

GHANA RED CROSS SOCIETY



STRATEGIC PLAN 2011 - 2015



VISION

TO BE THE LEADING VOLUNTEER
BASED HUMANITARIAN
SERVICE PROVIDER IN
GHANA”

MISSION

GHANA RED CROSS SEEKS TO
PREVENT AND ALLEVIATE
HUMAN SUFFERING BY MOBILIZING
THE POWER OF HUMANITY



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1.0 INTRODUCTION AND CONTEXT

1.1 Ghana Country Profile

Ghana, located in the West African sub-region is low lying and has a land mass of 238,833 sq.km. The country has a north-south extent of about 670km and a maximum east-west extent of about 560km. It shares borders with Ivory Coast to the west, Burkina Faso to the north, and Togo to the east. To the South are the Gulf of Guinea and the Atlantic Ocean.

The topography ranges from coastal savanna in the South through rain forest to dry savanna in the North. The highest elevation in Ghana, Mount Afadjato in the Akwapim-Togo Ranges, rises 880 metres above sea level. The climate is tropical, but rainfall and temperatures vary. The average annual temperature is 26° Celsius. In the North a prolonged dry period is punctuated by a single rainy season lasting from March until September. The Southern part of the country has two rainy seasons from April to July, and from September-October/November.

Ghana has natural resources including cocoa, timber, gold and bauxite. Oil and gas have recently been discovered in the Western Region.

Population

The population is estimated to be 24 million people of which 48.7% are male and 51.3% are female. (2010 Population and Housing Census, Ghana Statistical Service (Provisional)). The country's population has been growing at an annual rate of 2.4%.

About 60% of Ghana's population lives in the rural areas and face the following challenges:

- » Limited access to potable water
- » High prevalence of rural poverty
- » High incidence of environmental pollution and degradation
- » Limited access to adequate health care and basic social amenities
- » Limited access to finance and credit lines
- » Reliance on peasant farming methods
- » Post harvest losses which affect the fortunes of the farmers

Ghana has ten administrative regions, 138 districts and 78,664 communities.

1.2 Ghana Red Cross Society

The Ghana Red Cross Society started as the League of Maternal and Child Welfare formed by Dr. Selwyn Clarke in 1929. The League consisted of mothers, teachers, nurses and housewives. The League's aim was the promotion of the welfare of pregnant and nursing mothers, the care of infants and children, and the cleanliness of the home. In 1932 the League became the Gold Coast Branch of the British Red Cross. After independence in 1957, the Ghana Red Cross Society Act.(No.10, 1958) was passed by parliament leading to the recognition as a National Red Cross Society by ICRC in February 1959.

Currently, GRCS has its headquarters in Accra and Secretariats in all the ten (10) Regions with a presence in 86 out of 138 districts covering 63% of the country. The Society has 56,000 volunteers comprising 60% youth and 40% adults. The Society has a corps of women volunteers known as Mothers Clubs who provide public health support and care in most of the communities throughout the country.



The Society's activities cover the following areas:

- » Health and Care
- » Disaster Management
- » Information Dissemination and Image Building
- » Organizational Development
- » Resource Mobilization
- » IHL, Principles and Values
- » Finance and Administration

1.3 Development Of The Strategic Plan

Two analysis techniques were used in the development of the Plan. These are:

- i. SWOT Analysis (Strengths, Weaknesses, Opportunities and Threat)
- ii. PEST Analysis (Political, Economic, Social and Technological)

The results of these analyses influenced the strategic directions of the Plan

Strategic Directions

In mapping the strategic directions of the GRCS cognizance was taken of IFRC's three strategic directions which are:

- i. To be Responsive and focused,
- ii. To have well-functioning National Societies
- iii. To work together effectively

Responsive and focused: GRCS programs are responsive to local vulnerability and focused on the areas where they can add greatest value and make the most impact. The collective focus will be on:

- i. Disaster Preparedness
- ii. Disaster Response
- iii. Health and Care in the community
- iv. Promoting the Movement's Fundamental Principles and Humanitarian Values.

A Well-functioning National Society: GRCS seeks to establish itself as a Well-functioning National Society which actively mobilizes support and carries out their humanitarian mission,

Working Together Effectively: The Red Cross and its partners work together effectively through:

- (i) Program cooperation
- (ii) Long term partnership and funding
- (iii) active advocacy



2.0 MISSION, VISION AND ORGANIZATIONAL VALUES

2.1 Vision

To be the leading volunteer-based humanitarian service provider in Ghana

2.2 Mission:

Ghana Red Cross seeks to prevent and alleviate human suffering by mobilizing the power of humanity

2.3 Core Values

In addition to the Movement's principles and values of Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Universality and Unity, GRCS holds the following values in high regard:

- » Rapid and efficient response to emergency
- » Teamwork, Dedicated service, Competence
- » Respect for human dignity
- » Strengthened partnerships.
- » Leadership.
- » Integrity.

3.0 KEY OPERATIONAL AREAS

3.1 Disaster Management

Context/background

Disaster management is important in ensuring that the impact of the disasters on the victims and the population at large is mitigated.

Ghana has had its share of disasters. There has been a series of floods, famine, fire outbreaks, ethnic conflicts, disease epidemics (cholera, cerebrospinal meningitis) etc. Pest and Insect infestation disasters like anthrax, army worm infestation and Cape St. Paul's wilt disease affecting coconuts and mass movement of people due to social, religious and ethnic conflicts. However, the country's state of preparedness and response to disaster has not kept pace with the increased occurrence of disasters.

Disasters that may occur in Ghana include;

- » Hydro meteorological disasters such as storms, floods, tidal waves
- » Epidemics such as cerebrospinal meningitis (CSM), cholera, yellow fever etc
- » Fires and lightning disasters such as bush, industrial and domestic fires
- » Man-made disasters like conflicts, war, pollution of water bodies, failure of structures including collapse of buildings, dams and mines, radioactive leakage and oil spillage
- » Food insecurity as a result of erratic and inadequate rainfall and other factors resulting in crop failure

Goal-To reduce the number of deaths, injuries and impact from disasters and strengthen recovery from disasters and crisis

Objective: to establish and implement mechanisms that will reduce vulnerabilities and risks and curb the adverse impacts of disasters in the communities

3.1.1 Preparedness

Objectives

- i. Minimize vulnerabilities and disaster risks and limit the impact of hazards
- ii. Increase local capacity, civil society and Red Cross capacity to address urgent situations of vulnerability
- iii. Empower communities to develop resilience and coping mechanisms in the face of disasters

Strategies

Strategy 1. Community awareness creation on prevailing hazards in high risk areas

Activities

1. Train volunteers to identify prevailing hazards
2. Map hazards identified in communities
3. Educate community members on disaster risk reduction
4. Adopt DRR interventions e.g. clean up exercises, tree planting, desilting of choked gutters etc
5. Disseminate basic coping strategies to the public
6. Educate communities on repairs and maintenance of buildings in high risk areas
7. Educate communities along the coastal and mining areas on the dangers of oil spillage and destruction of the environment



8. Advocate and educate communities on the use of life jackets on rivers, sea and lake transportation

Strategy 2.Capacity building of GRCS in preparedness and response

Activities

1. Train staff and volunteers in Vulnerability and Capacity Assessment (VCA), Sphere, Needs Assessment, Logistics Management, Restoring Family Links
2. Establish and train National Disaster Response Team
3. Equip the Disaster Response Teams
4. Improved coordination and integration with other core areas (Health, Communications, Organizational Development)
5. Stock pile relief items in strategic locations
6. Organize periodic simulation exercises
7. Establish VHF radios in National HQ and all Regional Offices and provide handsets for community volunteers in DM(eg Mobile phones)

Strategy 3: Capacity building of communities to be resilient to disasters through risk reduction, preparedness and mitigation

Activities

1. Map and monitor hazards
2. Mobilize communities to reduce risk and ability to prepare for disasters
3. Conduct public awareness and education as part of alerts for hazards
4. Organize Community-based first aid
5. Develop Community-based early warning systems
6. Develop Community-based disaster plans
7. Strengthen existing communities and local institutions

3.1.2 Response

Strategic Objective: To establish and implement mechanisms for rapid and effective response to disaster and crisis

Strategies

Strategy 1: Mobilization of volunteers at the HQ, Regional, District and Community Levels

Activities

1. Identify and recruit volunteers
2. Sensitize communities and train volunteers needs Assessment, registration, relief distribution and hygiene promotion.

Strategy 2: Capacity building for selected volunteers

Activities

1. Mobilize trucks, boats, vehicles, motor bikes and bicycles
2. Provide Personal Protective Equipment (PPE) for volunteers
3. Organize training and drill sessions for volunteers



Strategy 3: Development of alert systems–Early Warning, Early Action

Activities

1. Identify available communication systems at all levels for alert and warning signals
2. Extend communication links between communities, districts, regional and national levels and vice versa
3. Establish Emergency Operation Centres (EOC) at the district, regional and national levels

Strategy 4: Tracing and reunification of families separated by disasters and crises

Activities

1. Training of volunteers in Tracing and RFL
2. Tracing families
3. Family reunification and resettlement
4. Disseminate RFL information through electronic and print media

Strategy 5: Provision of shelter

Activities

1. Coordinate relief programs at IDPs Camps
2. Establish partnerships with other agencies
3. Assist refugees and IDPs to set up and manage shelter
4. Fumigate camp warehouse
5. Distribute food and non-food items
6. Supervise and maintain adequate sanitation
7. Provide adequate water at IDPs camps

Strategy 6: Road Safety

3.1.3 Recovery from Disasters and Crises

Strategic Objective: To rebuild resilient communities and reduce vulnerabilities to future disasters

Strategies

Strategy 1: Mapping of food insecurity areas

Activities

1. Regions to provide information on vulnerable communities with high food insecurity
2. Develop hazard maps

Strategy 2: Capacity Building

Activities

1. Train Regional Supervisors and community animators in food security interventions.

Strategy 3: Establishment of food security programs

Activity

1. Establish seed banks in strategically identified zones



2. Construction of irrigation dams, wells

Strategy 4: Initiation of environmental protection programs

Activity

1. Plant and grow trees

Strategy 5: Forge links with partners

Activity

1. Engage local, national and international bodies to support food security programs and climatic change interventions.

Expected Impact of GRCS's Intervention

1. Effective preparedness capacities for appropriate and timely response to disasters and crises
2. Reduced deaths, losses, damage and other detrimental consequences of disasters and crises
3. Improved resilience of communities after disasters and crises



3.3 HEALTH AND CARE IN THE COMMUNITY

Context

Ghana has experienced slow improvement in her health status since independence. Even though the disease patterns have slightly changed over time, the availability and use of health services have remained inadequate. Like many countries in early phases of health transition, the pattern of disease in Ghana demonstrates a prevalence of communicable and non-communicable diseases, mal-nutrition, and poor reproductive health. For instance, malaria case fatality rate for children under 5 years declined from 2.7 in 2006 to 2.1 in 2008. The percentage of children sleeping under insecticide treated bed nets however reduced from 55.3% in 2007 to 40.5% in 2008. Although some progress has been made in terms of mortality in infants and children less than 5 years as evidenced by the 2008 GDHS, high regional disparities exist.

The health sector is still confronted with high maternal mortality. According to the 2007 maternal health study, maternal mortality ratio stands at 451 per 100,000 live births

Goal: Reduce the number of deaths, illnesses and impact from diseases and public health emergencies

3.3.1 HIV/AIDS

Strategic Objective 1: To contribute to the prevention and reduction of HIV and AIDS incidence from the present National Prevalence rate of 1.7% to 1%

Strategy 1: Strengthen HIV and AIDS education

Activities

1. Promote proper and consistent condom use
2. Promote Communication for Development (C4D)
3. Adapt, Adopt and reproduce existing IEC materials

Strategy 2: Establish friendly and functional Drop-in Centers for Female Sex Workers (FSWs)

Activities

1. Behavior Change Communication Education
2. Counseling and Testing
3. Screen for STIs for treatment and referrals
4. Engage the services of nurses and counselors
5. Train Community outreach leaders, nurses and counselors

Strategy 3: Care and support for PLHA

Activities

1. Train home-based care facilitators to provide support to PLHA
2. Provide anti retroviral therapy (ART) to PLHA
3. Provide home-based kits for PLHA
4. Create and strengthen referral linkage
5. Provide psychosocial support
6. Sensitize communities against stigmatization of PLHA



Strategy 4: Capacity Building

Activities

1. Train staff and volunteers
2. Train PLHA and their families on sustainable livelihoods

Strategy 5: Advocacy

Activities

1. Identify and lobby key stakeholders to support the right to access, care, treatment and support for PHLA

3.3.2 Water and Sanitation

Strategic Objective: To reduce mortality and morbidity by reducing water borne and sanitation related diseases through the promotion of personal hygiene and environmental sanitation

Strategy 1: Intensification of social mobilization on water and environmental related diseases

Activities

1. Conduct community/household/school education
2. Promote integrated hand washing (3-in-1 process)
3. Adapt, Adopt and reproduce IEC materials

Strategy 2: Promotion of hygiene facilities

Activities

1. Support communities to build household toilets
2. Support the Construction of community bore holes
3. Support communities to acquire dust bins
4. Education on the proper disposal of waste

Strategy 3: Initiation of community sanitation programs

Activities

1. Organize clean up campaigns
2. Support the communities to Procure sanitation and hygiene materials(gloves, shovels, cutlass, wheel barrow etc)
3. Train staff and volunteers in good personal hygiene and sanitation practices

3.3.3 Malaria and Infectious Diseases

Strategic Objective: To promote community health through prevention and control of malaria as well as infectious diseases

Strategy 1: Health Promotion and education

Activities

1. Sensitize community on the prevention and control of malaria as well as infectious diseases
2. Procure and distribute Long Lasting Insecticides Treated Nets(LLITNs)
3. Promote the use and hang up of the LLITNs
4. Encourage community members to seek early treatment and medication compliance
5. Organize community durbars
6. Produce jingles and organize radio/TV discussion on malaria and infectious diseases using local languages



7. Promote immunization for vaccine preventable diseases
8. Refer and/or escort cases to health facilities

Strategy 2: Adopt, adapt and reproduce existing IEC materials

Activities

1. Reproduce existing IEC material
2. Distribute IEC materials to target beneficiaries

Strategy 3: Capacity Building

Activities

1. Train program staff and volunteers on prevention and disease surveillance
2. Train volunteers and caretakers on home-based management of malaria and infectious diseases

Strategy 4: Improvement of partnership with health related organizations

Activities

1. Collaborate with partners in program implementation
2. Share program reports
3. Organize and participate in partners' meetings

3.3.4 Nutrition and Regenerative Health

Strategic Objective: To improve nutritional knowledge and healthy lifestyle to enhance the lives of the general population especially the most vulnerable people (children, pregnant women)

Strategy1: Capacity Building

Activities

1. Train Mothers' clubs members to provide mother to mother support in basic nutritional and regenerative health
2. Train staff, youth and volunteers to provide peer to peer education in basic nutrition and regenerative health

Strategy 2: Promotion of physical exercise

Activities

1. Encourage regular exercising and formation of keep fit groups
2. Adopt and reproduce existing IEC materials for behavior change
3. Organize regular health walks

Strategy 3: Promotion of healthy lifestyle

Activities

1. Encourage good eating habits including drinking minimum recommended amount of water
2. Organize radio/TV discussions on healthy eating habits and regenerative health
3. Encourage early treatment and regular medical checkup



3.3.5 Maternal and Child Health

Strategic Objective: To contribute to the reduction maternal and child morbidity and mortality

Strategy 1: Promotion of skilled delivery

Activities

1. Conduct house to house education and sensitization on the benefits of using skilled delivery facilities
2. Encourage immunization for vaccine preventable diseases
3. Educate mothers on exclusive breastfeeding and complementary feeding
4. Initiate 'Household Mother' concept to enhance antenatal clinic attendance
5. Encourage husband support for antenatal and post natal care

Strategy 2: Promotion of LLITNs usage and hang up

Activities

1. Procure and distribute LLITNs to mothers with children under 5 and pregnant women
2. Train and assist mothers and pregnant women to hang up and sleep under LLITNs
3. Monitoring compliance of hang up usage of LLITNs

Strategy 3: Capacity Building of volunteers

Activities

1. Train mothers' clubs and mother to mother support groups on maternal and child health
2. Train volunteers to educate community members on benefits of exclusive breast feeding and complementary feeding

3.3.6 Social Mobilization

Strategic Objective: To sensitize stakeholders and beneficiaries on health emergencies through mass education on disease prevention

Strategy 1: Awareness creation on disease prevention and health hazards in communities

Activities

1. Organize community durbars/ public fora
2. Use mobile vans for public education
3. Organize radio/TV talk show/discussions on local FM stations
4. Disseminate information through traditional gong-gong beating
5. Conduct house to house education on preventable diseases
6. Use faith-based organizations and schools as education conduits
7. Household visits by Red Cross volunteers during NIDs to bring children to the centers.

3.3.7 Community-Based Health and First Aid (CBHFA)

Strategic Objective 7: To strengthen the capacity of volunteers and community members to respond to public health emergencies and disasters



Strategy 1: Integration of CBHFA in Action approach in all GRCS existing community programs.

Activities

1. Heads of Department and Regional Managers to adopt the CBHFA approach in their respective programs
2. Monitoring system put in place to ensure implementation of CBHFA approach.

3.3.8 Public Health In Emergencies

Strategic Objective 8: To institute a sustainable community-based surveillance system to enhance emergency response for early disease detection, prevention and control

Strategy 1: Capacity Building

Activities

1. Train community volunteers in Emergency Public Health Response
2. Create awareness on diseases of public health concern
3. Adopt, reproduce and distribute IEC materials

Strategy 2: Social Mobilization and community support

Activities

1. Mobilize community for public health emergencies
2. Educate communities on diseases of public health concern
3. Engage in House to House sensitization campaigns
4. Provide psychosocial support

Strategy 3: Formation of Strategic Partnerships

Activities

1. Strengthen relationships with existing partners as well as establish new ones.
2. Hold consultative meetings with stakeholders

Strategy 4: Advocacy

Activities

1. Hold advocacy meetings with partners and relevant government agencies, NGOs, CBOs etc
2. Develop brochures and other IEC materials

Strategy 5: Strengthening of Surveillance System

Activities:

1. Reproduce surveillance material
2. Train volunteers to record and report incidences of diseases

3.3.9 Reproductive Health and Child Care

Strategic Objective 9: To improve reproductive health and child care among young people in communities



Strategy 1: Awareness creation on sexuality among young people

Activities

1. Train volunteers as peer educators on sexual health and reproductive issues
2. Adopt and reproduce IEC materials on healthy sexuality and reproductive as well as child care issues
3. Form support groups to disseminate reproductive health and child care issues

Strategy 2: Promotion of condom use

Activities

1. Procure and distribute condoms
2. Demonstrate effective condom use

Strategy 3: Advocacy for accessibility of family planning service in all health facilities particularly for young people

Activities

1. Advocate and lobby for the inclusion of reproductive health and child care units in all health service delivery facilities
2. Advocate for friendly youth accessibility of reproductive health services in health facilities

3.3.10 Primary Eye Care (PEC)

Strategic Objective 10: To provide preventive and corrective primary eye care services to communities

Strategy 1: Provision of competent corps of Primary Eye Care volunteers in communities through capacity building

Activities

1. Train new and retrain existing health promotion and disease prevention volunteers(HPDP) in communities
2. Provide eye health education, screening services and referrals of clients to health facilities by community volunteers
3. Monitor, supervise and maintain (motivate)HPDP volunteers
4. Integrate CBHFA into the eye care program

Strategy 2: Availability of affordable and effective optical services to clients

Activities

1. Procure and assemble requisite optics (spectacles) for clients
2. Provide optics (spectacles) to clients

3.3.11 Blood Donation

Objective: To contribute to the collection of safe blood

Strategy 1: Capacity Building

Activities

1. Train blood donor organizers
2. Recruit a National Blood Recruitment Officer
3. Identify and recruit new blood donors and maintain old ones
4. Procure and equip blood donor focal persons with IEC materials
5. Collaborate with Ghana Health Service (Blood Bank) and other stakeholders
6. Establish community blood donor database.



3.4 ORGANIZATIONAL DEVELOPMENT

Introduction

Organizational Development is the lead department which coordinates efforts from all other departments to build a well-functioning and self-sustaining national Society.

Focus will be on Branch Development, Mothers clubs program, youth development, volunteer management policy, monitoring and evaluation mechanisms and other programs. These would be integrated with other on-going activities in the Society to ensure efficiency and effectiveness during implementation of the Plan.

Goal: To improve resources, methods for mobilization and to strengthen mechanisms for sustainable program delivery

Objectives

1. To strengthen the Human Resource capacity base and organizational structures at all levels
2. To enhance support systems at all levels
3. To develop systems that will enhance efficient and effective fundraising programs
4. To foster partnership within the Movement and collaboration with external actors
5. To recruit, manage and sustain members and volunteers
6. To establish a system that will ensure efficient monitoring and reporting
7. To institute total management in the implementation of programs and projects

Strategy 1: Structural Development

KEY AREA 1: Governance

Activities

1. Organize governance orientation
2. Develop job functions for each member of governance
3. Organize management and Sub-Committee meetings
4. Conduct periodic appraisals
5. Establish networks and linkages between governance and management
6. Create opportunities for collaboration and partnerships

KEY AREA 2: Management (Micro and Macro)

Activities

1. Organize management orientation
2. Develop Job Descriptions
3. Human Resource Development (Recruitment and training of staff and volunteers)
4. Conduct appraisals (Job and Projects)
5. Develop Management Information Systems
6. Provide Logistical support
7. Organize mid-term review of Strategic Plan
8. Engage in Institutional Development (Buildings, equipment, tools etc)
9. Coordinate program implementation within the national society to ensure efficient use of resources
10. Monitor and evaluate programs and projects
11. Assist in formation of structures at all levels



12. Coordinate development of work plans and budgets
13. Formulate policy on partnerships
14. Coordinate development and review of policies

Strategy 2: Resource Development

KEY AREA 1: Innovative Membership Drive

Activities

1. Develop effective coordinating systems between the Branches and the Headquarters
2. Develop database for members and volunteers
3. Motivate members and volunteers
4. Register corporate bodies as members
5. Register members from educational institutions
6. Register community members
7. Promote online registration
8. Engage members through regular update of information
9. Institute and organize long service awards for outstanding members and staff at all levels

KEY AREA 2: Project-Based Resource Mobilization

Activities

1. Organize first aid training for drivers
2. Organize commercial first aid training
3. Organize income generating events

KEY AREA 3: ICT Web Based Resource Mobilization

Activities

1. Organize Online appeal for support
2. Organize Online information sharing
3. Develop Online appreciation for donors

KEY AREA 4: Investment

Activities

1. Establish chemical shops
2. Establish commercial warehouses
3. Invest in financial instrument (securities, bonds, shares.)
4. Invest in estate development
5. Invest in agriculture

Strategy 3: Research Development and Communication

KEY AREA 1: Development of Information System

Activities

1. Research to identify gaps in service delivery
2. Research to identify organizational needs



3. Disseminate research findings to relevant units
4. Identify other viable opportunities for long and short term investment

KEY AREA 2: Monitoring, Evaluation and Reporting

Activities

1. Develop monitoring tools for efficient implementation of programs and projects
2. Acquire software for data analysis and information generation
3. Develop simple templates for narrative and financial reporting

Strategy 4: Partnership and Collaboration

KEY AREA 1: Forster Partnership within The Movement

Activities

1. Develop strategic policy on partnership for effective implementation of programs

KEY AREA 2: Collaboration with External Actors

Activities

1. Develop strategic policy for collaboration

3.4.1 Expected Impact

1. Expanded sustainable national and local capacity of the Ghana Red Cross Society
2. A stronger culture of voluntary service and greater youth leadership and participation in GRCS and community affairs
3. Scaled up and sustained GRCS services for the most vulnerable people
4. Functional governance structures established at all level
5. Volunteer management and leadership skills improved

5.5 Promotion of the Movement's Fundamental Principles and Humanitarian Values

5.5.1 Introduction

In a world with increasing isolation, tension and recourse to violence, the Red Cross champions the individual and community values which encourage respect for other human beings and a willingness to work together to find solutions to community problems. Action in this area will be closely coordinated with the ICRC

The purpose of this program area is two-fold; to ensure that people know of these principles and values and also to influence their behaviour

5.6 Goal: To promote respect for diversity and human dignity and to reduce intolerance, discrimination and social exclusion

3.5.2 Strategic Objectives:

1. To develop an understanding of the Fundamental Principles and IHL
2. Dissemination
3. Forging collaboration with corporate bodies and stakeholders
4. Capacity Building



5. Advocacy
6. Promote social marketing to build the image of the Society
7. To promote cross cultural interaction (exchange programs)

3.5.3 Strategies

Strategy 1: To develop an understanding of the Fundamental Principles and IHL

Activities

1. Introduce the Fundamental Principles and IHL to staff and volunteers through workshops and lectures
2. The Fundamental Principles and IHL should be part of all Red cross training programs

Strategy 2: Dissemination

Activities

1. Publish and distribute manuals
2. Educate the public about Red Cross emblems and Principles through the most effective media
3. Recruit and train Regional Dissemination Officers
4. Commission writers to publish features about the Society
5. Organize fora and seminars to promote IHL

Strategy 3: Forging collaboration with corporate bodies and stakeholders

Activities

1. Use media houses for dissemination of information (TV, Radio, Newsprints)
2. Seek sponsorships (corporate and individual)
3. Establish networking relationship with government, MDAs, C.S.Os and national and international NGOs

Strategy 4: Capacity Building

Activities

1. Maintain a well resourced Communication Department
2. Develop infrastructure for PR at all levels
3. Train partners, the public and volunteers, staff at all levels

Strategy 5: Advocacy

Activities;

1. Organize periodic briefing for both electronic and print media
2. Implement community based advocacy programs
3. Publish the Society's calendar and newsletters quarterly
4. Dialogue and promotion of peace

Strategy 6: Social Marketing

Activities

1. Production and distribution documentary, film and brochures
2. Commemorate special event days
3. Update GRCS website regularly
4. Produce and sell souvenirs



3.5.4 Expected Impact

1. Greater public support for the Fundamental Principles
2. Lower levels of violence and more peaceful reconciliation of social differences
3. Strengthened relationship between GRCS and the Media
4. Improved image and profile of the Society within and outside the country

4.6 Youth In Action

4.6.1 Introduction

A special focus on young people is a crucial investment, not only for today but also for the future. The safety and protection of young people in vulnerable circumstances must be addressed, taking into account their age and gender specific needs. In their multiple roles as contributors, and acknowledging their skills as innovators, inter-cultural ambassadors and peer-to-peer facilitators, young people are educated, enabled and empowered to be active in leading and participating in voluntary activities and in governance, management and services of GRCS.

Goal: To make GRCS youth more visible, self dependent in planning, implementing, evaluating and funding programs.

Specific Objectives

1. To develop Youth Data base
2. To effectively develop and coordinate youth activities
3. To link up with other departments/Units to implement all programs

3.6.2 Strategic Areas

1. Youth data generation and management
2. Membership drive and mobilization
3. Capacity building
4. Youth entrepreneurship
5. Youth Fund

Strategy 1:

Youth Membership drive and sustainability

Activities

1. Embark on membership drive at Regional and District Levels
2. Form educational links and chapters at Regional and District Levels
3. Mobilize and equip volunteers for programs
4. Establish and educate members on Code of Conduct for the youth

Strategy 3: Capacity Building and Programs

Activities

1. Train Regional Youth Organizers/Representatives (RYOs/RYPs) on Leadership and GRCS programs
2. Organize training programs on Leadership Skills, Planning and Implementation, and Report Writing for District Organizers, District Youth Organizers/Representatives (DYO/DYPs) Youth Leaders and Youth Patrons
3. First Aid Training



4. Organize Youth Camps
5. Train youth on Youth as Agents of Behavioral Change Initiative as instituted by Principle and Values Department of IFRC.
6. Organize and strengthen local and international Exchange Programs
7. Participate in major event days

Strategy 4: Youth and Entrepreneurship

Activities

1. Organize entrepreneurial seminars for the youth
2. Establish affordable ICT centre for youth development
3. Establish youth vocational centres at Regional and District levels
4. Engage young people in vocational and technical skills

Strategy 5: Youth Fund

Activities

1. Establish Youth Fund at the National and Regional levels
2. Organize income generating activities at Regional Levels
3. 2/3 of membership dues to be kept at national level



4.0 IMPLEMENTATION MECHANISM OF THE STRATEGIC PLAN

4.1 Resource Mobilization and Strategic Partnerships

- i. Resource mobilization shall include the soliciting of resources to ensure sustainability of GRCS programs through improved partnership with public and private sectors, both nationally and internationally and within the RCRC Movement.
- ii. The Resource Development Department shall be responsible for the coordination of resource mobilization activities. The ultimate aim of this activity is for GRCS to become financially self-reliant and increase its ability to elicit support from stakeholders to improve the lives of the most vulnerable people country wide.

The following key strategic directions should be employed as part of resource mobilization by the Resource Department

- i. Develop a National Resource Mobilization Strategy (including the marketing of the strategy), that will serve as guide by the second quarter of 2011
- ii. Explore and assess current opportunities nationally and internationally for potentially viable income generating activities
- iii. Strengthen and further develop existing IGA projects at HQ and Regions
- iv. Establish a disaster management fund through identified and approved fundraising activities.
- v. Establish a Youth Fund.

Management and Coordination

The implementation of the GRCS Strategic Plan 2011–2015, shall be realized through integrated programming, where governance, management, paid staff volunteers and members shall operate in an interdependent frame work.

In order to create a coherent and holistic approach, each structure shall have defined roles and responsibilities as indicated below:

4.2 The Role of Governance in the Strategic Plan

- › Governance should be able to strengthen its roles and responsibilities as enshrined in the GRCS Constitution by exercising its power and authority to ensure a smooth implementation of the SP
- › Create a framework of implementation of the SP through the development of relevant policies and Best Practice Guidelines
- › Facilitate and strengthen partnership both locally and internationally to support GRCS efforts; and
- › Guide management and monitor the implementation of the SP through status reports and audit.

4.3 The Role of Management

- › Responsible for the overall implementation of the Strategic Plan 2011–2015 and serve as a catalyst to ensure sustainability of these programs
- › Develop an effective organizational structure that ensures effective and efficient implementation of programs and ensure high staff motivation and optimal utilization of resources.
- › Ensure appropriate allocation of resources, capacity building of staff and volunteers, and improved operational systems such as monitoring and evaluation, financial systems etc.
- › Coordinate and strengthen partnership with key national and international stakeholders



- › Facilitate the development of strategies and draft policies for adoption by governance and ensure its effective implementation
- › Develop operational plans and budgets, ensure its effective implementation and produce periodic progress reports

4.4 The Role of Volunteers in the Strategic Plan

- › Support with the identification of community needs, participate in program development and ensure implementation of services to the most vulnerable
- › Be representative of GRCS and liaise with community leadership and authorities within their respective communities on Red Cross activities
- › Disseminate the aims and objectives of GRCS programs and promote partnership support within the communities and
- › Advocate on behalf of the vulnerable people for support to the GRCS efforts in implementing the Strategic Plan

4.5 Communities and Beneficiaries

- › Participate in the development of programs in communities through available structures;
- › Identify vulnerable people in the respective villages and share appropriate measures to address their needs;
- › Are the catalyst in advocacy of activities geared towards contributing to their improved quality of life and
- › Traditional leadership uses their influence to advocate on behalf of the most vulnerable and condemn any type of discrimination and stigma.

GHANA RED CROSS SOCIETY
NATIONAL HEADQUARTERS
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MARCH, 2011