

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

NEPAL

Appeal no. 01.55/2003

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	2003 (In CHF)	2004 ² (In CHF)
1. Health and Care	952,229	1,507,160
2. Disaster Management	588,218	623,940
3. Humanitarian Values	53,521	32,000
4. Organizational Development	654,544	775,200
Total	2,248,507¹	2,938,300

Introduction

The overall goal of the International Federation's 2003-2004 Appeal is to assist the Nepal Red Cross Society (NRCS) in building its capacity to support the country's most vulnerable. It will do so by supporting service activities and strengthening the organizational network in four core areas (disaster preparedness, disaster response, health and care and humanitarian values) and the three strategic priorities of the Federation's Strategy 2010: responsive and focused, well functioning national societies and working together effectively.

The appeal builds on the process of continuous review of the organizational capacity as well as the periodic assessment of service programmes of the Nepal Red Cross Society. The appeal will contribute to further improving the capacity of the organization and effectiveness of its programmes and activities.

The document is owned by the national society and results from the process of internal discussions on its service activities and prioritizing them in view of the new conflict situation. It is also taking into consideration the strategic choices which the national society (NS) is facing:

- the internal and external environment in the country, socio-economic trends, the aid and development environment;
- the strengths, weaknesses, opportunities and threats in the internal and external environment of the Nepal Red Cross Society and the humanitarian needs it attempts to address;
- the effectiveness of the Nepal Red Cross Society in its humanitarian activities; and
- the strategic objectives and agreed priority actions as mentioned in its five-year development plan.

¹ USD 1.54m or EUR 1.52m.

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

The appeal for 2003-2004 is taking into account the achievements made by the Nepal Red Cross Society in the past as well as the lessons learned and addresses two themes: clear targeting to meet the most pressing needs and a focus on areas where it can provide added value.

National Context

Nepal has the most rugged topographical features in South Asia. Its population is estimated at 23.1 million with an annual growth rate of 2.2 per cent. About 92 per cent of the population live in the hill and valley systems and the remote mountain regions are sparsely populated. Only 14.2 per cent of the total population live in cities, but there is a clear trend towards urban migration from the under-served rural areas. About one third of Nepal's inhabitants are living below the poverty line. The GNP is estimated at US\$ 249 per capita, making Nepal one of the world's least developed economies and also one of the poorest.³

At the end of the 1990s, Nepal had six doctors and three hospital beds per 10,000 people.⁴ Infant mortality was 64.1 per 1,000 live births. Social indicators show an average life expectancy of 59.7 years and an adult literacy rate of 40.4 per cent for men and 21 per cent for women.⁵ A total of 50 per cent of all children under the age of five are underweight and only 71 per cent of the rural population has access to safe drinking water. Road and communication networks are limited.

In close proximity to one of the youngest mountain ranges in the world, Nepal is regarded as one of the most disaster-prone countries in the region. Vulnerability varies with topography and altitude. The south (flat terrain) is regularly the scene of flooding during the monsoon, and arable land as well as settled areas regularly sustain serious damage.

The hilly areas and the high mountain districts regularly experience mild to violent seismic activity, earthquakes and tremors that cause loss of lives, livestock and property, and seriously hamper and disrupt the precarious communication lines of the country. Areas are frequently cut off for days or weeks, forcing communities to cater for themselves. In addition, high areas are prone to avalanches, landslides and violent flash floods. Droughts are common in the low lands.

Following the initial democratization process from 1988 to 1990, Nepal changed from a sovereign to a constitutional monarchy, with a young multi party democracy. However, until 1999 when a majority government was elected, unstable and short-lived coalition governments hampered the process. Political instability had adverse effects on Nepal's development.

During 2002 the seven-year old conflict between the government and Maoist forces escalated rapidly. A national state of emergency for ten months, unsuccessful attempts to sustain peace talks, the suspension of key civil rights such as the right of expression and forming associations, curfews in the most affected districts, deaths of over 4,366 persons due to the conflict over seven months alone formed the key backdrop to events in the country. The dismissal of the government and the installation of a caretaker government by the King in October pending a new election schedule has brought further political instability.

The conflict situation has created new humanitarian needs in the country and the number of people affected by internal disturbances grew rapidly during the second half of 2002. The months of emergency and escalating violence led to undernourishment of hundreds of thousands of people, particularly in the western part of the country. In addition the monsoon failed again this year in some areas and villagers who would otherwise have corn, potato or millet have little to eat.

³ UNDP: *Human Development Report 2001*

⁴ UNICEF: *Statistics of South Asia Children and Women, 1997*

⁵ UNDP: *Human Development Report 2000-20012*

As a leading humanitarian organization in the country, the Nepal Red Cross Society was supporting and assisting vulnerable people for decades. The Federation, International Committee of the Red Cross (ICRC) and several participating national societies (PNSs) were also working in Nepal for many years, making a significant difference to the lives of millions of vulnerable people.

The Nepal Red Cross Society is represented through its branches and volunteers delivering services to the most vulnerable in the conflict sensitive environment in all 75 districts of the country. During the flooding and landslide emergency operation in 2002, the Red Cross, unlike the government and other humanitarian organizations, was able to provide support to all affected districts. The effectiveness of relief services was felt, with relief given to flood victims within 24 hours. The support was provided through the national and regional warehouses being activated immediately to supply family kits and tarpaulins to affected areas.

However the escalating violence challenged the Nepal Red Cross Society to readjust quickly from delivering services which have developed in a peacetime environment for forty years, to managing change to enable it to adjust to operating in conflict sensitive situations. Until October 2002, some 17 security incidents were recorded against the personnel and property of the NRCS. Ten volunteers were killed, and there were beatings, abductions and detentions of others. Some chapters and personnel of the national headquarters were slow to understand that the realities of conflict require changes to their modalities of working. The Federation and ICRC were striving, in a more coordinated way, to strengthen the national society's strategies on how to respond to conflict while implementing its programmes.

The earlier reluctance in the Nepal Red Cross Society to adjust its programmes to conflict sensitive perspectives was the result of headquarters-centric planning processes which often downplayed the significance of chapter level operational environments. The organizational development (OD) programme's emphasis on chapter level capacity building increased interaction with local level grassroot realities and refreshed the Nepal Red Cross Society's ability to respond at the national headquarters to chapter level needs. The programme has assisted the Nepal Red Cross Society to rethink its monitoring, evaluation, learning and adaptation culture by having to learn from successful models of neutrality (e.g. in personnel and location selection criteria against strictly defined neutral characteristics) and adapt other programmes accordingly.

The Nepal Red Cross Society is able to initiate some of the most important changes to enable it to gain the confidence of all parties as a neutral and credible source of humanitarian services in such a conflict sensitive environment. The support focusing on legal base strengthening, human resource development, internal and external communications strategies, local resource mobilization and sustainability, improved systems and structures that deliver neutral, impartial and effective services, has played a vital role in the national society's ongoing change management strategy.

One of the assets of the national society is its strong junior/youth group with over 520,000 members. A significant proportion of its activities are carried out by these students and youth volunteers from Red Cross circles which are organized in secondary schools, campuses and communities. Young people were better integrated into the programmes of the NRCS (such as first aid, relief and rescue), and were empowered to better manage their own service programmes.

A national youth seminar in Pokhara pledged to improve youth services such as more training in roles and responsibilities of the NRCS in conflict, dissemination of fundamental principles and international humanitarian law (IHL), and service delivery in conflict affected communities. Other future priorities include more effective networking with external youth organizations to broaden services and

dissemination, integration of youth into all existing programmes, and improved resource mobilization and sharing between, for example, chapters in conflict affected areas which cannot generate sufficient resources, and those in richer areas which can.

The Nepal Red Cross Society has received support from sister national societies. Out of 13 major programmes in 2002, CHF 2,586,420 was supported directly through bilateral partnerships (six sister societies and five other partners).

The Federation left Nepal in 1997, and the national society has operated well without the Federation's representation since. At this time however, when there are conflict security issues in every district, pain, pressure and sometimes confusion, it is important the Federation supports the national society in its dire needs. Therefore, the Federation recruited a senior delegate in September 2002, based in Kathmandu to support the Nepal Red Cross Society with its relief operation, and to explore ways to respond to the drought in the country. For 2003, a Federation representative is budgeted under this appeal.

This situation needs to be carefully monitored, liaising with the Nepal Red Cross Society and the ICRC (see also section number 5, Federation Coordination).

The ICRC is the Movement's lead agency in the country and has been in Nepal since 1998. Its priorities included:

- dissemination of international humanitarian law;
- protection to detainees to monitor their well-being and provide assistance if necessary, through prison visits; and
- humanitarian support to the victims of conflict via an array of services, such as restoring family links (tracing) and water and food relief.

The added value of the Secretariat is to act as a coordinating and facilitating body. The Federation was working in Nepal for over twenty-five years, providing technical and financial support to the Nepal Red Cross Society in its operations to assist the most vulnerable. The NRCS benefited from the overall coordination and support of the Federation's regional delegation which has included:

- Assistance during major natural disasters such as recurring floods and landslides for which the Federation launched international appeals.
- Support to strengthen and develop organizational capacity of the national society based on the capacity building priorities identified by the Nepal Red Cross Society.
- Programme support in the Federation's core areas of disaster preparedness and response, health and care in the community and the promotion of humanitarian values and the fundamental principles of the International Red Cross and Red Crescent Movement. A good example of the increased advocacy is that the Nepal Red Cross' experience within the community based disaster preparedness programme was documented in the last *World Disasters Report* as a global example of learning to influence others.

In addition to its coordination activities and capacity building of its member national societies, the Secretariat's main role is to represent its global membership on the international stage. The Federation was successful in mobilizing international assistance to the vulnerable people supported by the Nepal Red Cross Society.

National Society Priorities

The Nepal Red Cross Society was founded in 1963. It was recognized by the ICRC in 1964 and joined to the International Federation of Red Cross and Red Crescent Societies the same year. The Nepal Red Cross Society has, over the years, grown into the largest humanitarian organization in Nepal,

represented in all districts of the country. The chapters receive organizational support from 1,003 subchapters and cooperation committees. A significant proportion of its activities are carried out by youth volunteers organized at secondary schools, campuses and communities.

After ten years of structured development support to the Nepal Red Cross Society, the Federation was able to withdraw its country delegation in 1998, leaving behind a national society with an excellent public image, and an operational and management strength probably without equal in Southeast Asia. As a result of organizational development and support to management, the Nepal Red Cross Society evolved into an organization competent at coordinating its external support.

Since 1984, the Nepal Red Cross Society based its work on a five-year development plan. This plan is supported by a national development policy, giving the society an advantageous position of having clear plans in operation until 2007; the Nepal Red Cross Society has incorporated in this plan its commitment to the Strategy for the Movement, the International Federation's Strategy 2010 and other strategies adopted at the South Asian regional level.

In August 2002, the central executive committee's annual review focused on the need to become more relevant in a conflict sensitive environment. The main steps are to further develop the five-year strategic plan for 2003-2007 to include this new strategic priority, and to increase external relations with other suitable organizations and so develop more effective services. District chapters recognized the demarcation of governance and management and this was supplemented by training in management skills which resulted in better services at the community levels. For example, nearly all district chapters developed annual plans and disaster plans. Some subchapters developed their own disaster plans.

The Nepal Red Cross Society's priorities are as follows:

- The development of improved disaster preparedness and response skills including the extension of community-based disaster preparedness (CBDP) and community-based first aid (CBFA) programmes and wider publicity of disaster work for disaster management programmes.
- Health and care activities, including response to new and emerging diseases, health education, public ambulance services and the safe blood programme. The blood programme is a priority of the Nepal Red Cross Society. The society, according to the mandate given to it by the government, is responsible for blood transfusion services all over the country.
- Structured organizational and resource development entailing remote district chapter development, human resource development, national and regional training centre development and income generation schemes/fund-raising activities will be promoted.
- The development of stronger public relations through coordination with external agencies and the corporate sector and dissemination activities.
- Improved finance management and resource development.

Programmes identified and prioritized by the Nepal Red Cross Society are based entirely on the priorities set in the society's five-year development plan. The programmes reflect the priorities of the Secretariat based on the three strategic directions and ten expected results of Strategy 2010.

The programmes are part of a coordinated plan, and efforts were put into identifying links between different programmes within this strategy. In line with the development of the society, many of these activities are modest in scope, but the overall outcome will make a difference to large sections of the community as well as to the Nepal Red Cross Society itself.

All programmes are being refocused to take into account the impact of the conflict in their service delivery to the most vulnerable, e.g. greater integration of work planning with the ICRC, and an

intensified approach to branch development in the most conflict affected districts and subchapters.

Red Cross and Red Crescent Priorities

The NS is working closely and receiving support from the ICRC, especially in the areas of dissemination, tracing and conflict preparedness in an integrated manner with the Federation-supported organizational development and disaster preparedness initiatives. The Nepal Red Cross Society maintains good cooperation with other components of the Movement, as well as government counterparts and organizations in the country.

The new cooperation agreement strategy (CAS), planned to be ready by the end of 2002, will be a key tool in the Secretariat's efforts to coordinate the programming of various partners. The cooperation agreement strategy (CAS) is a process to enable the priorities of a national society, as expressed in its strategic/development plan, to be fully supported by partners (both Red Cross Red Crescent and external). Through this process commitment to a shared strategy can be developed that will strengthen the impact of the national society's work in improving the lives of vulnerable people.

Success will depend on the strength and effort of the national society's strategic plans, and on its partner national societies demonstrating they value coherence of the Movement and showing commitment to the CAS framework. This will necessitate a review and establishment of new partnership principles through a participatory process involving the other key Movement stakeholders. By developing a common strategy, the components of the Movement will follow a path towards greater unity, cooperation, sharing, participation and harmonization.

Priority Programmes for Secretariat Assistance

The overall goal of the appeal is an increased capacity of the Nepal Red Cross Society to support the vulnerable people in need of assistance.

Six integrated Federation programmes will contribute to this overall goal:

- ***Health and Care***

The programmes targeted by the Federation's assistance are community development, drinking water and sanitation, drinking water quality improvement (arsenic mitigation), community-based first aid and HIV/AIDS (blood safety, care and support, and an awareness campaign).

Programme Goal: The health status of the communities is improved and their vulnerability reduced.

- ***Disaster Management*** (disaster response and disaster preparedness merged into one)

The disaster response priorities includes an improvement in the coordinating mechanisms and the strengthening of these mechanisms in each region. For disaster preparedness programmes, strengthening the community-based DP programme, organizational and operational capacity to mobilize local communities.

Programme Goal: Reduced impact of disasters on vulnerable communities.

- ***Humanitarian Values***

An increased promotion of the Movement's fundamental principles, IHL and humanitarian values both inside and outside of the society will be promoted.

Programme Goal: Reduced tensions, violence and discrimination within communities across the country through existing programmes of the national society.

- **Organizational Development.**

Priorities include further strengthened management potential of the society, maximizing its human resource mobilization and management capacities, to further strengthen its volunteer base and service delivery to vulnerable communities. It includes strengthened foundation, capacity and resources of the remote and developing branches of the national society leading to a more effective service delivery.

Programme Goal: The country's millions of vulnerable people will receive increased and sustainable community-based support to reduce their vulnerability through the increased capacities of the NRCS at all levels to assess their needs and develop relevant and focused programmes to meet them.

- **Federation coordination**

Longer term strategic partnerships between the national society and partners from within and outside the Red Cross/Red Crescent Movement will be established.

Programme Goal: The Nepal Red Cross Society receives optimal support for the implementation of its priority programmes through a coordinated response by partners from inside and outside the Movement.

- **International Representation**

Enhanced partnerships with diverse external stakeholders through increased representation, information sharing and advocacy at the country, regional and international levels.

Programme Goal: The role and policies of the Federation at the national level are understood and supported by key stakeholders within the international community, enabling the Federation to provide a greater degree of support to the most vulnerable in Nepal.

1. Health and Care W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Since 1963, the Nepal Red Cross Society was engaged in the implementation of health programmes such as blood transfusion, ambulance service and eye care. Programmes involving blood transfusion centres, eye care centres, hospital and health care centres were developed as institutions, while other, community-based programmes, such as community development, drinking water and sanitation, drinking water quality improvement, community-based first aid and HIV/AIDS awareness programmes were carried out either by launching extensive campaigns or by implementing area-based projects in various parts of the country.

The Nepal Red Cross Society is solely responsible for blood transfusion services in Nepal and it needs support in terms of equipment and human resources development. Overall, health awareness and HIV/AIDS are other prioritized areas for the society. The Nepal Red Cross Society was working on HIV/AIDS awareness for over eight years with the participation of various sister national societies and NGOs. The number of reported HIV/AIDS cases indicates the increasing trend is alarming and further efforts are needed to minimize the risk at all levels.

First aid was integrated into the national society's activities since 1963. There are mainly three types of first aid activities: general first aid, community-based first aid and emergency first aid. In addition to this, the Nepal Red Cross Society recognized the need to standardize its training curriculum and for this purpose, planned to implement first aid activities and training standardization programmes starting in

2003.

The community development and drinking water and sanitation programmes were initiated in 1983 with the aim of improving quality of life and reducing morbidity and mortality rates through the provision of safe drinking water and sanitation, respectively. The emphasis of these programmes is on capacity building of the communities, district chapters and subchapters. Drinking water programmes were launched through the junior Red Cross circles in schools. This indicates the commitment of juniors in providing humanitarian service to the most vulnerable. At the same time, a drinking water quality improvement programme was launched in 2000 aimed to investigate arsenic contamination of drinking water and associated symptoms of chronic arsenic toxicosis, if any, and to launch feasible mitigation activities.

The national society has adequate numbers of trained and experienced volunteers and staff. At present, nearly 450 staff and more than 10,000 active volunteers are engaged. The NS was able to cover 80 per cent out of the 75 districts with health and care programmes.

In its fourth five-year development plan (2002-2007), the Nepal Red Cross Society again identified health awareness in the community as a priority and one of its main responsibilities. The Nepal Red Cross Society established good cooperation mechanisms with agencies and partners such as the governments concerned, UN agencies and people living with HIV/AIDS networks, as well as with beneficiaries in order to further enhance the capacity of vulnerable people. The Nepal Red Cross Society also communicates with contact persons for and possible access to the OPEC fund and global fund to fight AIDS, Tuberculosis and Malaria (GFATM).

During the last two years, different Federation supported programme components of health and care made significant changes at various levels:

- awareness of HIV/AIDS provided to 150,000 people every year;
- community- based first aid programmes in 11 districts, benefiting more than 60,000 people; and
- community development programmes in nine districts benefiting more than 17,000 people.

Similarly, the following bilaterally supported projects (ICRC included) have made a difference:

- Blood transfusion services in 39 districts of Nepal ensuring safe blood for all.
- Ambulance service in 48 districts enabling access to lifesaving medical care.
- Eye care through regular camps and a hospital serving more than 40,000 people every year.
- An emergency first aid programme in six districts benefiting more than 25,000 people.
- Availability of trainers for conducting general first aid services in more than 50 districts.

The following projects, which were supported bilaterally by the Japanese Red Cross, will be included in the Federation's appeal for 2003-2004:

- Drinking water and sanitation programmes in six districts will benefit more than 80,000 people.
- Drinking water quality improvement programme in 11 districts will benefit more than 45,000 people.
- Junior Red Cross drinking water supply programme in eight districts will benefit more than 10,000 students and the neighbouring communities.

The outcomes of a SWOT analysis, given below, represent characteristics of the health and care programmes of the Nepal Red Cross Society in general and issues to be considered in the future planning process:

INTERNAL	EXTERNAL
<p>Strengths:</p> <ul style="list-style-type: none"> • Trained health volunteers and staff nationwide 	<p>Opportunities:</p> <ul style="list-style-type: none"> • High level of trust from other relevant organization

<ul style="list-style-type: none"> • Community outreach with diversified activities • Need based quality services • High acceptance among beneficiaries • Cost effective programme/activities and wide coverage • In-built and systematic planning, implementation, monitoring and evaluation procedures • Experience and expertise (blood transfusion, first aid and community based health programmes) 	<ul style="list-style-type: none"> and people at large • Appropriate coordination, links and relationship with relevant organizations • Compatible programme with national plan and priorities • Government mandate to work in the area of blood transfusion service • Continued support from the partners of the Red Cross Movement • Increased demand of health services due to internal armed conflict.
<p>Weaknesses:</p> <ul style="list-style-type: none"> • Retention of trained health volunteers and staff • Insufficient financial resources • Less focus on fund diversification • Inadequate programme marketing • Less attention for cost recovery/ sustainability in all programmes • Insufficient communication at operational level • Lack of conflict preparedness training at the branch level over the past years 	<p>Threats:</p> <ul style="list-style-type: none"> • Political unrest • Increased competition among the organizations delivering similar services • Frequent natural and unprecedented disaster • Low literacy, poor hygiene, unsafe water and high prevalence of HIV/AIDS. • Increased violence against humanitarian organizations • Misunderstanding of neutral positioning of the NS

The health and care programme was serving the communities for many years. The need of different health related activities was steadily increasing. The above SWOT matrix represents the capacity inherited from the beginning of this society. However, there are many challenges and lessons learned from the past experiences stated below, that will be considered in the following years:

- The health and care programme will be refocused to play a more effective role in the conflict scenario.
- In response to HIV/AIDS, some awareness activities are in place, but voluntary counselling and testing services are almost non-existent. Care and support services need to be initiated and increased. The existing capacity of the national society on blood safety needs to be strengthened.
- A comprehensive programme on HIV/AIDS is urgently needed on a wider scale. The programme should include awareness generation, behaviour change, voluntary counselling and testing service, and care and support to people living with HIV/AIDS and their family members and an enabling environment.
- The Nepal Red Cross Society, as a pioneer in first aid activities in Nepal, has not met the national need of first aid activities, is now planning to make standard packages for first aid to be distributed nationwide.
- The community-based development programmes have to address the real problems of the communities. Planning processes should involve beneficiaries and other stakeholders at large from the very beginning of the projects.
- The relationship with different agencies and stakeholders needs to be maintained at different levels for improved cooperation and coordination to avoid duplication, and to learn from each other and enhance sustainability.
- The activities have to be shared with other organizations and disseminated/ marketed for programme promotion in order to achieve funding diversity.
- Learning and sharing among projects implemented by the Nepal Red Cross Society needs to be further emphasized.
- Selection criteria of volunteers and staff members have to be improved and training will be provided based on their training need analysis to ensure the retention of volunteers and staff.

Overall Goal

The health status of the communities is improved and their vulnerability reduced.

Programme Objective

The capacity of the Nepal Red Cross Society at all levels is enhanced to empower communities and to promote positive behaviour for improved health.

The health and care programme included in this appeal consists of the following projects:

- *Community Development*

Project Objective

The capacity of the most vulnerable people, who constantly live in situations where their socio-economic security and their dignity are threatened, is developed.

Expected results:⁶

- Infant/child and maternal mortality rates are reduced by 70 per cent through the initiation of health related activities.
 - Water borne diseases and epidemics are reduced by 60 per cent as a result of the provision of safe drinking water, latrine construction and improved cooking stoves to 90 per cent of the people in the project area.
 - The literacy rate is increased by 90 per cent out of the 75 per cent of people involved in other activities of community development and partnerships with relevant organizations are established.
 - Availability of food for an additional two months is secured for 30 per cent out of 50 per cent of the population involved in self-help groups through links with relevant organizations.
 - The quality of service provided by Red Cross, district chapter and subchapters is improved and the number of beneficiaries increases by 50 per cent.
- *Drinking Water and Sanitation*

Project Objective

The programme contributed to the reduction of morbidity and mortality in the vulnerable community of nine selected village development communities (VDCs) of six districts in Nepal.

Expected Results:

- A total of 50 per cent of the people in the VDC programme are made aware of personal, domestic and environmental sanitation.
- A total of 50 per cent of the households in the hills and 20 per cent in the Terai have constructed latrines and washing platforms.
- A total of 50 per cent of the households of the VDC programme are supported in getting safe drinking water.
- A total of 1,500 people (community, volunteer and staff) received different training.
- A total of 69 management committees and 120 saving and credit groups are formed and strengthened.
- A total of 1,500 members from the management committee and saving and credit groups are literate.
- Six district chapters and nine subchapters strengthened in order to sustain the programme.

⁶ The expected results of community development project specified have considered the end results, which is five years. It is very difficult and impractical to give results for 1-2 years as many projects are at its end, some at mid stage and some will begin in 2003.

Junior Red Cross Drinking Water Supply (as a part of the above project).

Project Objective

The health condition of the children, their families and the communities is improved.

Expected Results:

- School children develop the habit to wash their hands with soap or wash after defecation and before eating.
- Child-to-child learning environment about hygiene and sanitary behaviour will be developed.
- Youth leaders' capacity in planning and organizing of the circle is strengthened.
- Schools and nearby communities will install and improve the sanitary units (i.e., toilet, drainage, soak-pit, garbage-pit, etc.).
- Female students and community women will have increased participation in the decision-making process related to the hygiene and environmental sanitation activities.
- Schools and nearby communities will be familiarized with international humanitarian law.
- The performance of the Junior Red Cross and the Red Cross Youth will be efficient and effective.
- *Drinking Water Quality Improvement (Arsenic mitigation)*

Project Objective

The use of arsenic contaminated water above 50 ppb is stopped by providing alternative options, the adverse health effects on users is investigated, and there is increased awareness by the community about water quality.

Expected Results:

- Arsenic contamination in shallow tube-wells is analyzed.
- Different technologies for arsenic-free water options are provided.
- The use of arsenic contaminated water is stopped and the health of users (those who used heavily arsenic contaminated water) is examined.
- The knowledge and skill about environmental health and sanitation is increased.
- The capacity of community people for qualitative drinking water is enhanced.
- *Community Based First Aid*

Project Objective

The capacity of the organizations of the Red Cross and the community are enhanced in preventing and addressing the health priority and day-to-day problems of injuries, and to prepare for and respond to disaster and internal armed conflict.

Expected Results:

- The risk of life threatening situations caused by injuries and priority health problems in the communities of 11 districts is reduced.
- First aid and disaster relief service are established in the community benefiting 80 per cent of its people.
- The capacity of district chapters to provide immediate care, manage training and mobilize the volunteers to address priority health problems of the community is enhanced.
- *HIV/AIDS prevention (blood safety, care and support and awareness campaign)*

Project Objective

A comprehensive awareness campaign, voluntary counselling and testing, and care/support service is introduced for the people affected by HIV/AIDS.

Expected Results:

- Large scale awareness and advocacy activities are expanded in five districts.
- Voluntary, confidential testing facilities introduced and blood safety strengthened in six districts.
- Access to care and support services to people affected by HIV/AIDS improved in six districts.
- A supportive environment for people living with HIV/AIDS and their families is created in six districts.
- The organizational capacity of the Nepal Red Cross Society is strengthened in the management of the HIV/AIDS programme.

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

Background and achievements/lessons to date

The Nepal Red Cross Society initiated disaster preparedness and disaster response programmes since its inception. In order to make its disaster preparedness activities more effective, the Nepal Red Cross Society used internal learning from successful programme implementations. Through this process, the society increased its disaster response capacity by constructing 27 warehouses/depots and equipping them with appropriate relief materials. It improved management, coordination and delegation of roles at all levels, carried out training, and conducted a wide variety of community-based activities. The result increased disaster preparedness capacity within both the communities and the national society.

To date, the Nepal Red Cross Society disaster preparedness activities have included:

- human resources development (training volunteers and staff) in disaster management;
- collection and mobilization of disaster response emergency fund (principle disaster fund);
- community-based disaster preparedness training;
- flood mitigation programme;
- participation in the disaster preparedness networking group (DP-Net); and
- development of a geographical information system (GIS) for disaster preparedness.

The national society has undertaken, as a key part of its disaster preparedness programme, a community-based disaster preparedness training programme in 75 communities in 14 districts. Of these districts, nine were supported through the Federation by the British Government's Department for International Development (DFID) and the European Commission's Humanitarian Aid Office (ECHO) financed five districts through a bilateral programme with the Belgian Red Cross Society. As the result of an evaluation with the communities and donor representatives, the CDBP programme was redesigned from a one-year programme cycle into a two-year programme. In 2003/2004, a consolidation of the 2002 programme will be established through the network of district trainers (one trainer per district) and trained volunteers (one volunteer per community). The ten most vulnerable districts of the 14 covered will be involved in the two-year programme with five new communities selected in each to build on the previously established network and expertise.

At the community level, the NS conducted three types of training, as well as some small disaster mitigation activities. It helped the community members draw up their own preparedness plans, and suggested ways of improving the long-term coordination of the communities with governmental organizations and non-governmental organizations (NGOs). The communities living in vulnerable areas were involved in their own hazard and vulnerability mapping exercises.

A further initiative resulted in people at the community level creating their own revolving funds to use in cases of disaster. The results of this initiative were evident during the recent floods and landslides

operation where participating communities were able to respond by themselves to their immediate needs. To increase community ownership, and the effectiveness and sustainability of this project in the long-term, the society will introduce training in community-based income generating activities during 2003.

In 2001, the Nepal Red Cross Society started a flood mitigation programme in six different districts of the Terai region in collaboration with the Environment Public Health Organization (ENPHO) with financial support of ECHO. This programme supports vulnerable communities in small-scale flood mitigation activities and trains skilled personnel in communities for mobilization in times of emergencies.

An action research orientated programme on flood mitigation, 'Action Together for Livelihood Management Plan in Flood Situations in Jaleswor', was implemented in the Mahottari district since 2001 in collaboration with CARE-Nepal. This knowledge and research project is an urban-based action research project with the overall aim to mainstream flood mitigation and to reduce urban poverty. This programme was developing the capacities of flood affected communities through training, and by implementing income generation and disaster preparedness activities.

In the field of disaster response, the Nepal Red Cross Society was active since its inception. Nepal is affected not only by floods, landslides and fires every year but also by frequent earthquakes, epidemics, droughts and avalanches. The problem is aggravated by inadequate transportation and communication which means it often takes several days to reach affected areas. For these reasons, the Nepal Red Cross Society was making constant efforts to decentralize its disaster response activities.

The nationwide network of the district chapters and subchapters of the Nepal Red Cross Society is engaged in disaster response activities. The district chapters and subchapters initially respond to disasters occurring at the local level, however, if the local resources prove to be insufficient to meet the needs of those affected, the national headquarters of the Nepal Red Cross Society supports the branch with additional assistance. A variety of training courses are conducted to enhance the disaster response skills of the staff and volunteers of the Red Cross. Guidelines and manuals were developed to define the roles of the organization at various levels.

In view of the current security considerations, these guidelines and manuals are to be revised as a result of a jointly funded workshop of the Federation/ICRC to assist in reflecting and adapting to the conflict situation.

The Nepal Red Cross Society was active in providing assistance to the Bhutanese refugees. To date, a total of 101,847 refugees were registered in seven camps; six camps in Jhapa, and one camp in Morang district of eastern Nepal. An additional number of refugees, estimated between 10,000 to 15,000, is believed to have settled spontaneously elsewhere in the country. All are receiving assistance from the NRCS.

The Bhutanese refugees are mostly of Nepali ethnic origin and come from southern Bhutan, although information gathered from camps suggests that some of them are northern Bhutanese (Drukpas) and of other ethnic origins. The Drukpas constitute one of the three major ethnic groups comprising the national population of Bhutan. The Drukpa refugees in the camps often belong to families of mixed marriages with ethnic Nepalese.

A pilot population movement project using the better programming initiative (BPI) tool proposed to address tension between the refugees and the local population in the area. The situation concerning internally displaced people (IDPs) is also taken into account.

Since January 1994, after a series of discussions, an agreement was reached between the UNHCR, WFP and Nepal Red Cross Society resulting in the national society taking over the entire distribution activities in all the Bhutanese refugee camps. With financial support from the UNHCR and WFP, 113 staff members and volunteers of the Nepal Red Cross Society are responsible for all distributions of food and non-food items, including kerosene. They provide an ambulance service, fire-fighting and fire prevention services in all seven camps. The national society will continue to provide these activities as long as needed.

The Nepal Red Cross Society is a statutory member of the national disaster relief committee headed by the minister for home affairs. This statutory representation contributed to the coordination of relief operations with the government.

The national society learned some important lessons from its regular disaster management programme and the relief operation of the floods and landslides in July 2002. The experience gained during relief activities showed that besides being a *provider* of relief materials, being a *partner* of communities gives an added value in the areas of disaster preparedness and mitigation.

From five years of experience in the CBDP programme, the relief burden on the Nepal Red Cross Society was decreasing gradually in some of the vulnerable communities which have taken part. It was necessary however to continue the programme for up to two to three years in each targeted community to ensure sustainability.

Other lessons learned include:

- Latest technologies such as geographical information systems, early warning systems, disaster management information system (DMIS) should be part of effective and efficient disaster response.
- Advocacy and disaster preparedness networking (DP-Net) activities should be incorporated into the disaster preparedness programme.
- Human resource development and an organizational disaster preparedness framework are important factors for effective and timely disaster response at the community level.
- For timely and effective disaster response, it was realized clear focal points are required at all levels of the society. Consequently, it is planned to form disaster response teams at the national headquarters, zonal and district levels which will act as focal points when disasters occur. (Disaster rescue kits will be positioned in warehouses located in strategic points throughout the country so that search and rescue operations can be started immediately).
- The current armed conflict situation in Nepal is a threat to activities of the Nepal Red Cross Society and should be addressed immediately as an emerging challenge.

Overall Goal

Reduced impact of disasters on vulnerable communities.

Programme Objective

Strengthened disaster management capacity of the Nepal Red Cross Society.

Expected Results

1) Disaster Response

- an improved disaster response coordinating mechanism with the government and with non-governmental organizations; and
- strengthened disaster response mechanism in each region including disaster response teams.

Specific results:

- District chapters gain learning opportunities from participating in relief operations conducted in districts other than their own.
- The disaster preparedness stocks and human resource capacity will be such so it can provide for 300,000 victims of natural and man-made disaster.
- Rules and regulations for disaster response are revised.
- A review of relief operations is carried out by the NRCS.
- A total of 100,000 Bhutanese refugees per year are provided with food and non-food items to cover their basic needs.
- An enlarged human resource pool of skilled and experienced volunteers and staff members is available at all levels.

2) Disaster Preparedness

- The organizational and operational capacity of the NRCS will enable it to mobilize local communities in reducing the impact of disasters by utilizing and further strengthening their existing coping mechanisms.
- The 2002 CBDP programme in 75 communities in 14 districts was consolidated through the established network of trainers and volunteers and a revised two-year programme using the same network, is in place in 50 new communities in ten selected districts.

3. Humanitarian Values W [*<Click here to return to the title page>*](#)**Background and achievements/lessons to date**

Over the past 40 years, the Nepal Red Cross Society was operating a range of diverse programmes, which brought significant changes to remote and scattered communities across the country. In many instances, the Nepal Red Cross Society was working with local communities in areas where governmental infrastructure is minimal and other NGOs do not have a presence. Through programmes such as community development and disaster preparedness and response, the Nepal Red Cross Society was actively finding solutions to community problems through a wide range of development initiatives.

The effects of many of these long term programmes had a dramatic effect on people's quality of life. Not only have community assets been strengthened and livelihood options been improved, but the programmes of the Nepal Red Cross Society played a significant role in changing and influencing people's attitudes and behaviour. Programmes focused on women in development, literacy, HIV/AIDS awareness and health and hygiene education were successful in combating discrimination and promoting a culture of tolerance in the Nepalese society. However, despite the credible reputation of the Nepal Red Cross Society within the country, the national society needs to adopt a systematic and structured approach towards communications both at headquarters and chapter levels.

The Nepal Red Cross Society developed the communication policy in order to streamline the communication system within the organization. It was striving to further communicate with its stakeholders by adopting various means of communication.

The information department progressed from a one-person unit publishing a Nepali newsletter to a six-person unit sensitizing chapters and departments of the national headquarters. A core group of the managers of the NRCS from JRC/RCY, women, disaster management, community development, and health programmes meet monthly with the colleagues of the information unit to discuss and agree on strategic communication messages. This was matched with the proactive use of media contacts to communicate Red Cross work better and build support for positive coverage.

During recent disasters, the information unit generated many grassroots stories to highlight issues and

mobilize donor response; over 50 external organizations contributed. Groups of journalists were regularly briefed resulting in a much higher level of national radio, TV, and newspaper coverage. The new and updated web site of the NRCS now includes weekly updates, disaster updates, and one Australian agency pledged 10,000 Australian dollars to support the relief work of the NRCS.

The perceptions of national and regional correspondents about the activities of the NRCS improved positively following the tours of ten senior journalists to see the chapter level programmes. The future priorities of the information team are to provide chapters with further training in photography and audio visual material production, camera equipment to communicate better about their work, and to improve the capacities of chapters and subchapters in communicating conflict-sensitive messages demonstrating how the NRCS uses the seven fundamental principles in action.

The Federation is supporting a project to ensure an optimum contribution of the Nepal Junior Red Cross and Red Cross youth to the promotion of humanitarian values and to strengthen their participation in the Movement. An external evaluation of the JRC/RCY programmes carried out in June 2002 in ten district chapters (of which seven were conflict affected) offered insights into how the programme could strengthen the role and services delivered by the JRC/RCY in the context of conflict in future. It was understood there are two dimensions of youth work related to the conflict - (i) youth can be victims, (ii) youth are serving victims. Youth wing activities are threatened by perceived non-neutrality of some levels of the youth volunteer force that are used by the parties of the conflict to put constraints in the way of youth wing activities, resulting in some training taking place in urban rather than rural locations.

Under its five-year development plan, the Nepal Red Cross Society plans to examine its current programmes and incorporate the promotion and dissemination of the principles of the Red Cross and Red Crescent Movement as an integral part of all programmes. This approach will be complemented by applying the “Better Programme Initiative” methodology in commencing new programmes and assessing existing programmes, to ensure rigorous community participation in programme designs. By adopting this approach, the Nepal Red Cross Society will promote humanitarian values through its programmes as well as through its information department, and in doing so will contribute towards bringing about positive changes in people’s behaviour both within the Nepal Red Cross Society and externally.

Overall Goal

Reduced tensions, violence and discrimination within communities across the country through existing programmes of the national society.

Programme Objective

Increased promotion of the fundamental principles of the Red Cross and Red Crescent Movement, IHL and humanitarian values both inside and outside of the national society.

Expected Result(s)

- Knowledge on best practices in promoting fundamental principles and combating discrimination is developed.
- The methodology and tools to promote fundamental principles, IHL and humanitarian values among internal and external stakeholders is developed.
- Key areas of vulnerability are identified and addressed.
- Strategic links with national and international media are developed, and there is increased visibility of the national society and the Movement.
- Internal communication and networking is strengthened.
- The positive profile and image of the national society, in country and externally, is further increased

as a countrywide humanitarian organization.

- Humanitarian values and the fundamental principles are included in national training programmes.
- Country-based training carried out in BPI, Reach Out and SPHERE and are integrated into programme planning and implementation.
- The Nepal Red Cross Society has implemented the global campaign to reduce stigmatization and discrimination against people living with HIV/AIDS through targeted communications activities.
- Reduced tensions in targeted areas.

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

Background and achievements/lessons to date

In the past few years, the Nepal Red Cross Society made major efforts to further its organizational development and strengthened various levels of its organization, covering both governance and management systems and programme consolidation. Organizational development efforts within areas such as human resource development, better planning and review exercises, etc., have resulted in strengthened programmes and impacts in community level services. One example is that more sensitive branch level assessment skills have helped to achieve more targeted services through volunteers recruited from vulnerable communities. This further ensured that the needs of the vulnerable are incorporated into programme design.

Organizational development is a built-in component of most of the programmes of the Nepal Red Cross Society. Creating local infrastructure and sustainability was achieved through integrated resource mobilization approaches at the community level. The approach to community involvement through membership development and recruitment of active volunteers resulted in an effective means of transferring skills and resources to develop sustainable structures at the community level over the years. A recent example is a women's development programme which achieved a 30 per cent increase in their membership in the targeted districts and also increased the participation of women in the decision making process. This empowered women at local levels and helped ensure gender sensitivity in planning of programmes that can meet their needs long term.

Young people were also better integrated into the programmes of the NRCS, such as first aid, relief and rescue, as the Red Cross Youth/Junior Red Cross messengers in remote districts to get assistance for accident victims, or to carry sick or wounded civilians to the nearest hospitals. The RCY/JRC members provided food and medicines to some victims of the conflict and other emergencies, and organized blood donations at regular intervals. Young people were empowered to manage their own service programmes better (for example, school youth circles at sub-chapter levels mobilizing their own increased local resources through the RCY/JRC Days to fund their own activities).

In order to build further the organizational capacity of the Nepal Red Cross Society, a number of innovative activities and programmes were successfully developed and implemented in recent years. These general organizational development activities may be categorized for practical purposes as follows:

- governance and organizational development;
- management and administrative development;
- human resource development; and
- financial resource and assets development.

The Nepal Red Cross Society, as part of its general policy and strategy, has many types of income generation programmes and schemes incorporated into its activities, programmes, and organizational units, with the aim of achieving long-term sustainability. Most of these programmes are based on traditional income generation methods, such as renting building space, service charges, interest from

fixed bank deposits, and the participation of stakeholders, including communities, local organizations, and administrative and political units. Such programmes are one of the great strengths of the national society. Nevertheless, several important programmes are facing setbacks due to a shortage of funds and resources.

During the last two years, organizational development initiatives strengthened the capacities of services and volunteers and staff members at branch/sub-branch levels, in the JRC/Youth structures, and also in governance and management at the national headquarters level. Some of the major achievements include:

- completion of the constitution's revision;
- introduction of the code of conduct for volunteers;
- a new human resource development policy;
- construction of the resource centre of the Junior/Youth Red Cross;
- effective mobilization of local resources, as a result of which the self-sustaining capacities of vulnerable communities are strengthened;
- a wider diversity of volunteers (including volunteers from vulnerable communities and their involvement as potential members of the NS in developing more sensitive policies and service);
- training of more than 800 volunteers in managerial skills; and
- effectively implementing SCALA and Crystal systems at the national headquarters leading to strengthened financial and report writing capacities.

The new volunteer base will need to be supported by a stronger human resource development system across all branches to enable them to deliver effective services through planned skill training.

The OD programmes of the Nepal Red Cross Society emphasize capacity building as the overarching net product of all programmes which build stronger and more relevant services to meet the needs of vulnerable communities. In this sense, the OD programme, with its integrated approach to governance and management development, strengthening of branch level systems and structures, finance and information development, represents an integrated capacity building and change management plan operating across all the activities of the national society. The main emphases are on:

- In a phased manner, shifting the focus from support at national levels to improving service delivery at local levels.
- Organizational development activities that will strengthen programmes and provide an impact at the community level.
- Promoting capacity building through programmes so improved services are delivered through investment in people, improved systems and structures, and connections to overall organizational strengthening processes across all programmes (e.g. stronger human resources development practices).
- Organizational development processes will strengthen the society's diagnosis, strategic planning, and implementation system (including advocacy, branch development, and leadership development).
- Monitoring, evaluation, learning and adaptation are improved.

The outcomes of the SWOT analysis, given below, represent specific characteristics of organizational development of the Nepal Red Cross Society and constraints to be considered in the future planning process.

Internal	External
Strengths <ul style="list-style-type: none"> • Trained manpower/volunteers 	Opportunities <ul style="list-style-type: none"> • Continued support of the PNSs, Federation and

<ul style="list-style-type: none"> • Countrywide network • Volunteers • Rapid expansion of Junior/Youth circles in rural and urban areas and involving in development activities • Own infrastructure • Guiding policies and procedures • Own local resources • Committed governance and management • Well-functioning constitution • Increasing number of women members/vounteers • Effective financial management strategy/system • Cost-effective activities • Established strategy and policies of resource mobilization. • High return from investment • Fixed deposited and endowment funds 	<p>ICRC</p> <ul style="list-style-type: none"> • Expanded donor support (internal-external) • Staff exchange with other NSs • Better coordination with other INGOs/NGOs/Institutions and other agencies • Showing interest form various GOs and INGOs • Favorable national policy of government • Established a national women commission (governmental) • Providing rebate from the government • Positive response from diplomats and other agencies
<p>Weaknesses</p> <ul style="list-style-type: none"> • Multidisciplinary behaviour of executive members/volunteers • Lack of effective communication • No sufficient cost recovery • Inadequacies of resources and trained manpower • Unable to mobilize internal resources. • Difficult to reach remote district branches and sub-branches • Earmarked funds limit flexible planning • Lack of trained women and men on gender and women development sectors • Lack of sufficient IT knowledge and skills. 	<p>Threats</p> <ul style="list-style-type: none"> • Competition with other local NGOs. • Present political situation and difficulty in service delivery in rural communities • Unstable social situation • No social security • Low participation of rural communities' women in programme • External leadership quality • Frequent changes in the financial software. • Lack of software engineers in country • Risk to investments • Behaviour of leaders

The ongoing conflict made each OD programme a more vital component of the change management plan. All of the OD programmes are re-evaluating objectives in order to focus work on the new vulnerabilities and needs for services due to the conflict. The human resources development and personnel (volunteer and staff) selection, analyzing and responding to the gendered impact of conflict, the strategic use of information and communications in positioning work, and the need for chapters to demonstrate the highest integrity in their financial and administrative systems will all play a significant role in whether the NRCS is accepted in an unique and neutral position in the conflict.

Overall Goal

The country's millions of vulnerable people will receive increased and sustainable community-based support to reduce their vulnerability through increased capacities of the NRCS, and their needs will be assessed at all levels and development of relevant and focused programmes will occur to meet them.

Programme Objective

The Nepal Red Cross Society moves towards being a well-functioning national society offering high quality assistance with greater impact and relevance to the most vulnerable people in each of the communities it serves.

Expected Result(s)

- Management potential of the national society is strengthened, maximizing its human resource mobilization and management capacities, and further strengthening its volunteer base and service delivery to vulnerable communities.
- A contribution of the Nepal Junior Red Cross and Red Cross Youth to the promotion of Red Cross humanitarian values and strengthened participation in the Movement will be ensured.
- Strengthened foundation, capacity and resources of the remote and developing branches of the national society leading to more effective service delivery.
- Increase number and participation of women members in the national society's organization, management and activities.
- The national society has a sound system of financial management, budgeting, accounting and effective financial resource mobilization strategies that will lead to sustainable programmes at the community level.

5. Federation Coordination**Background and achievements/lessons to date**

The Nepal Red Cross Society, the Federation and the ICRC (who is currently the lead agency) meet regularly at all levels and relationships are good with the Swiss and the Japanese national societies which are presently operating bilaterally in-country. The Movement has become more effective in its humanitarian support because of the harmonization of planning and programming. However, more integration is needed to optimize the vital roles which each component has to play in line with Strategy for the Movement. The key challenge is to find acceptable frameworks for all Movement components to determine capacity building priorities and develop programmes in a fully coordinated manner.

In 2000, the Nepal Red Cross Society developed its first generation of the country assistance strategy (CAS), now renamed cooperation agreement strategy, which is in fact the long term development plan of the national society. The CAS forms the basis upon which financial and technical support is sought and provided through the partners of the Movement. The five-year development plan of the Nepal Red Cross Society will be used as the foundation of a second generation CAS which will aim to coordinate assistance strategies from all partners of the Movement. The second generation CAS, which is currently under development, should be the document that can achieve the above mentioned full coordination.

Within the Movement, in recent years, the Nepal Red Cross Society received most of its bilateral financial and programme support from the Danish, Japanese, Swedish and Swiss Red Cross Societies. The Federation, along with the ICRC, has driven Movement cooperation. A joint memorandum of understanding was signed by all components in July 2002 to harmonize disaster response. This supplements a comprehensive range of country level tripartite accords as well as programme agreements between the Nepal Red Cross Society and the Federation.

Due to the difficult security context in which the 2002 flooding and landslide operation is being carried out (Emergency Appeal no. 23/2002), the Federation recruited a delegate, based in Kathmandu as from September 2002. The delegate is supporting the Nepal Red Cross Society with the relief operation and is liaising with the national society and the ICRC in monitoring of the serious drought situation in western Nepal. In addition, the delegate will support the capacity building projects of the Nepal Red Cross Society including greater activity of the HIV/AIDS project, and work to raise the Federation's profile, especially in light of the current conflict situation. The Nepal Red Cross Society and the ICRC fully support a full time Federation presence in Nepal and it is planned this will be continued beyond the

planned six-month emergency operation to the end of 2003. The remaining nine months of the Federation's representative position is budgeted for in this appeal.

The good relationships between the components of the Movement helped to achieve positive positioning of the Nepal Red Cross Society. It receives good support and cooperation from the government, in particular from the ministries of home affairs (in charge of disaster relief), health, social welfare, finance and education. The Nepal Red Cross Society maintains close links with other organizations and donors in the country such as the various UN agencies, Save the Children, DFID, USAID and others. Through its effective programmes, the Nepal Red Cross Society is widely recognized as a credible partner in the fields of disaster response, disaster preparedness, health and vulnerability reduction.

Overall Goal

The Nepal Red Cross Society receives optimal support for the implementation of its priority programmes through a coordinated response by partners from inside and outside the Movement.

Programme Objective and Expected Results

Objective:

Long-term strategic partnerships between the national society and partners from within and outside the Red Cross/Red Crescent Movement are established.

Expected result(s):

- A new cooperation agreement strategy is developed establishing new partnership principles, using the strategy for the Movement as a guideline.
- A partnership meeting of the main stakeholders to review the strategic plan of the Nepal Red Cross Society and to coordinate the programming/support of various partners takes place.
- The cooperation agreement is signed between the Nepal Red Cross Society, the Federation and the ICRC outlining the roles which the three Movement partners will undertake to further strengthen and develop the national society.

6. International Representation W

Background and achievements/lessons to date

One of the key roles of the Secretariat is to represent its global membership on the international stage. As from August 2002, the Federation has a country presence in Nepal through a relief delegate. Prior to this, the head of delegation of the South Asia regional delegation (SARD) and other technical delegates, would do representation work during their periodic visits.

The Federation was successful in mobilizing international assistance, both from Red Cross and Red Crescent Societies and from other international donors. In the last **XXX** years some CHF **XXXX** was delivered to the affected population of Nepal through international relief appeals and operations launched by the Federation. The Nepal annual appeal for 2001 was covered by more than 100 per cent but the projected amount of support for 2002 is considerably less.

This is due to some extent as donors seeing the ICRC as the major player (lead agency) in conflict situations. Therefore, there is a need for the Federation to promote its ongoing capacity building role of the Nepal Red Cross Society which is vital to strengthen headquarters and branches so they can provide a higher level of support to the most vulnerable in the changing socio-political environment.

The Federation recognizes the need to have a more focused approach to increase the Secretariat's

effectiveness and efficiency in international representation of its membership, and to create awareness of the conditions of victims of disasters and vulnerable people, on the basis of the fundamental principle of humanity. Advocacy in favour of people affected by HIV/AIDS will be an important focus of its efforts. This will be pursued through dialogue with governments and other concerned parties, private diplomacy, communications, and conferences or public statements of policy. Recognizing the important and sensitive role of the ICRC in Nepal, it is essential that international representation be well coordinated.

The SARD based in Delhi has a key role in supporting Nepal as many diplomatic missions in New Delhi also cover Nepal and some regional/international meetings in favour of Nepal are held in Delhi.

There is a need to develop a creative marketing strategy for Nepal, based on the Asia and Pacific communication strategy and to encourage the PNSs to be innovative and try and reach the millions of people scattered round the world who were in Nepal and have strong affection and memories of their time there. The various groupings to be targeted are:

- *Hippies/travellers*

The hippies and travellers of the 1960s and 1970s who now make up a respectable middle class in Scandinavia, Europe, USA, Canada, Japan and Australia and New Zealand, and probably many are in key management positions.

- *Mountaineers/trekkers*

This is a large group of people who travelled the hill and mountain areas of Nepal where the landslides occur annually and will have a strong identity with the people who are affected. A number of Indians visit Nepal annually and are a possible target group.

- *Conservation groups*

They are partially from the above two categories but some people are conservation focused.

- *Tourist operators*

Many tourist companies world-wide run trekking and mountaineering trips to Nepal. Most of them have a strongly developed social conscience and would consider supporting Red Cross programmes.

In addition, there is a comprehensive list of photo libraries around the world that specialize in Nepal/Himalayas/mountaineering that would be prepared to give a plug for Nepal on their web sites.

Overall Goal

The role and policies of the Federation at the national level are understood and supported by key stakeholders within the international community, enabling the Federation to provide a greater degree of support to the most vulnerable in Nepal.

Programme Objective and Expected Result(s)

Objective

Partnerships with diverse external stakeholders through increased representation, information sharing and advocacy at the country (Nepal), regional (New Delhi) and international levels are enhanced.

Expected results:

- A country advocacy strategy which reflects the Federation's global advocacy priorities of HIV/AIDS and disaster preparedness, is developed with the national society to highlight Nepal's needs.

- Good relationships are developed and maintained with national authorities and donor governments.
- Advocacy materials are produced and disseminated to counterparts, agencies, organizations and partners.
- Regular meetings are held with relevant counterparts in targeted diplomatic missions in Kathmandu and New Delhi to market the annual appeal, emergency appeals and provide operational/policy updates.
- The Federation's delegate consistently participates in relevant fora and NGO/INGO coordination mechanisms (This should include international fora which are included in the South Asia regional appeal).
- A creative country marketing plan based on the Asia and Pacific communications strategy is developed.

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BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.55/2003

Name: Nepal

PROGRAMME:

	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	158,260	154,358	42,558	0	0	0	355,176
Clothing & textiles	0	0	182,086	0	0	0	182,085
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	1,010	10,660	0	0	0	11,669
Teaching materials	3,075	14,002	2,050	0	0	0	19,127
Utensils & tools	0	0	10,968	0	0	0	10,967
Other relief supplies	0	0	21,935	0	0	0	21,935
SUPPLIES	161,335	169,370	270,257	0	0	0	600,961
Land & Buildings	0	31,775	0	0	0	0	31,775
Vehicles	7,688	4,741	1,025	0	0	0	13,453
Computers & telecom	58,692	34,926	22,181	11,173	0	0	126,971
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	66,380	71,442	23,206	11,173	0	0	172,199
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	6,540	22,002	10,555	820	0	0	39,916
TRANSPORT & STORAGE	6,540	22,002	10,555	820	0	0	39,916
Programme Support	42,545	61,895	38,234	3,479	0	0	146,152
PROGRAMME SUPPORT	42,545	61,895	38,234	3,479	0	0	146,152
Personnel-delegates	48,000	60,000	36,000	0	0	0	144,000
Personnel-national staff	99,318	230,890	63,845	10,148	0	0	404,200
Consultants	0	961	0	0	0	0	961
PERSONNEL	147,318	291,851	99,845	10,148	0	0	549,161
W/shops & Training	193,172	193,712	79,140	11,480	0	0	477,503
WORKSHOPS & TRAINING	193,172	193,712	79,140	11,480	0	0	477,503
Travel & related expenses	513	9,901	16,195	4,100	0	0	30,708
Information	3,895	17,463	5,330	4,100	0	0	30,788
Other General costs	32,846	114,593	45,456	8,221	0	0	201,115
GENERAL EXPENSES	37,254	141,957	66,981	16,421	0	0	262,611
TOTAL BUDGET:	654,544	952,229	588,218	53,521	0	0	2,248,507