

Plan 2010-2011



International Federation
of Red Cross and Red Crescent Societies

Maldives

Executive summary

Until recently, Maldives was one of the few countries in the world without a Red Cross or Red Crescent National Society. This changed on 16 August 2009 when the first General Assembly of the Maldivian Red Crescent was held, signalling its institutional formation. Nevertheless, the Red Cross Red Crescent has been present in the country since early 2005, implementing projects to meet the needs of communities affected by the tsunami of 26 December 2004.



The Maldivian Red Crescent was born on 16 August 2009, when its first General Assembly was held. During the assembly, a governing board was constituted through free and fair elections. *International Federation*

The new National Society will begin by implementing an *interim development plan* – approved by the first General Assembly – that will enable it to develop services supported by appropriate structures, systems and capacity. The goal is to ensure that by the time it holds its third General Assembly in 2011, Maldivian Red Crescent will have fulfilled the 10 conditions for recognition by the International Committee of the Red Cross (ICRC) and simultaneously become a fully-fledged member of the International Federation. To attain this goal, the Maldivian Red Crescent must undertake a nationwide programme to build local self-sustaining services, supported by a branch and organizational development to ensure that it starts with a sound foundation upon which it can build to deliver services. As such, its *interim development plan* has been structured into five interlinked components: programme development, leadership development, institutional capacity development, external affairs development and branch development.

At this initial stage of development, the Maldivian Red Crescent will require a balance of support from locally raised sources, which are likely to gather more momentum over time, and supplementary support from partners. However, even as early external support comes in, the National Society will put in place and start implementing an in-country resource mobilization strategy. This will enable it to gradually build up an income level matching its 'normal' future cost. It is expected that by the end of 2011, the new National Society will have built up its income-generating and cost-reducing mechanisms, thus ensuring a sustainable organization from the outset.

The International Federation Maldivian country plan 2010-2011 is in line with the Maldivian Red Crescent Development Plan 2009-2011, Millennium Development Goals, and the newly adopted Strategy 2020 which seeks to benefit all who look to the International Federation to help to build a more humane, dignified and peaceful world.

The total budget for 2010 is CHF 1,069,555 (USD 1,028,880 or EUR 707,332). A significant part of the budget reflects initial time-concentrated investments needed to develop the new Maldivian Red Crescent into a functioning National Society within a relatively short period that is providing quality and timely services to its communities.

During 2010, the Maldivian Red Crescent is targeting to reach approximately 10,000 semi-urban households as well as various community groups. Initially the National Society will recruit volunteers – from within its communities – who will be directly involved in programming and unit/branch development. The National Society's development plan aims to train more than 600 volunteers in areas such as community-based first aid activities, conducting vulnerability and capacity assessments, promoting voluntary non-remunerated blood donation and conducting excessive substance use awareness campaigns. These newly trained volunteers will provide the core of Red Crescent led interventions through community outreach activities in the nation's islands.

Considering that the new National Society is at the beginning of its first development cycle, an early review of implementation will be conducted at the end of the first quarter of 2010 to measure progress against the *interim development plan*. The outcome of the review will inform a revision of the plan and budget as well as development of the National Society's strategic development plan.

[<Click here to go directly to the attached budget summary>](#)

Country context

Maldives is unique in many ways; its surface is 99 per cent water, no land point is more than 2.4 metres above sea level, its population of 304,869¹ is spread over 200 inhabited islands – among some 1,190 in the archipelago – and 88 islands are exclusively for tourist resorts. The capital, Male', squeezes 35 per cent of the total population [approximately 107,000 people] into two square kilometres, making Maldives a country with one of the highest population densities in the world.

The geographical makeup of the country, with its scattered islands, has resulted in a wide and uneven distribution of population, with Male' being the only island with a population exceeding 10,000. According to the Ministry of Planning and National Development key indicators for 2008, are 72 inhabited islands have a population of less than 500, 59 a population of 500-999, 47 a population of 1,000-1,999, 11 a population of 2,000-3,999, and 4 a population of between 4,000 and 9,999. Of all inhabited islands, the largest is Laamu Gan (516.9 hectares) and the smallest is Meemu Maduvvari (3.7 hectares).

The island nation has a relatively high human development ranking, at 95 in the UN's human development index, 2009. Life expectancy is 72.7 years for women and 69.7 years for men while the adult literacy rate is 97 per cent². Up to 83 per cent of the country's population has access to safe drinking water, with 59 per cent having access to sanitation facilities³. Though the highly urbanized capital has easy access to a wide range of services, this is not the case for the entire country. Only 76 per cent of the rural population has access to safe drinking water, compared to 98 per cent in urban areas. Similarly, only 42 per cent of the population in rural areas has access to sanitation facilities compared to 100 per cent of the urban population (UNICEF 2009).

The health standard in Maldives is generally good and significant achievements have been made in controlling the spread of communicable diseases. Notably, the under-five mortality rate decreased from 111 in 1990 to 30 in 2007, a reduction of 73 per cent. Furthermore, the government finances 100 per cent of routine expanded programme on immunization vaccines (source: UNICEF). Malaria has been eradicated and the prevalence of tuberculosis is low, with all detected cases treated promptly. To keep Influenza A H1N1 at bay, the government is implementing health screening of all arriving passengers in designated ports. According to ministry of health statistics, as at end of August 2009 Maldives had recorded only three confirmed cases of H1N1, which were treated and discharged.

Despite Maldives's relatively high human development index ranking, there remains a number of challenges – economic, environmental, health and social. With regard to health, for example, a major challenge is to sustain the low prevalence and elimination of the above-mentioned diseases. There is also a need to increase efforts to eliminate acute respiratory infections, viral fever and dengue, which continue to be top health concerns. In addition, given the high incidence of thalassaemia⁴, preventive and support measures need to be continued. These include discouraging the marriage of carriers to one another, prenatal diagnosis and helping parents cope with the birth of an affected child.

In May 2007, the ministry of health endorsed a national blood policy, with the aim of ensuring a supply of safe and quality blood to those in need, especially children and young adults with thalassaemia [who constitute a large percentage of blood transfusions in the Maldives]. The success of this policy hinges on regular, voluntary donation of blood by a larger number of people from the community, and its appropriate use by health professionals and public recipients⁵. To augment the ministry's efforts, the Maldivian Red Crescent will promote voluntary non-remunerated blood donations throughout the nation.

¹ Maldives Key Indicators 2008, Ministry of Planning and National Development, Statistics Section. Note: This is a 2007 projection. The official census carried out across all the 196 administrative islands, 88 resort islands and 34 industrial and other islands of the country in 2006 placed the figure at 298,968 (151,459 males and 147,509 females).

² Human Development Report 2009, UNDP

³ The State of World's Children 2009, UNICEF (2006 data)

⁴ An inherited form of anaemia whereby the blood cells are unable to carry a sufficient supply of oxygen for the body's needs

⁵ National Blood Policy 2007, Ministry of Health, Maldives

On the social front, there are large and increasing income disparities over the past years – that favoured Male' when compared to the atolls – contributing to urban migration. This led to a number of social problems in the capital caused by congestion, with many being drug-related. In 2003, the Narcotics Control Board (NCB) conducted a rapid situation assessment of the drug scenario. Its findings showed that heroin and hashish were the most frequently used drugs. Drug-related ills, including gang violence, pose major social harmony and law enforcement challenges in the country. It is estimated that up to 30 drug-related deaths were recorded in 2008, most of them in Male'. Furthermore, a majority of inmates in Maldivian prisons are serving sentences on drug-related offences.

Local non-governmental organizations (NGOs) – among them Society of Women against Drugs (SWAD) and Journey – have intensified campaigns aimed at finding a solution to the drug problem. SWAD estimates that almost every household in Male' is affected by drug use. In August 2009, the government organized a forum to design a comprehensive action plan for a drug-free country. Several stakeholders participated, including NGOs, legal experts, service providers, law enforcement officers, business people, youth, recovering drug users, and the Red Cross Red Crescent. Being firmly committed to this important issue, the Maldivian Red Crescent will engage other stakeholders in working towards a drug-free Maldives.

Another social challenge is treatment of migrant workers, including non-payment of wages, lack of essential facilities and accommodation in undignified conditions. This has been highlighted as a key concern by the Human Rights Commission of Maldives. The Maldivian Red Crescent, together with the International Federation, will pursue humanitarian diplomacy to persuade decision makers and opinion leaders to act, at all times, in the interests of vulnerable people in Maldives – including migrant workers – and with full respect for fundamental humanitarian principles.

Finally, with regard to the disaster risk scenario for Maldives, the main hazard faced is sea swells that occasionally cause flooding in some islands. Being a low-lying, small island nation where more than 80 per cent of the land is less than 1.5 metres above mean sea level, Maldives is vulnerable to predicted global environmental challenges. The Ministry of Housing, Transport and Environment (MHTE) notes that scientific and technical assessments undertaken since 1987 have reiterated the vulnerability of the country to climate change. The ministry observes that climate change and associated sea level rise represent a catastrophe in the making with potentially devastating consequences for health, land, infrastructure, economy and food security in the Maldives. The projected increases in sea surface temperature threaten the health of the coral reef ecosystem on which the two key economic sectors – tourism and fisheries – are based.

Recognizing these vulnerabilities, the government has formulated a strategic national plan (SNAP) for disaster risk reduction (DRR) and climate change adaptation (CCA). Two forums have been held – the first in August and the second in October 2009 – bringing together several stakeholders to identify the key issues, concerns, gaps and challenges in capacity building and mainstreaming of DRR and CCA, with a view of advancing, improving and mainstreaming efforts. The Maldivian Red Crescent and the International Federation participated, alongside the UN country team, the Government of Maldives and United Nations International Strategy for Disaster Reduction (UNISDR). The Maldivian Red Crescent has been positioned in the strategic national plan as a key partner in the implementation of disaster risk reduction and climate change adaptation-related activities at the community level.

National Society priorities and current work with partners

Until 16 August 2009, Maldives was one of the few countries in the world without a Red Cross or Red Crescent National Society. Following the Indian Ocean tsunami in December 2004, the International Federation and a number of partner national societies quickly responded by providing relief and initiating recovery programmes. The programmes covered a variety of sectors, including construction, water, sanitation, livelihoods and disaster management

Nevertheless, the absence of a local National Society was immediately felt by the massive tsunami operation. Had there been Red Crescent volunteers in the affected islands, the response would have been quicker and swifter; some grassroots presence would have gone a long way in ensuring timely delivery of aid and assistance tsunami-affected people. Therefore, besides serving as an introduction of the International Red Cross and Red Crescent Movement to the Maldivian community, the extensive tsunami operation highlighted the need for a strong voluntary humanitarian organization with a nationwide reach and a strong grassroots network. Consequently, just nine months after the tsunami devastated the island nation – impacting on more people per capita than any other affected country – the process of forming a national Red Crescent society was initiated.



Setting the legal foundation proved to be lengthy, primarily due to the transformation of the Maldivian political system. However, on 29 April 2009 – some 43 months after the first steps to form the National Society were taken – the People's Majlis [parliament] passed the Maldivian Red Crescent Law. The president ratified it on 7 May 2009, paving the way for the establishment of the Maldivian Red Crescent. Following this, the first General Assembly was held on 16 August 2009, at which the new National Society was institutionally formed.

The newly formed National Society has initiated its first development plan in which it places focus and priority on establishing atoll branches and island units. Within the first phase of branch and unit development, the plan is to recruit and train 600 volunteers who will deliver services to targeted communities. This International Federation Plan

2010-2011 is, therefore, based on the National Society's interim development plan.

Secretariat supported programmes in 2010-2011

In view of the operational context outlined above, the Maldivian Red Crescent will begin by implementing an *interim development plan* that will enable it to develop services, structures, systems and capacity to start delivering in line with its objectives. The goal is to ensure that by the time it holds its third General Assembly in 2011, Maldivian Red Crescent will have fulfilled the 10 conditions for recognition by the International Committee of the Red Cross (ICRC) and simultaneously becomes a fully-fledged member of the International Federation.

The overall plan for 2010-2011 is to strengthen the National Society's programme development and service delivery capacity by using an integrated programming approach. Such an approach will allow a holistic review of needs of the most vulnerable and ensure that all programme areas undertaken are supported with relevant organizational and capacity building actions.

The National Society's *interim development plan* assumes the early setting up of locally identified and developed voluntaristic services, and a strong focus on organizational development. It neither represents what a 'normal' plan and budget would look like once the National Society is fully functioning. This is because during 2010, the Maldivian Red Crescent will undertake a solid and holistic organizational development programme structured in five interlinked components – programme development leadership development, institutional capacity development, external affairs development and branch development.

This means that there will be needs-based programmes targeting specific communities: community-based health and first aid (CBHFA) will be the entry programme of the Maldivian Red Crescent. It will be undertaken as part of the 'early implementation strategy', prioritizing CBFA, promoting voluntary non-remunerated blood donation and preventive community health such as awareness on control and prevention of excessive substance use, sanitation and hygiene promotion, and health awareness as major community entry programme components. Promotion of the fundamental principles and humanitarian values will be integral to all interventions.

As mentioned above, the Maldivian Red Crescent is a stakeholder in the strategic national action plan on disaster risk reduction and climate change adaptation. As such, it will train, mobilize and utilize volunteers in the units and branches [that will be formed over the next two years] to undertake disaster risk reduction and climate change adaptation activities at the community level. These activities will be directed towards building safer and resilient communities. This will enable the National Society to play its role as an auxiliary to public authorities; authorities do recognize and expect the National Society to contribute immensely with regard to the mandate provided in the Red Crescent Law. The Maldivian Red Crescent is a member of the disaster management steering committee constituted by the national disaster management council – as provided in the Disaster Management Bill that is awaiting approval by the Parliament – to act as the national platform for disaster risk reduction.

Disaster Management

a) The purpose and components of the programme

Programme purpose

To support the Maldivian Red Crescent in developing and strengthening its capacity to implement disaster and crises mitigation, preparedness, response and recovery programmes by 2011.

The disaster management programme focuses on developing the capacity of the National Society in meeting challenges rising from the risk of disasters with the aim of contributing to the International Federation's Strategic Aim 1: Save lives, protect livelihoods, and recover effectively from disasters and crises. The programme will champion new disaster risk reduction approaches, in line with the priorities outlined by the Hyogo Framework for Action and the Millennium Development Goals, with focus on climate change adaptation. The ultimate goal is to build safer and resilient communities by developing and strengthening of risk reduction and climate change adaptation mechanisms and capacities at the community level. The programme budget is CHF 165,987 (USD 159,675 or EUR 109,773).

Programme component 1 : Disaster risk reduction and climate change adaptation
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Outcome: To identify relevant disaster risk reduction and climate change adaptation programmes that the Maldivian Red Crescent could undertake, thereby ensuring that adequate implementation capacities are built up by end 2011.

Before it can start implementing disaster risk reduction and climate change adaptation activities, the Maldivian Red Crescent will involve communities in conducting vulnerability and capacity assessments (VCAs). The VCAs will inform the design of interventions that are appropriate to the respective island communities. Trained volunteers in the units and branches will then do implementation, working closely with women and youth groups, authorities and other stakeholders.

Health and Care

a) The purpose and components of the programme

Programme purpose

To build the Maldivian Red Crescent's capacity to reduce the health and care needs of targeted communities by 2011.

The International Federation will support the Maldivian Red Crescent in developing a health and care programme as a strategy to provide a sound foundation which it can build on to deliver services, thereby attaining the goal outlined above. The programme focuses on developing capacities in meeting the health and care needs with the aim of contributing to the Strategic Aim 2: Enable healthy and safer living. The programme has community-based health and first aid as an interlinked component and commercial first aid as a fundraising component. The programme budget is CHF 394,533 (USD 379,530 or EUR 260,919).

Programme component 1 : Community-based health and first aid (CBHFA)

Outcome: To develop the capacity of the Maldivian Red Crescent in promoting personal and community health, enabling communities to cope with natural and human-made hazards and promoting good citizenship. .
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CBHFA will be the entry programme of the Maldivian Red Crescent. This programme will be implemented as part of the 'early implementation strategy' – a framework that prioritizes disaster risk reduction, community-based first aid (CBFA), voluntary non-remunerated blood donation, preventive community health, excessive substance use awareness, sanitation and hygiene promotion, and health awareness [including in Influenza A H1N1] as major programme components for community entry.

The CBHFA programme is designed to complement branch development through mobilizing volunteers, providing services to the community and contributing to the functionality of units and branches. The programme is based on the International Federation's "CBHFA in Action" – an integrated community-based approach in which the Red Crescent volunteers work with their communities on disease prevention, health promotion, first aid and disaster preparedness and response. Besides contributing to better personal and community health, and more inclusive public health systems, stronger ability to cope with natural and human-made hazards, the programme will also enhance greater public adoption of environmentally sustainable living.

Commercial First Aid

Commercial first aid will be developed as a fundraising programme to support resource mobilization initiatives of the Maldivian Red Crescent. It will utilize the capacity that already exists as part of Maldives First Aid Practitioners' Network. First aid training will target businesses, corporates, industries and resorts among others. This component will complement advocacy by the Maldivian Red Crescent for authorities to make first aid skills compulsory in every workplace.

Organizational Development

a) The purpose and components of the programme

Programme purpose
To ensure that by the time it holds its third General Assembly in 2011, Maldivian Red Crescent will have fulfilled the 10 conditions for recognition by the International Committee of the Red Cross (ICRC) and simultaneously become a fully-fledged member of the International Federation.

The Maldivian Red Crescent will undertake overall programme capacity and organizational development to ensure that it starts with a sound foundation which it can build on to deliver services, thereby attaining the goal outline above. The programme focuses on developing capacities in meeting the organizational needs of the Maldivian Red Crescent with the aim of contributing to the International Federation Strategy 2020's Enabling Action 1: Build strong National Red Cross and Red Crescent Societies. The programme has five interlinked components: programme development, leadership development, institutional capacity development, branch development and external affairs development. The programme budget is CHF 109,618 (USD 105,450 or EUR 72,494).

Programme component 1 : Programme development
Outcome: To identify relevant programmes and activities that the Maldivian Red Crescent could undertake, thereby ensuring that adequate implementation capacities are built up by the end of 2011.

The Maldivian Red Crescent will develop programmes guided by need of the communities, while at the same time building on lessons learned from previous health emergencies and disasters, including the 2004 tsunami, as well as experiences of other national societies. In the long run, the programmes should be extended – through units and branches – to meet needs identified in any corner of Maldives's territory.

Programme component 2: Leadership development
Outcome: To ensure that by the end of 2011, the governance and management of the Maldivian Red Crescent is guided and strengthened to effectively lead the organization and its service delivery.

The development of a new national society is dependent on good leadership. Once the capacity and competence of the leadership is built, developed and maintained, it can guide and ensure that Maldivian Red Crescent is effectively steered towards its mission and objectives.

Building the capacity of governance and management will be prioritized to enable them to carry out their work in accordance with the National Society's statutes, policies, procedures, strategies and plans. An important approach incorporated into building leadership skills is peer-to-peer learning and sharing experiences with other national societies. Members of the governance and management will be encouraged to participate in key regional and international forums of the International Red Cross and Red Crescent Movement, such as statutory meetings. Besides establishing a platform for cooperation with different Movement partners, participating in such events will enable the leadership of Maldivian Red Crescent to understand the Movement and its decision making mechanism, thus positioning them to translate and apply them locally.

Programme component 3: Institutional capacity development
Outcome: To create a strong and sustainable organization, able to provide effective services to vulnerable people nationwide by the end of 2011.

A well-managed and sustainable organization will be attained through development and implementation of sound policies, structures, systems and procedures for human, physical and financial resource management. An efficient support service capacity will also be developed. The new National Society will set up human resource frameworks and develop steering documents, including a human resource policy, a code of conduct, staff rules and regulations as well as staff recruitment, selection and retention systems.

To entrench fiscal accountability within the National Society, support will be provided in developing proper finance management systems – including computerization and implementation of minimum accounting standards.

Establishment of appropriate logistics and administrative systems and procedures will also be undertaken. These will contribute towards making the Maldivian Red Crescent a well functioning National Society.

Programme component 4: External affairs development
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Outcome: The Maldivian Red Crescent is well positioned, understood, profiled and supported, thereby able to mobilize members and financial resources by end of 2011.

This component aims to position the Maldivian Red Crescent as an organization with a clear idea of its roles and responsibilities, with the necessary capacity to mobilize support to meet the needs of the vulnerable people and the capacity to exhibit accountability to its donors, supporters and beneficiaries. Efforts will be put on five major areas to help attain the desired outcome: communication and public relations, resource mobilization, dissemination and membership recruitment, knowledge management, and planning, monitoring, evaluation and reporting (PMER).

Local fundraising mechanisms will be a priority to ensure that the new National Society begins working towards financial self-sustainability. Attainment of self sustenance will involve the following: developing a solid membership base, thus generating membership fees; conducting fundraising campaigns targeting members of the public as well as the business community; implementing innovative income-generating activities, including commercial first aid; advocating for allocations from the government; and promoting individual voluntary contributions.

To promote an understanding of the National Society's mandate, promotion of fundamental principles and humanitarian values will be conducted during major events as well as in close collaboration with programmes. Induction sessions will be organized for all staff and volunteers while information on Maldivian Red Crescent activities will be disseminated through the media, the internet and various information materials. This will position the National Society as a competent and credible humanitarian actor. Promotion of principles and values will also be geared towards influencing behavioural change within the community, and inspiring tolerance, respect for diversity and non-violent social problem solving.

Programme component 5 : Branch development

Outcome: To establish well functioning and sustainable branches and units that can enable the Maldivian Red Crescent to deliver services over the entire territory of the Maldives by end of 2011.

Branch development will not be implemented on a stand-alone basis but rather with a holistic approach, encompassing the other components. Branches will be crucial in developing relevant programmes and consolidating related structures, so that the Maldivian Red Crescent can earnestly start to recruit volunteers and provide them with the knowledge and skills they need to support it carry out its humanitarian mandate. The branches need to have functioning and reliable government and management structures, essential equipment and facilities, and human resources in order to be efficient and effective.

As mentioned previously, disaster management, health and care, and Principles and Values programmes will complement branch organizational as well as capacity development through mobilizing volunteers, providing services to the community and contributing to the functionality of units and branches. Likewise, fundraising mechanisms will be put in place to ensure that branches and units work towards financial self-sustainability. Branches and units will also be supported to develop diverse, gender-balanced and solid membership and volunteer bases. Ultimately, units and branches should project accountability to the beneficiaries they serve as much as to the partners who support them.

Principles and Values

a) The purpose and components of the programme

Programme purpose

The Maldivian Red Crescent will have understanding of the Movement's principles and values and capacity to disseminate them by end of 2011.

This programme focuses on developing capacities in meeting the organizational needs of the Maldivian Red Crescent with the aim of contributing to Strategic Aim 3: Promote social inclusion, and a culture of non-violence and peace. The programme has one interlinked component – promotion of the Movement's principles and values – and its budget is CHF 65,727 (USD 63,227 or EUR 43,467).

Programme component 1 : Promotion of Principles and Values

Outcome: To identify relevant programmes and activities that the Maldivian Red Crescent could undertake, thereby ensuring that adequate implementation capacities are built up by end 2011.

Promotion of the fundamental principles and humanitarian values will be integrated into all interventions and community engagements. This will not be a stand-alone programme, but will be incorporated into all trainings and activities as an integral part of dissemination, especially the CBHFA and Disaster Risk Reduction activities. The image of the newly developed Maldivian Red Crescent will be further enhanced, strengthened and complimented by the continuous process of disseminating the Movements Principles and Values.

b) Profile of target beneficiaries

The programme targets to reach approximately 50,000 people over a two-year period. The different direct beneficiary groups can be disaggregated as follows:

Different focused groups in the communities: Various community groups will be reached with activities aimed at enhancing their knowledge and skills with regard to enhancing community resilience in both disaster and health issues. Approximately 10,000 semi-urban households will receive community health information. Community members will also participate in conducting vulnerability and capacity assessments.

Maldivian Red Crescent leadership: Management and governance at national, branch and unit levels will be trained, mentored, and encouraged to “learn by doing”.

Maldivian Red Crescent members and volunteers: They will be directly involved in unit and branch development and programming will build their skills in organization, communication and coordination. Their capacity in provision of services to communities as well as to maintain well-functioning units and branches will also be enhanced.

More than 600 volunteers will be trained on conducting community-based first aid, promoting voluntary non-remunerated blood donation and conducting excessive substance use campaigns. They will in turn conduct community outreach activities in targeted islands.

Maldivian Red Crescent staff: Staff of the new National Society will be trained and mentored to carry out their respective tasks. Headquarters staff will in turn reach staff in 21 branches. In some cases, they will be directly involved in conducting community outreach activities in 42 islands.

Government offices, organizations, specific interests groups, associations and commercial enterprises: These will be reached by the commercial first aid programme, which aims to promote first aid knowledge, thereby ensuring increased emergency response at the workplace. Individuals reached in workplaces will all pass down their knowledge to their families, friends and other parts of their community [outside their work places].

c) Potential risks and challenges

A major risk to the programme is the fact that until now Maldives has not had a National Society. Therefore, the success of the programme is dependent on the acceptance, ownership, support and contribution of the targeted communities. In mitigation approaches, the promotion of an understanding of the National Society’s mandate has been prioritized. This will consistently be done through all programme components as well as through specific public relations and communications activities. Furthermore, steps have been taken to ensure that implementation of all programme components will be well managed, to reduce the latent risks and challenges. One advantage is that there exists a considerable human resource capacity and potential volunteer base established through the various Red Cross and Red Crescent partners in the course of implementing tsunami recovery programmes.

Tsunami interventions revealed that massive expanses of water bring out as many logistical challenges as any thick jungle or snow-tipped mountain range. As such, implementation of the programme – more so the establishment of units and branches – will be a challenge due to the geography of the country and its related population distribution. Uncontrollable factors such as weather can also become an obstacle in programme implementation, especially when hindering travel by sea. While this may be a challenge in the beginning, grassroots presence [in the form of units and branches] will eventually ensure ready access to programmes and services by the island communities. In fact, this grassroots presence will, in the long run, be the paramount strength of the Maldivian Red Crescent.

Access to initial or seed funding is another challenge as there is no question that the new National Society will require a balance of strategic funds, from the very outset, from local and national sources as well as from Red Cross Red Crescent partners in order to build its immediate strengths within a self-sustaining and well phased

scale-up plan. This is crucial because since the Maldivian Red Crescent was not in place over the last four years [to benefit from the investments made by the Red Cross Red Crescent partners who have undertaken tsunami recovery programmes] opportunities have been lost for capacity building. Partner national societies are therefore kindly requested to provide the much-needed support to the latest member of the Red Cross Red Crescent family.

In conclusion, the primary tactic to manage the above-mentioned risks is to ensure strong collaboration, cooperation and joint implementation by all programme components as well as the headquarters and the branches. After all, there is a fine line between the programme components; the success of one is dependent on that of others. Leadership at headquarters and branch levels will play a crucial role in supporting the aims of the programme. Training sessions, meetings and workshops will be organized to ensure that the leadership understands and enthusiastically supports goal attainment. Finally, synergies will be built across all departments to ensure that implementation of programme components proceeds at the required pace.

Role of the secretariat

This section outlines how the secretariat will support the National Society to implement programmes described in the previous sections.

a) Technical programme support

The International Federation's country office in Maldives will provide technical as well as international resource mobilization support for the Maldivian Red Crescent, with assistance from the South Asia regional office in Delhi, the Asia Pacific zone office in Kuala Lumpur and the secretariat in Geneva. This will build on the support that the International Federation has been providing since 2005 with regard to the formation of the National Society and facilitating immediate and future partner national society partnerships.

During 2010, the Maldives country office will consist of the following three international delegate positions, specifically to support the Maldivian Red Crescent: the first for representation, the second to support overall organizational development and the third to focus on branch development.

To enable effective support to the new National Society, the country office will also maintain national staff capacity – seconded to the National Society or integrated within its structure – in the areas of organizational development, branch development, programming, finance, administration, logistics, information technology, communications, PMER and resource mobilization.

b) Partnership development and coordination

The International Federation will support the Maldivian Red Crescent in establishing national, regional and global cooperation within and outside the Movement. This will entail building on existing partnerships – established in the course of implementing tsunami recovery programmes – and exploring new ones.

Within the Movement, the country office will facilitate cooperation and coordination between the Maldivian Red Crescent, the ICRC, and partner national societies. This will ensure collective effort and solidarity in pursuit of common goals. Through harmonized actions and resources, the Red Cross Red Crescent will efficiently and effectively support the National Society's response to the needs of vulnerable communities. For instance, ICRC support will be crucial in promoting the International Humanitarian Law (IHL), fundamental principles and humanitarian values as well as and conducting emblem campaigns. Similarly, the new National Society will benefit by links with other national societies with an in-country presence – such as American Red Cross – and other national societies from the region or beyond for funding support or peer-to-peer learning. This is in pursuit of achieving the International Federation Strategy 2020's Enabling Action 3: Function effectively as the International Federation.

Externally, the support will include working with national authorities for better recognition of the auxiliary role of the Maldivian Red Crescent. The country office will also actively promote collaboration between the National Society and international organizations with in-country presence, such as UNDP, UNICEF, WHO and Handicap International in areas where common grounds can be met, to ensure synergy and complementary approaches. In addition, partnerships [which will open the door for funding and technical support] will be developed, thereby increasing the capacity of the National Society to provide services to the most vulnerable communities.

Finally, as elaborated in the 'country context', the country office will encourage continued collaboration between the Maldivian Red Crescent and other stakeholders working towards building local capacities and mainstreaming of DRR and CCA. These partners include the National Disaster Management Centre (NDMC), UNDP and the United Nations International Strategy for Disaster Reduction (UNISDR).

c) Representation and Advocacy

Using its status as an international organization, the International Federation will promote the humanitarian agenda of the Maldivian Red Crescent and support it in maintaining positive links with the government, embassies and international organizations represented in country.

The head of the country office will work closely with the Secretary General of the Maldivian Red Crescent to ensure that the Red Cross Red Crescent is well represented in inter-agency and other forums that take place in the country. Advocacy will also be carried out through formal and informal contact with interlocutors and providing up-to-date information on the National Society's programmes. As part of Enabling Action 2: Pursue humanitarian diplomacy to prevent and reduce vulnerability, this work will be done according to the International Federation's newly adopted humanitarian diplomacy policy to increase the National Society's profile.

Furthermore, the country office's communications and reporting team will support the Maldivian Red Crescent in establishing key linkages with media outlets including television, newspapers and radio. The National Society will be encouraged to use them to promote its work as well as disseminate humanitarian messages to the public and other stakeholders. This is in recognition that good access to the media is important for successful dissemination and advocacy.

Promoting gender equity and diversity

Maldives ratified the convention on the elimination of all forms of discrimination against women in 1993. According to the latest UNDP humanitarian developed indicators, women in Maldives hold 12 per cent of seats in parliament while 49 per cent of professional and technical workers in the country are women⁶. This shows that while there is gender equity in appointive positions, cultural and traditional practises make the reality more complex when it comes to elective positions. This was, to some extent, evident during the elections for Maldivian Red Crescent governing board members; women candidates were unsuccessful, resulting in an all-men board.

The International Federation will support the new National Society in ensuring that women are given equal opportunities in governance and management positions at the headquarter and branch levels. Already, some positive steps have been taken: the newly appointed Secretary General of Maldivian Red Crescent is a woman.

Furthermore, the draft human resource policy – as well as other policy documents – handed over to the governing board for approval has strongly addressed this issue. Additionally, Maldivian Red Crescent will be encouraged to include gender as a cross-cutting element to all the development components while recruitment of volunteers will be representative of the communities they serve and live in [a mix of men and women, younger and more senior people, and as well as urban and semi-urban dwellers].

Quality, accountability and learning

The *interim development plan* of Maldivian Red Crescent has an integrated learning and knowledge management component to ensure that the unique scenario of forming a National Society from scratch will be well documented and lessons learned shared with other Movement partners.

Programme development will be based on lessons learned from previous large-scale disasters, including the 2004 tsunami, as well as experiences of other national societies. The use of standardized approaches and appropriate tools such as vulnerability and capacity assessments and the better programming initiative will ensure the quality and appropriateness of the programmes. In addition, the programmes will consistently strive to meet the humanitarian charter and minimum standards.

Maldivian Red Crescent programme and branch staff and volunteers will be provided tailor made training and orientation to enhance their community engagement skills so that they are in constant touch with the target beneficiaries. The National Society will get support to establish a mechanism to handle and respond to complaints from beneficiaries. This approach places beneficiaries as the most important element in programming. Relations of staff and volunteers with beneficiaries will be guided by a code of conduct, which all staff and volunteers must commit to adhere to while executing their duties.

The country office – with support of the regional and zone offices – will ensure full compliance with the International Federation's finance and procurement regulations, including international training for finance staff. Furthermore, the International Federation will conduct annual internal and external audits of the National Society's programmes, including comprehensive management reviews. This will complement external audits that the

⁶ Human Development Report 2009, UNDP

National Society must undergo as per law and statutes.

An external midterm evaluation will be undertaken after the first quarter of 2011 to review the development process, approach and progress of activities with a view of improving quality. This task will be done by an external consultant who will look at the relevance, appropriateness, connectedness [whether short-term, medium-term and long-term goals match], efficiency and effectiveness. The overall goal is to ensure that the programmes and services of the Maldivian Red Crescent are focused on the needs of vulnerable people, and that they are responsive, sustainable and of acceptable standards in performance, accountability and integrity.

Finally, to determine whether the Maldivian Red Crescent is on track to attain the overall goal of the programme – *to ensure that by the time it holds its third General Assembly in 2011, Maldivian Red Crescent will have fulfilled the 10 conditions for recognition by the International Committee of the Red Cross (ICRC) and simultaneously become a fully-fledged member of the International Federation* – the International Federation and the ICRC will conduct joint assessment missions. The number of missions will be based on the rate of progress towards objectives.

Contact information

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

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MAAMV001 - Maldives

Appeal Budget 2010 - 2010

Appeal Budget - 2010

All figures are in Swiss Francs (CHF)

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Organizational Development	Goal 4: Principles and Values	Coordination	Total
Supplies	19,100	47,411	13,333	8,000		87,844
Land, vehicles & equipment						
Transport & Storage	26,100	64,900	3,000	4,000		98,000
Personnel	78,382	204,276	5,500	23,455	312,000	623,613
Workshops & Training	10,301	21,452	65,495	4,000		101,248
General Expenditure	21,315	30,849	15,165	22,000		89,329
Depreciation						
Contributions & Transfers						
Programme Support	10,789	25,645	7,125	4,272	21,690	69,521
Services						
Contingency						
Total Budget 2010	165,987	394,533	109,618	65,727	333,690	1,069,555

Total Appeal Budget 2010 - 2010

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