

ZAMBIA RED CROSS SOCIETY

STRATEGIC

PLAN



2021 - 2025

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Zambia Red Cross Society

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FOREWORD



Zambia Red Cross Society (ZRCS) was established by an Act of Parliament of 1966 as an independent voluntary aid organization auxiliary to public authorities in humanitarian field, in accordance with the 1949 Geneva Convention. To date, ZRCS has continued to complement the Government's efforts in providing humanitarian services to the vulnerable and restoring dignity to victims of disasters.

In my four years of working with ZRCS, it has been gratifying to see how the work being carried out by our National Society has changed the lives of many vulnerable people from helplessness and despair, to smiles on their faces. Smiles which revealed hope that, ZRCS was concerned about their desperate situations as individuals as well as the lives of other people in despair. A smile that said, I am valued, respected and can still make it in life as there is hope for me and my community through ZRCS. A smile that expressed gratitude to Zambia Red Cross Society for their determination in saving lives.

The operations of the Zambia Red Cross are unique in many ways, just as they are with the Red Cross and Red Crescent worldwide. The combination of the different skill sets amongst the Volunteers is unique. In times of need, these skill sets manifest, creating amicable solutions to the problems at hand.

Regardless of the nature of the adversity, and no matter the risks involved in performing their life saving duties, our dedicated Volunteers are always available, with one goal in mind; to assist those who are not able to come out of their predicament without an external helping hand,

On the other hand, ZRCS over the past years, faced many head winds that threatened its operations and existence but tail winds in form of bilateral and multilateral support from Partnering National Societies such as the Netherlands Red Cross, Belgian Red Cross, the International Federation of the Red Cross and Red Crescent Societies (IFRC), the International Committee of the Red Cross and Red Crescent Societies (ICRC) as well as collaboration with public authorities, were strong enough to allow the National Society rise above those challenges and remained resilient. As a National Society, we seek to improve the lives of the vulnerable bringing resilience to the people and communities we serve. It is good to note that ZRCS has also exhibited the same resilience.

In the next five years, the National Society will continue with its mission of saving and improving the quality of life of vulnerable communities across the Country, reaching the last mile population. Our desire is to have an organic National Society that greatly impacts positively, the lives of those in need, wherever they are and whoever they are. We will also focus on maintaining a positive trajectory of the National Society and be better placed to effectively and efficiently respond to diverse disasters in a dignifying and gratifying manner. To achieve this, we will require a transformative and pragmatic mindset among members of staff and Volunteers.

To all our Partners, we are grateful for your unwavering support, making ZRCS continue with the vision of the founding father of the Red Cross and Red Crescent Movement, Henry Dunant.

Cosmas Sakala
Acting Secretary General



Message from the National President



Since its establishment in 1966 as a voluntary aid organization, Zambia Red Cross Society has been a force to reckon with in humanitarian services to vulnerable people and communities in the country. To date, many lives have been changed for better and others saved through emergency response and developmental work of ZRCS

Despite various challenges, the National Society remain resilient and committed to providing solutions aimed at improving and saving vulnerable lives in communities in line with our mandate

We are determined to continue finding efficient ways of responding to the impact of climate change as a growing reality, new and unexpected health threats, as well as the needs associated with migration

and displacement. For the society to remain relevant and commensurate to the current changes and threats to humanity, we will need to drive the changes that will help create a better future for the national society and communities we serve. The changes necessary for the required transformation include; strengthening volunteer management system, building trust and accountability to cooperating partners and the people we serve, embracing technology, funding the future as well as institutional strengthening through pragmatic governance and management systems that will make ZRCS an organic organization that would thrive in uncertain and unstable environment

The 2021-2025 strategic plan creates a platform for desired transformations for widened scope, effectiveness and efficiency of ZRCS's operations. During this strategic plan, we will also focus on strengthening our structures, build new while nurturing existing local and international partnerships and resource mobilization to better place the national society to respond to threats to humanity such as floods, draught, epidemics as well as matters related to identity, migration and displacement.

We are indebted to IFRC for the financial and technical support rendered towards the development of this strategic plan. We are equally thankful to PNs such as NLRC and BRC, ICRC, IFRC and other NSs for the great support rendered to us during the implementation of the 2017-2020 strategic plan. We are confident that the same or even greater support will be rendered to us during implementation of this strategic plan

Further, we sincerely thank the national governing board, management and general membership for their hard work in serving humanity and indeed their contribution to the development of this strategic plan.

For us to realize our aspirations enshrined in this strategic plan, we will require to listen, reason and act differently with an open mind and adapting along the way

Frackson Ngosa
Interim National President



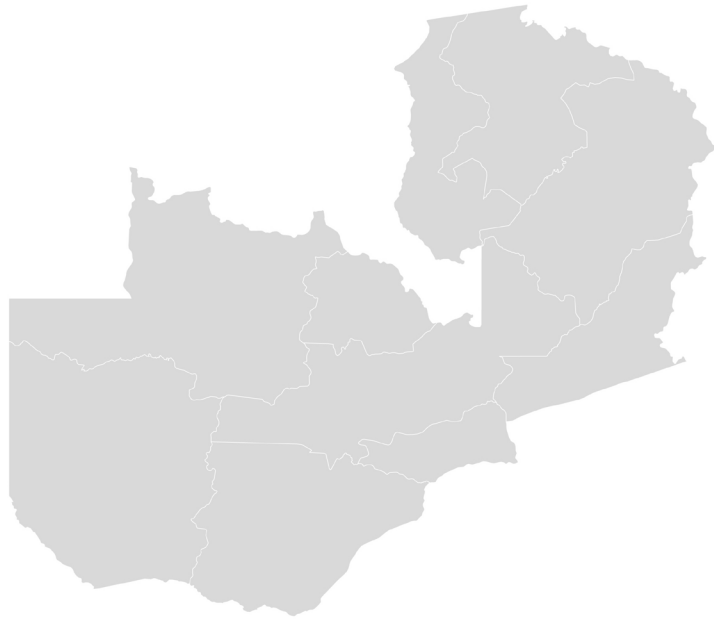
ACRONYMS

AGYW	Adolescent Girls and Young Women
AIDS	Acquired Immunodeficiency Syndrome
CNST	Center for Nuclear Science and Technology
DRC	Democratic Republic of the Congo
DMMU	Disaster Management and Mitigation Unit
EU	European Union
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
IFRC	International Federation of Red Cross and Red Crescent Societies
ICRC	International Committee of the Red Cross
IMF	International Monetary Fund
IOM	International Organisation for Migration
MOU	Memorandum of Understanding
NGO	Non-Governmental Organisation
NS	National Society
OVC	Orphans and Vulnerable Children
PNS	Partner National Societies
SDGs	Sustainable Development Goals
TB	Tuberculosis
UN	United Nations
UNA	United Nation Agency
UNDP	United Nations Development Programme
UNICEF	United Nation Children's Fund
VEN	Vital Essential and Necessary
WARMA	Water Resource Management Authority
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
WHO	World Health Organisation
ZDHS	Zambia Demographic Health Survey
ZRCS	Zambia Red Cross Society
ZVAC	Zambia Vulnerability Assessment Committee



SECTION ONE

AN INTRODUCTION



RED CROSS MOVEMENT

The International Red Cross and Red Crescent Movement is the world's largest humanitarian network. The Movement is neutral and impartial, and provides protection and assistance to people affected by disasters and conflicts. It is made up of nearly 100 million members, volunteers and supporters in 192 National Societies

Three components with specific independent mandates and areas of focus constitute the Movement;



ICRC

International Committee of the Red Cross (ICRC) is an independent, neutral organisation ensuring the humanitarian protection and assistance for victims of armed conflict and other situations of violence. As the custodian of the Geneva Conventions, it promotes respect for international humanitarian law, laws governing conduct during armed conflict. The ICRC was formed in 1863.



International Federation of Red Cross and Red Crescent Societies (IFRC) is a global humanitarian organization, which coordinates and directs international assistance following natural and man-made disasters in non-conflict situations. Formed in 1919, the IFRC partners with National Societies in humanitarian programming that includes disaster preparedness, health promotion, human rights promotion and assistance to vulnerable groups such as migrants.



National Red Cross and Red Crescent Societies (NS) form the foot print of the Movement in 192 countries globally. National Societies act as auxiliaries to the public authorities of their own countries in the humanitarian field and provide a range of services including disaster preparedness, disaster response, health promotion and social programmes. These provide services during peace time as well as during war time when they may support army medical services to assist affected communities. National Societies are neither governmental institutions nor wholly separate non-governmental organizations (NGOs). Their relationship to the authorities is defined by their role as "auxiliaries" and by the Fundamental Principles of the International Red Cross and Red Crescent Movement.

The movement also works through **Partner National Societies (PNS)**, who are major partners of the Host National Societies and IFRC Secretariat at regional, Zone and global level. A number of PNSs provide funding and technical assistance for food, nutrition and livelihood activities and these include Austrian Red Cross, Belgian Red Cross, British Red Cross, Canadian Red Cross, Danish Red Cross, Finnish Red Cross, French Red Cross, German Red Cross, Iranian Red Crescent, Irish Red Cross, Italian Red Cross, Kuwait Red Cross, Netherlands Red Cross, Norwegian Red Cross, Spanish Red Cross and Swedish Red Cross.

The Movement partners support communities globally through various humanitarian and development projects globally. The main objective being to ensure communities are safe and stronger. Through partnerships or independently, the different members of the Movement support communities in becoming stronger and safer through a variety of development projects and humanitarian activities. World over, the actions of Movement partners are governed by 7 Fundamental Principles of the Movement.



THE FUNDAMENTAL PRINCIPLES OF THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

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

Impartiality - It does not discriminate as to nationality, race, religious beliefs, class, or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

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

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

Voluntary service - It is a voluntary relief movement not prompted in any manner by desire for gain.

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

Universality - The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.





GOVERNANCE STRUCTURE OF THE MOVEMENT

The bodies that govern the Movement are the International Conference of the Red Cross and Red Crescent, the Council of Delegates, and the Standing Commission.

International Conference

The International Conference is the Movement's supreme deliberative body that studies and decides on measures to deal with issues of shared humanitarian concern, promote unity within the Movement, and any related matters. It is one of the most important humanitarian forums in the world, bringing together as it does the States party to the Geneva Conventions and the various components of the Movement. It meets once every four years.

Council of Delegates

The Council of Delegates is the body in which representatives of all the Movement's components meet to discuss matters which concern the Movement as a whole. The members of the Council of Delegates are those delegated by the National Societies, the ICRC, and the International Federation to represent them. When meeting before the International Conference, the Council of Delegates adopts the Conference's provisional agenda, prepares procedures, and proposes candidates for several Conference posts.

Standing Commission

The Standing Commission is the trustee of the International Conference between Conferences. It comprises nine members: five from different National Societies – each elected in a personal capacity by the International Conference and holding office until the close of the following International Conference – two representatives of the ICRC and two representatives of the International Federation. The main task of the Standing Commission is to prepare the International Conference and the Council of Delegates. It awards the Henry Dunant Medal to persons who have shown outstanding courage or exceptional devotion in serving the Movement.





Humanitarian Diplomacy

Humanitarian diplomacy is persuading decision-makers and opinion leaders to act, at all times, in the interests of vulnerable people, and with full respect for fundamental humanitarian principles. The driving force behind humanitarian diplomacy is the opportunity available to members of the Movement to access the majority of stakeholders that hold influence over the humanitarian field. Members of the Movement, riding on the respect and acceptance accorded by stakeholders, have an opportunity to influence debate and outcomes around assistance to and protection of vulnerable members of their communities during peace and wartime. Humanitarian diplomacy is a key tool for the Movement. To sustain the reputation of Movement partners as credible, neutral, and independent humanitarian players, constant engagement with all relevant stakeholders remains crucial. Access to global bodies such as the United Nations; national authorities; state and non-state armed groups; civil society and community leaders can effectively guarantee access, acceptance, and respect for the Movement partners in respective areas of work. Beyond specific partnerships and individual efforts towards humanitarian diplomacy, every four years, the different members of the Movement hold talk with representatives of the States party to the Geneva Conventions at the International Conference of the Red Cross and Red Crescent. The International Conference avails opportunities for governments, policymakers, and members of the Movement to collectively chart a dispensation that upholds humanitarian values to protect vulnerable persons

ZAMBIA RED CROSS SOCIETY

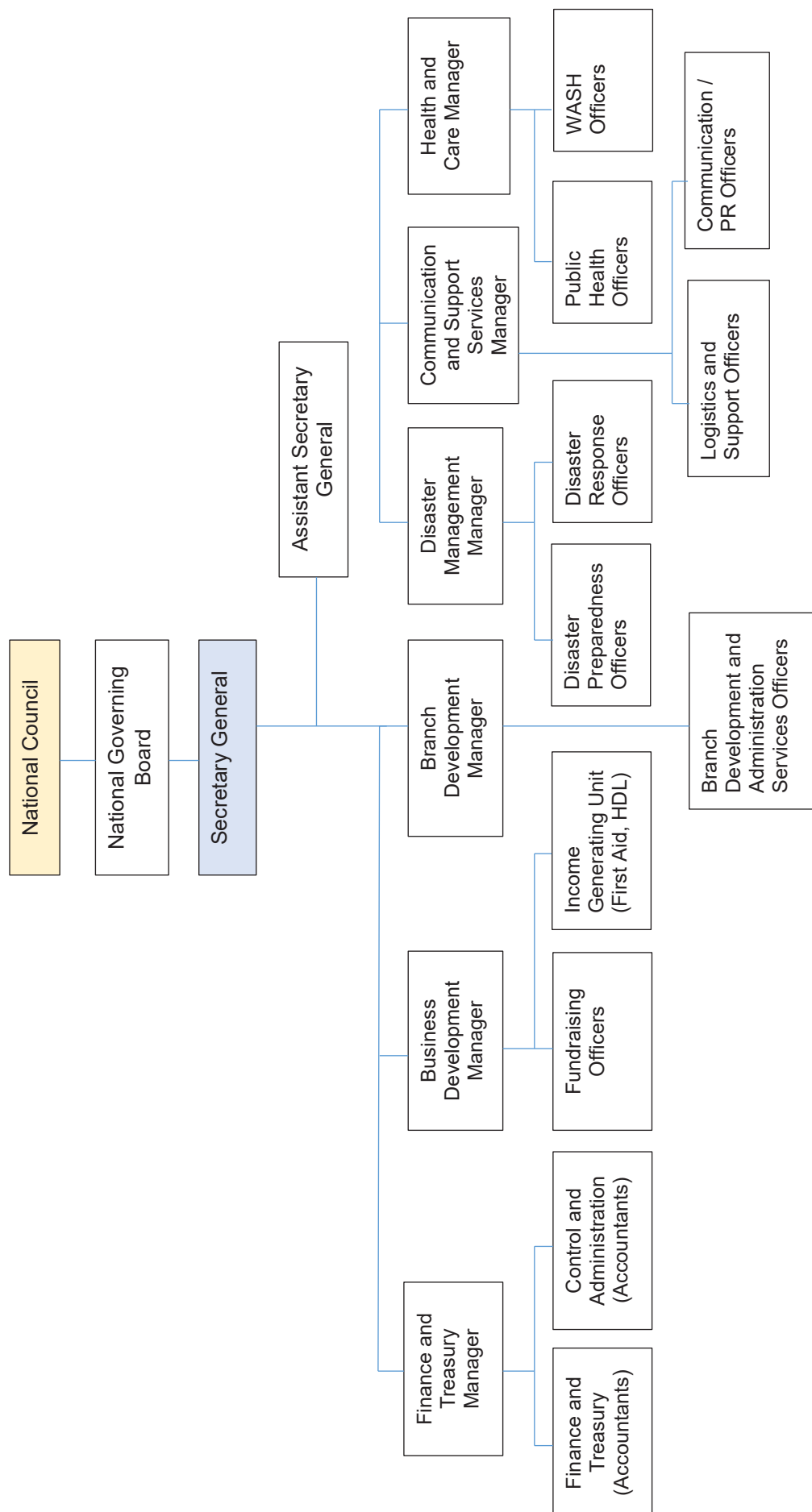
Zambia Red Cross Society (ZRCS), a humanitarian and developmental aid organization and an auxiliary to Government in the humanitarian field, has had a presence in the country going back to pre-independence days. Red Cross activities were initially introduced in the then Northern Rhodesia by the British Red Cross. After independence, the Zambia Red Cross Society was established following the passing of an Act of Parliament -Cap 307 of the Laws of Zambia which recognized the Zambia Red Cross Society as an independent voluntary aid organization and an auxiliary to the public authorities in the humanitarian field, in accordance with the 1949 Geneva Conventions and their additional protocols. This remains today as a sole National Society mandated to carry out Red Cross activities in Zambia and it was duly recognized by the International Committee of the Red Cross (ICRC) in 1966 and subsequently joined the International Federation of the Red Cross and Red Crescent Societies (IFRC) in 1967

Vision: Resilient and empowered communities throughout Zambia.

Mission: "To save and improve the quality of life of vulnerable communities in Zambia".



The Current Structure of the Zambia Red Cross Society





SECTION TWO

OVERVIEW OF ZAMBIA



2. OVERVIEW OF ZAMBIA AND ITS PEOPLE

POLITICAL CONTEXT

Zambia has been a relatively stable democracy having consistently peacefully transferred power between three political parties (UNIP, MMD, and PF). The EIU has also consistently put Zambia among the top ten most democratic African countries, ranking it 9th in Africa and 86 in the world as of 2018 (167 states).

Despite the largely held view of democracy in Zambia, the 2016 national elections produced a contested result that has led to a prolonged politically tense situation. There have been reports of violence against opposition activists and leaders including the charge of treason against the main opposition leader, Hakainde Hichilema of the United Party for National Development (UNDP). Several by-elections held since the 2016 elections have reportedly been marked by violent clashes between law enforcement agents and political party activists. The upcoming general elections in 2021 may be expected to be tense.

ECONOMIC CONTEXT

Zambia's economy is heavily dependent on mining, in particular the mining of copper. Reserves of copper ore at some mines are becoming depleted, costs of production have increased, and income has fluctuated depending on the price of copper on the world market, accentuating the need for Zambia to broaden its economic base. Between 2000 and 2014 the Gross Domestic Product (GDP) growth rate was averagely 6.8%.¹ The GDP growth rate slowed to 3.1% per annum between 2015 and 2019, mainly attributed to falling copper prices and declines in agricultural output and hydro-electric power generation due

to insufficient rains². In 2019, economic growth declined significantly, from 4% (2018) to 1.4%.

It is acknowledged by many stakeholders, including the Zambian government, that the COVID-19 (coronavirus) pandemic has exacerbated Zambia's macroeconomic vulnerabilities. The country is Africa's second-largest copper producer; depressed commodity markets have pushed copper prices down by about 14% through May 2020. The supply chain breakdown in major trading partners such as China and South Africa is negatively affecting domestic production and consumption. The Kwacha has depreciated by 30% since the beginning of the year, increasing external debt servicing costs and domestic inflationary pressures.³ Falling revenues and increased COVID-19-related spending will worsen the 2020 fiscal position, and falling exports and capital inflows will put additional pressure on foreign exchange reserves.

Zambia experiences widespread poverty, particularly among rural communities. The 2015 Living Conditions Monitoring Survey - LCMS, conducted by the Zambia Statistics Agency, confirms the seriousness of the poverty situation. The findings of the survey indicate that 54.4 percent of the Zambian population was living below the national poverty line at the time of the survey, with 76.6 percent in the rural population and 23.4 percent in urban areas. Further, the survey reports that 40.8 percent of the population were extremely poor (60.8 percent in rural areas and 12.8 percent in urban areas). Most of the population in Zambia, namely; 58.2 percent live in rural areas and are dependent on agriculture for their livelihood.

¹ UN. Country Profile – Zambia. Economic Commission for Africa. Addis Ababa. 2016.

² <https://www.worldbank.org/en/country/zambia/overview>

³ Ibid.



2. OVERVIEW OF ZAMBIA AND ITS PEOPLE *(continued)*

SOCIAL CONTEXT

The Population and Demographic Projections 2011 – 2035 Report, produced by the Zambia Statistics Agency, estimates Zambia's population in 2020 at 17.88 million and of which 10.1 million reside in rural areas while 7.8 million reside in urban areas. Zambia is experiencing a large demographic shift and is one of the world's youngest countries by median age. The population of Zambia is growing rapidly at 2.8% per year, partly because of high fertility, resulting in the population doubling close to every 25 years.⁴ The World Bank indicates that this trend is expected to continue as the large youth population enters reproductive age (15-49) and the economically active age group (15-64).

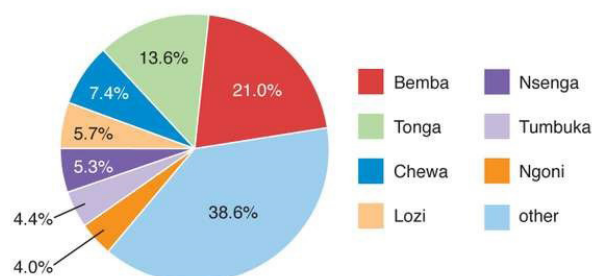
The median age in Zambia is only 16.8 years of age, with a total life expectancy of 64 years. This ranks Zambia's population as the 6th youngest for median age in the world. The estimated demographic make-up is as shown below;⁵

0-14 years	45.74%
15-24 years	20.03%
25-54 years	28.96%
55-64 years	3.01%
65 years and over	2.27%

According to the world population review, there are about 89,000 asylum seekers and refugees in Zambia, most of which came from the Democratic Republic of Congo (47,000), Angola (27,000), Zimbabwe (5,000), and Rwanda (5,000).⁶

The original inhabitants of Zambia were the Khoisan people. The region was eventually colonized during a Bantu expansion in the 13th century. There are now 72 ethnic groups in Zambia, most of which speak Bantu. Nearly 90% of Zambians belong to one of 9 ethnolinguistic groups: Nyanja-Chewa, Bemba, Tonga, Tumbuka, Lunda, Luvala Kaonde, Lozi, and Nkoya. The last research carried out on ethnic groups' population in Zambia produced the following results:

Ethnic composition (2010)



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⁴ <https://www.worldbank.org/en/country/zambia/overview> (accessed on 18 September 2020)

⁵ <https://www.cia.gov/library/publications/the-world-factbook/geos/za.html>

⁶ <https://worldpopulationreview.com/countries/zambia-population>



2. OVERVIEW OF ZAMBIA AND ITS PEOPLE *(continued)*

Health and Diseases Situation

Zambia still experiences a high disease burden despite making tremendous progress in some selected indicators. According to the recent Zambia Demographic Health Survey (ZDHS) 2013-14 report, the maternal mortality ratio (MMR) and infant mortality rate (IMR) have declined from 591 per 100,000 live births to 398 per 100,000 live births and from 70 per 1,000 live births to 45 per 1,000 live births.⁷ Furthermore, under-five mortality also declined from 119 per 1,000 live births to 75 per 1,000 live births⁸

Malaria remains the leading cause of morbidity and mortality in the country and together with HIV/AIDS and Tuberculosis remain the top three Communicable diseases in Zambia. Children under the age of five years, pregnant women, the chronically ill, and immuno-compromised persons, such as those living with HIV and AIDS, are considered to be among the highest risk groups for malaria infection in Zambia (World Malaria Report 2016, WHO).

With an HIV prevalence estimated at 13.3%, Zambia is one of the most affected countries in the world (CSO, ZDHS 2013-14). Zambia has an estimated adult (15–49 years) HIV prevalence of 12.3% (ZAMPHIA 2016) and 1.3% among children (0–14 years). HIV prevalence is higher in the urban areas at 18.2% compared with rural areas at 9.1% (ZDHS 2013–14). HIV incidence is estimated at 0.7% among adults (ZAMPHIA 2016). HIV prevalence is lowest among those aged 15–19 and peaks among those aged 40–44 for both males and females (ZDHS 2013–14). Adolescents comprise 23% of the total Zambian population, with 4.8% of females and 4.1% of males currently living with HIV. Based on recent estimates and

projections from Spectrum, Zambia had 1.2 million people living with HIV in 2015, and this number is expected to increase to 1.3 million people in 2020

Zambia, like the rest of the world, has been affected by the coronavirus -2. The emergence of severe acute respiratory syndrome coronavirus-2 (SARS-CoV-2) at the end of 2019, has had vast global public health and economic impacts. This novel COVID-19 is now a pandemic spread across the planet, sickening and killing people and sending billions into lockdowns of various kinds as health services struggle to cope and killing hundreds of thousands by June 2020. On 18 March 2020, the Zambian authorities announced the country's first two cases of Covid-19, and within five weeks, Zambia recorded 70 confirmed cases, 3 recorded deaths, and 30 recovered cases. The situation as of 13 September 2020, is that Zambia reported 13,446 confirmed cases and 312 deaths (2.5 percent case fatality rate) including 12,007 recoveries (94 percent recovery rate). Over 75 percent of deaths are concentrated in high-density areas in Lusaka. Out of 116 districts, 68 have reported COVID-19 cases with Lusaka (63.8 percent) and Ndola (17.5 percent) continuing to have the highest transmission rate.

Moreover, Zambia has got a long history of cholera outbreaks. About 80 per cent of all the cases were from the peri-urban areas in Lusaka. Malnutrition is an alert, often called chronic emergency. The country experiences recurrent occurrences of droughts and the major drought years in the last decade; 2014/15 and 2015/16. The 2018/19 seasons were also beset with poor rainfall patterns of alternating dry spells and flooding and a large amount of food aid was required to avert hunger. The heaviest drought in years was 1991/2. Certain areas of the country, notably Western, Southern, Central, Eastern, and Lusaka provinces have been particularly susceptible to periodic droughts.

⁷ 2013-14 Zambia Demographic and Health Survey (ZDHS).

⁸ Ibid.



2. OVERVIEW OF ZAMBIA AND ITS PEOPLE *(continued)*

TECHNOLOGICAL CONTEXT

Information and communication technologies (ICTs) are increasingly important in achieving development goals and promoting citizen participation. Zambia is one of many countries in the Southern African region that have sought to include ICTs in their national development plans. Zambia's program of ensuring that it starts using nuclear energy in advancing the country's economic development is on track. The Republic of Zambia signed a general contract for the construction of a Center for Nuclear Science and Technology (CNST). The signing took place during the 10th international Atomexpo-2018 forum in Sochi. The CNST will bring various economic advantages, including but not limited to the following; new technological industry platforms, national industry development, improving regional investment climates, agricultural export growth, new jobs as well as increased life expectancy and improved quality of life for the economically active population.

ENVIRONMENTAL CONTEXT

Zambia, landlocked country bordering Angola to the west; Namibia on the southwest; Zimbabwe and Botswana to the south; Mozambique southeast, Malawi east; Tanzania to the northeast and Democratic Republic of Congo to the north. It is situated on a high plateau in south-central Africa and takes its name from the Zambezi River, which drains all but a small northern part of the country.

The terrain of Zambia is a mostly high plateau, with some hills and mountains. The lowest point is the Zambezi river, at 329 m (1,079 ft) above sea level, with the highest being Mafinga Central in the Mafinga Hills, at 2,339 m (7,674 ft) above sea level.⁹



There are two main seasons, the rainy season (November to April) corresponding to summer, and the dry season (May/June to October/November), corresponding to winter. The dry season is subdivided into the cool dry season (May/June to August), and the hot dry season (September to October/November). The modifying influence of altitude gives the country pleasant subtropical weather rather than tropical conditions during the cool season of May to August. However, average monthly temperatures remain above 20°C over most of the country for eight or more months of the year.¹⁰

9 https://en.wikipedia.org/wiki/Geography_of_Zambia

10 <https://en.wikipedia.org/wiki/Zambia#Climate>





2. OVERVIEW OF ZAMBIA AND ITS PEOPLE *(continued)*

LEGAL CONTEXT

Zambia has a dual legal system made up of general law (the Constitution, statutes, case precedents, subsidiary legislation, and English common law, principles of equity, and selected statutes) and customary law. Henceforth, the constitution of Zambia Article 23 (3) and Article 266 prohibits discrimination and the grounds on which a person may not be discriminated against. Moreover, Zambia is committed to protect its citizens from diseases through Public Health Act (Cap.295). This Act makes provision with respect to matters affecting public health in Zambia including prevention and suppression of infectious diseases including diseases communicable from animal to man, sanitation, protection of food, supply of water, protection from mosquitoes, and pollution in general..

The Employment Code Act, 2019, regulates the employment of persons; prohibit discrimination at an undertaking; constitute the Skills and Labour Advisory Committees and provide for their functions; provide for the engagement of persons on contracts of employment and provide for the form and enforcement of the contracts of employment; provide for employment entitlements and other benefits; provide for the protection of wages of employees; provide for the registration of employment agencies; regulate the employment of children and young persons; provide for the welfare of employees at an undertaking; provide for employment policies, procedures, and codes in an undertaking; repeal and replace the Employment Act, 1965..

ZRCS PROGRAMMES IN RESPONSE TO THE NEEDS OF PEOPLE IN ZAMBIA

Zambia Red Cross Society (ZRCS) has been implementing the 2017 – 2020 Strategic Plan, which was prepared as a successor plan to the Recovery Strategy aimed at building a “fit-for-purpose” National Society, one that is capable and technically prepared to attend to disasters and respond to health and livelihood challenges faced by vulnerable communities throughout Zambia. The long-term goal of this plan: is to build healthy, secure, and resilient communities, which is being fulfilled by undertaking activities under three core programme areas of Health and Social Services, Disaster Management and Emergency Response, and Sustainable Livelihoods. These are supported by two Enabling Goals namely: Governance and Institutional Development, and Branch development. An overview of the strategic and enabling objectives are as follows:

ZRCS Core Programmes

Health and Social Services: Enhanced provision and access to quality health and social services to vulnerable communities.

Disaster Management and Emergency Response: Strengthened and enhanced disaster and environmental management systems at in place at Zambia Red Cross Society – at the national, branch and community levels.

Sustainable Livelihoods: Improved sustainable livelihood of households in disaster prone areas.





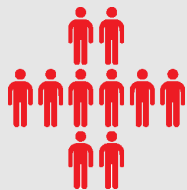
2. OVERVIEW OF ZAMBIA AND ITS PEOPLE *(continued)*

ZRCS Supporting Programmes/ Enabling Goal

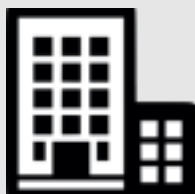
Governance and Institutional Development: A well-resourced and effective national society, which consistently delivers services to vulnerable communities.

Branch Development: Well governed ZRCS branches which are responsive to local needs and fully capable of discharging their mandates.

ZAMBIA RED CROSS SOCIETY'S IMPACT



6,508 Active volunteers (2018)



45 Local units that work directly with the community including local chapters, branches, regional and intermediate offices, and the headquarters



3,000 People who have completed at least one first aid course (at any level, either online or face to face) during the annual reporting period.
Source: FDRS 2018



In delivering its mandate, ZRCS works in close collaboration with relevant government ministries, departments, and other actors to strengthen coordination, ensure alignment, and enhance complementarity. Key among government ministries and departments that the National Society collaborates with within its works include the Ministry of Health, Disaster and Mitigation Unit (DMMU) under the Office of the Vice President, Water Resource Management Authority (WARMA), and Zambia Metrological Department. Other external partners include local and international NGOs such as World Vision, Plan International, Oxfam, UN Agencies such as UNICEF, WHO, and WFP.



A SWOT analysis of Zambia Red Cross Society





METHODOLOGY TOWARDS DEVELOPMENT OF THE STRATEGIC PLAN

This five year Strategic Plan describes how the National Society can become stronger, and how it can become an organisation that consistently delivers, through volunteers and staff, relevant countrywide services to vulnerable people sustained for as long as needed, and that contributes to the strength of IFRC and the Movement to provide relevant services to the communities, not excluding strategic partnerships outside the Red Cross Movement.

The ZRCS Plan was developed through a consultative process with various multi-sectoral stakeholders in Zambia, with the first draft version developed by a local consultant. Through support from IFRC, a regional consultant was engaged to provide technical assistance towards finalisation of the strategic planning process through alignment of the SP to IFRC 2030 Strategy, Sustainable Development Goals (SDGs), and Zambia Strategic Documents. Critical to the development of the strategy was the constant tripartite virtual consultative processes between the key stakeholders, facilitated by IFRC and including technical input from Participating Networks. Due to the COVID-19 induced regulations, in-person meetings could not be set up and virtual consultation was the most highly interactive and engaging alternative adopted, that included consultation processes at all levels including Red Cross volunteers in communities.

Whilst the ZRCS Strategic plan was developed through a Southern African Cluster harmonisation approach, more attention was paid to contextualising the strategy to national issues that bring relevance to Zambia. As such, volunteer stories and pictures, as well as local proverbs, were shared to create a document that speaks not only to the donors but to the local communities as well. IFRC ensured the interest and will of BRCS takes precedence, whilst the regional consultant facilitated the process and providing technical guidance on key thematic areas and innovative approaches to interventions.

For purposes of quality control, validation, and endorsement draft versions were shared with the ZRCS, and presentations were made during the virtual meetings detailing the approach and recommendations. ZRCS then shared their comments and input on the draft version until a final version was agreed upon and endorsed. ZRCS finance team led the costing exercise of all proposed interventions highlighted in Section 4. The regional consultant finalised the processes by designing the document into a user-friendly version that was presented in a simplified manner and aimed to be easily understood at all levels, including technical partners, potential donors, and community members. The consultant went on to develop an abridged version of the strategy into a summarised infographic that will be printed out and further disseminated across the country to the volunteers and key strategic partners and events.



SECTION THREE

ZAMBIA RED CROSS SOCIETY 2021 – 2025 STRATEGIC GOALS AND TRANSFORMATIONAL INTERVENTIONS





The Five-year Strategy Direction Towards Strengthening Zambia Red Cross Society



STRATEGIC GOAL 1

PEOPLE ANTICIPATE, RESPOND TO AND QUICKLY RECOVER FROM CRISIS

KEY FOCUS AREA 1.1 - DISASTER MANAGEMENT

Why this is important to Zambia Red Cross Society

The 2020 – 2023 Strategic Plan allows the Zambia Red Cross Society, to not only build on the successes scored in the last Plan but helps reposition the National Society to become a strong and effective humanitarian organisation with a broad reach to all vulnerable communities in Zambia. We intend to move the National Society to a point of stability, following several years of frequent changes and challenges.

Disasters and losses

The occurrence of floods in Zambia has sometimes brought about challenges such as displacement of people (Disaster Management and Mitigation Unit, 2008). In 2008/2009 floods, over 4,000 people were displaced along the Zambezi belt. While in 2009 and 2010, over 3,000 people were displaced in Lusaka's peri-urban settlements (Zambia Red Cross Society, February 2013). Due to lack of drainage systems, poor hygiene, and sanitation, cholera has continued to prevail in the peri-urban settlements.

Cholera statistics averaged 7,000 cholera cases with a case fatality rate of 2.2 percent each year between 1998 and 2005 but there is an improvement due to health interventions such as health promotion programmes (National Health Policy:2012). About 80 percent of all the cases were from the peri-urban areas in Lusaka. Malnutrition is an alert, often called a chronic emergency. The country experiences recurrent occurrences of droughts and major drought years in the last decade; 2014/15 and 2015/16. The 2018/19 seasons were also beset with poor rainfall patterns of alternating dry spells and flooding and a large

amount of food aid was required to avert hunger. The heaviest drought in years was 1991/2. Certain areas of the country, notably Western, Southern, Central, Eastern, and Lusaka provinces have been particularly susceptible to periodic droughts

Disaster Preparedness interventions

1. Develop and implement Hydro and Meteorological Early warning systems in disaster prone areas.
2. Build internal knowledge and awareness through trainings and other activities for ZRCS on climate change, climate action & climate-smart programming
3. Strengthen the disaster management training curriculum to include novel disease outbreaks such as the COVID19 global pandemic.
4. Increase the number of disaster management technical teams and grassroots disaster management structures.
5. Strengthen capacities of Red Cross volunteers to respond to disasters through a certified training and refresher programmes, that will include continued mentorship and coaching with special focus on disaster prone areas.
6. Strengthen the position of ZRCS as the first responder to local emergencies across all geographical areas, in particular the hard to reach areas.
7. Strengthen early warning systems and community mobilisation through innovative technologies.
8. Conduct community education/awareness raising activities and school-based activities (e.g. through serious games or interactive communication such as flash mobs) on adapting to and reducing climate-related. Increase construction of barrier to prevent floodwater from destroying households and crops.



9. Improve household food security during disasters.

Disaster response and recovery strategies

1. Develop partnerships to effectively provide socio-economic empowerment to communities affected by disasters.
2. Assess the status of evacuation routes and safe havens to be used as evacuation centers in elevated areas such as schools, clinics, places of worship.
3. Strengthen the capacity of Zambia Red Cross

Society to effectively and efficiently respond to emergencies.

4. Establish rapid response centres at community level and preposition of emergency materials and supplies.
5. Strengthen the capacity of volunteers to effectively and timeously submit reports and data to the national headquarters

KEY FOCUS AREA 1.2 - STRATEGIC PARTNERSHIPS

Why this is important to Zambia Red Cross Society.

Zambia Red Cross Society aims strengthen strategic partnerships in an effort to accelerate impact to improve aid and disaster relief effectiveness. The National Society will establish MOUs that will allow the organisations to work together in a transparent, equitable, respectful, complementarity and shared commitment to achieve the mutually agreed objectives. This allow Red Cross to expand its technical expertise and human resource based during emergency operations, increase operational efficiency and scale, and create funding request consortiums under the following guiding principles:



Strategic Partnerships interventions

1. Conduct a comprehensive stakeholder mapping towards strategic partnerships.
2. Establish bilateral partnerships which will be an exclusive agreement between two actors.
3. Establish cross-sectoral partnerships involving actors from Civil Society Organisations, Government Ministries, the Public and Private Sector.



STRATEGIC GOAL 1

PEOPLE ANTICIPATE, RESPOND TO AND QUICKLY RECOVER FROM CRISIS *(continued)*

4. Establish formal arrangements with already existing collaborating organisations and strengthen reporting, knowledge sharing and accountability on agreed actions. The organisations include, IFRC, ICRC, PNs, UNDP, UNICEF, FAO, WFP, European Union and Embassies.
5. Participate in resource mobilisation consortiums.
6. Coordinate and collaborate with the DMMU (Disaster Management and Mitigation Unit), WARMA (Water Resource Management Authority), and the Meteorological Department.
7. Conduct community sensitization on the impact of climate change in coordination with key stakeholders. Conduct a comprehensive stakeholder mapping towards strategic partnerships.





STRATEGIC GOAL 2

PEOPLE LEAD SAFE, HEALTHY AND DIGNIFIED LIVES AND HAVE OPPORTUNITIES TO THRIVE

KEY FOCUS AREA 2.1 - PRIMARY HEALTH SERVICES AT COMMUNITY LEVEL

Why this is important to Zambia Red Cross Society

There is inequitable access to basic health services in Zambia in provinces and between urban and rural areas. In urban areas, 99% of households are within 5Km of a health facility compared to only 50% in rural areas. In Zambia, household expenditures on health vary according to location. Poor households spend the highest proportion of their income on health which can be up to 10% of total expenditure. Long distances and cost and lack of transport in a large but sparsely populated country like Zambia is a key determinant of health-seeking behaviour. HIV/AIDS, Malaria, and Tuberculosis are the biggest health development challenges. Malaria is endemic in all the 10 Zambian provinces. The Red Cross Society will contribute towards first levels of contact of individuals, the family, and the community with the national health system, bringing health care as close as possible to individual households. PHC comprises nine elements:

1. Educating communities on prevailing health problems and the methods of preventing and controlling them,
2. Promoting food supply and proper nutrition,
3. An adequate supply of safe water and basic sanitation,
4. Maternal and child health care, including family planning,
5. Immunization against major infectious diseases,
6. Prevention and control of locally endemic diseases,
7. Appropriate treatment of common diseases and injuries,
8. Provision of essential drugs,

9. ZRCS provides technical and material support to the volunteers for the epidemic response initiatives.

ZRCS will contribute towards addressing broader determinants of health and focuses on the comprehensive and interrelated aspects of physical, mental, and social health and wellbeing.

Primary Health Care interventions at community level

1. Conduct community awareness and education on Reproductive Mother, New-born Child Health (RMNCH) Mother-Infant and Young Children Nutrition (MIYCN) through home visits and group education. (based on baseline survey and formative research findings, Behaviour Change Communication (BCC) plan, health problem message development, etc.)
2. Increase capacity building and sensitisation workshops targeted at Red Cross volunteers in promoting their essential role in effective Primary Health Care.
3. Strengthen multi-sector coordination mechanisms to strengthen the Primary Health Care services by engaging and incorporating other stakeholders such as the WASH sector and or waste management (provision of incineration, waste collection, hazards, etc.). The Red Cross will establish micro formal agreements (MOUs) at the community level, with strategic partners such as District Health Teams (DHTs) under the Ministry of Health.
4. Strengthen maintenance and provision of infrastructure towards prevention of disease outbreaks such as renovation and construction of appropriate toilets, waiting mothers' shelters, good storage facilities for drugs and sundries, and boreholes.



STRATEGIC GOAL 2

PEOPLE LEAD SAFE, HEALTHY AND DIGNIFIED LIVES AND HAVE OPPORTUNITIES TO THRIVE *(continued)*

5. Strengthen community awareness activities through supporting health promotion and health education activities in the communities on issues regarding primary health care.

KEY FOCUS AREA 2.2 - FOOD SECURITY AND LIVELIHOODS FOR COMMUNITIES

Why this is important to Zambia Red Cross Society

Thousands of people are reported to be food insecure largely due to the cumulative effects of climate-induced shocks in the region compounded by widespread poverty, chronic malnutrition, and macro-economic shocks. Luapula, Northern, Eastern, and North-Western provinces usually experience floods which increase risks and vulnerabilities particularly affecting those relying on farming, livestock, and forestry products with population displacements and environmental degradation. These disasters are amplified by the actions of climate change, deforestation, poor governance, and weak rule of law. An overview of the expected outcomes, outputs, and key activities is provided. Thousands of people are reported to be food insecure largely due to the cumulative effects of climate-induced shocks in the region compounded by widespread poverty, chronic malnutrition, and macro-economic shocks. According to the Zambia Vulnerability Assessment Committee (ZVAC) led by Disaster Management and Mitigation Unit (DMMU) estimates that 1.7 million people were food insecure between May to September 2019 and that the number is likely to reach 2.3 million for the period between October 2019 to March 2020. In conclusion, food insecurity among rural households, and women, in particular, is linked to poverty, the limited availability of land and decision-making powers, the pervasive effects of HIV/AIDS, and increasing climate-related shocks.

Food security & livelihoods interventions

1. Strengthen the capacities of smallholder farmers, particularly women to increase their food production through community-led projects, through provision and supply of inputs (seeds, tools, fertilizers, and basic equipment) for cereals, pulses, and vegetable production to enhance new production technologies resilient to climate change. This will include promoting continuation and prioritization of legumes production to reduce protein and niacin gaps in the diet
2. Promote effective post-harvest handling practices to extend the shelf life and feeding duration. This includes vegetable drying using solar driers will be promoted for all the communities to have vegetables available and for consumption during lean periods.
3. Support authorities in the post-harvest analysis of seasons, to ensure plans are based on risk assessment and cost-effectiveness.
4. Conduct community sensitization and dissemination of early warning information on the early harvesting of flood threatened crops; (e.g. cassava, sweet potatoes, maize, and beans) and on proper food storage and preservation in anticipation of floods.
5. Providing technical assistance, including advocacy for improved access to financing, productive assets, and agriculture inputs and efforts to reduce post-harvest losses and to enable enhanced decision making and ultimately promoting the production and consumption of diversified nutrient-rich foods.
6. Organizing smallholder farmers into groups such as cooperatives to achieve economies of scale (production, inputs, and services) coupled with training tailored to suit production techniques, food quality and safety, post-



STRATEGIC GOAL 2

PEOPLE LEAD SAFE, HEALTHY AND DIGNIFIED LIVES AND HAVE OPPORTUNITIES TO THRIVE *(continued)*

- harvest handling, and value addition.
7. Strength strategic partnerships and ensure proper coordination between supporting organizations and the intended beneficiaries. This includes encouraging the Ministry of Agriculture and partners to invest and maintain production infrastructure (irrigation) to improve productivity/strengthening capacities and reduce post-harvest losses.
 8. Conduct training focusing on the monthly analysis of nutrition surveillance data in connection with food availability and management, to strengthen community engagement in collecting to inform course-corrections where necessary.
 9. Increase targeted interventions in particular towards shock-affected households, including those with young children and/or affected by HIV to receive food and/or cash-based transfers through national social protection frameworks

KEY FOCUS AREA 2.3 - HEALTH, NUTRITION AND PROTECTION IN CONFINED SPACES

Why this is important to Zambia Red Cross Society

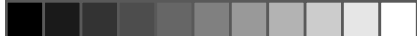
In Zambia, refugees are mainly hosted in three refugee settlements, namely Mayukwayukwa, Meheba, and the newly established Mantapala settlement, while some also reside in Lusaka (the country's capital city) or other urban centers (UNHCR, 2018). The UNHCR indicates that as of July 2020, Zambia currently hosts 90,263 people of concern (PoCs) refugees, asylum seekers, and former refugees comprising 29,889 households in three settlements (Meheba – 28,386, Mayukwayukwa – 17,698, Mantapala – 14,473, urban areas (Lusaka/Ndola) – 17,302 and the self-settled (According to Government estimates) – 12,404. In recent months, the country has been receiving a small number of asylum seekers mainly

from the Democratic Republic of the Congo (DRC), Burundi, and Somalia. Extreme weather events and disasters, such as floods and persistent droughts, are contributing factors to the internal displacement of persons in Zambia. Other factors include land disputes, development projects, the encroachment of populations on land meant for other activities, and conflicts along national border areas.

Without adequate medical and health care services, people in confined spaces (refugee camps, prisons) are at risk of contracting diseases and contributing to high mortality rates. ZRCS primary health care focus areas are still relevant in confined spaces. There is a high risk of injuries due to sexual abuse, and self-harm, including a high prevalence of diseases such as HIV and AIDS. Use of the existing apparatus and health systems strengthening means is already a sustainable option. Language barriers can hinder access to health as some are not able to express themselves well through translators. Cultural differences, mistrust, and a culture of violence can lead to violence between different nationalities. Refugees' shelters adjacent to each other, and inadequate hygiene knowledge can cause disease outbreaks such as Cholera or other diseases.

Lack of access to improved WASH services still poses a significant risk to WASH-related illnesses in Zambia. With an overall nationwide WASH coverage of 68% and 44% in water supply and sanitation respectively. Access to these services among the rural poor is disproportionately lower, as an example in sanitation standing at 25 % for those with access to basic sanitation facilities. This lower coverage has given rise to a frequent outbreak of diarrheal diseases, including Cholera in some of the hotspot's areas





STRATEGIC GOAL 2

PEOPLE LEAD SAFE, HEALTHY AND DIGNIFIED LIVES AND HAVE OPPORTUNITIES TO THRIVE *(continued)*

Interventions in confined spaces

1. Develop contingency and response plans for the 2021 general elections
2. Strengthen the capacities of relevant authorities, to timely respond to disasters, reduce deaths, injuries, and impact from hazard occurrence in confined places and refugee camps.
3. Establish first-aid groups within confined spaces and provide training on health promotion and wellbeing, thereby reducing pressure on health service providers.
4. Strengthen information dissemination in confined spaces and ensure the packages are translated into all native languages spoken by the refugees and prison inmates.
5. Strengthen food security systems, with a focus on addressing severe acute malnutrition (SAM), moderate acute malnutrition (MAM) in order to reduce the overall global acute malnutrition (GAM) wherever is applicable.
6. Increase provision of primary health care kits, Vital Essential and Necessary (VEN) drugs and medical supplies, consumables, and health delivery service equipment.
7. Establish formal agreements (MOUs) with strategic partners such as the Ministry of Health, UN Agencies such as (UNHCR, IOM) and other non-governmental organizations to improve coordination and collaborative efforts.
8. Support case management and documentation in confined spaces through establishing Red Cross volunteers in confined spaces.
9. Support the provision of shelter and support with essential living items (uniforms, blankets, mats, jerseys, and hygiene articles) as well as food gap filler role (complimentary food supply according to ZRCS contingency plan and supplementary to address MAM - Moderately Acute Malnutrition).
10. Provide counselling as psychological social support.
11. Provide financial assistance to refugees to acquire skills through vocational training to empower them to enter the open market.
12. Provide family link services for people in confined places and linking them to their families.





STRATEGIC GOAL 3

PEOPLE MOBILISE FOR INCLUSIVE AND PEACEFUL COMMUNITIES

KEY FOCUS AREA 3.1 - VOLUNTEERISM LOCAL ACTION, GLOBAL REACH

Why this is important to Zambia Red Cross Society

Volunteerism forms the backbone of the Red Cross Movement where community members provide their time and skills for the benefit of others with no financial gain. The benefits of volunteering are enormous, it leads to self-confidence, a strong sense of purpose and personal accomplishment, boost social skills, learn new skills, advance one's career, and most volunteers feel happier and healthier. The social contact aspect of helping and working with others has profound effects on your overall psychological well-being. In 2018, it counted 6,508 active volunteers, of which 50% were male and 50% female. ZRCS recognises that youth participation presents a huge potential for volunteerism in the country. Engaging young people will also strengthen their capacity and improves their employability as employers value candidates with dedication, integrity, and good communication skills, all displayed in volunteering service. Their inclusion provides the opportunity to practice important skills used in the workplace, such as teamwork, communication, problem-solving, project planning, task management, and organization thereby significantly reducing cases of drug abuse, teenage pregnancy, early childhood marriages, and many other unsocial behaviours. The older generations, some of who are retired, or lost a spouse are also benefiting from volunteering with the Red Cross as they are finding new meaning and direction in their lives by helping others, keeping mentally stimulated. ZRCS will ensure no one is left behind, by embracing people living with disabilities as volunteers, perceive them as passive recipients, but as active volunteers themselves. In today's digital age, ZRCS will expand its recruitment for volunteers by recruiting professional and skilled persons, who

might not have the time to participate in person, but can contribute their efforts and skills virtually.

Interventions towards Red Cross voluntary movement

1. Establish a comprehensive database platform on ZRCS volunteers in Zambia. The database shall be integrated into management systems and shall be accessible at national, district, and branch levels providing real-time information as a dashboard for volunteer management. The system will generate an electronic Identification code and low-cost Identification card for each volunteer that will be issued at the branch level for updating and renewal every year.
2. Strengthen volunteer management systems at branch level to enable effective data collection and reporting mechanisms through drafting performance-based Terms of Reference for every volunteer and monthly reporting template, that can be completed both in English or local native language.
3. Recruit a full-time Branch Administer whose part of his/her tasks will be to increase the number of volunteers in Zambia targeting young people, males, and people living with disabilities at the branch level. The enrolment shall also target, including skilled volunteers that can support the National Society virtually with their technical input.
4. Establish Red Cross Volunteer clubs in Primary Schools, Secondary Schools, and Higher Tertiary Institutes, in collaboration with the Ministry of Education, as part of sustainable strategies towards strengthened human resource base during disaster response.
5. In collaboration with the Government, offer certification of national service to youth volunteers and advocate for special recognition when the youth apply for jobs in corporate and



STRATEGIC GOAL 3

PEOPLE MOBILISE FOR INCLUSIVE AND PEACEFUL COMMUNITIES (*continued*)

public sector as well as University enrolment.

6. Review and strengthen the Volunteering Policy, Volunteer Management Handbook, and a Volunteer Code of Conduct and ensure the documents are updated and relevant to the current context.
7. Strengthen volunteer motivation through establishing a capacity-building tracker that assessing competencies and skills at the branch level. Establish a formal process to recognise and appreciate best-performing volunteers through good service certificates.
8. Strengthen the working conditions, safety, and security of volunteers, thorough provision of all required tools, uniforms, and equipment. Ensure that volunteers have safe access to all vulnerable groups, through collaborating with the Government to ensure that the military, the police, and the public realise the function and value of volunteers who must be protected at all times. Awareness campaigns and information dissemination of the Fundamental Principles of the International Red Cross and Red Crescent Movement helps build a culture of respect for the volunteers.
9. Strengthen psychosocial support for volunteers before, during and after disaster response. Disasters are traumatic experiences and responders are just as vulnerable as others in the community.
10. Strengthen volunteer involvement to the global COVID19 global pandemic and future outbreaks by stationing them in public spaces entrances such as shops so that they are the ones to conduct temperature checks and sanitizing hands, whilst providing an opportunity for increased recruitment of volunteers, resource mobilisation through coin collection and information dissemination

KEY FOCUS AREA 3.2 – COMMUNITY BASED PROGRAMMING AND MEANINGFUL INCLUSION OF COMMUNITY STRUCTURES, TOWARDS INFLUENCING HUMANITARIAN ACTION

Why this is important to Zambia Red Cross Society

There are 6,508 volunteers subscribed across Zambia. Community-based volunteers across the country are what gives ZRCS the value addition for strategic partnerships. The National Society has successfully has scaled up its best practice of integrating Community Home-Based Care (CHBC) in HIV and AIDS programmes through volunteers in collaboration with community leaders. The huge volunteer pool portrays a degree of acceptance and support from the Zambian communities. ZRCS to gain access for the provision of humanitarian services and community development it capitalises on community acceptance and support. Effective humanitarian action is driven by understanding the needs of target communities that services are targeted, specific, and acceptable. Listening to and understanding the needs of target communities will be key for the effectiveness and acceptance of ZRCS. To date, meaningful inclusion of communities is reported through various activities such as drop-in centers, mobile health services, and home visits, and they are more accessible and welcoming than the normal facility-based health care services which are difficult to access. The development of Community-based programs it's a social method that will encourage social service providers, organizers, designers, and evaluators to serve specific communities in their environment.

Interventions towards meaningful inclusion of community structures



STRATEGIC GOAL 3

PEOPLE MOBILISE FOR INCLUSIVE AND PEACEFUL COMMUNITIES *(continued)*

1. Conduct community sensitization on the impact of climate change in coordination with key stakeholders.
2. Strengthen and scale up Integrated HIV and AIDS programs are implemented using community-based volunteers and this includes Orphans and Vulnerable Children (OVC) and PLHIV targeted interventions.
3. Strengthen accountability and monitoring systems on community-led projects through structured reporting frameworks.
4. Provide continued support to community-based income-generating activities such as piggery and sewing projects, whilst ensuring sustained mentorship and coaching beyond the initial implementation year.
5. Strengthen innovation by initiating sustainable projects aligned to environmental management, such as water rehabilitation projects, rainwater harvesting, biodegradable menstrual hygiene project amongst Adolescent Girls and Young Women (AGYW), sustainable nutritional gardens and livestock projects.
6. Establish formal MOUs with Traditional leaders with clarity of roles, responsibilities from each party, thereby strengthening support at a community level.
7. Scale-up community events and sensitisation programmes through sports and cultural events including edutainment activities that will attract young people.
8. Strengthen meaningful involvement of male volunteers through the male champion programme by given men clearly defined roles and responsibilities that they can periodically report on.
9. Establish effective feedback mechanisms to communities to promote accountability and transparency on the part of ZRCS

KEY FOCUS AREA 3.3 – COMMUNICATION AND DIGITAL TRANSFORMATION FOR IMPACT

Why this is important to Zambia Red Cross Society

Information and communication technologies (ICTs) are increasingly important in achieving development goals and promoting citizen participation. Zambia is one of many countries in the Southern African region that have sought to include ICTs in their national development plans. Zambia's program of ensuring that it starts using nuclear energy in advancing the country's economic development is on track. The Republic of Zambia signed a general contract for the construction of a Center for Nuclear Science and Technology (CNST). The signing took place during the 10th international Atomexpo-2018 forum in Sochi. The CNST will bring various economic advantages, including but not limited to the following; new technological industry platforms, national industry development, improving regional investment climates, agricultural export growth, new jobs as well as increased life expectancy and improved quality of life for the economically active population's previous five-year strategy (2015 – 2020) categorised communication as a support programme. In this 2021 – 2025 strategy, communication and humanitarian diplomacy are classified as core programmes due to the essential role they play in defining the ZRCS in the face of various stakeholders in Zambia for access, acceptance, and support.

Interventions towards strengthening communication and digital platforms

1. Establish a First Aid Mobile App in English and native languages to assist volunteers to deliver basic emergency care to patients who do not have access to, or cannot urgently get to, a





STRATEGIC GOAL 3

PEOPLE MOBILISE FOR INCLUSIVE AND PEACEFUL COMMUNITIES (*continued*)

medical facility. The App will feature simple, easy-to-learn skills for a range of first aid situations, as well as tips on how to prepare for emergencies. It can show simple videos, interactive quizzes, and simple, step-by-step guides, thereby easing the pressure at local clinics.

2. Introduce drone technology with youth volunteers, and this will play a critical role in an emergency and help ZRCS assess the damage and timely get a better view of the landscape during emergencies. Public health experts and people providing humanitarian aid in remote areas can use drones to effectively deliver medical supplies, monitor potentially dangerous emergency scenes, mapping/monitor, and search-and-rescue efforts. A drone training program can also be initiated and those who complete the training program will become certified drone pilots. Once certified, they will be on-call to help ZRCS assess the damage and get a better view of the landscape during emergencies.
3. Public communication – Increase visibility, acceptance, and support necessary for the operationalization of this strategy. Public communication through traditional media will be important for communication on ongoing programme activities within communities. Advocacy and outreach to the wider Zambian community for humanitarian information dissemination, calls to action, visibility and awareness-raising targeting the broad Zambian community will be achieved by reaching out to members of the public.
4. Digital communication - Establish a permanent and consistent presence on digital communication platforms available in Zambia. Being a largely young population, digital communication will be a key component of this strategy to reach the young through

exciting and innovative content on social media. Community engagement, particularly targeting the young, can be enhanced through engagement on digital communication platforms. Stakeholders will have opportunities to provide feedback while also accessing the information on ongoing programming.

5. Strengthening innovative digital technologies through commissioning a professionally built website to amplify ZRCS efforts, inform supporters on how they can get involved, and most importantly gather donations. Other key features may include interactive maps, online registration forms, videos, and a photo gallery.
6. Strengthen data analytics to provide valuable insights into people's most critical needs. Data analytics take complex data sets and consolidate them into comprehensive dashboards that can better inform where and when aid is needed most. The user interface dashboards can help ZRCS make informed decisions and volunteers are instrumental in collecting real-time data at a community level and the analytical reports provide an opportunity to be shared with key strategic partners and donors.
7. Strengthen social media presence as it allows organizations with even the most limited budgets to reach a wide audience in a quick, cost-effective way. These platforms allow ZRCS to tell their story and share important information. Social media analytic tools will also help ZRCS understand their contents that drive more user acceptance. In this way, ZRCS get to know which content posts had more positive views and then improve on that line of content.





SECTION FOUR

OUR OPERATIONAL STRATEGY IN THE NEXT 5 YEARS



IMPLEMENTATION APPROACH

WORKPLAN AND BUDGET

Zambia Red Cross Society's 2021 – 2025 Strategy Plan aims to strengthen organisational systems that will see all activities and programmes implemented with results-based frameworks for greater impact. Transparency and Accountability will also become key elements of organisationsal growth and improved donor confidence. ZRCS's indicative budget for the next five years is **CHF 4, 484, 500** and the budget excludes additional resources that will be received by the National Society allocated directly for disaster response and recovery, such as emergency funds. Over the next five years, this strategic plan shall be accompanied by a comprehensive review and update of ZRCS operational procedures and manuals such as in the areas of:



Financial Risk Management



Fraud and Anti Corruption Policy



Whistleblower Policy



Resource Mobilisation Strategy



Human Resources Manual



Performance Based Contracting



Programmes Implementation Manuals



Organisational Capacity Assessments Branch, District & National



Recruitment of Governance Structures and Accountability Framework



Red Cross Volunteer Membership Policy



Volunteer Management Handbook and a Volunteer Code of Conduct

Below is an outline of the key focus areas for the implementation of this strategic plan, resources needed, and expected result areas. Detailed implementation plan (DIPs) will be developed under each thematic area as the strategic plan becomes operationalised at various levels

FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)

Strategic Goal 1: People Anticipate, Respond To and Quickly Recover From Crisis

1.1 Disaster Management - Preparedness, Response and Recovery Strategies

Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results	Indicative Costs per year (CHF)	Total Cost over Activity Period (CHF)
	Year 1	Year 2	Year 3	Year 4	Year 5			
Outcome 1.1.1 - Strengthened the disaster management training curriculum to include novel disease outbreaks such as the COVID19 global pandemic.	x					Monitoring and Evaluation Indicators Updated training curriculum in place	10,000	10,000
Outcome 1.1.2 - Strengthened the capacity of the Zambia Red Cross Society to effectively and efficiently respond to emergencies. Increase the number of disaster management technical teams and grassroots disaster management structures.	x	x	x	x	x	% Percentage of branches with committees with technical capacities on disaster management.	10,000	50,000
Outcome 1.1.3 - Strengthened capacities of Red Cross volunteers to respond to disasters through certified training and refresher programmes, that will include continued mentorship and coaching with a special focus on disaster-prone areas	x	x	x	x	x	# Number of red cross volunteered trained and certified on disaster response and data management	8000	40,000
Outcome 1.1.4 - Strengthened the position of Zambia Red Cross Society as the first responder to local emergencies across all geographical areas, in particular, the hard to reach areas.	x	x	x	x	x	# of Pre-Disaster Agreements (PDAs) and Memorandum of Understanding (MOUs) signed with strategic partners	2,000	10,000
Outcome 1.1.5 - Strengthened early warning systems and community mobilisation through innovative technologies. Strengthen data collection and reporting systems at a community level and rapid transmission to strategic partners.	x	x	x	x	x	% Percentage of community volunteers capacitated on data reporting using mobile platforms	10,000	50,000
Outcome 1.1.6 – Encouraged and supported communities to construct a barrier to prevent floodwater from destroying households and crops.	x	x	x	x	x	% Percentage of geographical coverage with barriers to prevent floodwater.	8,000	40,000
Outcome 1.1.7 - Established rapid response centres at community level and preposition of emergency materials and supplies.	x	x	x	x	x	# Number of rapid response centres established and stocked up, with standard operating procedures.	20,000	100,000
Outcome 1.1.8 - Improved household food security and household items during disasters by establishing a comprehensive suppliers database.	x					# Number of Long Term Arrangements (LTAs) signed with pre-approved and assessed vendors with proximity to disaster prone areas, to effectively respond to emergencies.	2,000	10,000

FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)

Strategic Goal 1: People Anticipate, Respond To, and Quickly Recover From Crisis

1.2 Strategic Partnerships

Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results	Indicative Costs per year (CHF)	Total Cost over Activity Period (CHF)
	Year 1	Year 2	Year 3	Year 4	Year 5			
Outcome 1.2.1 - Conducted a comprehensive stakeholder mapping towards strategic partnerships.	x		x			Monitoring and Evaluation Indicators A detailed stakeholder mapping report developed and data entered into an electronic database for ease of reference	2,000	4,000
Outcome 1.2.2 - Established bilateral partnerships which will be an exclusive agreement between two actors.	x		x			#Number of bilateral agreements signed with key strategic partners including the Public, Private, and NGO Sector	1,000	2,000
Outcome1.2.3 - Established cross-sectoral partnerships involving actors from Civil Society Organisations, Government Ministries, the Public and Private Sector.	x		x			#Number of multi-lateral agreements signed with key strategic partners including the Public, Private, and NGO Sector	1,000	2,000
Outcome1.2.4 - Established formal arrangements with already existing collaborating organisations and strengthen reporting, knowledge sharing, and accountability on agreed actions. The organisations include IFRC, ICRC, PNs, UNDP, UNICEF, FAO, WFP, European Union, and Embassies.	x		x			%Percentage of formal agreements signed with already existing partners with loose arrangements.	500	1,000
Outcome1.2.5 - Participated in resource mobilisation consortiums.	x	x	x	x	x	Several funding proposals were submitted where ZRCS is a consortium partner.	500	2,500
TOTAL ANNUAL BUDGET FOR STRATEGIC PARTNERSHIPS							CHF 75, 000	CHF 321, 500

FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)

Strategic Goal 2: People lead safe, healthy and dignified lives and have opportunities to thrive

2.1 – Primary Health Services at community level

Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results	Indicative Costs per year (CHF)	Total Cost over Activity Period (CHF)
	Year 1	Year 2	Year 3	Year 4	Year 5			
Outcome 2.1.1.2 - Increased capacity building and sensitisation workshops targeted at Red Cross volunteers in promoting their essential role towards effective Primary Health Care.	X	x	x	x	x	Monitoring and Evaluation Indicators # Number of Red Cross Volunteers trained and certified in various services such as Comprehensive Sexual Education, HIV, SRH services, life skills and behavioural change communication, Psychosocial support and WASH.	15,000	75,000
Outcome 2.1.3 -Strengthened community awareness activities through supporting health promotion and health education activities in the communities on issues regarding primary health care.	X	x	x	x	x	# Number of trained and certified Red Cross volunteers as Community Health Champions on health promotion campaigns and hygien promotion in schools and communities.	15,000	75,000
Outcome 2.1.4 - Strengthened multi-sector coordination mechanisms to strengthen the Primary Health Care services by engaging and incorporating other stakeholders such as WASH sector and or waste management (provision of incineration, waste collection, hazards etc.).	X	x	x	x	x	# Number of signed formal agreements (MOUs) at community level, with strategic partners such as District Health Teams (DHTs) under the Ministry of Health. # Number of health coordination meetings attended and actively participated by Red Cross teams at National, District and Branch level including meeting reports shared with Headquarters	1,000	5,000
Outcome 2.1.5 - Strengthened maintenance and provision of infrastructure towards prevention of disease outbreaks such as renovation and construction of appropriate toilets, waiting mothers' shelters, good storage facilities for drugs and sundries and boreholes.	x	x	x	x	x	# of infrastructural projects commissioned and timeously completed by ZRCS towards prevention of disease outbreaks in all districts.	175,000	875,000
TOTAL ANNUAL BUDGET FOR PRIMARY HEALTH SERVICES AT COMMUNITY LEVEL							CHF 206 000	CHF 1,030,000

FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)									
Strategic Goal 2: People lead safe, healthy and dignified lives and have opportunities to thrive									
2.2 – Food security & livelihoods for communities									
Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results	Indicative Costs per year (CHF)	Total Cost over Activity Period (CHF)	
	Year 1	Year 2	Year 3	Year 4	Year 5				
Outcome 2.2.1 - Strengthened the capacities of smallholder farmers, particularly women to increase their food production through community-led projects, through provision and supply of inputs (seeds, tools, fertilizers, and basic equipment) for cereals, pulses, and vegetable production to enhance new production technologies resilient to climate change.	X	X	X	X	X	Monitoring and Evaluation Indicators # Number of smallholder farmers at branch level trained and certified on the adoption of climate-smart agricultural practices by promoting the growth of drought-tolerant, high-value, and diversified nutritious crops %Percentage of women smallholder farmers trained and certified. # Number of smallholder farmers provided with financial support, farming tools, and inputs.	50,000	250,000	
Outcome 2.2.2 - Promoted effective post-harvest handling practices to extend the shelf life and feeding duration. This includes vegetable drying using solar driers will be promoted for all the communities to have vegetables available and for consumption during lean periods.	X	X	X	X	X	# of smallholder farmers sensitised on post-harvest handling techniques and grain storage practices. #Number of solar drying centres established at branch level.	10,000	50,000	
Outcome 2.2.3 - Supported authorities in the post-harvest analysis of seasons, to ensure plans are based on risk assessment and cost-effectiveness.	X	X	X	X	X	# Number of post-harvest survey and analysis in which ZRCS Participated -	2,500	12,500	
Outcome 2.2.4 - Organizing smallholder farmers into groups such as cooperatives to achieve economies of scale (production, inputs, and services).	X	X	X	X	X	#Number of cooperatives or farmer groups established in each district with a signed MOU and standard operating procedures.	9,000	45,000	
Outcome 2.2.5 - Strengthened strategic partnerships and ensure proper coordination between supporting organizations and the intended beneficiaries. This includes encouraging the Ministry of Agriculture and partners to invest and maintain production infrastructure (irrigation).	X	X	X	X	X	# Number of coordination meetings hosted by ZRCS at National, District, and Branch involving the Ministry of Agriculture and other key stakeholders, with meeting minutes circulated showing levels of commitment and agreed on action plans.	4,000	20,000	
Outcome 2.2.6 - Conducted training for the Red Cross Volunteers focusing on the monthly analysis of nutrition surveillance data in connection with food availability and management, to strengthen community engagement in collecting data to inform course-corrections where necessary.	X	X	X	X	X	# Number of Red Cross volunteers trained and certified on monthly analysis of nutrition surveillance. # Number of reports from the branches submitted to ZRCS Headquarters showing data on food and nutrition levels.	17,500	87,500	
Outcome 2.2.7 - Increased targeted interventions especially towards shock-affected households, including, those with chronic conditions, young children, and/or affected by HIV to receive food and/or cash-based transfers through national social protection frameworks.	X	X	X	X	X	# Households with chronic conditions, elderly, HIV/AIDS and or child-headed receiving food and or cash-based transfers # People with chronic conditions, elderly, HIV/AIDS and or child-headed receiving food and or cash-based transfers	204,000	1,020,000	
TOTAL ANNUAL BUDGET FOR FOOD SECURITY & LIVELIHOODS FOR COMMUNITIES							CHF 297,000	CHF 1,485,000	

FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)

Strategic Goal 2: People lead safe, healthy, and dignified lives and have opportunities to thrive

2.3 – Health, Nutrition, and Protection in confined spaces (Refugees, Internally displaced and Prison Settings)

Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results	Indicative Costs per year (CHF)	Total Cost over Activity Period (CHF)
	Year 1	Year 2	Year 3	Year 4	Year 5			
Outcome 2.3.1 - Supported relevant authorities to timely respond to disasters, reduce deaths, injuries, and impact from hazard occurrence in confined places and refugee camps.	x	x	x	x	x	# Number of relevant authorities who received First AID and Disaster Management Training and certified. #Number of food and non-food items such as hygiene kits or and health delivery service equipment delivered to confined spaces.	12, 500	62, 500
Outcome 2.3.2 - Established first-aid groups within confined spaces and provide training on health promotion and wellbeing, thereby reducing pressure on health service providers.	x	x	x	x	x	# of Red Cross volunteers enrolled in confined spaces and received training to provide first aid and sensitisation of health-seeking behaviours and well psychological social support. # of case management reports submitted to ZRCS Headquarters from Red Cross volunteers in confirmed spaces.	4, 000	20, 000
Outcome 2.3.3 - Strengthened information dissemination in confined spaces and ensure the packages are translated into all native languages spoken by the refugees and prison inmates.	x	x	x	x	x	# Number of IEC materials developed specifically for confined spaces and translated into all foreign languages where the refugees and prison inmates are not local.	6, 000	30, 000
Outcome 2.3.4 - Strengthened food security systems, with a focus on addressing severe acute malnutrition (SAM), moderate acute malnutrition (MAM) to reduce the overall global acute malnutrition (GAM) wherever is applicable.	x	x	x	x	x	No of the people assessed for malnutrition no malnutrition cases recorded 1. No. of people reached with preventive and rehabilitative nutritional support # Number of monthly reports submitted by Red Cross volunteers in confined spaces to the Headquarters every month.	15, 000	75, 000
Outcome 2.3.5 - Provided medical check-up, follow up and dietary needs to boost nutrition in confined spaces.	x	x	x	x	x	#Number of reports received from I authorities on a monthly basis on medical check-up and dietary needs on the refugees and inmates.	2, 000	10, 000

2.3 HEALTH, NUTRITION AND PROTECTION (CONTINUED)

FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)									
Strategic Goal 2: People lead safe, healthy, and dignified lives and have opportunities to thrive									
2.3 – Health, Nutrition, and Protection in confined spaces (Refugees, Internally displaced and Prison Settings)									
Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results	Indicative Costs per year (CHF)	Total Cost over Activity Period (CHF)	
	Year 1	Year 2	Year 3	Year 4	Year 5				
Outcome 2.3.6 - Established formal agreements (MOUs) with strategic partners such as the Ministry of Health, Ministry of Home Affairs, UN Agencies such as (UNHCR, IOM) and other non-governmental organizations to improve coordination and collaborative efforts.	x					Monitoring and Evaluation Indicators #Number of formal agreements (MOUs) signed with strategic partners to improve coordination and collaborative efforts.	1, 000	1, 000	
Outcome 2.3.7 - Supported the provision of shelter and essential living items (blankets, mosquito nets, mats, jerseys and hygiene items)	x					# of people in confined spaces receiving support of shelter and essential living items.	15, 000	15, 000	
Outcome 2.3.8 - Provided family links services for people in confined places and linking them to their families	x	x	x	x	x	# Number of family contacts reached through the telecoms means. # Number of fully functional Humanitarian Service Points (HSP) established by ZRCS for migrants and displaced persons in Zambia to provide services such as child protection.	4, 000	20, 000	
Outcome 2.3.9 - Strengthened and scale up Integrated HIV and AIDS programs are implemented using community-based volunteers and this includes Orphans and Vulnerable Children (OVC) and PLHIV targeted interventions.	x	x	x	x	x	#Number of people reached and supported under the HIV programmes	50, 000	250, 000	
TOTAL ANNUAL BUDGET FOR HEALTH, NUTRITION AND PROTECTION IN CONFINED SPACES							CHF 109 500	CHF 483, 500	

FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)

Strategic Goal 3 - People Mobilise for inclusive and peaceful communities

3.1 – Volunteerism local action, global reach

Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results	Indicative Costs per year (CHF)	Total Cost over Activity Period (CHF)
	Year 1	Year 2	Year 3	Year 4	Year 5			
Outcome 3.1.1 - Established a comprehensive database platform on ZRCS volunteers. The database shall be integrated into management systems and shall be accessible at national, district and branch level providing real time information as a dashboard for volunteer management.	x	x	x	x	x	Monitoring and Evaluation Indicators A comprehensive volunteers electronic platform database developed. #Number of low cost Identification Cards issued for each volunteer and renewable every year. #Number of volunteers with signed voluntary contracts clearly stipulating their mandate, terms of reference and reporting modalities. The contracts will be available in English and local languages at branch level. # Number of new male and female volunteers recruited annually #Number of Youth volunteers recruited annually	500	2,500
Outcome 3.1.2- Recruited a full-time Branch Administrator at Branches	x	x	x	x	x	ZRCS volunteer management team recruited on performance based contracts and fully inducted with clear job descriptions and reporting modalities.	117,000	585,000
Outcome 3.1.3- Enhanced establishment of Red Cross Volunteer clubs in Primary and Secondary Schools and Tertiary Institutes, in collaboration with the Ministry of Education, as part of sustainable strategies towards strengthened human resource base during disaster response.	x	x	x	x	x	# Number of Red Cross Clubs established and fully functional in schools and tertiary institutions.	1000	5,000
Outcome 3.1.4- In collaboration with the Government, offer certification of national service to youth volunteers and advocate for special recognition when the youths apply for jobs in corporate and public sector as well as University enrollment.	x	x	x	x	x	#Number of nation service certificates issued to young people in collaboration with the Government.	4,000	20,000
Outcome 3.1.5- Through strategic partnerships, collaborate with corporate sector on offering promotions and discounts to Red Cross volunteers as part of motivation and volunteer retention strategy. This may include discounts of internet data, airtime and free lessons when taking driving licence, dental care to name a few.	x	x	x	x	x	# Number of successful promotions secured by ZRCS and offered to volunteers as part of motivation. #Number of volunteers offered promotions across the country.	1,000	5,000

3.1 VOLUNTEERISM (CONTINUED)

FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)									
Strategic Goal 3 - People Mobilise for inclusive and peaceful communities									
3.1 – Volunteerism local action, global reach									
Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results	Indicative Costs per year (CHF)	Total Cost over Activity Period (CHF)	
	Year 1	Year 2	Year 3	Year 4	Year 5				
Outcome 3.1.6 - Established a formal process to recognise and appreciate best performing volunteers through good service certificates.	x	x	x	x	x	Monitoring and Evaluation Indicators #Number of volunteers nominated and awarded awards on a quarterly basis per each branch.	1, 200	6, 000	
Outcome 3.1.7 - Strengthened the working conditions, safety and security of volunteers, thorough provision of all required tools, uniforms and equipment.	x	x	x	x	x	% Percentage of volunteers with full Red Cross branded gear.	10, 000	50, 000	
Outcome 3.1.8 Ensured that volunteers have safe access to all vulnerable groups, through collaborating with the Government to ensure that the military, the police and the public realise the function and value of volunteers who must be protected at all times.	x					# Number of sensitisation of military and police officers trained on their role to protect the volunteers and respect of Fundamental Principles of the International Red Cross and Red Crescent Movement.	5, 000	5, 000	
Outcome 3.1.9 Awareness campaigns and information dissemination of the Fundamental Principles of the International Red Cross and Red Crescent Movement helps build a culture of respect for the volunteers									
Outcome 3.1.10 - Strengthened psychosocial support for volunteers before, during and after disaster response. Disasters are traumatic experiences and responders are just as vulnerable as others in the community.	x	x	x	x	x	#Number of volunteers who received psychosocial support.	5, 000	25, 000	
Outcome 3.1.11 - Strengthened volunteer involvement to the global COVID-19 pandemic and future outbreaks by building capacities and participation preparedness and response activities	x	x	x	x	x	#Number of Red Cross Stations set up in public spaces during emergencies and pandemics. No. of volunteers involved during emergencies and pandemics. No. of capacity building trainings conducted No. of people trained in ECV –Epidemic Control for Volunteers	10, 000	50, 000	
TOTAL ANNUAL BUDGET FOR VOLUNTEERISM LOCAL ACTION, GLOBAL REACH							CHF 154 700	CHF 753, 500	

FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)

Strategic Goal 3 - People Mobilise for inclusive and peaceful communities

3.2 – Community Based Programming and Meaningful Inclusion of Community Structures, towards Influencing Humanitarian Action

Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results	Indicative Costs per year (CHF)	Total Cost over Activity Period (CHF)
	Year 1	Year 2	Year 3	Year 4	Year 5			
Outcome 3.2.1 - Strengthened accountability and monitoring systems on community led projects through structured reporting frameworks. Establish effective feedback mechanisms to communities to promote accountability and transparency on the part of ZRCS.	x	x	x	x	x	Monitoring and Evaluation Indicators #Number of oversight committees set at branch level that will report and provide feedback on the quality of programmes implemented by the Red Cross in their communities.	5,000	25,000
Outcome 3.2.2 - Provided continued support to community based income generating activities such as piggy and sewing projects, whilst ensuring sustained mentorship and coaching beyond the initial implementation year.	x	x	x	x	x	#Number of income generating activities supported by the Red Cross	10,000	50,000
Outcome 3.2.3 - Strengthened innovation by initiating sustainable projects aligned to environmental management, such as water rehabilitation projects, rainwater harvesting, biodegradable menstrual hygiene project amongst Adolescent Girls and Young Women (AGYW), sustainable nutritional gardens and livestock projects.	x	x	x	x	x	#Number of innovative and sustainable projects established by the Red Cross.	12,000	60,000
Outcome 3.2.4 - Established formal MOUs with the Tradition Leaders with clarity of roles, responsibilities for each party and thereby strengthening support at community level.	x					#Number of MOUs signed with the traditional Leaders in both English and Local Languages. #Number of programmatic reports shared between both parties a quarterly basis on the impact of Red Cross in their communities.	3,000	3,000
Outcome 3.2.5 - Scale up community events and sensitisation programmes through sports and cultural events including edutainment activities that will attract young people.	x	x	x	x	x	# Number of community events supported by the Red Cross	2,000	10,000
Outcome 3.2.6 - Established knowledge sharing platforms and learning initiatives through connecting ZRCS volunteers with those in neighbouring countries or abroad via virtual platforms.	x	x	x	x	x	#Number of Regional and International Knowledge Sharing Virtual conferences organised by ZRCS Headquarters for Red Cross Volunteers.	1000	5,000
TOTAL ANNUAL BUDGET FOR COMMUNITY BASED PROGRAMMING							CHF 33 000	CHF 153, 000

FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)

Strategic Goal 3 - People Mobilise for inclusive and peaceful communities

3.3 – Communication and Digital Transformation for impact

Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results	Indicative Costs per year (CHF)	Total Cost over Activity Period (CHF)
	Year 1	Year 2	Year 3	Year 4	Year 5			
Outcome 3.3.1 - Humanitarian diplomacy – Position ZRCS with national authorities and international partners operational in Zambia as a leading local humanitarian responder. Beyond its positioning, humanitarian diplomacy will be key to ensure that debate and discussion on humanitarian response in favour of vulnerable communities will remain on the agenda of targeted stakeholders.	x	x	x	x	x	#Number of high level meetings held by ZRCS on Humanitarian Diplomacy.	5,000	25,000
	x	x	x	x	x	# Number of print and digital communication products developed and disseminated. #Number of Radio and Media coverage on the work and impact of Red Cross. # Number of visibility and awareness raising events held by ZRCS at Branch, District and National level Establish digital communication platforms (Social media) targeting the youths and skilled persons in professional occupations.	20,000	100,000
Outcome 3.3.2 - Public communication – Increase visibility, acceptance and support necessary for the operationalization of this strategy.	x	x	x	x	x			
Outcome 3.3.3 - Strengthened innovative digital technologies through commissioning a professionally built website to amplify ZRCS efforts, inform supporters on how they can get involved, and most importantly gather donations. Other key features may include interactive maps, online registration forms, videos and photo gallery.	x	x	x	x	x	An interactive and fully functioning website developed with a fundraising page for resource mobilisation	10,000	50,000
Outcome 3.3.4 - Strengthened data analytics to provide valuable insights into people's most critical needs. Data analytics take complex data sets and consolidate them into comprehensive dashboards that can better inform where and when aid is needed most..	x	x	x	x	x	An interactive dashboard for data analytics developed collecting real time data at community level. #Number of analytical reports generated and shared with key strategic partners and donors	6,000	30,000

FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)

Strategic Goal 3 - People Mobilise for inclusive and peaceful communities

3.3 – Communication and Digital Transformation for impact

Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results	Indicative Costs per year (CHF)	Total Cost over Activity Period (CHF)
	Year 1	Year 2	Year 3	Year 4	Year 5			
<p>Outcome 3.3.1 - Humanitarian diplomacy – Position ZRCS with national authorities and international partners operational in Zambia as a leading local humanitarian responder. Beyond its positioning, humanitarian diplomacy will be key to ensure that debate and discussion on humanitarian response in favour of vulnerable communities will remain on the agenda of targeted stakeholders.</p> <p>Outcome 3.3.2 - Public communication – Increase visibility, acceptance and support necessary for the operationalization of this strategy.</p>	x	x	x	x	x	#Number of high level meetings held by ZRCS on Humanitarian Diplomacy.	5, 000	25, 000
<p>Outcome 3.3.3 - Strengthened innovative digital technologies through commissioning a professionally built website to amplify ZRCS efforts, inform supporters on how they can get involved, and most importantly gather donations. Other key features may include interactive maps, online registration forms, videos and photo gallery.</p> <p>Outcome 3.3.4 - Strengthened data analytics to provide valuable insights into people's most critical needs. Data analytics take complex data sets and consolidate them into comprehensive dashboards that can better inform where and when aid is needed most..</p>	x	x	x	x	x	<p># Number of print and digital communication products developed and disseminated.</p> <p>#Number of Radio and Media coverage on the work and impact of Red Cross.</p> <p># Number of visibility and awareness raising events held by ZRCS at Branch, District and National level</p> <p>Establish digital communication platforms (Social media) targeting the youths and skilled persons in professional occupations.</p> <p>An interactive and fully functioning website developed with a fundraising page for resource mobilisation</p> <p>An interactive dashboard for data analytics developed collecting real time data at community level.</p> <p>#Number of analytical reports generated and shared with key strategic partners and donors</p>	20, 000	100, 000
							10, 000	50, 000
							6, 000	30, 000

3.3 COMMUNICATION AND DIGITAL TRANSFORMATION (CONTINUED)

FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)								
Strategic Goal 3 - People Mobilise for inclusive and peaceful communities								
3.3– Communication and Digital Transformation for impact								
Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results	Indicative Costs per year (CHF)	Total Cost over Activity Period (CHF)
	Year 1	Year 2	Year 3	Year 4	Year 5			
Outcome 3.3.5 - Introduced drone technology with youth volunteers and this will play a critical role in an emergency and help ZRCS assess the damage and timely get a better view of the landscape during emergencies.	x					Monitoring and Evaluation Indicators # Number of youth volunteers trained and certified as drone pilots through the drone program. #Number of drones procured by ZRCS at Headquarter level.	13, 000	13, 000
Outcome 3.3.6 - Established a First Aid Mobile App in English and native languages to assist volunteers deliver basic emergency care to patients who do not have access to, or cannot urgently get to a medical facility. The App will feature simple, easy-to-learn skills for a range of first aid situations, as well as tips on how to prepare for emergencies. It can show simple videos, interactive quizzes and simple, step-by-step guides, thereby easing the pressure at local clinics.	x	x	x	x	x	A First Aid Mobile up developed and fully functional #Number of volunteers trained on the Mobile App usage.	8, 000	40, 000
TOTAL ANNUAL BUDGET FOR COMMUNICATION AND DIGITAL TRANSFORMATION FOR IMPACT							CHF 62 000	CHF 258, 000





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