

Appeal 2004



BANGLADESH

Appeal no. 01.56/2004

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

This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text, or can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

Programme title	2004 in CHF
Strengthening the National Society	
Health and Care	166,152
Disaster Management	1,401,734
Humanitarian Values	30,112
Organisational Development	577,804
Total	2,175,802¹

¹ USD 1,631,852 or EUR 1,392,513

National Context

More than 75 million people were affected by disasters in Bangladesh in the decade 1993-2003 – an incidence among the highest in the world.

According to the *World Disasters Report 2003* Bangladesh is among the top three most disaster-prone countries in the world. Vulnerable to cyclones, tidal surges, tornadoes, floods, earthquakes, droughts and cold spells, one million people are affected annually, out of which 500,000 are made homeless and struggle to find adequate shelter elsewhere.² In mid-2003, experts issued warnings of a possible forthcoming major earthquake following a series of moderate to medium intensity tremors.

The geography of Bangladesh combined with the poor socio-economic condition - more than half of the country's 140.9 million people live below the poverty line with approximately 75 per cent living in rural areas - and its rapidly expanding population results in a high degree of national vulnerability to disaster. Development efforts within the country are repeatedly compromised by the occurrence of natural disasters, the impacts of which frequently exceed the capacity of local coping mechanisms in vulnerable communities.

In 1998, Bangladesh experienced the worst floods in its history, engulfing two-thirds of the country and affecting over 31 million people in 52 of the country's 64 districts. More than 1,400 deaths were registered, while crops on 1.56 million hectares of land and over 900,000 houses were destroyed. In 2000 and 2002, floods from heavy monsoon rains in July, August and September affected some 20 million people, predominantly in central, northern and western areas of Bangladesh. In December 2002 and January 2003, more than 700 people died due to severe cold spells. Every year the nation's rivers consume around 9,000 hectares of fertile land.

Having the highest population density in the world (965 persons per square km), Bangladesh has very little empty terrain to cushion the country against environmental shocks.³ Open space is at a premium and overcrowding and over-use of available land generate environmental degradation. Any natural disaster in the country is liable to affect millions of people.

Sustainable development in Bangladesh cannot be achieved without serious investment in disaster management and prevention, optimisation of resource use, protection of basic resource endowments and capacity building to cope with recurrent floods, cyclones and epidemics.

Bangladesh is ranked at 139 among the world's nations in terms of development, (UN Human Development Report for 2003) and accordingly, alleviating poverty is the country's primary national development objective.

Engaging around 64 per cent of the labour force and accounting for 26 per cent of gross domestic product (GDP), agriculture lies at the heart of the country's economy - with cultivation of rice being the single most important activity in rural areas⁴. Major impediments to growth include frequent cyclones and floods, a rapidly growing labour force that cannot be absorbed by agriculture, inadequate power supplies, markets and infrastructure and slow implementation of economic reforms. Over the past several years, however, Bangladesh has generally experienced good harvests and growth in the agricultural sector.

In spite of all the challenges the country faces, steady growth of the Bangladesh economy during the 1990s, particularly during the second half of the decade, placed the country among the top performers within the developing world. According to the UNDP Human Development Report 2003 Bangladesh has made significant improvement in its economic development since 2001 moving from *Low Development Countries* status to *Medium Development Countries* status, putting it ahead of Nepal and Pakistan in the South Asian context. However, in terms of ordinary people's access to income, Bangladesh continues to remain at the lower end of the scale with its per capita annual income of US\$350.

² IFRCs *World Disaster Report*, Focus on recovery, 2001, *River erosion a movable disaster*

³ The World Bank, *World Development Indicators 2000*

⁴ Economist Intelligence Agency (EIA), *Bangladesh: Country Analysis 2001*

The political situation in Bangladesh remains relatively calm. However, political activity is polarised and there is always the potential for unrest to manifest itself in the frequent, orchestrated protest strikes (*hartals*), which have often proved in the past to be extremely disruptive to normal life and commerce.

Red Cross and Red Crescent Priorities

The programmes outlined in this appeal derive from the Bangladesh cooperation agreement strategy 2002-04 (CAS)⁵ a result of an extensive process of enquiry and analysis undertaken by the Bangladesh Red Crescent Society (BDRCS) and its partners over a nine-month period in 2001/2.⁶ With the active support of the Federation's country delegation and participatory inputs from the ICRC, sister national societies and other external stakeholders, the process aimed to re-focus the Bangladesh Red Crescent's goals and objectives within a framework of strategic programmes consistent with *Strategy 2010* and the *Manila Action Plan*.

Reflecting Federation secretariat priorities centered on national society capacity building, raising the Federation's international profile and resource base and encouraging members of the Movement to work together effectively, the BDRCS has adopted a coherent strategic approach to guide its development over a period of three years.

Created with a view to encouraging long-term commitment by programme partners and stakeholders, the BDRCS priorities are as follows:

- To strengthen its overall organisation and the capacity of its management, staff, youth and volunteers (at national headquarters and in the local branch network), in order to achieve the characteristics of a well functioning and, eventually, self-supporting national society.
- To increase protection and assistance to the most vulnerable people, through appropriate disaster preparedness and response measures and improved volunteer and youth management.
- To improve health and blood services, increase awareness of HIV/AIDS, promote socio-economic development in the weakest sections of society and to improve tracing services.

In cooperation with ICRC, to restore family links (tracing), disseminate international humanitarian law (IHL), the Movement's fundamental principles, and humanitarian values, and protect the emblem - among BDRCS members and the general public.

The national society's CAS comprehensively outlines the case for cooperative and consistent support from the Movement and external partners, to enable the BDRCS to enhance its contribution towards the common aim of empowering vulnerable communities to become more self-reliant in addressing issues that directly affect their lives.

Strengthening National Societies

While continuing to make progress in transforming itself into a well functioning national society, the Bangladesh Red Crescent still faces many challenges. These challenges are intensified by the complexities of civil governance and civil administration in the country and the political polarisation that has divided the nation for decades. The significant need to separate the roles of governance and management to ensure that the BDRCS is independently able to provide effective and impartial support to the vulnerable, and strengthen organisational capacity at all structural levels of the national society, constitutes the strategic focus of this Appeal.

Bangladesh Red Crescent Society priorities

Health and Care: to address the huge needs of the most vulnerable among the poor, with particular emphasis on initiatives intended to reduce the incidence of HIV/AIDS.

⁵ Bangladesh CAS 2002-2004 is available at ifrc.org website

⁶ The CAS development process adopted analytical tools (PCM) similar to those employed in the 'project planning process' model introduced later (June 2002) by the Federation Secretariat.

Disaster Management Development: to enable the national society to effectively prepare for and address all natural and man-made disasters in Bangladesh.

Humanitarian Values: for promotion of humanitarian values, IHL and the Movement's Fundamental Principles.

Organisational Development: to facilitate acquisition of the characteristics of a 'well-functioning national society' - including review of its statutes, development of resources and effective performance.

In moving towards its aim to become a principled, skilled and efficient national society supportively linked to communities within which vulnerability is being progressively reduced, the BDRCS is actively developing its capacities for:

- programme management;
- leadership;
- volunteer recruitment and retention;
- communications and advocacy; and
- branch, youth and financial resource development.

Supporting the Bangladesh Red Crescent in its aspiration to become a well governed, efficiently managed, widely respected and supported national society, the Federation delegation will assist its development of comprehensive and coherent strategies, plans and programmes and (linking it more closely with the South Asia regional delegation) encourage and coordinate the provision of Movement support for their implementation.

With a view to promoting knowledge and awareness of the principles and values that inform the Movement's strategies and encouraging international support for BDRCS programmes, the Federation delegation will intensify its advocacy of humanitarian policies and practice in the international arena.

1. Health and Care

Background

Community vulnerability is largely determined by the nature and degree of access to life choices and opportunities - and good health is a prerequisite for the effective exploitation of either. Though significant improvements have been registered in recent years in Bangladesh (infant mortality down from 58 per 1,000 live births to 51; under-five mortality down from 89 per 1,000 live births to 77; and maternal mortality down from 4.4 per 1,000 live births to 4.0),⁷ the provision of basic health care services is still inadequate to meet the needs of the population.

Despite these gains Bangladesh still remains in the bottom quarter of the UNDP Human Development Index for 2003⁸. Limited access to and low utilisation of preventive health care and family planning services have sustained high rates of infant, child and maternal morbidity and mortality throughout the country. In rural areas the situation is aggravated by endemic poverty, low literacy rates and substandard healthcare. Nationwide 94 per cent of births occur at home and are rarely attended by a trained midwife, 75 per cent of pregnancies do not receive antenatal care, and only 25 per cent of children with acute respiratory infections, pneumonia, or diarrhoea are taken to a health care provider for treatment. The leading causes of infant and child mortality in Bangladesh are acute respiratory infection (ARI), diarrhoea and vaccine preventable diseases.

Mother and Child Health Care

The BDRCS health programmes include curative and preventive aspects of health care, implemented through five general hospitals (so far, three are sustainable), nine health clinics and two specialised eye clinics. These institutions provide both in-patient and ambulatory services to the community. The national

⁷ UNDP Human Development Report 2003

⁸ UNDP Human Development Report 2003

society also has a nationwide network of 60 mother and child health (MCH) centres. In the recent past, several sister national societies (Japanese, American, and German Red Cross) have provided support to three MCH projects. Out of a total of 60 MCH centres, 44 have been externally supported by sister national societies at different points in time. Although funding from the Japanese Red Cross Society (JRCS) for 22 MCH centres ceased at the beginning of 2002, 12 of the centres became self-sustainable and are providing primary health care through active community participation. German Red Cross will continue to support 13 MCH centres and partially support 10 centres that were previously funded by JRCS. It is anticipated that other MCH projects will be able to attain sustainability in the near future through focusing on community participation and self-reliance. The BDRCS rural MCH centres also contribute major support to the Government's rural health services. Nevertheless, there are still 17 rural MCH centres receiving no financial support. The main focus of the BDRCS health department for 2004 is to seek assistance for eight of the yet non-funded MCH centres which show good potential but require renovations, equipment and staff development.

MCH centres supported by	No. funded/supported	No. rehabilitated	Self-sufficient centres	Centres requiring funding
German Red Cross (GRC)	13	13	None yet	13 (GRC to fund till December 2005)
Japanese Red Cross	22	22	12	10 (currently funded by GRC – till June 2004)
American Red Cross via Federation	10	10	None yet	10
BDRCS-run	Self-run – 15 MCH	None	None yet	8 (BDRCS will plan for another 7 after 2004)
TOTAL	60	45	12	18

By the end of 2002, a total of 10 MCH centres, supported by American Red Cross through the Federation, were renovated and have since been providing essential service packages. As the American Red Cross are not able to continue their funding at the moment, more partners are actively encouraged to support this important activity. A total of 12,308 people received assistance in all ten centres in 2002. Service providers, midwives and community health workers (CHW) rendered counselling services both at centres and in homes on reproductive health and essential services package issues (ESP). Those services included: ante-natal care, safe delivery, post-natal care, reproductive tract infections and sexually transmitted diseases as well as counselling on family planning. Regular supply of medicines and medical equipment needed for provision of services under the essential services package has been provided by the national headquarters to all centres.

Youth Health Campaign

The national society has become a key player in national immunisation campaigns. Successful and highly praised Red Crescent youth (RCY) participation in national child immunisation drives illustrates the capacity building potential of using RCY in such campaigns. Their efficiency as a means to access global funds⁹ and above all, their enthusiasm and demonstrated commitment to the spirit of volunteerism shows the power of the RCY. The national society's health and care program seeks to harness this volunteer energy by recognising it as the primary resource.

HIV/AIDS

UNAIDS describes Bangladesh as a country with low HIV prevalence but high vulnerability, stating risk behaviours are comparable to rates in other countries in the region where both generalised and concentrated epidemics are occurring. WHO/UNAIDS estimates there are approximately 13,000 HIV positive cases in Bangladesh which has documented very low condom use, very high numbers of clients of sex workers, low knowledge of HIV/AIDS, and extensive needle/syringe sharing by drug users in the region. The low condom usage plus the fact that only an estimated 20 per cent of the blood is screened nationally makes for a potentially explosive situation in the near future.

⁹ BDRCS participation in polio eradication and EPI campaigns has been supported by WHO and UNICEF funds.

Neighbouring India has over four million people living with the disease, the second highest number of people living with HIV/AIDS anywhere in the world, and six states are now reporting generalised epidemics. Serious concentrated epidemics are occurring in vulnerable populations across the region and there is now a window of opportunity to address the epidemic in Bangladesh while it is still largely confined to highly vulnerable populations and before a similar spread into the general population starts.

The National AIDS Programme (NAP), UNAIDS and other organisations working on HIV/AIDS consider the BDRCS as a potential partner in efforts to prevent HIV/AIDS and are strongly encouraging the national society to be proactive in sharing knowledge on HIV/AIDS. In this regard, the national society recently formed an HIV/AIDS coordination cell at national headquarters with the cooperation of the South Asia regional network on HIV/AIDS (SARNHA) as well as formulated an HIV/AIDS strategy for the society. In April 2003, the BDRCS prepared and adopted a HIV/AIDS programme strategic plan 2003-2005.

The BDRCS HIV/AIDS coordination cell marked World Red Cross Red Crescent Day on 8 May 2002 by launching 'The truth about AIDS' anti-stigma campaign with a colourful rally in the streets of Dhaka. The BDRCS has integrated HIV/AIDS awareness information into all youth life saving skills and first aid and other training programmes. Further integration into the primary health care programme is being done. Using innovative ideas in awareness raising targeted at large populations, the campaign was further promoted using BDRCS lottery tickets printed with a logo and the message "The truth about AIDS pass it on..." Over 2,000,000 tickets were sold throughout Bangladesh.

The BDRCS chairman took an initiative in promoting HIV/AIDS awareness by officially addressing the Ministry of Education and Religious Affairs to consider the inclusion of HIV/AIDS in its text curriculum.

The second SARNHA strategic planning meeting and workshop was organised in Rajendrapur, Bangladesh, in December 2002. Representatives from all national societies in the South Asian region, the SARNHA coordination office, and observers from the Indonesian and Thai Red Cross Societies attended.

The Bangladesh Red Crescent also operates five blood banks. These are not covered in this appeal but have been receiving bilateral support from the Italian Red Cross. The blood programme is committed to the provision of safe blood transfusions. Blood safety is an area where the national society has shown its commitment towards responding to HIV/AIDS for several years. With its five blood banks, BDRCS remains one of the few organisations in the country where 100 per cent of blood donations are screened for HIV/AIDS, hepatitis-B and C, and syphilis (and malaria where appropriate), and where all blood donors are voluntary and unpaid.

The national society has a tremendous opportunity to use the existing mother and child health centres network to conduct a country-wide HIV/AIDS prevention and awareness campaign. The society plans to train its health service providers in HIV/AIDS and hepatitis-B awareness and prevention. Other organisations currently involved in HIV/AIDS prevention are only working in Dhaka. The BDRCS with 60 MCH centres based outside the capital has great potential to penetrate remote and hard-to-reach rural areas with their campaign.

Overall Goal

The health status and life expectancy of vulnerable people in Bangladesh are improved.

Programme Objective

To improve the health of mothers and children and reduce the spread of HIV/AIDS throughout Bangladesh by strengthening the existing BDRCS network of 60 mother and child health centres.

1. Mother and Child Health

To improve the capacity of the Bangladesh Red Crescent's MCH to reduce maternal and infant morbidity and mortality.

2. HIV/AIDS

To increase the capacity of the Bangladesh Red Crescent Society to develop awareness among health care providers and beneficiaries about HIV/AIDS and sexually transmitted diseases.

Monitoring and evaluation of the programmes will be done on a regular basis through established management information system and the direct supervision of field staff. Regular meetings at the national headquarters will continue to be held, in order to follow up and monitor the progress of the different programs.

Expected results	Indicators	Risks /Assumptions	Activities
Project One: Mother and Child Health			
Essential services package (ESP) with emphasis on mother and child health care is implemented in 8 MCH centres.	Maternal and infant mortality and morbidity reduced. Client flow increased. Comprehensive services expanded. Capacity of human resources developed	BDRCS authorities and other stakeholders are committed to the project objectives.	Provide quality services in the centres. Refresher training for midwives. Basic training to village health workers (VHW). Deployment and training of community midwives. Ensure supply of drugs and medical equipment to MCH centers. Health education sessions. Monitor and supervise ongoing activities.
8 MCH centres are renovated and equipped for improved MCH delivery	8 fully functional MCH centres.	Centres are easily accessible	Renovate and equip MCH centres.
MCH centres have progressed towards self-sustainability	Medicine revolving funds are in place. MCH cost recovery through service charge and local contributions are in place.	Community participation.	Establish medicine revolving funds. Cost-recovery system with service charge and community contribution.
Project Two: HIV/AIDS			
BDRCS capacity to manage HIV/AIDS and STD programmes has improved.	Increased number of BDRCS health personnel trained on HIV/AIDS and STD.	BDRCS management and financial support available.	Basic orientation of health personnel. Training of trainers (ToT) on HIV/AIDS and STDs. Training on reporting and record keeping. Supervision and monitoring. Routine information collection and reporting Project evaluation.
Increased awareness with appropriate knowledge, behaviour and practices among target beneficiaries on HIV/AIDS and STDs in	Increased number of trained peer educators and target beneficiaries group.	Available technical support from BDRCS headquarters and other stakeholders.	Basic ToT for peer educators. Formation of community group and conduct monthly meeting.

Expected results	Indicators	Risks /Assumptions	Activities
the target areas	Established system of quarterly group meetings and institutional forums. Number of organised allies and events per year. Developed behaviour change communications materials Number of gatekeepers oriented and supportive.	Community support available. BCC materials are in place.	Community level meetings Individual/household visits. Conduct rallies, event -day celebrations. Print and distribute newsletter. Develop promotional items.
Linkages with Government of Bangladesh (GoB) sister societies and NGOs strengthened	Increased support and coordination from/with GoB /and NGOs in the country.		Networking with GoB/national societies/SARNHA/NGOs. Conduct/participate in meetings/workshops with external agencies.

2. Disaster Management

Background

The BDRCS is preparing a comprehensive disaster management (DM) plan with the objective of creating a long-term integrated DM strategy with a sustainable funding plan leading to self-reliance. As part of this process, a series of lessons learned workshops were held in 2003 to draw upon the extensive disaster preparedness experience of the national society. The workshops considered the best practices and sustainable elements of ongoing disaster preparedness programmes. The plan will be incorporated in the society's four-year development plan and will also be considered during the preparation of the Federation four-year plan (2005-2008). The national society's DM department also aims to implement some activities focusing on the disaster emergency response team (DERT), dissemination of the SPHERE project and more coordination with other stakeholders.

The DM division was established in 1997 in recognition of the limitations of an intrinsically single-issue approach to disaster preparedness. The initiation of a community-based disaster preparedness project (CBDP) extended the geographical range and thematic scope of the national society's disaster related work. Embracing other types of disaster (particularly flash floods and river erosion) in areas beyond the cyclone belt, the project encourages inclusive community participation and facilitates a more flexible, decentralised and cost-effective approach to disaster preparedness at grassroots level. Emphasising the importance of self-reliance, the project aims to reduce vulnerability to the impact of disasters by the promotion and development of effective, locally managed disaster preparedness and mitigation initiatives at branch level and within high-risk communities.

The CBDP department is using lessons learned from the phased-out Japanese and German Red Cross Societies' supported CBDP programmes. The department aims to improve the process and practices of phase-out and promote more strategic approaches in the areas of disaster preparedness, response and capacity building to feed learning into future disaster preparedness interventions. Based on the lessons learned workshop on the GRC-supported CBDP programme, it is intended to incorporate activities such as search and rescue training and gender sensitisation into the current CBDP programme.

Presently the CBDP programme deals with the maintenance of 112 cyclone shelters (including 45 shelters under the integrated JRCS supported CBDP), located in 10 coastal districts and offshore islands. The department has been implementing various preparedness activities at community and family level to

reduce cyclone vulnerability. Since February 2003, the CBDP department has monitored activities of the village disaster preparedness committees (VDPC) of 31 cyclone shelters at Cox's Bazaar. This had previously been supported by the German Red Cross (since 1996), and phased out in January 2003.

The programme also intends to explore the possibility of facilitating 23 phased-out units through activities such as reformation of squads, reactivation of RCY, and provision of disaster preparedness refresher trainings to squad and community volunteers.

The national society runs the cyclone preparedness programme (CPP) which was established following the devastating cyclone which ravaged the country in 1970. The CPP is directed by the BDRCS but its backbone is the organisation of more than 33,000 volunteers. The CPP also acts as an operational agency of the government's Ministry of Disaster Management and Relief through the provision of scheduled, daily weather reports.

According to the *Disaster Report 2000* published by the Disaster Forum, a significant increase in seismic activity in the coastal areas of Bangladesh in 2002 resulted in minor tremors as well as loss of life and property. In this regard the BDRCS intends to utilise CPP volunteers to raise public awareness and inform local populations about the risk posed by potential natural disasters and how to reduce the risk and better prepare vulnerable coastal communities to deal with the impact of cyclone as well as earthquake related disasters.

By the end of the year 2004, BDRCS intends to complete the introduction of CBDP organisational structures and practices in 34 branches and 102 vulnerable communities and to incorporate the recommendations of an external evaluation carried out in July 2002. The plan of action (PoA) for 2003 underwent a thorough scrutiny by the professionals of BDRCS and the Federation before finalisation. The necessity of sharing the PoA with units, as well as incorporating recommendations of the recent evaluations, were given priority by all concerned and thus led the CBDP to conduct a review workshop in April 2003. The workshop has given a new direction with specific aim to further improve communication and understanding between units and national headquarters. Based on the recommendations of the evaluation, the CBDP has taken the initiative to finalise guidelines for those units, which will be phased out in 2003 and 2004.

The BDRCS urgently seeks more donor support for the Chittagong Hill Tracts (CHT) programmes which have been operating for the past four years. Decades of armed conflict and instability in the region was ended with the signing of a Peace Accord between the Government and tribal community representatives in 1997. The BDRCS, at the request of the Government, initiated a food relief operation for 55,000 tribal refugee returnees. Promises of government development support remained largely unfulfilled and optimism among the local population eroded. Recognising that the situation could rapidly deteriorate, BDRCS invoked its humanitarian mandate to identify opportunities for maintaining local harmony and social cohesion. Supported by the Federation and employing the concepts of the *Better Programming Initiative (BPI)*, the Bangladesh Red Crescent arranged a series of participatory workshops in the CHT districts to encourage disaffected communities to prioritise their problems and identify viable solutions.

These discussions resulted in the introduction of an ongoing development project related to strengthening of the region's BDRCS branch organisations and vulnerability reduction in their poorest communities. Engaging the active participation of 900 volunteers of the communities concerned, the project focuses on the delivery of preventive health support, first aid, improved sanitation, safe water provision and economic regeneration. The BDRCS has learned from previous experience that the formation of village development committees (VDC) is a vital in the development of the CHT communities. This formation activity was started in the second quarter of 2002 but discontinued due to lack of clear guidelines. The programme intends to formulate the VDC guidelines in 2004 with the support of community people.

The overall situation of the post-conflict region of Chittagong Hill Tracts is rapidly changing. There have been many improvements in the area but changes and at times, tense political situations still affect the pace of implementing development activities in the CHT. Nevertheless, the efforts of the BDRCS to assist vulnerable people of the CHT are well recognised, both among the tribal and non-tribal communities.

In addition to vulnerability reduction through improved disaster preparedness the national society continues to respond to emergencies through relief interventions. For over ten years, the BDRCS has been continuously engaged with an emergency relief operation in support of Myanmar refugees and every year brings a short-term requirement to provide material support to thousands of vulnerable people. The society finds itself having to respond with increasing frequency to the effects of both localised and widespread, sudden-impact natural disasters.

Buffer stocks of non-perishable relief items to serve the immediate basic needs of destitute families were established following lessons learned from the flood relief emergency operation which began in 2000. In a parallel initiative promoted and supported by the Federation, the national society signed a memorandum of understanding (MoU) in 2002 with the World Food Programme (WFP) and the Ministry of Disaster Management and Relief, enabling the BDRCS to access annually up to 1,000 tonnes of rice (free of charge) from one or more of any of the Government's network of over 600 warehouses located throughout the country. The value of such initiatives continued to be seen in 2003 with rice stocks being drawn upon to assist 20 flood-affected districts. Five thousand family kits have also been stockpiled in the national headquarters warehouse.

There are no 'quick fix' solutions to community vulnerability; its reduction requires long-term commitment and strategic planning of development activities focused on key disaster management issues related to prevention, preparedness and mitigation. The BDRCS initiatives coordinated by the disaster management department engage the active participation of more than 42,000 trained volunteers, of whom around a third are women. All these achievements and new initiatives definitely develop the disaster preparedness and response capacity of the society.

Overall Goal

Vulnerability to the impact of disasters and community dependence on external support is reduced.

Programme Objective

To increase the capacity of BDRCS to provide support to individuals and communities seeking to withstand the impact of disasters and become more self-reliant

1. Long-term Humanitarian Assistance Operations

Maintain for one year the distribution of food rations and essential non-food relief items to refugee families from Myanmar.

2. Building Disaster Response Capacity of the National Society

Increase and sustain the response capacity of BDRCS and branches for efficient and effective management of crises with a functional contingency plan.

3. Early Warning and Disaster Information Systems

Improve the capacity of the BDRCS to effectively prepare for and respond to natural disasters and through its volunteer network, enhance the capacity and capability of communities to cope with and reduce the impact of natural disasters.

4. Community-Based Disaster Preparedness

Increase the capacity of local volunteers to prevent and mitigate disasters in vulnerable communities.

5. Disaster Mitigation/Reduction

Increase the resilience of communities vulnerable to disaster in remote villages of the Chittagong Hill Tracts region.

Expected Results	Indicators	Risks/Assumptions	Activities
Project One: Long-term Humanitarian Assistance Operations			
Nutritional sufficiency for 20,000 Myanmar refugees.	Low incidence rates of malnutrition and infectious diseases among	WFP/UNHCR continues to support Myanmar Relief	Collection of relief items from GoB local warehouses and their orderly distribution

Expected Results	Indicators	Risks/Assumptions	Activities
	children in the refugee camps.	Refugee Operation (MRRO). Repatriation of refugees to Myanmar.	among registered refugee families.
Practical experience of operating in cross-cultural, multinational and multi-agency environment acquired by BDRCS staff and volunteers.	BDRCS skills and experience recognised by other similar agencies.		Continued BDRCS participation in regular MRRO planning and coordination meetings.
Appropriate exit strategy identified and agreed with UNHCR, WFP and the government.	All refugees from Myanmar returned home		Gradual phasing out of BDRCS engagement with the MRRO in line with an agreed exit strategy.
Project Two: Building Disaster Response Capacity of the National Society			
Efficient and effective disaster response is undertaken with coordinated initiative at national headquarters (NHQ) and branch level.	Disaster emergency response plan exists at NHQ, branches and linked with 34 CBDP branches. Trained and equipped advanced team available at NHQ level for rapid disaster response. Warehouse facilities with stores management system at NHQ and branches. BDRCS transport facilities are enhanced with trained personnel at national headquarters.	The society continues to regard the development of disaster management capacity as a strategic priority. Timely availability of resources.	Conduct simulation exercises and workshop to review DCP at NHQ level. Organise CBFA, disaster preparedness (DP) and search and rescue training for DM staff and RCY volunteers. Regular maintenance of warehouses and vehicles located in NHQ and district level. Conduct first aid, rescue and general maintenance training for BDRCS drivers. Provide first aid box for vehicles.
Extended and regular BDRCS networking with national and regional agencies engaged with DM.	Capacity of DM Division as well as BDRCS established and coordination with internal and external stakeholders.		Regular participation in DM consortia and forum meetings (DER group, CPP implementation board, disaster forum etc.)
Project Three: Early Warning and Disaster Information Systems			
Increased public preparedness among coastal communities about the threat of cyclone and earthquake related disasters.	Coastal communities' knowledge and skills on cyclones and earthquake preparedness are strengthened and communities are taking appropriate DP measures in time of disasters.	Regular financial support from the government to CPP programme.	Conduct dry run rehearsals, folk song events and mass awareness rallies in high risk areas. Dissemination and awareness raising meetings with school and college student and fisherman. Produce cyclone and earthquake preparedness related posters and leaflets.
Reinforced local DM with community involvement through conducting various trainings for the volunteers	33,180 volunteers from 259 unions of 30 sub-districts demonstrate heightened motivation and	Timely availability of resources. Commitment and	Conduct union-based volunteer seminar. Conduct first aid refresher

Expected Results	Indicators	Risks/Assumptions	Activities
	<p>developed by the community volunteers.</p> <p>Integration of shelter management activity with the local branch has been established.</p>		<p>volunteers.</p> <p>Demonstrate DP measures at family level.</p> <p>Support for maintenance and repair of shelters.</p> <p>Support child literacy education centre in cyclone shelter areas</p>
Implementation of CBDP programme activities are completed and phased out in an organised manner from 34 branches and 143 coastal communities.	<p>The BDRCS branch and community are involved in the process of executing exit policies.</p> <p>The CBDP programme has been successfully phased out in 34 Branches, 102 communities and 143 coastal communities.</p>	<p>No major disasters occurred.</p> <p>Timely availability of resources.</p> <p>Commitment and acceptance by the branch and community.</p>	<p>Reorganise squad volunteers in phased-out branches.</p> <p>Conduct DP and CBFA refresher training for squad volunteers in phased out branches.</p> <p>Simulation exercise and review of disaster contingency plans in phased-out branches.</p> <p>Conduct training on gender in phased-out communities.</p> <p>Replenish arsenic test kits and first aid boxes.</p>
Integrate the comprehensive CBDP programme into the BDRCS 4 year development plan.	A comprehensive/ integrated DM plan is available for implementation of CBDP programme as part of 4 year development plan.	<p>No major disasters occur.</p> <p>Timely availability of resources.</p>	Conduct a workshop to finalise CBDP PoA focusing on all disasters based on comprehensive/ integrated DM plan.
Project Five: Disaster Mitigation/Reduction			
Wider understanding of humanitarian values within targeted communities, local authorities, sustaining social harmony between members of formerly hostile ethnic groups.	<p>60% of the people in targeted communities are aware of RCRC Fundamental Principles.</p> <p>Use of the BPI so ethnic groups are committed to peaceful and harmonious coexistence and incidence of conflict is rare.</p>	<p>The Peace Accord remains in force and the overall situation in the CHT remains relatively stable.</p> <p>Timely supply of adequate resources.</p>	<p>Organise training workshops related to conflict resolution, BPI and DM issues.</p> <p>Conduct ToT workshop for branch, RCY and health volunteers.</p> <p>Dissemination of Red Cross principles and values within targeted upazillas (sub-districts) and RCY volunteers.</p>
Targeted communities organised and mobilised to prepare for (and respond effectively to) local disasters and linkages developed with local government institutions and NGOs.	<p>Communities have identified the nature of local hazards, drawn up a disaster contingency plan and identified locally available resources.</p> <p>Links established between</p>	<p>The peace accord remains in force and the overall situation in the CHT remains relatively stable.</p> <p>Timely supply of adequate resources.</p>	<p>Organise DP seminars and conferences, develop coordination linkages with local stakeholders.</p> <p>Organise video shows on Red Cross and DP themes.</p>

Expected Results	Indicators	Risks/Assumptions	Activities
	community volunteers, government and NGOs are yielding socio-economic benefits in targeted communities.		Participate in national and international disaster preparedness and reduction days. Review and development of community DCPs.
CBFA services and basic primary health care support including TBA (particularly for women and children) established in 6 targeted sub-districts and enhancement of nutrition status of the indigenous vulnerable communities.	<p>Targeted communities benefit from CBFA and primary health care support provided by community volunteers.</p> <p>Incidence of chronic malnutrition reduced among mothers and children.</p> <p>Community awareness of causes and prevention of communicable/water-borne diseases increased by 50%.</p> <p>Trained TBAs practising safe delivery - decreasing maternal mortality rates in targeted communities.</p>	<p>The peace accord remains in force and the overall situation in the CHT remains relatively stable.</p> <p>Timely supply of adequate resources.</p>	<p>Organise 'safe delivery practice' training for TBAs.</p> <p>Organise refresher trainings for volunteers on CBFA and primary health care service.</p> <p>Distribution of fruit-bearing trees to targeted community.</p>
Increased access to safe drinking water and improved sanitation facilities in targeted communities.	<p>Incidence of water-borne diseases decreased by 60% in locations where water sanitation facilities are installed.</p> <p>50% of families in targeted communities have access to and use hygienic latrines.</p> <p>80% of families in targeted communities have access to nearby safe drinking water sources.</p>	<p>The peace accord remains in force and the overall situation in the CHT remains relatively stable.</p> <p>Timely supply of adequate resources.</p>	<p>Organise refresher training on water sanitation for community volunteers.</p> <p>Installation of 40 water wells and 1,000 slab latrines for targeted communities.</p>
Community management and marketing skills facilitating locally sustainable livelihoods based on improved and extended indigenous traditional skills, agro-based and farming systems.	Income of indigenous women engaged in newly established handicraft enterprises, together with profits from community horticultural initiatives, have contributed to an increase in family incomes and in the number of children enrolled in local primary schools.	<p>The peace accord remains in force – stable political situation.</p> <p>Timely supply of adequate resources.</p>	<p>Organise workshop on income generation for branch officers and community volunteers.</p> <p>Conduct entrepreneurship-training events at sub-district level for female-headed household volunteers.</p>

3. Humanitarian Values

Background

The Movement's humanitarian values (HV) and principles lie at the heart of all BDRCS activities informing all its community development initiatives related to disaster preparedness and the improvement of health care services. In collaboration with the ICRC regional delegation, the national society is actively engaged in dissemination of Red Cross Red Crescent principles and values among the armed forces, professional bodies, students and the general public. Emphasising the impartiality and neutrality of its actions, the national society's approach to HV encourages respect for human life and dignity and promotes gender and ethnic equality. Building on its existing work in this field, BDRCS strategies seek to maximise opportunities for the integration of humanitarian values within all the national society's programmes and advocate for wider usage of BPI concepts and principles.

The national society has continued to lobby with respective government authorities for enhancement of the new legislation on the Red Crescent emblem. During 2002, several forum meetings were organised with Bangladesh chemist and druggist associations to explore the ways and means to stop the misuse of the emblem. The outcome of the 'Door-to-Door Emblem Campaign 2002' in Dhaka city proved to be very informative for the national society highlighting that the misuse of the emblem by certain professional groups was not willful negligence but simply: the lack of knowledge regarding the purpose and significance of the Red Crescent emblem; traditional and customary use of the emblem by other organisations or persons; and that people were generally aware of the existing pharmaceutical symbol (green crescent). In response to the findings, BDRCS organised Red Crescent emblem campaigns covering major areas within the city of Dhaka.

During the course of the last year and first half of 2003, BDRCS information department organised several information/dissemination workshops and trainings of trainers at its national headquarters and branches. A total of 233 officers, youth and volunteers and school teachers were trained on RCRC principles and IHL.

Key features of the national society's approach to the promotion of HV and the Movement's fundamental principles include:

- Development of a communication and information policy.
- Dissemination of global messages formulated by ICRC and the Federation to the general public.
- Identification of opportunities for joint initiatives with other organisations in the country (such as participation in needs assessments, awareness campaigns and training initiatives)
- Development of a BDRCS website.
- Advocacy training for BDRCS staff and volunteers.

Together with its highly visible and generally respected role in disaster response operations, BDRCS promotion of humanitarian values and its energetic public awareness campaigns related to protection of the Movement's emblems have enhanced the image and profile of the national society among government officers and NGOs and strengthened its advocacy on behalf of the most vulnerable. However, although well known as an institution, public awareness of the humanitarian foundation of the Bangladesh Red Crescent's programmes and activities is more limited. This presents a challenge to BDRCS aspirations to be universally regarded as the premier humanitarian organisation in the country.

In February 2003, an orientation workshop on the RCRC Movement was jointly organised by BDRCS, ICRC Delhi regional delegation and the Federation Bangladesh delegation for the BDRCS managing board members, including all board members, the chairman, vice-chairman and treasurer.

It has been widely recognised that the national society's greatest asset consists in its nationwide network of committed volunteers. Looking to the future, BDRCS capacity building programmes prioritise development of the knowledge and skills of young people, with a view to their taking on increasingly important advocacy roles in the context of humanitarian values dissemination.

In July 2003, the society produced a 10 minute documentary on its activities. The film, in both Bangla and English, will be used for dissemination, information and fundraising purposes. Each of the 64 branches

have received a VHS copy for their further dissemination in their respective districts, with the ultimate objective to increase awareness of the RCRC Movement, enroll new members and exercise local fundraising activities. A CD version will be provided to external donors and sister national societies.

Overall Goal

Country-wide knowledge, awareness and understanding of humanitarian values, international law and significance of the Movement's emblem, thereby encouraging the population to act more humanely and compassionately with increased respect for the dignity of human life.

Programme Objective

To increase awareness, understanding and acknowledgement of the humanitarian values that guide the movement and respect for the Bangladesh Red Crescent Society as an independent, principled and impartial humanitarian organisation.

Expected Results	Indicators	Risks/Assumptions	Activities
Project: Humanitarian Values			
Increased awareness and motivation of the BDRCS staff and volunteers reflected in their respective fields of activities.	2,000 staff and volunteers are well motivated and the beneficiaries are well treated. 10% of civil society members are in the streamline of HV and ideals of the Movement.	People are keen to know about humanitarian services. Funding availability. BDRCS information department commitment .	Organise workshops to promote and enrich the knowledge on IHL, principles and emblem to BDRCS staff members and UEC members of respective city and district units. Produce and distribute manual and production of promotional items.
Increased awareness and knowledge among BDRCS potential stakeholders, including media, of the Movement, principles and ideals through campaign and motivational drive.			Bi-monthly telecast of the BDRCS documentary on Bangladesh national TV. Organise rallies on prevention of misuse of emblem. Production of posters and leaflets on prevention of misuse of emblem. Staging of dramas on the Movement's principles.
Enhanced communication and advocacy skills and networking with external organisations and programme stakeholders.			Organise workshops on HV for BDRCS staff and RCY and volunteers.

4. Organisational Development

Background

As the number of natural and man-made disasters continues to increase, the number of vulnerable people requiring assistance swells, resulting in increased pressure on the national society to stretch limited donor funding even further while also streamlining their service delivery systems to become more effective and efficient.

To remain viable in today's international humanitarian market national societies must learn to plan, and manage change strategies. The *Characteristics of a Well Functioning National Society* is a guide for the Bangladesh Red Crescent Society to head towards. Organisational development (OD), through a 'planned changed process' and capacity building, is the means to achieve these goals.

With a view to addressing these issues, a five-year development plan was adopted by the BDRCS in 1997, which included an institutional development component intended to move the national society in the direction of the *Characteristics of a Well Functioning National Society*. The plan had a multi-level approach where capacity building, at national and branch level, proceeded in tandem with the introduction of structural reforms, and a fundamental review of the society's constitution.

In recent years, considerable progress has been achieved on all these fronts. This change process has enabled the introduction of more coherent management policies and strategies, and facilitated decentralisation of the decision making process at national level. The implementation of 2002-2003 Plan of Action has further strengthened the capacity of the BDRCS through a continued focus on: capacity building of branches; enhanced facilities for training of staff and volunteers; wider dissemination of the Movement's principles; promotion of humanitarian values in civil society; a widespread membership drive; gender sensitisation and active involvement of more women; and closer coordination and networking with government organisations and NGOs. Additionally, a coherent and integrated approach with strong coordination between BDRCS departments has resulted in more effective implementation of planned activities.

The society has also successfully completed a long constitutional review process this year facilitated by regional support from South Asia regional delegation and ICRC regional office in Delhi. Amendments to the constitution were sent to the Joint Commission in Geneva and it is anticipated that the new constitution will be ratified by the end of the 2003, in time for the annual general meeting. Additionally, the society's standing orders (administration and service rules) and financial procedures including the accounts manual have been revised.

Strengthening management and resource development capacities are key objectives of the BDRCS organisational development strategy. In April 2003, the BDRCS started the process of developing a new four-year strategic plan (2005–2008) by first convening a disaster management strategy group with the expectation to complete the DM portion of the plan by December 2003, and the full plan by June 2004. This four-year plan will then serve as the basis for updating the CAS and future appeals.

In an effort to move toward sustainable development and organisational self-reliance, BDRCS has been seeking greater diversification of their revenue sources through increased participation of their local funding base, and reduced dependency on limited external funding. Therefore, plans to strengthen financial management systems will also be linked to the increased capacity for branch and community level fundraising. Over the years the BDRCS has adopted and developed a number of successful fundraising strategies. Proceeds from these activities (annual Red Crescent national lottery, golf tournament, cultural events, concerts, fairs, membership enrolments, and subscriptions) have augmented the society's revenue. Income is also generated by providing first aid training courses to other organisations and commercial enterprises. The society's development plans also include provision for commercial leasing of part of its extensive property holdings.

During the last year, a new and innovative step has been taken in creating more active and self sustainable branches through the launching of a competitive 'branch development package'. The programme aims to increase membership, establish minimum operating standards, and develop and implement fundraising strategies for branches through a one-year (June 2003-July 2004), nation-wide competition among branches. Branch officers have been very enthusiastic about this new initiative, and it is now operational in all the 68 branches.

Red Crescent youth (RCY) and volunteers constitute the heart of the BDRCS since they will chart its future direction and development within civil society. They are an essential element of the society's effort to encourage and promote the ideal of voluntary service and are key stakeholders in the society's affairs at all organisational levels. It is the society's vision that young women and men will increasingly regard the BDRCS as the humanitarian organisation of choice and voluntarily commit their skills and service. RCY are actively involved in the dissemination of the Movement's principles, promotion of humanitarian values, and in national awareness campaigns on the misuse of the Red Crescent emblem. Their dedicated

commitment and vitality has also been an essential part of the child immunisation programmes, and in awareness raising campaigns related to the prevention of dengue fever and HIV/AIDS.

The society implements programmes and activities related to a wide range of issues. Community-based development programmes in support of the vulnerable communities are complemented by the projects mobilising RCY and volunteers. Constituting the core of branch and community disaster preparedness capacity, the young volunteers contribute to the development of CBDP activities. In times of disaster they participate in needs assessments, assist in the distribution of relief supplies, provide first aid and assist medical support services. Such activities require the recruitment and training of significant numbers of volunteers. With the second year grant from the Federation's Capacity Building Fund, the society has been able to increase the number of volunteers and improve their knowledge and skills, while at the same time develop its own capacity to manage, motivate and train more than 33,000 volunteers.

Finally, the exchange of resources, skills and experiences through regional workshops has greatly strengthened the knowledge and capacity of BDRCS during the past year. In addition to regional support on the constitution review, BDRCS has also benefited from three regional training modules (fundraising, management and gender sensitisation). In addition, during 2003, 21 BDRCS staff participated in workshops covering eight different subjects (disaster management, organisational development, HIV/AIDS, fundraising, human resources, information, the project planning process, and finance).

Overall Goal

A principled, skilled and efficient national society supportively linked to communities within which vulnerability is being progressively reduced.

Programme Objective

To move the Bangladesh Red Crescent Society closer towards becoming a well functioning national society, with a national network of active branches and volunteers carrying out activities in accordance with its mandate and principles and motivated to improve the lives of vulnerable people.

1. Programme Management Skills Development

Increase Bangladesh Red Crescent management skills, at headquarters and branch level, to enable them to run more effective and efficient programs to better meet the needs of the vulnerable.

2. Leadership Training

Better understanding by the leadership of BDRCS, at headquarters and branch level of the history, principles and mandate of the RCRC Movement and motivation to lead the national society towards providing better services to the vulnerable.

3. Volunteer Management Development

Increase the capacity of the Bangladesh Red Crescent to recruit and retain a diversified volunteer base, reflecting its membership, to enable vital services to the vulnerable (including new HIV/AIDS awareness campaign) to continue and improve.

4. Communication and Advocacy Development

Continued growth in public knowledge and understanding of the RCRC Movement and an increase in the BDRCS mandate and programmes

5. Finance Resource Development

Increase the Bangladesh Red Crescent's capacity to generate, access, mobilise, and manage financial resources and ensure sustainable support to vulnerable groups.

Expected Results	Indicators	Risks/Assumptions	Activities
Project One: Programme Management Skills Development			
Senior staff possess significantly improved and expanded professional	BDRCS staff have acquired relevant skills, used to plan and manage	Funds are available in time.	OD orientation workshops. Planning workshop for four-

Expected Results	Indicators	Risks/Assumptions	Activities
skills.	<p>projects efficiently.</p> <p>Management capacity is increased by 40% in 30 BDRCS branches.</p> <p>Every branch has one officer delivering effective support.</p>	<p>Maintenance of equipment is ensured.</p> <p>Divisional head will ensure the coordination.</p>	<p>year plan.</p> <p>Management development, reporting, English language, PPP, and road safety courses.</p> <p>First aid refresher course and 'well functioning national society' workshop.</p> <p>Workshop for modification of training modules and standardisation of training methodologies.</p> <p>Establish BDRCS library.</p>
Project Two: Leadership Training			
Well functioning, locally representative, inclusive and efficient branches effectively demonstrating the practical and social value of voluntary service.	Community-based projects are locally well managed and appropriately supported by relevant BDRCS staff.		Organise gender sensitisation workshop at branch level.
Organisational capacity as well as functional facilities of various departments of the society increased.	Finalised four-year development plan of BDRCS		<p>Procure multimedia, PA system and improve training facilities.</p> <p>Upgrade facilities for personnel, estate and unit affairs departments and sewing centre.</p> <p>Repair and maintenance of office equipment.</p>
The Movement's fundamental principles and values inform and reinforce all decisions of the BDRCS managing board and branch executive committees.	<p>Members of the managing board are exercising the role effectively.</p> <p>Members of the managing board and 68 branch executive committees are orientated/motivated.</p>	<p>Elected members of BDRCS remain committed to the 'change process'</p> <p>There is no change of government.</p>	Orientation workshop for the members of the managing board and branch executive committee members
Volunteer members of the society's governing bodies, at all levels are well informed and highly motivated.	Revised BDRCS handbook.	Funding availability	<p>Workshops for reviewing the BDRCS handbook.</p> <p>Translation and printing of BDRCS handbook.</p> <p>Update and print volunteer's manual.</p> <p>Branch visits by the managing board members.</p>
Project Three: Volunteer Management Development			
Well trained, highly motivated and actively organised volunteers.	The proportion of women volunteers has increased to at least 40% of national	BDRCS selected officers, volunteers and staff are committed to	Basic RCRC and first aid training for volunteers.

Expected Results	Indicators	Risks/Assumptions	Activities
	membership.	widening the social base of national society membership.	
An increased volunteer base which is more diverse in cultural, social, gender and age.	Increase number of BDRCS volunteers of diverse backgrounds including gender.	There is no change of government and the country remains politically stable.	Organise recruitment and volunteer management workshops for branch and NHQ officers.
Greater sense of common purpose between staff and volunteers.	Increased number of motivated and committed volunteers and officers.	Commitment from BDRCS volunteers and officers	Training workshops on leadership management at national headquarters
A revitalised RCY having a significantly increased membership of highly motivated and well organised youth volunteers.	2,300 recruited and trained RCY volunteers.		Deployment of volunteers in humanitarian services. Staging dramas at annual national RCY camp. Training and motivational events on RCRC fundamental principles, IHL and first aid.
Increased BDRCS participation in public awareness campaigns related to vulnerability reduction. HIV/AIDS awareness and anti-stigma campaign launched and 120 volunteers from 30 units are well trained as trainers to disseminate the idea.	1,600 existing RCY volunteers have been motivated and are actively participating in BDRCS campaigns and community activities. Training materials developed; competent team of trainers developed and volunteers have received instruction from skilled trainers.		Observe World RCRC Day and the International Day of Volunteers. Cultural competitions in the branches and nationally. Basic ToT on HIV/AIDS and STDs for RCY trainers. Basic ToT on HIV/AIDS for RCY peer educator trainer. Orientation classes on HIV/AIDS at school/college level. Develop/collect training materials for conducting training/orientation.
Solidarity networks formed with other youth organisations and linkages established with families of vulnerable communities.	The RCY is regarded as a valued contributor to voluntary youth and community forums.		Participation in national youth forums. RCY cultural events at community level (in collaboration with CDBP project).
Project Four: Communication and Advocacy Development			
Increased capacity and competence for the timely preparation, publication and effective propagation of accurate and relevant information. BDRCS has an effective and operational computer networking and management system.	Increased awareness of BDRCS and RCRC movement among major stakeholders. Increased use of BDRCS in media as a credible source. Increased efficiency at the HQ level through regular use of computer networking system with integrated information system.	The political situation in the country remains stable. Fully operational networking system at HQ in place.	Training on communication skills and reporting for branch level volunteers/officers. Publish monthly newsletters and annual magazines. Specialised computer trainings for BDRCS HQ staff and IT manager. Establish computer networking system.

Expected Results	Indicators	Risks/Assumptions	Activities
			Develop software for planning and development, fundraising and youth and volunteers departments.
Enhance communication skills and more effective advocacy and networking with external organisations and programme stakeholders.	Extended BDRCS networking with local NGOs, community-based organisations and cultural institutions.		Workshop/seminar at national and branch level with the potential NGO's representatives.
A widely known, regularly updated and frequently accessed BDRCS website.	Increased visits to BDRCS web site by various stakeholders.		Develop and maintain BDRCS website.
Project Five: Finance Resource Development			
Comprehensive and well developed fundraising strategies and related plans. A regularly reviewed and updated database of actual and potential local donor's utilisation, involvement and fund generation.	BDRCS fundraising strategic plan is modified. 20 BDRCS branch volunteers at each of 10 branches trained on resource mobilisation techniques and 10 training sessions organised. Database of potential local donors established . At least 200 medium and large local business firms successfully approached for donations. BDRCS successfully organised mass participation events.	Companies are disposed to sponsor and support BDRCS fundraising events.	Workshop to modify the resource development plan Internet connection for fundraising department. Training on resource mobilisation at branch level. Training at branches on resource mobilization. Collect list of potential donors identifying the target groups. Prepare sub-group basis database of the potential donors. Launch general appeal with reply format to potential donors through mail, fax, E-mail, etc. Various cultural activities at national and branch level inviting sponsorship. Develop and procure souvenir items for sale establishing a show room. Conference/seminar with potential local donors.
Increased and improved financial management and reporting skills.	BDRCS nationally generated revenue has increased. Branches self-finance their recurring costs. Accounting manual and financial management and reporting skills of 30 staff and volunteers developed.		Update BDRCS accounting manual. Workshop on financial management for officers from NHQ and branches.

5. Representation, Implementation and Management

New initiatives and support to assist in strengthening the management and governance of BDRCS have enabled the society to make some major advancements in line with its change management process and second generation CAS document. More recently, new support has also been extended by non-Movement partners and new partner national societies. The BDRCS cyclone preparedness programme has been co-funded by the Government of Bangladesh/Swedish Red Cross since its establishment in the early 1970s. Throughout, the Federation secretariat (both at Geneva and country level) has played a leading role: attracting funding support, especially recently with international donors based in Bangladesh, advising and assisting the national society in its operational management; and guiding it through an ongoing process of organisational change. Support generated by Federation-issued international emergency appeals has been crucial to the success of frequent (and often very large) relief operations undertaken by the Bangladesh Red Crescent.

The Federation and country delegation will continue to solicit and coordinate international support from UN agencies and diplomatic missions for humanitarian emergency operations and capacity building initiatives undertaken by the BDRCS. Current strategic partnerships include a four-year cooperation agreement signed in 2003 with the British Red Cross, which will continue to support disaster management and OD activities. The WFP and two other UN agencies are also supporting BDRCS programmes¹⁰.

Cordial, cooperative and mutually beneficial relations between the Federation's country delegation and the ICRC regional delegation based in Delhi have been maintained on a regular basis.

Strong representation and networking has produced very positive results. After 12 years the Bangladesh delegation now has signed a legal status agreement with the GoB, giving the delegation special privileges including exemption from all taxes and VAT (value added tax). This agreement has also extended exemption to all members of the Federation working or visiting Bangladesh.

During the year several advocacy issues have borne fruit. In July-August 2003, the Federation successfully advocated a humanitarian issue relating to displaced persons in Teknaf (Myanmar origins) in a sensitive political environment.

Governance is always high on the agenda in Bangladesh and the delegation will need to continue to provide a guiding and supportive role in this priority area. The delegation provides a supporting role at the monthly BDRCS board meetings where the head of delegation is an ex-officio member. Advice is also given on the Movement's statutory meetings. The BDRCS is a member of the Federation's Development Commission and the national society's chairman co-chaired the November 2003 international conference. The board has submitted its new revised draft constitution to the Joint Federation/ICRC Commission for National Society Statutes for review and approval, which hopefully will be adopted at the next BDRCS annual general meeting.

Over the years, the in-country placement of professionally experienced international delegates to provide practical advice and encouragement to the national society has also facilitated a transfer of knowledge and skills that has enabled the Bangladesh Red Crescent to improve the quality (and increase the impact) of its community based initiatives related to vulnerability reduction - particularly in the contexts of disaster preparedness and health. The process of achieving positive results in those spheres also revealed significant organisational and structural constraints to management efficiency within the national society.

The BDRCS human resource issues urgently need addressing in 2004. Given this, continued delegation support in the next year will focus on issues related to good governance and the development of management skills and organisational capacity at national and more importantly at branch level. The delegation has reviewed its training and development policies with a view to strengthening the capacity of

¹⁰ In July 2002, UN agencies (WFP and UNHCR) jointly agreed to cover the operational costs to be incurred by BDRCS in relation to its distribution of relief items to Myanmar refugees in 2002/03. This was later followed by a 'gift in kind' arrangement with WFP (and agreed by the Government) for BDRCS to have annual emergency access to an overall total of up to 1,000mt of grain from WFP supplied stocks held in Government houses located throughout the country.

its locally recruited staff and has reduced its level of dependency on international delegates considerably in 2002 and 2003. Regional assistance has been forthcoming in a gradually increasing way mainly in the OD and other regional training areas. Local delegation staff have actively contributed to South Asia regional delegation requests for regional emergency operations.

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BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.56/2004

Name: Bangladesh

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	7,533	91,712	0	0	0	0	99,244
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	2,024	0	0	0	0	2,024
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	11,582	69,690	0	0	0	0	81,271
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	2,260	0	0	0	0	2,259
Other relief supplies	0	52,341	0	3,060	0	0	55,401
SUPPLIES	19,115	218,027	0	3,060	0	0	240,202
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	450	63,109	0	40,611	1	0	104,170
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	4,002	0	1,177	0	0	0	5,178
CAPITAL EXPENSES	4,452	63,109	1,177	40,611	1	0	109,349
Warehouse & Distribution	0	3,390	0	0	0	0	3,389
Transport & Vehicules	633	42,647	0	1,900	-1	0	45,179
TRANSPORT & STORAGE	633	46,037	0	1,900	-1	0	48,568
Programme Support	10,800	91,113	1,957	37,557	0	0	141,427
PROGRAMME SUPPORT	10,800	91,113	1,957	37,557	0	0	141,427
Personnel-delegates	17,251	132,185	0	163,574	0	0	313,010
Personnel-national staff	33,633	346,578	5,603	110,080	0	0	495,893
Consultants	1,177	0	0	0	0	0	1,177
PERSONNEL	52,061	478,763	5,603	273,654	0	0	810,080
W/shops & Training	56,379	259,286	7,133	141,910	0	0	464,707
WORKSHOPS & TRAINING	56,379	259,286	7,133	141,910	0	0	464,707
Travel & related expenses	5,963	26,717	0	12,206	0	0	44,885
Information	7,537	81,714	14,242	36,383	0	0	139,876
Other General costs	9,212	136,968	0	30,525	0	0	176,705
GENERAL EXPENSES	22,712	245,399	14,242	79,114	0	0	361,466
TOTAL BUDGET:	166,152	1,401,734	30,112	577,806	0	0	2,175,802