

# Appeal 2002-2003



International Federation  
of Red Cross and Red Crescent Societies

## BANGLADESH

(Appeal 01.26/2002)

*Click on programme title or figures to go to the text or budget*

	2002 In CHF	2003 <sup>1</sup> In CHF
1. Disaster Response	350,396	392,445
2. Disaster Preparedness	2,333,920	2,326,183
3. Health and Care	438,356	472,536
4. Humanitarian Values	93,046	102,351
5. Organizational Development	831,438	873,011
6. Coordination & Management	443,371	468,989
<b>Total</b>	<b>4,490,527</b>	<b>4,635,515</b>

## Introduction

### National context

Bangladesh is often referred to as the most disaster prone country in the world -- a statement corroborated by historical records and reported losses in human lives and property. The country has a yearly average of over 44,000 deaths from disasters, the highest average figure in the world. Placed between the Himalayas and the Bay of Bengal and crossed by large rivers draining rainwater from an area 11 times larger than its own, it is vulnerable to annual cyclones, tidal surges, tornadoes, floods, drought and cold spells. Rapid and severe river erosion aggravates conditions for people living along the great rivers. The nation's deltaic plain is shifting, the river consuming around 9,000 hectares of fertile land a year and disgoring it elsewhere. A million people are affected annually. Of these, 500,000 are made homeless and half never again find adequate shelter.

Bangladesh, one of the poorest countries in the world, has a population of 130 millions, with density of approximately 900 persons per square



<sup>1</sup> These are preliminary budget figures for 2003, and are subject to revision in the course of 2002.

kilometre. The annual per capita income is approximately USD 360. The country is heavily dependent on international aid and loans: 51.3% of its development programmes, 48.7% of its internal resources and 16.74% of its budget are spent in interest payments on its foreign and internal debts. Half of the population of the country, 80 % of which is rural, still lives below the poverty line. Alleviation of poverty is, therefore, the number one national development priority.

Sixty per cent of children experience moderate to severe malnutrition. Fifty-six per cent of children under the age of five are underweight and the under-five infant mortality rate is 109 per 1,000. In 1998, 38.9 % of the adult population was literate. Life expectancy is 60 years.

### **National society priorities**

The present Bangladesh Red Crescent Society (BDRCS) was established in 1972 after independence; its birth was in response to a man-made disaster, when millions were in desperate need of all types of relief assistance. BDRCS received a formal legal base in 1973.

The national society has been engaged in relief operations year after year, developing a variety of institutionalized health service activities, mainly in the field of maternity and child health care. Its country wide mandate requires a strategy which focuses strongly on capacity building and disaster preparedness of all 68 branches, each of which is responsible for a population varying between 300,000 in the Chittagong hill tracts to 10 million in Dhaka City.

The development priorities of the BDRCS adhere strictly to the concept of development as defined in the development policy and development co-operation policy of the International Federation and the new Strategy 2010. The strengthening of the society, with a view to transforming it into a “well functioning national society”, and the development of assistance to the vulnerable continue to be its overall goal.

The BDRCS development priorities are as follows:

- To strengthen the overall organization, the national headquarters and its branch network, its management, staff and volunteers, 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 response and disaster preparedness measures.
- To improve health and blood services, and to promote socio-economic development in the weakest sections of society.

### **Priority programmes for Federation assistance**

The Bangladesh country delegation has been supporting the Bangladesh Red Crescent Society in building its capacity at all levels for many years.

As the number of the population affected by natural disasters increases, an effective and efficient disaster response becomes an imperative. Both the authorities and the people automatically look to the BDRCS and its internationally-supported relief operations for assistance.

Federation assistance focuses on five core areas, maintaining priorities first established in 1995:

- Capacity building including an organizational development programme at national headquarters and in units (branches).
- Disaster response.
- Disaster preparedness programmes, namely, the cyclone preparedness programme (CPP), community based disaster preparedness programme (CBDP) and the Chittagong Hill Tracts development programme.
- Technical assistance in expanded health care and blood services programmes .
- Humanitarian values.

[click here to return to the top](#)

# 1. Disaster response

## Background and achievements/lessons to date

The Bangladesh Red Crescent Society (BDRCS) has been responding to emergencies since its foundation. Every year brings the need to provide short-term material support to thousands of vulnerable people, in most cases, as the result of the impact of natural disasters. In addition, for over a decade, since December 1991, BDRCS has been continuously engaged in an relief operation in support of refugees from Myanmar - the Myanmar Refugee Relief Operation (MRRO).

In February 1992, the Federation launched an appeal in aid of 7,500 Myanmar refugees in the coastal district of Cox's Bazar and all successive Annual Appeals have included funding requests for the operation. The 2000 Appeal sought CHF 202,247 for the programme.

In the early 1990s, the Myanmar refugees (numbering, at one stage, over 265,000) were sheltered in twenty camps administered and protected by the UNHCR. With the support and encouragement of UNHCR and the government, BDRCS undertook responsibility for the transportation, on-site storage and distribution of non-food relief materials provided by external donors. In later years, BDRCS responsibility was extended to include the distribution of food items supplied by the WFP for general rations and for the supplementary and therapeutic feeding programmes organized by UNHCR.

A Memorandum of Understanding intended to facilitate the smooth repatriation of all the refugees was signed in Yangon between the Myanmar government and UNHCR on 5 November 1993. Repatriation began almost immediately and, by July 1997, the number of refugees had dropped to 21,117, accommodated in two remaining camps. The process of repatriation having almost completely stalled since then, these figures have remained virtually unchanged, increasing only slightly through a higher birth rate than death rate. As of 30 June 2001, the number of refugees remaining in the two camps of Noapara and Kutupalong stood at 21,717 persons, or 3,345 families. The BDRCS continues its relief operation in these two camps through a field staff of 22 persons, headed by a programme co-ordinator.

Besides this long-standing commitment to the Myanmar refugees, BDRCS has to respond with increasing frequency to the effects of both localized and widespread, sudden-impact natural disasters. In October 2000, sudden and extensive flooding in the south western area of the country prompted a successful Federation emergency appeal for CHF 3.9 million. The ensuing flood-relief intervention lasted many months. Although ultimately successful, the operation revealed a range of organizational weaknesses in BRCS's institutional capacity to respond swiftly and effectively.

River erosion, causing localized flooding that destroys the homes and livelihoods of thousands of families every year, is often less dramatic in intensity and scope than flash floods and, as a slow-onset emergency, is more amenable to prior, structural mitigation. In this context, BDRCS, together with the Federation, has been employing its nation-wide knowledge and experience of the phenomenon to advocate for more appropriate and effective preventive action by the government, UN and bilateral development agencies.

Accordingly, this current Appeal includes funding requests intended to strengthen BDRCS disaster response management. It also requests funds to develop and maintain adequate 'buffer stocks' of non-perishable relief items appropriate to the immediate basic needs of families rendered destitute and vulnerable by disaster - a process already initiated with the support of Britain's DFID.

### **Programme 1 : *The Myanmar Refugee Relief Operation***

**Goal** To continue the MRRO programme, ensuring food and security for the Myanmar refugees who are expected to remain in two camps in Bangladesh throughout 2002 and beyond.

### **Objectives and activities**

**Objective 1** To distribute food rations and basic non-food relief items among the refugees.

Activity to achieve objective 1:

- Carry out relief distributions consisting of a daily food ration equivalent to 2100k per person, and non-food items on a weekly, biweekly and monthly basis. The food items include rice, dal, sugar, cooking oil, salt, spices and blended food (wheat soya blend). Non-food items will include compressed rice husks as a substitute for fuel, soap and kerosene. A two-week food ration will be supplied to each returnee before departure.

**Objective 2** To maintain a reduced complement of 20 staff and 29 volunteers, to manage and implement the BDRCS operation in Cox's Bazar District.

Activity to achieve objective 2:

- The proposed manpower includes a programme co-ordinator and 19 support staff from BDRCS. Additional assistance in distribution will be provided by 29 volunteers receiving a small daily allowance. The programme includes training and development of BDRCS personnel in technical aspects of relief management.

**Objective 3** To identify an appropriate exit strategy.

Activity to achieve objective 3:

- The BDRCS/Federation in co-operation with the government of Bangladesh, the WFP and UNHCR will identify and implement an appropriate exit strategy.

### **Expected results by the end of 2003**

- The BDRCS and the Federation will have continued distribution of food and other basic relief items to the refugees for as long as required.
- By discharging these responsibilities efficiently, BDRCS/Federation will have maintained the positive image of the Movement generated by the operation.
- The continuation of the programme will create further opportunities for BDRCS to operate in a cross-cultural, multi-national and multi-agency environment.
- The BDRCS/Federation will successfully complete its mission and exit from the operation.

### **Indicators**

Objective 1

- Good nutritional status of refugees, particularly women and children.
- Low incidence of infectious diseases.

Objective 2

- An observable level of skills improvement in BDRCS staff and volunteers.

Objective 3

- BDRCS/Federation successfully exits from the operation following repatriation or relocation of the Myanmar refugees.

### **Critical assumptions**

The entire MRRO project is linked to the repatriation process of the refugees. The operation would have to reduce or increase in size, should the camp population decrease or increase. The critical assumptions, therefore are:

- There is no abrupt change in the current trend of refugee repatriation.
- The required funding is available to carry out the distribution of relief procured by UNHCR/WFP and others.
- The staff and volunteer strength is maintained.

- The government/UNHCR /WFP wishes BDRCS to continue.
- The law and order situation remains stable.

## **Monitoring and evaluation**

The field co-ordinator of the MRRO, based in Cox's Bazar, will continue to produce a monthly monitoring report, which is shared with the delegation. Quarterly reports will be produced on the operation by the BDRCS relief department. The MRRO will also be included in the periodic situation reports of the delegation.

Regular monitoring will be done by the BDRCS as a continuing process. The UNHCR also produces regular, detailed field reports with references to the BDRCS programme. Based on these reports and its own collection of information, the Federation delegation will produce a quarterly report on the MRRO. Programme activities will also be incorporated in the annual report of the delegation. Geneva will share these reports or abstracts from them with donors.

Periodic evaluations will be made through special missions, and spot inspections. Federation delegation and senior BDRCS staff will visit the programme, as will representatives of the external supporting agencies. Their reports will evaluate the programme at different points in time.

Specific evaluation would be done by appointed external consultants if desired by the Federation or donors.

## **Programme 2: *Emergency relief stocks management and development***

**Goals** To improve the quality of BDRCS disaster response, by strengthening the management capacity of its relief department. To ensure the procurement, maintenance and availability of adequate stocks of appropriate emergency relief items for distribution to vulnerable victims, in the event of disasters.

### **Objectives and activities**

**Objective 1** To improve the management skills of BDRCS staff engaged in disaster response.

Activities to achieve objective 1:

- Organise and conduct technical training courses related to appropriate relief management practices and procedures (including SPHERE standards) in emergency contexts, for staff of the BDRCS relief department.
- Participate in training events related to methodologies for rapid assessment of disaster impacts, vulnerability identification and relief needs reporting.

**Objective 2** To ensure adequate and well-managed national BDRCS/Federation stocks of relief items appropriate to the immediate emergency needs of vulnerable families.

Activities to achieve objective 2:

- Arrange technical training related to relief stock management and logistics for relevant BDRCS staff and volunteers.
- Procure 4,000 family emergency kits.
- Develop and introduce management practices and procedures for the effective and accountable allocation of the kits in times of emergency.
- Participate in institutional efforts to broaden the BDRCS local revenue base, as a means to ensure the replenishment of distributed stocks from its own funds.

### **Expected results by end of 2003**

- BDRCS response to both localized and regional disasters will be more timely, appropriate and effective.

### **Indicators**

#### Objective 1

- Number, nature, quality and impact of relief management training events.
- Regular and systematic reporting of all phases of emergency relief interventions by the BDRCS relief department.
- Reduction in the duration of time lapses between disaster onset, identification of appropriate beneficiaries and delivery of effective relief to the most vulnerable.

#### Objective 2

- Number of family kits in stock at national headquarters.
- Accountability guidelines relating to the allocation and distribution of relief supplies are introduced and enforced.

#### **Critical Assumptions**

- BDRCS senior managers allocate appropriate human and material resources to the relief department.
- Staff is able and willing to respond effectively to management training.
- BDRCS will successfully establish and maintain a local funding base for stock replenishment.

#### **Monitoring and evaluation**

The BDRCS relief department will produce monthly activity reports and present quarterly qualitative reports on the impact of its internal development initiatives and external operations. These will provide the basis for references in all regular situation reports of the delegation.

Federation delegates and senior BDRCS staff will periodically monitor the conduct and impact of programme activities. Their reports will evaluate the programme at different points in time.

[click here to return to the top](#)

## 2. Disaster preparedness

### Background and achievements/lessons to date

The geographical location and topological features of Bangladesh, together with the poor socio-economic condition of the majority of its rapidly expanding population, combine to produce 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. There are no 'quick fix' solutions to reduce the level and degree of community vulnerability. They require long-term commitment and strategic planning of development activities focused on key disaster management issues: prevention, preparedness and mitigation.

Effective disaster management is a national priority in Bangladesh. In the contexts of its status as an auxiliary to the government in times of natural calamity and its humanitarian mandate, development initiatives related to disaster preparedness have constituted core programmes of the Bangladesh Red Crescent Society since its foundation. Following the devastating cyclone of 1970, the Federation assisted BDRCS to establish a cyclone preparedness programme (CPP) in collaboration with the government, with the aim of minimising loss of life and damage to property in coastal communities vulnerable to cyclonic activity.

The CPP is nationally and regionally directed by BDRCS, but is essentially a grass-root level organisation of almost 33,000 volunteers. Their primary function is to disseminate advance warning of approaching cyclones among the members of the communities in which they live, to assist their evacuation to places of safety and to provide rescue and first aid services. In part, the CPP also functions as an operational agency of the government's disaster management Bureau, through the provision of scheduled, daily weather reports via an extensive network of HF radio transmitting stations operated by volunteers located throughout the coastal region of Bangladesh.

In the mid 1980s, a disaster preparedness programme (DPP) related to the promotion of community participation in the construction and maintenance of cyclone shelters was introduced. This was augmented by separate, bilaterally supported shelter based and community-oriented disaster preparedness initiatives specific to the districts of Chittagong (IFAD), Cox's Bazar (German Red Cross - continuing), Noakhali and Bhola (Japanese Red Cross). Restricted to the coastal regions, the DPP programme lacked clear perspectives with regard to long-term sustainability and its organizational structures rendered the programme insufficiently flexible for effective, locally determined response to other types of disaster.

Given the complex nature of disaster vulnerability in Bangladesh, the limitations of an intrinsically single-issue approach to disaster preparedness were acknowledged in the mid-1990s, when effective disaster preparedness and mitigation became recognized as essential strategic prerequisites for sustainable development. Accordingly, a disaster management division (DMD) headed by the Deputy Secretary General was established within BDRCS in 1996, with a mandate and responsibility to identify and develop appropriate disaster preparedness policies and strategies and to co-ordinate all BDRCS initiatives related to disaster preparedness and response.

In order to extend the geographical range and programmatic scope of its disaster related work, to encourage more inclusive community participation and to embrace other types of disaster (particularly flash floods and river erosion) in areas beyond the cyclone belt, a community based disaster preparedness programme (CBDP) was introduced in 1997. Incorporating some of the activities of the earlier DP programme and learning from experience gained in the implementation of the bilateral programmes, the CBDP programme was envisaged as a means of facilitating a more flexible, decentralised and cost-effective approach to disaster preparedness at grassroots level.

The CBDP programme 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 susceptible communities. Based on the Fundamental Principles of the Movement, its activities include public awareness raising, the development of trained and motivated volunteers at branch and community level, re-activation of Red Crescent Youth members, membership drives, the establishment and periodic review of branch and community disaster contingency plans and local fund raising for disaster response. BDRCS intends to complete the extension of CBDP initiatives to 35 branches and 103 vulnerable communities by the end of 2003.

In 2000, a comprehensive review of BDRCS disaster preparedness programmes recommended the integration of all the national society's CBDP programmes. This was partially achieved during 2001, when the CBDP programme, bilaterally supported for many years among offshore island communities by the Japanese Red Cross Society, was integrated into the institutional BDRCS programme.

In 1997, a historic Peace Accord between the government of Bangladesh and representatives of tribal communities in the Chittagong Hill Tracts districts (CHT) of the country brought an end to decades of armed conflict and instability within the region. While the terms of the accord were being negotiated, BDRCS undertook the distribution of food relief among 1,797 returnee tribal families who had repatriated from India in preceding years. The accord promoted and facilitated the return of a further 55,000 tribal refugees to their homeland and, at the request of the government, BDRCS extended its relief operation to include these later returnees, plus 20,000 vulnerable families of different ethnic communities within the region and the families of former combatants.

By 1999, local optimism with regard to improved development prospects fostered and encouraged by the accord had largely dissipated among the local population, promises of government support having remained largely unfulfilled. Recognising that the situation could deteriorate into a return to hostilities, BDRCS acted upon the basis of its humanitarian mandate to identify viable opportunities for maintaining local harmony. Supported by the Federation and using the concepts of the "Better Programming Initiative", BDRCS arranged participatory workshops in the three hill districts. These events enabled communities to identify their own problems and objectives, prioritise them and formulate action plans for their own development.

These community discussions resulted in the introduction of an 18-month pilot development project in January 2000. It comprised the strengthening of the region's BDRCS branch organizations and the development of health, sanitation, water provision and economic regeneration in the poorest and most vulnerable communities. The programme involved 600 local volunteers. Following its conclusion in June 2001, an external evaluation recommended greater emphasis on dissemination of specific disaster preparedness knowledge among the communities, as they are particularly vulnerable to natural disasters such as mudslides and land erosion. With the support of DFID and the Federation, BDRCS recently initiated an innovative complementary project that engages staff and volunteers of the CBDP and CHT programmes in the joint implementation of disaster preparedness development activities in the region. Within BDRCS, disaster preparedness essentially consists of the activities undertaken by the staff and the more than 67,000 volunteers associated with the CBDP, CPP and CHT programmes, guided by and co-ordinated with its disaster management division.

### **Programme 1 : *Disaster management development***

**Goal** To strengthen the capacity of BDRCS organizational structures to manage the impact of disasters, through a coherent and co-ordinated disaster preparedness programme in line with national disaster management policy.

#### **Objectives and activities**

**Objective 1** To improve the performance of the disaster management division, by enhancing the operational capacity of departments responsible for the implementation of disaster preparedness and response programmes.

Activities to achieve objective 1:

- Procure adequate resources to strengthen human, material and financial capacity within the disaster management division (DMD).

- Enhance the professional quality of DMD staff.
- Review the DMD organigram.
- Provide training in rapid disaster assessment methodologies, report writing, facilitation, communication, monitoring and evaluation for staff of DMD departments.
- Co-ordinate the planning and implementation of all BDRCS disaster preparedness and response programmes.
- Review and revise BDRCS disaster preparedness policy.
- Revise BDRCS manuals related to disaster preparedness and response.
- Preparation of disaster management training module.
- Promote and organize Red Crescent Youth conferences related to disaster preparedness at national and district level.
- Conduct comprehensive annual internal evaluation of DMD programmes and activities.

**Objective 2** To promote volunteerism, by integrating dissemination of the Movement's principles and humanitarian values within all disaster preparedness activities.

Activities to achieve objective 2:

- Formulate guidelines for the management of volunteers.
- Introduce a methodology for the evaluation and appreciation of volunteer commitment to the programmes.
- Include gender and class issues in all disaster preparedness awareness raising and training events.
- Include dissemination of Red Cross/Red Crescent principles and humanitarian values in all programme activities.

**Objective 3** To develop and strengthen disaster management linkages within the BDRCS and with local, regional and international agencies engaged in disaster preparedness and management.

Activities to achieve objective 3:

- Organise exchange visits and identify other opportunities for knowledge sharing with DP partners in Bangladesh and abroad.
- Identify, establish links and network with other agencies and institutions engaged in disaster management practice and training at national and international level.
- Organise and conduct a national disaster preparedness seminar.
- Arrange DMD representation at WMO/ESCAP panel meetings.
- Organise and participate in conferences and workshops with local government, NGOs and other agencies engaged in DP activities.
- Prepare and publish a quarterly publication and an annual report on BDRCS disaster preparedness and response activities and share the findings of evaluation reports with partner organizations engaged in disaster preparedness activities.

## **Programme 2 *Community based disaster preparedness***

**Goal** To develop and consolidate the BDRCS community based disaster preparedness programme (CBDP) in 35 districts and associated constituent vulnerable communities.

### **Objectives and activities**

**Objective 1** To establish and develop organizational capacity for effective disaster preparedness and response interventions in seven additional BDRCS branches.

Activities to achieve objective 1:

- Organise and conduct orientation for the District Executive Committees and unit level officers of 7 districts.
- ID basic and management training for the Unit Executive Committees and Unit level Officers (UECs and ULOs) of 17 units by 2002 and of 15 units by 2003.

- Establish and organize a CBDP squad (25 members, one third of whom are female) in each of 7 additional districts.
- Facilitate regular monthly meetings of squad volunteers with their UEC in 7 districts.
- Organise regional conferences of UEC, CBDP squad and community volunteers.
- Provide DP and CBFA training for CBDP squads in 7 additional districts.
- Provide 'training of Trainers' courses for 2 CBDP squad members (1 male and 1 female) in each of 7 districts.
- Equip 7 CBDP squads with DP accessories, rescue and first aid kits.
- Organise, form and train CBDP squads in each of 56 identified sub-districts in 28 districts by 2002, and an additional 14 sub-districts of a further 7 districts by the end of 2003.
- Continue technical support to 12 CBDP squads.
- Support the creation of Disaster Emergency Funds (DEF) by providing limited matching grants to 12 districts.
- Facilitate the formulation of Disaster Contingency Plans (DCP) in 12 districts.
- Review 12 unit DCPs.
- Support the development of income generation activities for local sustainability of CBDP initiatives in 12 districts.
- Promote and organize RCY activities in school and colleges at district, sub-district and community levels.

**Objective 2** To reduce the vulnerability of selected communities by strengthening their local capacity to prepare for and withstand the impact of natural disasters.

Activities to achieve objective 2:

- Select and mobilise 21 additional communities, using vulnerability and capacity assessments (VCA), participatory rural appraisals (PRA) and other tools.
- Organise and form CBDP Community Volunteer Groups (25 members, one third of whom are female) in 21 additional communities.
- Provide training in basic CBDP issues and in CBFA to CBDP community volunteers in each of 21 additional communities.
- Conduct training courses on water and sanitation issues (skill development, demonstration on installation process for slab latrines, maintenance of tube-well/safe water sources, water and sanitation, including arsenic test) for community volunteers of 41 communities.
- Equip 16 community volunteer groups with DP accessories, rescue and first aid kits.
- Formulate Community Disaster Contingency Plans (CDCP) in 36 communities.
- Review of 33 CDCPs.
- Provide watsan hardware support to 36 communities.
- Organise and hold documentary video shows on Red Cross Red Crescent Principles and DP issues in 16 communities.
- Organise and hold dry run rehearsals and dramas on DP issues at 20 communities.
- Organise and hold folk song events (composed in local dialect) on DP issues in 105 communities.
- Print, distribute and display posters, leaflets and stickers on DP issues.
- Provide matching grants to each of 36 locally established community disaster contingency funds.
- Continue technical support to 84 community volunteer groups in vulnerable communities.
- Facilitate regular meetings between CBDP squads and community volunteer groups.

**Objective 3** To ensure and maintain access to safe refuge for communities vulnerable to cyclonic events.

Activities to achieve objective 3:

- Organise and conduct baseline survey in Chittagong region.
- Formation of shelter management committees (SMCs) in Chittagong region.
- Sustain the maintenance of 113 cyclone shelters through shelter management committees (SMCs).
- Conduct basic DP and CBFA training for SMC members and volunteers.
- Organise and conduct evacuation drills for safe sheltering in 113 shelters.
- Conduct film shows, poster distribution, focus group discussions, school and college level competitions (essay, debate and painting) on DP issues in 113 shelter locations.

- Facilitate regular monthly review meetings in each shelter, a quarterly meeting in each associated sub-district and annual general meetings in each shelter area.
- Provide DP accessories, rescue and first aid kits to 68 SMCs.
- General maintenance/minor repair shelters and painting of the DP messages on cyclone shelters.
- Upgrade latrines and tube-wells of the cyclone shelters.
- Support the development of cyclone shelter compounds and approach roads through voluntary initiatives of the catchment communities.

### **Programme 3 Cyclone preparedness programme**

**Goal** To sustain and enhance the cyclone preparedness programme (CPP).

#### **Objectives and activities**

**Objective 1** To develop and strengthen the disaster preparedness and response capacity of coastal communities vulnerable to cyclonic activity.

Activities to achieve objective 1:

- Organise volunteers to carry out community based mass awareness campaign and rallies in 150 unions vulnerable to cyclones.
- Conduct 50 dry-run rehearsals on cyclone preparedness and mitigation, one in each of 50 high-risk unions.
- Organise DP video shows in 150 high-risk unions.
- Organise and stage preparedness dramas in 5 high-risk offshore islands.

**Objective 2** To increase the efficiency of volunteers and CPP officers.

Activities to achieve objective 2:

- Provide basic training to 4,000 CPP volunteers.
- Provide first aid refresher training to 5,500 female volunteers.
- Provide team leaders' refresher training to 2,760 unit team leaders.
- Conduct CPP workshops at sub-district level for 5,420 unit team leaders.
- Organise union team leaders' conference for 260 union team leaders.
- Organise a series of CPP seminars for 33,000 general volunteers.
- Organise development seminars for 30 sub-district team leaders and 40 officers.
- Provide 'training of Trainers' courses for 32 CPP officers.

**Objective 3** To maintain and strengthen the CPP warning system and ensure effective response in the event of a cyclone.

Activities to achieve objective 3:

- Modify union level contingency plan through VCA and PRA involving community people and volunteers in 260 unions.
- Upgrade communication equipment by replacing 20 VHF radio sets.
- Replace 600 transistor radios.
- Replace 2,000 torch lights, 100 megaphones.
- Install 10 signal light systems.
- Replace 1,000 sets of signal flags.
- Provide appropriate protective equipment to CPP volunteers.
- Conduct radio operators' training for 136 radio operators.
- Regularly maintain and repair all programme transceivers, solar panels, antenna masts, transistor radios and megaphones.
- Provide 10 motorcycles at sub-district level.
- Organise pre and post cyclone seminars for general volunteers at union level.
- Provide administrative support to 260 union offices and 30 sub-district offices.

- Link the CPP staff and volunteers with BDRCS branches and the CDBP programme for cyclone shelter management.

#### **Programme 4 Chittagong Hill Tracts development programme**

**Goal** To reduce vulnerability to the impact of disasters and enhance humanitarian values among fragile tribal communities in the Chittagong Hill Tracts (CHT) region.

#### **Objectives and activities**

**Objective 1** To assist targeted communities to collectively identify their problems and address their basic needs and to disseminate Red Cross Red Crescent Principles within those communities.

Activities to achieve objective 1:

- Organise workshops at sub-district level, inviting representatives from villages to participate in their basic needs identification and the ways and means to fulfil those needs.
- Disseminate Red Cross/Red Crescent Principles, emphasising the concepts of the ‘Better Programming Initiative’ (BPI) for peaceful and harmonious living and the role of BDRCS in helping the community.
- Facilitate workshops to prepare village profiles, draw up a list of key persons and inform the target communities about the importance of overcoming their problems and needs.
- Select 2 Red Crescent volunteers in each sub-district to act as dissemination workers (DW).
- Provide ‘ToT’ to DWs on Red Cross Red Crescent principles and the Movement. DWs will conduct regular classes on Red Cross/Red Crescent principles and the Movement among students of the local schools in the community.

**Objective 2** To help communities to establish village or local level community organizations and institutions.

Activities to achieve objective 2:

- Select the most underdeveloped sub-district as the third project area in each hill district, in consultation with the respective BDRCS branch executive committee (UEC).
- Form a village development committee (VDC) in every village with more than 40 households. Each VDC will consist of 7 members, at least two of whom must be women.
- Enable field assistants to attend at least four VDC meetings each month at village level, to facilitate leadership development among VDC members.
- In the new project areas, involve VDC members in nominating Red Crescent volunteers to represent their village.
- Provide first aid training for new volunteers and select health workers (HW) from among the best volunteers.
- Organise orientation training for new Red Crescent workers.

**Objective 3** To help community organizations to access information and help them to develop linkages with local government institutions and NGOs.

Activities to achieve objective 3:

- Red Crescent volunteers will regularly attend meetings of the village development committee in the community.
- Field assistants will attend at least one VDC meeting per week within her/his working area..
- volunteers will liaise with sub-district field assistants for any desired linkages between the communities and the respective government and non-government agencies at sub-district level. These linkages may relate to any field of economic activities, such as agricultural extension, small and cottage industry, youth development and even legal matters. For linkages at the district level, field assistants will avail themselves of the assistance of the ULO, the programme co-ordinator and the UEC.

**Objective 4** To improve health care, particularly for women and children, in the communities, through health education and the supply of basic medicines.

Activities to achieve objective 4 are:

- Train Red Crescent workers in HIV/AIDS, tuberculosis and other communicable diseases and enable them to raise awareness among their community population.
- Fix a target for each health worker to visit at least 20 houses every month, collect health information, immunisation status, and share information on communicable diseases such as HIV/AIDS, tuberculosis and preventable diseases such as malaria, diarrhoea, etc.
- Provide essential drugs for Red Crescent volunteer workers to distribute regularly among the most vulnerable.
- Maintain contact with TBAs who received training arranged by BDRCS and assist them in referral cases. Involve VDC to select TBAs from the newly included sub-districts, according to the standing criteria and arrange training for them by the District Health Authority.
- Distribute 'safe birth kits' among TBAs after completion of training. Conduct at least two follow up training events to upgrade skills of TBAs.
- Arrange training on Essential Service Packages (ESP) for new Red Crescent workers and refresher courses on first aid and ESP; involve local health authority in conducting the training.

**Objective 5** To improve communities' access to safe drinking water supplies and sanitation facilities.

Activities to achieve objective 5:

- Arrange training on water and sanitation by the District Public Health Engineering Department (DPHE) for watsan workers of newly involved sub-districts and conduct survey at community level by watsan workers.
- Involve Red Crescent volunteers in VDC meetings to inspire community members to make pit-latrines and raise awareness about sanitation and safe drinking water.
- Provide 2 sets of watsan kits to the BDRCS Field Assistant Office in each sub-district for the repair and maintenance of water wells.
- Install tube well and ring latrines in at least five schools in each sub-district.
- Implement watsan activities in each sub-district, to include: installation of 10 tube wells, 2 ring wells and 3 deep shallow pumps, the repair of 10 tube wells and 2 ring wells, the construction of 2 rainwater harvesting systems and the supply of 200 sets of ring latrines.

**Objective 6** To help community members, particularly women, through community participatory approaches, to improve traditional skills in alternative livelihoods and to facilitate sustainable community management and marketing of hill farming produce and livelihood systems.

Activities to achieve objective 6:

- Involve village development committees (VDC) in selecting the most appropriate vulnerable women for "competency based economics through formation of entrepreneurs" (CEFE) training. (CEFE training enables poor village women to develop entrepreneurship with available local resources).
- Arrange 12 one-day CEFE training events conducted by local NGOs for 20 women at sub-district level. After completion of the training, trainees will submit proposals for their respective family income projects and BDRCS - after verifying the schemes - will provide a loan not exceeding Tk. 3,000 to each trainee.
- VDC in their regular meetings will discuss welfare of the farmers and other working groups of the village. For any assistance, in terms of linkages with other agencies, BDRCS will provide help to the community.

**Objective 7** To assist the targeted BDRCS branches and communities to organize and mobilise local resources to improve their collective capacity to cope with natural disasters.

Activities to achieve objective 7:

- Transfer the programme co-ordinator's office from Dhaka to the CHT region, to improve implementation and monitoring of the programme.
- Provide guidance and support to the BDRCS branches.
- Liaise with government and non-governmental agencies on disaster preparedness issues.
- Expedite BDRCS programme activities, including implementation of the DFID disaster preparedness programme in the Chittagong Hill Tracts.

- Facilitate training in personnel management and office administration for branch officers and programme staff.
- Provide training in conflict management and disaster management for selected programme staff.

### **Expected results by the end of year 2003**

#### Objective 1

- Disaster preparedness and response capacity of BDRCS disaster management division improved, with a network of trained and skilled staff and volunteers operational nationally and in 35 well-equipped, fully functional districts.
- Integration of warning, preparedness and response functions within an effective disaster management division.
- Active participation of 77,570 volunteers, of whom at least 30% are women, in BDRCS disaster preparedness initiatives
- Regular networking between national and regional agencies engaged in disaster management issues.

#### Objective 2

- Trained CBDP squads in 35 districts and 56 sub-districts.
- DP capacity of 35 BDRCS units and 105 communities increased and moving towards attaining self-sufficiency in combating disasters.
- CBDP community volunteer groups functioning effectively in 105 communities identified as being particularly vulnerable to natural disasters.
- DP and response capacity of 40,000 families in 113 shelter catchment areas increased.
- Cyclone shelters are fully equipped and functional during disaster and normal times in 9 coastal districts.

#### Objective 3

- Motivated community members will be capable of reducing vulnerability and taking a leading role in local cyclone preparedness, timely response and mitigation activities.
- 33,000 volunteers will be trained and better prepared to provide emergency assistance, including round the year first aid services and safe refuge, throughout the coastal belt.
- 33,000 volunteers will effectively disseminate cyclone warning signals and be able to provide rescue, first aid and relief support to a target population of 11 million people living in communities along a 710 km high risk belt in the coastal regions.

#### Objective 4

- The target communities are aware of, and empowered to address their problems and needs and find solutions by utilising available local resources.
- Community people in the CHTs are well aware of and conversant with the Red Cross/Red Crescent Movement and Principles.
- Members of all ethnic groups are committed to peaceful and harmonious coexistence, through the influence of the Better Programming Initiative (BPI).
- Every village in the project areas has an effective and well functioning village development committee to address their problems and resolve them with available resources.
- The project area is extended to new sub-districts in the three hill districts; an additional 300 Red Crescent volunteers have been recruited.
- volunteers of new sub-districts trained in first aid and help their community with basic health services.
- VCDs playing important role in establishing linkages with various government departments and NGOs related to their socio-economic development, with the help of Red Crescent volunteers, workers and BDRCS local office.
- Community people of project areas are aware of communicable diseases such as HIV/AIDS, tuberculosis and the means of prevention of malaria, kala zar (a chronic disease of the viscera) and water/vector borne diseases.

- BDRCS trained TBAs are delivering improved services in the community, resulting in reduced maternal mortality.
  - With the installation of water wells and repair of broken wells, people of the project areas have improved access to safe drinking water.
  - People are well aware of sanitation issues and motivated to use semi-sanitation latrines.
  - Most of the schools in the community have Pucca latrines and new water wells for use of students and teachers.
  - Scheduled watsan activities have been completed in each sub-district.
  - Poor and vulnerable women trained by CEFE trainers and develop entrepreneurship using local resources.
  - Tribal women are engaged in hand weaving enterprises, contributing to family incomes and able to send their children to school.
  - Small livestock distributed to vulnerable families as a source of income.
  - BDRCS branches in the project area are well equipped with trained and motivated staff and volunteers.
- programme co-ordination will have been devolved to the CHT region.

## **Indicators**

### *Objective 1*

- Effective DMD disaster management capability demonstrated by improved implementation performance.
- All departments of the DMD are adequately staffed and resourced.
- Awareness and commitment to the CBDP approach to disaster preparedness demonstrated at unit and community level, by increased active participation in CBDP activities by members of the RCY and other volunteers.
- Significant increase in the number of women volunteers participating in CBDP and CPP activities.
- Network of DP organizations established and BDRCS communicating regularly with DP partners in the country and the region.
- Active, regular participation of DM division in meetings of the DMB, NGO Forum ADAB, Disaster Forum and other DP stakeholder meetings.
- Quarterly DP Bulletins are produced and distributed.

### *Objective 2*

- 35 units participating and involved in disaster preparedness activity, with 35 CBDP squads organized and activity evident.
- Disaster preparedness and first aid training of staff and volunteers associated with the DM division completed in 35 units.
- 35 units and 105 Communities have their own Disaster Contingency Plan and Disaster Emergency Fund and Community DP Assistance Fund.
- Functional facilities provided to 35 units.
- Matching grant of Tk. 25,000 provided to 35 units for income generation activities for sustainable DP activities in the units.
- 35 CBDP squads, 105 community volunteer groups provided with DP accessories, rescue kits and megaphone.
- 105 communities mobilised to implement development of 380 tube wells (safe water sources) and 16,800 latrines, through participation in CBDP activity.
- Improved health and sanitation of 126,000 people in the targeted communities.
- Demonstrated self-sufficiency of targeted vulnerable communities to withstand and cope with disaster.
- 20 base line surveys conducted in the catchment area of 20 cyclone shelters of Chittagong region.
- SMCs reconstituted in 20 cyclone shelters of Chittagong region.
- Shelter maintenance and management (SMM) basic training and CBFA training provided in 36 SMCs of Bhola and Chittagong region.
- Film shows on DP issues organized and held in 113 cyclone shelters.
- Posters available in 113 shelter areas.
- Focus group discussions organized and held in each shelter area once a month.
- 4 competitions on DP knowledge organized and held among students of schools and colleges.
- Facilities available to 450 children from 3 child literacy centres in schools.
- SMCs are equipped with DP accessories and first aid kits.

- Voluntary participation in the shelter maintenance activities ensured.
- Catchment community people aware of DP issues.

#### *Objective 3*

- 385 awareness drives of various types implemented in 2002, benefiting over 1 million people.
- Different types of training/ workshops/seminars for 33,000 volunteers and officers conducted.
- The area coverage increased and the overall warning system improved.
- Contingency plans for 150 unions modified.

#### *Objective 4*

- Target community people are empowered to collectively address their own problems and needs and find solutions with available local resources.
- Red Cross and Red Crescent principles are well disseminated through community meetings and classes given by Red Crescent dissemination workers in community schools.
- Conflicts due to distrust are reduced and the stability of the peace is increased in the community.
- Villages of the project areas have effective village development committees.
- VDCs have established close linkages with government agencies and NGOs in their day-to-day needs and hence enjoy improved sources of livelihood.
- At least 50% of the target people are aware of communicable diseases such as HIV/AIDS and tuberculosis.
- People are alert to outbreaks of malaria and aware of preventive and curative measures.
- Occurrence of waterborne diseases decreased by 60% where watsan facilities have been installed.
- Lifestyle of the target families has improved, as a result of support for their income generation activities.
- Programme co-ordination, monitoring and evaluation are based in the CHT region.

### **Critical assumptions**

#### *Programme 1*

- Necessary governance support will be forthcoming.
- Adequate human and financial resources are made available.

#### *Programme 2*

- Adequate and timely fund flow ensured.
- Communication on funding between programme and Federation retained.
- Agreed budget retained without repeated revisions.
- Newly elected unit executive committees and communities will agree and accept the potential value of voluntary, collective action for disaster preparedness.
- No legal bar affects UECs and units.
- Volunteers with appropriate skills, capacities and commitment.
- Endeavours to strengthen the DM division and to integrate and co-ordinate departmental responsibilities and activities are successful.
- Incidence and duration of hartals (politically imposed work stoppages) and emergency failures decrease.
- No onset of major natural disasters.

#### *Programme 3*

- The coastal community depends heavily on CPP for its security; services will continue through appropriate support.
- No external interference.
- CPP covers about 20% of the country; its human resource development, technical support and community strengthening activities must receive adequate and timely support.
- Government grants for yearly recurring expenses of the programme ensured.
- Volunteers' commitment visible through formation of local level development funds.
- Proper attention to and recognition of volunteers are ensured.
- The spontaneous participation of women of the coastal community continues.

#### *Programme 4*

- Peace Accord remains in force and the overall situation in the CHT remains stable, without any major unrest.

## **Monitoring and evaluation**

### *Programme 1*

Federation delegation and senior BDRCS staff will periodically monitor the conduct and impact of all disaster management division (DMD) programme activities.

### *Programme 2*

CBDP squads will regularly visit community volunteer groups in their units and present verbal progress reports to the BDRCS unit level officer. These will be collated and produced in the form of a written report to be submitted, on a monthly basis, to the CBDP department at national headquarters. The monthly reports will constitute the basis of quarterly, six monthly and annual reports which, with the support of delegation staff, will be compiled at national headquarters and submitted to the Federation and donors on a requirement basis.

Monitoring will be an ongoing process, using the annual activities plans and impact indicators as points of reference. It will be a key objective of CBDP squad visits to community volunteer groups and of regular (two monthly) inquiries, in the unit, by national headquarters programme support staff visits to verify the accuracy of submitted reports. These inquiries will be augmented during the production of quarterly reports and by observation and inquiry in the course of field visits to be undertaken by the Federation DP delegate and programme officer.

A formal, external mid-term evaluation of the CBDP programme was conducted in 2000. A similarly structured final evaluation will be carried out at the programme's planned conclusion by the end of 2003. Participatory annual reviews will be conducted at the close of 2002 and 2003. These will take the form of national workshops to which representatives of national stakeholders, from all levels, internal and external, will be invited to contribute.

### *Programme 3*

The CPP sub-district officers regularly visit the union/unit while the respective zonal officers visit the sub-district offices. The monitoring also takes place over transceivers on a daily basis with a provision for holding formal meetings once a month. The programme has developed a monitoring and evaluation system by recording the local situation and nature of the programme activities, generally carried out after every cyclonic incidence that exceeds danger signals. Monitoring as a continuous process is being done through monthly, quarterly, half yearly and annual reports produced by the respective sub-district and zonal officers.

At the end of every period of cyclonic activity, a general evaluation of the programme's performance is conducted. Two types of evaluation procedure - internal and external - are maintained, to analyse the impact of specific activities.

### *Programme 4*

Routine monitoring will be carried out by the director (CHT), programme co-ordinator and monitoring and evaluation officer of BDRCS to ensure implementation of programme activities. Federation programme officer (CHT) will conduct monitoring visits as and when required.

An independent evaluation consultant, who will be appointed by the Federation and Bangladesh Red Crescent Society, will carry out an evaluation. Various local agencies under the District Councils and CHT Regional Council will check the indicators while carrying out evaluation surveys in formulating their reports.

[click here to return to the top](#)

## 3. Health and care

### Background and achievements/lessons to date

Despite great progress made over the last two decades in the provision of basic health care and family planning in Bangladesh, limited access to and utilisation of curative and preventive health services have helped to sustain high rates of infant, child and maternal mortality. The situation in rural Bangladesh is worse than in urban areas, with poverty, low literacy rates and substandard quality health care services all contributing factors.

Approximately 45% of the population in Bangladesh live below the poverty level as measured by the consumption of less than 2,122 calories per day, the minimum caloric standard for an average adult. Maternal mortality is among the highest in the world, at approximately 4.5 per thousand live births. Infant mortality decreased from 128 per 1000 live births in 1986 to 88 per 1000 live births in 1994 and the under five mortality rate also decreased during this period from 168 per 1000 live births to 132 per 1000 live births. While these reductions are impressive, mortality rates remain unacceptably high and further reductions are a priority. Nation-wide, 94% of births occur at home and are not necessarily attended by a trained health professional, 75% of pregnancies do not receive ante natal care and only 25% of children with acute respiratory infection (ARI) are taken to a health care provider for treatment. The leading causes of infant and child mortality are pneumonia, diarrhoea and vaccine preventable disease.

BDRCS preventive, promotive and curative health care services are rendered through 74 health institutions including four general hospitals, five maternity hospitals, 60 rural maternity and child health care centres, three outdoor clinics, two eye clinics and one recently re-established training institute attached to Chandpur maternity hospital. These institutions provide both hospital based and ambulatory services to the community. In addition to these services the BDRCS manages four blood banks situated in four major cities that actively recruit voluntary blood donors and are an important source for safe blood. BDRCS is a leading advocate for a national safe blood policy based solely on voluntary blood donation.

The main objective of the BDRCS health programme is to meet the basic health needs of the community, with women and children as the prime focus of its activities. The BDRCS seeks to use its massive volunteer base, including Red Crescent Youth, in national programmes targeting the eradication of polio and preventing the spread of HIV/AIDS.

The BDRCS has placed emphasis on volunteer participation and working in partnership with the community, Ministry of Health, international organizations and NGOs in order to improve maternal/child health. The Red Crescent Youth volunteers actively participated in dengue fever prevention campaigns in urban slums, National Immunisation Days (NIDs) for polio and disaster medical relief operations. A Reproductive Health Initiative programme is being supported by EC/UNFPA and three primary health care (PHC) projects are running with Federation and bilateral assistance. Of the two bilaterally supported health programmes - both of which will continue in 2002 - one is funded by the German Red Cross and the other by the Japanese Red Cross.

Bangladesh is on the brink of eradicating polio, but the nation needs to stay the course for the next three years in order to achieve certification that it is polio free. Massive numbers of volunteers are needed to reach this goal. The RCY carved out a niche for themselves in recent rounds of National Immunisation Days as volunteers willing and able to target the children of hard-to-reach populations living in urban slums. Dhaka City RCY carried out late night searches for these children who might otherwise have been left out. HIV infection rates in the country remain low, but ignorance, particularly among young people, can be fatal. BDRCS is positioned to use its volunteer base, particularly the RCY, as peer educators to spread the word in the community about HIV/AIDS prevention.

The BDRCS blood banks promote voluntary blood donation, advocate an end to the system of paid voluntary blood donation, and are leading providers of safe blood products.

Bangladesh needs 200,000 units of blood and blood components a year. Most of the blood comes from commercial blood sellers. The prevalence of HBs Ag, HCV and syphilis are around 7.5%, 3% and 1% in general respectively. Among voluntary blood donors, the percentage of HBs Ag, HCV and syphilis are around 4% in total, compared to 29% among commercial blood sellers. The percentage of voluntary blood donation was only 10% in 1981, when the Bangladesh Red Crescent Society started its blood programme to increase the number of voluntary blood donor and ensure a safe blood supply.

At present the BDRCS has four blood centres (three of them outside Dhaka). These centres can supply safe blood components with the totality of the blood collected on a voluntary non-remunerative basis and tested for HIV/AIDS, HBs Ag, Anti-HCV and syphilis. BDRCS can now supply 25,000 units of blood/blood components every year, or more than 10% of the total need. The percentage of voluntary blood donation is now about 30% and replacement donors 15 %. The BDRCS blood programme is funded by the Italian Red Cross through the Federation. Support will continue through 2002.

## **Programme 1: *Health Services***

**Goal:** The overall goal is to continue improve the health status of underprivileged people through the active participation of the community and volunteers, with particular emphasis on the eradication of polio, the prevention of HIV/AIDS among young people and the promotion of community based measures to control dengue fever.

### **Objectives and activities**

**Objective 1** Maternal and child health care services developed and the health status of the community improved in line with Essential Service Package of the government in 10 MCH centres.

**Objective 2** To raise awareness about HIV/AIDS and Sexually Transmitted Diseases (STD), and promote prevention and care in the community.

**Objective 3** To build awareness of and promote the campaign for the eradication of polio, with particular emphasis on urban, hard to reach populations, encourage social mobilisation and interpersonal communication for the control of measles and neonatal tetanus, and the prevention of dengue fever and other vector borne diseases, through RCY and community volunteer participation.

**Objective 4** To impart first aid training to RCY and community volunteers and establish first aid posts on the highways to combat emergencies and accidents.

Activities and expected results for objective 1:

- Renovate and develop 10 MCH facilities for the delivery of the Essential Service Package and Reproductive Health (RH) services and improve quality of care provided, through the provision of skill based training for health care providers
- Conduct baseline “knowledge, attitude, practice and behaviour” (KAPB) survey in the working area.
- Develop mechanisms and set indicators for programme monitoring and evaluation and supportive supervision.
- Counsel men and women on essential service package and reproductive health issues.
- Provide drugs, equipment and family planning materials.
- Provide ante-natal care, safe delivery, postnatal care, family planning and Reproductive Tract Infection( RTI)/STD services.
- Develop behaviour change communication mechanisms at the MCH centre and community level.
- Organise and promote the Expanded Immunisation programme (EPI) in collaboration with the government.
- Essential Service Package (ESP) will be implemented in the MCH centres by 2003.
- BDRCS midwives will be trained to provide ESP service by 2002.
- 10 MCH centres will be renovated and equipped for ESP service delivery by 2003.

#### Activities and expected results for objective 2:

- Adopt an HIV/AIDS training of Trainers prevention protocol consistent with current Government of Bangladesh protocols.
- Conduct a training of trainers course on HIV/AIDS behaviour change communication for BDRCS health staff and Red Crescent volunteers at headquarters and unit level by 2002.
- Select community based peer trainers for a training of trainers course, in order to develop a network of HIV/AIDS peer behaviour change communicators.
- Develop a HIV/AIDS and other STIs prevention training schedule.
- Promote and distribute Information, Education and Communication (IEC) materials on HIV/AIDS awareness and prevention.
- Establish a hotline (telephone consultation and mailbox counselling) service for confidential counselling.
- Trainers will be trained and peer education training will be provided for BDRCS staff and RCY volunteers for prevention of HIV/AIDS and other STDs by the end of 2002.
- Peer groups trained to provide HIV/AIDS education for selected target groups will be established in the community by 2003.
- Hot line telephone and mail box services will ensure confidential approach to counselling for HIV/AIDS and STDs.

#### Activities and expected results for objective 3:

- Train the RCY, community volunteers and medical personnel at national headquarters and unit level to plan, implement, manage and report on social mobilisation and IPC campaigns by 2002.
- Provide and develop IEC materials for promotion of awareness and campaigns in the community.
- Provide logistical support to carry out the campaigns, and social mobilisation and IPC for immunisation campaigns, by 2002.
- Organise workshops/seminars/symposiums for programme operational evaluation and planning in 2002 and 2003.
- RCY volunteers will participate in the campaign to eradicate polio, targeting hard to reach populations, and in social mobilisation and inter-person communication (IPC) activities targeting measles and neonatal tetanus and the prevention of dengue and other vector borne diseases.

#### Activities and expected results for objective 4:

- Organise training of Trainers for first aid trainers at national headquarters and units.
- Develop a first aid training schedule targeting professional groups, industrial workers, drivers, Red Crescent members, Red Crescent Youth, students and the public.
- Establish first aid posts at the offices of all BDRCS units.
- Establish first aid posts at strategic points along the main highways.
- Establish a cell at national headquarters to monitor and co-ordinate first aid services and maintain first aid-related data.
- training of Trainers at national headquarters and unit level will have been organized for regular first aid and CBFA training by 2002.
- Regular training schedule developed by 2002.
- First aid posts established at selected units by 2003.

### **Indicators**

#### *Objective 1*

- 10 MCH centres renovated and equipped.
- Midwives are trained to deliver ESP services.
- Percentage increase of ante natal care, postnatal care, safe delivery services from baseline.
- ESP services are provided at the MCH centres.

#### *Objective 2*

- training of Trainers and peer training completed, and peer groups trained to promote behaviour change communication established in targeted communities.
- Number of peer groups trained and established.

### *Objective 3*

- Children of hard to reach populations are targeted during NIDs and mop-up campaigns.
- Number of social mobilisation and IPC campaigns for measles, neonatal tetanus and dengue undertaken, targeting hard to reach populations.

### *Objective 4*

- Number of RCY and community volunteers trained in first aid.
- Regular first aid training calendar established and implemented.
- Number of first aid posts established and functioning at selected units.
- Timeline established for further establishment of first aid posts at unit level.

## **Critical Assumptions**

- Political situation of the country remains stable.
- The BDRCS continues to undertake the key reforms outlined in the review of the BDRCS Health division programmes.
- A bottom-up approach in health management is implemented and the decentralisation process continues.
- Health policies are implemented and job descriptions followed.
- Volunteer participation and working in partnership with Ministry of Health, international organizations and NGOs is enhanced.
- Communication mechanisms with the Ministry of Health and other external agencies are developed for BDRCS health care improvement.
- HIV/AIDS prevention capacity mechanisms are developed at national headquarters, unit and MCH centre levels, with the active participation of RCY and community volunteers.

## **Monitoring and evaluation**

- Monitoring and evaluation will be undertaken by BDRCS staff, with technical assistance from the Federation delegation as required. Government partners and international organizations will help to monitor major national campaigns.

## **Programme 2: *blood donor recruitment service***

**Goal:** To supply safe blood, all of it collected on a voluntary non-remunerated basis.

### **Objectives and activities**

**Objective 1** Increase the amount of blood collected and improve donor retention.

Activities to achieve objective 1:

- Increase motivational activities for voluntary blood donation and promote the establishment of new blood donor centres in different localities.
- Conduct training for motivators
- Introduce incentives for blood donors and blood donor organizations.
- Improve efforts to retain blood donors.

**Objective 2** Increased advocacy for the provision of safe, voluntary blood donation.

Activities to achieve objective 2:

- Counselling for HIV/AIDS, HBs Ag. and Anti-HCV positive blood donors.
- Advocacy focused on increasing voluntary blood donation.
- Advocacy for the use of safe voluntary blood with leading hospitals and health authorities

**Objective 3** Increase awareness and promote prevention of HIV/AIDS.

Activities to achieve objective 3:

- Printing and distribution of posters/leaflets/folders.
- Holding meetings with youths for awareness build up.
- training of six persons in the blood centres to counsel HIV-infected and AIDS patients.

#### **.Expected results by the end of 2003**

- Awareness about HIV/AIDS and the STDs and number of voluntary blood donors will increase.
- Public awareness of the importance of ensuring safe blood through voluntary donation increased.
- Blood donor motivators will be skilled and the number of trained counsellors for HIV infected persons increased.

#### **Indicators**

##### *Objective 1*

- Blood collection increased
- Increase in number of regular voluntary blood donors.

##### *Objective 2*

- Number of training sessions held
- Government and non-government support for voluntary blood donation increases.

##### *Objective 3*

- Posters/leaflets/folders produced and distributed.
- Number of trained counsellors.

#### **Critical Assumptions**

- Political unrest does not occur.
- No natural disasters occur.
- Subsequent funding for programme.

#### **Monitoring and evaluation**

- Monitoring and evaluation of this blood programme will be carried out by BDRCS staff and blood bank staff with assistance from the Federation delegation as required.

[click here to return to the top](#)

## 4. Humanitarian values

### Background and achievements/lessons to date

The BDRCS has quite a high profile in Bangladesh because of its very visible and effective role in disaster preparedness, disaster response and traditional health activities. The Government, non-governmental organizations and the general public hold the society in high esteem. Nevertheless, despite this high profile and general popularity, the public appear to have scanty detailed knowledge about its programmes and activities and their humanitarian impact.

Moreover, there is insufficient awareness of the Fundamental Principles of the Movement. This is a challenge to the BDRCS, as the premier humanitarian organisation in the country, and is a drawback to obtaining the support of potential stakeholders for its humanitarian initiatives.

The Society's 1997-2001 Information Development Plan had limited goals and objectives, and was based on the foreseen support of the ICRC. "Promotion of Fundamental Principles and Humanitarian Values", as outlined in the Country Assistance Strategy-2000 had wider objectives, but did not receive any external support through the Appeal 2000.

**Goal** To increase its visibility by promoting humanitarian values and thereby encourage people to act more humanely and compassionately and increase their respect for human life.

### Objectives and activities

**Objective 1** To make the BDRCS better known and respected as an independent, impartial and neutral humanitarian organisation in the country.

Activities to achieve objective 1 are:

- Production of a colour brochure on the organisation and activities of the BDRCS.
- Launching of "Friend of BDRCS" campaign for 3 months.
- Production and telecasting of separate 1-2 minute TV spots on BDRCS disaster preparedness, disaster response and health activities.

**Objective 2** To promote humanitarian values among young people and encourage them to become members of Red Crescent Youth.

Activities to achieve objective 2 are:

- Production of a publicity kit suitable for young people to be distributed in target schools and Colleges.
- Production of Red Crescent comics.
- Introduction of "Red Crescent Page" in a daily national newspaper once a week.
- Introduction of Red Crescent in the school curriculum.
- Organisation of orientation sessions in each district for the heads of selected schools.
- Translation, adoption, publication and distribution of the booklet "Red Crescent and My Country".

**Objective 3** To promote humanitarian values through the dissemination of the Movement's Fundamental Principles and International Humanitarian Law (IHL).

Activities to achieve objective 3 are:

- Establishment of a dissemination committee within the BDRCS.
- Organising of 3 dissemination workshops each in 2002 and 2003 for the senior representatives of the target groups.
- training of Trainers for dissemination (3 per district, 10 districts each in 2002 and 2003.)

- Supporting of dissemination training courses in districts (12 courses in each of the 10 districts in 2002 and 2003).
- Introduction of IHL into the curriculum of the law colleges and medical colleges.
- Translation, adoption, publication and distribution of key IHL-related documents.

### **Expected results by the end of 2003**

- The BDRCS will have highly motivated governance, staff and volunteers who will use every available opportunity to promote humanitarian values.
- The authorities and the public will be aware of the Fundamental Principles of the Movement and the basics of International Humanitarian Law, thus contributing to the promotion of humanitarian values.
- The various activities of the society will be well known to the public at large, throughout the country.
- Young people, and particularly school students, will be motivated and encouraged to join the BDRCS as RCY members.
- A more donor-friendly situation will be created, resulting in increased support for BDRCS for its humanitarian activities.

### **Indicators**

- By the end of 2002, 20% of the population will have received the key messages outlined in this plan.
- By the end of 2003, an additional 20% of population will have received the messages. An independent consultant may be employed to do random sampling at the end of 2003.

### **Critical assumptions**

- BDRCS governance gives its full support to the management in implementing the planned activities.
- The BDRCS communication department will be strengthened and provided with maximum functional facilities.
- The Federation secures the full funding support and resources.
- No large-scale disaster will divert the attention and efforts of the staff and volunteers from implementation of the programmes.

### **Monitoring and evaluation**

Weekly and monthly schedules of activities at both national and district levels will be prepared well in advance and circulated to all persons involved in implementation of activities.

Forecasts of activities together with budgets will be conveyed to the head of delegation well in advance and monthly cash requests for working advances will be submitted by BDRCS to the delegation.

The communication department will submit a short summary report every month and formal quarterly, six-monthly and annual reports to the Federation delegation.

Joint BDRCS-Federation co-ordination meetings will be held on a regular basis to monitor progress.

An annual evaluation will be carried out based on the indicators mentioned above.

[click here to return to the top](#)

## 6. Organisational development

### Background and achievements/lessons to date

The Bangladesh Red Crescent Society faces serious challenges in seeking to develop the capability to discharge its mandate and respond effectively to the needs of the vulnerable. In 1995, a comprehensive external evaluation of the society's institutional capacities and structures emphasised as a priority the separation of the functions of governance and management. It recommended corporate measures for the reorganisation and strengthening of management structures and the introduction of systems and procedures to improve transparency, accountability and performance at all organizational levels.

In 1997, BDRCS incorporated an institutional development component within a 5-year Development Plan to help it achieve its goal of becoming a well-functioning national society. The plan focused on capacity building within institutional structures at national and branch level. Considerable progress has been achieved during the past four years, particularly with regard to management restructuring at national headquarters. The process of change has been accompanied by the introduction of more coherent management policies and strategies, which have included the adoption of Standing Orders for administration and financial procedures and the partial decentralisation of the decision making process. Resource development, though limited, has also taken place in many branches, particularly - but not exclusively - those that are included in the BDRCS programmes related to community based disaster preparedness, community service and the special development project targeting the Chittagong Hill Tracts region.

Building on progress so far, BDRCS intends to focus on six key organizational issues during the next two years. They relate to fund-raising, financial management and development, human resources, training, youth and volunteers.

Over the years, BDRCS has adopted and developed a number of successful fund-raising strategies. The proceeds of an annual national lottery, cultural events and fairs augment revenue received from membership enrolments and subscriptions. Income is also generated by first aid training courses conducted for external organizations and enterprises. Future plans include the commercial leasing of part of the national society's extensive property holding. In the short term, however, local revenue generation will continue to be insufficient to meet development needs. Accordingly, BDRCS requires support to improve its capacity to generate locally sustainable funds, to manage them effectively and to become financially self-reliant.

BDRCS programmes and activities cover a wide range of issues, encompassing disaster preparedness and response, health and care in peace time and development programmes in support of poor and distressed people. The national society also successfully implements programmes aimed at mobilising young people to assist in disaster relief, polio eradication and awareness campaigns related to the prevention of dengue fever. Such activities require the recruitment, enrolment and training of significant numbers of staff and volunteers. To make these volunteers and staff more efficient, BDRCS needs to develop its capacity to manage, motivate and improve the technical competence of its complement of more than 700 staff and 63,000 volunteers, through the provision of appropriate and effective training.

Young people constitute the heart and vitality of BDRCS: they provide its dynamism and will chart its future direction and development within civil society. Given this, the members of its Red Crescent Youth (RCY) are cherished and nurtured by the society. RCY members are key players in the national society's affairs, at national, branch and community levels. In times of disaster, they contribute to the distribution of relief items, provide first aid and assist medical support services. RCY members are very actively involved in awareness raising campaigns, the dissemination of Movement principles and the promotion of humanitarian values. Their commitment and example are key assets to the national society, as it seeks to encourage and promote voluntary service.

#### **Programme 1: *Institutional development***

**Goal** To transform the BDRCS into a well functioning national society, with a national network of active branches capable of carrying out activities in accordance with its mandate and principles and motivated to improve the lives of vulnerable people by mobilising the power of humanity.

## **Objectives and activities**

**Objective 1** To complete the process of reviewing the national society's constitution.

Activities to achieve objective 1 are:

- Hold separate consultative meetings with the staff, members and volunteers at all levels, to get feedback on their expectations, hopes and aspirations.
- Hold an extraordinary session of the general assembly of the society to consider and approve the new constitution and propose necessary legislative measures.

**Objective 2** To continue the work of the reconstituted institutional development (ID) task force, with the active support and assistance of the senior management ID subcommittee.

Activities to achieve objective 2 are:

- Appoint an external consultant to advise and assist the ID task force on a biannual basis, and to monitor and facilitate implementation of ID related recommendations.
- Implement the ID related activities outlined in the Action Plan attached to the British Red Cross/BDRCS/Federation Memorandum of Understanding.

**Objective 3** To modernize the governance and management functions of the BDRCS.

Activities to achieve objective 3 are:

- Adopt and print the society's Governance Handbook.
- Organise a workshop for the members of the governance and senior management staff to orient and familiarise them with the handbook and also to highlight the Movement issues and the principles of IHL.
- Continue the engagement of the human resources consultant appointed in 2001 and consider recommendations for terminating any redundant staff.

**Objective 4** To establish computer networking and management information systems at national headquarters.

Activities to achieve objective 4 are:

- Establishment of a computer network in the offices of the national headquarters.
- Engagement of a software development company to develop appropriate management systems for BDRCS.
- Provide computer and accessories for secretary general's office and the transport department.
- Establishment of a BDRCS web site.

**Objective 5** To improve support to the BDRCS governing board, to enable the delegation of more authority to key management staff, to empower managers to fulfil allotted tasks and to develop closer links with donor agencies.

Activities to achieve objective 5:

- Revise the Standing Orders and Standing Operating Procedure for delegating greater responsibilities and authority to the Deputy Secretary General, Divisional Chiefs and Heads of Departments to enable them to carry out their functions properly and thereby realise the vision and missions of the society.
- Establish a governance support unit and international relations department under the corporate relations division, man and equip them and run them effectively.
- Computerise the minutes of the general assembly and the managing board, group those decisions considered obsolete and irrelevant, and follow up on the current decisions.

**Objective 6** To strengthen the Planning and Development division and enhance its capacity to support and implement institutional development programmes.

Activities to achieve objective 6 are:

- Provide salary support to 4 staff members of the planning and development division and financial support for the running costs of the division.
- Pursue and follow up all ID and capacity-building activities of the society at national headquarters and unit levels.

- Produce, publish and distribute the ID Handbook among the governance, units and staff.
- Translate and publish various policy documents, rules and procedures of the Federation.
- Publication of quarterly and special reports, and newspaper supplements on special occasions.

**Objective 7** To provide material support to 12 national society branches, selected on the basis of established criteria for institutional development.

Activities to achieve objective 7 are:

- Provide functional facilities (office equipment, furniture etc.)
- Facilitate training for unit level officers , Secretaries and the RCY.
- Organise an orientation workshop for the selected branches.
- Increase the number of core volunteers in each branch and train them.
- Organise a membership drive and campaign for branch fund-raising.

## **Programme 2 *Fund-raising***

**Goal** To make BDRCS key activities and programmes financially self-supporting and, eventually, self-reliant.

### **Objectives and activities**

**Objective 1** To improve BDRCS's financial resource base.

Activities to achieve objective 1 are:

- Formulate resource development policy.
- Organise a workshop and seminar to develop techniques of organising and promoting events.
- Organise a workshop on resource mobilisation.

**Objective 2** To improve local fund-raising potential.

Activities to achieve objective 2 are:

- Direct donation approach to selected potential donors.
- Approach different multinational / national industries / firms to consider assisting BDRCS by providing various forms of sponsorship.
- Use the BDRCS web site to solicit donations during emergencies and also in normal times.
- Organise cultural and sports events.
- Organise a Red Crescent lottery and seal sale programme.

**Objective 3** To strengthen the local capacity of BDRCS branches to organize effective fund-raising activities.

Activities to achieve objective 3 are:

- Organise a training and orientation programme for unit executives to generate ideas for fund-raising at district level.
- Provide technical support to identify the main possible sources for local fund-raising.
- Provide training on volunteer involvement in fund-raising campaigns for unit secretaries and volunteers.

## **Programme 3: *Financial resource development***

**Goal** To improve the quality of financial management within the national society.

### **Objectives and activities**

**Objective 1** To develop and introduce appropriate financial management and accounting systems and provide training in their use.

Activities to achieve objective 1 are:

- Review and update the existing rules and procedures.
- Formulation of Accounting Manual of the society.
- Formulation of Internal Audit Manual of the society.
- Transformation of manual system of accounting into computerised system of accounting.

- Training of finance staff in computerised system of accounting.
- Study visit of key finance staff to national societies.
- Workshop on accounting for national headquarters and branch level staff.
- Appointment of a consultant for the finance department.

#### **Programme 4: *Human resources development***

**Goal** To develop a better and more healthy working environment for BDRCS employees and enhance their efficiency.

##### **Objectives and activities**

**Objective 1** To ensure the recruitment and deployment of appropriately competent and informed personnel.

Activities to achieve objective 1 are:

- Follow existing Standing Orders in connection with recruitment procedure to ensure better human resources.
- Ensure job descriptions of all employees are in accordance with programme requirements.
- In order to improve employees' performance, provide/arrange training on relevant programme activities.
- Replace the current confidential performance appraisal system with one which is participatory.

**Objective 2** To develop the professional skills of BDRCS officers and staff.

Activities to achieve objective 2 are:

- Training on Red Cross/Red Crescent Movement and IHL.
- Training in relief management.
- Financial management training for senior level officers.
- Office administration and management training for mid and junior level officers.
- Budget and budgetary control training for senior and mid level officers.
- Training/study tour for mid level officers in different sister societies for sharing experience.
- Training of Trainers for mid level officers.
- GOPP (goal oriented project planning) training for mid level officers.
- Computer training for mid and junior level officers.
- Computer IT manager training for 2 mid level officers.
- Workshop on Red Cross/Red Crescent principles, IHL, formulation of strategic plan of action, fund-raising tools and techniques, women development etc.
- Organise refresher training on Red Crescent Basics and first aid for staff and volunteers.

**Objective 3** To promote volunteerism and increase volunteer capacity to deliver voluntary service.

Activities to achieve objective 3 are:

- Recruit and enrol volunteers according to accepted policy.
- Organise workshop at district unit and national level to disseminate information on Red Cross/Red Crescent principles, Movement and IHL to motivate people to join as volunteers.
- Identify areas/ opportunities for deployment of volunteers in social service.
- Provide first aid training for volunteers.
- Provide Red Crescent basic training for volunteers.
- Produce list of current volunteers and maintain contact with them.

#### **Programme 5: *Training***

**Goal** To enhance motivation, create social awareness and increase the management and leadership capability of members, volunteers and staff of the national society.

##### **Objectives and activities**

**Objective 1** To co-ordinate and support the training programmes of all BDRCS departments for staff and volunteers on the Movement, IHL, first aid and disaster management issues.

Activities to achieve objective 5.1

- Organise basic training course for newly appointed officers.
- Organise basic CBFA training for RCY leaders of 20 units.
- Conduct of Training of Trainers for RCY leaders of 20 units.
- Conduct of training of Trainers in disaster management for officers of BDRCS.
- Provide a basic first aid course for the manual labour staff.

**Objective 2** To upgrade the BDRCS training environment at national headquarters..

Activities to achieve objective 2 are

- Construction of an additional training room.
- Procurement of furniture for the additional training room.

**Objective 3** To facilitate training, by providing modern techniques and tools.

Activities to achieve objective 3 are:

- Procurement of one VCR set for showing video cassettes on first aid, and disaster issues.
- Procurement of multimedia and laptop equipment for training purposes.

**Objective 5.4** To prepare and produce training manuals and modules for conducting basic CBFA, training of trainers and disaster management courses.

Activities to achieve objective 4 are:

- Prepare and print training manuals for basic first aid and training of trainers.
- Production and printing of training module for Red Cross/Red Crescent basic course.

## **Programme 6: *Youth and volunteers development***

**Goal** To develop sustainable activities that will encourage Red Crescent Youth and volunteer commitment to the national society.

### **Objectives and activities**

**Objective 1** To upgrade and re-frame BDRCS Red Crescent Youth and volunteer policies.

Activities to achieve objective 1 are:

- Conduct 4 workshops at the national level.
- Review and print RCY and volunteers policy and guidelines.

**Objective 2** To strengthen the potential of current RCY members and volunteers.

Activities to achieve objective 2 are:

- Enrolment of institutional and non-institutional RCY members.
- Organise training for youth and volunteers.
- Organise training for teachers-in-charge at schools and college, at national and branch level.
- Organise reorientation workshops for branch executive committees.

**Objective 3** To disseminate the Movement's Fundamental Principles and international humanitarian law (IHL).

Activities to achieve objective 3 are:

- Organise appropriate training seminars.

- Arrange participatory, representative meetings and seminars, to disseminate fundamental humanitarian principles, knowledge of IHL and raise awareness on the misuse of the Movement's emblems.
- Field dramas and cultural shows/ field dramas of RCY members.
- Bill board displays on Red Cross Red Crescent Principles.

### **Expected results by end of 2003**

#### *Programme 1*

- A BDRCS staff redundancy plan will have been developed, funding secured from donors, the plan implemented and qualified staff hired.
- A revised constitution that allows the BDRCS to reorient its activities to serve the most vulnerable in conformity with Strategy 2010 will have been developed, written and promulgated. This new constitution will also be in conformity with the Movement's guidelines for national societies' statutes.
- BDRCS Financial Resource Development plan of action and policies will have been developed and implemented. Strategies and materials focusing on community based micro-credit schemes will have been developed, and donors approached for funding.
- Branches will have increased capacity to function effectively.

#### *Programme 2*

- BDRCS will have reduced its dependency on external financial assistance.
- The national society will be able to gradually attain self-reliance for implementing core activities.
- BDRCS will have developed new fund-raising techniques and enjoy strengthened relations with potential national donors.

#### *Programme 3*

- A revised plan of action and policies for the accounts department will have been developed and implemented.
- BDRCS financial reporting developed in order to simplify the financial procedures while having appropriate control reflecting the consolidated state of affairs of the society.
- Finance staff trained to effectively and efficiently use the new computerised accounting system.
- BDRCS accounting system compatible with the Federation system.

#### *Programme 4*

- Professional skills of BDRCS staff significantly increased.
- All programmes and activities implemented efficiently, providing vulnerable people with improved BDRCS support.

#### *Programme 5*

- Trainees of various courses will increase their knowledge about Red Cross and Red Crescent Movement, IHL, basic first aid and disaster management.
- Effective training courses conducted through the use of printed manuals and module.
- Manuals and training modules used for better training.
- All training and all departments co-ordinated for better management, recording and reporting.

#### *Programme 6*

- BDRCS will have highly motivated and well organized RCY members and volunteers.
- Realization of the planned activities will upgrade and strengthen volunteer capacity for humanitarian service. With increased, developed and appropriate knowledge, the youth contingent of BDRCS will serve distressed, vulnerable people where and when necessary.

### **Indicators**

#### *Programme 1*

- BDRCS redundancy plan developed, funded and implemented; qualified persons hired.
- New constitution and Standing Orders written and promulgated.
- Society's financial base developed, based upon report recommendations; community based micro-credit donors approached and support materials/strategy targeting these donors developed.
- Projects and programmes are well managed.

#### *Programme 2*

- A data based donors' list produced by the planning and development department.
- Different donation appeals printed and distributed in the donation sessions.
- Appeal launched through BDRCS web site.
- A schedule of cultural and other fund raising events organized.
- Society obtains a positive response from local potential donors and further develops its fund raising ability.

#### *Programme 3*

- Capacity Building Plan developed and implemented for accounts departments.

#### *Programme 4*

- Professional personnel recruited.
- Officers are deployed in appropriate posts.
- Volunteerism and motivation increased.

#### *Programme 5*

- BDRCS newly appointed officers have increased knowledge about Red Cross/Red Crescent Movement and IHL and utilize it for office management.
- Trained basic first aid trainers gave first aid service among the students of their educational institution.
- Trained first aiders able to give first aid training to RCY members of 10 units.
- Trained officers organize training on disaster management and more people benefit.
- Staff members of BDRCS able to give first aid basic training.

#### *Programme 6*

- BDRCS has a youth and volunteers policy and guidelines, and activities are conducted in accordance with it.

### **Critical assumptions**

- BDRCS management and governing board maintain their commitment to reforming the BDRCS into a well-functioning national society by revising the constitution and updating management, human resource and financial policies.
- BDRCS management and governing board maintain their commitment to reform the accountingsystem into a well functioning department by revising the financial rules and procedures.
- BDRCS will provide necessary funds and approval of each programme as early as possible.
- Adequate resources are obtained from a broader range of participating national societies to finance reform-oriented programmes and fund core costs.
- Funds will be pledged and transferred to BDRCS in a timely manner by participating national societies and the Federation Secretariat.
- An appropriate and effective long-term consultant will be engaged.
- The country remains politically stable (although politically motivated strikes *hartals* are likely and seriously disrupted work schedules and plans can be expected).
- No major natural disaster strikes Bangladesh, requiring a shift of resources to large scale relief operations.
- Branches will allocate time for conducting training and monitoring of the programmes, as per schedule.

### **Monitoring and evaluation**

- A reporting system for district departments and divisions will be initiated on a monthly and quarterly basis. A long-term external consultant will be hired to monitor and facilitate the capacity building process: the person will spend two weeks with the BDRCS in each quarter. BDRCS management and key personnel from selected departments will regularly monitor the programmes that they co-ordinate.
- The Federation delegation will work with BDRCS to support and monitor programme progress, using regular reporting mechanisms. External consultants will be engaged, as needed, to assist with programme monitoring and evaluation.
- A short-term external consultant will be hired to monitor and facilitate the capacity building process of the accounts department.
- Branch executive committee members will monitor training programmes and activities in their locations.

- (Trainees will sign an attendance register during training. Staff members sign an attendance sheet during training and the director of training will keep records of participants. Officers will be given certificates after completion of training. RCY leaders are to be issued certificates.)
- Procurement of materials will be systematically recorded and monitored by the concerned department and proper inventory lists kept.
- Copies of training manuals, modules and brochures will be available for inspection in the training department. Their use will be monitored by the concerned department. The conduct and impact of training courses will be jointly monitored by directors of BDRCS departments and Federation delegates.

[click here to return to the top](#)

## 7. Coordination and management

### Background and achievements/lessons to date

During the mid-1990s, the national society went through a very difficult period which gave rise to serious governance, financial and management problems. The Federation appointed consultants to carry out a thorough review of the BDRCS in early 1995. The report contained a number of recommendations, which the BDRCS leadership, the main participating national societies and the Secretariat agreed to regard as a base line for an effective re-orientation strategy. Since then, BDRCS has undergone several administrative reorganisations.

In late June 1999, a new management board was elected for a period of three years. The BDRCS has strengthened a number of its programmes and the outlook for the next few years is encouraging, provided that the outstanding recommendations of the Arthur D. Little report and those of a Federation sponsored institutional development (ID) mini-review carried out in 2000 are implemented in full.

Under its current five-year Plan of Action (PoA), BDRCS seeks to modernize its governance functions, decentralize decision-making processes, introduce a new financial management system, develop human resources and strengthen the capacities of newly created departments and existing departments at national headquarters and in the branches. It has become increasingly clear that the countrywide mandate of the national society requires a strategy which focuses strongly on capacity building and disaster preparedness in all its 68 branches. The main rationale for this is that large-scale disasters are likely to occur in all districts, as was demonstrated during the last four years, when the BDRCS launched emergency appeals for operations in almost every district of Bangladesh.

In line with the imperatives of 'Strategy 2010', the delegation has assisted the national society's ongoing efforts to address these complex issues, through co-ordination of external support for the Country Assistance Strategy developed in 2000.

In recent years, the delegation's relationship with the national society has centred on governance and management issues, co-ordination of participating national societies' support to BDRCS and the encouragement of programmes based on long-term development perspectives. These have included the introduction of a community based disaster preparedness programme (CBDP) in nearly half of the district branches, a comprehensive institutional development programme for the national headquarters and the development of a community services programme (CPS).

The delegation plays a significant role in seeking support for BDRCS to fulfill its humanitarian mandate in an environment of persistent regional and national instability. Periodic border disputes resulting in short-term distressed population displacements and a continuing requirement to address the needs of refugees caught up in the protracted stalemate with Myanmar place heavy strains on BDRCS resource capacities. In the context of internal strife resolution, the promotion of humanitarian values and the consolidation of harmonious relations between formerly hostile ethnic groups, the delegation actively seeks and co-ordinates support for one of the national society's most innovative initiatives of recent years - the Chittagong Hill Tracts (CHT) development programme.

This vital, post-conflict rehabilitation programme - founded on the principles of the 'Better Programming Initiative' - commenced in 2000 and is making a significant contribution towards improving the livelihood security of many thousands of poverty-stricken people in the three hill districts concerned and to strengthening the local capacities of the BDRCS branches in the region. An independent evaluation of the programme carried out in August 2001 has recommended its continuation for a further period of two years.

The delegation has developed a very strong relationship with government representatives, UN agencies, international organizations and NGOs, so that the national society is now contacted by these agencies in times

of disaster rather than the other way round. Strategic dialogue has been developed with a number of these organizations, including the Asian Development Bank, the European Union, DFID, Danida, SIDA and USAID, in order to discuss longer term regional issues and explore the potential for related funding support for BDRCS.

**Goal** Empowerment of BDRCS to acquire the characteristics of a well functioning national society, enabling an eventual strategic withdrawal of the country delegation and the transfer of any residual support co-ordination functions to the Federation's regional delegation.

## **Objectives and activities**

**Objective 1** To assist the BDRCS to build its capacity for effective internal governance and management of its affairs.

Activities to achieve objective 1 are:

- Continue working with BDRCS to improve its governance and management practices.
- Co-ordination of specific participating national societies' support for the implementation of recommendations contained in the mini-ID and CBDP evaluations and the DP review of 2000.
- Co-ordination and management of external technical assistance to improve the capacity of the BDRCS to manage programmes related to '*Strategy 2010*'.
- Encourage and support BDRCS to develop and manage its property portfolio effectively, to maximize its long-term investment revenues.

**Objective 2** To represent the Secretariat in Bangladesh and assist BDRCS to build good relations with national authorities, international and national organizations, donor governments, international and national media and the ICRC.

Activities to achieve objective 2 are:

- Promote and support the active participation of BDRCS in co-ordination meetings with government, donor bodies and other humanitarian agencies present in Bangladesh.
- With BDRCS and ICRC, jointly organize workshops and other events intended to strengthen the capacity of BDRCS to participate effectively in activities of the Movement related to '*Strategy 2010*'.
- Prepare and submit regular progress reports on the delegation's activities.
- Maintain close contacts with all donor embassies and the media, providing them with regular situation reports and updates relating to activities of the national society and delegation. Liaise effectively with all government authorities and UN agencies represented in Bangladesh.

**Objective 3** To enhance the profile and reputation of BDRCS with international donors, sister national societies and the Bangladesh government and people.

Activities to achieve objective 3 are:

- Increase external awareness of successful progress in the change process related to governance and management of the national society.
- Support, encourage and promote improvement of the national society's capacity and performance in disaster preparedness and response.
- Advocate and support BDRCS participation in all joint co-ordination meetings and activities involving national and international humanitarian organizations.
- Ensure sister national societies currently working in Bangladesh with other NGOs start working again through the BDRCS.
- Obtain a Legal Status Agreement.

## **Expected results by the end of 2002**

Objective 1:

- BDRCS will have taken ownership of planning and implementing the required reforms and made significant progress in developing the institutional characteristics of a well functioning national society.

- BDRCS will have developed a clear framework of identified specific activities for an effective capacity building process.
- The capacity of the BDRCS to develop, implement and manage programmes focusing on the four core areas of Strategy 2010 will have been enhanced.

#### Objective 2:

- Government, bilateral and multilateral donors, other national and international organizations with humanitarian agendas and the media regard the Federation and BDRCS as reliable sources of information and trusted partners in co-ordinated programme objectives. Strategic funding partnerships to enable BDRCS to develop its organizational competencies and improve the long-term impact of its community level programmes will be in place.

#### Objective 3

- Local, international and bilateral donors regard BDRCS programmes as worthy of technical and financial support.
- Increased support for BDRCS programmes from other national societies and major donors.
- Participating national societies that supported BDRCS prior to 1995 will have re-established their support.
- BDRCS will be the focus of all Movement support to Bangladesh.
- Community stakeholders (particularly the most vulnerable) regard BDRCS as a leading, impartial partner in community based initiatives for disaster preparedness, response, health and care and as a key protector of humanitarian values.
- A Legal Status Agreement signed for the Federation.

#### Indicators

- Positive feedback from national societies on the performance of country delegates (specifically the head of delegation, finance and other technical delegates), consultants and others assisting progress towards regional programming.
- BDRCS demonstrates progress in implementation of clear reform strategies for developing the characteristics of a well functioning national society.
- Positive feedback from stakeholders on the Federation's ability to assist BDRCS to develop its capacity to plan and implement necessary reforms.
- A timetable for reform and support between the BDRCS, Federation and relevant participating national societies has been agreed.
- Co-operation agreements between BDRCS, the Federation and relevant participating national societies to finance and implement the recommendations of the mini-ID review of 2000 have been signed.
- BDRCS recognized as a key partner by government, donors and humanitarian agencies in Bangladesh and designated as a specific member of appropriate disaster-related co-ordination bodies.
- A diverse financial base developed through judicious exploitation of BDRCS property and similar resources.

#### Critical assumptions

- The unstable political situation in the countries surrounding Bangladesh does not deteriorate, creating a new influx of refugees.
- The national society's development remains unhampered by political pressures. Although the political situation in Bangladesh is reasonably calm at present, the results of government elections in October 2001 could affect the national society's directions and priorities.
- The large number of worsening disasters that regularly affect the country and their effects on increasing numbers of people have made disaster relief an increasingly important political issue - and BDRCS and its internationally supported relief operations a potentially attractive political platform and resource. This is a constant threat to the integrity of the national society, both at central and district level.
- The situation in the Chittagong Hill Tracts remains stable.

#### Monitoring and evaluation

Programme monitoring will be carried out through regular assessments by the head of delegation, technical delegates and the finance delegate, as well as through feedback from organizational development consultants and Federation specialists.

Evaluation of this programme will be undertaken jointly by Federation regional delegates and Secretariat technical services, country-based technical delegates, representatives of participating national societies and other supporting agencies, as appropriate.

[click here to return to the top](#)

<b>PROGRAMME BUDGETS - 2002</b>							
Delegation : Bangladesh							
<b>PROGRAMME</b>	<b>Disaster Resp</b>	<b>Disaster Prep</b>	<b>Health &amp; Care</b>	<b>Human. Values</b>	<b>IDRD</b>	<b>Co-ord. &amp; Mgmt</b>	<b>TOTAL</b>
Shelter & Construction	0	162'500	40'323	0	21'129	0	223'952
Clothing & Textiles	0	0	0	0	0	0	0
Food & Seeds	0	0	0	0	0	0	0
Water	0	43'161	0	0	0	0	43'161
Medical & 1st Aid	0	26'652	48'387	0	0	0	75'039
Teaching Materials	0	11'145	5'806	0	0	0	16'951
Ustensils & Tools	0	1'245	0	0	0	0	1'245
Other Relief Supplies	140'000	80'113	24'194	0	0	0	244'307
<b>Subtotal Supplies</b>	<b>140'000</b>	<b>324'816</b>	<b>118'710</b>	<b>0</b>	<b>21'129</b>	<b>0</b>	<b>604'655</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	22'782	0	0	0	0	22'782
Computer & Telecom	0	35'200	0	0	29'629	0	64'829
Medical Equipment	0	6'290	0	0	0	0	6'290
Other Capital Equipment	0	16'693	0	0	65'226	1'000	82'919
<b>Subtotal Capital</b>	<b>0</b>	<b>80'965</b>	<b>0</b>	<b>0</b>	<b>94'855</b>	<b>1'000</b>	<b>176'820</b>
Programme Management	23'627	157'376	29'558	6'274	56'064	29'896	302'796
Technical Services	7'073	47'110	8'848	1'878	16'783	8'949	90'641
Professional Services	7'844	52'245	9'813	2'083	18'612	9'925	100'520
<b>Subtotal Programme Support</b>	<b>38'544</b>	<b>256'731</b>	<b>48'219</b>	<b>10'235</b>	<b>91'458</b>	<b>48'771</b>	<b>493'958</b>
Warehousing/Inspection	2'517	0	0	0	0	1'500	4'017
Transport & Vehicles	36'742	93'066	9'270	0	0	33'420	172'498
<b>Subtotal Transport &amp; Storage</b>	<b>39'259</b>	<b>93'066</b>	<b>9'270</b>	<b>0</b>	<b>0</b>	<b>34'920</b>	<b>176'515</b>
Delegates & Expatriates	0	113'482	24'956	0	0	100'550	238'988
National Societies and Local Staff	122'665	490'793	67'979	0	180'441	152'500	1'014'378
<b>Subtotal Personnel</b>	<b>122'665</b>	<b>604'275</b>	<b>92'935</b>	<b>0</b>	<b>180'441</b>	<b>253'050</b>	<b>1'253'366</b>
Travel & Related Expenses	3'000	24'611	0	0	4'000	16'900	48'511
Information	0	236'722	64'871	29'742	185'221	4'350	520'906
Consultants	0	9'258	0	0	45'000	1'300	55'558
General Expenses	6'929	215'140	7'575	650	17'903	83'080	331'277
Training Workshops & Seminars	0	488'336	96'776	52'419	191'431	0	828'962
Security	0	0	0	0	0	0	0
<b>Subtotal Training, Information &amp; General</b>	<b>9'929</b>	<b>974'067</b>	<b>169'222</b>	<b>82'811</b>	<b>443'555</b>	<b>105'630</b>	<b>1'785'214</b>
<b>TOTAL BUDGET</b>	<b>350'397</b>	<b>2'333'920</b>	<b>438'356</b>	<b>93'046</b>	<b>831'438</b>	<b>443'371</b>	<b>4'490'528</b>