments, beneficiary selection, communication, distribution, monitoring and reporting). - Providing branches and volunteers responding to an emergency with necessary tools and resources to respond. - Activating contingency plans 	<ul style="list-style-type: none"> - # of hours following a disaster that initial national response is launched (Response time is 48-72 hours) - Coverage i.e. number of people reached through response operations (20% of target) - % of targeted people surveyed who state they were satisfied with assistance given. - NRCs capacity to reach at least 50,000 people in an emergency situation. - % of targeted households that have received assistance, and report that their livelihoods have 	<ul style="list-style-type: none"> - Situation reports - Operations Updates - Relief stock inventory - Sphere Minimum Standards. - Needs and damage assessments reports Logistics and distribution report 	<ul style="list-style-type: none"> - Stakeholders' willingness to cooperate with the NS. - IFRC Disaster Emergency Response Fund (DREF) availability - Coordination team functional at national and branch level for effective disaster response Credible record keeping of people reached
Outcome 1.4 Cash Transfer Programming (CTP)	<ul style="list-style-type: none"> - Community & stake holders mapping - Dissemination of criteria for beneficiary selection - Identification and registration of beneficiaries Cash distribution 	<ul style="list-style-type: none"> - % of targeted beneficiaries reached - Number of beneficiaries reached in selected communities Registration list 	<ul style="list-style-type: none"> - Field trip reports with pictures shared - Operations Updates - Beneficiary thump print, signatures, bar codes, pictures and bio-data - Financial service provider's record. 	<ul style="list-style-type: none"> - IFRC Disaster Emergency Response Fund (DREF) availability - NRCs possibility of acquiring additional funds from PNSs - Credible record keeping of people reached - Possibility of some beneficiaries not showing up on distribution dates
Outcome 1.5 Economic Security and Livelihood	<ul style="list-style-type: none"> - Conduct Market Assessment for Household food security analysis - Food/Cash distribution - Support farmers with Seeds and Seedlings - Support with farm implements - Provision of temporary and permanent shelter - Provide support for Education in Emergency - Provision of Sanitary and Dignity kits 	<ul style="list-style-type: none"> - Details of Market assessment - Number of Households reached 	<ul style="list-style-type: none"> - Assessment Report - Food/Cash distribution Report 	<ul style="list-style-type: none"> - Stable Economic Security - Funding and cooperation from Partners.
Outcome 1.6 Restoring/Maintaining Family Links (RFL)	<ul style="list-style-type: none"> - Needs assessment - Booking and registration of cases - Search activation Family reunifications 	<ul style="list-style-type: none"> - Booking sheets - Number of registered beneficiaries Number of family reunifications carried out 	<ul style="list-style-type: none"> - Needs assessment report - Volunteers field trip attendance sheet - Family reunification request/refusal forms Activity report shared 	<ul style="list-style-type: none"> - ICRC technical and financial support - Possibility of not finding sought persons at given last known address - Enquirers decision to abort the search



Goal: Save lives, protect livelihoods and prepare for recovery from disasters, including implantation of risk reduction interventions

Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
Strategic Aim 1 Disaster Management				
Outcome 1.7 Migration	<ul style="list-style-type: none"> - Rapid & detailed needs assessment - Response activities based assessment outcome - Awareness raising on illegal migration pathways - Establishment of humanitarian services points (HSP) at boarder communities 	<ul style="list-style-type: none"> - Number of legal/illegal migrants reached - Number of migrants benefiting on NRCS HSP services - Countries benefiting from NRCS cross-border tracing services 	<ul style="list-style-type: none"> - Records of migrants reached at HSPs designated at boarder communities - Emails/tracing cases shared by other NSs - Record of families re-unified 	<ul style="list-style-type: none"> - Italian Red Cross financial & technical support - IFRC/ICRC financial and technical support - Stakeholders coordination support
Outcome 1.8 Climate Change:	<ul style="list-style-type: none"> - Rapid needs assessment - Awareness raising on the dangers associated with burning fossil for fuel - Tree planting exercises - Partnership with the Ministry of Agriculture /Forestry 	<ul style="list-style-type: none"> - Communities assessed - Communities reached with awareness messages - Trees planted - Partnership document and Mail exchanges with Ministry of Agriculture 	<ul style="list-style-type: none"> - Assessment report - Record of communities reached - Documentation on the type of awareness raising system plus IEC materials 	<ul style="list-style-type: none"> - IFRC financial and technical support - Ministry of Agriculture/Forestry coordination support - NRCS wealth of experience and volunteers available
Outcome 1.9 Shelter:	<ul style="list-style-type: none"> - Registration of beneficiaries - Confirmation of necessary documentation and land availability -Procurement/warehouse stocking Distribution of building materials in tranches 	<ul style="list-style-type: none"> - Registration list - Record of stock piled in warehouse - Procurement Minutes of Meeting and other documentation i.e. bidding etc. 	<ul style="list-style-type: none"> - List of beneficiaries - Pictures of structures and distribution - Warehouse record 	<ul style="list-style-type: none"> - Beneficiaries marketing building materials - Land dispute between community members
Outcome 1.10 Community First Aid:	<ul style="list-style-type: none"> -Community/stakeholders mapping - Community first aid training - Regular updates as the dynamics are constantly evolving - Designated pool of trained volunteers stationed in endemic communities - Train interested organizations 	<ul style="list-style-type: none"> - Number of communities reached - First aid training attendances sheets - Updated training slides - Communities with current first aid knowledge - Number of organizations trained 	<ul style="list-style-type: none"> - Names and contact phone numbers of trained first aiders at branch level - Training reports shared - Names and contact phone numbers of personnel from other organizations trained 	<ul style="list-style-type: none"> - Availability of NRCS first aid training materials - NRCS expertise on first aid services
Outcome 1.11 Weapon Contamination	<ul style="list-style-type: none"> - Training of the selected pool of NRCS volunteers and focal points - Risk Awareness and Safer Behaviour (RASB) awareness/dissemination sessions - Annual seminar and planning meeting 	<ul style="list-style-type: none"> - # of RASB training sessions for key focal persons - # of community members who receive RASB awareness training sessions facilitated by Red Cross Volunteers (RCVs) - # of Branches/Participants who attended seminars and planning sessions - # of suspected unexploded ordinances identified and reported to relevant authority 	<ul style="list-style-type: none"> - Quarterly and annual Narrative and Statistic reports - Reports of Participatory reviews by all parties concerned 	<ul style="list-style-type: none"> - Availability of Branch volunteers with interest in WeC activities - Good working relationship with government and other stakeholders

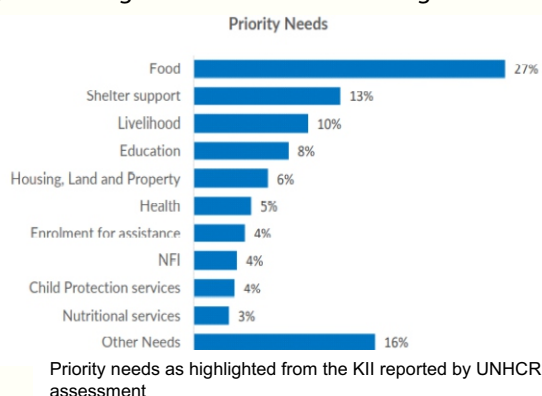


STRATEGIC AIM 2: HEALTH & CARE

The NRCS Health and Care programme is designed to contribute to reducing morbidity and mortality by strengthening capacities of vulnerable groups and enabling them to address own primary health problems. SDP has identified priority areas in health and care, and it complements efforts of the Federal Ministry of Health concerning outbreaks of cholera, polio, guinea worm, meningitis and other public health challenges such as HIV and AIDS, maternal, neonatal and child health. The COVID-19 pandemic is an additional health concern for NRCS. The demand for psychosocial support has increased and the health programme is collaborating with DM in easing the mental, physical, emotional and social wellbeing of people affected by catastrophes. Another area to improve is the capacity of Branches to maintain leadership in First Aid training and services as well as response to COVID 19 pandemic at various levels. In addition to increased knowledge of target population on malaria prevention and control, safe motherhood practices, training of TBAs and child health care.

According to the Nigerian Federal Ministry of Health, communicable diseases account for 66% of the total burden of morbidity in the country. Acute respiratory infections (ARI), measles, diarrhea, tuberculosis, HIV/AIDS and neglected tropical diseases (filariasis, onchocerciasis, trachoma, worm infestation, schistosomiasis, leprosy etc.), as well as Malaria are particularly prevalent. Notably, Nigeria suffers the world's greatest malaria burden, with approximately 51 million cases and 207,000 deaths reported annually. The recent World Malaria Report 2017 recorded that approximately 165 million are at risk of the infection in Nigeria⁴, with children and pregnant women most likely to suffer from the consequences of the disease. Notably, Nigeria was also reported as having weak malaria surveillance systems, with only 16% of cases detected by the country's surveillance system.

UNAIDS reports that in 2016, Nigeria had 220,000 new HIV infections and 160,000 AIDS related deaths. There were 3.2 million Nigerians living with HIV in 2016, of which 30% were accessing antiretroviral therapy. Only 32% of pregnant women living with HIV were accessing treatment or prophylaxis to prevent transmission of HIV to their children, which resulted in an estimated 37,000 children who were newly infected with HIV due to mother-to child transmission. Nigeria is a Fast-Track country, and therefore, its response is guided by the National Strategic Framework 2017–2021, which presents clear targets on achieving zero new infections, eliminating related deaths and tackling all forms of discrimination.



Nigeria is also experiencing an increasing prevalence of non-communicable diseases, which continues to pose significant challenges to the country's struggling health system. Morbidity and mortality associated with diseases such as cardiovascular disorders, diabetes mellitus, cancers, and chronic obstructive lung disease especially are noted as on the increase. Similarly, mental health disorders and other psychosocial problems are reported as on the rise, of which violence and social unrest are significant contributors. Malnutrition and nutrition-related diseases also remain a significant public health problem in Nigeria, acting as the underlying cause of 53% of under-five mortality in the country. The maternal mortality rate remains high at 576/100,000 live births, and other pregnancy related mortality and morbidity ensures that childhood mortality related to complications associated with malaria, pneumonia, diarrhea, HIV/AIDS, and vaccine-preventable diseases - which are all complicated by malnutrition - result in significant reproductive, maternal and newborn related health challenges across the country.

Finally, outbreaks of epidemic-prone diseases, such as the Ebola Virus Disease, cholera, Lassa fever and Avian influenza have all threatened the health security of Nigeria in recent years, which reiterates the need for a coordinated and well-resourced health system strengthening from all stakeholders focused on community-centered epidemic and pandemic preparedness, detection and response.



Importantly, these statistics are overwhelmingly interrelated with socio-economic factors that result in a disease burden that is skewed towards lower-income communities and disadvantaged or marginalized groups that are hard-to-reach. In Nigeria, these trends are noted in rural as well as urban areas inhabited by poor communities living in what is described as slum housing. It is in these areas especially, that the health system is often inadequate, under increasing pressure (due to accelerating urbanization, or people fleeing violence, for example), or simply out of reach of those that require health and care services. For the NRCS, these health trends provide the rationale and evidence-based approach to our work, which we use in conjunction with dedicated and consistent consultations with communities, to ensure that we are addressing their most pressing health needs.

Goal: Promote an enabling healthy and safer living environment and engender early warning responses.

Strategic Priorities

1.	Community-based Health
2.	Emergency Health
3.	Water, Hygiene and Sanitation (WASH)
4.	Nutrition Support
5.	HIV and AIDS
6.	Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCAH)
7.	Mental Health and Psychosocial Support (MHPSS)
8.	Health Programme Among Vulnerable Communities
9.	Response to COVID-19

Community-Based Health

The community-based health programme is an integrated approach to health interventions that will anchor on the Community-Based Health and First Aid (CBHFA) approach. Maternal, neonatal, TBA training and child health are aimed at reducing maternal and child morbidity and mortality through its network of volunteers. NRCS will conduct training on good nutrition, danger signs in pregnancy, early referrals, disease prevention and personal hygiene and COVID-19 prevention protocols. Social mobilization and sensitization on immunizations are part of the strategies designed to address issues of preventable diseases such as measles, CSM, chicken pox and others. This will be complemented with the production and distribution of IEC materials. Psychosocial support will be part of the CBH programme targeting people affected by disasters, conflicts and insurgencies. Mothers clubs form the basis for health promotions at the grassroots level and will be strengthened to continue with their actions that include social



Emergency Health

To ensure the immediate response to situation of health emergencies, the health action teams (HATs) will be strengthened. During emergencies, the HATs promote disease control measures, prevention, create awareness and distribute medicines when necessary. Health organizations working in Nigeria commonly acknowledge that the mental health and psychosocial needs of conflict-affected people are not met due to the instability of the situation, limited resources, lack of support from authorities and family and community separation. Limited access to health, social and educational services, especially but not only for displaced people, worsen an already critical situation.

Water, Hygiene and sanitation

NRCS will collaborate with water Supply and Sanitation Collaborative Council (WSSCC) to promote activities that improve the quality of water and sanitation and improved knowledge on environmental hygiene.

According to the findings from the 2018 WASH National Outcome Routine Mapping (WASHNORM) survey, 47 million people in Nigeria practice open defecation. Consequently, Nigeria loses about 1.3% (N455 billion) of GDP annually due to poor sanitation. Additionally, more than 100,000 children under the age of five die each year because of water and sanitation related diseases.

In November 2018, the Nigerian President declared a state of emergency in the Water, Sanitation, and Hygiene (WASH) sector, demonstrating political will at the highest level of government, and launched a national campaign tagged 'Clean Nigeria: Use the Toilet' to jump-start the country's journey towards becoming Open Defecation Free (ODF) by 2025.

NRCS will continue to promote activities that improve the quality of water and sanitation and improved knowledge on environmental hygiene through Helping urban communities to establish water collection points and training volunteers on the use of Participatory Hygiene and Sanitation Transformation (PHAST) methodologies for the delivery of safe and affordable water, usage of latrines and cleaning of the immediate environment (surroundings). NRCS will also support promoting good health for communities, thereby checking the development and spread of communicable water related disease and other epidemics that occur periodically.

In the next five years, the NRCS will address water and sanitation shortages by;

Helping urban communities to establish water collection points

Training volunteers on the use of Participatory Hygiene and Sanitation Transformation (PHAST) methodologies for the delivery of safe and affordable water, usage of latrines and cleaning of the immediate environment (surroundings).

Promoting good health for communities, thereby checking the development and spread of communicable water related disease and other epidemics that occur periodically

Nutrition

Nigeria remains one of the worst-hit by malnutrition in the Sub-Saharan region, with children and women in their reproductive age most affected. The states in northern Nigeria are the most affected by the two forms of malnutrition - stunting and wasting. High prevalence of malnutrition poses significant public health and development challenges for the country. Stunting indicates a long-term nutritional problem in the country. An estimated 2 million children in Nigeria suffer from severe acute malnutrition (SAM), but only two out of every 10 children affected is currently reached with treatment. Seven percent of women of childbearing age also suffer from acute malnutrition. Exclusive breastfeeding rates have not improved significantly over the past decade, with only 17 percent of babies being exclusively breastfed during the first six months of life. Just 18 percent of children aged 6-23 months are fed the minimum acceptable diet. Although chronic and seasonal food insecurity occurs throughout the country, and is exacerbated by volatile and rising food prices, the impact of conflict and other shocks has resulted in acute levels of food insecurity in the North West region. Diet-related non-communicable diseases are also on the rise in Nigeria due to urbanization, lifestyle transition, socio-cultural factors, and poor maternal, fetal, and infant nutrition. The nutrition situation may also be negatively affected by the COVID-19 pandemic and its impact on socio-economic factors.



HIV and AIDS

In continuous support to the Federal Government of Nigeria to reduce stigmatization and promote prevention and treatment of people living with HIV and AIDS, the NRCS will:

- Scale up awareness campaigns, disseminate key messages to increase the knowledge on HIV/AIDS transmission and prevention amongst the general populace
- Train volunteers to carry out HIV Counselling, Testing and referrals
- Carry out peer education and support groups for PLWHIV.

Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCAH)

To reduce maternal, newborn and child morbidity and mortality, the NRCS will continue to carry out social mobilizations for immunization and sensitization activities to address issues of vaccine preventable and other communicable diseases. Also, increase the knowledge of women on safe motherhood, Ante Natal Care (ANC), nutrition, and good hygiene practices.

Mental Health and Psychosocial Support (MHPSS)

Insurgency, conflict, epidemics and flood in Nigeria have left many people displaced and several others in need of life-saving services. While the humanitarian response has focused on provision of food, shelter, and physical health needs, mental health needs remain largely overlooked. Compounded by Covid-19 pandemic, the mental health and psychosocial support (MHPSS) burden of the country has risen significantly.

NRCS will ensure psychosocial dimensions are addressed early to minimize individual and population-based anxiety that may pose a threat to public health and safety. It will continue to raise awareness of mental health issues and advocate against social stigma. Psychosocial support will be part of the CBH programme targeting people affected by disasters, conflicts and insurgencies.

Health Programme among Vulnerable Communities

The NRCS Prison Sanitation Programme (PSP) focused on reducing health hazards among prisoners through education programmes in prisons, erect latrines where they are lacking. Implement basic health services and health promotions in vulnerable communities such IDPs, Refugee Camps, Quarantine sites, school health, especially the adolescent population etc are amongst the communities targeted for this intervention.

Response to COVID-19

NRCS will scale-up awareness campaigns, disseminate key messages, address rumours and misconceptions, increase the knowledge on COVID 19 transmission and prevention amongst the general populace and also promote the uptake of vaccine. The NRCS will also provide services like psychosocial support and Contact Tracing in collaboration with the relevant government agencies and relevant stakeholders. With the advent of COVID-19 vaccination, NRCS will support efforts of the government and relevant stakeholders to build community trust and acceptance of COVID-19 vaccines, help manage people's expectations and support enrolment for vaccination in vulnerable populations.

HEALTH AND CARE STRATEGIC DEVELOPMENT PLAN 2021 - 2025 RESULTS MATRIX

Goal: Promote an enabling healthy and safer living environment and engender early warning responses.				
Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
Strategic Aim 2: Health and Care				
<p>Outcome 2.1 Community-based health</p>	<ul style="list-style-type: none"> · Training volunteers and community committees on good nutrition, symptoms, maternal health, referrals, disease prevention and personal hygiene etc. · Production and distribution of IEC materials. - Psychosocial support provided to families and individuals affected by health emergency or any other disaster 	<ul style="list-style-type: none"> · # of volunteers mobilized and trained on community-based health and First Aid approach (CBHFA). · # of households reached by health education and sensitization activities · # of people trained in First Aid · # of people reached through psychosocial support 	<ul style="list-style-type: none"> · Baseline survey and programme evaluation report · Training reports · Volunteer reports · Programme progress reports 	<ul style="list-style-type: none"> · Communities actively participate in community-based health activities · Established mother's clubs · Trained community-based health volunteers remain in the programme · Health facilities in target areas · Credible record keeping of people reached · Involvement of Ministry of Health in roll-out of CBHFA · Uptake of immunization services during mass vaccination campaigns and routine immunization services
<p>Outcome 2.2 Emergency Health</p>	<ul style="list-style-type: none"> · Strengthening the capacity of the health action teams (HATs) through trainings on First Aid, psychosocial support etc. · Community preparedness, detection and response to recurrent communicable diseases among IDPs/ Refugees influx states in Nigeria · Procure and pre-position emergency health relief items in prone areas · The HATs promote disease control measures, prevention, create awareness and distribute medicines and ORS when necessary. · Create Awareness on voluntary non remunerated blood donor recruitment in all branches 	<ul style="list-style-type: none"> · # of people provided with curative and preventable health emergency interventions · # of NRCS branches with contingency plans to respond to epidemics and pandemics · # of trained and active health action teams (HAT) · # of NRCS branches that are members on in-country coordination mechanism - #of interventions conducted to increase the number of voluntary non-remunerated blood donations 	<ul style="list-style-type: none"> · HATs training reports · Project reports 	<ul style="list-style-type: none"> · Endorsed First Aid manual and training modules · Agreements with MoH/Government to be a certified First Aid trainer and provider in Nigeria. - Resource allocation on Community preparedness and response to communicable diseases.



Goal: Promote an enabling healthy and safer living environment and engender early warning responses.

Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
Strategic Aim 2: Health and Care				
Outcome 2.3 Water, hygiene and sanitation promotion	<ul style="list-style-type: none"> Improving the access to safe water and sanitation Increasing knowledge on environmental hygiene. Assisting urban communities to establish water collection points Training volunteers on the use of Participatory Hygiene and Sanitation Transformation (PHAST) Promoting good health for communities to reduce the risk of water-borne disease and other epidemics. 	<ul style="list-style-type: none"> #/% of targeted households with safe water services that meet agreed standards #/% of target population practicing open defecation % of target population using safely managed sanitation services #/% of households equipped with basic hand washing facilities with soap and water at home # of volunteers trained on Hygiene promotion and behavior change (PHAST) and CLTS 	<ul style="list-style-type: none"> Project reports Field visit reports Government reports Volunteer activities records 	<ul style="list-style-type: none"> Availability of safely managed water sources WASH software and hardware technicians available in target Communities High initial cost for hardware activities Capacity of communities to manage and maintain water and sanitation facilities Hygiene promotion activities which meet Sphere standards in terms of the identification and use of hygiene items provided to target population
Outcome 2.4 Nutrition	<ul style="list-style-type: none"> Mapping of service provision in the targeted areas and referrals / reporting into these (including other humanitarian agencies, government actors/departments, and community structures Food Security and Livelihoods needs assessment Formation and/or strengthening of community groups on nutrition Support to government agricultural extension services Community sensitization on program aspects as well as general community engagement, and accountability (CEA) concerning relevant activity design and feedback mechanisms 	<ul style="list-style-type: none"> # of persons reach or assisted with nutrition and food support # of community groups established and trained 	<ul style="list-style-type: none"> Project reports Field visit reports Government reports Volunteer activities records 	<ul style="list-style-type: none"> Support from UNICEF, World Bank and other stakeholders on nutrition. Collaboration with the Ministry of Health at the Federal and State level Active participation of the community leaders



Goal: Promote an enabling healthy and safer living environment and engender early warning responses.

Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
Strategic Aim 2: Health and Care				
Outcome 2.5 HIV and AIDS	<ul style="list-style-type: none"> Scaling up awareness campaigns, disseminate key messages to increase the knowledge on HIV/AIDS transmission and prevention amongst the general populace Train volunteers to carry out HIV counseling, testing and referrals Promoting peer education and support groups PLHIV Build capacity for personal protection, including condom use. 	<ul style="list-style-type: none"> # of people reached with HIV and STI prevention messaging # of people living with HIV with access to treatment # of people accessing HTC (HIV testing and counselling) # of NRCs volunteers trained and providing care and support to PLHIV 	<ul style="list-style-type: none"> Project reports MoH reports Volunteer records and reports UNAIDS reports and updates 	<ul style="list-style-type: none"> Trained and skilled staff NRCs HIV workplace policy Support from UNAIDS, UNFPA, MoH and other stakeholders
Outcome 2.6 Maternal, Newborn and Child Health	<ul style="list-style-type: none"> Social mobilization and sensitization on immunizations to address preventable diseases such as polio, measles, chicken pox and others Increasing the knowledge of women on safe motherhood, ante natal care, nutrition and good hygiene practices. Training of volunteers to work and support mothers on MNCH health issues Participate in national immunization campaigns 	<ul style="list-style-type: none"> % of target population sensitized on ante-natal and child care # of children immunized in target communities per year Prevalence of wasting and stunting among children under 5 in targeted communities 	<ul style="list-style-type: none"> Ministry of Health report Immunization record Project monitoring reports Volunteer activity records Child index cards 	<ul style="list-style-type: none"> Support of the community leaders Existing referral system and health facilities in target communities Government organize regular mass immunization campaigns



Goal: Promote an enabling healthy and safer living environment and engender early warning responses.

Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
<p>Strategic Aim 2: Health and Care</p> <p>Outcome 2.7 Mental Health and Psychosocial Support (MHPSS)</p>	<ul style="list-style-type: none"> · Training of Volunteers in affected States to provide psychosocial support to the affected people, survivors, and families of affected during emergencies. · Provision of hot-line numbers to allow community members to call in to make enquiry, report issues and provide information on where to get help and provide PSS · The staff at the National Head Quarters (NHQ) and volunteers will be trained on how to provide <ul style="list-style-type: none"> · Psychosocial Support (PSS), · psychosocial first aid (PFA) and counseling to relieve the victims from the effects of Post-Traumatic Stress Disorder (PTSD) and other related consequences. · The trainings will be cascaded down to the volunteers at community level to ensure the need for PSS is met in all states of the operation. · Community PSS champions will be identified and supported to drive and provide community based psychosocial services for affected persons particularly women and the aged. · Mapping out of referral pathways 	<ul style="list-style-type: none"> · # of Volunteers trained on MHPSS · # of persons reach with MHPSS · # of Health facilities supported to provide MHPSS 	<ul style="list-style-type: none"> · Project reports · Volunteer records and reports · Feedback mechanisms (Hot lines) 	<ul style="list-style-type: none"> · Availability of communication networks · Presence of mental health specialist · Availability of referral centres for mental health cases and specialist to manage referrals. · Availability of mental health policies in the branches.
<p>Outcome 2.8 Health programmes among vulnerable communities</p>	<ul style="list-style-type: none"> · Hygiene promotion in correctional services · Production and distribution of sanitation and hygiene IEC materials targeted for prison community · Establish support desks for reporting of SGBV cases and immediate referral for medical attention amongst IDPs · Provide technical supervision and monitoring 	<ul style="list-style-type: none"> · # of advocacy activities conducted with prisons on health, sanitation and hygiene promotions. · # of NRCS branches working on school health programme · # of IDPs reached with sanitation and hygiene promotions actions · # of NRCS branches working with urban health issues 	<ul style="list-style-type: none"> · Project reports · Government reports · Volunteer activities records 	<ul style="list-style-type: none"> · Access to prisons · Collaboration with ICRC · Collaboration with relevant authorities is established



Goal: Promote an enabling healthy and safer living environment and engender early warning responses.

Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
Strategic Aim 2: Health and Care				
Outcome 2.9 Response to COVID-19 pandemic	<ul style="list-style-type: none"> Map out SGBV Referral pathways and ensure that the needs of survivors in insurgencies are met Distribution of RH/Dignity Kits to targeted health facilities 	<ul style="list-style-type: none"> # of people reached through RCCE for health and hygiene promotion activities # of health facilities supported # of active CBS staff and volunteers trained on covid-19 related health risk # of new cases identified and followed up, disaggregated by age and sex # of staff and volunteers supporting screening 	<ul style="list-style-type: none"> Ministry of Health report Covid-vaccination record Project monitoring reports Volunteer activity records 	<ul style="list-style-type: none"> Build collaboration and partnership with key Government MDAs and other key stakeholders Availability of Covid-19 vaccine Willingness of the community to accept Covid-19 key messages and vaccination Collaboration with MOH and other relevant stake holders



STRATEGIC AIM 3: COMMUNICATION AND HUMANITARIAN VALUES

In Nigeria today the need for clear and precise communication has become paramount as citizens tend to attach ideological, religious and ethnic connotations to symbols and services rendered to vulnerable during disasters, situations of conflict etc. The NRCS while fulfilling her mandate to alleviate human suffering creates visibility of the Red Cross and its activities to curb these misconceptions. Encouragement and engagement of people to speak up and have a voice in their affairs in times of need whilst promoting respect for IHL and the Emblem of humanity as well as principles that build social cohesion is another critical role of the NRCS. Thus, trust is built and sustained creating access.

The above roles are achieved by using various communication channels to spread and receive information.

Goal: To build and maintain a communication strategy that is accessible to all as well as promotes peace and tolerance.

Strategic Priorities

1.	Community Engagement and Accountability
2.	Risk Communication and Community Engagement.
3.	International Humanitarian Law
4.	Campaigns and Sensitization
5.	Dissemination
6.	Advocacy
7.	Feedback Mechanisms



Community Engagement and Accountability

Nigeria is a multi-ethnic and multicultural society engulfed in crisis. These crisis are traceable to lack of understanding and respect for each other's' culture, tribe and religion. We thrive to promote the culture of dialogue and non-violence by engaging with people at the community level as well as using the appropriate communication channels before and after a project to give them ownership of a project. The NRCS will focus on protecting and promoting a positive/ behavioural change for humanity based on humanitarian values and principles to reduced violence and ensured peaceful resolution of conflicts and division within the society. The promotion of social inclusion via engaging the communities and culture of non-violence and peace ensures access.

Risk Communication and Community Engagement.

In a potential crisis situation, this is done proactively to communicate threat or risk and to reduce intolerance, stigma and discrimination. It is vital that people have access to timely, accurate, authentic information to enable them take the best decisions about their immediate situation.

The NRCS ensures that the communication strategy adopted speaks to those directly affected to create a better and safer world. We also demonstrate how people can contribute to solving these problems at a local level before they escalate.

International Humanitarian Law (IHL)

The Nigerian Red Cross Society is a state party to the Geneva Conventions which places the use of the Emblem of humanity at our core. The 1960 Act of Parliament also recognizes us as a voluntary aid society and an auxiliary to the Nigerian Government and public authorities as far as rendering humanitarian services is concerned.

This is to create a more connected, more inclusive and emphatic world improving access for target groups whose lives may have been disrupted by war, disaster or displacement.

Furthermore, the National Society promotes social inclusion of marginalised groups (albinos, leprosy patients, people with special needs, i.e disability, people living with HIV and AIDS (PLHIV) through appropriate channels/language of communication to promote respect for human dignity even in the theatre of conflict, in a situation of violence, armed conflicts or emergencies. The aim is to make a huge impact especially for the most vulnerable through a wide range of communication channels specific to the targeted group and promote adherence to IHL.

The NRCS seeks to promote the rules of engagement as enshrined in the Geneva Convention and constantly train and retrain state actors on how to deal with peaceful protesters or even armed/unarmed or injured felons.

Development of IEC material /key messages will be done for all and sundry in the Nigerian context and within the National Society structures (governance, volunteers and staff). Promotion of Humanitarian values at the National Assembly and States' Houses of Assembly will form the pillars of the NRCS dissemination strategy. The NRCS seeks to address the issues of fuller integration/re-integration of disadvantaged people into communities in line with the mandate of the RCRC Movement, especially relating to human dignity through community engagement strategy and campaigns.

Campaigns and Sensitization

The NRCS sensitizes people on prevalent health, disaster issues etc., they do not know about or have enough knowledge on as well as how to protect themselves and if possible, provide them the tools they need to keep safe and informed, depending on need and their availability.

Dissemination

The NRCS embarks on telling people about the RCM, i.e. Fundamental Principles and creating visibility for the NS through traditional and new media channels as well as good old fashioned, 'word of mouth' to have a uniform Red Cross brand with rich content creation for all. This is to ensure that they know who we are and how we operate.



Advocacy

NRCS accesses opinion leaders, decision makers and other people in positions of influence whom are also referred to as stakeholders to advocate and address issues affecting the most vulnerable at policy level.

Feedback Mechanisms

This is important and enables the NRCS hear from the people being assisted to make informed decisions. It is important that their voices are heard and that they tell their own stories, thus allowing them to have a say in the issues affecting them; especially how they would like to be assisted. This is also giving them a voice in their own affairs.

COMMUNICATIONS AND HUMANITARIAN VALUES STRATEGIC DEVELOPMENT PLAN 2021- 2025 RESULTS MATRIX

Goal: To build and maintain a communication strategy that is accessible to all as well as promotes peace and tolerance.				
Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
Strategic Aim 3: Communications and Advocacy				
Outcome 3.1 Community Engagement and Accountability	<ul style="list-style-type: none"> - Performance of Advocacy - Execution of Field Trips - Organization of Village/Town Hall meetings - Formation of Community Committees - Participation of NRCS in Interactive phone in, local language, radio programmes - Recharging of Toll free lines 	<ul style="list-style-type: none"> # of Performance of Advocacy visits # of Field Trips executed # of Village/Town Hall meetings # of Community Committees formed # of times NRCS participates in Interactive phone in, local language, radio programmes # of NRCS of Toll free 	<ul style="list-style-type: none"> Knowledge , Attitudes and Practices survey Baseline, midline and endline surveys 	<ul style="list-style-type: none"> Availability of funds for field operations Communities will be accessible to NRCS staff and volunteers.
Outcome 3.2 Risk Communication and Community Engagement.	<ul style="list-style-type: none"> - Regular meetings with community - Regular Outreaches to at risk communities. - Regular training of community members on safe practices to adopt 	<ul style="list-style-type: none"> - No of community meetings - No of regular outreaches # of trainings 	<ul style="list-style-type: none"> Regular Surveys of attitudes of communities Simulation Exercises conducted by Health/DM 	<ul style="list-style-type: none"> Communities are willing to accept information
Outcome 3.3 International Humanitarian Law	<ul style="list-style-type: none"> - Advocacy - Sensitization sessions with journalists, law enforcement - Periodic Training of media , state actors 	<ul style="list-style-type: none"> - # of changes in quality of behaviour of authorities and Law Enforcement - # of improvements in quality of media stories, 	<ul style="list-style-type: none"> Periodic individual, surveys of law enforcement 	<ul style="list-style-type: none"> Law enforcement is willing to unlearn and relearn
Outcome 3.4 Campaigns and Sensitization Outcome 3.5 Dissemination	<ul style="list-style-type: none"> - Forge strategic Partnerships with media outfits - Forge strategic - Partnerships with stakeholders, private sector - Strengthen NRCS owned and controlled communication networks. - Strengthen partnership with media 	<ul style="list-style-type: none"> # of community committees created # of strategic Partnerships with stakeholders, private sector # of NRCS owned and controlled communication networks like new media, local language voice notes,#of media partnership deals # of partnerships with like minded CSOs/ Govt organizations like NASS, Min of Health, NPHDA, # of endorsement deals with celebrities 	<ul style="list-style-type: none"> # Mid-Endline surveys of behavioural change #Post intervention surveys-Random surveys of opinions of members of public during surveys 	<ul style="list-style-type: none"> Media outfits and private sector will be willing to go into alliances. NRCS comms staff will be trained on social media marketingPartners are open to partner



Goal: To build and maintain a communication strategy that is accessible to all as well as promotes peace and tolerance.				
Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
Strategic Aim 3: Communications and Advocacy				
Outcome 3.6 Advocacy	<ul style="list-style-type: none"> - Organize First Aid information sessions /visits to communities - Organize informatory visits to stakeholders - Organize First Aid advocacy sessions /visits to media partners 	<ul style="list-style-type: none"> # of information sessions /visits to communities # of informatory visits to stakeholders #First Aid advocacy sessions /visits to media partners organized 	<ul style="list-style-type: none"> # heightened perception of NRCS during surveys # heightened perception of First Aid during surveys 	<ul style="list-style-type: none"> General security situation permits access Stakeholders will be open to advocacy
Outcome 3.7 Feedback Mechanisms	<ul style="list-style-type: none"> - Strengthen ties to communities - Keep toll free lines working - 	<ul style="list-style-type: none"> #No of callers on interactive radio shows #of respondents on toll free lines #Of people who respond to informal feedback mechanisms like community committees 	<ul style="list-style-type: none"> - People responding appropriately on interactive forums - People responding appropriately to individual surveys 	<ul style="list-style-type: none"> - Toll free lines are activated - Surveys are prepared by PMER/ Health and administered by Comms

STRATEGIC AIM 4: NATIONAL SOCIETY DEVELOPMENT (NSD)

The National Society Development Department manages the NRCS Development functions, to enable her to make a difference in the lives of vulnerable people. This would be achieved by ensuring that NHQs and branches have the necessary financial, legal and managerial systems to underpin their strategies and plans; that they are digitally able to support their services and programmes, have robust systems for accountability and are able to learn from a shared culture of innovation and best practices.

Through NSD programme, NRCS seeks to strengthen institutional structure and capacity at both national and branch levels in order to deliver timely, quality and sustainable humanitarian services. The NSD actions include sustainable membership recruitment and a volunteer management system as a volunteer-based organization, with an auxiliary status in humanitarian work. In addition, a focus is on establishing and developing mechanism for branch development through a decentralized structure and complemented by strong human resource management system. As such, NRCS in this strategic plan period will re-open zonal offices to allow for decentralized management. The following outlines the NSD focus in the next five years.

The Nigerian Red Cross Society is pursuing a holistic organizational development agenda focused on increasing impact and ensuring organizational sustainability. The NRCS Leadership submitted a Roadmap proposal to the Movement Partners for support. With funding from the Movement Partners, a coordinated partner's support plan was put in place to holistically support the NRCS in its effort to reposition itself as the leading national humanitarian organization in Nigeria. The prevailing humanitarian context in Nigeria demands the continued need to scale up interventions aimed at alleviating human suffering, while empowering the communities to be more prepared and resilient towards foreseen and unforeseen circumstance in Sustainable way.

The first key initiative was the definition of the NRCS Business Model, which now serves to guide strategic development.

Pillar 1:	Provide RC services on community level (no donor funding)
Pillar 2:	Maintain capacity to absorb funding and technical expertise
Pillar 3:	Exploit commercial/business opportunities



Due Diligence process

The due diligence process was a key commitment from BRC pronounced at the Geneva round table meeting in December 2018. The due diligence process covered the key areas of the National Society: Governance, Senior Management, Programme / Project management, and Support Services – across HQ and Branches.

The HR Re-engineering project

The Human Resources Re-engineering project is a critical part of an overall organizational support plan Nigerian Red Cross fit for the future. This was contracted to KPMG as the implementing consulting firm through whom the following outputs have been successfully delivered. The HR re-engineering project will ensure that “the right people are in the right place”

We acknowledge that several attempts on HR reformation have been made in the recent past, with mixed results, which are not enough to move the NS to the desired status. As a committed National Society, we refuse to be stuck in the failings of the past. Leveraging on the confidence that the movement Partners would accompany and support the processes, the National Society commits to bringing the learning of these processes to define a stronger and productive need-based approach towards redefining the HR system, structure and capacity.

Goal: Strengthening institutional structures, systems and capacity to deliver timely, relevance, quality and sustainable humanitarian services to the vulnerable people.

Strategic Priorities

1.	Human Resource Development (Governance, Management, Members and Volunteers)
2.	Transportation and Logistics Development
3.	Infrastructure and Utilities Development
4.	Branch Development
5.	Humanitarian Diplomacy
6.	Safer Access Framework (SAF)
7.	Policy Development and Implementation

Human Resource Development (Governance, Management, Members and Volunteers)

The creation and usefulness of a meaningful strategic planning process is highly dependent on the leadership of a National Society; thus developing quality leadership with special focus on governance and management as well as ensuring core competencies for effective coordination and monitoring of programmes and are critical for NRCS. In the lifespan of SDP-2025, the National Society will improve governance and management orientation for better understanding and proper application of their roles and responsibilities, as well as strong commitment to the mission and vision. The capacity and competence of the management will be enhanced through trainings and exchange visits, with support of the Africa Governance Group (AGG) and IFRC West Coast Africa Multi-country Cluster.

Staff development is a continuous process of improving skills, competencies and capacities in the management of staff and volunteers. Thus the overall goal of staff, membership and volunteer development is to increase the NSs' capacities to implement relevant services and programmes, aiming to have the appropriate human resources to identify, organize and implement improved programme and service delivery in an effective and efficient manner.

Effective leadership and management are imperative to the success of all National Societies in developing and delivering services to vulnerable communities. It takes trained and informed leaders to encourage and motivate staff and volunteers to achieve measured progress as a well functioning National Society.

Volunteering development efforts have direct impact at the different levels in the National Society, making it a safe and positive experience, providing motivation. Public and Government attitude towards volunteering is enhanced thereby.



Transportation and Logistics Development

Provision of appropriate Transportation and Logistics to enhance sustainable program development and implementation. The Nigerian Red Cross Society as an umbrella to 37 Branches and 774 Divisions has an obligation to improve on transportation system and fleet management with a desire to meet the growing demand for improved volunteer mobility and disaster response and other related activities through careful coordination and proper fleet management.

There is acute shortage of vehicles in NHQ, Branches & Divisions. Most of the Branches do not have any vehicle at all. This tends to delay and mar the emergency response capacity of the National Society. There is a great need to evolve from these shortages and that would require the NRCS to obtain an adequate fleet.

Due to the nature of our work, the NS most times comes across difficulty with distribution as we currently have to hire Trucks for distribution of relief items and transporting goods to warehouses. These hired trucks come at a very high cost and do not bear the Emblem and as such are at risk of forms of harassment, levies and, even, looting.

The National Society is highly committed to improve its overall process of managing how resources are acquired, transported, stored and distributed to its final destination in line standard and best practices in logistics and procurement.

Infrastructure and Utilities Development

Development of Infrastructure at National, Branches and Divisions shall enable timely and effective response to emergencies. The NRCS owns some lands and buildings, from warehouses to office blocks. It has some pieces of land in some branches throughout the country. Unfortunately, for a long time, the NRCS has not been able to attract reasonable partnerships to facilitate development of some of its undeveloped pieces of land/properties.

Although infrastructural development with support from the ICRC is ongoing in some branches supported by the ICRC, there are some branches that do not have offices. The National Headquarters of the NRCS is still located in a rented property.

The development of its infrastructures including all its fixed assets (buildings, equipment and tools required to enhance service provision) is of priority considering the increasing humanitarian challenges in the country and the need to respond effectively and efficiently to humanitarian needs.

The NRCS in the next 5 years intends to establish, develop and maintain its current infrastructure as well as acquire its permanent office at the National Headquarters. A comprehensive system needs to be set up including physical office structures (which provide the convenience environment, an essential requirement of both staff and volunteers' performance and productivity), development and maintenance of a well-functioning logistical support system amongst others that will meet ongoing demand of the NRCS and its programmes. Considering its capital intensive nature, development of the NRCS infrastructure will significantly improve over the next five years (2021 - 2025).

Branch Development

It is noteworthy that increased involvement of NRCS branches in institutional capacity building is key to the success of the National Society's programming. NRCS has 37 branches across the country including the FCT as key service delivery 37 structures. The focus will be to strengthen the capacity of branches to effectively address the needs of the vulnerable communities. A branch capacity assessment (BOCA) will be conducted in targeted branches and branch governance and management will be improved through structured trainings based on branch development guidelines of the IFRC. The headquarters will also support the branches with resource mobilizing and increasing visibility. Each branch is expected to come up with their Branch Development Plan with technical assistance of NSD department of the Nigerian Red Cross Society.



The NRCS will ensure a nationwide network of locally organised branches and divisions with members and leaders who are registered and have agreed to abide by the Fundamental Principles of the Movement and the Statutes of the National Society. NRCS will ensure recruitment of members, volunteers and staff from diverse backgrounds reflecting the communities where it works and without consideration of race, sexual preference, class, religion or political opinions. The National Society values the learning culture that enables members and volunteers meaningful participation in decision-making processes, and will provide a safe workplace, protect and promote the physical and psychosocial wellbeing of all who work within the NS.

Humanitarian Diplomacy

The decision to engage in humanitarian diplomacy is not a choice, but a responsibility. It is a responsibility that flows from the privileged access enjoyed also by other National Societies as auxiliaries to the public authorities in the humanitarian field. It flows from the independence of the Nigerian Red Cross Society, from the breadth of its humanitarian activities across the nooks and crannies of Nigeria, its community base with hundreds of thousands of volunteers.

The objectives of humanitarian diplomacy will effectively achieve:

- More frequent consideration by decision makers and opinion leaders of the interests of vulnerable people;
- Greater access to and influence with decision makers;
- Greater humanitarian access and space for the Nigerian Red Cross Society and the International Federation;
- Strong visibility for and public understanding of Red Cross and her Movement Partners activities;
- Stronger capacity to mobilize all relevant resources; and
- The facilitation of effective partnerships when responding to the needs of the vulnerable.

It is through the establishment of humanitarian diplomacy as an integral part of the day to day work of the Nigerian Red Cross, with the necessary capacities in place, that the humanitarian objectives referred to above can be effectively realized. The fundamental aim of this plan and programme is to establish humanitarian diplomacy as a permanent mindset across all the 37 Branches of NRCS. Humanitarian diplomacy includes advocacy, negotiation, communication, formal agreements and other measures.

Safer Access Framework (SAF)

In order to increase acceptance, security and access to people and communities in need by providing relevant and effective humanitarian services in accordance with Fundamental Principles and other Movement Policies and practice by improving SAF cycle of security, access, perception and acceptance. It will continue to help Nigerian Red Cross to safely and effectively mitigate risk that it may face in a sensitive and insecure context. Operationally and technically, NRCS will partner and assiduously work with ICRC and IFRC in-country to achieve all these effectively and efficiently.

Policy Development and Implementation

Support the development and implementation of new or revised policies, plans and strategies on data protection, gender, fraud and corruption, integrity, whistle blowing, environmental protection, Child protection, Communications, Human Resource, Procurement, Youth Development, disaster management, and mental health and psychosocial support, PMEAL, decision making and other emerging issues. The management and governance will ensure the implementation and cascading of new and existing policies to staff, volunteers, members, PNSs and other stakeholders.



NSD STRATEGIC DEVELOPMENT PLAN 2021-2025 RESULTS MATRIX

Goal: Strengthening institutional structures, systems and capacity to deliver timely, relevance, quality and sustainable humanitarian services to the vulnerable people.				
Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
Strategic Aim 4: National Society Development				
<p>Outcome 4.1 Human Resources Development (Governance, Management and Volunteers)</p>	<ul style="list-style-type: none"> - Consistent governance and management orientation to increase understanding and application of their roles and responsibilities - Ensuring statutory meetings are conducted regularly - Facilitate trainings and exchange visits, with support of the Africa Governance Group (AGG) and IFRC West Coast Africa Multi-Country Cluster. - Recruitment of Competent staff and volunteers with competitive remuneration - Provision of opportunities for additional skill acquisition and on-the-job training for staff and volunteers. 	<ul style="list-style-type: none"> - Policy and Strategic Planning - Statutory Obligation (AGM, Central Council Executive Committee Meetings - CCEC etc.) - Leadership Orientation/Induction - NRCs Governance and Management - Performance Improved 	<ul style="list-style-type: none"> - Board Meeting Minute/ Reports - Management Reports (Monthly) - Policy Documents - HR reports and evaluations - Volunteer Database 	<ul style="list-style-type: none"> - For the NS capacity building programme to succeed, there is need for undiluted commitment to the strategy - The programme also needs consistent funding support in order to sustain the developmental period throughout the planned implementation timeframe
<p>Outcome 4.2 Transportation and Logistics Development</p>	<ul style="list-style-type: none"> - Procurement of Land cruisers and operational vehicles for NHQ, Branches and Divisions - Construction and development of vehicle service points - Hiring of appropriate and relevant warehouses - Development of Logistics system 	<ul style="list-style-type: none"> - Number of functional and operational vehicles at the NHQ, Branches and Divisions - Functional service points established - Available warehouses at the NHQ and Branches - Sound and up-to-date policies and system on procurement and logistics 	<ul style="list-style-type: none"> - Records of Registered vehicles in the fleet of the National Society - Record of fuel consumption and services - Warehouse records - Procurement Procedures and records 	<ul style="list-style-type: none"> - The National Society will continue to enjoy support from the Movement Partners, - Government and other Donors - The National Society will develop and implement viable programmes that will strengthen NSD



Goal: Strengthening institutional structures, systems and capacity to deliver timely, relevance, quality and sustainable humanitarian services to the vulnerable people.

Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
Strategic Aim 4: National Society Development				
<p>Outcome 4.3 Infrastructure and Utilities Development</p>	<ul style="list-style-type: none"> - Construction and Development of permanent NHQ Office - Construction and Development of new Branch Offices - Renovation of existing old Branch offices - Construction of Zonal Warehouses - Construction and Development of a National Training Centre - Construction and Development of Division Offices 	<ul style="list-style-type: none"> - NHQ office owned by the National Society is in place - Additional Branch and Divisional Offices constructed and/or renovated - Additional Zonal Warehouses acquired by the National Society - National Training Centre established 	<ul style="list-style-type: none"> - Title documents available - Reports and Records of Branch and Divisional Offices commissioned - Record of Zonal Warehouses - Number of Persons trained at the National Training Centre 	<ul style="list-style-type: none"> - The National Society will continue to enjoy support from the Movement Partners, - Government and other Donors - The National Society will develop and implement viable programmes that will strengthen NSD
<p>Outcome 4.4 Branch Development</p> <p>Branches delivering quality services through their local volunteer and youth networks.</p>	<ul style="list-style-type: none"> - Conduct Branch capacity assessment using BOCA - Follow-up on BOCA Plan of Action in targeted Branches - Regular election of competent Branch Executive Committee Members - Conduct regular statutory meetings - Implementation of activities under pillar 1 of the NRCS Business Model - Exploring activities of local fundraising 	<ul style="list-style-type: none"> - Number of Branches where BOCA is conducted - Percentage of activities executed from the BOCA PoA - Number of Activities implemented in line with Pillar 1 Business Model - % increase in the capital resource base at branch level 	<ul style="list-style-type: none"> - BOCA Reports - Record of Branch Elections - Record of Branch Executive Committee meetings - Branch monthly, quarterly and annual reports 	<ul style="list-style-type: none"> - Branch leadership commitment - Support from state governments and other stakeholders
<p>Outcome 4.5 Humanitarian Diplomacy (HD)</p> <p>Institutionalize Humanitarian Diplomacy to maximize support for operations and programmes, to also gain access to victims in specific contexts through advocacy and persuasive campaigns while affirming fundamental principles</p>	<ul style="list-style-type: none"> - Strengthen relationship with public authorities through constant advocacies - Increase visibility through zero cost community-based activities that will scale the visibility of the RC/RC. - Build capacity of Branches and Divisions in HD - Develop policy and strategy on HD 	<ul style="list-style-type: none"> - NRCS with HD institutionalized and used as a mainstreaming strategy for other programmes - NHQ, Branches & Divisional capacities developed in HD - HD is appropriately placed and enhanced with maximum programmes impact - Increased HD reports (advocacies to public 	<ul style="list-style-type: none"> - HD becomes a strategic tool in NRCS and properly utilized - # of programmes that are mainstreamed with HD - # of Volunteers, Members and Staff trained in HD - HD policy and Strategy developed, produced, approved by Board - # of Advocacies carried out using HD as a strategy - HD widely disseminated by the management as a cross-cutting strategy with other programmes and projects. 	<ul style="list-style-type: none"> - Governance and Management shall give HD the desired attention - Public Authorities would understand the auxiliary role of the NRCS. - The National Assembly has successfully passed the revised Act of the National Society.



Goal: Strengthening institutional structures, systems and capacity to deliver timely, relevance, quality and sustainable humanitarian services to the vulnerable people.

Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
Strategic Aim 4: National Society Development				
<p>Outcome 4.6 Safer Access Framework (SAF) Improving on the Implementation of SAF increase secure & safer working environment for NRCS Volunteers, Members, Staff and other Movement Partners, through increased access, improved perception and acceptance.</p>	<ul style="list-style-type: none"> - Scale up the training and constant refresher training of NRCS Volunteers, Members and Staff and Staff of the other Movement Partners on SAF considering the context of the hostile working environment in Nigeria generally. - Mainstreaming of SAF into other NRCS programmes and projects for maximum impact and safety of personnel and operational equipment - Regular and periodic training of Volunteers, Members and Staff on SAF and Code of Conduct so it can be internalized not just emphasizes on signing the CoC. - Continuous and consistent SAF dissemination to improve perception and acceptance. 	<ul style="list-style-type: none"> - # of NRCS Volunteers, Members and Staff well trained and knowledgeable in the SAF - # of Movement Partners Staff well trained in SAF - A NS that is better accepted, better understood by the general public - Proof of improved perception through survey of the NRCS and of the individuals. - A safe and secure working environment for RC/RC in Nigeria - # of NRCS Volunteers, Staff and Members who are very much acquainted with the CoC, have internalized and signed it. - # of Branches that carry out SAF sessions with their Volunteers, Members and Staff. 	<ul style="list-style-type: none"> - Attendance register of NRCS Volunteers, Members and Staff trained in SAF - Report of Branches that carry out SAF sessions with their Volunteers, Members and Staff. - Success stories of better acceptance of the NRCS and greater access in and by stakeholders and communities. - Survey reports of Improved perception of the NRCS by stakeholders and communities - Less reports on security compromised incidents. - Improved professional conduct of staff and volunteers with members 	<ul style="list-style-type: none"> - Support from the Movement Partners and understanding from other stakeholders - Strict adherence to Red Cross Principles and Ideals by Volunteers, Members, Staff and Governance
<p>Outcome 4.7 Policy Development and Implementation Support the development and implementation of new or revised policies, plans and strategies on data protection, PGI, fraud and corruption, integrity, whistle blowing, and many others.</p>	<ul style="list-style-type: none"> - Policies, strategies, work plans, tools etc. aimed at systems strengthening development - Existing policies, bye-laws, strategies, work plans reviewed where necessary - Proper and regular training & dissemination of the policies, strategies & plans at the NHQs, Branches, Divisions, Detachments and Units of the NRCS - Policies, strategies, plans implemented to the letter throughout all the structures of the NRCS (NHQs, Branches, Divisions, Detachments & Units) 	<ul style="list-style-type: none"> - # of NRCS new policies, strategies, work plans, laws successfully developed and approved by the Board - # of NRCS existing policies, strategies, work plans, rules, statutes, manuals, laws successfully revised/reviewed where necessary and approved by the Board - # of NRCS developed policies, strategies and plans that are widely disseminated to Branches, Divisions, Detachments and Units - # of NRCS revised and/or policies, strategies and plans widely distributed/shared with Branches, Divisions, Detachments and Units. - # of NRCS Branches, Divisions, Detachments and Units that are implementing the new and /or revised policies, strategies and plans. 	<ul style="list-style-type: none"> - Copies and production manuals of number of new policies, strategies, work plans, laws successfully developed and approved by the Board - Copies and production of number of existing policies, strategies, work plans, rules, statutes, manuals, laws successfully revised/reviewed where necessary and approved by the Board - Reports of policies, strategies, plans and other tools that are widely disseminated with Branches, Divisions, Detachments and Units of the NRCS. - Reports on successes and challenges from branches that are implementing the new and revised policies, plans, bye-laws and other tools Checklist and register of branches, divisions that received the new and revised policies, plans, strategies and other tools from the NHQs. 	<ul style="list-style-type: none"> - The present cordial working relationship between Governance and Management is continued and sustained - The Governing Board is able to continue with its supportive role to the Management Team to realize these. - The security context in the country is improved to sustain all these laudable objectives. - Movement Partners are able to fund NRCS to achieve this Technically sound human resources are recruited and remain with the NRCS to carry out this



STRATEGIC AIM 5: RESOURCE MOBILIZATION AND MANAGEMENT

Following the BRC due diligence, conducted in March/ April 2019 on the National Society which took the finding of all previous assessments and evaluations of the NS since 2012 into account (OCAC 2012, NRCS governance and leadership retreat 2015, external evaluation of the NRCS 2015, ICRC assessment 2016, Norwegian RC assessment 2017, BOCA 2018), the Nigerian Red Cross Society is faced with critical funding challenges that must be overcome:

The NRCS resource mobilization strategy is in line with the resolution of the PAN Africa Red Cross and Red Crescent National Societies made in 9th Pan African conference, Addis Ababa, Ethiopia 2017, which calls on all Africa National Societies to meet a proportion of their annual budget through internal resource mobilization efforts.

The Nigerian Red Cross Society (NRCS) is committed to generating more funding through its own efforts so that it can have a greater impact in Nigeria and can also reduce its high level of dependency for 'core costs' on restricted funding grants or through partnerships with other members of the RC Movement. This will help NRCS have a greater impact on the community and be a more sustainable organization in the long term.

Following an assessment of the range of potential income-generating activities, NRCS has adopted a Resource Mobilization strategy which is based on initially expanding income streams. To some extent, these activities already exist within NRCS, but they operate vastly below their potential. In order to be successful at generating funding, NRCS will need to secure significant investment for both of these activities and will need to ensure people with relevant skills are involved in them.

Together with NRCS, BRC developed a business plan for five key NRCS commercial activities: Commercial First Aid (in-depth analysis), and Clinics, Pharmacies, Crowd Support and Membership Scheme (general analysis). Based upon an analysis of the market, competitors, and the service portfolio and delivery capacity of the NRCS, assumptions were made which then were reflected in a profit-and-loss forecast.

With the support of BRC, NRCS carried out an assessment of existing and potential Resource Mobilization activities, identifying 13 separate activities which have been subsequently grouped into four income streams.

Goal: To establish a sustainable source of un-earmarked financing to support the NRCS core cost and some programs and enable effective NRCS contributions to Sister National Societies in Africa.

Strategic Priorities:

1.	Commercial Services (Workplace First Aid, Clinics, Pharmacies and Ambulance Services)
2.	Membership Drive (Individual and Corporate Membership Fees)
3.	Public and private financing (Crowd Support, Diaspora Funding from Government and Private Agencies)
4.	Asset based financing (Real Estate)

Commercial Services (Workplace First Aid, Clinics, Pharmacies and Ambulance Services)

Workplace first aid services are those commercial first aid services provided to corporations and institutions. While these first aid services are those in which the largest profit can be generated, workplace first aid is only one of several components of first aid services provided by the National Society - the other first aid services will be managed by the branches.

NRCS is determined to create a team with expertise in training, services, sales, promotions and digital technology, with a physical presence in major cities, to promote Workplace First Aid and to proactively seek out and approach customers with high earning potential. It is also designed to increase the expansion of the workplace first aid training business so that NRCS can generate an increasing amount of unrestricted funding to cover core costs and provide core humanitarian services.



The NRCS runs a clinic in Ibadan and is building another in Kano. The Ibadan clinic is located close to a busy market, and serves a densely populated rural community.. The NRCS is to develop a commercial health service strategy with consideration of having quality capacity assurance for procuring high standard Health Care services in both Urban and Remote rural areas where critically needed.

Nigeria, with close to market saturation of pharmacies in the major cities, however suffers from drugs shortfall and the provision of fake drugs, especially in the rural areas. NRCS has begun discussions with pharmaceutical companies to be established at Branch and Divisional levels, where there is a shown market need, of small pharmacy outlets, providing basic drugs and health supplies at affordable prices

The NRCS planned to develop its ambulance services as an ancillary element of its commercial first aid work. Ambulances services in Nigeria are underdeveloped. In cities such as Lagos, Kaduna, Port Harcourt, Kano and Abuja with high levels of traffic, other means of transport to get to scenes faster, such as motorcycles, are to be used by emergency responders.

Membership Drive (Individual and Corporate Membership Fees)

In 2019, the NRCS Governing Board approved the NRCS membership policy. According to this policy, there are four different categories of members: **Life membership** is based on merits, designed to be a symbol of honour and it is free.

In addition to life membership, there are five categories of **regular membership**, with different annual dues: Platinum, gold, silver and bronze members. **Junior membership** is targeted at children and youth. There are also platinum, gold, silver and bronze corporate memberships.

Public and private financing (Crowd Support, Diaspora Funding from Government and Private Agencies)

NRCS has previously cultivated relationships with members and donors, including individuals and organizations, which are hugely beneficial for the national society because they can provide un-earmarked funds for relatively small expenses

Being an auxiliary to Nigeria Federal Government, NRCS is uniquely positioned in Nigeria to secure resources from the government and its agencies through continuous advocacy and humanitarian diplomacy. The key focus is to maintain this market lead through leadership engagement with governments and continued provision of value-added services.

Crowd support is the relationship management with individuals and corporations who are interested in contributing to the work of the Nigerian Red Cross Society without enrolling as members or volunteers. Such contributions can be either one-off donations, or agreements with companies to donate based on their own commercial indicators.

There is a good number of Nigerians living overseas of its borders, especially in very developed economies.

NRCS intends to establish a multi-channel donor base formed of individuals, High Net Worth individuals, Diaspora communities, and Nigerian private sector organizations that prioritize Corporate Social Responsibility (CSR) towards the development of NRCS humanitarian services.

Asset Based Financing (Real Estate)

Asset based financing is the process of developing and using buildings or land in order to generate a financial return. NRCS currently holds a broad property portfolio across the country, many of which is in locations of high commercial viability but has not been managed or developed in order to generate a high return. Many of these properties can be designated as guesthouses or training centers or use as Branch and Division offices. The vast majorities are underused and are not at a sufficiently high standard to generate a reasonable rate of return.

In addition to these properties, the National Society Branches and Divisions have office buildings with so much extra space to serve some commercial purposes if harnessed.



RESOURCE MOBILIZATION STRATEGIC DEVELOPMENT PLAN 2021-2025

RESULT MATRIX

Goal: To establish a sustainable source of un-earmarked financing to support the NRCS core cost and some programs and enable effective NRCS contributions to Sister National Societies in Africa.

Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
Strategic Aim 5: Resource Mobilization and Management				
<p>Outcome 5.1 Commercial Services (Workplace First Aid, Clinics, Pharmacies and Ambulance Services)</p>	<ul style="list-style-type: none"> To establish National Society Business Entity To recruit relevant professional personnel from a commercial background to lead the implementation of the Project. Access technical and financial support from NSIA and Movement Partners to implement the business strategy. Development and implementation of a comprehensive digital strategy for the Business Entity <ul style="list-style-type: none"> Provide office space, furniture, equipment, WFA Training Tools, Marketing tools and equipment including vehicles. Establishment of Pharmacies and Ambulance Services in Branched Strengthening the existing Clinics and establishment of new ones in Branches 	<ul style="list-style-type: none"> NRCS Business Entity established and functional Number of Professional staff engaged on the NRCS Business Entity Increase in number of Cooperate bodies trained on Workplace First Aid Increase in Revenue Generation. Digitalization of Workplace First Aid and related Business intervention Number of Ambulance services established and functional 	<ul style="list-style-type: none"> Quarterly/ Annual Report and register from the resource Unit Financial Statement of the Business Entity 	<ul style="list-style-type: none"> An approved Business Unit Funding support from Partners and other Investors Stable Business environment
<p>Outcome 5.2 Membership Drive (Individual and Corporate Membership Fees)</p>	<ul style="list-style-type: none"> Conduct aggressive membership drive for Individual and Cooperate Organizations Establish partnership with companies and corporate organizations Design different levels of membership specifically to cater for the needs of different donors, e.g. Platinum, Gold, Silver and Bronze tiers of membership for high net worth individuals, and a traditional individual community membership model with modest annual membership fees. Improve Membership Database and follow-up for membership dues 	<ul style="list-style-type: none"> Membership recruitment increase annually to reach 2 per cent of the population as active paying members of NRCS by 2025 Number of Corporate partnership established by the National Society. Well functioning Database 	<ul style="list-style-type: none"> NRCS Membership and Volunteer Database Membership dues financial statements 	<ul style="list-style-type: none"> An approved Business Unit Funding support from Partners and other Investors Stable Business environment



Goal: To establish a sustainable source of un-earmarked financing to support the NRCS core cost and some programs and enable effective NRCS contributions to Sister National Societies in Africa.

Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
Strategic Aim 5: Resource Mobilization and Management				
Outcome 5.3 Public and private financing (Crowd Support, Diaspora Funding from Government and Private Agencies)	<ul style="list-style-type: none"> · Conduct crowd support activities · Continuous advocacy to government and Local authorities · Organize fundraising Events · Collaboration with International non-Governmental Organizations, Movement Partners and Multilateral Agencies: 	<ul style="list-style-type: none"> · At least 100 domestic companies commit to support NRCS funding for 3-5 years · Number of individuals that supports the NS · National government/ Local Authorities cover 20% of NRCS running cost · Number of earned income/income-generating activities and their percentage contribution and related fundraising events · % of funding from Partners, Foundations, International non-Governmental Organizations and Multilateral Agencies 	<ul style="list-style-type: none"> · MOU signed · Copies of Donation certificate · Financial Audited report · Grant Certificates · Activity and Financial Report · Activity and Financial Report 	<ul style="list-style-type: none"> · Continuous advocacy · Lobby the government to cover 20% of the National Society's running cost · To ensure all partners (Movement and External) contribute 6.5-12 % administrative fee.
Outcome 5.4 Asset-Based financing (Real Estate)	<ul style="list-style-type: none"> · Comprehensive and professional viability assessment, documentation and valuation of all NRCS real estate holdings · Develop Business Plan for the various properties · Acquiring additional landed properties from Government, organizations and individuals · Implementation of Business plan such as BoTs, Rental/Lease Services etc. 	<ul style="list-style-type: none"> · Number of properties acquired and developed as commercial entities e.g. residences, training/events centres, or guesthouses etc. · Number of Property with approved and standard documentation. · Number of Property Business plan developed and implemented. 	<ul style="list-style-type: none"> · Title documents, Job Completion Report, Pictures. · Business plans developed and executed for each of the properties 	<ul style="list-style-type: none"> · A strong collaboration and understanding from Branches. Cooperation and support from Movement Partners, Development Partners, and Government at all levels.

STRATEGIC AIM 6: VOLUNTEER - GENDER AND YOUTH DEVELOPMENT

Volunteers have become a valuable set of human resources in many sectors of the society. In particular, the humanitarian sector relies heavily upon volunteers because a large number of individuals are often necessary for creating and delivering humanitarian services. Volunteers tend to more thoroughly commit themselves to organisations in a strong, positive manner giving that the services from volunteers are value-based than a paid employees. An additional benefit is that because volunteers are not behold to the organisation or its managers for their livelihood, they can offer constructive criticism and open feedback to organisations and managers.

A volunteer is an individual who by free choice, offers his or her time, works and/or skills, occasionally or regular basis, without expectation of compensation, other than reimbursement of reasonable expenses and/or sub-allowance necessary for the accomplishment of the assignment at hand for public benefit, individually or within an agreed framework.



Volunteering and civic mobilisation are key to ensuring more inclusive societies where all can enjoy the benefits and opportunities available. Volunteers are deeply rooted in communities, support, understand the persistent and emerging challenges in their communities, and have ideas and passion for how to drive change. NRCS understands the very nature of community and volunteering is changing, powered in part by greater connectedness and capacity to self-mobilise through digital technologies.

The National Society will strive to prioritise the protection, support, recognition, and promotion of volunteers by acknowledging and recognising volunteer efforts and establishing an award system within our operational programmes. Regarding volunteer safety and protection, the National Society will ensure safety and security of volunteers are prioritised by integrating the Duty of Care of staff and volunteers as an obligation within the organisation.

Young people are key drivers in humanitarian action and development. Being meaningfully engaged as today and tomorrow's leaders, volunteers, and members of affected communities, they foster community resilience. As contributors to the NRCS's vision to prevent and alleviate human suffering and promote and protect human dignity and peace, they enable the targets of the Agenda for Humanity and the Sustainable Development Goals to be achieved.

The NRCS recognizes meaningful youth engagement as a strategic vehicle for transforming institutional cultures that directly and positively impacts the Red Cross Red Crescent operational capacity to deliver on our humanitarian mission. Hence, adequate investments in meaningful youth engagement are inevitable for National Society development.

Gender equality in volunteerism is about how gender roles affect people's participation in volunteering itself. Volunteerism for gender equality refers to how volunteers work to promote gender equality through their activities. Recognizing youth and women as central to volunteerism and sustainable program. Gender and youth development initiative is a key strategies for National Society's development aimed at promoting youth and gender volunteerism for sustainable development.

Goal: Strengthening engagement and retention of Youth and Gender Volunteers for sustainable humanitarian services

Strategic Priorities

1.	Volunteer Management
2.	Expanding Diversity of Volunteer Base
3.	Strengthening Volunteer Database
4.	Promote social inclusion and a culture of non-violence
5.	Youth Development

Volunteer Management

NRCS is highly committed to develop plans and interventions that will enhance its recruitment and retention of credible and competent volunteers. NRCS shall provide consistent feedback and recognition to all volunteers. While staffs are ultimately responsible for ensuring satisfactory and satisfied volunteer participation, experienced volunteers can support the new volunteer so that they can quickly catch up with the NRCS standard.

Volunteering is one of the seven Fundamental Principles of the Red Cross Red Crescent Movement. Volunteers are an embodiment of community engagement and accountability. They lead by example, all too often sacrificing their lives to save the lives of others. NRCS provides volunteers with opportunities to serve and must prioritize sound volunteer management which allows for greater speed, flexibility and greater diversity of engagement opportunities, including the safety and security of volunteers at the heart of the National Society Development work plan. A strong volunteer base and strong volunteer management, in turn, enables the National Society to accomplish its mission.



Volunteer management is key, and Volunteers are motivated by their own free will and without expectation of material or financial gain to serve vulnerable people and work towards a more humane and peaceful world. Volunteers contribute their time and talents regularly or occasionally in the delivery of humanitarian services.

Volunteers will be provided with appropriate training, supervision, regular evaluation and recognition, development opportunities including insurance protection, equipment, psycho-social support and a supporting local structure relevant for the tasks that they carry out.

The National Society will strengthen volunteer management through easier pathways to participation and more effective support and recognition for the work of volunteers. We will continue to nurture our volunteer base to ensure that a range of essential services can be provided, particularly in complex environments.

NRCS intends to also carry out systematic process for volunteer management which involves recruitment, training, deployment, recognition and motivation, monitoring and supportive supervision of individual volunteer carrying out activities regularly or occasionally to enhance productivity.

Expanding Diversity of Volunteer Base

The NRCS will continue to invest in expanding the diversity of our volunteer base, and the opportunities available to all volunteers. We will work to reduce the barriers to volunteering that currently affect women and girls across the country, facilitate greater volunteer engagement for older persons, intergenerational collaboration and with persons with disabilities, and seek out participation from people experiencing marginalisation that may not have been able to engage with the National Society before.

NRCS will strengthen the legitimacy of gender equality values by addressing known gender disparities and gaps in the field and at the NHQ among staff, volunteers and beneficiaries.

Strengthening Volunteer Database

The NRCS Volunteer Database Management System (VDBM) was developed in 2016, with the design phase completed in 2017. The system improved on the manual system of registration, collecting volunteer information by having a real time online system. The tool also captures Members Volunteers and Donor information. The functionalities on the system include resource mobilization, registration and identification, contact details, training record tracking, as well as certification. The NRCS intends to improve on the Data Security and protection system, as the system is online and to ensure it is well protected in compliance with data protection principles.

Promote social inclusion and a culture of non-violence

Nigeria being a multi-ethnic and multicultural society often finds herself engulfed in crisis traceable to lack of understanding and respect for each other's' gender, culture, tribe and region. The culture of dialogue and non-violence has not been fully imbibed and this perhaps has been responsible for violent conflicts between tribes and communities. To promote respect for human dignity even in a situation of violence, armed conflicts or emergencies, the NRCS disseminates Fundamental Principles, Values and IHL. Furthermore, the National Society promotes social inclusion of marginalized and vulnerable groups (women, IDPs, albinos, leprosy patients, physically challenged, people living with HIV and AIDS [PLHIV], and others).

Youth Development

The NRCS recognizes meaningful Youth engagement as a strategic vehicle for transforming institutional cultures that directly and positively impacts on the National Society operational capacity to deliver on our humanitarian mandate.

Hence, Volunteers and Youth engagement will involve training and coordination of the volunteers in different areas such as Protection in humanitarian work, first aid, psychosocial support, interpersonal communication skills, community engagement and accountability skills mediation and conflict resolution skills. NRCS will provide training and educational opportunities for Youth and volunteers to enhance their capacity to work with young people of all ages. Integrate psycho-social support in all Youth program with young people. Integrate life skills training for young beneficiaries in all program where Youth are engaged.

Youth as leaders in NRCS will be a priority from 2021 and going forward. This can be achieved through Youth Engagement Strategy Y.E.S and create enabling environment for Youth activities.



VOLUNTEER - GENDER & YOUTH DEVELOPMENT STRATEGIC DEVELOPMENT PLAN 2021-2025 RESULTS MATRIX

Goal: Strengthening engagement and retention of Youth and Gender Volunteers for sustainable humanitarian services

Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
Strategic Aim 6: Volunteer - Gender & Youth Development				
Outcome 6.1 Volunteer Management	<ul style="list-style-type: none"> - Development of key initiatives and activities for the Recruitment, Retention and Motivation of Volunteers - Engagement and Training of skilled volunteers across programs of the National Society - Support mentoring, coaching, supportive supervision, insurance cover and Protection of Volunteers 	<ul style="list-style-type: none"> - Number of mechanisms for recruitment, retention and motivation developed - Number of Volunteers engaged in NRCS programs including Gender diversity. - Number of volunteers insured. 	<ul style="list-style-type: none"> - Volunteer Policy and Management Guideline. - Updated Volunteer Database. - Signed Volunteers code of conduct 	<ul style="list-style-type: none"> - Volunteer policies and guidelines implemented. - Well-functioning Volunteer Database.
Outcome 6.2 Expanding Diversity of Volunteer Base	<ul style="list-style-type: none"> - Training of NRCS staff on inclusive program design and implementation - Facilitate girls and women participation in NRCS volunteer membership - Create approaches that will address Gendered innovation and challenges - Engagement of staff and volunteers with Gender diversity, people from marginalised groups and special needs. 	<ul style="list-style-type: none"> - Percentage trained girls and women in NRCS volunteers - Number of girls and women participating and benefiting in NRCS programs - Number of staff and volunteers from marginalised group and special needs 	<ul style="list-style-type: none"> - Volunteer Database - Program reports - Human Resources records 	<ul style="list-style-type: none"> Women, girls, marginalised groups and people with special needs are integrated into NRCS activities.
Outcome 6.3 Strengthening Volunteer Database	<ul style="list-style-type: none"> - Trainings & Re-trainings of staff on volunteer Database - Technical Follow-Ups (Visit to Branches) - Provision of required tools to NHQ and Branches to enhance the management of Volunteer Database - Innovation of Reward system for Best Branches that have up-to-date data entry in the DBMS 	<ul style="list-style-type: none"> - Number of Staff and Volunteers Trained on DBM - Number of Computers and other tools provided on DBM - Number of Branches benefiting in the Reward system. 	<ul style="list-style-type: none"> - Volunteer Database - Training Reports - Inventory of Database equipment and tools 	<ul style="list-style-type: none"> Commitment, support and implement of VDBM by Partners and National Society.



Goal: Strengthening engagement and retention of Youth and Gender Volunteers for sustainable humanitarian services				
Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
Strategic Aim 6: Volunteer - Gender & Youth Development				
Outcome 6.4 Promote social inclusion and a culture of non-violence	<ul style="list-style-type: none"> - Dissemination of Fundamental Principles and Values of the Red Cross Movement and IHL. - Training community-based volunteers on anti-stigma, human rights, principles and values. - Adopt a comprehensive Protection, Gender, and Inclusion approach across operations and program. - Train NRC staff on Inclusive program design and implementation - Develop and disseminate PGI Policy for NRCS - Self reliance training for women and girls volunteers 	<ul style="list-style-type: none"> - Number of Dissemination activities - Number of NRCS programmes that include measures for gender / based violence prevention and/or response. - Policies developed on Gender Protection - Staff trained on inclusive design programs - Girls and women volunteers trained on self reliance 	Reports on promotion of Social inclusion and culture of non-violence activities	Availability of Funds for the promotion of humanitarian values, IHL dissemination, and promotion of social inclusion and culture of non-violence.
Outcome 6.5 Youth Development	<ul style="list-style-type: none"> - Facilitate Youth exchange programs with other organisations or National Societies - Support NRCS Youth Participation in International Platforms / Forums, Visit and sightseeing to other NS. - Conduct Youth Retreat & Leadership Training - Facilitate National Youth Camp and National Youth Congress - Conduct and follow-up Youth As Agent of Behavioural Change (YABC) activities in selected Branches - Define / consolidate volunteer management policies 	<ul style="list-style-type: none"> - Youth policy in place. - Youth participate in Exchange programs - Youth participate in a variety of teamwork and networking experiences. - Youth have significant positive relationships with mentors, positive role models, and other nurturing adults. 	<ul style="list-style-type: none"> - Youth programme report. - Branch reports - Volunteer database. 	<ul style="list-style-type: none"> - National Society and Partners support on Youth Development - The NRCS youth are able to raise funds and other resources locally - Social, security and economic stability



Strategic Aim 7: FINANCE, RESOURCE, AUDIT AND RISK MANAGEMENT

The Nigerian Red Cross Society, its management and personnel, in its mission to be accountable to the stakeholders, bear the responsibility through the Board of governance to protect the stakeholders' interest by providing quality financial reporting and a process of internal controls designed to provide reasonable assurance regarding the achievement of objectives in these categories:

*	Compliance with applicable laws and regulations.
*	Reliability of financial reporting.
*	Effectiveness and efficiency of operations.

It is a high priority for the NRCS to establish and maintain a strong control environment. It is considered that Management is responsible for the implementation, operation and monitoring of the control environment on a daily basis and that Internal Audit has a key role in providing independent assurance on the continued appropriateness and effectiveness of the controls both planned and in place.

Goal: Realization of financial transparency, accountability and strong internal control built on the strength of high-quality reporting and risk-free control environment

Strategic Priorities

1.	Accurate budgeting and performance reporting
2.	Deployment of Vehicular platform for recording and reporting
3.	NHQ and Branch Consolidated Financial Reporting
4.	Convergence reporting to International Financial Reporting
5.	Sustainable Cost Recovery Strategy for NRCS core activities
6.	NRCS property management to enhance returns on Investment
7.	Strong Liquidity Management to increase cashflow and revenue base
8.	Sound Financial Modeling for NRCS sustainability
9.	Debt profiling and phasing out strategy
10.	Strong Internal Control
11.	To objectively understand its control environment to correctly identify, access and manage risks
12.	To further elaborate and establish internal audit framework that will form the policy base and guide the activity/conduct of internal audit
13.	To assess risks based on the latest risk identification, mitigation and develop strategic audit plan
14.	To execute the internal audit engagement (Audit activities categorized for internal control testing, analytical review procedures, sustentative testing and compliance reviews)

Accurate budgeting and performance reporting

Accurate budgeting is a system of reporting budget performance on a timely and agreed basis. It furthers elicit the expectation of program and management team for critical decision making. The program team and relevant stakeholders are interested in variance arise from budget performance reporting and the appropriate measures being taken to address them.

Deployment of Vehicular platform for recording and reporting

Vehicular platform is a gateway or solution to capture transactions and integrate reporting in a way for informed decision by national society's hierarchy. Basically, the focus is on deployment of accounting software for quality recording and reporting across board. To achieve this fit, ERP deployment is most appropriate and in consonance with NHQ and branch integrated reporting.



NHQ and Branch Consolidated Financial Reporting

National society is viewed as a single entity irrespective of the number of branches and division. To achieve uniform reporting, consolidated financial reporting is a process of combining branches' asset, liabilities and income statement with that of NHQ as a single financial statement for our users. One of the essences of doing this is to attract donors and value base ascertainment. NRCS balance sheet-based runs to billions of naira if consolidation can be achieved in a record time.

Convergence reporting to International Financial Reporting

To achieve highest compliance level and to meet global reporting standard, it has become imperative to prepare national society' financial statement on the basis of both local GAAP and global standard such IFRS (International Financial Reporting Standard), IPSAS (International Public Sector Accounting Standard or FASB (Financial Accounting Standard Board). This involve engaging a consultant to train finance team on the knowledge and application of global accounting standard.

Sustainable Cost Recovery Strategy for NRCS core activities

Cost recovery Strategy is a method of recouping fund from project implementation to cover deficit in core or administrative budget. This is achieved by collating all approve program budget and peer it with an average of last three years program implementation expenditure. Similar peer is done on core budget and its associated revenue in order to identify potential budget deficit. This later is use to calculate the cost recovery rate which we generally regarded as administrative fee applied to every project received from donors. It is critical that national society built a high burn rate in order to realize high unrestricted income.

NRCS property management to enhance returns on Investment

Nigerian Red Cross Society have a plethora of properties spread across the country. On this note, property management involve planning, coordinating and control of its repository to ensure effective and efficient use of these asset for adequate returns and risk of loss and theft. The return on investment is the proceed receives as a result of the application of the asset for profitable use through appropriate PPP arrangement.

Strong Liquidity Management to increase cashflow and revenue base

Liquidity management is a process of investing idol fund that are surplus to management immediate need. On the reverse, it could means seeking for fund to through loan application address cash shortages in the coffer of the national society for its immediate use. For liquidity management effectiveness, cashflow projection and forecast is critical. This involve estimating the spending need of the national society and its associated revenue inflow on a periodic basis.

Sound Financial Modeling for NRCS sustainability

Financial modeling is a process of revenue and expenditure analysis based on historical basis which informed a reliable forecast of future revenue and expenditure for management decision making. The strength of financial modelling is based on historical data about cost and revenue with the assumption of consistency of price and inflationary index. The benefit of financial modelling is to guide national society budgetary planning and cost optimization

Debt profiling and phasing out strategy

Debt profiling is approach that involve reviewing the various debt owed by national society for more than one year which has become ageing in the book of account. In order to address its burden on the NRCS' record, phasing out strategy is applying. Phasing out strategy is a method of de-classifying and re-arranging the loan structure in order to ask for write off or restructuring that is convenient for both parties. This usually involve a lot of negotiation and meeting some terms for to achieve non-encumbrances.

Strong Internal Control

Internal controls are processes and records that ensure the integrity of financial and accounting information and prevent fraud. A strong internal control environment can foster efficiency through automation of manual controls, removing unnecessary or duplicative steps in a process, or combining certain functions in a cost-effective manner.

Organizations typically operate more effectively with processes and procedures in place, Good internal controls are essential to assuring the accomplishment of goals and objectives. They provide reliable financial reporting for management decisions. They ensure compliance with applicable laws and regulations to avoid the risk of public scandals.



We can make internal control strong by:

•	Develop Written Policies and Procedures.
•	Perform Reconciliations Regularly.
•	Review and Approve Processes/Transactions.
•	Maintain Adequate Supporting Documentation.
•	Provide Adequate Training to Staff.
•	Perform a Self-Evaluation of Your Internal Control.

To objectively understand its control environment to correctly identify, access and manage risks.

The control environment is the comprehensive set of actions taken by management that set the tone for how employees engage in their day-to-day activities. The control environment is comprised of all policies and procedures, the actions taken by management to deal with issues, and the values they espouse. A control environment is made up of a compilation of an entity's organizational structure, processes, policies, and standards that are utilized

Examples of these matters include: Recruitment policies and procedures. These should ensure that only competent individuals with integrity are employed by the company. Interview procedures should ensure that only candidates meeting the company's criteria for recruitment are engaged.

Control environment factors include:

•	Integrity and ethical values;
•	The commitment to competence;
•	Leadership philosophy and operating style;
•	The way management assigns authority and responsibility, and organizes and develops its people;

Key Components for Any Internal Control Environment

•	Control Environment.
•	Risk Assessment.
•	Control Activities.
•	Information and Communication.
•	Monitoring Activities.
•	Create a Clear Path to Effect Change.
•	Develop Strong Human Resource Policies.
•	Put It All In Writing and Send Regular Policy and Procedure Updates.

To further elaborate and establish internal audit framework that will form the policy base and guide the activity/conduct of internal audit.

The Internal Audit Framework details the purpose, objectives and deliverables of Internal Audit and explains the methodology and standards used to achieve independent assurance outcomes. ... The function of Internal Audit is to provide an advisory service to senior management.

Internal audit Integrated Framework to enables organizations to effectively and efficiently develop systems of internal control that adapt to changing business and operating environments, mitigate risks to acceptable levels, and support sound decision making and governance of the organization.



The purpose of Internal Audit Methodology is to provide a consistent basis for the delivery of internal audit services. The Internal Audit Methodology is written as a reference document that provides guidance on the key phases and activities applied in an internal audit engagement.

To assess risks based on the latest risk identification, mitigation and develop strategic audit plan

Risk-based planning is to ensure that the Auditor examines subjects of highest risk to the achievement of the organization's objectives. Strategic and annual audit plans must be developed through a process that identifies and prioritizes potential audit topics. The entire population of potential auditable areas, which can be categorized in many ways, is called the audit universe. For each element of the audit universe the risks or opportunities have to be assessed and decisions taken on other risk factors that may influence the priority to be given to each element of the audit universe. The strategic and annual plans are important documents, which are normally presented to management. The strategic plan provides an opportunity to present the work of the internal auditor and the benefits that will arise from the audit function. It represents a shop window, which explains what internal audit can do for management. The annual plan translates the strategic plan into the audit assignments to be carried out in the current year. The strategic and annual plans must be clearly structured and well written and should provide management with a persuasive summary of the logic supporting the judgments made on the priority given to certain topics. A structured approach to risk-based planning is an important step towards an effective audit strategy.

To execute the internal audit engagement (Audit activities categorized for internal control testing, analytical review procedures, substantive testing and compliance reviews)

Planning internal audit engagements involves considering the strategies and objectives of the area or process under review, prioritizing the risks relevant to the engagement, determining the engagement objectives and scope, and documenting the approach. Each audit engagement is unique, but most share the basic steps of preparation, planning, field testing, and audit procedures, as well as subsequently rendering the audit opinion.

FINANCE, RESOURCE, AUDIT AND RISK MANAGEMENT STRATEGIC DEVELOPMENT PLAN RESULT MATRIX

Goal: Realization of financial transparency, accountability and strong internal control built on the strength of high-quality reporting and risk-free control environment				
Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Risk / Assumptions
Strategic Aim 7: Finance, Resource, Audit and Risk Management				
Outcome 7.1 Accurate budgeting and performance reporting	Periodic budget collation (program and core budget)	Monthly budget reporting and variance analyse for decision making	Program team attestation to budget reporting. Also, senior management team confirmation of core budget reporting	Tendency to deviate from agreed budget line for exigencies
Outcome 7.2 Deployment of Vehicular platform for recording and reporting	Deployment of Enterprise base software to address robust and dynamic nature of the society. This include both NHQ and branches in 36 states	Departmental and branch inclusion in the system process flow and periodic reporting where it is required	Units' heads and branch secretary attestation to the working of the vehicular platform	Poor funding base and regional security issues
Outcome 7.3 NHQ and Branch Consolidated Financial Reporting	Generation of uniform template for recording NHQ and branches balance sheet and statement of activities for integration into a deployed software	Timely response from branches on the submission of the periodic reporting of balance sheet items in the provided template for NHQ consolidation	Confirmation from NHQ finance team and branch coordinator.	Poor knowledge of basic accounting and book keeping at branch level
Outcome 7.4 Convergence reporting to International Financial Reporting	Training of finance team on IFRS and customization of financial reporting components for its readiness to global standard	Increase in the level of users' knowledge on IFRS and its application	-Confirmation of reporting standard migration by the users of financial report	Poor funding and learning curve issues



Goal: Realization of financial transparency, accountability and strong internal control built on the strength of high-quality reporting and risk-free control environment

Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Risk / Assumptions
Strategic Aim 7: Finance, Resource, Audit and Risk Management				
Outcome 7.5 Sustainable Cost Recovery Strategy for NRCS core activities	Collation of program budget and core activities budget for funding gap analysis.	More project staff to be embedded in future program in order to reduce burden on core budget	-% Decrease in personnel overhead budget tied to core activities revenue	Low capacity to implement project portfolios with associated low burn rate
Outcome 7.6 Strong Liquidity Management to increase cash flow and revenue base	Working toward cash flow increase through unrestricted income generation	Proportion of investment in short term to medium term in areas such as treasury bill, fixed deposit and treasury certificate	Declaration of returns and its associated record in the finance records	Pressing-competing needs of the society may restrict the liquidity management drive
Outcome 7.7 NRCS property management to enhance returns on Investment	Engagement of property consultant on potential PPP arrangement	% Returns on PPP arrangement in the form of signature bonus and royalties	Through contract offer documents	Poor funding
Outcome 7.8 Sound Financial Modelling for NRCS sustainability	A system of revenue base definition and various source integration to be applied on activities on a derivative basis using pareto principles	Spending tied to budgeting and activity-based costing	Confirmation of revenue diversification by relevant stakeholders	Challenges of managing stakeholders' interest
Outcome 7.9 Debt profiling and phasing out strategy	National society debt profile analysis and engagement of relevant stakeholder for writing off or restructuring	Dramatic decrease in long term loans of the balance sheet section	Reduction of balance sheet size to a realistic position	Possibility of re-occurrence negotiation
Outcome 7.10 Strong Internal Control	Identification and collation of high-risk activities	Deployment of red flag zoning system to signal area of weak internal control	Increasing awareness of compliance level among staff	Identification of stakeholder commitment to compliance
Outcome 7.11 To objectively understand its control environment to correctly identify, access and manage risks	Review policy documents that support and improve control environment. Additional documents could be introduced to complement quality environment	Changes in audit query on compliance matters	Reduction of staff query files	Support from top management
Outcome 7.12 To further elaborate and establish internal audit framework that will form the policy base and guide the activity/conduct of internal audit	Revision of internal audit framework	Periodic review of national society system of operation	Post audit report across department and branches	Poor resource and capacity to implement period review
Outcome 7.13 To assess risks based on the latest risk identification, mitigation and develop strategic audit plan	Commence listing of risk in the risk register	Risk appetite indicators will address the level risk acceptance	Pareto principle to be applied to risk region and its ceiling	Presence of external factors and changes in regulatory environment



Goal: Realization of financial transparency, accountability and strong internal control built on the strength of high-quality reporting and risk-free control environment				
Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Risk / Assumptions
Strategic Aim 7: Finance, Resource, Audit and Risk Management				
Outcome 7.14 To execute the internal audit engagement	Kick off of annual audit plan	Timeline for various unit and branches defined	Messages being sent to various stakeholders'	Time constraint and limited means of delivery due to security question

STRATEGIC AIM 8: DIGITAL TRANSFORMATION

The world has gradually moved from the Information Age to the Digital Age. Hence it's not just about having access to key information but to be innovative in the usage of such information. In order to be able to participate and contribute on this ground with our counterparts and provide the necessary essential services as a National Society the need to develop and improve our Digital Systems is evermore a requirement. This is not a one-off project but one where the transformation phase serves to drive for continuous development and change management which had commence earlier.

A paradox still exists where the belief lingers that improving digital system alone will provide that improved operational system across programmes and projects. Another core ingredient is the need for a behavioural change in how users interact with newly deployed systems.

Data integrity is also a crucial part of our lives and protecting this and making it available for use when required securely is essential to our everyday lives. Privacy concerns and how such data is reusable to make critical decisions is an essential part of the Digital Transformation journey for NRCS. Useful data that is timely and source reliable supports the work-force across cross-cutting departments, programmes and implementing projects.

In the midst of remote collaborations with project partners, the COVID-19 season has re-introduced virtual work-spaces in order to work within international social-distancing protocols and procedures. Virtualization is now the new-normal. People never thought they could effectively work and collaborate virtually, but the science of an effective work-force has proven more positives in terms of virtual collaboration. For NRCS, the Digital Transformation journey starts out in response to the impressed need for reliable internet connectivity across the Head Quarters and the 37 state branch offices and a critical need for an upgrade to serve the different layers of services and infrastructure supporting projects across intervention states.

Digital Transformation in not merely about improved gadgets or sophistication in ICT deployments but rather a review of the holistic operations of the National Society vis-à-vis digital tool sets to improve the delivery of projects through the offering digital system provides. ICT serves as driver for change and forms a core of the change management process cross-cutting departments, programmes and projects while channelling that new knowledge, attitude and practice to operations evolving towards a paperless environment.

This integration of digital technology into core areas of NRCS's operations serves as a fundamental to improving how we operate and deliver value to our beneficiaries, programme reporting and evaluation. It also serves as a cultural change that requires organizations to continually challenge the status quo, experiment, and not get comfortable with failure.





Big wins

<ul style="list-style-type: none"> • To increase connectivity bandwidth for processing data (internet yearly subscription) to migrate to a fibre optics dedicated service provider which is less prone to interruptions of weather and during times of heavy usage across shared clients on the same shared service platform presently installed.
<ul style="list-style-type: none"> • Improve the server room infrastructure to cater for an on-site Windows Server setup and all clients connected computers running on Office 365 platform. This improves team collaborations, security protocols and professional office ethics. An alternative would be to serve and host our ICT services in the Cloud on Microsoft Office 365 platform (extended services).
<ul style="list-style-type: none"> • Setup an Enterprise Anti-Virus system at the HQ.
<ul style="list-style-type: none"> • A full replacement of our Inverter/Uninterruptable Power Supply (UPS) unit at the HQ and similar platforms for all state branches.
<ul style="list-style-type: none"> • Extend the knowledge base and improve ICT readiness for all state branches by identifying ICT focal point persons to extend the Digital Transformation successes.

Goal: Strengthening NRCS program and systems development, delivery and decision making through Digital Transformation.

Strategic Priorities

1.	Upgrade the ICT Infrastructure for NRCS Headquarters and State Branches to meet world class standard.
2.	Upgrade NRCS Internet Service to a fibre optics dedicated service at the HQ (dedicated yearly plan) and at 37 Branches.
3.	Capacity building in ICT skills for NRCS ICT focal points and core staff towards supporting their Digital Transformation journey.
4.	Optimization of Radio Installation Equipment at NRCS HQ and state branches.
5.	Digitalize NRCS Crisis Early Warning System (CEWS).

Upgrade the ICT Infrastructure for NRCS Headquarters and State Branches to meet world class standard

Sensitive equipment requires stable and uninterruptable power supply to deliver optimum performance. Where this is lacking it will create a negative effect on the bench line overall performance of a workforce. Bringing the National Society to a basic ICT readiness level where other digital technology services can easily ride upon is required to keep us abreast of the innovative trends in the digital ecosystem for non-profits like ours. A total overhaul of our UPS batteries and maintenance of our inverter unit is required urgently. This will aid to keep all digital services running smoothly during office hours and also where work needs to be done during the weekends.



A core component for an ICT upgrade is to deploy a Window Server (at least version 2016 or higher) onsite. This will cater to centralize our enterprise setup, improve security across clients' computers connected, file server deployment, an improved synchronized backup system, prevent threats and learn about new threats, firewall improvisation and create a benchmark for other extended Microsoft tools and Vendor Services for future deployed.

An alternative to the above would be to utilize cloud functionality walking through Microsoft 365 and deploy as a Software as A Service (SaaS). This give us more flexibility and remote secured access especially where officers on the field need to share information across departments and projects.

Upgrade NRCS Internet Service to a fibre optics dedicated service at the HQ (dedicated yearly plan) and at 37 Branches.

With an increased remote work and virtual streaming services in LIVE sessions through webinars and capacity building programmes at NRCS there is earnest need to upscale the internet service provider to a dedicated plan rather than a shared bandwidth plan. Shared plans are prone to frequent down-times as observed over the years. The technology at use at NRCS HQ up until 2021 is not adequate for the volume of active computer devices plugged into the internet service. Radio signals bare also prone to drop considerable at peak periods of the mid-day where more organizations connected to the shared service are active. Also, stormy weather conditions from the base station and/or at the receiver radio outdoor antenna would still introduce to a large degree interruptions in the service due to lower signal strength of the internet connection.

An upgrade to a minimum of 20MBPS dedicated fibre optics plan would serve to also support the deployment for the ERP linked to the Finance Development project where the on-site servers would be setup.

Capacity building in ICT skills for NRCS ICT focal points and core staff towards supporting their Digital Transformation journey

Our strength can be seen in the interventions NRCS implements at different state levels projects and they can not be left out in the journey of Digital Transformation as part of their branch development portfolio. The goal is to develop key identified focal points towards improving their ICT capabilities in response to the demands of the state branches and also serve as a feedback channel to the HQ assessing the ICT needs of their respective state branches.

This will further assist in improving our operational systems, digital skills and create a physical ICT support at each of the branches respectively.

Optimization of Radio Installation Equipment at NRCS HQ and state branches

As part of the continuation of the analogue to digital radio migration, seven (7) strategic states where selected to pioneer this with support from ICRC. NRCS HQ (Abuja), Adamawa, Borno, Kano, Plateau, Rivers and Yobe. Radio system setup have been completed in Kano, Adamawa, Rivers and Plateau states, while the NRCS HQ (Abuja), Borno and Yobe are still on-going.

The project covers:

•	The construction of a 30meters outdoor mast with the function of strengthening the frequency range
•	The mounting of an antenna
•	Installation and programming of a radio base
•	Digitalization of the radio frequency
•	Training of the NRCS Radio Operator or persons taking this responsibility

States with an on-going status would continue from the point of mounting of the antenna as the mast have already been installed, thereafter installation and programming of the base radio equipment would commence to complete the installations.



NRCS have already acquired the digital radio transmission frequency to support this process. On completion of the project it would support our fleet management team and serve to advise and create a feedback loop mechanism to report on crisis, disasters for rapid response for the deployment of humanitarian support.

A step down training will be given to focal points in the states managing the radio equipment and review areas for improvement where the Security unit will also play a vital role towards supporting the process.

Digitalize NRCS Crisis Early Warning System (CEWS)

An innovative flagship project of its kind in Nigeria to assist the humanitarian support NRCS and her partners render to victims of disaster and different forms of crisis. Case studies have shown that severally early warning systems have been plagued with the inadequacy of providing mission critical rapid response when needed. This mechanism can be improved whereby utilizing NRCS's wide network of volunteers to support the Early Warning/Real-Time Reporting/Rapid Response via a centralized digital dashboard generating heat maps on verified field reports.

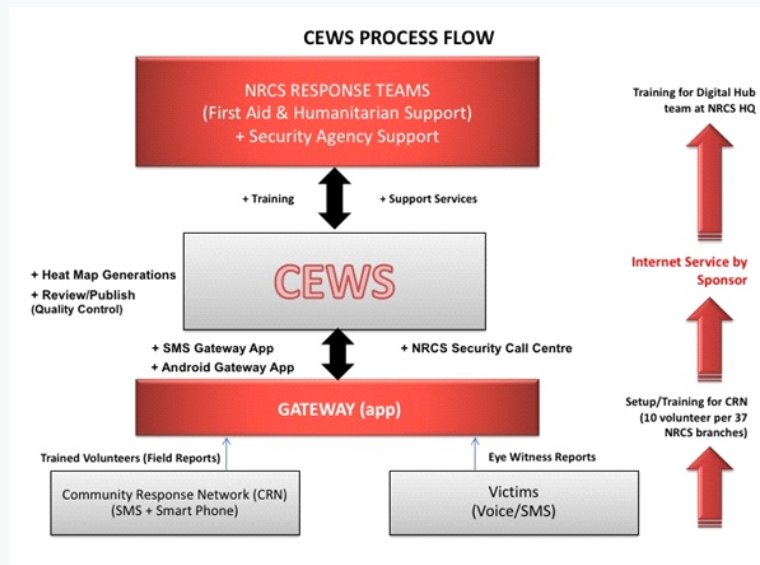
The Digital Hub will serve NRCS volunteers who do not necessarily have the workspace, facility and research resources to meet, co-share and design their micro project activities. Necessary security information which supports humanitarian work does not flow real-time to the NRCS HQ to guide to quickly respond to crisis and/or disaster that require first aid assistance and other humanitarian support in affected communities.

Objective 1: Create a co-shared workspace where volunteers can collaborate together physically and virtually and provide digital support services to the NRCS.

Objective 2: Setup NRCS Digital Hub to serve as a Crisis Early Warning System (CEWS) platform as a service that will cater for multiply layers of data inflow to be curated (by trained NRCS Volunteers at the Digital Hub NRCS HQ) towards gaining intelligent security and safety information that can be acted upon by respective NRCS departments and State agencies to serve as a platform to sustain community humanitarian interventions, prevention and communications.

Scope of Work Pilot phase:

A)	Setup a Crisis Early Warning System (CEWS) platform
B)	Setup a Community WIFI Digital Hub at NRCS HQ
C)	Community Response Network (CRN) at 37 state branches (10 volunteers for each of the 37 branches - 370 volunteers to be trained who will train other volunteer under their teams)
D)	NRCS National Headquarters hosting the humanitarian 3C: Command, Control and Communications



DIGITAL TRANSFORMATION STRATEGIC DEVELOPMENT PLAN 2021 – 2025 RESULT MATRIX

Goal: Strengthening NRCS program and systems development, delivery and decision making through Digital Transformation.

Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Risk / Assumptions
Strategic Aim 8: Digital Transformation				
Outcome 8.1.1 Upgrade the ICT Infrastructure for NRCS Headquarters and State Branches to meet world class standard	Battery Replacement + Inverter Maintenance + Protective Surge Arrestor devices	No interruption during power supply change-over. Internet Interruptions comes to the barest minimum as the server room devices stay running. Preventing damage to sensitive server room equipment.	Server room equipment continues running when the primary power supply cuts off. Sensitive equipment are less prone to develop fault for repair.	The need to monitor power levels in order to prevent battery drainage beyond 20% charge.
	<ul style="list-style-type: none"> - Deployment of Windows Server (2016 or above) License + Network Antivirus Setup + Firewall + Virtual Machine setup + Networking - Hard Drive upgrade (4 TB) (4x) - RAM Upgrade 16 GB (4x) - NAS (Network Attached Storage) Synology 10TB (off-site backup) - System Setup + Deployment/Documentation + Training + Professional Fees 	<p>An Enterprise Anti-Virus setup will improve security and prevent undue threat intrusion to client computers connection to the network.</p> <p>Serves as a benchmark to layer other services; e.g. the Oddo ERP supported by ICRC under the Finance Development Project.</p>	<p>Easy access to backup of official documents.</p> <p>Meeting standard backup protocol and data privacy policies.</p>	HQ staff will need more training as new system are set in place.
Outcome 8.1 Upgrade NRCS Internet Service to a fibre optics dedicated service at the HQ (dedicated yearly plan) and at 37 Branches	<ul style="list-style-type: none"> - 20 MBPS fibre cable laying + installing + setup - 20 MBPS internet dedicated bandwidth fibre (yearly connection) 	<p>All staff have access to convenient WIFI connections and alternative LAN connections to access the internet conveniently.</p> <p>Increased speed and bandwidth connections.</p> <p>Give connectivity support to both extensions for the Finance Development Project (Oddo ERP setup) and the Crisis Early Warning System (CEWS) & Digital Hub Pilot Project.</p>	<p>Considerable increased internet speed connection to support wider conference calling.</p> <p>Increased reduction in cut-off signal during virtual meetings and webinars.</p>	Staff are utilizing the internet service for strictly official tasks and not pulling unnecessary bandwidth that may affect other staffs user experience.
Outcome 8.2 Capacity building in ICT skills for NRCS ICT focal points and core staff towards supporting their Digital Transformation journey	<ul style="list-style-type: none"> - Training - HQ and branches (Microsoft Office Suite tools) - Specialized Training for specific programme teams (Kobo Collect, DHIS 2, etc.) 	<ul style="list-style-type: none"> - More programme staff are equipped to perform confidently and effectively using digital tools. - Monitoring can utilize valuable time towards data analysis than correcting NULL data 	<p>Improved staff delivery in utilizing digital tools to automate their work flow.</p> <p>Reduction in Error reporting.</p>	<p>Low willingness and/or motivation of staff to learn new skills.</p> <p>Staff may not be open to indicate their vulnerability in utilizing such digital tools.</p>



Goal: Strengthening NRCS program and systems development, delivery and decision making through Digital Transformation.

Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Risk / Assumptions
Strategic Aim 8: Digital Transformation				
Outcome 8.3 Optimization of Radio Installation Equipment at NRCS HQ and state branches	<ul style="list-style-type: none"> - The construction of a 30 metres outdoor mast with the function of strengthening the frequency range. - The mounting of an antenna - Installation and programming of a radio base. - Digitalization of the radio frequency. - Training of the NRCS Radio Operator or person taking this responsibility 	<p>Improve support for field activities in profiling security and safety assessment.</p> <p>Support ground communications at each state level and intervention activities and travel route feedback to state office.</p> <p>Serve to monitor conflict scenarios and or suspected conflict regions which collide with programme activities.</p> <p>Remote Security Assessment.</p> <p>State branches and official vehicles can communicate en-route to-fro field operations.</p>	<p>Improved communications of staff with the base state office while undertaking field activities utilizing the radio communications.</p> <p>Mission using official vehicles give the drivers the opportunity to call-in via the radio at appointed stop-over point en-route trips.</p>	<p>Staff willingness to learn new skills utilizing the radio equipment may be low.</p>
Outcome 8.4 Digitalize NRCS Crisis Early Warning System (CEWS)	<ul style="list-style-type: none"> - Software Yearly Subscription + SMS App setup - Internet (HQ): 12 months (Fibre Options) - Subscription - Project Laptops (2) - SMS for Volunteer Community Response Network (CRN) - (6 months), For State Branches (10 volunteers/37 states for 6 months) - Fuelling Secondary Power Supply + Internet Subscription, For State Branches - Monthly Volunteer Stipend (10 volunteers/37 states for 6 months) - CEWS Consultant Volunteers Communications 	<p>A functional Emergency Command Centre at NRCS HQ – to support field communications, Volunteers Digital Hub Co-Shared Work Space and Field Data Analysis.</p> <p>Heat Map generation of crisis and disaster geo-spatial data.</p> <p>Improvement in Real-time Crisis Data on a dashboard view.</p> <p>More volunteers are constantly engaged as active.</p>	<p>Increased Response from NRCS First Responder teams and other Emergencies State and Federal Emergency Agencies that access the services.</p>	<p>Monitoring of volunteers progress may be a challenge where the tools to work are not readily available.</p> <p>Extending the capacity and knowledge to more volunteers serving as part of the Community Response Network (CRN) would depend on the strength of the train-the-trainers' platform setup.</p> <p>Poor Network in communities would have a negative effect to the project - hence the SMS gateway serves as an alternative.</p> <p>Not all volunteers have smart phones or enough data to participate – hence a stipend is required to support their work.</p>



STRATEGIC AIM 9: PROGRAMME MONITORING EVALUATION AND LEARNING

PMEAL is there to assist NRCS programmes make informed evidence based decisions, which makes it an integral part of every project or programme of the Nigerian Red Cross Society. Monitoring of the effective implementation of the NRCS Strategic plan will be based on periodic review of success indicators already define in advance, these review data/result will allow for timely adapting of organization strategies. A comprehensive PMEAL plan will enhance improved performance and achievement of results, based on clearly defined achievable, realistic and cost effective objectives.

Programme Monitoring Evaluation and Learning is a mechanism for tracking and measuring; a) implementation effectiveness and efficiency, capacity and gaps, b) progress in the achievement of targets set in the SDP and, c) impact of NRCS programs on targeted population

GOAL: Strengthening effective & efficient project cycle management towards generation of quality results and evidence based information from programs/projects

Strategic Priorities:

1.	Strengthening M&E System for the National Society
2.	Promote knowledge sharing, learning and informed decision making.
3.	Coordination and support to Internal evaluation
4.	Promote participatory planning processes
5.	Quality control, maintaining NRCS standards and donor requirements
6.	PMEAL capacity building for budget holders/programmes managers

Strengthening M&E System for the National Society

The PMEAL (Planning, Monitoring, Evaluation and Learning) unit provides programme managers with better means for defining their programme theory, learn from past experience, plan for future and enhance impact.

The main role of PMEAL at NRCS will be to guide the implementation of a well-designed programme with clear objectives and measurable indicators, hence it primarily leads the development of monitoring systems, data collection and processing, and the presentation of results promoting NS accountability framework.

The development and clarification of indicators need the participations of programmes to agree if realistic and achievable. The indicators dictionary will be as generic as possible with modifications based on programme needs where necessary.

Promote knowledge sharing, learning and informed decision making.

M&E identifies factors that impede the optimal realization of the implementation phase and is therefore essential to help managers, planners, implementers, policy makers and funders to have information and understand what they need to make decisions about program operations.

It is essential for the development of objectives regarding the extent to which programs can be considered a "success", and provide the necessary data to guide strategic planning; design, implement programs and projects; allocate and reallocate resources in a most efficient way.

Coordination and support to Internal evaluation

There is need to coordinate the standardization and implementation of programme evaluations and ensure that evaluations serve as a mechanism for enhanced ownership by the National Society, and using the recommendations to enhance performance and accountability. Efforts will be made to ensure that findings and recommendations from evaluations are understandable and usable by the leadership and technical teams.



Promote participatory planning processes

Beyond project needs assessment, will be greater involvement of the affected/target population in order to integrate real and not just perceived needs of project beneficiaries. The integration of vulnerable people and Red Cross branches' participation in the planning process is key to successful implementation of a community-based project.

Quality control, maintaining NRCS standards and donor requirements

Donors and partners are certainly entitled to know whether their funding support is being properly spent, and whether it will make the desired impact. As the NS relies mostly on donor funding, respect of the various donor requirements in PMEAL becomes a priority. With a good PMEAL capacity, the NRCS will keep track of activities, identify gaps, inform on changes to the partners/donors.

PMEAL capacity building for budget holders/programmes managers

Liaising with the BRC focal point on the development of PMEAL tools and guidelines in order to maintain an active overview of strategic issues and trends. The NRCS PMEAL will coordinate building capacity of Branches in areas of specific need, through training, workshops and other initiatives.

PMEAL STRATEGIC DEVELOPMENT PLAN 2021-2025 RESULT MATRIX

Goal: Strengthening effective & efficient project cycle management towards generation of quality results and evidence based information from programs/projects				
Specific Priorities	Core Activities	Performance Indicators	Means of Verification	Assumptions
Strategic Aim 7: Finance, Resource, Audit and Risk Management				
Outcome 9.1 Develop M&E System for the National Society	Support implementation of NRCS programmes with clear objectives and measurable indicators	# NRCS Programmes/Projects with clear objectives and measurable indicators	Projects log frames and M&E plans	All programme departments will involve PMEAL from conception and all phases of the projects implementation
Outcome 9.2 Promote knowledge sharing, learning and informed decision making	provide the necessary data to guide strategic planning; design and implementation of Projects (Baseline surveys)	# of NRCS projects with baseline data	Copies/records of BLD	All projects will make adequate budget for PMEAL to carry out baseline surveys
Outcome 9.3 Coordination and support to Internal evaluation	Coordinate and conduct midterm reviews and end-process monitoring of NRCS Projects	# of mid-term reviews and end-process monitoring conducted	Reviews and evaluation reports	Programmes will factor into all projects PMEAL activities with required budgets
Outcome 9.4 Promote participatory planning processes	Conduct a Planning workshop at the beginning of the year to develop NRCS yearly operational plans	# of NRCS service departments with detail operational plans including budgets	Copy of NRCS operational plan for the year	NRCS Management will provide budget line for planning workshop
Outcome 9.5 Quality control, maintaining NRCS standards and donor requirements	Conduct regular routine in-process monitoring visits to project location for DQS	# of projects regularly monitored # of DQS conducted	Monitoring and DQS reports	All programmes will factor in PMEAL component into all project with appropriate budgets
Outcome 9.6 PMEAL capacity building for budget holders/programmes managers and branch officer	Conduct need-based training workshops for branch officers and budget holders PMEAL NHQ staff sponsored for external trainings and or peer learning to other Nss	# of trainings conducted # of external trainings and or peer learnings attended by PMEAL staff	Training reports and attendance list Training/peer learning reports	Management will make provision for PMEAL trainings and capacity building RCS Management will make provision and grant approval to PMEAL staff for external trainings/peer learnings/study tours



5-Year Support Roadmap 2019 – 2023



Strategy 1: Human Resource Development: Governance, Management, Members and Volunteers (including Youth and gender).



Strategy 2: Systems Development: Financial Management and Accountability, Resource Mobilization, Programming and Reporting, Communication to enhance capacity to deliver quality services and improve visibility and trustworthiness.



Strategy 3: Development of Infrastructure and Utilities: Headquarters, Branches and Divisions enabling appropriate and timely response to emergencies.



Strategy 4: Provision of appropriate transportation and Logistics to enhance sustainable programme implementation and development.



INTRODUCTION

The purpose of this Road Map is to demonstrate the commitment of the Nigerian Red Cross Society (NRCS) towards becoming a strong National Society delivering relevant, quality and sustainable services to the vulnerable people throughout the country, and seek support in this direction.

This Road Map is not a strategic plan or an operational plan. It highlights areas of desired development with certain key milestones in relatively short/medium terms with tentative budgets on the way to building a strong National Society. The NRCS presents this Road Map as a broad framework to engage the support and commitment of its Movement partners.

Nigerian Red Cross Society was established by an Act of Parliament in 1960 as an auxiliary to government in the provision of health and social welfare, disaster mitigation and other humanitarian services. The National Society (NS) was also recognized by the International Committee of the Red Cross (ICRC) and was admitted by the International Federation of Red Cross and Red Crescent Societies (IFRC) as the 86th member 1963.

The NS activities are carried out in all 36 States of the country and FCT, including emergency response, First Aid services, promoting long-term developmental services in health, community and youth resilience development, etc. With an extensive network of local branches in every state and over 800,000 volunteers working closely with those in need of humanitarian assistance, in accordance with the CEA tool; the NS is well positioned to be the first responder to emergency situations in the communities.

The Federal Republic of Nigeria consists of 36 states and the Abuja FCT, 774 LGAs; and is divided into six geo political Zones: North-West, North-Central, North-East, South-East, South-South, and South-West. The population, by projection, is estimated at over 190 million people made up of over 250 (450?) ethnic groups - with over 50 percent living below poverty line, creating security challenges and insurgency.

With a composite index of 6.3 (High) on the INFORM index, vulnerability in Nigeria is high. The North East continues to be affected by armed conflict and mass displacement with both high numbers of returnees and continued instability. The South-South is tense with militancy; the North-Central, with herdsmen clashes with farmers; the South-East and North-West with armed men attacks; The South-West with urban violence. Climate change is a contributory cause of some of these challenges.

Health challenges are numerous throughout the country with continued high mortality rates of children under 5. Nigeria is one of three countries world-wide that still has cases of Polio. Measles, Cholera, Malaria still kills more people than disasters. Slums host about 30% of the population in Nigeria. Violence in all its forms (including gang violence, GSBV, communal and ethnic clashes) and road traffic accidents still claim very many lives. Recurrent floods and droughts further worsen the economic disparity with many living on less than a dollar-a-day. High levels of unemployment, especially among youth, and limited investment in health and social security systems combine to fuel andacerbate these challenges.

The macro indicators regarding health status are poor; the NDHIS 2013 results show that maternal mortality was 576, Infant Mortality 69 and under 5years mortality was 128. The country is also regularly hit by epidemics (Measles, Cholera, Ebola, Lassa fever, Meningitis, etc.) linked to poor coverage/access to clean water and sanitation facilities. Nigeria has the highest number of malnourished children in Africa with over 11 million children under five years old stunted and 1.4 million children suffering from acute malnutrition mostly in Northern States.

The new Governing Board was elected in January 2015 and inherited a crumbling National Society with primordial Act and Statutes, incompetent management at the Headquarters, plagued by serious integrity issues, with no purposeful statutory meetings by the previous Governance for more than half a decade. The situation was compounded by poor resource mobilization due to credibility, such that the NS could hardly pay staff salaries regularly.



The International Federation of Red Cross and Red Crescent Societies conducted an Organizational Capacity Assessment in 2012 and this was followed by an External Evaluation commissioned by the new Governing Board in 2015/2016. The reports of these exposed serious integrity issues ranging from lacks of accountability, transparency, reporting, communications, documentation, and compliance to contractual agreements, competencies, skills, initiative and innovations. These have resulted into the voluntary resignation of some of the senior management.

In-order to achieve the mandate and restore the past glory of the Nigerian Red Cross Society and, also achieve the global mandate of the Red Cross Movement, it has become imperative to restructure and reposition the National Society through strengthening the systems and the capacity of the staff at both National Headquarters and Branches. The current leadership is determined to rebuild the National Society by hiring competent staff and continuing the ongoing reforms to restore its credibility, accountability and transparency, and to develop capacity for sustainable efficiency and effectiveness.

It is also the commitment of NRCS to build a strong relationship with the movement partners, PNS's and other development partners at NHQ, Zones, Branches and Divisions.

RATIONALE

The mandate of a Red Cross or Red Crescent National Society is to serve vulnerable people. It does this primarily by mobilizing and organizing people and other resources in society in order to build prepared and resilient communities in a constantly changing environment. With the volunteer network recruited in the local communities the National Society is a natural part of the civil society in the country. Strong and effective National Societies have not only an enormous potential to fill gaps in disaster response, community-based health and social services, but they are also important actors in building a strong civil society. Fulfilling this comprehensive mandate requires well-functioning National Societies with good governance based on democratic principles, good management, integrity, appropriate organizational structures, as well as relevant activities based on local humanitarian needs. All programs and activities are implemented in close cooperation with the authorities, both at national, state and local levels.

OBJECTIVE

The objective of organizational development and capacity building of National Societies is to increase local community and civil society (plus Red Cross Red Crescent) capacities to address the most urgent situations of vulnerability. Ultimately we are aiming for impact by way of the number and extent of people reached by volunteers, involving services that are safe, reliable and useful. The main goal of Capacity Building is strengthening the National Society in its services and related structures of staff and volunteers to assist, work with, and empower vulnerable people at the community level through relevant programmes and services in core areas. Capacity building programmes are targeted at management and volunteers, branch structures, planning, fund-raising, financial systems, and gender and youths.

The Nigeria Red Cross Society works in accordance with the Fundamental Principles of the Red Cross and Red Crescent Movement. Its creed is humanity. It serves all in impartiality and neutrality. It is a key partner and auxiliary of the Nigerian local, state and federal Authorities, working in mutual respect and independence. The heart and soul of the Nigerian Red Cross are its volunteers. It is their collective love, spread, reaches, dedication and devotion, which bring the services to the people in need. The 37 Branches of the Nigerian Red Cross work in unity as one Society reaching almost every community throughout Nigeria. In follow up to the Nigerian Red Cross Strategic Development Plan 2016 – 2020, this Road Map (2019 – 2023) sets out the holistic steps necessary to strengthen the Nigerian Red Cross Society. This reform process rests on four essential building blocks of Human Resource Development, Systems development, Transportation and Logistics, and Infrastructure and Utilities Development strengthening through innovation, sustainability and accountability.



HUMAN RESOURCE DEVELOPMENT

GOVERNANCE, MANAGEMENT, MEMBERS AND VOLUNTEER DEVELOPMENT

Through the Organisational Development (OD) programme, NRCS seeks to strengthen own capacity at both the national and branch levels in order to deliver quality humanitarian services to the most vulnerable. The OD actions include sustainable membership and volunteer recruitment, management and retention with an auxiliary status in humanitarian work. In addition, the focus is set on establishing and developing mechanism for branch development through a decentralised structure complemented by strong human resource management system.

Local capacity development is about supporting the system, members and volunteers to get organised into (RCRC units, committees and branches to generate and deliver services to the local population. By this, the National Society strengthens itself and its services to the vulnerable, and also makes the best possible contribution in building a strong local civil society.

The principle that there is value in mobilizing unpaid workers to carry out relevant tasks in the community has remained central to the organization's thinking and planning.

Volunteering development efforts have direct impact at the different levels in the National Society, making it a safe and positive experience, providing motivation. Public and Government attitude towards volunteering is enhanced thereby.

Youth use several approaches to implement programmes and this allows young people to develop as an integral part of the community within an environment of respect, solidarity and coexistence. Youth volunteering is therefore encouraged and organised as a process of non-formal education for young people.

Staff development is a continuous process of improving skills, competencies and capacities in the management of staff and volunteers. Thus the overall goal of staff, membership and volunteer development is to increase the NSs' capacities to implement relevant services and programmes, aiming to have the appropriate human resources to identify, organise and implement improved programme and service delivery in an effective and efficient manner.

Effective leadership and management are imperative to the success of all National Societies in developing and delivering services to vulnerable communities. It takes trained and informed leaders to encourage and motivate staff and volunteers to achieve measured progress as a well functioning National Society. The Nigeria Red Cross is critical in keeping the people of Nigeria, especially the most vulnerable, safe from harm. A National Society with strong and united Leadership, motivated and committed staff, members and volunteers, building community resilience, encouraging the establishment and development of effective and efficient Health and Educational systems, and responding to emergency and recovery needs in a dynamic humanitarian and development context is essential to the life and future of the Nation. Nigeria cannot afford not to have a well-functioning National Red Cross Society.

Staff development includes:

- The establishment/introduction of staffing norms and standards, including job descriptions, performance management, recognition, motivation and reward system, job satisfaction and security;
- The provision of conducive work environment, tools and materials;
- The training and retraining of all personnel – staff, members and volunteers.



Governance and Management:

The NRCS seeks to excel in what it humanitarian services and is committed to sustainable growth because it wishes to do more for vulnerable people. These include ensuring good leadership with clarity on the disaggregated roles of governance and management, and taking responsibility for its own sustainable organisational development and service delivery capacities. The NRCS aspires to meet its core organisational costs through its own efforts, enterprise, and partnerships, and by the sound and transparent management of available resources.

The NRCS will endeavour, to be responsible for planning the scope and size of the services it can deliver on a reliable basis. Necessary planning, information collection and analysis, monitoring and reporting systems that demonstrate accountability for results underpin these. The NRCS will ensure that annual operational plans are developed based on the Strategic Plan that is based on its analysis of the rights, needs and vulnerabilities of its key populations of concern.

The NRCS will ensure a nationwide network of locally organised branches and divisions with members and leaders who are registered and have agreed to abide by the Fundamental Principles of the Movement and the Statutes of the National Society. NRCS will ensure recruitment of members, volunteers and staff from diverse backgrounds reflecting the communities where it works and without consideration of race, sexual preference, class, religion or political opinions. The National Society values the learning culture that enables members and volunteers meaningful participation in decision-making processes, and will provide a safe workplace, protect and promote the physical and psychosocial wellbeing of all who work within the NS.

i. Branch Management Staff and Volunteer Coordinators

Using the wide network of branches and volunteers, the NS serves communities from the inside. In every community, regardless of how materially poor it is, there are capacities which can be mobilised and organised into services to people who are especially vulnerable. Building the capacity of branches, divisions and units is vital as an integral part of the community and its civil society, enriching the social fabric of both.

Innovative ways of social mobilisation and communication are promoted to reach non-traditional communities. NRCS NHQs in line with its Organization Development (OD) road map, will be having the full ownership of Branch Development Initiative. It further ensures that the outcome of this initiative/exercise meets the objectives of Branch Development Initiative (BDI) and OD road map. In Coordination with ICRC and other Movement partners, the NRCS would thoroughly analyze the findings and recommendations of BDI through undertaking BOCA exercise.

The ultimate goal of branch development is:

1. Ensure an appropriate organization structure, strong competencies and relevant hard/software capacities are in place that will enable branches to perform their mandate effectively and in an efficient manner.
2. Exploring possibility of sustainable funding resource locally and or through Movement partners
3. Enhancing branch performance at level of both leadership and management.

Expected outcomes:

- NRCS National Headquarters has an updated data and picture of assets, capacities and needs of its branches,
- Branches have developed structures, Finance, Logistics, HR and other capacities.
- Branches have tools and resources to respond to emergencies in efficiency, effectiveness and safety.
- Branches have secured an appropriate communication/coordination mechanism with NHQs, including clear feedback formats.
- Branches are updated on revised policies, procedures/regulations, and adapt their working modalities in compliance with these, and in accordance with the branch manual.



ii. Youth, Gender and Volunteer Development

A special focus on young people and volunteers is a crucial investment for today and tomorrow. In their multiple roles as contributors, innovators, and peer-to-peer facilitators, young people are enabled to become more active in leadership and voluntary activities; in the governance, management and services of their National Societies.

ii. Divisional Management and Volunteer Coordination

All 37 branches and 774 divisions (some in anticipation) are desperately in need of further development both in terms of skills, knowledge, tools/equipment and resources. To address the immense needs of NRCS divisions, there is need for resource and technical expertise, coordination between Movement Partners. Therefore, Movement wide (ICRC, IFRC, PNSs and NRCS) OD committee shall be set up in which each party shall know highlights their roles and contributions.

Governance and Management

1. Rollout induction of new Governance and Senior Management from Headquarters and Branches
2. Conduct of Statutory meetings by Governing Board at NHQ and Branches including Annual General Meetings
3. Ongoing recruitment and hiring of competent and relevant staff at National Headquarters
4. Regular payment of management staff at National Headquarters
5. Recruitment and Hiring of Branch Secretaries, Programme Coordinators and supporting staff in the Branches
6. Regular payment of Branch Secretaries, Programme Coordinators and supporting Staff
7. Support Quarterly meetings and AGMs by Branches.
8. Training and practice of regular monthly, quarterly and annual plans and reports
9. Conduct OCAC for NS in 2019
10. Continuous support and conduct of BOCA to the Branches
11. Regular and improved training and skills development for staff and volunteers
12. NRCS performance management system to be developed (job-descriptions, KPIs, regular appraisal and skills development plan, employment contracts, review the current salary structure, reporting lines developed.

Youth, Gender, and Volunteer Development Activities

1. Strengthening and continuous development of Volunteer Data Base Management
2. Creation of Youth Structures at all levels
3. Revive Mothers Clubs in the Branches
4. Organize and conduct an Annual Youth Volunteers Camp
5. Support Annual First Aid Competition for all 37 Branches, on zonal basis and as an Annual event
6. Establish zonal youth skills acquisition centers (6 Centres)
7. Conduct annual youth exchange programmes locally and internationally
8. Conduct annual gender exchange programmes nationwide
9. Support one Annual youth development and capacity building programme
10. Strengthen volunteer recruitment, retention and management – including setting up volunteer insurance, increase in volunteer numbers, and improved youth engagement and participation
11. Provide for and engage a National gender coordinator

Divisional Management and Volunteer Coordination

1. Recruitment and hiring of Divisional Secretaries in 774 Local Government Areas
2. Regular payment of Divisional Secretaries
3. Support conduct a Divisional AGM and election of Divisional Representatives



SYSTEMS DEVELOPMENT

Planning System Development

Monitoring and Evaluation (M&E) is there to assist the NS programmes generate results and evidence-based information from past and on-going activities; it is useful in programme reorientation, new design and resource mobilization. M&E hence supports decision-making based on evidence, which makes it an integral part of every project of the NRCS. The monitoring of the effective implementation of the strategic plan is based on the periodic review of the success indicators defined in advance. These surveillance data allows the National Society to adapt its strategies in real time. A well-designed PMER plan is the basis for improved performance and achievement of results, simply because the objectives are clear, achievable, realistic and cost effective.

M&E is a mechanism for tracking and measuring:

- i. Implementation effectiveness and efficiency, capacity and gaps
- ii. Progress in the achievement of targets set in the SDP
- iii. impact of Red Cross programmes

Objectives

1. Develop M&E System for the National Society
2. Promote knowledge sharing, learning and informed decision making.
3. Coordination and support to external evaluation
4. Promote participatory planning processes
5. Quality control, maintaining NRCS standards and donor requirements
6. PMER capacity building for budget holders/programmes managers

Activities

1. Strengthening M&E System for the National Society
2. Promote knowledge sharing, learning and informed decision-making.
3. Coordination and support to external evaluation
4. Promote participatory planning processes
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Finance System Development:

The Finance systems development project is as a result of measures put in place by NRCS aiming at improving its financial management capacities and moving its business processes from mere transaction processing to business strategic partnerships. This way, the NRCS reinforces its credibility and reaffirms the value of humanitarian services through provision of adequate services to all stakeholders.

The National Society is confident that the support to improve its financial system and processes will go a long way in achieving the desired result of the National Society capacity in Financial Management Systems, Accountability and Transparency throughout the country. To ensure the desired accuracy and prompt of reporting of the financial reports, it is highly essential to convert the accounting system from the current manual system to computerized system.

To provide the gap analysis, Norwegian RC together with NRCS conducted a financial assessment in 2017 followed by the development of a plan of action. The assessment identified the development of financial management policies, systems, procedures and standards, and training, as key priorities. The expected results of the project around which below nine outputs will contribute is a financial manual, financial software and increased capacity building and enhance skills and knowledge among NRCS staff members.



Goal

Improve financial management of NRCS to create business strategic partnerships that will enable NRCS reach more vulnerable population

Outcome

The NRCS has sound financial management and predictable financial resources to effectively manage operations and implement humanitarian activities

Sustainability

The sustainability of the FD project is closely linked to the sustainability of the organization as such. Presently, the foundations for succeeding with the project are in place, including the ownership and lead role of NRCS. The NRCSOD road map provides a wider institutional framework in which the project sits, and as such, it is part of an organizational desire to professionalize the organization which is underpinned by the leadership's commitment. To this end, the FD project represents one of several strategic and sustained investments critical to NRCS to identify, strengthen and maintain core functions and services, including humanitarian reach, and accountable practices.

The roadmap is expected to deliver nine key activities

1. Develop a financial manual, coding structure accountability matrix and install financial accounting software
2. Map jobs/roles of finance department in line with the ongoing organization review
3. Train finance staff and non-finance staff in financial management
4. Standardize financial reporting
5. Establish a consolidated and centralized budgeting process
6. Develop core cost budget
7. Finance staff capacity is adequate to meet financial regulations and provide operational finance advice to management
8. Establish a risk management framework & fraud and corruption policies
9. Conduct a consolidated internal and external audit
10. Establish an independent Audit and Risk committee*

Risk Management

An independent Audit Committee shall be put in place and will ensure that recommendations are implemented by tasking the relevant departments/staff to do so with strict timelines. Annual external audits should be conducted regularly after the closure of the financial year. Once the NRCS is able to consolidate its financial records then consolidated audit reports will have to be conducted as well.

It is a must and mandatory for all finance and administrative staff to be fully acquainted with and work in line with the contents of the Finance Manual in order to adhere to NRCS standard procedures. The NRCS should strive to have both electronic and manual accounting tools as part of its accounting systems to help with the general accounting, project accounting and recording of income, expenses, inventory and reporting. Once the finance manual has been updated and internal control systems put in place then accounting software can be sourced which will further ease the accounting and reporting processes. This will initially be installed at the HQ before roll out to branches. It would be ideal to get a software that can enable the upload at HQ of data from the branches via an excel upload template which will ease the work of consolidating the data at HQ.

An activity plan for a specific period will always be put in place and a budget is the translation of that plan into monetary terms. Periodic monitoring/tracking of the activities through expenditure vs budget reports can help ensure only planned activities are undertaken. However, budget revisions can be made when funding is secured. The NRCS shall abide by the rules as stipulated in the statutes requiring that all branches prepare budgets.

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Resource Mobilization

Nigeria is the second largest economy in Africa. It has a high diaspora population. Last year a bond was floated by the Nigerian Government for funding capital projects.



The current funding sources of the NRCS at a national level are:

- o Project funding by international and local donors
- o Membership fees
- o Commercial First Aid fees
- o Public and Corporate giving

OBJECTIVES

1. NRCS to be ranked among Nigeria's top humanitarian actors in public recognition, service delivery and confidence.

Establish a sustainable source of unearmarked financing to support the NRCS core costs and some programmes, enable effective NRCS contributions to the West

1. Coast Group of National Societies, and the Regional Office of the International Federation of Red Cross and Red Crescent Societies, including the NRCS statutory contributions.

2. Establish a diversified non programmatic funding base to ensure self sustainability of the NRCS,

3. Reduce dependency on traditional donors and partners within and without the RCRC Movement.

The primary commercial service that the NRCS is currently engaged in is in relation to First Aid. The Society is also running a clinic in Ibadan, building one in Kano, renting an ambulance in Lafia, and sale of NRCS branded hats and shirts to members and volunteers.

The criteria for the selection of funding streams include:

- Compatibility with NRCS mission and vision.
- Impact on NRCS image and reputation.
- Transparency and accountability.
- Feasibility and profitability.
- Possible volume of investments.
- Risk and returns.
- Know-how about the stream.
- Extant realities.

This Strategy is based on the development of the following Income Streams:

1. ASSET BASED FINANCING:
 - a. Real Estate
 - b. Hospitality Services (events facilities, guest houses)



2. COMMERCIAL SERVICES:

- a. Commercial First Aid Trainings and Sale of First Aid Kits and manuals
- b. Clinics
- c. Pharmacies
- d. Ambulance Services
- e. Commercial Blood Banks

2. MEMBERSHIP FEES

- a. Individual membership
- b. Corporate membership

3. PUBLIC AND PRIVATE FINANCING

- a. Crowd support – online giving
 - Public crowd – earmarked and un-earmarked
 - Service provider crowd
 - Corporate crowd/employee
- b. Corporate (CSR)
- c. High net worth individuals
- d. Diaspora Giving
- e. Governments and Government Agencies
- f. Mobile Network operators

Activities to be done in the next Five years

1. Develop Resource Mobilization Strategy
2. Reconnaissance Survey of Suleja Land
3. Fund raising and construction of Training Center in Suleja
4. Advocacy visit to local and international Partners
5. Share report of activities and project publications with partners
6. Produce and sell souvenirs
7. Production of commercial First Aid Manual/Brochure
8. Production of first aid kits (100000) pieces
9. Production of donation boxes (1000)
10. Give love (Valentine)

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9. Production of donation boxes (1000)
10. Give love (Valentine)
11. Increase membership recruitment drive to register 1 million members/volunteers of NRCS by 2023
12. Working along the next steps in the implementation of the approved RM Strategy.



Communication for Visibility

This policy shall provide a framework for external and internal communications at the Society and ensure that communications across the Society, i.e. Branches and Divisions is well coordinated, effectively managed and responsive to the diverse communication needs of the Society and its different audiences.



Improving the visibility/image of the NRCS would greatly enhance the chances of getting on board more volunteers, members and local individual and corporate donors.

1. Rebranding National Society through the website and visibility
2. Make the social media handles more attractive and interactive, including intervention skits
3. Have a regular programme on TV and Radio Stations
4. Print media to be cultivated for regular features
5. Hold regular (monthly/quarterly) press briefings
6. Place Billboards in major cities in the country to convey messages and activities
7. Develop and air Jingles for awareness/sensitisation on health/disaster issues such as Malaria and Cholera

INFRASTRUCTURES DEVELOPMENT

The NRCS owns some lands and buildings, from warehouses to office blocks. It has some pieces of land in some branches throughout the country.

Unfortunately, for a long time, the NRCS has not been able to attract reasonable partnerships to facilitate development of some of its undeveloped pieces of land/ properties.

Although infrastructural development with support from the ICRC is ongoing in some branches supported by the ICRC, there are some branches that do not have offices. The National Headquarters of the NRCS is still located in a rented property.

The development of its infrastructures including all its fixed assets (buildings, equipment and tools required to enhance service provision) is of priority considering the increasing humanitarian challenges in the country and the need to respond effectively and efficiently to humanitarian needs.

The NRCS in the next 5 years intends to establish, develop and maintain its current infrastructure as well as acquire its permanent office at the National Headquarters. A comprehensive system needs to be set up including physical office structures (which provide the convenience environment, an essential requirement of both staff and volunteers' performance and productivity), development and maintenance of a well-functioning logistical support system amongst others that will meet ongoing demand of the NRCS and its programmes.

Considering its capital intensive nature, development of the NRCS infrastructure will take place over the next five years (2019-2023).



Activities

1. Construction and Development of NHQ Office
2. Construction and Development of 20 new Branch Offices
3. Renovation of existing 10 old Branch offices
4. Construction of 4 Zonal Warehouses
5. Construction and Development of a National Training Centre
6. Construction and Development of Division Offices one in each senatorial District 111/774 Divisions



TRANSPORT AND LOGISTICS DEVELOPMENT I

The Nigerian Red Cross Society is an umbrella to 37 Branches and 774 Divisions (existing and prospective) has an obligation to improve on transportation system and fleet management with a desire to meet the growing demand for improved volunteer mobility and disaster response and other related activities through careful coordination and proper fleet management.



There is acute shortage of vehicles in NHQ, Branches & Divisions. Most of the Branches do not have any vehicle at all. This tends to delay and mar the emergency response capacity of the National Society. There is a great need to evolve from these shortages and that would require the NRCS to obtain an adequate fleet.

Due to the nature of our work, the NS many of times comes across difficulty with distribution as we currently have to hire Trucks for distribution of relief items and transporting goods to warehouses. These hired trucks come at a very high cost and do not bear the Emblem and as such are at risk of forms of harassment, levies and, even, looting.

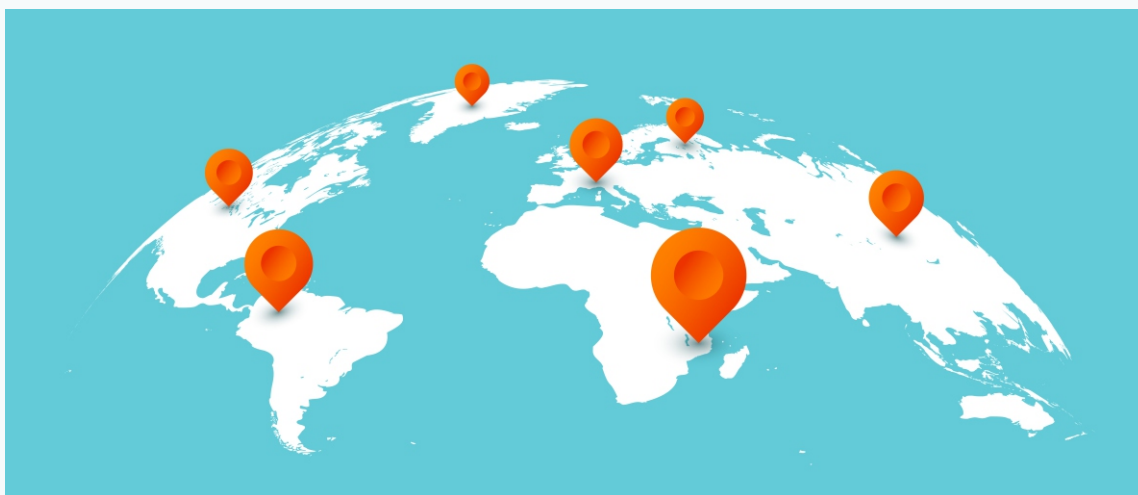


FLEET MANAGEMENT

Lack of vehicles delays urgent documents being sent out to the movement partners and other Humanitarian actors as the dispatch has to wait for one of the vehicles to return to HQ. Often times when staff are sent to the field, they have to make use of public commercial transportation which is unsafe and also not cost effective.

Fleet management covers the practice of overseeing, organizing, and recording all activities of an organization's fleet. These managerial duties might include, but are not limited to, establishing regular vehicle maintenance schedules, establishing cost saving measures, regulating the movement and handling of vehicles, and implementing new driver training programs.

For an effective fleet management, appropriate types of vehicles must be procured. Regular maintenance should be set up to ensure each vehicle is kept in top operating condition in efforts to reduce unexpected repairs and minimize running costs. GPS trackers can also be installed on the entire fleet to monitor vehicle locations and drivers' habits.



Activities

1. Procurement of Land cruisers for NHQ and Branches
2. Procurement Smaller Vehicles (petrol) for NHQ and Branches
3. Coaster Bus for NHQ (3)
4. Trucks (Distribution) (6)
5. Motorcycle (1000) for 20 NHQ, 206 Branches and 774 Divisions
6. Construction and development of vehicle service points (3) – Abuja, Kano and Lagos
7. Development of lease and hiring system
8. Development of Logistics and warehouse management system





Strategic Development Plan

2021-2025