

Appeal 2005



International Federation
of Red Cross and Red Crescent Societies

BANGLADESH

Appeal no. 05AA046

The International Federation's mission is to improve the lives of vulnerable people by mobilising the power of humanity. The Federation is the world's largest humanitarian organisation, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes, objectives, and related activities to be implemented in 2005, and the corresponding funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text¹, or can be requested through the respective regional department. For further information please contact Ewa Eriksson, Regional Officer, email: ewa.eriksson@ifrc.org, phone: +41 22 730 4252; fax: +41 22 733 0395; or please also access the Federation website at <http://www.ifrc.org>.

Click on the programme title to go to the relevant text, and the budget figure to go to the country programme budget.

	2005
Programme title	in CHF
Strengthening the national society	
Health and care	632,842
Disaster management	2,007,841
Organisational development	514,547
Humanitarian values	32,537
Total	3,187,767²

¹ Identified by blue in the text.

² USD 2,655,366 or EUR 2,084,189.

National Context

Bangladesh consists mostly of a low-lying river delta with over 230 rivers and tributaries situated between the foothills of the Himalayas and the Bay of Bengal. With a population of 143.8 million³ and an area of 144,000 sq/km, Bangladesh is one of the world's most densely populated countries (998 square km). Half of the population lives below the poverty line, and 82 percent live on less than USD2 per day. The UN Human Development Index ranks Bangladesh at 138 out of 177 countries⁴. The combination of its geography, population density, and extreme poverty make Bangladesh very vulnerable to disaster. During the decade of 1993-2003, more than 75 million people were affected by disasters in Bangladesh, an incidence among the highest in the world.⁵

According to *World Disasters Report 2003* Bangladesh is among the top three most disaster-prone countries in the world, being vulnerable to cyclones, tidal surges, tornadoes, floods, droughts, earthquakes, and cold spells. Every year on average, one million people are affected by disasters, 500,000 are made homeless, and the nation's rivers consume around 9,000 hectares of fertile land.⁶ In 2003 experts issued warnings of a possible major earthquake following a series of moderate to medium tremors in the Chittagong Hill Tracts (CHT) region.

In 1998, Bangladesh experienced the worst floods in its history. Over two-thirds of the country was inundated and 31 million people affected; there were more than 1,400 deaths; 1.56 million hectares of crops were lost; and over 900,000 houses destroyed. In 2000 and 2002 floods affected some 20 million people. In December 2002 and January 2003, more than 700 people died due to severe cold spells. And most recently, in July/August 2004, devastating monsoon floods submerged two-thirds of the country resulting in 35.9 million people affected, 726 deaths, 160,000 cases of enteric disease, millions of people made homeless, and overall flood damage estimated at USD6.7 billion.

In spite of the many challenges the country faces, the steady Bangladesh economic growth during the 1990s, particularly during the second half of the decade, placed the country among the top performers within the developing world. According to the United Nations Development Programme (UNDP) *Human Development Report 2004*, Bangladesh has made significant improvement in its economic development since 2001 moving from *Low Development Countries* status to *Medium Development Countries*, putting it ahead of Nepal and Pakistan in the South Asian context.⁷ However, in terms of ordinary people's access to income, Bangladesh continues to remain at the lower end of the scale with its per capita annual income of USD350.

Politically, Bangladesh is relatively stable although frequent protest strikes (*hartals*) always provide potential for civil unrest, and have been proven to be disruptive to normal life and business.

Red Cross and Red Crescent Priorities

Though the Bangladesh Red Crescent Society (BDRCS) faces considerable challenges ahead, it continues to make steady progress toward its objective of becoming a well functioning national society. In 1995, international management consultants conducted an extensive review of the organisation which led to the beginning of a long-term change process for BDRCS. The defining steps of this process were highlighted in the national society's first strategic development plan (1997-2001) with five major focus areas for institutional development:

- Modernise governance functions;
- Decentralise decision making processes;
- Develop financial management systems;
- Develop human resources (HR); and
- Strengthen capacities of departments at national headquarters (NHQ) and branches

In a further effort to refocus these goals and objectives within a framework of strategic programmes consistent with *Strategy 2010* and the *Manila Action Plan*, BDRCS, together with support from the Federation, ICRC, sister national societies and other stakeholders, went through an extensive enquiry and analysis process which resulted in

³ UNDP Human Development Report 2004

⁴ UNDP Human Development Report 2004

⁵ IFRC World Disasters Report 2003

⁶ IFRC World Disasters Report 2003

⁷ UNDP Human Development Report 2004

BDRCS' first Cooperation Agreement Strategy (CAS) 2002-2004. Created to encourage long-term commitment of partners and stakeholders, the BDRCS priorities under CAS 2002-04 are as follows:

- Strengthen the overall organisation and capacity of management, staff, youth and volunteers in order to achieve the characteristics of a well functioning, and eventually, self-supporting national society;
- Increase protection and assistance to the most vulnerable people through appropriate disaster preparedness and response measures, and improved volunteer and youth management;
- Improve health and blood services, increase awareness of HIV/AIDS, promote socio-economic development in the weakest sections of society and to improve tracing services.

In 2004, a major undertaking of BDRCS has been to update its Strategic Development Plan in an open and participatory manner which involved all departments, rather than the old 'central planning' model. The final product, BDRCS Strategic Development Plan 2005-2008, should be finalised by the end of 2004 and will provide the basis for the eventual updating of the next CAS. It is anticipated that the next generation CAS will be more dynamic and user-friendly, thus enabling enhanced cooperation between BDRCS and future partners.

Strengthening National Society

Throughout 2004, BDRCS had considerable success in a number of areas such as mother and child health (MCH) centres, seen as a model for other national societies in the region, and the 30,000-strong volunteer network cyclone preparedness programme (CPP). The floods of 2004 saw investment in BDRCS disaster response and preparedness come to the fore, with BDRCS and the Federation helping some 250,000 people by providing medical treatment needed via 66 medical teams dispatched to remote areas, distributing food supplies to 188,250 families, and providing disaster relief in 32 districts by mobilising volunteers and branch staff to flood-prone areas.

Building on these successes, initial indications point toward a new focus on six key strategic directions critical to strengthening the foundation of BDRCS and thus building overall capacity and enhancing performance throughout the organisation. Key strategic support for the national society over the next four years will be:

1. Continued constitutional reform support;
2. Human resource reform (including: organogram, staffing review, job descriptions, appraisal system, promotion criteria, sanctioned posts, and downsizing strategy);
3. Resource mobilisation (NHQ and branches);
4. Management skills development;
5. Branch development; and
6. Volunteer management and development.

In keeping with *Strategy 2010*, key areas of operation will be: health and care, disaster management (DM), humanitarian values (HV) and organisational development (OD):

1. Health and Care: Continued support to the countrywide MCH programme focusing on providing basic health services to mothers and children, and achieving sustainability for all MCH centres; and the introduction of a new five-year HIV/AIDS programme which intends to increase awareness and knowledge while at the same time build networks for better coordination and cooperation to achieve maximum impact.

2. Disaster Management: After one year of intensive analysis, planning and preparation, the newly developed DM strategy, with standardised systems, shared use of resources, and an integrated approach to planning and service delivery, will be launched.

3. Humanitarian Values: This year's emphasis is on promotion of HV and the Movement's Fundamental Principles through 'integration into current programming'.

4. Organisational Development: OD will continue to facilitate the development of the national society in the five strategic directions through focused interventions to all departments (based on annual plans) in the areas of planning, implementation, monitoring, evaluation and reporting.

1. Health and Care – [logframe](#)

Background: The health division is the largest and most complex of the national society with the goals of serving the most vulnerable and becoming self-sustaining.

Based on an extensive planning process in 2004, the Federation will focus on supporting two important community based health initiatives – the ongoing MCH centres and new five-year HIV/AIDS awareness programme.

Health images CD-ROM, distributed to all national societies in the region and partner national societies, will be used as a tool for national society dissemination health issues.

Mother and Child Health Care

The MCH programme was reviewed to create a comprehensive and integrated approach in 57 MCH centres throughout Bangladesh. The *Essential Service Package* emphasises quality health care for rural communities, community management with financial sustainability through cost recovery, and local resource mobilisation.

Of the 57 MCH centres, 12 are self-sustaining, and 23 are performing well and expected to become self-sustaining within the next two years⁸. This Appeal seeks support for the 22 non-funded centres in order to help them achieve sustainability in the next four years. Limited funding for improvement of services is also sought for other MCH centres for supervision, training and logistics.

HIV/AIDS

UNAIDS describes Bangladesh as a country with low HIV prevalence but high vulnerability, with risk behaviours comparable to rates of other countries in the region where epidemics are occurring. WHO/UNAIDS estimates there are approximately 13,000 HIV cases in Bangladesh.

In 2004, South Asia regional delegation developed a regional five-year HIV/AIDS strategy which has been used as the framework for BDRCS' own HIV/AIDS plan, developed in 2003. The first year focuses on operational set-up, baseline studies, and training of trainers.

Overall Goal: To improve the health status of communities with a special emphasis on vulnerable sections of the population through preventive, promotional and curative measures.

Programme Objective: To consolidate existing health services of BDRCS to ensure quality and sustainability of healthcare services as well as establish an integrated and coordinated HIV/AIDS programme.

Expected Results:

Mother and Child Health Care

Basic health care is provided on a sustainable basis through community managed MCH Centres.

HIV/AIDS

An appropriate, integrated and well coordinated HIV/AIDS programme using BDRCS's existing network to raise awareness and provide preventive measures is established.

2. Disaster Management – [logframe](#)

Background: BDRCS has become an increasingly important actor in the field of DM, particularly with regard to floods and cyclones. BDRCS has been implementing DM programmes in four different areas:

- Disaster awareness, preparedness and management at community level;
- Capacity building of BDRCS branches at district level to prepare for and respond to disasters;
- Dissemination of cyclone warnings through a well trained and well equipped volunteer force in all cyclone-prone districts;
- Community harmony through better programming initiative (BPI) interventions in post-conflict areas of the Chittagong Hill Tracts (CHT) region.

⁸ Among those, German Red Cross secured funding for 13 MCH centres fully from 2001-2005.

BDRCS has gained considerable experience in DM which has been well documented in recent evaluations and lessons learned exercises. However, because disaster preparedness and disaster response were managed separately, coordination between the two programmes was weak, leading to ‘compartmentalisation’ and in some cases duplication of activities, particularly in the coastal areas. As a result, it was felt that there was an urgent need to develop a more integrated model for DM.

It was also found that programmes did not always target and reach the most vulnerable, particularly as they related to women. Studies showed that women, as well as children and elderly, often suffered disproportionately in disasters, yet the programmes did not provide proportionate support for these groups.

In an effort to create a more integrated DM plan effectively reaching the most vulnerable, the department undertook an extensive review of its history, and analysis of current programmes. The result was the DM division’s first four-year strategic plan (2005-2008).

Overall Goal: The vulnerability to disasters of people in Bangladesh, particularly women, is reduced.

Programme Objective: The capacities of high risk communities to mitigate the impact disasters have on life and property, particularly in flood, cyclone, conflict and earthquake-prone areas of Bangladesh, is enhanced and sustained.

Expected Results

The DM division has eight expected result areas for 2005:

1. High risk communities and women at household level in flood-prone areas are prepared in managing severe floods.
2. High risk communities and women at household level in 11 cyclone-prone districts are better prepared to deal with cyclones.
3. A policy, including a sustainable financial plan for the maintenance of BDRCS cyclone shelters, is developed and operational.
4. High risk communities in nine Upazillas (sub-districts) of CHT are supported to live in harmony with each other on a sustained basis.
5. Disaster preparedness and disaster response capacity for earthquakes is established within the DM division at national headquarters (NHQ) and unit level in four high risk cities and towns (Dhaka, Chittagong, Sylhet, and Rangpur).
6. Strengthening of the Red Crescent units response capacity.
7. BDRCS NHQ response capacity is further strengthened.
8. Disaster preparedness and disaster response capacity of BDRCS in population movement, arsenic poisoning, river erosion, accidents and other common disasters is established.

3. Humanitarian Values - [logframe](#)

Background: The Movement’s humanitarian principles and values lie at the heart of all BDRCS activities. The national society is actively engaged in dissemination of Red Cross/Red Crescent principles and values, and emblem protection (supported by both ICRC and IFRC) at all levels of the society. Emphasising impartiality and neutrality of its actions, the national society’s approach to humanitarian values encourages respect for the dignity of human life, and promotes gender and ethnic equality. Building on its existing work in this field, BDRCS strategies seek to maximise opportunities for the integration of humanitarian values (HV) within all the national society’s programmes.

The emphasis in 2005 is on promotion of HV, and the Movement’s Fundamental Principles through integration of HV into current programming within the three core areas as defined by *Strategy 2010*:

1. Developing better understanding internally
 - Advocating HV and Fundamental Principles to volunteers and board members
2. Raising awareness of public authorities and private institutions
 - Promotion and understanding of the Red Cross/Red Crescent Movement and HV
 - Workshops to reduce emblem misuse
 - Advocacy with government and international/national NGOs for refugees and displaced persons
3. Influencing behaviour in the community

- Appropriate and sensitive emergency relief distribution to those affected by disaster (particularly in the CHT conflict area)
- Promoting and advocating wider usage of BPI in the conflict area (particularly CHT)

Overall Goal: BDRCS effectively promotes humanitarian values through dissemination of the Movement's Fundamental Principles, anti-discrimination, tolerance, mutual understanding, and behavioural change in the community, ensuring respect for all people both inside and outside of the national society.

Programme Objective: To enhance knowledge and better understanding of HV through integration into all existing programmes and projects.

Expected Results:

1. BDRCS staff and volunteers are aware, motivated and skilled in promoting HV, which is reflected in their field of activities.
2. BDRCS potential stakeholders are knowledgeable about HV related issues such as anti-discrimination, tolerance, mutual understanding, attitude and behavioural change through campaigns and motivational drives.

4. Organisational Development - [logframe](#)

Background: Since its inception in 1997, the OD department has made great strides in moving the national society towards its goal of achieving the characteristics of a well functioning national society. With the development of the society's first ever Strategic Development Plan (1997-2001), many significant goals and objectives have been reached in the following areas:

1. Reorganisation of the national society into five divisions;
2. Planning and development department established;
3. Five-year strategic plan developed;
4. Constitutional review process initiated;
5. Organogram developed;
6. HR development through targeted skills training;
7. Standing orders (rules and regulations) updated;
8. Formulation of new policies and guidelines;
9. Branch development project initiated; and
10. Information sharing through monthly and quarterly newsletter

The momentum was maintained with the society undertaking its first fully participatory strategic planning process which included all 22 departments. The intended result is to have a realistic four-year development plan (2005-2008) that is written and owned by all of BDRCS rather than the old 'centrally planned' model.

Though the analysis and planning phase for the next Strategic Development Plan (2005-2008) has been completed, it has yet to be finalised. However, the initial indications point toward a new focus on six key strategic directions critical to strengthening the foundation of BDRCS:

1. Continued constitutional reform support;
2. Human resource reform (including: organogram, staffing review, job descriptions, appraisal system, and downsizing strategy);
3. Resource mobilisation (NHQ and branches);
4. Management skills development;
5. Branch development; and
6. Volunteer management and development.

Despite some positive progress, management reviews dating back to 1994 have mentioned the urgent need for fundamental HR reform in BDRCS. Though this issue has fundamental implications for all areas of BDRCS operations, because of the sensitive nature of the issue, both political and financial, efforts in the past have not had the desired results. In 2004 the Federation and BDRCS tackled the challenge by developing a step-by-step, long-term strategy designed to systematically and permanently address the weaknesses in the current HR structure. The main priorities for this HR reform strategy are:

1. Design new organogram with clear reporting lines;

2. Create ideal staffing size based on objective needs;
3. Develop new job descriptions based on departmental objectives;
4. Redesign performance evaluation tool to be more objective and developmental;
5. Ensure fair annual performance review based on job descriptions;
6. Develop promotion criteria;
7. Creation of sanctioned posts;
8. Promote better gender balance encouraging more women in leadership positions;
9. Institute handover policy for all key positions;
10. Develop fair and reasonable downsizing plan which includes:
 - Positions to be retrenched
 - Costs of retrenchment (pensions and other benefits)
 - Funding plan for retrenchment (partner national society, ICRC, local support, BDRCS)

The OD programme intends to continue to facilitate the development of the national society in these strategic directions through focused interventions in all departments (based on their annual plans) in the areas of planning, implementation, monitoring, evaluation and reporting.

Overall Goal: BDRCS is transformed into a well functioning national society, effective and efficient in reducing vulnerability by mobilising the power of humanity.

Programme Objective: To provide strategic support and coordination to all departments to improve their capacity to plan, implement, monitor, evaluate and report on programmes and activities in their respective field of operation.

Expected Results

1. Strategic Planning Skills Development: Strategic planning skills of management focusing on long-term, sustainable planning are increased.
2. Programme Management Skills Development: Programme management skills are strengthened enabling departments to effectively implement plans, monitor and evaluate programmes and report on results.
3. Leadership Training: BDRCS members of the Governing Board and Branch Executive Committees are well informed of the Movement's Fundamental Principles and values and are highly motivated.
4. Volunteer Management Development: A volunteer base which is gender diverse, well trained, highly motivated, well organised with revitalised volunteers, and with a significantly increased membership.
5. Finance Resource Development: BDRCS has enhanced capacity to access financial opportunities through effective and optimum use of available human and financial resources.
6. Communication and Advocacy Development: BDRCS established network with non-governmental organisations, government and civil society enhancing their overall coordination and effectiveness through communication and advocacy.
7. Youth Programme Development: Red Crescent youth skills and knowledge are developed to provide key humanitarian services at community level.

5. Representation, Implementation and Management

Coordination, cooperation and strategic partnerships

Long-term, strategic partnerships with the Swedish, Japanese and British Red Cross societies continue to yield positive results and strengthen BDRCS, particularly in the critical areas of disaster management and organisational development; and the German Red Cross continues to support BDRCS through its long-term bilateral partnership. The delegation also forged new relationships in 2004 with Disaster Preparedness Programme of the European Community Humanitarian Office (DIPECHO) to strengthen disaster preparedness; and the European Community Humanitarian Office (ECHO) provided substantial funds to the 2004 flood Appeal. The European Commission has also been approached by a tripartite consortium (the Swedish, British and German Red Cross societies) to support the new integrated DM plan for 2005/6.

UN agencies in Bangladesh are also providing valuable support to BDRCS operations through cooperation and partnerships with: the United Nations High Commissioner for Refugees (UNHCR) related to refugee issues in Cox's Bazaar; World Food Programme (WFP) through provision of emergency relief foods; the World Health Organisation (WHO) in relation to BDRCS health initiatives in the DM programme; and the United Nations Fund for Population Activities (UNFPA) in relation to reproductive health issues.

The Federation also plays a leading role in attracting funding from local donors based in Bangladesh such as embassies, diplomatic missions and local businesses. This support has proven to be particularly successful in relief operations and general fundraising campaigns.

Good cooperation and mutually beneficial relations between the Federation's country delegation and the ICRC regional delegation continue to be a prime focus to ensure well coordinated support to BDRCS.

Effective representation and advocacy

The Federation continues to assist BDRCS in advocacy on behalf of the Myanmar refugee population in Bangladesh. BDRCS volunteers are actively involved in relief distributions in two of the official refugee camps, and in one 'unofficial' camp, which receives minimal support from NGOs or other agencies. The Federation, supported by the South Asia regional delegation population movement project, together with BDRCS, has provided essential water and sanitation facilities to ease the plight and improve the health of these 'unofficial' refugees. When local business leaders were upset by the continued and growing presence of the unregistered refugees and wanted the camp closed and humanitarian operations stopped, it was thanks to the diplomatic interventions of the Federation and BDRCS that tensions were reduced and the emergency water and sanitation project could be completed on schedule.

In addition, BDRCS has been working to reduce tensions and avert renewed conflict between ethnic tribal groups and nationals of Bangladesh in the CHT region using the BPI methodology.

Governance support

The Federation has provided support to an ongoing constitutional review process in an effort to bring the BDRCS constitution into alignment with the Movement's standards. A ninth and final draft of amendments to the constitution was sent to the Joint ICRC/Federation Commission for national society statutes in Geneva for review in 2004. Following a meeting between BDRCS' chairman, the Constitution Review Committee and the Joint ICRC/Federation Commission in September, the final draft of the BDRCS constitution was approved with some amendments and provision for significant change on two key issues, including powers of the Head of State within the next six years. Thus, the Federation will provide necessary support and facilitation as BDRCS continues the process to further refine their constitution.

Delegation management

The Federation delegation in Bangladesh continually strives to develop capacities and provide necessary support to BDRCS, with the long-term objective of creating a strong, effective and financially sustainable national society. With a team of three expatriate staff (not including flood operation), five local professionals, and four support staff, the delegation provides support to BDRCS in five major areas:

- Senior management support;
- Organisational development;
- Financial monitoring and control;
- Programme support; and
- Regional initiatives (management skills, fundraising and gender).

The budget for the 2005 Appeal also reflects the partial costs of one Asia Pacific department post in the Geneva Secretariat, which is actively involved in the delivery of the country's relief and rehabilitation programmes.

For further information please contact:

- *In Dhaka:* AFM Obaidur Rahman, Secretary General, Bangladesh Red Crescent, email: bdrcs@bangla.net; phone: + 8802 9352226; fax: + 8802 8311908.
- *Tony Maryon, Head of Delegation;* email: ifrcbd03@ifrc.org; phone: + 8802 8315401; fax: +8802 9341631.
- *In Geneva:* Ewa Eriksson, Regional Officer; email: ewa.eriksson@ifrc.org; phone: + 41 22 730 4252; fax: +41 22 733 0395.

[Click here to return to the title page](#)

BUDGET 2005

PROGRAMME BUDGETS SUMMARY

Appeal no.: 05AA046

Name: BANGLADESH

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	13,044	0	0	0	0	13,044
Water & Sanitation	0	43,480	0	0	0	0	43,480
Medical & first aid	38,262	92,534	0	0	0	0	130,796
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	38,262	149,058	0	0	0	0	187,320
Land & Buildings	53,046	0	0	0	0	0	53,045
Vehicles	30,000	48,567	0	0	0	0	78,567
Computers & telecom	0	108,341	0	15,544	0	0	123,885
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	7,370	11,587	0	0	0	0	18,957
CAPITAL EXPENSES	90,416	168,495	0	15,544	0	0	274,455
Warehouse & Distribution	1,400	7,098	0	1,050	0	0	9,547
Transport & Vehicules	3,000	73,351	0	5,174	0	0	81,524
TRANSPORT & STORAGE	4,400	80,449	0	6,224	0	0	91,072
Programme Support	41,135	130,509	2,115	33,445	0	0	207,204
PROGRAMME SUPPORT	41,135	130,509	2,115	33,445	0	0	207,204
Personnel-delegates	130,560	145,470	0	123,120	0	0	399,150
Personnel-national staff	201,460	438,097	1,087	96,233	0	0	736,876
Consultants	0	0	0	7,609	0	0	7,609
PERSONNEL	332,020	583,567	1,087	226,962	0	0	1,143,635
W/shops & Training	44,710	507,454	7,062	140,571	0	0	699,795
WORKSHOPS & TRAINING	44,710	507,454	7,062	140,571	0	0	699,795
Travel & related expenses	6,013	64,469	4,346	8,817	0	0	83,644
Information	23,690	156,446	17,927	33,706	0	0	231,769
Other General costs	52,196	167,394	0	49,278	0	0	268,867
GENERAL EXPENSES	81,899	388,309	22,273	91,801	0	0	584,281
TOTAL BUDGET:	632,842	2,007,841	32,537	514,547	0	0	3,187,767