Kenya Red Cross Society

OUR VISION

“The vision of KRCS is to be the leading humanitarian organization in Kenya, delivering excellent quality service of preventing and alleviating human suffering to the most vulnerable in the community.”

OUR MISSION

“In pursuit of our vision of preventing and alleviating human suffering, the KRCS mission is to build capacity and respond with vigour, compassion and empathy to the victims of disaster and those at risk, in the most effective and efficient manner.”

OUR CORE VALUES

The following values shape our behavioral culture, attitudes and rituals of and dictate the tone of actions in the society.

- To be the leading, renowned and respected.
- To be a community based society.
- To alleviate human suffering.
- To be able to mobilize resources.
- To offer quality service.
- To be a transparent and accountable humanitarian organization.
- To focus our activities on Kenya.
- Commitment to the customers of KRCS and its beneficiaries.
- To uphold the principles of KRCS through inclusiveness, consensus and ownership.
- Team work and commitment by all to the goals of the society.
- To be a result oriented society.
- To be committed to Staff and volunteer welfare.
- Confident, independent, professional and responsible management, able to relate professionally with the governance.
PREFACE

The Kenya Red Cross Society Strategic Plan 2003-2005 presents the strategic directions that will guide the Society for the 3 years in order to realize our vision of being the leading humanitarian organization in Kenya delivering excellent quality service of Preventing and alleviating human suffering to the most vulnerable in the country.

It represents well defined strategic objectives and activities that will enable the Society meet the humanitarian challenge in the country and beyond talking into consideration the Society’s strengths and environmental opportunities that can be tapped to realize our mission of preventing and alleviating human suffering to the victims for disasters and those at risk in the most efficient and effective manner.

These strategic objectives are derived from the country’s national strategies and policies, with specific reference to the National Disaster Management Policies and National HIV/AIDS Strategy. The strategies are also in conformity with the Federation’s Strategy 2010, Ouagadougou Declaration as well as the Seville agreement.

It is expected that annual work-plans and budgets will be produced on the basis of this Strategic Plan.

This Plan has been developed in a consultative manner which involved contribution from Headquarters and Branch staff and volunteers as well as the Executive Committee Members. Contributions from stakeholders inside and outside the Red cross and Red Crescent Movement have also been taken into consideration.

KRCS sincerely appreciate the support given by the Regional Delegations of the Federation and ICRC and various PNSs in making this planning process a success.

The Society would like to acknowledge the invaluable contribution of Prof. Isaac Mbeche, Julius Kipng’etich, John Kenduiwo and Stephen Nyamwage of the University Of Nairobi Department Of Management Science, who facilitated the strategic planning process and consolidation of this document.

Kenya Red Cross Society is confident that, this time round, the implementation of the plan will be realized as a result of the commitment of all stakeholders which will enable the Society to have a meaningful contribution towards the prevention and alleviation of human suffering to the most vulnerable in our community.

Abbas Gullet
Secretary General
STRATEGIC OBJECTIVE 1

To develop and operationalize a comprehensive and effective disaster preparedness and response programme.

The aim is to coordinate and facilitate provision of timely relief intervention in areas affected by disasters through mobilization of technical, material human and financial resources.

This objective will be achieved through well functioning systems of;
1. Disaster preparedness
2. Disaster response
3. Vulnerability and early warning systems.

Activities
- Train volunteers at branches/community level in Disaster Management skills and Emergency Response.
- Risk mapping in vulnerable areas.
- Develop Contingency Plans and Appeal budgets for Recurring Disasters.
- Finalize the KRCS Disaster Handbook, KRCS Disaster Plan and KRCS RCAT Operations Policy.
- Finalize the KRCS National Tracing Service Self-Study Guide
- Reorganize, update inventory and strengthen control systems in main warehouse.
- Planned Outputs
- Stock and Restock emergency supplies in the strategic Branches.
- More volunteers in the department.
- Trained volunteers in Disaster Management skills.
- Improved tracing and response to disasters.

Indicators
- Number of victims helped during disaster.
- Quantity and quality of relief deployed to victims of disaster.
- Developed and rehearsed Branch Disaster response plan.
- Disaster management/First Aid training to be held.
- Formation and strengthening of RCAT volunteers in the high risk areas.
- Improved and strengthening of RCAT volunteers in the high risk areas.
- Improved and strengthened logistics sub-department.
- VHF/HF radio to improve efficiency in communication.
- Well trained and equipped RCAT volunteers in Disaster Management skills.
- Drafts of documents produced.
- Systems in place for control of warehouse items.
STRATEGIC OBJECTIVE 2

To develop an integrated and strengthened community-based health programme focusing on advocacy and prevention.

The aim of this objective is to see an improvement in the health status in the country. This will require resources and cooperation from the communities and government.

Strategies of achieving this objective are programmes in:
1. HIV/AIDS.
2. First Aid.
4. Disease control

Action 1
Capacity building, technical and also financial support to communities to participate in advocacy and prevention programs of HIV infection to reduce its prevalence in Project Sites.

Activities
Advocate for behavior change in the target communities using behavior change communication methodology.
Participate in the activities of the national blood transfusion services by working closely with the NBTS units.
Provide support to VCT Centres which have been established by other partners in project sites.
Mitigation of social impact through reduced stigma & improved social & psychological well being of infected & affected persons in the project sites.
To increase the sense of responsibility of people in protecting themselves by abstention, safe sex or by using condoms whenever the need arises.

Planned Outputs
Improved awareness and knowledge of HIV/AIDS by community.
Reduction in risky sexual behavior.
Availability of blood for use in communities.
Increased availability of VCT services in communities.
Improved support mechanisms by the communities to those infected with HIV.
People protecting themselves by abstention or being faithful to each other, or using safe sex methods.

Indicators
Level of knowledge and acceptability of key messages among target groups.
% of sexually active respondents having safe sex with non-spousal, non-regular partners
level of collection, storage, supply and use of safe blood and blood products.
% VCT use in target communities.
Number of projects addressing coping mechanisms
Increased rate of condom sales and use in target areas.
Level of availability and use of condoms in communities
**Action 2**
To improve Health and Quality of Life of people infected by HIV/AIDS through Care and Support of People in Project Sites.

**Activities**
Provide support to HBC programs which have been established in project sites.

Mitigation of health impact through improved clinical care and improved social and psychological well being of infected & affected persons in the project sites.

Develop community coping mechanisms by establishing income generating activities that people have identified themselves.

**Planned Outputs**
HBC Plans, Guidelines and handbooks, modified for KRCS use.
Improved inputs & technical support by trained KRCS and Volunteer staff to HBC services.
Improved clinical care provided by care givers in homes.
Increased levels of awareness & satisfaction of the availability of HBC services and post test networks.

**Indicators**
Number, type & distribution of providers of treatment, care & support services.
% of branches with accredited HBC services by KRCS.
Number of HIV-positive clients in each branch served by the HBC program.
% of facilities adequately stocked with HBC kits in previous 12 months.
Number of people infected/affected reporting satisfaction of access to improve treatment & care.
Number of other organizations recruited to participate in the HBC program.

**Action 3**
Develop community coping mechanisms by identifying community opportunities & assets establishing income generating activities that people have identified themselves.

**Activities**
Improve the capacity of KRCS & Community to design, & implement mitigation of social impact projects including counseling and joint community coping mechanisms.
Increase resource mobilization effort and income generation to address the economic impact programs.
Provide effective economic empowerment for orphans, elderlies and other vulnerable groups.

**Planned Outputs**
Improved capacity of communities to deal with social, economic & psychological impacts of AIDS.
Improved economic empowerment of communities in coping mechanisms.
Improved Mechanisms of Documentation of programs of social impact of HIV/AIDS

**Indicators**
Number type & distribution of IGA service points, & support services in various camps.
Number of groups with accredited IGA activities supported by KRCS.
Number of HIV-positive clients in each branch supported by the IGA program.
Number of negotiated outlets stocked with products.
Number of people infected/affected reporting satisfaction with access to the IGA program.
Number of other organizations recruited to participate in the IGA program.

Action 4
Capacity building & technical support to target communities to participate in advocacy and prevention of HIV infection in order to reduce its prevalence and impact in project sites

Activities
Put effective M&E systems in place for the collection, analysis, dissemination & use of information concerning the performance of community HIV/AIDS programs.
Implement comprehensive HIV/AIDS operational research programs to generate increased knowledge to improve quality of prevention, care & support activities.

Planned outputs
Improved performance of the capacity building program
 Improve M&E system in place and being used effectively
 Improved information management and use by KRCS and partners.

Indicators
Adapted systems in place for training, data collection, analysis & dissemination
 Improved relevance, reliability & timeliness of the M&E information.
 Level of dissemination & use of published M&E findings.
 Availability of best practice information based on M&E findings
 Availability of data and information on all projects

Action 5
Strengthen the capacity of KRCS & target communities to respond to the HIV/AIDS epidemic:

Activities
To strengthen institutional capacity of KRCS & its entities to coordinate & manage HIV/AIDS activities.
Effective mobilization & management of resources at all levels for various projects and programs.
Increased collaboration & networking between KRCS & other stakeholders at all levels.

Planned Outputs
A strengthened KRCS to coordinate & manage AIDS activities in target sites.
Strengthened communities to manage their projects.
Systems in place for mobilization, tracking & management of resources.

Indicators
A strengthened & functioning KRCS system.
Programs on capacity building developed and in use.
Operational manuals developed, distributed and in use.
Well equipped branches.
Action 6
Effective donor mobilization for adequate safe blood supply.

Activities
Cooperation with other partners
Training donor mobilizers.
Development of IEC materials

Planned outputs
Increased Red Cross registered donors
Bigger and well maintained blood banks

Indicators
Number of people registered to donate blood
Number of education sessions held
Number of new registered donors
Increased number of repeated donors.
Number of meetings held with other partners.
Number of IEC materials developed.

Action 7
Improve water supply systems and sanitations

Activities
Recruitment of technical staff
Training of volunteers
On-going education to communities on development of IEC materials
Procurement of equipment
Collaboration with other stakeholders.

Planned Outputs
Adequate and safe water supply available
Improved hygiene and sanitation standards

Indicators
Number of Water sources and boreholes constructed
Number of households maintaining hygiene standards
Number of volunteers trained
Number of community members reached
Number of IEC materials developed
Number of equipment procured
Number of stakeholders involved
Action 8
To increase awareness on prevention and control of the disease

Activities
Training and support of volunteers
Cooperation with other stakeholders
Disease control campaigns
Development of IEC materials
Holding partnership meetings

Planned outputs
Reduced spread of diseases
Increased sensitization of the community to the spread of the disease
IEC materials

Indicators
Number of IEC materials developed
Number of volunteers in disease control campaigns
Reduced spread of disease
Increased awareness by the community members of the disease and prevention measures

Action 9
Improve Commercial First Aid unit

Activities
Carry out sensitization and marketing campaigns for the programmes products.
Carry out regular instructor training.

Planned Output
Increase in income generation.

Indicators
No of trainers and first aiders.
Existence of a First Aid policy.
Availability of a training manual
Development of First Aid supplies.
Amount released.
First Aid Kits sold.
First aid services provided.
No of trainings held.
Amount realized from first aid products.
**Action 10**  
Improved Community Based First Aid unit.

**Activities**  
Branch visits.  
Development of a Community Based First Aid curriculum.  
Training of volunteers and trainers.

**Planned Output.**  
Effective delivery of trainings and services.

**Indicators**  
Number of institutions receiving first aid services.  
Number of Volunteers trained,  
Number of emergency response.  
Number of well trained first-aiders.  
Number of events attended.  
CBFA curriculum available.
STRATEGIC OBJECTIVE 3
Establish a well functioning society having the capacity to effectively and efficiently discharge its mandate. The aim is to have a well developed organization structure with clear roles for office bearers, employees and volunteers. This will enable proper development and implementation of programmes. It will also improve the society’s reporting systems.

Strategies for achieving this objective are:
1. Branch and HQ development.
2. Volunteers.
3. Fundraising and resource mobilization.
4. Dissemination and information systems.
5. Governance (including structures).
6. Human resources.
7. Youth Programmes.
8. Membership.

Action 1
Develop an effective Branch and Headquarters structure.

Activities
Training of Volunteers/Staff.
Development of 5 Strategic Branches.
Capacity Building for all Branches.

Planned Output.
Effective and efficient response by the Branches and Headquarters to community needs.

Indicators
Number of responses reported by Headquarters and branches.
Number of Strategic Branches established and supported (Disaster Centres).
Timeliness of response.
Number of trained volunteers in Disaster, finance and fundraising.
Number of trainings held.
5 offices opened, 5 computers, 5 photocopying machines, 5 Radio Communication Equipment.

Action 2
Effective Volunteer Management/ volunteering.

Activities
Develop a volunteer Policy.
Training of volunteers.
Branch visits/ co-ordination.
Monitoring, Evaluation and advice of Branch activities.
Planned Output
Improve Volunteer management and quality of volunteering.
**Indicators**
Volunteer Policy developed in consultation with branches.
Improved quality and retention of volunteers.
Number of Volunteers trained in various services.
Number of volunteers rewarded and recognized.
Number of Award ceremonies held annually both at branch and Headquarters level.
Number of volunteers retained.
Quality leadership/ Management at branch level.

**Action 3**
To enhance our fundraising activities both at Headquarters and at Branch Levels.

**Activities**
Production of promotional items for sale.
Member recruitment drives both at Headquarters and Branches.
Appeals and development of proposals.
Constant public interface.
Assisting branches in choosing and developing viable and sustainable IGAs.
Training volunteers in resource mobilization and project management.

**Planned Output.**
Financial self-reliance at the Headquarters and Branches.

**Indicators**
Number of items sold.
Increase in membership between 20-30%
Number of fund-raising activities organized by the Branch and Headquarters.
Number of appeals launched.
Number of project proposals drawn and sent out to proposed donors.
Amount realized.
Number of sustainable IGAs initiated.
Capacity of Branches and Headquarters to cover their core costs.

**Action 4**
To enhance Improvement of Governance.

**Activities**
Review of current Constitution.
Conduct Branch Management training workshops for all branch executive committees.
Conduct a training, needs assessment for volunteers/branch executive committees.
Conduct leadership training workshops.
Improvement of organizational structures in the branches.
Branch visits.
Establish a leadership profile.
**Planned Output**
Improved leadership at Branch and Headquarters levels.

**Indicators**
- Quality decisions made and implemented.
- A well developed criteria for identifying leadership in the community.
- Number of leaders trained in the next three years.

**Action 5**
To positively enhance the knowledge of the Kenyan public about KRCS.

**Activities**
- Carry out dissemination sessions for different target groups.
- Production of materials
- Training/Workshops for employees and volunteers, stakeholders, and the community.
- Development of a website for internet dissemination.
- Placement of material in public libraries.
- Placement of dissemination material in local flights.

**Planned Output**
Improved awareness and public support for KRCS activities.

**Indicators**
- Number of people joining KRCS as members and volunteers at both branch and national levels.
- Number of inquiries from public.
- Public support and positive response to KRCS appeals.
- Number of publications.
- Number of workshops and trainings held.
- Number of dissemination sessions.
- Number of visits to the website.
- Number of libraries with KRCS materials and quantity of such materials in the library.
- Improved image.

**Action 6**
To recruit and build the capacity of the youths to be able to effectively carry out KRCS activities.

**Activities.**
- Development of clear youth policy.
- Training sessions.

**Planned Output**
Increased youth participation in the four part youth programmes.

**Indicators**
- Increased number of youth recruited and retained.
- Number of youth trained.
- Number of training carried out.
- Youth carrying out the four part Youth programmes in Community Service.
Promotion of life and Health.
Dissemination.
Promotion of international friendship and understanding.
Number of activities carried out by youth.
Growth of youth movement.
Number of youth clubs established.

**Action 7**
To attract and retain quality member (Elite, professional, community leaders and youth corporate sector.)

**Activities**
Dissemination of information
Membership drives
Establish friends of the Red Cross.

**Planned Output**
Increased membership and improved quality of membership in the national society.

**Indicators**
Number of members from the elite professional, community leaders of youth joining the KRCS branches.
Quality leadership in branches.
Increased number of activities.
Growth in revenue base in branches.
Improved branch development.
Quality services delivery.
STRATEGIC OBJECTIVE 4
Promotion or dissemination and advocacy of the society’s principles.
The aim is to promote knowledge of the society’s principles as embodied in its mandate, vision, mission, Governance and management, Code of conduct and the seven fundamental principles.

This will be achieved through workshops, press conferences, presentations at various forums, publications and documentations, KRCS website, Radio/TV talk shows and any other media of dissemination.

Strategies for achieving this objective are:
Advocacy
Dissemination
Partnership and linkages.

Action 1
To enhance dissemination.

Activities
Production of dissemination materials.
Conducting Trainings/Workshops.
Placement of materials in libraries.
Dissemination Sessions.
Internet dissemination.
Involvement of Mass media.

Planned Output
Improved awareness and support for KRCS activities.

Indicators
Number of dissemination sessions.
Increased productions of materials.
Number of Workshops/Training seminars.
Number of visits to the website.
Number of Libraries with KRCS publications.
Number of field disseminators.
Accuracy of information about KRCS.
Increased membership.
Positive response to our appeals.

Action 2
To consistently carry out advocacy on major humanitarian issues in the country.

Activities
Production of policy document.
Trainings/Workshops.
Dissemination to media.
Involvement of the Government/Stakeholders.
Planned Output
KRCS has a clear, coherent and prioritized status on major humanitarian issues affecting the Kenyan community.

Indicators
KRCS priorities reflected in current national humanitarian issues.
Number of campaigns carried out.
Representation of KRCS in various humanitarian committees.
Frequent update on priority issues affecting KRCS.

Action 3
To improve KRCS image and promote its relations with various partners/stakeholders.

Activities
Production of Policy papers.
Electronic/ print dissemination.
Website Dissemination.
Training/ Workshops.
Meetings.

Planned Output
KRCS preserves its status as an independent, neutral and impartial humanitarian player and this perception generates massive support without compromising its fundamental principles.

Indicators
Twinning and Corporate policy developed.
Bilateral support policy developed.
Staff code of conduct developed.
Media policy developed.
KRCS maintains its internal image as it relates to the above policies.
Number of partnerships forged
Quantity and quality of support received.