STRATEGIC PLAN
2016 - 2020
INTRODUCTION

I am pleased to present to you the new strategy for the Jordan National Red Crescent Society, for the years 2016 -2020, whose objectives are focused on:

- To improve JRCS’ organisational effectiveness, according to the international standards (Characteristics of a Well-Functioning National Society), to provide quality humanitarian services.
- To participate in the dissemination of the voluntarism spirit, human values and the change of minds in local communities to reduce violence and discrimination,
- To contribute in making the targeted vulnerable communities more safe and capable of rebuilding themselves while depending on their own resources,

The strategy also focused on the following themes:

- Disaster management and risk mitigation associated with it.
- Health and mitigation of health risks.
- Dissemination and awareness programs related to human values.
- Organizational development and resources mobilization.

I hope that the new strategy will be a tool to increase awareness of the National Society's effectiveness and improve its performance in various activities, programs and partnerships.

I am pleased to present my gratitude to the work team that made a great effort in the preparation and the realization of this strategy.

President
Dr Mohammad Mutlaq Al-Hadid
13 October 2015
EXECUTIVE SUMMARY

The Jordan National Red Crescent NS (JNRCs) was founded in 1947 and is headquartered in Amman. Imparting from the values and the principles on which the National Society was built on, for the relief of armed conflicts and natural disasters victims; men, women, children and elderly, it is the only body representing the Red Cross and Red Crescent Movement in Jordan according to the International Conventions. The National Society is committed to the fundamental principles of the Movement, namely: Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity, Universality.

The main contents of the strategic plan include the following items:

The Vision:
To be a leading National Society (NS), capable of coping with the challenges and the rapid changes facing the world, in an innovate manner which will result in building local resilient communities able to meet the important challenges.

The Mission:
To alleviate the suffering of the vulnerable groups, victims of armed conflicts and natural disasters and to protect their dignity and rights in a manner that preserves their lives, safety, security and well-being.

The strategic objectives are summarized as follows:

- To improve JRCS’ organizational effectiveness, according to international standards (Characteristics of a Well-Functioning NS), to provide quality humanitarian services.
- To participate in the dissemination of the voluntarism spirit, human values and the change of minds in local communities to reduce violence and discrimination,
- To contribute in making the targeted vulnerable communities safe and capable of rebuilding themselves while depending on their own resources,
Realizing the needs of the most vulnerable communities, and the priorities of those communities, the NS participates in cooperation and in coordination with its partners in order to implement its best humanitarian services and activities, to achieve objectives in the following main Core areas:

- Disaster management and mitigate its risks.
- Health and mitigation of health risks.
- Dissemination programs and awareness related to humanitarian values.
- Organizational development and resources mobilization.

The implementation of the Strategic Plan requires an effective application to achieve the objectives, which requires clear definition of the responsibilities, follow-up, monitoring and evaluation mechanisms (internal and external) as an integral part of the systematic management of the NS. The strategy will be regularly presented to the Board and the executive leadership, to ensure the follow-up functioning and provide immediate treatment of the obstacles that may be encountered.
THE NATIONAL CONTEXT

The Hashemite Kingdom of Jordan is situated in the continent of Asia. Jordan has common borders with Iraq, Syria, West Bank, Saudi Arabia and Israel. This makes it enjoy a strategic and unique geographical and political location.

Jordan has faced since 1948 several waves of asylum seekers because of the surrounding crises:

- The Arab-Israeli conflict
- The Second and Third Gulf War
- The Syrian crisis that is still going on since 2011
- In addition to a large community of Lebanese, Libyans, Yemenis, and Sudanese

Jordan in numbers:

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jordan Area</td>
<td>89,318 km²</td>
</tr>
<tr>
<td>Land area</td>
<td>88,778 km²</td>
</tr>
<tr>
<td>Regional Water Area</td>
<td>540 km²</td>
</tr>
<tr>
<td>Badia Area</td>
<td>70,000 km²</td>
</tr>
<tr>
<td>Estimated population on 09/27/2015</td>
<td>6,637,138¹</td>
</tr>
<tr>
<td>The official unemployment rate:</td>
<td>12.4%³</td>
</tr>
<tr>
<td>Unemployment - males</td>
<td>10.6 %</td>
</tr>
<tr>
<td>Unemployment - females</td>
<td>22.2 %</td>
</tr>
<tr>
<td>Youth unemployment</td>
<td>30%³</td>
</tr>
<tr>
<td>Absolute poverty line per capita per year:</td>
<td>814 dinars (US$ 1148)</td>
</tr>
<tr>
<td>The annual inflation rate for 2014 stood at</td>
<td>3.2%⁴</td>
</tr>
</tbody>
</table>

¹Jordanian Department of Statistics 2015
²Jordanian Department of Statistics 2014
³ILO report 2014
⁴Department of Statistics 2014
Challenges and risks facing Jordan:

Jordan faces, since 1948, recurring influx of refugees fleeing their homelands because of armed conflicts starting with the Arab-Israeli conflict, and then the second and third Gulf War. They were followed by the aggression on Gaza and the Syrian crisis. As a result of these armed conflicts, there exists on the Jordanian land, according to Jordanian official authorities estimates, and up to the month of September 2015, nearly four million refugees. The number of Syrian refugees is 1.4 million, 15% of them live within their designated camps and 85% in various cities and regions of the Kingdom. This is added to the 2,212,917 Palestinian refugees, according to the United Nations Agency for Relief and Works Agency estimates.

Also added to them, according to the Jordanian official authorities' estimates till September 2015, nearly 500,000 Iraqi refugees, 35,000 Libyan refugees, 45,000 Yemeni refugees, and 5,000 refugees from the Sudanese and Somali nationals. Furthermore, we should add hundreds of thousands of Jordanian expatriates who returned to Jordan after the invasion of Kuwait in 1991, in addition to the foreign licensed workers, which amount to 286,197 according to the estimates of the Ministry of Labor in its 2014 report, and the thousands of non-Jordanian unregistered workers. Thus, this brings the number of Jordan’s population to nearly 10 million people, causing a major challenge to Jordan’s natural resources, its services, its economy, its health services, its education and security in addition to the increase in the international oil price, which resulted in the increase of several food, consumer goods and services' prices, and led to a high inflation rate in 2014 from 2.8% to 3.2%.

Before the Syrian asylum seekers and other nationalities, there was suffering and social crises in the Jordanian communities such as high unemployment and poverty rates. The involvement of Syrian refugees in the informal labour market has added competition in the local labour market and has increased unemployment percentage especially among young people.
On the other hand, foreign workers living in Jordan in a legal or illegal way amounting to nearly one million workers from the Egyptian and Asian nationalities, represent a significant challenge to the opportunities open for Jordanian workers, and in particular the impact of Syrian refugees' employment, which led to a decline in wages and an unbalance between supply and demand for jobs. This is in addition to an increase in the child labour problem in Jordan, where the Syrian child employment represents 70% of the total child labour in Jordan.

The following table shows the number of refugees living on the Jordanian soil:

<table>
<thead>
<tr>
<th>Refugee Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Palestinian refugees</td>
<td>2,212,917 (UNRWA, 2015)</td>
</tr>
<tr>
<td>Syrian refugees</td>
<td>1,400,000 (Jordan Govt)</td>
</tr>
<tr>
<td>(UNHCR registered and non-registered)</td>
<td></td>
</tr>
<tr>
<td>Iraqi refugees</td>
<td>400,000 (Jordan Govt)</td>
</tr>
<tr>
<td>Libyan refugees</td>
<td>35,000 (Jordan Govt)</td>
</tr>
<tr>
<td>Yemeni refugees</td>
<td>45,000 (UNHCR)</td>
</tr>
<tr>
<td>Somali and Sudanese refugees</td>
<td>5000 (HCR)</td>
</tr>
<tr>
<td>Total refugees on Jordanian territory</td>
<td>4,097,917</td>
</tr>
</tbody>
</table>
Demographic, geographic and social challenges facing Jordan:

- The succession of humanitarian asylum seekers to the territory of Jordan as a result of armed conflicts, unrest and political crises in neighbouring countries.
- Water scarcity and limited natural water resources.
- Energy shortage.
- Climate change, drought and environmental pollution.
- Desertification, soil erosion and overgrazing.
- Risk of earthquakes and landslides, where the Rift Valley line extends from North of Jordan passing through the Jordan Valley area to reach the Gulf of Aqaba.\(^5\)
- Political crises, armed conflicts and instability in some neighbouring countries.
- Road accidents, where the Jordanian Traffic Institute recorded 102,441 traffic accidents in 2014 that resulted in 688 deaths.
- High number of migrant workers, licensed and unlicensed, and child labour.
- Poverty and unemployment.
- Influence of global economic crisis.
- Limited economic resources and dependence on foreign aid.
- Spread of the phenomenon of violence in some communities especially among young people.

\(^5\)An earthquake was recorded on 8/7/2015 with a magnitude of 4.5 in the North of the city of Aqaba near the Red Sea Beach.
WHO ARE WE?

The Jordan National Red Crescent Society (JNRCs) was founded in 1947 and is headquartered in Amman. Imparting from the values and the principles on which the National Society was built on, for the relief of victims of armed conflicts and natural disasters of men, women, children and elderly, it is the only body representing the Red Cross and Red Crescent Movement in Jordan, according to the rules stipulated in the international conventions. The National Society (NS) is based on the strategies of the International Federation of the Red Cross and Red Crescent Societies and its mandate. The NS depends also in its work on the four Geneva Conventions, the international laws and treaties that make up as a whole the International Humanitarian Law, and the resolutions issued by the International Red Cross and Red Crescent conferences. Furthermore, the NS adheres to the fundamental principles of the Movement, namely:

- Humanity
- Impartiality
- Neutrality
- Independence
- Voluntary Service
- Unity
- Universality
HOW WE WORK

The NS' organisational system:

The President oversees the NS. The President, his deputy and the members of the Executive Committee are elected by the Central General Assembly once every three years. The committee meets every month to prepare, monitor and review future plans of headquarters and of the branches. The number of members of the General Central Assembly in 2014 was four hundred (400) male and female.

The Branches:

<table>
<thead>
<tr>
<th>No.</th>
<th>Branch</th>
<th>Founded Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Madaba</td>
<td>1952</td>
</tr>
<tr>
<td>2.</td>
<td>Balqa</td>
<td>1956</td>
</tr>
<tr>
<td>3.</td>
<td>Aqaba</td>
<td>1962</td>
</tr>
<tr>
<td>4.</td>
<td>Karak</td>
<td>1962</td>
</tr>
<tr>
<td>5.</td>
<td>Irbid</td>
<td>1962</td>
</tr>
<tr>
<td>6.</td>
<td>Ma'an</td>
<td>1987</td>
</tr>
<tr>
<td>7.</td>
<td>Tafila</td>
<td>1991</td>
</tr>
<tr>
<td>8.</td>
<td>Mafraq</td>
<td>1991</td>
</tr>
<tr>
<td>9.</td>
<td>Ajloun</td>
<td>1994</td>
</tr>
</tbody>
</table>

According to the NS' policy, the members of the students' branch, in public and private schools all over the Kingdom, under the sponsorship of the Ministry of Education, exceed 1.7 million members.

The NS manages a variety of activities, carried out through the branches in the Kingdom's governorates. Every branch performs individual activities to meet the specific needs of the local communities it serves.

Human and Financial Resources:

The JNRCS works, to a large extent, as a volunteer–based organization with a number of volunteers around two hundred (200) male and female youths. It is self-funded, and its financial resources are based on the annual budget and financial support collected in different ways in order to support a wider range of activities; to cover the staff salaries and the operating expenses. The NSs’ financial resources are provided by donations acquired through grants awarded by other organizations, a small percentage are from members' subscription fees, a symbolic annual contribution from the government, leased property, personal donations, fundraising activities, patients’ transfer fees, profits and investment symbolic fees from courses in first aid and disaster risk reduction.
WHAT WE DO

The NS performs the following programs:

- Disaster Preparedness and Response program.
- Health-care, first aid and psychosocial support programs.
- Youth and volunteers capacity development programs.
- Dissemination and Information programs.
- Vocational training programs.
- Management development programs.
- Advocacy programs and gender mainstreaming (gender).
- King Abdullah II orphanage of the Red Crescent (Balqa Branch).
ACHIEVEMENTS:

The JNRCs’s strategy 2003-2007 was extended up to 2013 since it was the guiding document for the NS’s objectives, programs and activities, it took also into account the 2010 Federation strategy. Most of its aspirations were achieved. In the pre-2015 period, it was focusing on strengthening the partnerships, empowering the NS' staff and branches, and building local communities abilities to respond to disasters and crises (Example: The Safe Neighbourhood program from 2008 to 2010). The dissemination of the Movement’s Fundamental Principles and the International Humanitarian Law. The most important achievements were as follows:

1. Services and Health Care:

   a. The hospital was expanded to house 126 beds, and facilities that serve the current need.

   b. An agreement was concluded with Medecins Sans Frontieres, to treat injuries of victims of armed conflicts in the region.

   c. The NS contributed in the establishment of a field hospital in the Syrian refugee camp in Azraq.

   d. The NS opened health clinics with partners, to Syrian refugees living outside the camps in Amman, which served 20,000 beneficiaries.

   e. The NS ambulances transferred 1764 patients and elderly since 1967 in and out of Palestine, through the King Hussein Bridge, in collaboration with the International Committee of the Red Cross (ICRC).

2. Community health programs and first aid in 2014:

   | Training trainers/volunteers | 90 |
   | Jordanian/Syrian refugees    | 31,000 |

3. Psychosocial support services were provided as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>2654</td>
<td>Iraqi and Syrian refugees</td>
</tr>
<tr>
<td>2014</td>
<td>11,099</td>
<td>Syrian refugees including 18 volunteers</td>
</tr>
<tr>
<td></td>
<td>3002</td>
<td>Jordanian volunteers, inc 86 volunteers and staff</td>
</tr>
<tr>
<td></td>
<td>452</td>
<td>Iraqi refugees</td>
</tr>
</tbody>
</table>
4. Relief Services Programs for Syrian refugees outside the camps in 2014 as follows:
Youth and volunteers:

The Youth Department has strengthened the volunteer management, building their capacities and developing them. It provided support and motivated them in the implementation of activities aimed at children and young people from the age of 6-35 years to improve the condition of these categories and strengthen their linkages with their local community, since youth are the factor in behavioural change in the community. The activities were as follows:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Implemented Activities</th>
<th>Beneficiaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sports Activities</td>
<td>147</td>
<td>1413</td>
</tr>
<tr>
<td>Social theatre/social drama</td>
<td>32</td>
<td>393</td>
</tr>
<tr>
<td>International Humanitarian Law</td>
<td>157</td>
<td>1703</td>
</tr>
<tr>
<td>Homework Club</td>
<td>19</td>
<td>63</td>
</tr>
<tr>
<td>Life Skills</td>
<td>176</td>
<td>19</td>
</tr>
<tr>
<td>Girl’s Club</td>
<td>66</td>
<td>318</td>
</tr>
<tr>
<td>Traffic Safety</td>
<td>34</td>
<td>840</td>
</tr>
<tr>
<td>Youth as a factor of behavioural change</td>
<td>69</td>
<td>537</td>
</tr>
<tr>
<td>2014 sessions</td>
<td>19</td>
<td>379</td>
</tr>
</tbody>
</table>

6. Tracing and restoring family links:

To reduce the effects of the crises happening in neighbouring countries, which affect the refugees, the Jordan Red Crescent registered, in cooperation with the International Committee of the Red Cross (ICRC), the following cases in Amman and the governorates in addition to the Za’atari camp that needed attention.

| Cases for Nov and Dec 2014        | 93                      |
| Cases for Jan and Feb 2015        | 175                     |
7. Dissemination and Information:

Introduction to the movement lectures, and dissemination of International Humanitarian Law information.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number reached</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/13</td>
<td>14,927</td>
</tr>
<tr>
<td>2014</td>
<td>3298</td>
</tr>
</tbody>
</table>
VI. METHODOLOGY ADOPTED FOR PREPARING THE STRATEGY 16-2020

A work team was composed of members of the NS's Governing Board and Senior Management representing all the NS' sectors. A participatory approach was used with all sectors and branches of the NS, through interviews, focus groups, panel discussions and consultations with partners and beneficiaries.

A consultation Strategic Planning workshop was held from 22\textsuperscript{nd} to 25\textsuperscript{th} June, 2014 and included 29 participants representing the staff from all the NS departments, the volunteers, the partners, the branches, HQs and governance. It was supported by the International Committee of the Red Cross and the International Federation of Red Cross and Red Crescent Societies. The objectives and the strategic direction of the strategy were agreed on during this workshop in addition to an initial implementation plan.

The NS, with all its sectors and branches, conducted a self-evaluation (OCAC) exercise, between the 8\textsuperscript{th} and 10\textsuperscript{th} of April, 2014 with the participation of 18 staff and volunteers organized by the Secretariat of the International Federation of Red Cross and Red Crescent Societies in Geneva. The participants’ interventions and the OCAC exercise results were included in the preparation of the strategy.

The work team had reviewed all reports and achievements of the previous years of the various departments and evaluation reports prepared in collaboration with the partners. It also analysed the strengths and weaknesses of the previous strategy, the current situation of the NS and its activities, and the internal and external analysis (SWOT).

The work team concluded lessons learned, reviewed the Federation's Strategy 2020 and the results were shared with the NS' Heads of Departments and stakeholders for their observations to achieve a consensus. The priorities and the objectives of the 2016 - 2020 strategy were defined in partnership with all the departments, branches and HQs.

The process was supported with the guiding contributions of the NS OD consultant in the final steps.
VII. LESSONS LEARNED FROM THE PREVIOUS STRATEGY AND ANALYSIS:

The events surrounding the JNRCS call for the need to keep abreast of changes and developments in the local communities and the region which makes it imperative for the NS, through its mandate, to have a strategy with objectives for high levels of preparedness.

The following lessons were learned:

- Increasing the community activities had positively raised awareness among communities and encouraged their participation in programs and activities.
- The need to keep pace with regional and global developments.
- The need for a clear structure and a system for the human and financial resources of the NS, to better organize various programs and projects.
- The importance of a clear DM and the development of a strategy with objectives that meet the needs of the NS and the future challenges.
- The need to involve branches in the development of a policy, which they will adhere to, in order to improve communication techniques within the branches and inter branches one.
- Poor communication and coordination between the departments had contributed to some duplication of programs for partners and departments.
- Follow-up and support of the branches, to develop their plans.
- Dissemination of the strategy more widely to the NS and to the partners.
- To ensure that the objectives of the strategy are realistic ones.
- There is a need to monitor and evaluate the recommended programs and activities of the strategy and establish an operational framework based on the strategy's objectives.
Analysis of the current situation of the NS:

1. **Weaknesses:**

   - The current organizational structure of the NS does not meet the challenges of its current needs.
   - The absence of a logistics supervisor.
   - Weakness in the dissemination of the volunteers management system
   - Some branches lack the knowledge related to laws, regulations and NS policies.
   - Ineffectiveness of some branches in the implementation of programs and activities.
   - Lack of resources.
   - Lack of a financial system that meets the needs to effective follow-up projects’ budgets.

2. **Strengths:**

   - The NS is active, by attending conferences which adds opportunities to its staff and officials to exchange experiences with other societies from other components of the Movement.
   - Outstanding feeling of belonging of the staff and volunteers to the NS.
   - Implementing programs that serve the needs of the target groups in the most vulnerable communities.
   - The NS’s location and positive positioning among the most vulnerable communities.
   - The existence of an Act of Law for the NS and an internal policy system that has been updated.
   - Positive feedback, evaluations and assessments by the partners about the implemented programs.
   - The NS’s flexibility in the implementation of programs.
   - The history and origin of the NS adds strength and continuity to the NS.
3. Opportunities:

- Presence of several partners in the field, contributes to the involvement of the NS in programs covering its needs.
- Partners require a strong NS.
- The willingness of the partners to develop the NS’s services and strengthen its capacity to meet the needs of the vulnerable communities suffering from poverty and unemployment.
- The international response to the Syrian crisis, created an opportunity for the NS to gain new experiences by establishing and implementing several programs.
- Poverty in the local community has increased the community’s need for social services.
- Promoting the principle of cooperation between the movement partners which emerged as an urgent need for partners.

4. Threats:

- Some donors impose conditions that limit the efficient implementation of projects.
- Some donors interference in the projects implementation which limits the efficiency of the program officers.
- Poor communication links between programs' implementers.
- Focus is mostly on effective and strong branches.
- Duplication of programs executed by some components of the Movement.
- The large number of non-governmental organizations working in the humanitarian field.
- Lack of financial resources.
VIII. JRCS IDENTITY:

Vision:

To be a leading National Society (NS), capable to cope with the challenges and the rapid changes facing the world, in an innovate manner which will result in building resilient local communities able to meet the important challenges.

Mission:

To alleviate the suffering of the vulnerable groups, victims of armed conflicts and natural disasters and to protect their dignity and rights in a manner that preserves their lives, safety, security and well-being.

Values:

The NS adheres to the fundamental principles of the International Movement, cultural and ethical values:

- Believing in people’s rights and their abilities to develop.
- Credibility.
- Integrity and transparency.
- Participatory approach.
- Teamwork.
- Public morality.
- Diversity.
- Creativity and innovation.
IX. STRATEGIC OBJECTIVES:

During this strategic plan 2016 – 2020, the NS in cooperation and coordination with its partners, will contribute to achieving the following objectives:

- To improve JNRCs’ organizational effectiveness, according to the international standards (Characteristics of a Well-Functioning NS), to provide quality humanitarian services.
- To participate in the dissemination of the voluntarism spirit, human values and the change of minds in local communities to reduce violence and discrimination.
- To contribute in making the target vulnerable communities more safe and capable of rebuilding themselves depending on their own resources.
X. POTENTIAL CORE AREAS:

Realizing the needs of the most vulnerable communities, and the priorities of those communities, the NS participates in cooperation and in coordination with its partners in order to implement its best humanitarian services and activities, to achieve objectives in the following main potential Core areas:

- Disaster management and Risk Reduction.
- Health and mitigation of health risks.
- Dissemination programs and awareness related to humanitarian values.
- Organizational development and resources mobilization.
<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Objectives</th>
<th>Relevant activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To improve JRCS’ organizational effectiveness, according to the international</td>
<td>2. Development of the organisational structure with defined roles and</td>
<td>• Establish, adopt and apply a JNRCs organizational structure.</td>
</tr>
<tr>
<td>standards (Characteristics of a Well-Functioning NS), to provide quality humanitarian</td>
<td>responsibilities.</td>
<td>• Develop clear job descriptions for the staff.</td>
</tr>
<tr>
<td>services.</td>
<td></td>
<td>• Create a department for the development of administrative regulations (HR).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Prepare annual operating plans in line with the strategy’s objectives.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Train and qualify the staff to provide better humanitarian services.</td>
</tr>
<tr>
<td></td>
<td>3. Introduce a new financial system &amp; administrative system for the NS.</td>
<td>• Computerize the NS’s systems, and train the finance staff on the systems used and applied.</td>
</tr>
<tr>
<td></td>
<td>and establish a financial strategy that projects diversity of resources and</td>
<td>• Create a database for personnel and volunteers.</td>
</tr>
<tr>
<td></td>
<td>unrestricted funding.</td>
<td>• Prepare salary scale with clear classifications and develop standards to include recruitment and incentive mechanisms.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Disseminate HR procedures to the NS’s staff.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Build a self-financing policy and develop the financial system for the branches to ensure financial sustainability.</td>
</tr>
<tr>
<td></td>
<td>4. Development of branches and increasing their capacities.</td>
<td>• Build and adopt a system for field communication and technical links between the HQs and the branches and within the branches.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Establish a mechanism to recruit volunteers and young members, and to maintain them.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Establish a training program for branches’ staff in branch management and development.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Focus on development to keep pace with various crisis.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Strengthen the self-financing system of the branches and mobilize financial resources.</td>
</tr>
<tr>
<td></td>
<td>5. Strengthening JRCS’ capacity in documentation and dissemination.</td>
<td>• Create modern documenting and archiving system.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Designate an officer for publication and documentation.</td>
</tr>
<tr>
<td>Strategic Objectives</td>
<td>Objectives</td>
<td>Relevant activities</td>
</tr>
<tr>
<td>----------------------</td>
<td>------------</td>
<td>---------------------</td>
</tr>
</tbody>
</table>
| 2. To participate in the dissemination of the voluntarism spirit, human values and the change of minds in local communities to reduce violence and discrimination | 1. Strengthening the role of JRCS as auxiliary to the Jordanian State | • Disseminate the fundamental principles of the Movement and the NS’s role during crisis to the State.  
• The application of the basic principles of the Movement in the implementation of all activities of the NS.  
• Expansion of partnership to include working with government institutions.  
• Make use of Humanitarian Diplomacy in dealing with the Jordanian State to advocate for humanitarian issues.  
• Activate the NS’s Act of law and the protection of the emblem law with the support of the relevant government agencies.  
• Develop mechanisms for dialogue in the fields of cooperation and partnership with the Jordanian state. |
|                      | 2. Dissemination of the Fundamental Principles, the International Humanitarian Law and the principle of Youth as Agents of Behavioural Change. | • Conduct Training of trainers and forming a team of youth groups to disseminate the Fundamental Principles and values of the Movement and the Humanitarian Diplomacy.  
• Organize awareness workshops in the community to disseminate and publicize the values and principles of the Movement.  
• Implement advocacy programs to raise awareness on gender, reduction of violence and discrimination.  
• Adopt youth initiatives aiming towards a unified, strong and coherent membership policy.  
• Conduct Training of trainers at the HQs and branches on the dissemination of the International Humanitarian Law in communities, institutions, schools and universities. |
<table>
<thead>
<tr>
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<th>Relevant activities</th>
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| 2. To participate in the dissemination of the voluntarism spirit, human values and the change of minds in local communities to reduce violence and discrimination (continued) | 3. Expanding the networking with Societies and organizations working in local communities | • Establish a data on organizations working in the local communities and the programs implemented by them.  
• Define the functions of the communication officer working in contact with the organizations in local communities.  
• Expand the base of sustainable partnerships and establish other new partnerships.  
• Create mechanisms that contribute in increasing the cooperation and coordination with partners. |
| 4. Building policies to improve internal and external communication and networking mechanism |                                                                             | • Establish a mechanism and a system that can be implemented for connecting the NS's departments together and with the branches.  
• Strengthen the capacity of the branches and their staff and volunteers with modern communication techniques.  
• Strengthen the public relations, publication and media department.  
• Strengthen and update the NS’ website as a tool for internal and external communication. |
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| 3. To contribute in making the target vulnerable communities more safe and capable of rebuilding themselves while depending on their own resources. | 1. Enabling the NS to reach a larger number of targeted communities through its branches and the volunteers’ network.                                                                                                                                                  | 1. Identify and build a database of the target communities.  
2. Establish a mechanism to communicate with local communities.  
3. Attract volunteers from the targeted communities.  
4. Identify leaders in local communities and improve their capacities to implement the NS’s programs in their communities.  
5. Communicate with local communities through various events.  
6. Train qualified staff on preparedness and response programs for disasters / crisis in local communities.                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                   | 2. Expanding and strengthening the networking and the partnerships with communities and organizations in the local communities.                                                                              | 1. Communicate with organizations and institutions working in local communities.  
2. Define the functions of the communication officer working in contact with the local community organizations.  
3. Collect and document information on awareness programs and risk reduction linked to disasters in the Kingdom.  
4. Expand the partnership base to work with the private sector.  
5. Keep abreast of developments related to the awareness programs locally and regionally.  
6. Strengthen the capacity of the NS’s staff in the field of negotiation and dialogue.                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                   | 3. Strengthening the participation of the local communities, as a main partner, in all activities                                                                                                         | 1. Empower the community with tools that enable it to determine its priorities.  
2. Activate the community’s strengthening mechanisms and provide them with the necessary technical means.  
3. Build new partnerships and strengthen existing partnerships with the local community.  
4. Involve the local communities in the NS’s operations to assess their abilities and needs.  
5. Document and follow-up the programs in local communities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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<td>4. To contribute in making the target vulnerable communities more safe and capable of</td>
<td>4. Enhancing frameworks to facilitate and support the management of disasters</td>
<td>• Apply the logistical system in the JNRCS in line with the international relief</td>
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<td>rebuilding themselves while depending on their own resources.</td>
<td>and emergencies.</td>
<td>standards.</td>
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<td>• Follow the standard methods of storage and warehousing.</td>
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<td>• Develop SOPs for the NS’s warehouses.</td>
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<td>• Conduct specialized training courses in the logistical measures.</td>
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XII. MONITORING, EVALUATION AND REPORTING:

The implementation process of the Strategic plan requires effective methodology to achieve the objectives. Furthermore, it requires clear definition of responsibilities and mechanisms for monitoring and evaluation. The external and internal evaluation systems used, in addition to monitoring, are considered an essential part of the systematic management of the NS. This system will be determined at the beginning of the implementation of this plan. In general, follow-up and evaluation methodology will be based on various participatory methods and internationally recognized ones.

Thus, this strategy will be presented, on a regular basis, to the governing bodies and the executive leadership of the NS to ensure the follow-up at different stages, and provide immediate advice on the obstacles that might hinder the implementation process to come up with the best solutions. This process will be tracked in the following points:

Firstly: Dissemination and promotion:

After the adoption and ratification of the strategy, an awareness program will start for:

- Branches and volunteers to make sure that they will abide to it.
- The relevant official bodies.
- Movement and non-Movement partners; UN agencies local and international organizations.
Secondly: Implementing the plan and follow-up:

To implement this plan, the NS will take a pragmatic approach to follow up the implementation process, which includes the establishment and support of the monitoring and evaluation unit/section, or what is known within the movement by (PMER) which coordinates efforts and agrees with the departments and branches on:

1. Identifying priorities in programs and projects.
2. Developing operational detailed short-term plans, and the time frame for their implementation.
3. Agreeing on the ways and methods of follow-up (periodic follow-up: monthly and non-monthly).
4. Agreeing on the ways and methods of evaluation (internal / external) and periodic, mid-term and final evaluation.
5. Agreeing on the indicators and design of follow-up reports with the programs and sections.
6. Designing the self-assessment models, through an electronic data base for measurement.
7. Rehabilitating the staff in the field of follow-up, evaluation and performance measurement.
8. Implementing and applying performance measurement criteria (progress) to achieve the objectives:
   - Analysing the results of the questionnaires related to various activities.
   - Measuring the performance of the NS through the success criteria that have been previously identified.
   - Determining the difference between the proposed and actual results to determine the degrees of deviations from the plan.
   - Making decisions for the necessary corrective measures to address the negative deviations.
   - Comparing all the results in terms of impact on the systems/policies and structures, human resources and financial resources.
The follow-up and evaluation functions are normally summarized in the following:

1. Confirming that all programs /projects include proper M& E tools.
2. Agreeing on the design and performance indicators and the design of follow-up reports to be used by the programs and divisions.
3. Upgrade staff skills in using performance measurements, monitoring and evaluation for:
   - Measuring progress and impact.
   - Analysing the gap between what is planned, the actual achievement and the knowledge of the deviations.
   - Strengthening the application of management for results, documenting and share of lessons learned (knowledge exchange).

To ensure better results and impact, the NS takes the following steps:

The regular periodic assessment:

- Field visits with a focus on the importance of measuring the efficiency, effectiveness, sustainability and social impact
- Keep reports at the agreed upon standards with the partners and to be committed to partners financial reporting requirements in terms of availability of documents and invoices.
- The preparation of financial reports in accordance with the normal followed measures.
- Evaluation and final report: the NS applies the standard evaluation procedures that will contribute to the final report to be submitted to relevant partners.