

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

BANGLADESH

Appeal no. 01.53/2003

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

	2003 (In CHF)	2004 ² (In CHF)
1. Health and Care	962,073	856,000
2. Disaster Management	1,300,279	1,111,000
3. Humanitarian Values	34,484	36,000
4. Organizational Development	799,169	528,000
5. Federation Coordination	89,840	89,000
6. International Representation	47,954	72,000
Total	3,233,438¹	2,692,000

Introduction

Bangladesh is often referred to as the most disaster prone country in the world. Exposed to the Bay of Bengal and crossed by extensive rivers draining neighbouring countries covering an area ten times larger than its own. The location renders the country extremely vulnerable to the impact of cyclones, tidal surges, tornadoes and floods. The tapestry of the nation's delta landscape is constantly changing. As the great meandering rivers annually consume around 9,000 hectares of fertile occupied land, severe erosion literally undermines the always precarious livelihoods of the people living along their collapsing banks. It is a phenomenon that directly affects the lives of an estimated one million people each year. Of these, 500,000 are rendered homeless and marginalized, rarely finding adequate and alternative shelter elsewhere. The majority drift into rural towns and the metropolitan cities, to swell the already overcrowded ranks of the homeless, unemployed and destitute.

With around 80 per cent of its 130 million people living in rural areas, Bangladesh is one of the most densely populated countries in the world and one of the poorest. Relative poverty is the condition of the vast majority of the country's people, a situation that deteriorates to an absolute state for millions of families. Under-investment in essential educational and health infrastructure and services has contributed to widespread chronic ill health and malnutrition (particularly among women and children), while literacy and numeracy among the poor remains minimal. Poverty reduces and for many eliminates any real choices and it creates and reinforces a degree of vulnerability that exposes millions of families to high levels of risk. In the precarious ecological context of Bangladesh, it constitutes an enduring ingredient of a recipe for incipient disaster.

¹ USD 2,213,581 or EUR 2,194,223.

² These are preliminary budget figures for 2004, and are subject to revision.

Such is the nature of the economic and social environment that has determined and informed the programmes that constitute the core of this Appeal. The programmes address a comprehensively analyzed need to improve and diversify the national society's structural capacity for effective response to the multiple humanitarian needs generated by natural and other disasters and to make a principled contribution to a wider national endeavour aimed at reducing community vulnerability generated by poverty. Accordingly, programmes designed to strengthen and extend the national society's human and material resource base (organizational capacity) are intrinsically linked to health care and disaster management initiatives intended to empower vulnerable communities to take a more extensive control over conditions and events that limit and threaten their lives. Recognizing a need for greater inclusiveness, their focus requires the national society to reach out across the social spectrum to embrace all classes of civil society in an enterprise of collective solidarity illuminated by the humanitarian values that inform and legitimize its mandate.

The Bangladesh Red Crescent Society (BDRCS) does not exist in a vacuum. Programmes outlined in the Appeal will, therefore, have many stakeholders and successful realization of their objectives will require mutual understanding and support among many players. The Appeal ascribes a harmonizing role and representational responsibility on the International Federation's delegation. This is required to generate and promote an environment of encouragement that will ensure information dissemination, knowledge sharing, advocacy and support, resulting in effective co-ordination among all stakeholders, both in the country and internationally.

Derived through a project planning process linked to priorities established in the national society's co-operation agreement strategy (CAS), this Appeal invites support for a range of programmes intended to ensure that the BDRCS is properly equipped to support vulnerable communities seeking to transcend the constraints that currently circumscribe their lives and is able to respond rapidly and effectively to the needs of the weakest members of the nation's family in times of their greatest distress.³

Country Strategy

The Bangladesh Red Crescent Society has played a pivotal role in every humanitarian emergency that has arisen in Bangladesh since the country's independence in 1972. The national society came into being at a time of conflict and disaster, when extensive relief needs arising from a devastating cyclone that killed 500,000 people in 1970 were exacerbated by massive humanitarian requirements generated during the civil war that attended the nation's birth. Later emergencies related to cyclones (1991 and 1994), extensive floods (1998) and regional tribal insurrection (1975-99) reinforced an imperative to reduce community vulnerability that has dominated development initiatives of the BDRCS throughout the succeeding three decades.

The national society's approach to vulnerability reduction has always linked strengthening of its organizational capacity to pro-active, constructive engagement with communities exposed to high levels of risk. Vulnerability reduction is a cross-sectoral theme central to all its development programmes, aiming to build community capacity to withstand and mitigate the impact of disaster being taken forward in association with interventions to improve community health and alleviate poverty. Its work

³ The programmes and associated projects described in this Appeal derive from the strategic directions and priorities of the Bangladesh Red Crescent set out in the Bangladesh *Co-operation Agreement Strategy 2002-04 (CAS)* published in June 2002. Developed over a period of nine months with the active participation of Participating National Societies (PNS), the CAS document includes comprehensive country analyses relating to health, HIV/AIDS, conflict, education, disaster management and food security and an assessment of the organizational strengths, weaknesses and opportunities of the national society and other stakeholders - both within the RC/RC Movement and beyond.

in these fields supplement government provisions and, as in the case of cyclone preparedness, constitutes its leading component.

- The Federation promoted and facilitated the creation of a cyclone preparedness programme (CPP) in 1972/3.⁴ Now a joint venture with the Government of Bangladesh, the CPP is an organic component of the nation's institutional early warning system. The consistent support of sister national societies, through the Federation, was crucial to its maintenance and extension. The programme is now firmly rooted in communities across the entire coastal region - with over 30,000 organized volunteers providing cyclone mitigation awareness and early warning, first aid, rescue and other support services in their own villages.
- BDRCS Disaster management policy and practice of the BDRCS has evolved in response to significant events and circumstances. The value of volunteer engagement at community level demonstrated by the CPP from its outset is also exhibited in the community based disaster preparedness (CBDP) teams more recently established by 35 BDRCS branches located in districts frequently subjected to floods, tropical storms and the impact of river erosion. The initiative of the CBDP links awareness generation and skills training with mitigation interventions focused on community preparedness, first aid, public hygiene, access to safe drinking water and income generation.
- With the support of sister societies, engagement by the BDRCS with primary health care has focused on the development of locally sustainable, community managed maternal and child health services and the extensive participation of young volunteers in national child immunization campaigns. The national society uses its highly justified reputation as a reliable source of safe blood to reinforce its advocacy of voluntary blood donation.
- In collaboration with the Federation, the establishment, maintenance and accountable management of 'buffer stocks' of essential, non-perishable relief items reinforces the capacity of BDRCS for a rapid and an appropriate emergency response to the immediate needs of families rendered vulnerable by disaster.

In all these spheres, Bangladesh Red Crescent initiatives complement, and frequently lead, the efforts of the governmental departments and some NGOs. The long term presence of a Federation delegation staffed by experienced and competent delegates has promoted and facilitated external funding support, knowledge sharing and skills transfer and provided a consistent source of encouragement and solidarity between BDRCS staff and volunteers.

National Society Priorities

While continuing to make progress in transforming itself into a well functioning national society, the Bangladesh Red Crescent still faces many challenges. They are intensified by the complexities that characterize civil governance and civic administration in the country both of which reflect the debilitating political polarization that has divided the nation for decades and directly impact on the functioning of the national society, itself. In accordance with customary practice in Bangladesh, an elected change of national government in October 2001 led to the immediate removal of the Governing Board of the BDRCS and its replacement by an interim *ad hoc* body more aligned with the political dispensation of the day. Similar replacement of elected officers has cascaded down through many of the Bangladesh Red Crescent's branches throughout the past year - a process that has tended to undermine the capacity building achievements realized at that level in recent years.⁵ At all

⁴ Erstwhile *League of Red Cross and Red Crescent Societies*.

⁵ Until their recent appointments, relatively few of the newly elected officers were actively engaged in branch affairs. Most are unfamiliar with the national society's development projects and have only limited practical knowledge and experience in

organizational levels, elected officers are on a steep learning curve and their energetic engagement with the change process and performance in a series of small-scale disasters during the past year has demonstrated their commitment to the humanitarian ideals, values and principles that inspire and legitimize the actions of the Bangladesh Red Crescent. Complementing this, the advent of a new Secretary General's intent on rationalization and modernization of the national society's management structures and increasing the value of available resources has injected dynamism and drive into the organization.

The focus of this Appeal is to separate the different roles of governance and management and to ensure that the BDRCS is independently able to provide effective and impartial support to the vulnerable, and able to strengthen the organizational capacity at all structural levels of the national society. In this context, the priorities of the BDRCS for the next two years include the following:

- Transparent differentiation and clarification of the respective roles and responsibilities attached to governance and management functions within the Bangladesh Red Crescent and the development of adequate resources to support both.
- Extension and re-inforcement of the knowledge, skills and resources available to its management officers, technical staff, youth and volunteers at national headquarters and in the branches.
- Increased organizational capacity to protect, assist and support the vulnerable through the development and consolidation of appropriate community-based approaches to vulnerability reduction and the extension of decentralized strategic stocks of essential relief items.
- Extension and development of the national society's volunteer base.
- The incorporation of gender and sustainability issues within all programmes.
- Improvement of community access to preventive health services, increased voluntary blood donation, knowledge and awareness of strategies and methods for the prevention of HIV/AIDS and the provision of care for people living with the syndrome.
- Improved capacity to advocate and promote locally sustainable socio-economic development within vulnerable communities.
- Extension of organizational capacity for tracing services and the restoration of family links.
- Effective public dissemination of the provisions of international humanitarian law (IHL), the International Red Cross and Red Crescent Movement's fundamental principles, humanitarian values and protocols for the protection of its emblems.

Red Cross and Red Crescent Priorities

The programmes outlined in this Appeal derive from the Bangladesh 2002-04 CAS that resulted from an extensive process of enquiry and analysis undertaken by the Bangladesh Red Crescent and its partners over a period of nine months in 2001/2.⁶ With the active support of the Federation's country delegation and participatory inputs from the ICRC, sister national societies and other external stakeholders, the process aimed to re-focus the Bangladesh Red Crescent's goals and objectives within a framework of strategic programmes consistent with 'Strategy 2010'. Reflecting the Federation Secretariat's priorities centred on the national society's capacity building, raising the Federation's international profile and resource base and encouraging members of the Movement to work together effectively, the Bangladesh Red Crescent has adopted a coherent strategic approach to guide its development over a period of three years.

Developed with a view to encouraging long term commitment by programme partners and stakeholders, the key features of the CAS elaborated in an eponymous document, the contents of which may be summarized as follows:

- **National Context**

vulnerability criteria and relief operation procedures and practice of the BDRCS.

⁶ The CAS development process adopted analytical tools similar to those employed in the 'Project Planning Process' model introduced later (June 2002) by the Federation's Secretariat.

- Socio-economic background, external funding environment, stakeholder interests and preferences, and sectoral vulnerability analyses (poverty, natural disasters, conflict, health HIV/AIDS, food security and education)
- **The Bangladesh Red Crescent Society**
 - Description of its institutional profile, analysis of its strengths and weaknesses, outline of the strategic development plan of the BDRCS , partnerships and strategic priorities
 - Comprehensive outline of BDRCS programmes related to key strategic issues, organizational development, disaster management (DM), health and care in the community, the promotion of humanitarian values and the Movement’s fundamental principles.
- **Resource Mobilization Strategy**
 - Current and potential linkages with external donors
 - BDRCS priorities in relation to resource development (fundraising, maximizing the value of voluntary service commitment, income generation and diversification, development of viable business and property development plans)
- **Critical Assumptions**
 - External geo-political realities and environmental issues
 - Sectoral pre-requisites related to key areas of BDRCS activity (management planning, finance development and programme funding, human resources and programme monitoring).
 - Support required from the Federation and ICRC

The CAS comprehensively outlines the case for co-operative and consistent support from Movement and external partners, to enable the Bangladesh Red Crescent to enhance its contribution towards the common aim of empowering vulnerable communities to become more self-reliant in addressing issues that directly affect their lives.

Priority Programmes for Secretariat Assistance ⁷

This Appeal invites support for the development programmes responsive to the challenges faced by the Bangladesh Red Crescent.

In response to the low health status prevalent in many rural communities and in all urban ‘shanty settlements’ and to the generally poor quality of public health infrastructure and services, the Bangladesh Red Crescent is developing health and care initiatives focused on the need to improve access to preventive health care and advice services. They seek to make a significant contribution to national efforts intended to reduce the incidence of and increase the support to people living with HIV/AIDS, to extend access to safe mother and child services, to eradicate vaccine preventable diseases, to increase the provision of rural first aid services and improve road safety and to promote the voluntary donation of safe blood.

In order to reduce community vulnerability to disasters and improve the Bangladesh Red Crescent’s ability to respond effectively to emergency needs, its disaster management programme seeks to increase organizational capacity for disaster preparedness and response planning, The BDRCS seeks to upgrade and extend community early warning networks, consolidating ongoing initiatives intended to

⁷ Reflecting the multiple and complex challenges that confront the Bangladesh Red Crescent as it seeks to improve the quality and impact of its support for the vulnerable, the national society has traditionally implemented a large number of separate programmes, many of which were similar in content and purpose. To sharpen the focus of action and improve cost effectiveness, the number of projects within each programme included in this Appeal was reduced to a minimum. This has largely been achieved by incorporating similar elements of closely associated (but formerly separate) programmes within a more limited number of projects. Indications as to where this has occurred are provided in footnotes specific to the projects concerned.

Project inputs, activities and resources, indicators for measuring their impact, action plans and budgets are detailed in associated logical framework analyses and plans of action.

improve community self-reliance in risk reduction and disaster mitigation. Determining a strategy for principled BDRCS withdrawal from the Myanmar refugee operation and providing emotional support to families disaggregated by disaster will also be activities under this programme.

The Bangladesh Red Crescent's humanitarian values programme seeks to increase public awareness and acceptance of the Movement's fundamental principles and values by securing social harmony, compassionate and humane treatment for victims of disaster and through the eradication of discrimination and promotion of increased respect for the dignity of human life.

In moving towards its aim in becoming a principled, skilled and efficient national society, with supportive links to communities within which vulnerability is being progressively reduced, the Bangladesh Red Crescent is actively developing its capacities for programme management, leadership, volunteer recruitment and retention, communications and advocacy and branch, youth and financial resource development.

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

The Federation's delegation will intensify its advocacy of humanitarian policies and practice in the international arena by promoting knowledge and awareness of the principles and values that guide the Movement's strategies and by encouraging international support for the Bangladesh Red Crescent's programmes.

1. Health and Care W *<Click here to return to the title page>*

Background and achievements/lessons to date

Community vulnerability is largely determined by the nature and degree of access to life choices and opportunities and good health is a prerequisite for the effective exploitation of either. Although some improvements were registered in recent years, the provision of basic health care services is inadequate to the level of need. Limited access and low utilization of preventive health care and family planning services have engendered and sustain high rates of infant, child and maternal morbidity and mortality throughout the country. In rural areas, the situation is aggravated by endemic poverty, low literacy rates and substandard healthcare assistance. Nationwide, 94 per cent of births occur at home and are rarely attended by a trained midwife, 75 per cent of pregnancies do not receive ante-natal care and only 25 per cent of children with acute respiratory infections, pneumonia or diarrhoea are taken to a health care provider for treatment. The leading causes of infant and child mortality in Bangladesh are vaccine preventable diseases and the national society has become a key player in successful national immunization drives.

Bangladesh Red Crescent's health programmes include curative and preventive aspects of health care, implemented through five general hospitals, nine health clinics and two specialized eye clinics. These institutions provide both in-patient and ambulatory services to the community. The national society also has a nationwide network of 60 mother and child health (MCH) centres, in some of which management responsibility was successfully devolved to the communities that use their services. Located in rural areas, these centres provide essential primary health care support (ante and post natal care, training of traditional birth attendants in safe delivery practices and limited curative care for mothers and children 'under five') at the community level. PNS funding support for the development of these services was provided both bilaterally and via the Federation. Its value was augmented by the

sustenance of good working relationships between delegates in both contexts, a characteristic that has assisted effective Federation co-ordination and been instrumental in realizing the impressive achievements registered to date.

The Bangladesh Red Crescent Society manages four established blood banks, each providing an important source of safe blood. An active recruiter of voluntary blood donors, the national society is a leading advocate of a national, non-remunerated safe blood policy. The BDRCS participates in the Federation's regional safe blood network and works closely with the Ministry of Health and other partners to achieve this objective.

Every year, more than 10,000 people are killed and many more injured on the poorly maintained, overcrowded and largely unsupervised roads of Bangladesh. The national society is seeking to make a major contribution to road safety, through advocacy and the establishment of accessible first aid stations maintained and operated by trained volunteers at locations along strategic rural roads.

While the health status of women and children is the primary focus of current BDRCS health and care initiatives, the national society has expanded its horizons to include advocacy for greater urgency and effectiveness in addressing the threat of HIV/AIDS. Successful and highly praised participation by Red Cross Youth (RCY) members in national child immunization drives illustrated the capacity building potential of engagement in such campaigns, their efficacy as a means for accessing global funds and, above all, demonstrated the value of volunteer commitment and enthusiasm.⁸ The component projects of the BDRCS health and care programme seek to harness volunteer energy by recognizing it as the primary resource. Activities are predicated on large scale volunteer participation and their implementation will, in turn, contribute significantly to capacity building among the thousands of volunteers expected to be engaged.

The principal beneficiaries of this programme will be women and children in targeted communities. On a national level, the recruitment of blood donors will be of potential benefit to millions of people, since general access to safe blood is extremely limited.⁹ Improvement of road safety and access to first aid services will reduce the carnage that causes grief and economic hardship in many thousands of households every year.

Overall Goal

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

Programme Objective and Expected Results

Programme objective: Increased capacity of the Bangladesh Red Crescent to contribute effectively to the reduction of health vulnerability in Bangladesh.

Project: HIV/AIDS

Objective: The Bangladesh Red Crescent's contribution to the prevention of HIV/AIDS and its capacity to promote and provide support to people living with HIV/AIDS in Bangladesh are increased.

Expected results for this objective are:

- increasing the community awareness of HIV/AIDS and sexually transmitted diseases (STDs) from lessons learned by RCY participation in health mobilization campaigns;
- adoption of an HIV/AIDS 'Training of Trainers' (ToT) curriculum consistent with governmental policy;

⁸ BDRCS participation in polio eradication and EPI campaigns was supported by WHO and UNICEF funds.

⁹ The exceptional value of BDRCS blood collection and processing is annually demonstrated during virulent seasonal outbreaks of dengue fever. The national society is the only reliable source of platelets in the country.

- establishing a dedicated *Hotline* (telephone and mailbox) service for confidential counseling;
- promoting behavioural change, prevention and care by an extensive network of peer counselors from target groups contributing to reduction in stigmatization and discrimination; and
- establishing South Asia Red Cross and Red Crescent Network on HIV/AIDS (*SARNHA*) membership and active engagement with UNAIDS regional initiatives.

Project: Vaccine preventable diseases

Objective: The incidence of vaccine preventable and vector borne diseases has decreased

Expected results for this objective are:

- BDRCS volunteers and medical personnel trained and able to plan and manage social mobilization campaigns at national and branch levels.
- Children of ‘hard to reach’ (urban shanty settlements) areas targeted, found and immunized.
- RCY volunteers increased and involved in valued participation of social mobilization and ‘person to person’ communication campaigns for measles, neonatal tetanus, prevention of dengue fever and other vector borne diseases.

Project: Community based first aid (CBFA) and first aid

Objective: Road safety and access to first aid on highways have increased.

Expected results for this objective are:

- a functioning first aid services monitoring and co-ordination cell established at BDRCS national headquarters;
- establishing 12 first aid posts at ‘black spots’ along strategic highways; and
- an increased number of RCY and other volunteers trained in first aid.

Project: Mother and child health care

Objective: Bangladesh Red Crescent is able to deliver effective support to targeted vulnerable communities in which morbidity and mortality among mothers and children are reduced.

Expected results for this objective are:

- establishing an additional 10 renovated and equipped facilities to deliver essential MCH services and reproductive health training and advice (including STDs and HIV/AIDS);
- increasing the skill-based training for health care providers to improve quality of care; and
- expanding programmes on immunization (EPI) campaigns organized and promoted in collaboration with the government and the national coverage rate increased to more than 85 per cent.

Project: Promotion of voluntary, non-remunerated blood donation

Objective: The recruitment and retention of voluntary, non-remunerated blood donors to be improved.

Expected results for this objective are:

- increased public awareness of the importance of regular blood donations from eligible blood donors as means of obtaining the safest blood supply possible;
- community education programmes to help boost the recruitment of voluntary, non-remunerated blood donors by 20 per cent;
- co-ordinate efforts with health authorities and leading hospitals to further advocate for voluntary, non-remunerated blood donation as the basis for the safest blood supply; and
- establishing a training programme for donor recruitment activities.

2. Disaster Management W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Development efforts within Bangladesh are repeatedly compromised by the occurrence of natural disasters, the impacts of which frequently exceed the capacity of coping mechanisms available to vulnerable communities. Accordingly, effective disaster management is a national priority and disaster related development initiatives have constituted core programmes of the Bangladesh Red Crescent Society since its foundation.

Following a devastating cyclone that ravaged the eastern coast of the country in 1970, the Federation assisted the national society in establishing a cyclone preparedness programme (CPP), with the aim of minimizing loss of life and damage to property in coastal communities vulnerable to cyclonic activity. Linked to the government's disaster early warning system, the CPP is nationally directed by BDRCS but is essentially a grassroots organization of almost 33,000 volunteers. Their primary functions are to disseminate advance warning of approaching cyclones among the members of the communities in which they live, to assist in the evacuation to places of safety and to provide rescue and first aid services. The CPP also acts as an operational agency of the government's Disaster Management Bureau, through the provision of scheduled, daily weather reports via an extensive network of high frequency radio transmitting stations operated by volunteers located throughout the coastal region of Bangladesh. In the mid 1980s, a complementary disaster preparedness programme (DPP) related to the promotion of community participation in the construction and maintenance of cyclone shelters was introduced. The humanitarian value of this combination of initiatives was comprehensively analyzed and become a regular point of reference in successive recent editions of the Federation's annual *World Disasters Report*.¹⁰ The national society's innovative use of the operational skills and dedicated commitment of more than 33,000 community volunteers living in coastal and offshore island villages is internationally regarded as a 'standard of excellence'.

The nature of vulnerability in Bangladesh is complex and the limitations of an intrinsically single-issue approach to disaster preparedness were recognized by BDRCS in 1997, when the establishment of a Disaster Management Division (DMD) and the initiation of a community based disaster preparedness project (CBDP) extended the geographical range and thematic scope of the national society's disaster related work. Embracing other types of disaster (particularly flash floods and river erosion) in areas beyond the cyclone belt, the project encourages inclusive community participation and facilitates a more flexible, decentralized and cost-effective approach to disaster preparedness at grassroots level. Emphasizing the importance of self-reliance, the project aims to reduce vulnerability to the impact of disasters by the promotion and development of effective, locally managed disaster preparedness and mitigation initiatives at branch level and within high risk communities. During the next two years, BDRCS intends to complete and consolidate the introduction of CBDP organizational structures and practices in 35 branches and 105 vulnerable communities and to have incorporated the recommendations of an external evaluation undertaken in July 2002.

In 1997, a peace accord between the Government of Bangladesh and representatives of tribal communities in the Chittagong Hill Tracts (CHT) districts of the country brought to an end decades of armed conflict and instability within the region and facilitated the return of 55,000 tribal refugees to their homeland. In the interests of confidence building and at the request of the government, BDRCS initiated a food relief operation among these returnees, several thousand vulnerable families of different ethnic groups and the dependents of former combatants. Although this operation was successful, promises of government development support remained largely unfulfilled and optimism among the local population eroded. Recognizing that the situation could rapidly deteriorate into a return to hostilities, BDRCS invoked its humanitarian mandate to identify opportunities for maintaining local

¹⁰A concise indication of the humanitarian value and cost effectiveness of the CPP is given in the 2002 Edition of the *World Disasters Report*, p. 16.

harmony and social cohesion. Supported by the Federation and employing the concepts of the *'Better Programming Initiative (BPI)*, the Bangladesh Red Crescent arranged a series of participatory workshops in the CHT districts to encourage disaffected communities to prioritize their problems and identify viable solutions. These discussions resulted in the introduction of an ongoing development project related to strengthening of the region's BDRCS branch organizations and vulnerability reduction in their poorest communities. Engaging the active participation of 600 volunteers of the communities concerned, the project focuses on the delivery of preventive health support and first aid, improved sanitation, safe water provision and economic regeneration. The topography of the Hill Tracts renders its communities particularly vulnerable to the impact of mudslides and land erosion and dissemination of locally relevant disaster preparedness knowledge among the communities concerned was introduced in the same year.

Although vulnerability reduction through improved disaster preparedness was the key development priority of BDRCS over a period of three decades, the national society was responding to emergencies through relief interventions since its foundation. For over ten years, the BDRCS was continuously engaged with an emergency relief operation in support of Myanmar refugees and every year brings a short-term requirement to provide material support to thousands of vulnerable people. The national society finds itself having to respond with increasing frequency to the effects of both localized and widespread, sudden-impact natural disasters.

In October 2000, extensive flooding in the south west of the country prompted a significant Federation Emergency Appeal. The ensuing relief intervention lasted many months and its eventual successful implementation revealed a range of organizational weaknesses. Subsequently, the national society strengthened its organizational capacity for rapid and relevant response by establishing 'buffer stocks' of non-perishable relief items appropriate to the immediate basic needs of destitute families. In a parallel initiative promoted and supported by the Federation, the national society recently signed a memorandum of understanding with World Food Programme (WFP) and the Ministry of Disaster Management and Relief, enabling the BDRCS annual access to a total of up to 1,000 million tons of rice (free of charge for emergency distribution) from one or more of any of the government's network of over 600 grain stores located throughout the country. The value of ongoing BDRCS capacity building initiatives to increase disaster response skills at national, branch and community levels is being clearly demonstrated in flood relief operations currently being implemented in the north-west of the country.¹¹

River erosion causes localized flooding that destroys the homes and livelihoods of thousands of families in Bangladesh every year. Less dramatic in intensity and scope than flash floods, this slow-onset, creeping and silent emergency is amenable to structural mitigation. Given this, BDRCS was employing its acquired nationwide knowledge and experience of the phenomenon to advocate for more appropriate and effective preventive interventions by the government, UN and bilateral development agencies.

The national society has provided tracing services since its inception. In great demand during and after the country's liberation war and (less intensely) in relation to refugee and population displacements in later years, their humanitarian value was demonstrated in both international and national contexts during the course of the past twelve months. Immediately following the traumatic urban disasters that occurred in the USA in September 2001, the Bangladesh Red Crescent made contact with the American Red Cross to establish a solidarity linkage via which Bangladeshi families (in both countries) could exchange messages or receive news of each other across the dividing oceans and continents. Similarly, rapid and well received operational responses to two tragic ferry incidents on the Meghna river in March 2002 highlighted their importance within the confines of Bangladesh. These events

¹¹ September 2002.

enhanced confidence in BDRCS tracing integrity among the public, civic authorities and international humanitarian organizations and inspired the national society to collate tracing activities within its disaster management portfolio. They are included in the Bangladesh Appeal for the first time, with a view to attracting donor support for their development.

There are no 'quick fix' solutions to community vulnerability. Its reduction requires long-term commitment and strategic planning of development activities focussed on key disaster management issues related to prevention, preparedness and mitigation. Currently, Bangladesh Red Crescent initiatives co-ordinated by the DMD engage the active participation of more than 37,000 trained volunteers (about a third are women).

Overall Goal

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

Programme Objective and Expected Results

Programme Objective: Increased capacity of the Bangladesh Red Crescent to provide support to individuals and communities seeking to withstand the impact of disaster and to become more self-reliant.

Project: Long term humanitarian assistance operation

Objective: The BDRCS Disaster Management programme will be implemented in the context of five co-ordinated projects. BDRCS distribution of food rations and essential non-food relief items to refugee families from Myanmar is maintained for one year.

Expected results for the next two years are as follows:

- nutritional sufficiency for 21,000 refugees (particularly women and children);
- practical experience of operating in a cross-cultural, multinational and multi-agency environment acquired by BDRCS staff and volunteers; and
- an appropriate exit strategy identified and agreed with UNHCR, WFP and the government.

Project: DP planning¹²

Objective: BDRCS organizational capacity to conceive, plan, launch and manage effective disaster preparedness and response initiatives and to provide practical support to families disaggregated by disaster is increased.

Expected results for the objectives are as follows:

- increased BDRCS capacity to manage and co-ordinate the activities of an extensive network of trained and skilled DP staff and volunteers;
- revised disaster management policies, plans and operational manuals incorporating *SPHERE* standards and a coherent gender perspective;
- extended and regular BDRCS networking with national and regional agencies engaged with disaster management;
- a successfully completed and phased out CDBP project and proposals for community based initiatives related to river erosion developed;
- contingency plans for BDRCS supplementary intervention in the event of urban and technological disasters (fires, earthquakes, aircraft and rail crashes, toxic spillage, etc.) drawn up and commensurate resources identified;

¹² This project incorporates activities that could otherwise be associated with project types, that include other long term humanitarian assistance operation (tracing) and building a general disaster response capacity.

- adequate and well managed national stocks of relief items related to the immediate emergency needs of vulnerable families, enabling rapid and appropriate response to a variety of potential disaster scenarios; and
- the national society's tracing network is expanded and improved by the establishment of data base linkages between relatives and Bangladeshi citizens stranded abroad and between foreign nationals detained in Bangladesh and their families overseas.

Project: Early warning and disaster information systems

Objective: Bangladesh Red Crescent's organizational capacity for assisting vulnerable coastal communities to prepare for and withstand the impact of cyclones is sustained and reinforced.

Expected results for the objectives are as follows:

- a strengthened and well maintained early warning system ensuring effective response in the event of cyclone(s);
- increased technical skills among an expanded complement of community volunteers further reducing the vulnerability of coastal communities to the impact of cyclones;
- a broadened local funding base (including an increased government grant) for BDRCS cyclone preparedness initiatives potentially benefitting over one million people living in coastal communities.

Project: Community based DP/self-reliance

Objective: The capability of local volunteers to prevent and mitigate disaster in vulnerable communities is increased.

Expected results for the objectives are as follows:

- developed and consolidated organizational capacity for effective disaster preparedness and response interventions among 3,500 volunteers in a total of 35 BDRCS branches and 105 associated vulnerable communities;
- the range and scope of local coping mechanisms available to communities vulnerable to disaster is increased; and
- locally managed, well maintained safe refuges (cyclone shelters) available for 40,000 vulnerable families in 113 communities located within nine coastal districts.

Project: Disaster mitigation/reduction

Objective: The resilience of communities vulnerable to disaster in remote villages of the Chittagong Hill Tracts region is increased.

Expected results for the objectives are as follows

- wider understanding of humanitarian values within targeted communities and local authorities, sustaining social harmony between members of formerly hostile ethnic groups;
- targeted communities organized and mobilized to prepare for and respond effectively to local disasters and linkages developed with local government institutions and NGOs;
- CBFA services and basic primary health care support (particularly for women and children) established in 12 vulnerable communities;
- increased access to safe drinking water supplies and improved sanitation facilities in targeted communities; and
- community management and marketing skills facilitating locally sustainable livelihoods based on improved and extended traditional skills and farming systems.

3. Humanitarian Values W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

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

Key features of the national society's approach to the promotion of humanitarian values and the movement's fundamental principles include:

- development of a communication and information policy;
- dissemination of global messages formulated by ICRC and the Federation to the general public;
- identification of opportunities for joint initiatives with other organizations in the country (*i.e.* participation in needs assessments, awareness campaigns and training initiatives);
- development of a BDRCS website; and
- advocacy training for BDRCS staff and volunteers.

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

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

Overall Goal

Social harmony, compassion, humane treatment of victims of disaster and respect for the dignity of human life are increased.

Programme Objective and Expected Results

Programme Objective: Increased awareness, understanding and acknowledgement of the values that guide its actions and respect for the Bangladesh Red Crescent Society as an independent, principled and impartial humanitarian organization.

Project: Promotion of RC/RC principles

Objective: Development of the Bangladesh Red Crescent's capacity for the promotion of the Movement's fundamental principles and the values are actively disseminated in the context of all programmes.

Expected results for the objectives are as follows:

- highly motivated and well informed BDRCS governors, staff and volunteers;

- more effective use of existing training tools and materials has led to increased public awareness and positive perceptions of the Bangladesh Red Crescent, its principles and its values;
- humanitarian values increasingly inform the policies and practices of governmental departments and other organizations;
- greater respect for the Red Crescent emblem and significantly reduced incidence of its misuse;
- BDRCS experience documented and lessons learned effectively shared with other national societies in the South Asia Region; and
- engagement with '*Global Action to Reduce Discrimination and Violence*' and related regional initiatives has assisted integration of the fight against discrimination in all of the Bangladesh Red Crescent's existing programmes and community activities.

4. Organizational Development W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

The mandatory requirement to respond effectively to the needs of the vulnerable presents an organizational challenge to all national societies. For the Bangladesh Red Crescent, the ordinary difficulties of that task were long compounded by a litany of institutional constraints impeding good practice. The nature and primary cause of those constraints were clearly identified in 1995, when an externally commissioned evaluation of the national society indicated a priority need to separate the functions of governance and management. It also recommended corporate measures for the reorganization and strengthening of management structures and the introduction of systems and procedures to improve transparency, accountability and performance at all organizational levels. With a view to addressing these issues, a five-year development plan adopted by the Bangladesh Red Crescent in 1997 incorporated an institutional development component intended to transform it into an organization having the characteristics of a 'well-functioning national society'. The plan adopted a phased approach, within which organizational capacity building at national and branch levels would proceed in tandem with the introduction of structural reforms and a fundamental review of the national society's constitution.

In recent years, considerable progress was achieved on all these fronts. The process of change enabled the introduction of more coherent management policies and strategies (which included the adoption of Standing Orders for administration and financial procedures) and facilitated partial decentralization of the decision making process at the national level. In the context of branches, resource development tended to focus on the acquisition of material assets, rather than the development of knowledge and skills. It is a recognized weakness that was largely obviated in more recently initiated development projects related to community based disaster preparedness, community service and the special needs of communities located in the Chittagong Hill Tracts region. By the end of 2003, the Bangladesh Red Crescent will have forged a new five-year development plan, of which a key principle will be the need to link planned change management, at all levels, and the delivery of improved services to vulnerable communities.

Strengthening its resource and management capacities is the key objective of the Bangladesh Red Crescent's organizational development strategy. Building on progress achieved so far, the national society is focusing on improvement of its capacities for programme planning and management, fund-raising and financial management, branch development, volunteer recruitment and training. The underlying theme of all development initiatives will be investment in people and capacity building through programmes - processes that will be aided by the development of an efficient management information system (MIS).

Over the past 18 months, the Bangladesh Red Crescent's governing board was reviewing the national society's constitution. Guided by models of the Federation, a review process administratively supported

by an internal task force of senior staff continued unhindered by the installation of an entirely reconstituted *ad hoc* governing board towards the end of 2001. Indeed, the review process acquired momentum under the new dispensation and a draft revised constitution for the BDRCS was circulated to ICRC and the Secretariat for comment.

Over the years, the Bangladesh Red Crescent adopted and developed a number of successful fundraising strategies. The proceeds of an annual *Red Crescent National Lottery*, cultural events and fairs augment revenue received from membership enrollments and subscriptions. Income is also generated by first aid training courses conducted for external organizations and commercial enterprises and the national society's development plans include provision for the commercial leasing of part of its extensive property holding. Seeking to reduce the level of its dependency on Federation-generated funding support, extension of its local funding base and greater diversification of revenue sources are essential elements of the Bangladesh Red Crescent's strategic approach to sustainable development for organizational self-reliance. In this context, strengthening of overall financial management acumen and efficiency will be linked to the development of increased capacity for branch and community level fundraising.

The Bangladesh Red Crescent implements programmes and activities related to a wide range of issues. Community based development programmes in support of the vulnerable are complemented by projects mobilizing young people to assist in disaster relief operations, the eradication of childhood diseases and in awareness raising campaigns related to the prevention of dengue fever. Such activities require the recruitment and training of significant numbers of volunteers. To increase the number of volunteers and improve their knowledge and skills, Bangladesh Red Crescent is developing its capacity to manage, motivate and improve the technical competence of a current complement of more than 63,000 volunteers.

Young people constitute the heart of the Bangladesh Red Crescent Society. Enthusiastic players in ongoing campaigns provided by the BDRCS addressing nationally extensive misuse and abuse of the Red Crescent emblem, their dedicated commitment generated vitality and dynamism. Members of its RCY are cherished and nurtured by the Bangladesh Red Crescent, since they will chart its future direction and development within the civil society. RCY volunteers are key players in the national society's affairs at all organizational levels. Constituting the core of branch and community disaster preparedness capacity, the young volunteers contribute to the development of community self-reliance and the undertaking of needs assessments, distribution of relief items and the provision of first aid and assistance to medical support services in times of disaster. Very actively involved in awareness raising campaigns, dissemination of the movement's principles and the promotion of humanitarian values, they are an essential element of the national society's effort to encourage and promote the ideal of voluntary service. It is the national society's vision that young women and men will increasingly regard the Bangladesh Red Crescent Society as the humanitarian organization of choice within which to voluntarily commit their skills and give practical expression to their idealism and sense of social solidarity.

Overall Goal

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

Programme Objective and Expected Results

Objective: The Bangladesh Red Crescent has moved towards becoming a well functioning national society, with a national network of active branches and volunteers carrying out activities in accordance with its mandate and principles and motivated to improve the lives of vulnerable people.

The BDRCS organizational development programme will be implemented in the context of five linked projects, of which the objectives and expected results for the next two years are as follows:

Project: Programme management skills development¹³

Objective: Bangladesh Red Crescent competencies in programme planning and management and the capacity of its branches to provide well managed and locally sustainable support to vulnerable communities are increased.

Expected results for the objectives are as follows:

- Senior staff possessing significantly improved and expanded professional skills and regard systematic and routinely undertaken planning, monitoring and reporting as integral and indispensable management tools of all programmes.
- Well functioning, locally representative, inclusive and efficient branches serving skilled, committed and well organized local volunteer networks openly and effectively demonstrating the practical and social value of voluntary service.
- Organizational capacity increased for local fundraising and financial management.

Project: Leadership training

Objective: Reflecting the diversity of its membership base and the impartial inclusiveness of its mandate, governance of the Bangladesh Red Crescent Society has become more democratic and its integrity more transparent.

Expected results for the objectives are as follows:

- The Movement's fundamental principles and values inform and reinforce all decisions of the national society's governing board and branch executive committees.
- Volunteer members of the national society's governing bodies, at all levels, are well informed and highly motivated.

Project: Volunteer management development¹⁴

Objective: The capacity of Bangladesh Red Crescent to attract, recruit and retain volunteers from all age groups and classes of society has increased.

Expected results for the objectives are as follows:

- revised BDRCS volunteer and youth policies and related guidelines;
- well trained, highly motivated and actively organized volunteers;
- an increased (and more socially, ethnically, generationally and gender diverse) volunteer base; greater sense of common purpose between staff and volunteers; and
- a revitalized RCY having a significantly increased membership of highly motivated and well organized youth volunteers.
 - Increased BDRCS participation in public awareness campaigns related to vulnerability reduction.
 - Solidarity networks formed with other youth organizations and innovative, creative linkages established with families of vulnerable communities.

Project: Communications and advocacy development¹⁵

¹³ This project also includes activities that could otherwise be associated with the project on branch development.

¹⁴ Includes activities that could be associated with the project on youth programme development.

¹⁵ This project also incorporates a limited number of inputs that would otherwise be associated with project-type information systems development.

Objective: Increased public knowledge and understanding of the humanitarian policies, priorities, standpoints and programmes of the Bangladesh Red Crescent Society and of the Movement.

Expected results for the objectives are as follows:

- increased capacity and competence for the timely preparation, publication and effective propagation of accurate and relevant information;
- enhanced communication skills and more effective advocacy and networking with external organizations and programme stakeholders; and
- a widely known, regularly updated and frequently accessed ('hit') website of the BDRCS.

Project: Financial resource development

Objective: The Bangladesh Red Crescent's capacity to generate, access, mobilize and manage financial resources is increased.

Expected results for the objectives are as follows:

- comprehensive and well developed fundraising strategies and related plans;
- increased and improved financial management and reporting skills enabling rapid, accurate and responsible processing of financial accounts related to donated funds;
- clear and transparent accounting practices and procedures; and
- a regularly reviewed and updated database of actual and potential local donors facilitating a substantial increase in locally generated funds for a more self-reliant national society.

5. Federation Co-ordination W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

The Bangladesh Red Crescent was the beneficiary of very significant funding and technical support provided by sister national societies (either bilaterally or multilaterally via the Federation's Secretariat) and by the ICRC for many years. More recently, support has also been extended by non-Movement partners. For example, the cyclone preparedness project from the BDRCS was co-funded by the Government of Bangladesh after its establishment in the early 1970s.¹⁶ Throughout, the Federation's Secretariat has played a leading role by attracting funding support, advising and assisting the national society in its operational management and guiding it through an ongoing process of organizational change. Support generated from the Federation-issued international emergency appeals was crucial to the success of frequent and often large relief operations undertaken by the Bangladesh Red Crescent.

The Federation will continue to solicit and co-ordinate international support for humanitarian emergency operations and capacity building initiatives undertaken by the national society. However, the Bangladesh Red Crescent occasionally discovers itself to be the recipient of conditional funding, on terms that tend to disregard its own policies and priorities and reflect those of the donors, a circumstance for which the BDRCS's sometimes share responsibility. To improve performance, obviate donor driven agendas, encourage consistency and longer term funding commitment and to increase the national society's sense of ownership of its operational programmes, the Federation delegation in Bangladesh will strengthen its co-ordination role between BDRCS, sister national societies and other donors and encourage greater transparency and mutual respect on the part of all players. In a similar context and where they are compatible with the priorities set out in the CAS, the delegation will also continue to facilitate the implementation of bilaterally supported programmes. Reflecting the significance it attaches to its role in co-ordinating capacity building support for

¹⁶ In July 2002, UN Agencies (WFP and UNHCR) jointly agreed to cover the operational costs to be incurred by BDRCS in relation to its distribution of relief items to Myanmar refugees in 2002/03. This was later followed by a 'gift in kind' arrangement with WFP (and agreed by the Government) for BDRCS to have annual emergency access to an overall total of up to 1,000 million tons of grain from WFP supplied stocks held in the government's warehouses located throughout the country.

Bangladesh CAS change management strategies and wider learning agendas, the delegation regards harmonization of different approaches to co-operation between partners of the Bangladesh Red Crescent as an increasingly important responsibility.

So far, the country delegation in Bangladesh has operated loosely and co-ordinated with the regional SARD on a direct reporting line to the Federation's Secretariat in Geneva. In line with ongoing developments related to the Federation's change process, the delegation's future relationship to SARD will become closer through the establishment of structural linkages. The Federation's Secretariat will encourage the Bangladesh Red Crescent to contribute as an active member in regional organizational development initiatives intended to define mutual capacity building support needs and opportunities in specific areas common to all national societies in the region. Among other things, this would take forward ongoing work in the fields of local resource mobilization, human resources development, reporting and gender sensitization training.

Over the years, the in-country placement of professionally experienced international delegates to provide practical advice and encouragement to the national society has also facilitated a transfer of knowledge and skills that has enabled the Bangladesh Red Crescent to improve the quality and increase the impact of its community based initiatives related to vulnerability reduction especially in the contexts of disaster preparedness and health. The process of achieving positive results in those spheres also revealed significant organizational and structural constraints to management efficiency within the national society. Given this, delegation support in the next two years will focus on issues related to good governance and the development of management skills and organizational capacity at national and branch levels. In that same period, the delegation will review its training and development policies especially in strengthening the capacity of its locally recruited staff and reducing the level of dependency on international delegates.

Overall Goal

A well governed, efficiently managed, widely respected and supported national society with a clearly defined vision of its role in the country, obligations to the vulnerable and responsibilities within the RC/RC Movement.

Programme Objective and Expected Results

Objective: The Bangladesh Red Crescent has developed comprehensive and coherent strategies, plans and programmes understood and supported by other members of the RC/RC Movement.

Project: CAS development and PNS co-ordination.¹⁷

Expected results for this objectives are:

- a comprehensive five-year development plan consistent with the principles established in Bangladesh Red Crescent's CAS;
- increased long-term support for Bangladesh Red Crescent priority programmes by Movement partners (ICRC and PNS);
- a new constitution of the Bangladesh Red Crescent agreed and approved by ICRC and the Federation; and
- increased capacity to rapidly deploy appropriately trained and internationally experienced staff in support of the development programmes and emergency relief operations of sister national societies.

6. International Representation W [*<Click here to return to the title page>*](#)

¹⁷ Also includes activities appropriate to project type on promotion of regional co-operation.

Background and achievements/lessons to date

One of the key functions of the Federation's delegation in Bangladesh is to represent, promote and attract international support for the policies and principles of the international Movement and for the work of the Bangladesh Red Crescent. Although the delegation enjoyed considerable success on these fronts in recent years, it needs to refocus its approach and reposition itself to reflect the changing realities of the international funding environment. As overseas government aid agencies increasingly delegate local funding decisions to their in-country representatives in Bangladesh, the Federation's delegation plans to improve and extend its information sharing networks to include all relevant government ministries and locally present UN agencies, inter-governmental organizations, diplomatic missions, NGOs and the international media.

Delegation access to the policy and decision makers of such bodies is conditioned by perceptions of its relative status among the locally resident international community of aid and representative organizations. The Federation has based a delegation in Bangladesh for many years but it has never been formally acknowledged by the government and has no official standing within the country. While the lack of formal recognition does not prevent the development of constructive relationships with locally based international partners, it constitutes a significant constraint to the delegation's efficiency and effectiveness in discharging its representational responsibilities. Accordingly, with the essential support of the Bangladesh Red Crescent Society, the delegation will prioritize efforts intended to secure the signing of a Legal Status Agreement with the Government of Bangladesh.

Historically cordial, co-operative and mutually beneficial relations between the Federation's country delegation and the ICRC were maintained since the latter terminated its permanent residence in Bangladesh towards the end of 2000. The delegation will continue to nurture that relationship in the context of collective support to build the Bangladesh Red Crescent's capacity to effectively disseminate and promote the Movement's fundamental principles and IHL among its own members and in the country at large. Continued delegation support to ongoing work related to the development and introduction of a new constitution for the Bangladesh Red Crescent will complement ICRC-supported initiatives to reform RC/RC national law and related statutes in Bangladesh.

In collaboration with the Federation's SARD, the Bangladesh delegation will continue to promote and foster solidarity between sister societies in the region, supporting and facilitating the participation of appropriate BDRCS staff and volunteers in relevant regional forums and events intended to promote and extend knowledge sharing, experience gathering and information exchange.

Overall Goal

Knowledge and awareness of the Federation and its policies among government, UN, NGOs and other international development agencies are increased.

Programme Objective and Expected Results

Programme objective: Greater external understanding and appreciation of the Federation's strategies are reflected in increased international support for the Bangladesh Red Crescents's programmes.

Project: International institutions and organizations¹⁸

Expected results of the objectives are:

- more focused and effective promotion of the Federation and its policies in the international arena;
- delegation advocacy networks among international organizations extended to include all diplomatic missions, UN agencies and international NGOs operating in Bangladesh;

¹⁸ Includes a limited number of activities that could also be associated with project types on development banks and regional development bodies, governments, including donor missions and NGOs .

- the international humanitarian prestige of the Federation is formally acknowledged by the Government of Bangladesh and reflected in a signed legal status agreement;
- greater consistency of approach and action by international players involved in relief operations in Bangladesh;
- the Bangladesh Red Crescent is regarded as a centre of humanitarian excellence in the South Asia Region and knowledge and appreciation of its programmes among the Federation's member societies is increased; and
- strengthened relationships between BDRCS and WFP, UNHCR and other UN agencies.

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BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.53/2003

Name: Bangladesh

PROGRAMME:

	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	44,855	68,324	0	0	0	113,179
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	3,948	0	0	0	3,948
Water & Sanitation	0	0	52,310	0	0	0	52,310
Medical & first aid	0	61,989	6,729	0	0	0	68,717
Teaching materials	0	6,972	0	0	0	0	6,972
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	0	113,816	131,311	0	0	0	245,127
Land & Buildings	0	61,947	9,998	0	0	0	71,944
Vehicles	0	0	0	0	0	0	0
Computers & telecom	12,879	20,033	30,757	0	0	9,000	72,668
Medical equipment	0	17,070	0	0	0	0	17,069
Other capital exp.	19,206	25,613	196,289	0	0	0	241,108
CAPITAL EXPENSES	32,085	124,663	237,044	0	0	9,000	402,791
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	7,729	64,176	76,525	0	0	0	148,430
TRANSPORT & STORAGE	7,729	64,176	76,525	0	0	0	148,430
Programme Support	51,946	62,535	84,518	2,241	5,840	3,094	210,173
PROGRAMME SUPPORT	51,946	62,535	84,518	2,241	5,840	3,094	210,173
Personnel-delegates	234,000	108,000	162,000	0	0	0	504,000
Personnel-national staff	62,009	170,364	169,117	6,578	0	0	408,067
Consultants	6,054	0	0	0	0	0	6,053
PERSONNEL	302,063	278,364	331,117	6,578	0	0	918,121
W/shops & Training	224,670	178,774	248,007	3,170	70,500	18,500	743,621
WORKSHOPS & TRAINING	224,670	178,774	248,007	3,170	70,500	18,500	743,621
Travel & related expenses	19,082	8,340	14,807	658	3,500	7,000	53,387
Information	118,191	48,253	96,287	21,837	10,000	10,000	304,567
Other General costs	43,403	83,152	80,663	0	0	0	207,218
GENERAL EXPENSES	180,676	139,745	191,757	22,495	13,500	17,000	565,173
TOTAL BUDGET:	799,169	962,073	1,300,279	34,484	89,840	47,594	3,233,438