



...through humanity to peace

STRATEGIC DEVELOPMENT PLAN
2011 - 2013

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INTRODUCTION

The Nigerian Red Cross Society in 2007 drafted a three-year Strategic Development Plan (SDP) for the period 2008 to 2010. These efforts and the lifecycle of the documents produced made the development of this Strategic Development Plan (2011 – 2013) imperative.

From the onset, S-2013 was designed to be fully participatory, taking into consideration inputs from 37 branches of the Nigerian Red Cross Society. By so doing, all branches were able to take ownership of this document in its entirety and ensure implementation for the period under plan.

To achieve the foregoing, a Steering Committee was constituted to drive the drafting process. The Committee comprised of the Secretary General (as Chairman) and programme Heads from the headquarters, two representatives of Branch Secretaries; two representatives of Branch Chairmen and two representatives of Volunteers; all drawn from the six geo-political zones of the country.

The method of data gathering for this SDP was a survey and the instruments used were questionnaires and focus group discussions. The questionnaire was provided to facilitate the planning process and yield content for the plan. Six zonal consultative meetings/workshops involving three representatives of each branch were held across the country to get inputs of all.

The workshops addressed the situation of the National Society in the last three years. For better understanding of its current situation, the Strengths, Weaknesses, Opportunities and Threats (SWOT) to the Nigerian Red Cross Society were examined and the workshop participants made recommendations for future directions.

The reports of these consultative meetings/workshops were collated, distilled and a single draft report was produced. This draft went through further scrutiny at a national workshop during which it was discussed extensively and given further touches. The resultant final document is this NRCS 2011 – 2013 Strategic Development Plan.

EXECUTIVE SUMMARY

This S-2013 addresses the fundamental challenges of NRCS in responding to victims of natural and man made disasters in the country. It also focuses on the problems relating to volunteer management, human resource tools and management, financial and accounting system, problem of self reliance or donor dependency, strategic relief fund and warehousing, Monitoring and Evaluation.

This document provides a strategic direction towards surmounting the aforementioned challenges and fulfilling the primary mandate of the National Society as enshrined in the Nigerian Red Cross Act 1961 CAP. 324 of the Law of the Federation.

S-2013 is hinged on four pillars: Disaster Management (DM); Health and Care; Dissemination and Communication and Organisational Development. Disaster preparedness and Restoring Family Links (RFL) activities are the bedrock of the DM plan while infectious diseases prevention and control; HIV/AIDS; Water and Sanitation; non-remunerated blood donor recruitment; maternal, neonatal and child health as well as health in emergencies constitute the core of health and care components of this Plan. On the other hand, promotion of respect for human dignity and diversity is rooted in systematic dissemination of the RCRC Principles and IHL, advocacy, partnering and networking and capacity building. Volunteers' management, resource mobilisation, Branch development and strategies for strengthening the HR and financial management are well addressed.

During the lifespan of this S-2013, the Nigerian Red Cross Society will be less donor-dependent, have an effective resource mobilisation strategy, a larger and more dedicated corps of volunteers, a more transparent financial system, own its headquarters property and have well-stocked strategic disaster relief warehouses.

It is expected that our Movement Partners, PNSs and other donors will find different aspects of this S-2013 worthy of their support.

Together for humanity

CHAPTER ONE

COUNTRY CONTEXT

Nigeria is located in the West African region sharing land borders with the Republic of Benin in the west, Cameroon in the east, Niger and Chad in the north. Its coast lies on the Gulf of Guinea in the south and borders Lake Chad to the northeast.

The country's climatic features vary from region to region. It is equatorial in the south, tropical in central and Sahel savannah in the north. The climatic conditions in the north has made the region to be vulnerable to drought, desertification, food insecurity, and diseases especially Cerebral Spinal Meningitis (CSM). In the southern region of the country the weather leads to frequent erosion, landslide, etc. The unchecked rate of desertification, the resultant drought, food insecurity and diseases have attracted the attention of the Nigerian Red Cross Society, especially in the seven State Branches sharing borders with the Republic of Niger.

Similarly, potential humanitarian issues arising from erosions and landslides in the South Eastern part of the country are kept on the front burner of the NRCS Disaster Risk Reduction and Disaster Preparedness activities.

Nigeria's population of over 140 million people, made up of over 250 ethnic groups, is the largest in Africa. 48 percent of the total population live in the urban areas while urbanisation rate is 3.8 percent. Urbanisation has stretched the facilities in the cities creating health and security challenges for government and humanitarian organisations.

Nigeria's economy is largely dependent on oil, which provides 95 percent of foreign exchange earnings and about 80 percent of budgetary revenues. According to the United Nations Development Programme (UNDP), Nigeria Human Development Report (2009), inequality in Nigeria was one of the highest in the world with only 20% of the population controlling 65% of national assets. This implies that majority of the people are poor with high potential of vulnerability. In fact, the UNDP statistics show that the total poverty head count rose from 27.2 per cent in 1980 to 65.6 per cent in 1996, an annual average increase of 8.83 per cent in the 16-year period. However, between 1996 and 2004, total poverty head count declined by

an annual average of 2.1 per cent to 54.4 per cent. Today, 70% of the population live below poverty line and life expectancy stands at 46 years for men and 47 years for women

Gross Domestic Product (GDP) per capita was \$1092, with a growth rate of 2.9% per annum. Agriculture's share of GDP rose from 30 per cent in 1981 to about 36 per cent in 2000 and 42 per cent in 2007. The share of oil in GDP also rose during the period to about 24 per cent in 2007. The two sectors therefore account for more than 60 per cent of GDP. However, the manufacturing sector has been relatively stagnant and losing its share of GDP from 6 per cent in 1985 to a range of between 4 and 5 per cent during 1990-2007. The biting economic hardship facing majority of Nigerians has a huge impact on the resource mobilisation drives of the National Society. In addition, the economic conditions lead to malnutrition, diseases and other health emergencies, which often require immediate intervention of the NRCS.

Nigeria, a former British colony, is a Federal Republic consisting of 36 states plus the Federal Capital Territory and 774 Local Government Areas (LGAs). The country is divided into six geo-political zones: North-West, North-Central, North-East, South-East, South-South and South-West.

A series of constitutions after World War II granted Nigeria greater autonomy; independence however, came in October 1, 1960. Following nearly 30 years of military rule, a new constitution was adopted in 1999, and a peaceful transition to civilian government was completed. Nigeria is currently experiencing its longest period of civilian rule since independence. The general elections of April 2007 marked the first civilian-to-civilian transfer of power in the country's history. The political transition in the country has not been particularly peaceful. It had always been marred by violence in which many were killed and many more were maimed and/or displaced. The victims, unfortunately, were mostly non-partisan members of the public. During such political crises, access to health and school facilities was sometimes difficult, if not denied, while economic activities were at a standstill.

Nigeria, being a diverse and heterogeneous society, religion and ethnicity remain the bedrock of crises as one religion/tribe tries to dominate the other. Interestingly, religion

and ethnicity are also the major determinants in the distribution of political and administrative posts and offices. There is, arguably, more inter ethnic tension in Nigeria, at present than religious. Land issues, including ownership and distribution of resource wealth have been an ongoing problem in the country. This had led to inter and intra communal conflicts, which more often than not, had political implications. During such conflicts, houses got burnt, children and women got killed, some men managed to escape and hundreds of families were displaced, thus creating humanitarian emergencies. Every time such a situation arose, NRCS volunteers responded promptly by administering first aid to the wounded and evacuating them to the hospitals; providing food and non-food relief materials for the displaced persons and restoring family links.

Nigeria's media scene is one of the most vibrant in Africa. State-run radio and television services reach virtually all parts of the country and operate at a federal and regional level. All 36 states run their own radio stations, and most of them operate TV services. Private ownership of radio and TV stations is allowed under the law. There are more than 100 national, regional and local newspapers and publications, some of them state-owned. In 2000, Nigeria had 200,000 internet users, a figure that increased to 5 million in 2006 and skyrocketed to 23,982,200 in 2009. Nigeria is Africa's second largest mobile phone market after South Africa.

The total mobile phones subscribers in Nigeria as of April 2010 was 77,395,332 (active subscribers) representing 91.5 percent increase within three years. This is a veritable platform for the NRCS to carry out dissemination of the RC Principles and Values. With mobile phone subscribers in excess of 77million and the wide spread of media infrastructure in the country, there is little challenge in reaching out to the populace.

Nigerian Red Cross Society Profile

In August 1960, the two Legislative Houses in the country passed the Nigerian Red Cross Society Act, which makes it an auxiliary to government in the area of health, disaster mitigation and social welfare. However, the Act establishing the National Society formally came into operation on January 1, 1961, following which it was 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 the Red Cross Red Crescent Movement. Six years later, civil war broke out in Nigeria and the Red Cross Movement through the Nigerian Red Cross Society had a major operations caring for the victims and mitigating the effects of the war on the vulnerable groups.

It is worthy of note that the Red Cross Emblem remains a controversial issue in few States in the northern part of the country. Stigmatisation of the emblem is most pronounced particularly in one of the States in the North Western part of Nigeria. There have also been reported cases of the RC emblem stigmatisation in parts of three other states in the North. The NS is trying to address this through dissemination programmes.

Structurally, the NRCS has two arms, the Governance and the Management. The governance formulates policies and the management implements policies so formulated and sees to the day-today running of the society. While the National President heads the Governance, the Secretary General, who is the Chief Executive Officer, is at the apex of the management. Furthermore, the National Society has its Headquarters in Abuja, the Federal Capital Territory, 37 States' Branches and Divisions in Local Government Areas.

CHAPTER TWO

Mission, Vision and Values

2.1. Mission

The Mission of the National Society is to alleviate the situation of the most vulnerable people which include those affected by disasters, epidemics, armed conflicts, and the poorest communities in both urban and rural areas amongst whom are women, children, aged, displaced, disabled and other vulnerable people.

2.2. Vision

- I. To build a strong National Society that will continue to respond to both conflicts and other emergency situations with required professionalism;
- II. To build a visible and respectable National Society in terms of activities, integrity, accountability, internal and external relations;
- III. To develop focused and strategic systems that will enhance efficient service delivery with the required impact;
- IV. To develop the potentials in young people with the aim of mobilizing them for the purpose of service delivery to the vulnerable;
- V. To put in place human and material resources for achieving the above visions.

2.3. Values

- ✓ A creditable national society
- ✓ Trustworthy and committed to principles of Red Cross Red Crescent
- ✓ Dynamic and responsive to the needs of the most vulnerable people
- ✓ Adherence to integrity, accountability and transparency
- ✓ Partnership and solidarity
- ✓ Needs based and results focused National Society.
- ✓ Self reliant national society
- ✓ Empowerment of the community and civil society
- ✓ Open and welcoming to all, respecting diversity and valuing peace and tolerance
- ✓ Quality service delivery

CHAPTER THREE

3.0. SITUATIONAL ANALYSES

3.1 External Situation

The political climate in Nigeria is a major external factor that influences the activities of the Nigerian Red Cross Society. The nation's democracy being an adolescent one is characterised by irregularities and violent incidents. Despite this, Nigeria is experiencing its longest period of civilian rule since independence. The political terrain in Nigeria is fast changing with spate of violence, kidnapping, proliferation of small arms, bomb explosions, etc. and all these overheat the system. All these have made it imperative for the Nigerian Red Cross Society to step up its emergency preparedness.

Furthermore, militancy and resource control agitation in the Niger Delta, with the resultant violence, had in the past been a major security challenge for the government and humanitarian organisations in the country. However, the amnesty granted the militants by the government in 2009/2010 calmed the situation in the region for few months as the militants were moved into rehabilitation camps by government. Unfortunately, though, remnants of the militant groups have started sporadic attack on installations in the Niger Delta and public places while cases of kidnapping of both foreigners and Nigerians have been on the increase.

The country's situation as a result of global warming and climate change is worthy of mention at this point. In some parts of Nigeria, there have been shortage of rainfall, desertification while excessive rainfall leading to flooding have also been recorded in some other parts. Environmental degradation due to careless disposal of industrial waste, gas flaring and oil spillages have put many communities at risk and so many people vulnerable to diseases. To address these, the NS is determined to make use of lessons learnt in the West African Disaster Management Capacity Building Project (Community Risk Management) to engage communities at risk in developing indigenous coping strategies.

As a result of inflation, uneven wealth distribution and unemployment, the level of poverty in Nigeria is such that about 70% of Nigerians live below the poverty line. This has led to serious hardship among the urban poor population. Frequent occurrence of disasters and civil strife/disturbances has increased vulnerabilities in some states.

3.2 Internal Situation

The NRCS embarked on the restructuring of the management of the Society which brought about the total overhauling of the management staff. Policies and guidelines were not in place while those in place were outdated; plus the lack of proper planning in the process of changing the management of the National Headquarters which made it difficult for the new managers to quickly settle into the job. It is also to be noted that it further complicated the work of the senior managers newly installed.

The NS is, therefore, developing and reviewing different tools , policies and guidelines to strengthen its coping mechanism with particular emphasis on human resources management , branch development, finance, logistics and related units in order to scale up its efficiency in programme delivery at all levels. A membership recruitment plan, HR policy, volunteer management manual and branch development guidelines are some of the tools that are expected to become operational in early 2011.

The Human Resource capacity in the NS needs considerable improvement while the financial resources capacity is also far from being satisfactory due to very low level of resource mobilisation. However, 70% of the NS Branches have their own permanent offices while the NHQ is still struggling to have its own headquarters in Abuja. The Society has communication systems, but poorly equipped, which renders it difficult to reach the state branches and divisions.

3.3 A review of NRCS past performances.

The Nigerian Red Cross Society, over the years, has developed quite a wide range of experiences serving the most vulnerable people through its Branches with capable corps of volunteers. Thus far, the National Society has implemented two consecutive Strategic development plans each covering a three- year term. This S.2013 is the third one in the series.

The past has taught us a number of lessons about problems that could be encountered as well as possible solutions to it when implementing a strategic plan or any plan for that matter. However, we will try to limit our focus and highlight only the most important lessons emanating from Strategy 2008-2010. These include:

a) Low funding base and too much donor dependence.

This is one of the persistent problems the National Society is facing for quite a long time. Despite the fact that the NS has been in existence for more than half a century, it is still largely dependent on external donors and partners for staff salary and other core costs.

The NS, at present, is also heavily reliant on outside sources for its programmes. Interestingly enough, review findings attest to the reality that the potential for fundraising within the country is abundantly great even beyond the amount needed for the maintenance of the National Society as presently structured.

To improve the NRCS resource base, there will be aggressive membership drives; effective management of its real estate assets; networking with international NGOs; improved relationship with both Federal and local governments; establishment of good contacts with corporate world (transnational); regular fundraising programmes; aggressive promotion of the Red Cross image and at the same time timely and quality reports as well as assurance of transparency and accountability in all its activities.

b) Little or no participation of branches in the Strategic Development Plan

During the last two Strategic Development Plans, the local branches had little or no contribution. The approach used in developing SDPs was top-down, thus denying the State branches the opportunity to develop a plan that were meant to be owned and implemented in their respective branches. As a result, they often preferred to be non-committal about its implementation.

It is based on these lessons that the S-2013 has made it certain to include the participation of branches by bringing together governance, staff and volunteers from each of the branches to the two-tier consultative meetings/workshops.

c) Inadequate Human resource management system

The Nigerian Red Cross Society had no well articulated Human Resource management system and as a result, operated without any policy or guidelines on Human Resource, the most important element in any establishment. This, indeed , was a big gap and needed to be addressed adequately in order to ensure open and transparent recruitment; career development structure; biannual evaluation of performance; trainings; motivation and reward system such that the competence of its staff, is one that matches with the quality of work expected in a “Well Functioning National Society.”

d) Transparency and accountability

In order to maintain good working relationship with partners and collaborators, the NRCS should be transparent and accountable in all its operations. It should provide adequate and timely narratives and financial reports and meet all its contractual agreements with all parties involved to maintain good reputation and image. There is no doubt that donors would expect to see a positive impact of their sponsored interventions on the lives of the vulnerable communities.

e) Lack of Clarity of roles and responsibilities.

NRCS has learnt that there is a need for clear distinction of roles and responsibilities between governance and management, both at national and local levels. The Statutes, which came into effect as soon as the NS was established has been under revision since 2005 but this has not yet been finalised and adopted.

The Joint Statutory Commission had supported the National Society by giving detailed recommendations that will help clear up the problem of overlapping of roles between the governance and management of the National Society. This is yet to be finally adopted by the Central Council Executive Committee for Implementation.

The inclusion of the JSC recommendations and the adoption of the statutes will be another milestone in the development of the NS. It is expected that management will have the space it needs to effectively address some of the current administrative limitations and problems, both in areas of programme management, service delivery as well as effective and efficient handling of the daily activities. Final adoption will pave the way for the management to be fully responsible for implementation of programmes while the governance will be responsible for setting the policies, supporting fund raising and carrying out oversight functions in line with global best practices.

f) Lack of owned operational base

The National Secretariat moved from Lagos in 2006 to Abuja into a temporarily leased office. The present National Headquarters property was donated by the National President, Owelle Rochas Okorochoa for a period of two years, from 2007- 2009. The National Executive Committee, during the 2010 governance workshop in Abuja, promised to vigorously pursue the issue of a befitting National Headquarters for the NRCS in its Plan of Action. Unfortunately, there is no visible sign of progress in this direction as yet.

g) Lack of Planning, Monitoring, Evaluation and Reporting Unit (PMER)

The National Society has not yet done much to this unit even though it was represented in various trainings/meetings for PMER in recent years. The complete absence of the unit denied the NS an opportunity to feel the pulse and effectiveness of its programming at all levels. This has come out clearly during the S.2013 consultative meetings/ workshops. S.2013, therefore, aims at having a functional PMER unit to strengthen the programming capacity of the NS.

3.3 SWOT ANALYSES

During the nationwide consultative meetings/workshops, preparatory to –S-2013, the NS was subjected to SWOT analyses to facilitate planning and provide strategic directions. A closer look at the SWOT reveals several indicators of strengths and weaknesses. On the other hand, items recorded as Opportunities and Threats were relatively few in number. This has far-reaching implications on the current SDP.

(a) Current Strengths and Weaknesses

Factors	Strength	Weaknesses
Legal base	<ul style="list-style-type: none"> -Established by Act of Parliament and the largest humanitarian organisation in the country -Recognized by Federal Government as auxiliary to public authorities in humanitarian services (Mass Care) - Affiliated to the RCRC Movement 	<ul style="list-style-type: none"> -The act has not been revised since 1960 -The Statutes has also not been revised for 50 years and the recent review attempts not yet completed.
Governance/ Leadership	<ul style="list-style-type: none"> -Potentially strong leadership in some branches - Healthy and expanding relationship with government authorities at the highest level 	<ul style="list-style-type: none"> - Challenges of compliance with the Red Cross principles, guidelines and working cultures amongst Governance. - Poor gender inclusiveness in governance. - High level of advocacy with low dividends. - Poor execution of Plan Of Action and proper monitoring system.
Management structures and system	Network of local branches across the country. and decentralized structure	<ul style="list-style-type: none"> - Poor communication between HQ and branches. - Limited adherence to RC Principles and Standard Operating Procedures (SOP). - Limited surge capacity of

		<p>the NS.</p> <ul style="list-style-type: none"> - Slow in decision making - Challenges in restoring relations with PNs. -Weak dissemination - Limited operational tools and SOP 	
Human, and resources	Financial material resources	<ul style="list-style-type: none"> - Excellent volunteer base. - Sound Red Cross knowledge, Principles and ideals by staff members at different levels - Potential for fund raising within the country due to country size and large number corporate institutions and diplomatic missions. 	<ul style="list-style-type: none"> - Challenges of managing human resources. - Poor gender inclusiveness among top management. -Weak Human Resource Development. -Weak volunteer management - Gaps in manpower requirement both at the HQs and branch level. - Weak financial management system - Poor and irregular remuneration - Limited resource base - Low fund utilization and reporting capacity. - Absence of fund raising strategy and guideline.
Physical facilities		<ul style="list-style-type: none"> -Ownership of office buildings at the branch level. -Plots of land in a number of local branches and undeveloped land near the Federal Capital Territory (Suleja) for future development. 	<ul style="list-style-type: none"> -The National HQs does not have an office of its own. - A number of branches do not have offices of their own - Low level ICT utilisation.

b) Current opportunities and threats.

Factors	Opportunities	Threats
Political	<ul style="list-style-type: none"> - The Grand Patron of the NS is the president of the country - Good working relationship with the State governments, some closely supporting RC activities through annual or monthly subvention - Auxiliary role of the Nigerian Red Cross Society, recognized and appreciated by public authorities. 	<ul style="list-style-type: none"> - Ethnic and religious clashes in some states - Outbreak of civil disturbance, unrest and violence before, during and after elections. - Resource control and environmental degradation issues.
Economical	<ul style="list-style-type: none"> - Expanded strong business community with potential to support the activities of the RC. - Huge potential for corporate membership drive 	<ul style="list-style-type: none"> - World and national economic crisis/downturn with direct impact in Nigeria too - The flourishing of local and international NGOs competing with NS for the same resources
Social	<ul style="list-style-type: none"> - Good image and acceptance by the public in general - Strong public support for the work of the RC and willingness to be part of it as volunteers/ members 	<ul style="list-style-type: none"> - High poverty level in the country - Ethnic and religious conflicts from time to time causing and increasing vulnerabilities - Prevalence of killer diseases such as Malaria, HIV/AIDS etc. - Stigmatisation of the Red Cross emblem in few parts of the country.
Partnership and collaboration	<ul style="list-style-type: none"> - In-country support of the component of the RC/RC Movement. - Membership of the RCRC Movement - Presence of diplomatic missions, international organizations and several multi-national corporations 	<ul style="list-style-type: none"> - Scaling down and withdrawal of partners' support in a number of areas - Many donors are not forthcoming in support of organizational development and capacity building.

	in Abuja.	- Donor fatigue but increased vulnerability
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CHAPTER FOUR

4.1 Critical Issues and Strategic Aims

Critical Issues

Based on the experience of the National Society and the outcome of the consultations at all levels of the NRCS operations, the following have been identified as the most critical issues facing the Society:

- a) HIV/AIDS, Tuberculosis, Malaria, Polio, etc. Malaria, for instance, takes about 1 million lives every year while HIV/AIDS kills about 192,000 people per annum. These have become a major health, economic and social problem in Nigeria.
- b) Households coping capacity to disasters is declining at an increasing rate leading to vulnerability and poverty expansion.
- c) Frequent occurrence of disasters and civil strifes/ disturbances resulting in mass displacement of people.
- d) Weak volunteer management.
- e) Limited /narrow (traditional and inward looking) partnership base.
- f) Limited HR capacity and weak recruitment system.
- g) Limited communication/dissemination
- h) Low level financial management, problem of adequate and timely reporting.

Strategic Aims

Nigerian Red Cross Society over the last few years had developed quite a number of strategic plans the 2nd round of three years plan being that of 2008-2010. The next generation of strategic plan 2011-2013 , referred to as S-2013, is a document that is developed based on the experiences gained to date and through the collaborative effort of staff , volunteers and governance at all levels as well as partners of the national society. S2013 gives direction to the NS's community based development programmes as well as the conduct of the NRCS's humanitarian services for the next three years. It outlines three strategic aims that will make the NRCS reach its goals

and also contribute towards its mission of “alleviating human sufferings by mobilising the power of humanity.”

One of the prime strategic directions is the provision of appropriate and timely response to natural hazard induced or human-made disasters to save lives, restore lost livelihoods and assets and enable the affected communities restart their disrupted productive activities

The **second** strategic direction focuses on protecting communities against accidents resulting in disabilities and death, against usage of untreated water and other health emergencies so that people are able to have healthy and safer living conditions.

The **third** strategic direction recognizes the sanctity of dissemination of Principles and values of the RC and the IHL. It acknowledges the heterogeneity of the society by collaborating with communities to foster culture of tolerance for diversities, solving differences through dialogue without resorting to violence, and for the inclusion of marginalized groups (Leprosy patients, Epileptic patients, PLWHA, Albinos, Migrants, street dwellers, minority groups and others) into the mainstream of social interaction and development.

In summary, the three strategic aims are the following:

- a) Save lives, Protect livelihoods, and prepare for recovery from disasters/crisis
- b) Enable healthy and safer living environment
- c) Promote dissemination of RC principles and IHL; social inclusion; culture of dialogue and non violence.

Strategic Aim 1:***Save lives, Protect livelihoods, and promote recovery from situations of disaster and crisis***

The NS has a mandate as an auxiliary to public authorities in carrying out humanitarian work in times of peace or conflict and in other natural hazard induced emergencies.

The department of Disaster Management at the HQs is thinly manned and its work at state branch level needs to be more strengthened particularly in branches which are disaster and or conflict prone. Therefore, one of the issues to be addressed in the next three years will be redefining its policy to encourage quality manpower and improve preparedness for effective and efficient response. The NRCS nationwide will, thus, adequately play its role in addressing community vulnerability through Risk Reduction, Preparedness, Response and Recovery activities. All DM programme interventions are run and managed through strict observance and adherence to policies and guidelines issued by the National Society and align with those of the Movement and the Federal Government of Nigeria. The NRCS will focus on the following DM components in the next three years:

STRATEGY 1:**DISASTER RISK REDUCTION**

Nigerian Red Cross Society will be repositioned through the conduct of Vulnerability and Capacity Assessment in 10 branches in the next three years. This will enable the NRCS identify hazards and vulnerabilities as well as gain insights into health, climatic, environmental and socio-economic risks at the community level. As a result, there will be early warning system in the most vulnerable communities while focusing on mitigation options through community participation.

Nigeria has been categorised as a country not prone to food insecurity, but events in neighbouring countries (especially Niger Republic with a common border of 1,497 km) has proven that Nigeria could be at risk. Recent nutrition assessments conducted by Save the Children, MSF, UNICEF, and Action Aid have indicated moderate level of malnutrition amongst children under 5 years of age in all the states along the border with Niger Republic.

Furthermore, climate change and global warming is beginning to manifest itself among the rural population that depends on agriculture for livelihood. The NRCS will mobilise these at-risk groups to develop appropriate livelihood options for disaster risk management.

STRATEGY 2:

DISASTER PREPAREDNESS FOR RESPONSE

The S-2013 will also focus on reviving and strengthening preparedness of the NS at branch level to respond to emergencies in coordination with relevant stakeholders. A synergy between Disaster Management/Health & Care is cultivated and nurtured for a holistic approach in providing humanitarian services to people affected by disasters. This synergy is to be achieved through First Aid joint trainings and simulation exercises by local branch and national response teams; Emergency First Aid Teams (EFAT), Health Action Teams (HAT) and National Disaster Response Teams (NDRT). There will be revisitation of training and formation of EFATs, the grassroot level response tool of the NS which comprised of 12 team members with a minimum of 5 teams in each branch as at 2004. Priority will be given to refreshers trainings and equipping the teams in at least 10 branches per year for the next 3 years to counter high volunteer turnover.

The Disaster Management Policy will address training curriculum and deficiencies observed in past interventions. The NS seeks to strengthen its conflict preparedness and RFL through safer access and emergency first aid trainings; encourage branch multi-hazard contingency planning which will include prepositioning of relief stock for 10,000 families in two strategic warehouses and equipping of trained volunteers with protective gears/working tools while encouraging and sustaining networking and coordination with relevant stakeholders. A small-scale emergency funds will be established to support speedy response to emergencies.

Emergency First Aid

In Nigeria, the Red Cross is synonymous with First Aid and over the years, the NRCS had developed competence in First Aid training and services which is one of the most successful and sustainable programmes in the NS. The NRCS, in addition, empowers communities prone to violence and Road Traffic Accident with skills to provide First Aid treatment to victims and also strengthens First Aid training in local branches for income generation.

To consolidate the success and maintain its leadership in FA training and services, the NRCS will continue to update FA skills and guidelines, re-develop its training programme including manual, teaching aids, etc. at the trainers and First Aider level.

STRATEGY 3:

RESPONSE AND RECOVERY

Most of the disasters in Nigeria are slow-onset ones: ethno-religious/communal conflicts, political unrests/violence, floods, drought, food security, epidemics, refugee influx and Internally Displaced Population. Most of the risks associated with, natural hazard induced disasters, are actually development failures and consequences of low living standards and poverty. Some hazards and risks are evenly distributed across the country, while others are concentrated in certain areas. Many of these are occasioned by rapid population growth, urbanization and socio-political issues necessitated by ethnic plurality, which collectively create fierce competition for national resources, and have led to deteriorated livelihoods, social marginalization, crime and general insecurity. Consequently, Nigerians have become increasingly at risk to a wide range of disasters which are generally localized but often spill to neighboring states.

NRCS estimates indicate that about 5 million people are affected by disasters while about 2.5 million people are temporarily displaced annually. Most disasters in Nigeria leave a trail of destruction, deaths, injuries, and displacement with attendant consequences. NRCS, therefore, targets 30-40% of the affected population with its various response and recovery activities. NRCS has over the years, become the foremost responder in most major emergencies in the country with the Provision of emergency relief assistance, First Aid, evacuation of the wounded, provision of food ration, water and sanitation, medicine, RFL, shelter, Non Food Relief Items and

livelihood interventions in line with standard requirements. Interventions are carried out with the support of the Movement Partners and others outside the movement, such as specialized UN agencies, NGOs and INGOs as coordinated by National Emergency Management Agency (NEMA). The NS will continue to support livelihood of at-risk communities with agro-pastoral materials/seeds and shelter kits for emergency shelter reconstruction to Save lives, protect livelihoods, support and strengthen recovery as exemplified in 2009 and 2010 IFRC supported flood operations.

NRCS has responsibility to support the Restoring Family Links network according to the ICRC's RFL Strategy 2008-2018. The RFL officer at the NHQs will work with the Tracing Coordinators in selected branches. The National Society with the support of the ICRC, plans to conduct an RFL Needs Assessment to have a holistic view of the needs and to set up appropriate RFL network in Nigeria. RFL (known as tracing services) in Nigeria has a long history and the NRCS has done quite a lot of tracing during the years of fighting in Liberia and Sierra Leone but the activity has slowed down in recent years. The ICRC has provided constant support for these activities, but challenges within the NHQ prevented the program from achieving expected results. Apart from the tracing requests and Red Cross Messages the NS receives from other countries, RFL activity will also address tracing needs arising from conflict and disaster situations in the country.

EXPECTED RESULTS

- ✓ A Well Prepared National Society concept established
- ✓ Relief and rehabilitation stocks pre-positioned in two strategic warehouses/locations
- ✓ Capacity development through systematic training is established
- ✓ Vulnerability is addressed in an environmentally friendly and gender inclusive way
- ✓ Vulnerable communities acquire FA skills
- ✓ Quality and efficiency of RFL services conducted and improved

- ✓ Early warning systems developed and close regular monitoring system put in place for those communities with frequent disasters/ethnic clashes and civil strife
- ✓ Simple and comprehensive community based risk management guidelines put in place

STRATEGIC AIM 2:

The Nigerian Red Cross Society's Health Programmes aim at reducing morbidity and mortality by strengthening the capacity of the vulnerable groups in their daily lives and enabling them to address their priority primary health problems.

Health and Care is one of the Society's core programmes. The National Society's health plan is aligned with the Johannesburg's commitments of October 2008; Nigeria's Ministry of Health Plan of Action and the International Federation's Strategy 2020 which has one of its strategic aims as enabling healthy and safe living.

S.2013 identifies priority areas in health and care with a view to addressing health challenges of the vulnerable groups while complementing the efforts of the Federal Ministry of Health and other stakeholders. In recent years, Health and Care department of the National Society has carried out interventions, concerning outbreak of cholera, Gastroenteritis, and other public health challenges, like HIV and AIDS, Maternal, neonatal and child morbidity and mortality.

The National Society has been complementing the efforts of government agencies in the area of basic primary health needs of the populace especially with respect to immunisation exercises.

The NRCS seeks to improve its capacity and that of target communities to respond to health problems, thereby contributing to reduction in morbidity and mortality rates amongst vulnerable populations through community based health programmes (CBHP). The CBHP was introduced in 1997 and was designed to support basic health needs provided by the government. It has since been the bedrock of the National Society's Health and Care Department. To date, it is still rated as the best and most needed program of the National Society as confirmed in the recent workshops conducted in the six geopolitical zones. CBHP is an integrated approach to health intervention to alleviate the suffering of the most vulnerable population and has the following components: Infectious disease prevention and control (Malaria prevention

and control), HIV and AIDS, Community Based First Aid, Water and Sanitation, Voluntary non remunerated blood donor recruitment, Maternal and Child Health (Immunisations), and Health in Emergency (Epidemic response).

The CBH&FA approach will be used in implementing all the activities.

To achieve our aims in the next three years, the NRCS intends to improve the capacity of its branches, which are responsible for implementation of these activities, through periodic assessments and creation of for a for knowledge sharing amongst branches.

CBHP is the framework through which the Health and Care department seeks to bring health closer to the vulnerable groups in the communities. Activities under this include:

- sensitization and social mobilization
- Regular household visits by volunteers
- Community meetings
- Campaign on specific health issues(immunization/distribution of ITNs)
- Provision of latrine and safe water facilities
- Regular training and support to community volunteer
- Linkage (referral) between community and peripheral health facility.

Strategy 1: Health in Emergencies (Epidemic Response)

Promotion of public health in emergencies is another strategy the health and care department uses in responding to health emergencies in the country. To ensure immediate response to situation of health emergencies, the Health Action Team (HAT) was established. Epidemics such as cholera, measles, and cerebrospinal meningitis outbreak occur intermittently. Cholera outbreak in some states in Nigeria claimed about 2,000 lives within the second and third quarters of 2010. Also, there were cases of flood in some parts of the country and these came with health implications. During emergencies, NRCS promotes disease control measures, creates awareness on health associated issues and distributes drugs such as water purification tablets and ORS when necessary. Training and retraining of HAT to respond to health emergencies, training of staff and volunteers at all levels, development and dissemination of IEC and BCC materials are other key activities.

Strategy 2:

HIV and AIDS

HIV and AIDS prevalence has been a major source of worry to the nation, likewise to the NRCS. About 3 million people, 3.6% of the total population are living with HIV and AIDS, while as many as 192,000 people lost their lives in 2009. As a result, the National Society through its branches, has been committed to a series of programmes aimed at reducing stigmatization and promoting prevention. This is part of our partnership efforts with government to reduce the spread of HIV and AIDS and its negative impact on the country. The National Society works with stakeholders to increase knowledge of HIV and AIDS transmission and prevention amongst the general populace especially mother and child, and the youths, while improving the quality of life of people infected and affected by the disease.

Prevention of stigmatisation and discrimination encourages the PLWHA to come out and access treatment, as well as be able to work and provide for their families. This strategy has been proven to give hope to the PLWHA.

In this regard, the NRCS will scale up awareness campaigns, develop and distribute IECs materials and improve the staff and volunteer capacity to disseminate this information. The world Aids day and other annual celebrations will also be used to further promote the awareness campaign.

During the S-2013 lifespan, the NS will further expand the HIV/AIDS youth peer education clubs in Schools and Communities; follow up and monitor their activities and provide necessary direction. Awareness campaigns will be carried out in most of the hot spots such as heavy-duty vehicles transit points and motor parks. Other target groups are police officers and other professional workers who are mostly at risk of HIV & AIDs. The capacity of NRCS staff and Volunteers will be improved through refresher training as well as production and distribution of IEC materials.

Strategy 3:

Water and Sanitation

The NS promotes activities that improve the quality of life of the people through access to safe drinkable water and improved knowledge on environmental hygiene. In Nigeria, out of the 85 million people living in urban and semi urban areas in Nigeria, less than half (48%) have reasonable access to reliable water supply. In rural areas however, it is less than 15% of the population that have access to sustainable safe and potable water and acceptable sanitary facilities. Many households, often the poorest, end up purchasing water from private vendors much more expensively than from the public supply,

Therefore the NS society , during the next three years will address this problem by helping urban communities to establish water collection points while other our volunteers will be trained using PHAST methodologies to undertake activities on delivery of safe and affordable water, and usage of clean latrines to the rural communities. cleaning of the immediate environments to rural communities. No doubt, these will help promote good health for the communities thereby reducing development and spread of communicable, water borne diseases and epidemics which happens in the country periodically.

Strategy 4:

Infectious Disease Prevention and Control (Malaria Prevention and Control)

The prevention of infectious diseases such as, TB, CSM, Typhoid fever, Hepatitis, Yellow fever and Avian flu is an aspect of healthcare in which the NS is involved. In

response to the avian flu campaign, the H2P was introduced, which included training both at the HQ and branch level, as well as creating a district and country plan. On the other hand, Nigeria, according to UN statistics has the world's fourth largest TB burden in the world. Likewise, so is Typhoid fever. The NS intends to keep updating its staff and volunteers by retraining them. Malaria is the leading killer of African children, accounting for about 75% of all cases of mortality in children below 5 in Nigeria. The NRCS in partnership with USAID, Ministry of Health, and other stakeholders, is distributing and hanging LLINs, in all the LGAs of selected states. This has immensely contributed to reduction in cases of malaria recorded and the NS wishes to continue in this line of action as well as holding awareness campaigns.

Strategy 5:

Maternal, Neonatal and Child Health

Maternal, Neonatal and child health is aimed at reducing maternal and child morbidity and mortality, especially women of child bearing age and children under 5years.

This is in line with the FMH, WHO and IFRC policies on reproductive and child health. It is also in accordance with the MDG 4 and 5, which aim to reduce mortality rate among children under five by two third by the year 2015 and to reduce by 75% the maternal mortality rate respectively.

The country, according to the WHO 2009 records, has 10% of world's maternal mortality, while infant mortality rate is 71 per 1000 live births, the less than 5yrs is 140 per 1000 live births. Prenatal mortality stands at 103 per 1000 live birth.

The NRCS will contribute through its network of volunteers to improve the health of mothers and children in the nation. It will also conduct training on good nutrition, danger signs in pregnancy, early referrals, disease prevention and personal hygiene.

Social mobilisation for immunisation and sensitisation is one of the strategies the NRCS is employing to address issues of preventable diseases like polio, measles, CSM and others. This has been an effective strategy and good results have been achieved so far. The NRCS through its network of volunteers have been able to reach the general populace in most communities, mobilising and sensitising them on the need for immunisation. The NRCS will continue to partner with UNICEF and other agencies; mobilize and sensitize target communities on the importance of

immunizations; conduct training of trainers for care-givers; produce and distribute IECs materials and engage in local drama presentation with central idea based on immunization.

Mothers Club forms the basis for health promotion at the grassroots. All their activities are aimed at promoting health, preventing diseases and contributing to community development. Some of these activities include, internal revenue activities, social mobilisation and sensitisation, Implementation of Maternal, Neonatal and Child health activities. The Mothers Club members in the branches have grown in numbers over the years. It has 3,851 active members in 78 LGAs in 20 Branches. The NRCS will continue using them to execute its programmes in those active branches, while improving the capacity of less active Branches.

Strategy 6.

Voluntary non-remunerated Blood Donor Recruitment

The NRCS's blood donor recruitment programme is aimed at contributing to adequate supply of safe and non-remunerated blood. Voluntary Blood Donation in the country is still at a low level. Only 5% of the nation's total population donates voluntary blood, whereas 27% of the population need blood annually.

This programme is still being run by most of the branches of the National Society. The importance of adequate blood storage cannot be over emphasized in any nation as it comes handy both in times of emergency and calmness. The NRCS will improve on this programme in support of the vulnerable ones in the society. The NRCS during the next three years will increase its involvement in 'Club Twenty Five' and support voluntary blood donation, healthy lifestyle, youth empowerment, and recruitment of blood donors. The NRCS works in partnership with the National Blood Transfusion Service, where donated blood are stored and eventually used for the target beneficiaries.

EXPECTED RESULTS:

- a. Improved uptake of HIV and AIDS, preventive services (VCT/PMCTC) in 30 selected villages with a target population of 500,000 people.
- b. Reduced stigma and discrimination and improved support for PLWHAs in 30 selected communities.

- c. Increased knowledge and awareness on the prevention and control of communicable diseases by 500,000 target beneficiaries in 50 selected LGAs
- d. Increased uptake of routine immunisation services in 35 LGAs with a target number of 560,000 households.
- e. Improved capacity of HAT in 15 branches to be able to respond effectively and efficiently to emergencies.
- f. 40 target communities with a population of 456,000 people will have access to sustainable safe and portable water as well as improved knowledge on use of clean latrine.

- g. Increased demand for reproductive health services (family planning, ANC, good hygiene) by 300,000 women in 30 rural communities.
- h. Increased practise of exclusive breastfeeding amongst rural women in 30 communities in 5 states.
- i. Increase to 20, the number of branches that have active and efficient club 25 activities.
- j. Decrease in water borne diseases in 50 vulnerable villages in 5 states
- k. Improved knowledge of the importance of good hygiene in 50 communities in 5 states.

STRATEGIC AIM 3:

Promote respect for diversity and human dignity; social inclusion; and culture of dialogue and non-violence.

Nigeria, being a multiethnic and multicultural society, often finds herself engulfed in crisis whose origin is traceable to lack of understanding and respect for each other's culture, tribes and religions. The culture of dialogue and non-violence has not been fully imbibed and this has, perhaps, been responsible for violent conflicts between tribes and communities. In quelling ensuing crises, security operatives sometimes become overzealous and disrespect human dignity in the way people, including arrested suspects are treated under the pretext of security exigencies. To promote respect for human dignity even in a situation of violence, armed conflicts or emergencies, the National Society disseminates humanitarian Principles, values and the International Humanitarian Law. Furthermore, Nigeria, like any other nation, has amongst her population, a number of disadvantaged groups such as the albinos, leprosy patients, physically challenged, People Living with Aids (PLWA), and others. These groups are socially excluded and marginalised in the scheme of things in their immediate communities and in the country generally.

It is in the light of the above that the Nigerian Red Cross Society proffers the following strategies to address the above stated Strategic Aim:

STRATEGIES

Strategy 1: Advocacy

The Nigerian society is dotted with so many challenges ranging from social exclusion to lack of respect for the diversity of people, integration of disadvantaged people and taking human dignity with levity. NRCS seeks to address these issues in line with the mandate of the Red Cross Movement, especially as related to respecting human dignity. As one of the platforms of attacking the problem frontally, the Nigerian Red Cross Society would access opinion leaders, decision makers and other people of

influence in the country to get them into addressing these problems at the policy level. Similarly, the media Industry will be visited by the headquarters' top management and at the branch level, by the branches' management, to advocate for high visibility of NRCS in all media of mass communication.

Based on the foregoing, the NRCS would develop advocacy programmes (in selected branches) that focus on social inclusion, tolerance and respect for diversity. With active participation of the branches, the National Society will implement institutional and community-based advocacy that focuses on Media Relations, Public Relations and Publicity at all levels.

Strategy 2:

Capacity Building

To achieve this Strategic Aim, capacity building of the staff and volunteers at the various levels of the Society's structure is paramount. Based on the needs of each unit, capacity building programmes would be designed to improve productivity and overall performance of staff and volunteers at the branches. The Headquarters' Communication Staff and Information Coordinators in selected branches will attend trainings both within and outside the country and go on internship at a vibrant National Society abroad. Information Coordinators and Radio Operators at the branches would have series of interrelated workshops and seminars to update them on the emerging trends and the dynamics of their schedules. In addition to the basic trainings on the Principles and Values of the Movement, Information Coordinators will have specialised trainings in relevant aspects of Mass Communication to raise their competence to handle media issues while developing branch level media resource materials. On the other hand, NS Radio Operators will be trained and retrained in view of the high turnover of Radio Operators in the National Society. Through trainings, an effective communication structure at both the Headquarters and the branch level will be put in place to facilitate regular reporting, and feedback of activities.

Strategy 3:

Dissemination

One of the key programme areas of the National Society is the promotion of the Fundamental Principles of the Movement. The dissemination of these fundamental Principles and Values of the Red Cross Movement and the International Humanitarian

Law (IHL) is vital to the operations of the movement. The promotion of social inclusion and culture of non-violence and peace as well as the Safer Access concept revolves around this and in turn, affects the success or otherwise, of any intervention of the Red Cross in situations of emergencies whether of violence or natural disasters. NRCS seeks to educate the public about the need of the marginalised and disadvantaged groups and advocate on their behalf so that they can have greater access to publicly available services in all aspects of life. The NRCS also spares no effort to create public awareness about the Red Cross emblems, the principles, the humanitarian values and the IHL.

Towards the above, we will develop a dissemination strategy and structure across the country and produce different materials to disseminate the RC/RC Principles and Values and the International Humanitarian Law. Public education (especially of Secondary school students, students of tertiary institutions, Police recruits-in-training, Youth Corps members, etc.) about IHL and RC/RC Emblems and Principles as well as humanitarian advocacy at the National Assembly and selected States' Houses of Assembly form the pillars of our dissemination strategy. In view of existing relationship between the branches and their state governments, branch leaderships will play an active role in securing appointments with the legislative authorities in their states.

Strategy 4:

Partnership and Networking

NRCS cannot afford to live in isolation or operate in a vacuum. It has to pursue partnership and networking vigorously with a view to tapping from the expertise of Movement Partners (ICRC and IFRC), Participating National Societies (PNSs) and other collaborators and stakeholders while ploughing back into the society the gains thereof. Hence, it will harness all efforts to improve and increase its reach to the public both in Nigeria and beyond through a well managed website and other channels. Other stakeholders such as the media practitioners will be cultivated to a level that unsolicited support would be given to NRCS programmes and activities. By so doing, NRCS is positioned as a responsible and highly responsive humanitarian organisation.

With regular update, the NRCS seeks to appropriate the potentialities and flexibilities of its website by setting up an intranet facility within the NRCS website for quicker communication between and among the branches and the headquarters.

We collaborate with both the private and public sectors, including the media for programme support and quicker dissemination of NRCS key messages.

EXPECTED RESULTS

- ✓ Improved image and profile of the NRCS in the Nigerian public as indicated by positive reports and editorials in the mass media.
- ✓ Increase in the number of externally supported NRCS programmes and activities.
- ✓ Greater public support for the International Humanitarian Law, the Red Cross Principles and Values and reduced stigma and discrimination.
- ✓ Youths have better understanding of the effects of non-dialogue and violence on the growth of a community and the country as a whole.
- ✓ Improved integration of disadvantaged people into their communities is achieved through one advocacy programme per quarter.
- ✓ Improved communication system availed for the NS as the result of a newly established server and data bank management system

5.0 CHAPTER FIVE: ENABLING ACTIONS

Build a strong National Society where management is efficient and effective; support services enhanced and partnership re-established and strengthened.

The degree of implementation of strategic objectives is highly dependent on organizational capacity of the NRCS, which, in turn, makes imperative the need to put special emphasis on leadership, structural strengthening, enhancing support services, and building partnership and cooperation in and outside of the country. Therefore, **three Action Areas**, that will enable the NS achieve its Strategic Aims in the next three years, are outlined as follows:

- a) Building strong National Society with focus on leadership, management , volunteers and Branch development**
- b) Enhancing support Services**
- c) Establishing and sustaining strong Partnership in and outside the country.**

Organisational Development (OD) is a key task of the National Society especially as related to its branches, youths, and volunteers management, membership and other associated activities of the organization. It is indeed, a major support arm of all the other departments, with a cross cutting role within the Society's structures and programmes.

It also provides a crucial link between the headquarters and branches as well as among the programme officers, thereby influencing the success of the NS's mandates.

Some policies and manuals to guide the NS are being developed. Governance and Management roles are also further clarified with the review of the Statutes nearing completion and endorsement; while the human resource management issue is being addressed with the recent development of the Human Resources policy and guidelines.

In order to address these priority areas and others related to capacity building, the Nigerian Red Cross Society will be involved in undertaking different actions that will contribute to the overall institutional, programme and service development of the National Society.

Action Area One: Building strong National Society

Strategic Objectives:

1. Strengthen the capacity of the National Secretariat to effectively guide and lead branches to organise more programmes and deliver better services to the most vulnerable people of Nigeria.
2. Develop sustainable membership and volunteer management system; put in place an enduring mechanism for fund raising activities.

STRATEGY 1:

Governance and Management Development.

Developing quality leadership with special focus on Governance and Management as well as ensuring core competencies for effective coordination and monitoring of programmes and activities is now more felt than ever before within the NS. It is worthy of note that, increased involvement of the Nigerian Red Cross Society branches in institutional capacity building is key to the success of the Society's programmes and projects.

During the lifespan of S-2013, the NS 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 of NRCS. The capacity and competence of the management will be enhanced through trainings and exchange visits.

STRATEGIC 2:

Branch development

Nigerian Red Cross Society has 37 Branches across the country including the Federal Capital Territory. Branches are the key service delivery structures of the Society, and they carry out interventions aimed at supporting vulnerable communities within their State Branches.

During this plan period, the focus will be to strengthen the capacity of branches to effectively address the needs of the vulnerable members of the community they serve. To achieve this, Capacity Assessment will be conducted in twelve (12) branches and branch governance and management skills will be improved through training. There will also be support for and follow up on the proper use of the branch management guidelines by all branches and divisions.

The NHQ will embark on Advocacy visits to State Governments to solicit for support on behalf of branches and two branches will be supported to build their own offices.

STRATEGY 3. Membership and Volunteer management

Nigerian Red Cross Society recognizes the special role of volunteers and members in carrying out activities and programmes. One of the major strengths of the Nigerian Red Cross over other humanitarian organisations is the large pool of volunteers and members.

During this plan period, the National Society will aggressively promote membership drive and put in place a good volunteer and membership management system that will build volunteers' capacity appropriately. This will lead to improved volunteer retention and attract more volunteers. Furthermore, volunteer database will be developed and maintained both at national and state levels.

A membership recruitment plan will be further developed for boosting membership and income. The National Society in the next three years plans to recruit about 5% of the country's population raising its current membership to 6.5 million.

Volunteers will also be encouraged by recognising them and introducing an award scheme to reward consistently dedicated ones. An Insurance cover shall be instituted for a minimum of One Hundred (100) volunteers on duty at a particular time per year.

STRATEGY 4: Resource Mobilisation

Despite the potential for fundraising in Nigeria due to many blue chips corporate organizations, the environment is a highly competitive one with many NGOs lining up to seek for funds from the same sources.

This, in turn, means that the NS needs to position itself strategically in order to sustain its resource mobilization capacity. To achieve this, it is critical that NRCS is able to establish effective and functional external relations, marketing and resource mobilization strategies.

To date, the NS has not been able to mobilize local resources and hence not yet in a position to cover its core cost. This plan will address these challenges with the development of resource mobilisation policy and guidelines (inclusive of the “DOs and DON’Ts”) and conduct a feasibility study to identify potential sources of income generation.

Quality marketing tools for effective fund raising activities will be developed as well as training of staff and volunteers involved in resource mobilization.

A resource mobilisation/fund raising officer will be recruited at the National headquarters and targets will be set for branches and headquarters on income to be realized from fund raising and monitor progress through established reporting mechanisms. An achievable long-term resource development plan will be developed. Commercial First Aid will be promoted to corporate bodies as part of resource mobilisation.

The issue of the current national headquarters building is worthy of mention as the two-year period granted the NS by the National President had lapsed. Therefore, the NS, beginning from the first year of S-2013, will constitute a special committee to adequately address this very important issue of office building.

STRATEGY 5.

Youth Development.

About 70% of Nigerian Red Cross members are youths, yet the NRCS has a long way to go to empower and enable the youth to assume their right place as future leaders. The implementation of the youths programme during the previous strategy aimed to recruit and build the capacity of the youths to effectively carry out the National Society activities. A Youth Policy is in place but there is need for immediate review of the policy and guidelines to meet up with international standards.

The National Society will improve on the organization of annual youth camp, and introduce more youth activities that will empower the youth population. There will also be youth exchange and cross-cultural learning programmes, training of youth facilitators in leadership, life skills, self-development and gender issues. Sensitisation meetings and workshops and training needs assessment for youth will be conducted.

EXPECTED RESULTS

- a. Governance and Management understand their roles and responsibilities and are fully compliant.
- b. Training needs assessments conducted and delivered for management.
- c. Nigerian Red Cross Society able to increase its membership. (Meet its target plan of recruiting 5% of the country population during the plan period.)
- d. The NRCS is able to raise 30 percent of its core costs from own sources.
- e. A minimum of two Branches in each zone will become financially sound covering the salaries of Branch secretaries and a minimum of two other staff members.
- f. Six local Branch-to-Branch visits and two international visits organized and implemented.
- g. Two Branches supported in building their own office premises
- h. Volunteer database with a complete profile of each volunteer made available.
- i. Youth activities improved; youth clubs in schools and detachments promoted and new programmes introduced in all branches.

Action Area Two: Enhancing support Services

Strategic objective

To strengthen the HR, build sound financial management system and ensure transparency and accountability at all levels.

STRATEGY 1.

Human Resources

Enhanced and improved programme and service delivery in Nigerian Red Cross Society is constrained by shortage of qualified staff and trained volunteers. There is a general shortfall at both the National and local level but more so in the branches, where recruitment procedures and staff management are still weak and hampered by lack of staff motivation and performance appraisals.

To overcome this, NRCS will invest in capacity building and human resource development as a pre-requisite for sustainable institutional development. In the next three years, no efforts will be spared to build a strong Human Resource base in order to move up in the right direction and become truly the leading humanitarian organization in Nigeria.

One practical way of achieving this would be the availability and compliance to standard HR policy and procedure that helps to shape up proper handling of the human element, an important factor in the life of the organisation.

Skilled and professional staff will be employed into the vacant positions. The NS will identify staff training needs and introduce team building exercise on regular basis.

STRATEGY 2.

Financial management

The NRCS believes that proper financial management is critical to realising its mission and vision. Therefore, it places great emphasis on maintaining the highest standards for the receipt, custody, use, accounting and reporting of funds and all financial matters. This is necessary to uphold strong accountability and maintain positive and mutual relationships with all partners.

Standard practices in financial management will be implemented at all levels of the Society and maintained continuously with the provision of regular annual budget and Audited report.

During this plan period, the NS will create effective financial management system and accounting guideline, and recruit additional qualified personnel to strengthen the accounts department to provide financial management support to branches.

Branches will be trained in financial management to maintain the same system as the headquarters'.

Appropriate accounting software will be installed; personnel trained adequately and reporting system of programmes established at all levels.

EXPECTED RESULTS

- a. Nigerian Red Cross Society has a well-structured financial management system that is transparent, responsible and accountable.
- b. Staff performance is improved.
- c. Production of quality and timely reporting of programmes implemented (both narrative and financial)

Action Area Three: Establish and sustain strong Partnership.

Strategic Objective:

Establish and maintain a strong partnership with internal and external partners.

Strategy: Partnership Development.

The Nigerian Red Cross Society in the past used to enjoy a good working relationship with PNS and other donor agencies. Some of the PNSs supporting the Society included British Red Cross, Swedish Red Cross, Canadian Red Cross, American Red Cross, German Red Cross, among others.

Presently, the number of partners has decreased quite substantially with no PNSs actively engaged with the NRCS. IFRC and ICRC are the only two remaining movement partners working with the National Society.

The Society has an agreement with Save the Children UK Nigeria office, Swedish Civil Contingencies Agency, through the Swedish Red Cross, and UNICEF Nigeria office in the areas of Disaster management.

Very few State Branches enjoy Monthly/Annual subvention from their State Governments while few others are supported occasionally mainly in the area of volunteer mobilisation.

Nigerian Red Cross will make positive moves to have both internal and external partners especially partners within the Movement and collaborate with the government to support the Society's programmes. This will be achieved through partnership with all movement partners including PNSs. The NS will also closely work with public authorities and fully exercise its auxiliary role. It will also step up its effort to reach the CEOs of major corporate organisations in the country, the UN specialized agencies,

INGOs and other similar organizations. Strategy 2013 will be promoted to potential partners through different means.

EXPECTED RESULTS

- a. PNSs, the Federal Government of Nigeria, UN Agencies, and International organisations cooperate and partner with the National Society.
- b. NRCS will have established and expanded partnering with a dozen number of other NGOs.

6.0. CHAPTER SIX: MONITORING AND EVALUATION

Establishment of a Monitoring & Evaluation Unit at the NHQ with trained coordinators will be essential to ensure that all projects and programmes are systematically monitored and evaluated while achievements, lessons learnt are periodically documented and reported for review and decision-making.

Monitoring and evaluation is an important component in the implementation of this Strategic Plan. It provides opportunities to track down the changes in programme implementation as well as monitoring the various assumptions and risks in overall management.

The framework aims at meeting information needs of different stakeholders of the Society, Monitoring and Evaluation promotes evidence-based decision making.

For the National Society to properly monitor programmes and activities, the society will ensure timely availability of data, analyse the data, disseminate and promote utilisation of the findings by all. The NS will ensure proper storage, easy access and retrieval of information by different users.

Implementation of the Operational Plan/Strategic Plan will be monitored quarterly against key indicators (qualitative and quantitative), based on the agreed log frame matrix of each project and programme. The results of findings will be quarterly or biannually shared with all stakeholders.

All projects will allocate funds for mid-term and end of project evaluation, in order to assess the effectiveness, relevance and impact of the activities on the lives of the vulnerable people, which will be documented and reported.

Key activities.

1. Establish an M&E unit
2. Train staff on M&E framework

3. Develop a national M&E framework for the Society's core programme areas and disseminate at Branch levels.
4. Develop and regularly update M&E plans.
5. Prepare regular M&E reports and disseminate.
6. Hold regular M&E review meetings.