

Plan 2010-2011



Bangladesh

Executive summary

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. The combination of geography, dense population and extreme poverty make Bangladesh vulnerable to disaster.

In the past decades millions of people have been affected by disasters in Bangladesh. In this densely populated country half of the population live below the poverty line. According to the latest global population report by the United Nations Population Fund, at the present growth rate, Bangladesh will be home to 254.1 million by 2050. The United Nations' reports the per capita gross national income dropped to USD 1,230 from USD 2,090 last year. The human poverty index ranks Bangladesh 110th among 135 developing countries¹.

Although the country has made some progress towards development, it still faces enormous challenges. For example, even though the death toll from disasters has been reduced dramatically over the past years through effective utilization of early-warning systems, Bangladesh is now widely recognized as one of the countries most vulnerable to climate change. This means natural hazards that come from increased rainfall, sea levels rising and tropical cyclones are expected to increase and become more intense. Natural hazards will seriously affect agriculture, water and food security; and human health and shelter for decades to come. It is believed that in the coming decades the rising sea level alone will create more than 25 million climate refugees².

Bangladesh Red Crescent Society (BDRCS) is one of the largest indigenous humanitarian organizations in the country, providing assistance to the most vulnerable people, through its 68 units which cover all administrative districts and major metropolitan cities. BDRCS have a large volunteer base of approximately 300,000 members/volunteers, including Red Crescent Youth volunteers.

The country plan for 2010-2011 is in line with the draft BDRCS three year strategic development plan, the regional framework for South Asia and the global agenda goals. The disaster management programme, which is in line with the Global Alliance on Disaster Risk Reduction and the Hyogo Framework for Action, will continue to focus on strengthening BDRCS' capacity for disaster preparedness, response and recovery for any emergency at the national and the community level. This aims to strengthen the community thereby, enabling the community to be prepared and self reliant in the event of any unforeseen disasters. The health and care programme will focus on public health in emergencies as well as maternal, newborn and child health. This is so as BDRCS' commitment to response will enhance the community's health status and address climate change issues effectively. Also, as a part of the Global Alliance on HIV, the national society will focus on and address HIV issues. The health and care plan is in line with the International Federation's global health and care strategy (2006-2010) and global agenda



BDRCS volunteer taking the thumb print of a beneficiary before handing over the non-food relief distribution at Pirojpur district after Cyclone Aila struck. Photo: Bangladesh Red Crescent Society (BDRCS)

The human poverty index ranks Bangladesh 110th among 135 developing countries¹.

¹ 2008 Statistical Update Bangladesh, The Human Development Index

² Source: Another Major Cyclone, Bangladesh Worries About Climate Change" PBS News Hour, 2008
http://www.pbs.org/newshour/bb/environment/jan-june08/bangladesh_03-28.html

goal 2. The organizational development programme will support BDRCS in strengthening its foundation (legal base and structure), and the national society's institutional capacity enabling it to become a well functioning national society. The humanitarian principles and values programme will focus on promoting and disseminating the Red Cross Red Crescent principles and values as an integrated component and a cross cutting issue in all the programmes, projects, training, and workshops.

This plan targets to reach approximately 2,018,679 persons. The majority of the targeted population are among the most vulnerable, people living below the poverty line and/or in disaster-prone areas (both rural and urban), as well as displaced people. The targeted persons reached comprises of all ages and groups from different ethnic backgrounds. The table below shows a break down of Red Crescent Youth and persons reached by each programme:

Programmes	RCY and people reached (direct)	RCY and people reached (indirect)
Disaster management	245,170	493,260
Health and care	1,122,249 (785,574 men, 336,675 women)	2,000,000
Organizational development	31,600	158,000
Principles and values	403,736	2,018,679

The budget for 2010 is CHF 1,770,772 (USD 1.71 million or EUR 1.16 million). The budget for 2011 is CHF 1,722,106 (USD 1.66 million or EUR 1.13 million).

[Click to go directly to the attached budget summary of the plan](#)

Country Context

Climatic change poses a significant risk to Bangladesh, affecting many sectors. This includes water resources, agriculture and food security, the eco-system and biodiversity, human health and the coastal zones. The impact of higher temperature, more extreme weather events and the rising sea level, is already felt and will continue to intensify. Agriculture is the dominant sector of the economy, involving 80 per cent of the total population and contributing to 25 per cent³ of the gross domestic product. Disasters like floods and cyclones cause substantial damage to standing crops, causing food insecurity and unemployment. As a result, the standard of living is affected by the extensive damage to livelihoods. Thus, the resilience and coping capacity of vulnerable groups to disasters has deteriorated as economic vulnerability increased, making it essential to provide assistance to those living in disaster-prone areas. Such assistance will allow vulnerable communities to enhance their self-resilience and community resilience.

Due to the high density of population and increasing vulnerability to natural disasters, emerging diseases such as nipah viral encephalitis and avian influenza are persistent threats in the country. Bangladesh is highly prone to outbreaks of different infectious diseases during disasters including water-borne diseases such as diarrhoea and dysentery. In addition, climate change is a threat for children, those who are malnourished and the elderly people. Bangladesh is also vulnerable to an HIV epidemic. Even though the overall prevalence remains under 0.1 per cent of the general population in Bangladesh, prompt action is needed to strengthen the quality and coverage of HIV prevention programmes reaching out to targeted groups. BDRCS with the support of the International Federation is planning to scale up its commitment to reduce the vulnerability to HIV and its impact through activities that will address the prevention of further infections, expand care, treatment and support and reduce stigma and discrimination. Anemia among women and children is a serious issue in Bangladesh with 49 per cent of children under five years of age and 28 per cent of adolescents being anaemic.

BDRCS has earned its reputation as an experienced humanitarian organization with wide experience in disaster management. In close collaboration with the International Federation, BDRCS is committed to establishing itself as a well-functioning organization to reach the most vulnerable in the country with greater effectiveness and efficiency.

Latest statistics of Bangladesh

Life Expectancy	63 years (WHO*)
Adult Literacy Rate	67.1%
Child under 5 mortality rate	61 (UNICEF**, 2007)
Maternal mortality rate	320 (UNICEF,00-07)
Neonatal mortality rate	36 (UNICEF, 2004)
GDP per capita	1389 \$ (IMF***, 2008)
Human development index ranking	147 (UNDP****, 2006)
How many people live under the poverty line	49.8% (UNDP, 00-07)
How many people live on less that 1\$ a day	49.6% (UNDP, 00-06)
Access to safe drinking water	80% (UNICEF 2006)
Access to sanitation facilities	36% (UNICEF 2006)
Number of natural disasters (last 8 years)	5 (EM-DAT*****)
Number of fatalities caused by natural disasters	9241 (EM-DAT)
HIV Prevalence	0.01 %

*The World Health Organization: WHO | **The United Nations Children's Fund: UNICEF |
 International Monetary Fund: IMF | *United Nations Development Programme: UNDP |
 *****Emergency Events Database: EM-DAT

Priorities and current work with partners

The overall goal is to ensure that the programmes and services of the BDRCS, in coordination with the International Federation, focus on the needs of vulnerable people. The programmes and services provided by BDRCS are responsive, sustainable and of a high standard in terms of performance, accountability and integrity. The Country Plan for 2010-2011 builds on the national society's draft strategic development plan for 2009-2011, and is aligned to Strategy 2020.

The BDRCS' major disaster management priorities include disaster risk reduction and building safer communities (awareness, preparedness, response, and intervention); and early warning and management at the community level with focus on adapting to climate change. This includes capacity building within BDRCS at various levels to prepare for disaster response and to lead in recovery.

A key health priority for BDRCS is to contribute to the eradication of measles. BDRCS will focus on social mobilization campaigns for measles in 2010.

The Organizational Development programme aims to integrate organizational development and capacity building as components in all BDRCS's programmes, to increase the capability of the national society to provide effective services to vulnerable populations, through improved programme management, with a focus on strengthening the legal base. To make sure that the services have been rendered efficiently, BDRCS will use a planning, monitoring, evaluation and reporting unit as a check and balance. In addition, the Movement's fundamental humanitarian principles and values are integrated into all programmes.

The programmes will employ a comprehensive and integrated approach to programme management, ensuring more realistic and sustainable interventions. The aim is to integrate the various programmes: disaster management, health and care, organizational development and humanitarian principles and values to meet the needs of the vulnerable in a more holistic way. This is in line with the integrated programming approach initiative implemented in South Asia.

Partnerships exist with the International Committee of the Red Cross (ICRC), and other national societies (especially with German, Swiss and British Red Cross societies which have representatives in country). Relationships with embassies and international agencies have become more prominent, especially with organizations like the European Commission's Humanitarian Aid Office (ECHO), United Kingdom's Department for International Development (DFID), Australian Agency for International Development (AusAID), Swedish International Development Cooperation Agency (SIDA), and United Nations' agencies such as the World Health Organization (WHO), United Nations Children's Fund (UNICEF) and the World Food Programme (WFP). Major partners for the disaster management programme and other programmes over the past few years have been Hong Kong branch of the Red Cross Society of China, DFID through British Red Cross, Japanese Red Cross, Danish Red Cross, Finnish Red Cross, Norwegian Red Cross, American Red Cross, SIDA through Swedish Red Cross and ECHO/DIPECHO.

In-country Movement Partners

International Federation and Movement partners		Programme areas
1	ICRC	Restoring family links, relief assistance, safer access frame work for violence victims, information and dissemination on emblem and Red Cross Red Crescent (RCRC) principles and values, water and sanitation.
2	German Red Cross (many districts across the country)	Community disaster preparedness, primary health care, emergency health and HIV.
3	Consortium of British, German and Swedish Red Cross Societies (Barguna, Chittagong, Noakhali and Patuakhali districts)	Building community disaster preparedness capacity in cyclone prone areas of Bangladesh.
4	Swiss Red Cross (Chapai Nowabganj district)	Primary health care, water and sanitation.
SIDR Recovery Programme Partners		Programme areas
5	Swiss Red Cross	Community based disaster preparedness activities in the affected areas; rehabilitation programmes
6	Spanish Red Cross	Work on shelter and water and sanitation activities in SIDR affected areas
7	British Red Cross	recovery programme, shelter component
8	German Red Cross	Rehabilitation of mother and child health (MCH) centres to make the buildings more cyclone-resistant
9.	American Red Cross	Water, sanitation and hygiene

Secretariat supported programmes in 2010-2011

Disaster Management (DM)

a) The purpose and components of the programme

Programme purpose:
Reduce the number of deaths, injuries and impact from disasters

The disaster management programme budget for 2010 is CHF 1,084,688 and for 2011 is CHF 1,008,412.

The numbers of people reached by the disaster management programme, including volunteers who will benefit through the 2010-2011 plans are shown in the table given below:

Programme component	Estimated no. of people reached	BDRCS staff and volunteers
Programme component 1	248,650	3,272
Programme component 2	484,480	2,028

The 2010-2011 country plan is based on past experiences of disaster management work carried out by the BDRCS supported by the International Federation, with a special focus on disaster risk reduction and climate change adaptation. For the last two years the disaster management programme has emphasized incorporating and promoting global risk reduction trends (through the Global Alliance on Disaster Risk Reduction); and through commitments like the Hyogo Framework for Action and Millennium Development Goals at the country level.

To strengthen community resilience through small scale mitigation and livelihood support, community-based disaster management activities will be implemented within the umbrella of the Global Alliance on disaster risk reduction. The geographical coverage and thematic scope of disaster management interventions have been extended to focus on a range of disasters, including floods, cyclones, earthquakes and river erosion.

Based on the BDRCS draft disaster management policy, strategic development plan and disaster management review, a five year Disaster Management Strategy will be developed and approved by the end of September 2009. The five year strategy will be a guiding document for the disaster management programme.

In order to help make the community more resilient to disasters, more emphasis will be given to community level disaster risk reduction. These interventions include reaching people with appropriate early warnings, awareness raising and capacity building, small scale disaster mitigation, livelihood support and disaster risk reduction in flood, cyclone and earthquake-prone areas. Ensuring community participation and recognizing the importance of community involvement vulnerability and capacity assessments will be used as a key method for programme planning and implementation. Disaster preparedness programmes in schools will be initiated with the aim to disseminate the message among a large number of people since children are good ambassadors in sharing knowledge. Furthermore, minor repairing activity will be undertaken on school buildings in order to reduce earthquake risk.

Adaptation to climate change and other climatic issues will be incorporated as cross-cutting issues in all BDRCS programmes. The national society and the country office staff receive further training on issues related to climate change adaptation. The climate change framework developed with BDRCS in 2009 will be the baseline for developing and strengthening its network with other relevant organizations that deal with climate change and adaptation.

In order to ensure effective and efficient response, the disaster response plan's standard operational procedures will be developed and be placed for approval by the governance. The national disaster response team comprising of 50 members will be formed and necessary training and equipment will be provided to them. Linkage and databases between the national disaster response team and unit disaster response teams and community disaster response teams will be established for ensuring immediate deployment whenever necessary.

The disaster management working group Bangladesh, which was established with the support of the International Federation, will advocate that disaster risk reduction priority issues be put into national policies and strategies. As a member of the regional disaster management working group, BDRCS' disaster management unit will continue as an active member and contribute to the regional internal and external networks. BDRCS' disaster management programme has complemented and taken advantage of the South Asia regional disaster risk reduction programme 'building safer communities in South Asia' with its good practices and knowledge sharing.

The early warning services will be extended to new areas identified as vulnerable to cyclones and tidal surges within 11 existing cyclone preparedness programme areas. The volunteers' capacities and skills will further be developed through providing adequate training and warning dissemination equipment. The cyclone shelter and maintenance policy will be finalized and repairs and renovations will be completed to allow safe evacuation of people during cyclones, thereby reducing the loss of lives.

BDRCS will advocate and promote international disaster response laws rules and principles. BDRCS has appointed a focal point who has been trained in international disaster response laws by the zone office in the last two years. Bangladesh has been affected by a number of floods and cyclones. Currently, BDRCS with the support of the International Federation and other partners is implementing response, relief and recovery activities in almost all the Cyclone Sidr affected districts and responded to cyclone Aila with non-food items and food items. Based on the lessons learned from these operations, BDRCS will improve the current disaster management interventions.

Programme component 1: Community preparedness
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Component outcome 1: Communities are safer and more resilient to floods, cyclones, earthquakes and other potential hazards (DRR) mainstreaming climate change adaptation
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Key Activities:

- Awareness raising on disaster preparedness through organizing sessions and meetings; and handing out information, education and communication materials; and staging folk performances
- Development of community action plans through conducting intensive vulnerability and capacity assessments
- Implementation of small scale mitigation and livelihood support
- Capacity building of community volunteers on disaster response
- Awareness training on climate change adaptation to school students and community people
- Develop a position paper based on the climate change framework

- Participate in the conference of parties from the framework convention on climate change, with country experience on climate change adaption
- Publish a report on climate change adaption activities in Bangladesh
- Earthquake preparedness programmes in schools
- Provide training on earthquake preparedness and response to the volunteers
- Development of unit contingency plan on earthquake response and disseminate it to relevant organizations, agencies and communities

Programme component 2: Organizational preparedness and response

Component outcome 1: BDRCS is able to reach and respond to the needs of the most affected people in disasters

Key Activities:

- Finalization of disaster response plan
- Formation of national disaster response team and linking with community and unit response teams
- Provide training to national disaster response team
- Repair and renovation of BDRCS warehouse
- Community level cyclone preparedness drive
- Commission a study in cyclone preparedness programme command areas to assess and review the existing cyclone preparedness programme process for the expansion of services and early warning to the vulnerable communities
- Provide support to improve the communication network on cyclone early warning dissemination
- Capacity development of cyclone preparedness programme volunteers
- Maintenance of cyclone shelters
- Establish disaster management working group Bangladesh at BDRCS

b) Potential risks and challenges

Political instability, outbreaks of major diseases and social unrest can create problems in smooth implementation of planned activities. The increasing trend of disasters like monsoon floods, cyclones and tornadoes may cause new challenges. Time-consuming administrative and procedural processes may further delay decision-making, affecting programme implementation and efficiency. The country office will assist the national society to establish a formal disaster management working group Bangladesh and its own separate secretariat which will act as a platform in coordinating different disaster management programmes and building inter thematic linkages by providing services to the vulnerable people. With cooperation from the country office this disaster management working group Bangladesh will benefit from the regional disaster management working group particularly in time of disasters and emergencies with response tools, developing national disaster response teams, contingency plans and mobilization of resources. It will also contribute to regional disaster management working group and the national society's role in national disaster management strategies, including standing orders on disasters, being recognized. Therefore, the country office will promote the national society by facilitating disaster risk reduction activities and profiling them in local and national level programmes like the comprehensive disaster management programme, the climate change adaptation programme, both independent and government corporate plans etc.

Health and Care

a) The purpose and components of the programme

Programme purpose:

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

Health and Care budget for 2010 is CHF 327,592 and for 2011 is CHF 335,459.

The number of people reached will be 1,122,249.

A detailed breakdown of the number of people reached is given below:

Programme Component	Estimated no. of people reached
Programme Component 1	800,000
Programme Component 2	10,000
Programme Component 3	11,000
Programme Component 4	300,000
Programme Component 5	1249

The Health and Care programmes are in line with global health strategies, guidelines and initiatives⁴. The various components will be implemented in coordination with other units, including for example disaster management. In community-based disaster management and the cyclone preparedness programme, the volunteers have been trained in public health in emergency issues which include promoting basic health care and hygiene activities. Based on successful outcomes, more volunteers will be trained to address public health issues in future emergencies. BDRCS is part of the global alliance on HIV and this initiative will also be taken to enhance BDRCS' capacities to deliver and sustain the scaled-up HIV programme with focus on youth peer education and voluntary non-remunerated blood donation. Anaemia will be addressed through improving the nutritional status of young children and adolescent girls among the most vulnerable communities in four flood and cyclone prone districts. Lessons from 2008 showed that the communities were interested in growing vegetables as a constant source of iron. Road traffic accidents are the sixth highest cause of death to children aged between one to 17 years of age. First aid training and placement of volunteers in six accident prone spots on highways were conducted in the end of 2008. Building on the lessons learnt this programme will be scaled up.

Programme component 1: Maternal, newborn and child health (MNCH)

Component outcome 1: Maternal and child health improved

Key Activities:

- Refresher training for volunteers to detect worm infestation and anaemia among the target population and implement the programme among targeted communities in four coastal districts
- Severely anaemic and malnourished people are referred to the district health facilities
- People with a moderate anaemic condition receive iron folic acid tablets
- Information, education and communication materials are developed and disseminated
- Monitoring is done during implementation and consolidated reports are produced
- The activities are repeated after every six months among the same targeted communities
- Local government of Bangladesh health staff are aware about the programme
- There will be a revised modality from 2010 based on lessons learned and the programme will be replicated in a further four districts

Programme component 2: HIV

Component outcome 1: Vulnerability to HIV infection and its impact is reduced among the target population

Key Activities:

- Conduct refresher training for the trainers
- Life skills and reproductive health, sexually transmitted illnesses, HIV and AIDS training for 2,500 youth peer educators from schools, colleges and those out of school
- Peer education on HIV, reproductive health and other related health issues among targeted groups
- Create awareness and promote the use of condoms through information, education and communication activities in target groups
- Support income generation activities of 10 people living with HIV through their network by the end of 2010
- Support one network of people living with HIV and include people living with HIV in related activities of the national society
- Integrate anti-stigma messages and the rights of people living with HIV in all activities of the national society such as disaster management and organizational development and commemorating World AIDS Day and other Red Crescent national events

⁴ Global health and care strategy, Global water and sanitation initiative, Global measles initiative, Global H2P initiative, Global Alliance on HIV, Community based first aid framework

- Develop a database of volunteers trained under the HIV programme in different districts and compiling it at the national level by the end of 2010

Programme component 3: Avian and Human Influenza

Component outcome 1: BDRCS better prepared to fulfil their role as an auxiliary arm to the government during pandemics

Key activities:

- Approximately 60 volunteers and staff from BDRCS' hospitals and health centres are trained on the prevention and spread of influenza
- Coordinate with the government for acquiring and mass reprinting information, education and communication materials for dissemination from the hospitals, health centres and district units
- Organize awareness drives at the district level
- Develop and update the database of the trained personnel and volunteers and share it with relevant agencies

Programme component 4: Emergency Health

Component outcome 1: Improved health preparedness and resilience in emergencies

Key activities:

- Train volunteers and staff from different disaster prone districts around cyclone shelters in the event of public health in emergencies
- Update the database established for volunteers trained in emergency health across the country
- Review the draft training manual
- Health personnel attend national disaster response team training
- Conduct review of programme impact and lessons learnt workshop

Programme component 5: Community Based Health and First Aid

Component outcome 1: Immediate accessibility to first aid services by road accident survivors

Key activities:

- Select and intensively train four to five volunteers from each location in first aid and facilitate transfer of casualties in accidents
- Provide first aid boxes, aprons, stretchers, registers and referral slips to the volunteers on completion of the training
- Put up sign boards with volunteers' names and contact numbers in accident prone locations along the national highways
- Monitor and replenish consumable supplies in first aid boxes every two months
- Observation of World First Aid Day
- Conduct review of programme impact and lessons learnt workshop

b) Potential risks and challenges

Political stability is essential for sound implementation of the planned activities. Willingness and commitment by the government and the stakeholders is key to programme implementation. Due to stigma and discrimination around issues related to HIV, the communities often reluctant to increase awareness of HIV. As such, addressing stigma at all levels is a real challenge. In coordination with the organizational development programme, the governance, staff and volunteers of BDRCS will conduct awareness sessions, where people living with HIV will be included. Availability of funding has been an issue for programmes in 2009 and will continue to be a challenge for 2010-11. An HIV proposal developed as a part of the Global Alliance on HIV has been submitted to the ministry of health and the government of Bangladesh. Efforts have been made to diversify the range of funding and projects.

Organizational Development

a) The purpose and components of the programme

Programme purpose:

Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability

Organizational Development budget for 2010 is CHF 347,127 for 2010 and for 2011 it is CHF 364,659.

It is estimated that this programme will have a positive impact on the lives of 158,000 people.

Programme Component	Estimated no. of people reached:
Programme Component 1	58,000
Programme Component 2	48,000
Programme Component 3	52,000

During the collaboration meeting (held in June 2009), Movement partners recognized that organizational development is a crucial programme that assists the BDRCS in achieving its goals and objectives. The BDRCS faces a number of constitutional, structural and operational challenges, which require focus, committed leadership and technical and financial support.

When addressing national society challenges it is helpful to have a window of opportunity - when internal and external factors combine to make the timing conducive for intensive organizational development transformation. For a variety of reasons such a window exists at this time.

In recent years the contributing partners for the organizational development programme have been the British Red Cross, Japanese Red Cross and Swedish Red Cross. While this support has had important impact it is recognised that much of the development has been targeted to hardware rather than institutional support including constitutional reform, human resource development and restructuring, branch (unit) development, youth and volunteer management, system and procedural development, management and leadership development and planning, monitoring, evaluation and reporting.

Thus, while the national society has made great strides in developing its early warning, disaster response and relief distribution capacity, its overall institutional capacity has at best remained static while demands, on the other hand, are ever increasing. This imbalance means that institutional capacity is effectively decreasing. The results of the current situation are evident as technical programmes, for example disaster management and health and care are unable to gain the projected traction and achieve the anticipated results within the desired time frames.

The BDRCS Strategic Plan 2005 – 2008 identified HR reform as its number one priority. In 2007 the partnership meeting highlighted the organizational development priorities and agreed to a list of remedial measures that would have an immediate and long-term impact.

Organizational development programme – Long-term vision

The organizational development programme will first and foremost support the national society to form an organizational development technical committee that will include key decision makers and influencers. It is anticipated that a number of representatives from partner national societies and the International Committee of the Red Cross (ICRC) will also be included. It is envisaged:

- that the organizational development technical committee will consider the various source documents including the 2005–2008 Strategic Plan, recommendations from the Partnership Meeting 2007 and relevant BDRCS strategic and operational plans.
- that the Federation organizational development team will support the national society to formulate a step by step long term organizational development strategy with a narrow operational and implementation focus, with accompanied budgeting and resourcing requirements.
- that this long-term strategy and plan of action is endorsed by senior management and approved by the governing board is necessary. At that time a further partnership meeting is to be convened, whereby the national society with the support of the International Federation will make a detailed presentation to current and potential partners seeking a long term commitment to support the systematic development of the national society into an agreed operating model with the necessary surge capacities required in this disaster prone country. With this support, long-term development can begin.

Organizational development programme – Ongoing short-term support

Until a commitment for the resourcing of this long-term vision (as above) is agreed upon, the organizational development programme will continue to make small-targeted interventions which include developing the skills

and institutional capacity of BDRCS. The programme will work towards these outcomes through the provision of training sessions for BDRCS' governing board, senior management and staff.

Programme component 1: Supporting national society organizational development process

Component outcome 1: BDRCS legal base has been revised in order to strengthen and focus the service delivery to the most vulnerable

Key Activities:

- Support the process of constitutional revision
- Dissemination/orientation of the revised constitution to all levels of the national society
- Develop/revise policies and strategies with integrity for HR, training, youth and volunteerism and finance. This also includes an adherence to the code of conduct for staff and volunteers

Programme component 2: National Society leadership development

Component outcome 1: Improve the effective utilization of human and financial resources of BDRCS supported by effective leadership at all levels

Key Activities:

- Support revision of standing orders and adoption by mid of 2010
- Implement approved organigram and revise/develop job descriptions
- Update and apply the Annual Performance Appraisal format by respective departments in collaboration with the Human Resources department
- Staff seconded from the International Federation to support the national society for IT and monitoring and evaluation, and reporting
- Update BDRCS Human Resources management information system for all staff
- Develop and translate all revised policy documents into Bangla for dissemination
- Develop and disseminate a volunteer database system and volunteer management information system
- Collect, consolidate and submit monthly/quarterly progress reports and Red Crescent Youth activities report to the International Federation in coordination with the planning, monitoring, evaluation and reporting department
- Monitoring and follow up of unit level Red Crescent Youth activities in 10 units in coordination with planning, monitoring and evaluation and reporting
- Adapt and implement gender policy and an action plan to integrate it into organizational development, disaster management and Health programmes at all levels and conduct 10 gender sensitization workshops

Programme component 3: Performance

Component outcome 1: Improve and strengthen the quality and accountability of BDRCS service delivery

Key Activities:

- Organize workshops at the national headquarters on programme planning, development and management skills
- Develop and adopt tools and formats to be used by the respective departments for effective monitoring, evaluation and reporting of programmes and projects
- Planning, monitoring, evaluation and reporting jointly conduct field visits with the respective programmes to monitor and evaluate the on-going programmes and projects
- Compile and prepare appeal-based programme updates, annual reports, pledge based reports as well as emergency appeal operation updates and final reports as required in consultation with the programmes
- Participate in various external trainings/workshops/meetings as required for PMER and organizational development

b) Potential risks and challenges

The organizational development process will also require the on-going commitment of the board, senior management and national society staff at all levels. While the organizational development programme is a priority of the national society, new or emerging disasters may impact the implementation of this programme. Government adoption of a revised constitution is ultimately the decision of the government of Bangladesh. There is a need for national society ownership of a new strategic plan. Funding for a long term organizational development delegate is critical if the organizational development programme's long-term vision is to be achieved.

Principles and Values

a) The purpose and components of the programme

Programme purpose:

Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion

Humanitarian Values budget for 2010 is CHF 11,365 and for 2011 is CHF 13,578.

The number of people reached in 2010-2011 is calculated through the integration of all the programmes. This can be seen in the following table:

Programme component 1 and 2	Red Crescent Youth and people reached
Disaster management	738,430
Health and care	1,122,249 (785,574 men and 336,675 women),
Organizational development	158,000
Principles and values	2,018,679

The programme seeks to disseminate the Movement's principles and values to increase the knowledge of key staff, volunteers and as well as people reached. It aims to raise awareness of Red Cross Red Crescent principles and values as a cross cutting issue in all programmes throughout the country by organizing workshops and seminars for board members, selected unit executive committee members, senior Red Crescent Youth and volunteers who are lifetime members. The programme will distribute printed information, education and communication materials on humanitarian values messages and ensure close collaboration with other programmes where humanitarian values messages are disseminated.

BDRCS units and programmes establish coordination with stakeholders to incorporate humanitarian values topics into training curriculum and other activities. Publish case studies and success stories on the effective contribution by volunteers regarding dissemination of humanitarian values messages. Thus, it will be included in all programmes as a cross cutting issue through various workshops, trainings and meetings.

Programme component 1: Understanding of fundamental principles and humanitarian values and integration of these principles and values into DM and the OD programme

Component outcome 1: Enhance awareness and skills of BDRCS staff and volunteers in promoting humanitarian values in order to ensure dignity of the communities and persons reached

Key Activities:

- Organize workshop on Red Cross Red Crescent fundamental principles, the Movement's history and humanitarian values at all levels of the national society
- Design, print and distribute information, education and communication materials, (for example, booklets, posters, leaflets) on humanitarian values topics and messages
- Coordinate with BDRCS to ensure the humanitarian values messages are fully emphasized at every workshops and trainings at both local and community levels
- Prepare and publish case studies and success stories on the role of volunteers at community level with regard to humanitarian values
- Coordinate with relevant departments and programmes to incorporate humanitarian values topics and messages into their publications

Programme component 2: Advocacy on Red Cross Red Crescent Fundamental Principles and humanitarian values

Component outcome 1: Disseminate messages on humanitarian values among BDRCS stakeholders and humanitarian partners in order to extend better services for the communities through ensuring respect

Key Activities:

- Assist the Information department to publicise humanitarian values related issues in the daily newspapers and organize television and radio talk shows for wider dissemination of the Red Cross Red Crescent Movement's principles and values; and attention for BDRCS' humanitarian work

- Ensure humanitarian values messages are disseminated at relevant external training and workshops

b) Potential risks and challenges

Political stability is key for the progress of ongoing activities. Commitment of the governance, management and volunteers to treat principles and values as a priority is integral for programme success. Sound collaboration and coordination among the different programmes ensuring humanitarian values is a cross-cutting issue is a challenge.

Role of the secretariat

a) Technical programme support

In line with Strategy 2010, the country office has assisted the national society's ongoing efforts to address its priorities through the coordination of external support. In recent years, the country office's relationship with the national society has focused on addressing governance and management issues, coordination of partner national societies' support to BDRCS and promoting programmes based on long-term development perspectives. The International Federation at zone, regional and country levels will play a leading role in attracting funding support, especially with international donors based in Bangladesh. The International Federation will be advise and assist the national society in its operational management and guidance it through an ongoing process of organizational change. The International Federation will give support during the various phases of programme management, which includes facilitation of planned training activities. As such, the regional disaster management department will help align the national disaster management plans. The technical teams of the regional organizational development and capacity building programme will provide need-based support for:

- 1) strategic organizational development and institutional capacity building issues
- 2) communication development
- 3) finance development
- 4) planning, monitoring, evaluation and reporting development, and
- 5) governance and management matters

Thus, the country office will coordinate Movement support for programme implementation, in close coordination with the South Asia regional office and the Asia Pacific zone office.

For a more coordinated approach, the Bangladesh country office will have the following staff: the head of country office and disaster management, health and care and organizational development delegates. Additionally, there will be some national staff to assist BDRCS, including one organizational development manager for the organizational development programme, one public health officer for the health and care programme and two disaster management officers (DIPECHO project) working in implementing planned activities.

b) Partnership development and coordination

The BDRCS and country office are members of the regional disaster management working group. They will further continue to be an integral part of the regional health network, which includes participation in regional health meetings. These forums are important for sharing knowledge, best practices and lessons learnt, giving members a good opportunity to share the best approaches to disaster management, and health and care programming across the region. Moreover, regular Movement coordination meetings with BDRCS and fortnightly meetings with partner national societies and BDRCS take place to discuss programme progress, issues and activities. To further enhance the coordination between BDRCS and the Bangladesh country office a Cooperation Agreement has been signed which will run until 31 December, 2011. Programme implementation is discussed on a regular basis in-country with all relevant partners.

Coordination between ICRC and the International Federation will continue to build the image of BDRCS. To further enhance the functional structure of BDRCS an organizational development working group will be established. In this organizational development working group all stakeholders will meet every two months to discuss on various organizational development related issues, progress, achievements and gaps for improvements. The organizational development working group will facilitate greater coordination among all stakeholders; and accountability and transparency will be maintained.

The country office organizes regular coordination meetings with various Movement partners in-country, the national society, ICRC, embassies and international agencies have become more prominent, especially with organizations like the European Commission, ECHO, DFID, AusAID, SIDA, and UN agencies like WHO, UNICEF and WFP.

c) Representation and advocacy

The head of the country office continues to advocate the principles, values and work of BDRCS during meetings with government officials and other international and national organizations as well as donors and diplomatic agencies. Volunteers and youth engaged with BDRCS and the Movement are encouraged to advocate and disseminate the Red Cross Red Crescent principles and humanitarian values in their support and assistance to the communities. BDRCS, along with the country office, participate regularly in meetings with the disaster emergency response group.

d) Other areas

The International Federation facilitates the participation of BDRCS staff and volunteers in training and workshops and continuously updates BDRCS on new developments in disaster management, health and organizational development by sharing relevant technical materials published by the International Federation or by other humanitarian agencies.

Promoting gender equity and diversity

Gender sensitization is highlighted in all the programmes with a continuation of the gender-diverse membership drive at all levels. In the humanitarian principles and values programme emphasis is given to issues such as non-discrimination, gender equity, tolerance and social harmony which are highlighted in all the core programmes as a cross-cutting issue pointing out the need to involve more “women to reach” groups in decision making. This ensures that a larger percentage of women are engaged as volunteers to facilitate women’s access at the community level. The trend shows that most of the disaster relief distribution in Bangladesh is almost exclusively dominated by men and that most of the top-level planners and decision makers in disaster management are men. Therefore, in order to ensure equal rights and importance for women, the BDRCS promotes that at least 30 per cent of women enjoy the membership in the form of community groups contributing to more active participation of women in disaster management. Since the health programme’s main focus is improving the status of vulnerable women and children, BDRCS units and communities are encouraged to increase the participation of women at all levels of the national society. Most importantly, involving more women volunteers improves the access to women reached in the communities. This is done through open discussion in lessons learned workshop and meetings.

Quality, accountability and learning

Lessons learned to ensure best practice with limited resources is a challenge and must be based on close monitoring and evaluation of all the programmes. For instance, in the anaemia prevention programme, after having awareness activities, the community asked for vegetable seeds rich in iron. Accordingly seeds for two different leafy vegetables were supplied for kitchen gardening. The people in the community grew the vegetables and kept seeds for future gardening. Although the respective programmes have developed their own format for internal monitoring, the planning, monitoring, evaluation and reporting unit will develop tools that will be used to monitor and evaluate all programmes on a regular basis. This will help to ensure more realistic planning and revision to fulfil the programme’s goals and purposes. Internal and external assessments, reviews, and evaluations for various programmes will be carried out. Sharing experiences and views between the programmes help in developing a best practice approach. Exchange visits and the sharing of experiences between programme personnel and volunteers from different districts will motivate and promote cross learning.

Currently planning, monitoring, evaluation and reporting unit in Geneva are finalizing a revision of the planning training module based on the project planning process approach and monitoring and evaluation training. This training will be rolled out in 2010-11 to enhance the quality and accountability of programmes. For further accountability, the financial policies will be updated and adopted and reports produced on a regular basis. Moreover, development of a financial accounting system will be in place by adopting an international accounting software; development of institutional governance through a self-regulatory certification of governance for audit indicators within a secured financing system. And all components will be underpinned by training and capacity building. All this will enable timely submission of financial reports to the stakeholders. In this context, less manpower is required to handle the smooth running of the financial activities, and staff technical knowledge will be increased.

How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

Contact information

For further information specifically related to this plan, please contact:

- Bangladesh Red Crescent Society: Mr. M. Shafiu Alam (Secretary-general), email: bdrcs@bangla.net, phone: +88.02.935.2226.
- Country office in Bangladesh: Mr. Udaya Kumar Regmi (Head of delegation), email: udaya.regmi@ifrc.org, phone: +88.02.933.7314, fax: +88.02.934.1631.
- South Asia regional office in Delhi: Mr. Azmat Ulla (Head of regional office), email: azmat.ulla@ifrc.org, phone: +91 11 2411 1122, fax: +91 11 2411 1128.
- South Asia regional office in Delhi: Mr. Michael Higginson (Regional programme coordinator), email: michael.higginson@ifrc.org, phone: +91 11 2411 1122, fax: +91 11 2411 1128.

International Federation Asia Pacific zone office, phone: +603 9207 5700

- Jagan Chapagain, Deputy Head of Zone, email: jagan.chapagain@ifrc.org
- Penny Elghady, resource mobilization and PMER coordinator, phone: +603 9207 5775, email: penny.elghady@ifrc.org.
- Please send all funding pledges to zonerm.asiapacific@ifrc.org

[<map below; click to return to title page>](#)

MAABD001 - Bangladesh

Budget 2010 - 2011

Budget 2010

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Care	Capacity Building	Principles and Values	Coordination	Total
Supplies	151,031	22,711				173,742
Land, vehicles & equipment	1,971	5,617	9,567			17,155
Transport & Storage	37,870	11,431	8,329			57,629
Personnel	543,998	167,114	197,059	3,103		911,275
Workshops & Training	117,774	55,289	76,804	5,783		255,650
General Expenditure	161,539	44,137	32,805	1,740	0	240,221
Depreciation						
Contributions & Transfers						
Programme Support	70,505	21,293	22,563	739		115,100
Services						
Contingency						
Total Budget 2010	1,084,688	327,592	347,127	11,365	0	1,770,772

Budget 2011

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Care	Capacity Building	Principles and Values	Coordination	Total
Supplies	153,868	22,711				176,579
Land, vehicles & equipment	7,373	5,167	20,173			32,713
Transport & Storage	45,311	12,060	4,967			62,337
Personnel	495,077	172,460	209,750	5,172		882,459
Workshops & Training	96,340	55,369	72,835	5,783		230,326
General Expenditure	144,897	45,888	33,230	1,740	0	225,755
Depreciation						
Contributions & Transfers						
Programme Support	65,547	21,805	23,703	883		111,937
Services						
Contingency						
Total Budget 2011	1,008,412	335,459	364,659	13,578	0	1,722,106

