

# Nepal Red Cross Society

## Disaster Management Strategic Framework

2010-2015

## Foreword

The Nepal Red Cross Society is clear in its mission that is to relieve human suffering and to reduce vulnerability through community participation and mobilization of an increased number of volunteers. Mobilization of power of humanity, expansion and strengthening of the organizational structure of the society and building links with governmental and nongovernmental organizations are the strategic components of the mission. Since its inception in 1963, disaster management has remained as the key area of activities of NRCS and, thus, put all efforts to establish and strengthen its structures, working mechanism and systems to work with all including Movement and Non-Movement partners. With the growing challenges to alleviate human suffering, NRCS needed more strategic policies and action tools resulting into the development of this strategic framework so as to guide its overall activities of disaster management. This document is geared towards addressing needs of vulnerable communities, strengthening of institutional capacities as well as defined scope and areas of interventions. Thus, this strategic framework (2010-2015) has come to the present shape and is aimed to prove it as a milestone in disaster management.

This strategic framework has been developed taking into consideration the global, regional, national and local context. This is also an effort to translate NRCS commitments into action. All efforts have been made to make this Strategic Framework compatible with National Disaster Risk Management Strategy, Hyogo Framework for Action, RC/RC DM policy and strategies, NRCS Development plan and disaster management policy. As NRCS DM policy intends to address all the components of DM cycle, a serious consideration has been given towards making those intentions a reality. Accordingly, seven strategic directions have been defined out of which four are directly related to programmatic strategic directions whereas rests three are enabling strategic directions.

NRCS, being a member of RC movement and one of the key actors in disaster management in Nepal, is committed to build more safer and resilient communities with scaled up interventions and to promote coordination and collaboration with the government, RC/RC Movement partners and other stakeholders. This document will prove an efficient tool towards achieving those roles.

The current strategy has still to go a long way where its values will be tested. We want to make it a living document which will develop as a living organism with enough power to sustain and get revised and updated based on the lessons learned and gaps observed during the implementation phase. The internal and external annual reviews of the strategy will allow us to absorber corrective measures so as to achieve intended goals.

Together we can translate the Strategic Framework into real action and ensure ownership of the document by all stakeholders concerned.

Dev Ratna Dhakhwa  
Secretary General

Sanjeev Thapa  
Chairman

## **Acknowledgement**

The NRCS has endorsed the Disaster Management Strategic Framework (2010-2015) as its continued strategic efforts to alleviate human suffering. Developed in compliance with the National and Global strategies as well as NRCS disaster management policy and development plan, this strategic framework asserts commitments of Nepal Red Cross to continue active delivery of relief services and disaster management. We hope that this strategic framework will be instrumental in guiding NRCS actions to strengthen its institutional capacities, promote partnership and reach more vulnerable communities efficiently and effectively.. Further, this will also serve as the guiding tool to design appropriate programmes with implementation strategies. This document has come to the current shape through series of participatory processes and series of the consultative meetings, workshops along with stakeholders at different levels.

The framework has been developed basically to maintain coherence in NRCS disaster management activities, defined scope and interventions, priorities and core action areas. Similarly, the NRCS constantly at work to better its position as one of the effective and efficient DM actor in the country and to develop a guiding tool to meet the objectives of global alliance for DRR (GADRR) and also to support a light operational alliance of partner stakeholders, to make its efforts more focused and responsive and maintain compatibility with DRM strategy of the government, global priorities and actions. Other than those it aimed at further enhancement of its quality service delivery compatible with current dynamics and nuances of disaster management.

We acknowledge the contribution made by our movement components being practically involved in the planning process and providing continued support. We sincerely thank IFRC, American Red Cross, Danish Red Cross, British Red Cross and Finnish Red Cross for their financial and technical support. We are also thankful to Hong Kong Red Cross, Swiss Red Cross, Netherlands Red Cross, Belgium RC and ICRC for their inputs in bringing the framework into this shape. Besides, our special thanks are due to all the members of NRCS Central Disaster Management Committee who guided the planning process and made substantial contribution in formulating strategy, especially Mr. Hari Neupane, Mr. Lok Raj Dhakal and Mr. Arjun Bhadur Prajuli. We also appreciate the contributions from all staff members of NRCS involved in this process.

Our special thanks and gratitude go to all who participated in different consultative meetings and workshops and provided their valuable inputs. Our special thanks go to Mr. Shanker Koirala, Joint Secretary, Ministry of Home Affairs for his continued inspiration and commitment to extend support NRCS for the implementation of the framework. We are also thankful to the representatives of UN agencies, INGO's, NGO's, DPNet, Civil Society organizations and other representatives of government institutions.

Besides, we extend our special thanks to Ms. Tracy Reines, staff on Loan, American RC/IFRC and Knud Falk Consultant, Danish Red Cross for facilitating the development process at different stage and bringing this document into the current form. Without their support, we wouldn't have been able to come out with this document.

Finally, Mr. Umesh Prasad Dhakal, Executive Director, Mr. Pitambar Aryal, Director of Disaster Management Department, Mr. Rajanish Raj Ojha, Senior DRR Coordinator, Mr. Prajwal Acharya, Project Coordinator and all other staff of Disaster Management Department as well as all others involved in task force, reference group, expanded group and district workshop participants and CEC members deserve special thanks for their hard work, coordination and commitments.

Mr. Dev Ratna Dhakhwa  
Secretary General  
Nepal Red Cross Society

## 1. Foreword Preface

NRCS started its involvement in disaster management activities through the relief and response since its inception. NRCS has established its warehouse networks throughout the country, trained human resources with emergency response capacities and competencies. NRCS has already a positioned mechanism for the better response through the preparedness mechanism-policy, programmes, trained human-resources and infrastructure. NRCS has recently heading the shelter cluster at national level and parting as active member in other clusters. NRCS has been putting its efforts to establish sustained disaster risk reduction initiatives in its programme by linking it with developmental priority in the country with the support of Movement and Non-Movement partners. For this, NRCS has placed its commitments to support the global and regional DRR priorities. NRCS sees DRR as integrated agenda with developmental concerns.

As such, It has been clearly acknowledged that NRCS need to have both institutional and implementation base to guide its strategic focus areas identified by the development plans and DM policy. NRCS is one of the major players for the disaster management in the country as well as in the South Asia region. To further enhance its quality service delivery assurance, NRCS needs to strengthen its strategy to ensure effectiveness in line with the dynamics and nuances of disaster management. With this backdrop, NRCS requires a strategy for action to translate its DM policy priorities into concrete actions. To achieve this, NRCS has formulated DM Strategic Framework to provide strategic guidance having specific objectives, core action areas and indicator for success. This will in turn maintain coherence among partners and maximize the use of resources. The development of the DM Strategic Framework is guided by the NRCS Development Plan, the NRCS DM Policy and Disaster Risk Management Strategy of the Government of Nepal.

## 2. Executive Summary

The Nepal Red Cross Society (NRCS) is a major player in Disaster Management (DM) in the country as well as South Asia – it annually responds two at least three disasters every year in the country, mainly flood and landslides, fire and water related diseases and has worked for over 45 years in disaster response and community based disaster preparedness. It has developed institutional and implementation level foundations for Disaster Management through its NRCS Development Plan and its Disaster Management Policy-2008. To enhance its delivery of quality programs and translate that policy into concrete actions, the NRCS has developed this five year DM Strategic Framework. The Framework identifies strategic directions and priority areas for action – essentially laying out where the NRCS wants to go and how it may get there, providing a base for its own internal coordination and planning as well as a pathway for its supporting partners to engage. Seven Strategic Directions have been identified:

### *Programmatic Strategic Directions*

1. Disaster Management Planning
2. Disaster Risk Reduction
3. Response for Natural Disasters and Population Movements
4. Recovery for Natural Disasters and Population Movements

### *Enabling Strategic Directions*

5. Organizational Preparedness
6. Coordination and partnerships
7. Advocacy

## 3. Background

### *3.1. Disaster Management Context<sup>1</sup>*

Landlocked between China and India, Nepal is one of the 20 most disaster-prone countries in the world. It is ranked 11<sup>th</sup> in terms of risk from earthquake, 30<sup>th</sup> in terms of flood risk, and a study conducted by the World Bank classified Nepal as one of the global “hot-spots” for natural disaster<sup>2</sup>. Nepal is a disaster prone country for several reasons including its terrain, climactic changes, excessive rainfall, climate change and threat of pandemic. It faces several hazards including earthquakes, floods, landslides, windstorms, hailstorm, fire; glacial

<sup>1</sup> General Reference Nepal Red Cross Baseline Assessment, IFRC, Global Alliance on Disaster Risk Reduction

<sup>2</sup> UNDP/CBPR, 2004; World Bank, 2005

lake outburst floods (GLOFs), and avalanches. High population growth and its impacts, along with limited disaster awareness compound these hazards.

There have been close to 15,500 events of large, medium and small size disasters in Nepal between 1971 and 2007 directly affecting almost 5 million people, taking over 27,000 lives, and destroying or damaging close to 350,000 homes<sup>3</sup>. Nepal is ranked second in the world for facing two or more hazards with 80% of the total area and almost the entire population (97%) exposed to at least two hazards<sup>4</sup>. It is estimated that annually, of the total population of 25.34 million, various disasters affect approximately 10,000 families. Almost 80% of those are affected by floods and landslides which cause 29% of total annual deaths, 43% of total loss of property, and leave 2,000 homeless each year. Epidemics (9%), fire (5%) and famine (2%) also affect the people of Nepal, though in lesser numbers. Earthquake and floods are the biggest hazards in terms of mortality, affected population and economic losses. More people are killed by disasters in Nepal than any other country in South Asia - an average loss of two lives each day<sup>5</sup>.

Nepal remains vulnerable due to various factors including the socio-political situation, its low Human Development Index, which, while improving is still lower than all South Asian countries, except Pakistan. 24 % of the population lives on less than US\$1 per day. The uneven distribution and access of resources favor the few urban centers, although 80% of the population lives in rural areas. According to government statistics in 2002, over 70% of the population has access to drinking water, though the quality of the supply remained very poor and less than a third of the population had “adequate” sanitation facilities – contributing high rates of water borne diseases. Unequal access to and control of resources by women, a concentrated HIV/AIDS prevalence in sex workers, their clients and injecting drug users, and malnutrition also add the Nepal’s vulnerability.

### *3.2. Role of Nepal Red Cross in Disaster Management*

The Nepal Red Cross Society has been involved in disaster response since its inception in 1963. It is a major partner of the Nepalese Government in Disaster Management and is one of two non-government organization to sit on the Central Disaster Relief Committee (CDRC). It is also a member of the core disaster management committees from the national, regional and district levels. Mandated to formulate and implement disaster management policies, plans and programs by the Ministry of Home Affairs, the NRCS maintains an auxiliary role to its government. It plays a role in the national policy formulation, advocacy and national level monitoring of disaster related activities, and in addition to emergency response action, has expanded for institutionalizing Disaster Risk Reduction (DRR) activities in Nepal.

The NRCS has been involved in all components of the DM cycle particularly disaster response and community and organizational preparedness and risk reduction activities. The NRCS is the only organization with a presence in all 75 districts, regional coordination offices in all five regions, and almost 30 warehouse with the capacity of 35,000 Non Food Relief Items (NFRI) throughout the country. It has trained human resources at the headquarters and district level in national, regional and global DM competencies. NRCS has been engaged in the emergency response through its established mechanism since its inceptions through emergency relief management, shelter, restoring family links, emergency WATSAN and health interventions. Restoring family links is one of the key response areas of the NRCS which have been proved successful since last 15 years where NRCS build its capacity to respond during the conflict and natural disasters. Similarly, NRCS has build its capacity to work during the conflict through conflict preparedness and response mechanism at the national level through increasing its capacity to respond in the conflict situation, promoting the Red Cross images and humanitarian values, increasing accessibility of its service and volunteers and expanding its service delivery capacity in conflict setting. The NRCS pioneered the community based disaster preparedness activities, and more recently has engaged in Community Based Disaster Risk Reduction (CBDRR) and School Based Disaster Risk Reduction (SBDRR) initiatives in 32 districts. Besides, NRCS has strong capacity in the NRCS has worked to expand its role in the DRR approach and will plans to strengthen its implementation at the district level, particularly with links to development and working with partners. The budget for DM activities in fiscal year 2008 was approximately US \$4.2 million.

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<sup>3</sup> Disaster Information Management System (DIMS) using Des-Inventar, compiled and operated by NSET with initial support from UNDP Nepal

<sup>4</sup> World Bank, Natural Disaster Hotspots, a Global Risk Analysis, 2005

<sup>5</sup> Koirala et.al. 2002, cited in Kathmandu valley, Nepal Disaster Risk Management Profile, 2005

*3.3. Strengths, Weaknesses, Opportunities and Threats for Nepal Red Cross Society*

The NRCS is the only humanitarian organization operating with offices in all 75 districts of Nepal. It has over 45 years of field and implementation experience, keeping disaster management activities at the core of its work. NRCS is credible and maintains good working relationships with the Government, UN agencies, international and national NGOs the Federation, ICRC and Partner National Societies and is acknowledged as the leading agency for most disaster management activities in Nepal. Of its approximate 1 million volunteers, 10,000 are trained in DM disciplines.

The NRCS recognizes its need to streamline internal procedures for efficient emergency and non emergency decision making, particularly related to logistics and procurement. The need for increased capacity, standardized approaches and ability to effectively utilize information from baseline surveys, emergency assessments and community Vulnerability and Capacity Assessments (VCA) is also acknowledged.

The NRCS is seen as a key organization in Disaster Management in Nepal with a wide range of donors, partners and organizations seeking its reach. It intends to scale up its DRR programs with more comprehensive coverage, while keeping within its capacity. To do this, it must focus on its strengths, prioritize areas of activity, and engage in appropriate relationships with partners to deliver quality programs. Integrated Disaster Management programming and internal NRCS coordination, planning and implementation are also necessary for improved programming. NRCS is only service provider for the Restoring Family Links in Nepal, as such NRCS needs to expand its service delivery capacity for RFL as the scope of the RFL is not only limited in times of conflict. It is equally important during the times of natural disasters. The Koshi Flood Operation-2008 has highlighted on the diversification on service delivery for RFL.

While the NRCS has historically been a lead organization in DM programming, the overall Disaster Risk Reduction approach requires a shared understanding within NRCS at all levels, with its partners and the government. With DRR's close ties to medium and longer term interventions, many more traditional 'development' organizations are integrating elements of Disaster Management into their strategies and programs, creating an opportunity for partnering, though perhaps also a threat to the NRCS' position as the primary organization in Disaster Management in Nepal.

Finally, the NRCS has positioned itself to continue to deliver neutral and impartial humanitarian assistance through the decade long conflict and ongoing dynamic political situation, but this situation carries continued organizational, access, and social inclusion challenges.

*3.4. External Relationships and Partnerships*

Since its establishment, NRCS has been partnering governmental and non-governmental organization. The external relationship and partnership is not limited for the acquiring fund, while the efforts are being made to explore the possibility to work on the specific technical sectors where NRCS capacities are limited. The DM strategy will also allow NRCS to establish or open up the new cooperation sectors with new partners especially in climate change adaptation, food security and facility, water, sanitation and health, early recovery, early warning and livelihood sectors. NRCS external relationship is expanded to the government agencies, UN system, INGO's- Embassies, OXFA, Mercy Corps, Care Nepal, Practical Action, Save the Children, Action Aid, Mission East and several NGO's –DP-Net and NSET etc. However, NRCS in future would like further expand partnership with multi national partners like; World Bank, Asian Development Banks and other institutional donors in the country to work together in different sector of DRR through bilateral and or multilateral partnership.

**4. Guiding Policies and Plans**

The NRCS Strategic Framework has a solid foundation in relevant, existing policies and strategies at the global, Movement, regional, national and organizational level.

	<b>RC Movement</b>	<b>Government of Nepal</b>	<b>NRCS</b>
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<b>Global</b>	<ul style="list-style-type: none"> <li>• IFRC Strategy 2010</li> <li>• IFRC Global Disaster Management Strategy – 2007-2012</li> <li>• IFRC Disaster Management Policy</li> <li>• Red Cross and Red Crescent and the Hyogo Framework for Action – Focus on the Asia-Pacific region (2008)</li> <li>• Restoring Family Links Strategy (and implementation plan) for the International Red Cross and Red Crescent Movement (2008-2018)</li> <li>•</li> </ul>		
<b>Asia Regional</b>	Asia Pacific Disaster Management Strategy		
<b>Nepal National</b>	IFRC South Asia Disaster Management Review – Nepal Nepal Red Cross Baseline Assessment – DRR	<ul style="list-style-type: none"> <li>• National Strategy for Risk Management in Nepal (2008)</li> <li>• Disaster Risk Reduction in Nepal – Flagship Programmes (2009)</li> <li>• National Adaptation Programme of Action (NAPA) - draft</li> </ul>	<ul style="list-style-type: none"> <li>• NRCS 5th Development Plan – 2008-2010</li> <li>• NRCS Disaster Management Policy(2008)</li> <li>• NRCS earthquake contingency plan-2008</li> <li>• Cooperation Agreement Strategy (CAS) – 2008-2010</li> </ul>

*4.1. Global and regional Red Cross/Red Crescent Movement Policies and Strategies*

- IFRC Global Disaster Management Strategy – 2007-2012
  1. Disaster Management planning: the Federation will actively predict and plan for disasters to mitigate their impact on vulnerable communities, and respond to and effectively cope with their consequences
  2. Organizational Preparedness: the Federation will maintain, promote and develop capacity in skilled human resources, and financial and material capacity for effective disaster management
  3. Community preparedness: the Federation will encourage and strengthen the self-reliance of individuals and communities to reduce their vulnerabilities to public health emergencies and disasters
  4. Disaster Response: the Federation will provide disaster response assistance to meet the needs of those people affected by disaster
  5. Recovery: the Federation will provide assistance to restore or improve pre-disaster living conditions and reduce risk of disasters
  6. Coordination: to improve our humanitarian action the Federation will strengthen and maintain coordination within and outside the Movement
  7. Advocacy : to improve the lives of the most vulnerable
  
- Asia Pacific Disaster Management Strategy (2009)
  1. Enhance existing National Society disaster management performance and capacities
  2. Working effectively together to maximize Red Cross Red Crescent assistance to vulnerable and disaster affected communities
  3. Working with external partners in disaster management for vulnerable communities
  
- Red Cross and Red Crescent and the Hyogo Framework for Action (HFA) – Focus on the Asia-Pacific region (2008), confirms the commitment to promote the five HFA priorities<sup>6</sup>

<sup>6</sup> The five HFA priority areas: 1.Ensure that disaster risk reduction is a national and a local priority with a strong institutional basis for implementation, 2. Identify, assess and monitor disaster risks and enhance early warning 3. Use knowledge, innovation and education to build a culture of safety and resilience at all levels, 4. Reduce the underlying risk factors, 5. Strengthen disaster preparedness for effective response at all levels

#### 4.2. National Strategies

The government of Nepal developed its *National Strategy for Risk Management* in 2008 with the support of UNDP and the ECHO. It derives from Nepal's development plans and takes its five priority action areas directly from the Hyogo Framework for Action (HFA). In addition, a consortium including the International Federation (IFRC), Asian Development Bank (ADB), United Nations Development and United Nations International Strategy for Disaster Reduction (UNISDR) and World Bank formed to support the Government of Nepal to develop a national Disaster Risk Reduction action plan. The Federation developed the integrated community based Disaster Risk Reduction/Risk Management flagship programme.

- Disaster Risk Reduction in Nepal - Flagship Programmes (2009)
  1. School and Hospital Safety – Structural and non structural aspects of making schools and hospitals earthquake resilient
  2. Emergency preparedness and response capacity
  3. Flood management in the Koshi River basin
  4. Integrated community based DRR/Management
  5. Policy/Institutional Support for Disaster Risk Management (DRM)

#### 4.3. Nepal Red Cross Society Development Plan and Disaster Management Policy

The NRCS developed its Fifth Development plan for an interim period of three years and will develop its Sixth plan with a standard five year time frame. It also revised its DM policy in 2008 to address the various components of DM in a more integrated manner. This Strategic Framework translates these into priorities for action.

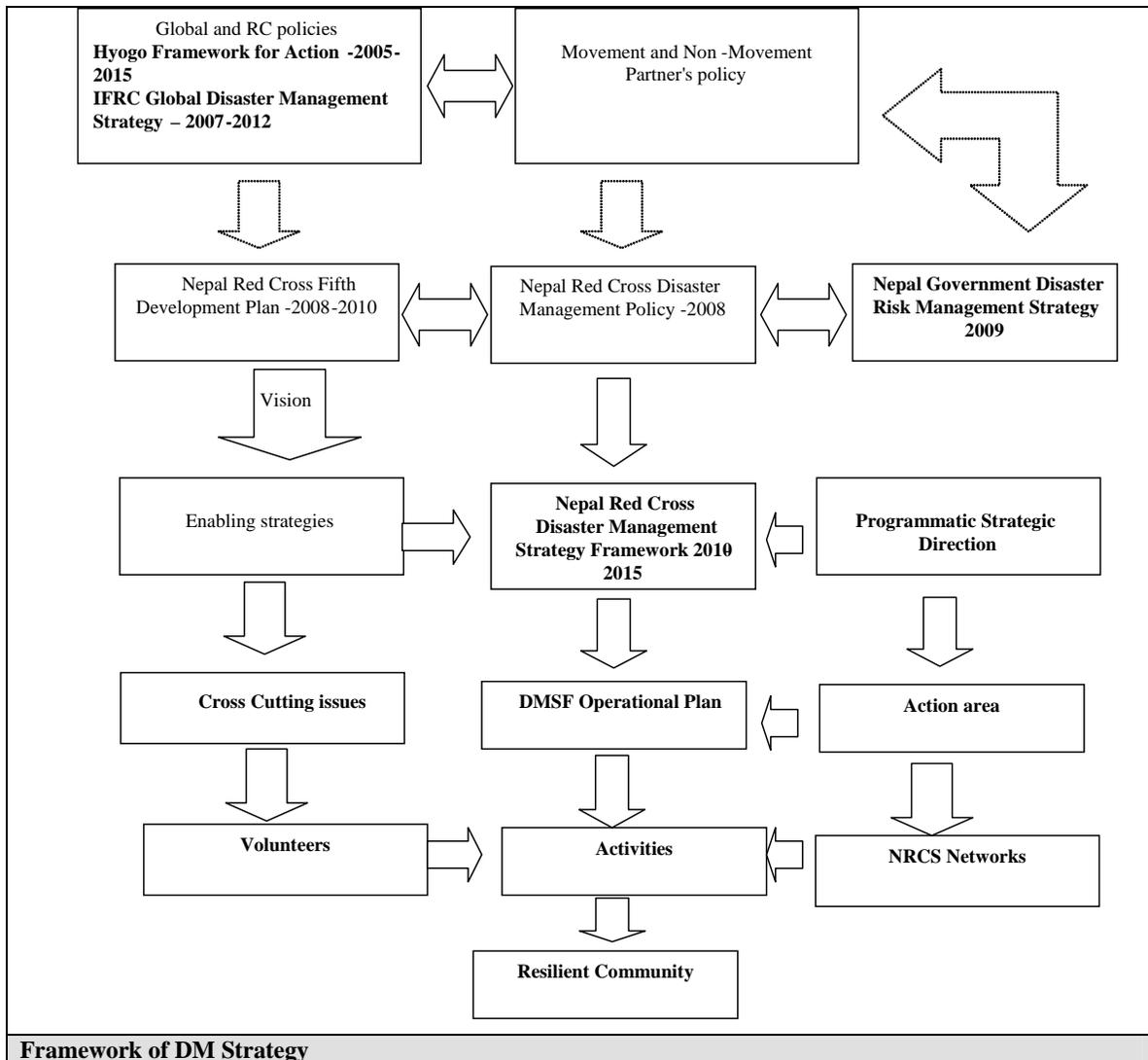
- NRCS 5<sup>th</sup> Development Plan – 2008-2010
  1. Overall Goals
    - a. Promote respect for diversity and human dignity, and reduced intolerance, discrimination and social exclusion
    - b. Enhance DM capacities of NRCS and vulnerable communities in order to reduce the impacts of disasters
    - c. Improve health status of vulnerable people
    - d. Further develop and strengthen organization and management capacity of NRCS as a well functioning national society
  2. Implementation Strategies
    - a. Focus on the quality of humanitarian services and at the same time scale up the programs
    - b. Stay responsive and build the capacity of all levels of the Nepal Red Cross Society
    - c. Apply an integrated programming approach
  3. Disaster Management Related Objectives
    - a. To provide relief and recovery assistance to people affected by natural disaster
    - b. To provide relief and recovery assistance to displaced population (IDP and Refugees)
    - c. To expand disaster risk reduction initiatives including climate change risk reduction
    - d. To further strengthen capacity of NRCS at different levels to deliver service effectively
- NRCS Disaster Management Policy (2008)<sup>7</sup>
  1. Emergency response phase
    - a. Relief Activities:
      - Deliver services for immediate relief until threat of life/health is abated, conduct rapid assessments and mobilize personnel, collect resources locally and internationally and mobilize funds quickly, operate emergency ops center, mobilize teams, equipment and logs capacity, operate in entire country based on resources
  2. Post disaster recovery phase
    - a. Rehabilitation and other Recovery Activities:

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<sup>7</sup> Paraphrased from NRCS DM Policy

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- Involved based on resource availability, focus on livelihood, psychosocial support (PSP), restoring family links (RFL), rehabilitation efforts as part of long term development plan of Government of Nepal
- b. Reconstruction and other recovery
  - Involved based on resource availability, be involved in the reconstruction of schools, health centers, etc , distribution of construction materials reconstruction efforts as part of long term development plan of Government of Nepal
- 3. Risk reduction phase
  - a. Mainstreaming disaster risk reduction
    - Focus on community level DRR, participate in initiatives for shared learning, ensure programs are compatible with local need and global frameworks, integrate DRR in community based programs
  - b. Promotion of knowledge and best practices
    - Be involved in or take lead curriculum and education materials, develop case stories and best practice for replication at various levels, promote various approaches to dissemination
  - c. Community based disaster risk reduction initiative
    - Focus on community based DRR, facilitate informal community structures and capacity for VCA, community DP plans, social mobilizations, early warning, structural and non structural initiatives, reduce impacts, establish emergency relief fund, training, plan to phase out at community level
- 4. Organizational development and capacity building (from Disaster Risk Reduction Phase)
  - Enhance capacity at various levels for response preparedness, enhance skills of volunteers and expand network, increase financial resource capacity, develop contingency and response plans, strengthen Emergency Operations Center at HQ and establish at district levels, strengthen GIS and data for vulnerability and risk, trained personnel, preposition relief materials, strengthen logs capacity and emergency communications systems



## 5. Strategic Directions & Priority Action Areas

### 5.1. DM strategy mission

To deliver quality services targeting to most vulnerable population and scale up its interventions for building safer and more resilient communities by mobilizing its nationwide networks in partnership with communities and other stakeholders

### 5.2. Guiding Principles

The following strategic policies shall act as guiding principles for the implementation of DM strategy:

- Adherence to, and careful consideration of each, of the strategic direction and action areas;
- Adherence to Development Plan, Cooperation Agreement Strategy and Disaster Management Policy;
- Maintain working coherence as adopted by the guidelines, tools and approaches;
- Adherence to Red Cross principles, humanitarian values and RC international commitments;
- Implement, review strategy in line with National, Regional and Global commitments and priorities;
- Consider social inclusion, gender diversity, quality, accountability and transparency;
- Focus on building partnership and collaboration with RC Movement and Non-Movement partners
- Act as an auxiliary to government as endorsed by national act, policy and frameworks;

**5.3. Strategic Directions**

*Programmatic Strategic Direction 1: Disaster Management Planning*

NRCS will institutionalize participatory planning process as the foundation concept within NRCS disaster management programmatic priority areas.

**Objective 1.1:** Establish a common understanding and increase the capacity for disaster management planning and specific planning at HQ, district chapter and sub-chapter level.

Action areas		Indicator for success
<b>a</b>	NRCS will adapt the Vulnerability and Capacity Assessment (VCA) tool at national, district and community level as a basis for additional and sector specific planning.	<ul style="list-style-type: none"> <li>i. District level VCA carried out at least in 5 hazard prone districts</li> <li>ii. Early warning and climate change specific plans are developed based on the assessments by 2013</li> </ul>
<b>b</b>	Sector specific detailed assessments and analysis will be carried out and the assessment findings and recommendation made by other stakeholders will be applied for the planning	<ul style="list-style-type: none"> <li>i. Partners having capacity in specific technical sector are consulted to develop programmes and specific planning.</li> <li>i. Piloting climate change adaptation and community based early warning in cooperation of competent agency by 2010</li> <li>ii. Assisting DDRC to develop contingency and DP at least in 20 district together with other stakeholders</li> <li>iii. NRCS national level earthquake contingency simulated and updated annually</li> </ul>
<b>c</b>	An integrated disaster management planning process will be followed utilizing NRCS capacity, external partners and considering the existing government plans when appropriate to share resources and skills	<ul style="list-style-type: none"> <li>i. DM Department focal persons identified and actively involved to ensure DM plans remain updated based on hazard patterns and risk identified by expert agencies</li> </ul>
<b>d</b>	NRCS will focus its program planning and implementation based on its' existing capacities strengths and added value for their implementation and have a regular management review in order to plan for future actions.	<ul style="list-style-type: none"> <li>ii. Annual management review conducted to review progress and direct future actions</li> <li>iii. Annual partners review meeting conducted to review progress and suggesting future actions</li> </ul>
<b>e</b>	NRCS will develop clear standards for engagement, programme cycle and mechanisms considering developed parameters for CBDRR	<ul style="list-style-type: none"> <li>i. CBDRR<sup>8</sup> manual/guideline is developed by 2011 and utilized</li> <li>ii. Parameter for each action area is defined in CBDRR manual</li> </ul>
<b>f</b>	NRCS will focus capacity building efforts at headquarter, district chapter and sub-chapter level to carry out the assessments, analyze information and develop plans based on identified risks and vulnerabilities	<ul style="list-style-type: none"> <li>i. Institutional Capacity Assessment carried out programme implemented DC/SC to identify need for planning at least in programme implemented programme district</li> <li>ii. Intervention are implemented as per ICA findings in programme districts</li> <li>iii. Two national level VCA training conducted for the volunteers and staffs by each year</li> </ul>
<b>g</b>	Disaster management programmes and plans will be developed with the input of relevant departments within NRCS and developing platform for technical coherence.	<ul style="list-style-type: none"> <li>i. Integrated programming approach (IPA) is followed</li> <li>ii. Inter-departmental technical task force facilitated by core group is formed and functional</li> <li>iii. Disaster risk management plans are institutionalized in at least in all project implemented districts.</li> <li>iv. Regular meeting (bi-monthly) are conducted within</li> </ul>

<sup>8</sup> CBDRR includes both school and community

		the technical task force
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*PROGRAMMATIC STRATEGIC DIRECTION 2: DISASTER RISK REDUCTION*

The NRCS views Disaster Risk Reduction as an overall approach that shapes all of its disaster management programming. It addresses multiple hazards to reduce the vulnerabilities and limit the impacts of disaster in communities within the broader context of sustainable development. While it acknowledges generally accepted DRR program areas it will prioritize areas in which it has strength and adds the most value, to ensure quality programming and contribute to making communities more resilient.

**Objective 2.1:** To mainstream and maintain coherent Disaster Risk Reduction approaches through enhancing the capacity of NRCS at headquarter, district and sub-chapter levels.

<b>Action areas</b>	<b>Indicators for success</b>
<b>a</b> The NRCS will ensure disaster management planning process by incorporating risk reduction elements developed from and based in communities and reflect the analysis of information coming from appropriately conducted vulnerability, capacity and risk assessments and other specific assessments.	<ul style="list-style-type: none"> <li>i. VCA field practitioner guideline<sup>9</sup> developed by 2010 and used as basis for assessment, analysis and planning</li> <li>ii. PHAST approach, livelihood assessment and food security assessment<sup>10</sup> used as supporting tools to VCA process in project implemented communities.</li> </ul>
<b>b</b> Programs with a risk reduction element will have appropriate links to sustainable development approaches, including technical sectors such as community based health, water and sanitation, livelihood and community development	<ul style="list-style-type: none"> <li>i. CBDRR project implementation guideline, training manual developed by 2010 and applied<sup>11</sup> as key document for implementing CBDRR projects.</li> <li>ii. Parameters<sup>12</sup> are defined for community based health, water and sanitation, livelihood and community development activities (for parameters, see definition section)</li> <li>iii. DRR programmes are designed and implemented following three years cycle<sup>13</sup></li> </ul>
<b>c</b> The DM department will apply coordinated program planning and implementation by actively seeking the input and cooperation from NRCS relevant departments and other concerned stakeholders to ensure Integrated Programming Approach (IPA)	<ul style="list-style-type: none"> <li>i. Inter-departmental technical expertise and capacities are utilized for project planning and implementation</li> <li>ii. Joint reviews and monitoring conducted</li> <li>iii. DRR good practices are shared to national and global platforms<sup>14</sup></li> </ul>
<b>d</b> The DM department will work within the Organizational Development framework to ensure capacity building and shared understanding of the DRR approach is clear at all levels of the organization	<ul style="list-style-type: none"> <li>i. Orientation session on DRR concept for the volunteers and staffs are organized in the programme implemented districts</li> <li>ii. CBDRR course conducted at least in 30 districts by 2015 in programme implemented districts</li> <li>iii. Chapters are encouraged to work with local partners for DRR initiatives</li> <li>iv. DRR good practices are shared to all DC's</li> </ul>
<b>e</b> NRCS will further develop its capacity for DRR <sup>15</sup> and expand the coverage of DRR programmes	<ul style="list-style-type: none"> <li>i. Enhanced capacity within- risk awareness and assessment, early warning systems and application of risk mitigation measures</li> </ul>

<sup>9</sup> VCA process is used by NRCS at communities, which will be standardized as coherent toolbox

<sup>10</sup> Community level

<sup>11</sup> That reflects CBDRR process; output, minimum standard and indicators and tool kit for each step of process and phase of implementation (Phase of implementation- Inception phase (6 months; 1 to 6 month), development phase (18 months; 7 to 24 months), final phase (12 months; 25 to 36 months)

<sup>12</sup> Need to be defined in the CBDRR manual

<sup>13</sup> Phase of implementation- Inception phase (6 months; 1 to 6 month), development phase (18 months; 7 to 24 months), final phase (12 months; 25 to 36 months)

<sup>14</sup> National platforms: DP-Net, CNDRC, DDRC, National DRR platform, Global platform: DMWG, GADRR

<sup>15</sup> NRCS' DRR priority action area includes: risk awareness and assessment, knowledge development and management, public commitment and institutional framework, early warning systems and application of risk mitigation measures

Action areas		Indicators for success
		ii. CBDRR projects are expanded in additional 150 most vulnerable communities (urban/rural) by 2015
<b>f</b>	The DM department will have a transparent, thoughtful, managerial level review process to determine the scope in the areas of food security, early warning, climate change adaptation and other critical areas of interventions.	i. Lesson learned captured from annual pragmatic and strategic reviews re-defines the scope of intervention ii. Cooperation with external technical competent partners established to work and build its capacity in EWS, CCA and FS etc

**Objective 2.2:** To enhance DRR capacities of vulnerable communities increasing their resilience towards disasters.

Action areas		Indicators for success
<b>a</b>	The DM Department will prioritize its work in hazard prone communities and work to increase the risk assessment capacities and use participatory risk assessment process for planning and implementing programs with a risk assessment element in these communities	i. Hazard prone community are selected considering different set parameters <sup>16</sup> ii. Community develops and implement DRM plans based on the assessment <sup>17</sup> findings iii. Community based institution <sup>18</sup> are organized to implement DRM plans and to ensure continuity
<b>b</b>	Community Based Disaster Risk Reduction (CBDRR) is the primary process for community based programming and will use standard policies, guidelines, planning to implement these programs	i. CBDRR process <sup>19</sup> is used for the implementation of the CBDRR project ii. Coherent tools and approaches are developed and applied iii. CBDRR project implementation guidelines and planning approaches reviewed annually based on "doing" and from experiences

**Objective 2.3:** To promote culture of safety at the community level through enhancing public awareness and knowledge sharing.

Action areas		Indicators for success
<b>a</b>	Promote mass public awareness and knowledge sharing through integrating DRR education and awareness raising initiatives into ongoing programs at national to community level	i. Targeted communities are aware on existing hazards conditions; preparedness, response and risk reduction measures are applied. ii. Available tools are applied (Electronic and printed media) iii. Locally appropriate IEC,BCC materials are developed based on the existing hazard conditions iv. District Chapters organize awareness campaigns in hazard prone communities v. Target communities are aware on do's and don'ts and started to adopt proper DRR initiatives
<b>b</b>	Promote linkages and collaborate with academic institution and forums to enhance public awareness and standardize, advocate including DRR issues in the educational curriculum.	i. Manuals, awareness raising materials, training curriculum are developed/ standardized and used. ii. Consultation and sharing program conducted with universities, research and training institutes (e.g. Ministry of Education, ICIMOD, Department of Hydrology and Meteorology, Kathmandu University, Tribhuvan University and others).

<sup>16</sup> Defined by CBDRR manual: Mandate of NRCS to address vulnerability, capacity to address vulnerability, addressing need of the defined groups, relevance of the programme, coverage of the programme etc

<sup>17</sup> VCA, PHAST, Livelihood, food security and baseline

<sup>18</sup> CDRMO-community based disaster risk management organization

<sup>19</sup> CBDRR process includes: 1. Site selection, 2. Site entry and Rapport building, 3. Community situation analysis, 4. Disaster risk management planning (planning for solution), 5. Formation of the community based organization and 6. Community led disaster risk management actions.

**Objective 2.4:** To promote and create awareness of the risks associated with climate change at local and national levels.

Action areas		Indicators for success
<b>a</b>	Adhere to a system where disaster management programs are 'climate change sensitive', incorporating elements of awareness, interventions and climate change adaptability considerations into all program designs	<ul style="list-style-type: none"> <li>i. Project assessments and planning considers climate change issues and indigenous practices</li> <li>ii. Climate change adaptation intervention is integrated with CBDRR process (project)</li> <li>iii. Piloting climate change adaptation project at least in three districts by 2015.</li> <li>iv. Participating national, regional meeting, trainings and workshop to build capacity on climate change</li> <li>v. Awareness and risk management measures on climate change adaptation are included in CBDRR initiatives.</li> </ul>
<b>b</b>	Promote awareness, linkages with partners and information dissemination	<ul style="list-style-type: none"> <li>i. Participated at local, national and regional level learning and sharing platform</li> <li>ii. Built partnership with competent government and non-governmental organizations.</li> </ul>

*Programmatic Strategic Direction 3: Response to Disasters and Population Movements*

NRCS will have effective response system to provide support to people affected by disasters<sup>20</sup>, maintaining quality of service and being accountable<sup>21</sup> to both the beneficiaries and its partners. Its primary response areas include emergency relief management, emergency shelter, emergency First Aid, emergency water/sanitation, emergency health and restoring family links.

**Objective 3.1:** Strengthen prompt response mechanism of the NRCS from headquarter to sub-chapter level to provide quality response services.

Action areas		Indicators for success
<b>A</b>	NRCS will maintain its capacity to render response services through enhancing its capacity to respond RFL, light search and rescue, psychosocial support, cash transfer programming, assessment and emergency relief, emergency WASH, emergency shelter and emergency health	<p>Emergency responders such as NDRT, DDRT are developed, focusing on WATSAN, Health, shelter, assessment and relief management:</p> <ul style="list-style-type: none"> <li>i. By 2015, NRCS will conduct 10 specialist NDRT training (WATSAN, Shelter, Assessment, Relief and PHIE)</li> <li>ii. By 2015, 75 chapters will have their DDRT</li> <li>iii. By 2015, 10 FA training conducted for volunteers</li> <li>iv. One SC in each region is developed as model for emergency response system</li> </ul> <p>NRCS will strengthen its capacity to respond to all RFL activities and Selected volunteers/staffs have been sensitized and trained in tracing, psychosocial support, collection of information on the management of dead bodies after mega disaster</p> <ul style="list-style-type: none"> <li>i. At least 100 volunteers are sensitized every year on collection of information on the dead body management through five regional sensitization workshops</li> <li>ii. 10 District level RFL course conducted every year</li> <li>iii. Two psycho-social course conducted each year covering all regions</li> <li>iv. Two RFL course conducted every year</li> </ul>

<sup>20</sup> NRCS considers disasters to include natural, man made, conflict, violence and target people affected by these events including internally displaced persons and refugees

<sup>21</sup> SPHERE, Humanitarian charter and minimum standard in disaster response, The Code of Conduct for The International Red Cross and Red Crescent Movement and NGOs in Disaster Relief, International disaster response laws, rules and principles,

Action areas	Indicators for success
	<ul style="list-style-type: none"> <li>v. Five regional RFL set up completed by 2012 and are functional</li> </ul> <p>NRCS will build capacity and mechanism to deliver emergency shelter services.</p> <ul style="list-style-type: none"> <li>i. By 2015, Shelter guideline and contingency plan developed at 23 Terai DC</li> <li>ii. By 2015, Shelter coordination committees are formed in all 23 Terai DC.</li> <li>iii. Formalization of standardized NRCS Shelter kit and NFRI sets by shelter cluster members and government by 2010</li> <li>iv. By 2015, physical capacity of central warehouse, 4 regional, 2 zonal and 5 depots increased<sup>22</sup></li> <li>v. Warehouse manager are trained in logistics management according to the NRCS standard</li> </ul>
<p><b>b</b> Relief activities will be designed and implemented within the framework of Disaster Risk Reduction and link with recovery programs if they are undertaken and be prioritized based on its capacity at the level of implementation</p>	<ul style="list-style-type: none"> <li>i. Recovery guideline developed by 2011, and applied.<sup>23</sup></li> <li>ii. Disaster response operation manual is developed by 2010, disseminated and applied at levels</li> </ul>
<p><b>c</b> The DM Department will remain the lead department in emergency response, actively seeking the technical input and advice from relevant departments of NRCS by strengthening and expanding EOC with a clear response manager and platform to manage information and make rapid and transparent decisions</p>	<p>Response mechanism are activated through EOC mechanism:</p> <ul style="list-style-type: none"> <li>i. By 2015, EOC<sup>24</sup> established at 10 flood prone district in Terai</li> <li>ii. Required equipments including communication are installed to function EOC at HQ</li> </ul>
<p><b>d</b> NRCS will first mobilize its own resources e. g. material, financial and personnel for rapid response and will seek resources from partners and collaborate with IFRC, ICRC and PNSs as mandated by the Seville Agreement.</p>	<ul style="list-style-type: none"> <li>i. Existing emergency fund, relief stocks and disaster first responders are automatically activated and mobilized in time of disaster:</li> <li>i. Mobilization of disaster first responders NDRT, DDRT</li> <li>ii. Emergency Relief Funds<sup>25</sup> released as per the guideline</li> <li>iii. When needed, DREF and Appeals launched</li> <li>iv. NFRI stock of NRCS mobilized during emergency and adopt replenishment mechanism<sup>26</sup> to maintain the stock to 35,000 every year</li> </ul>
<p><b>e</b> NRCS will closely work with stakeholders during response operation and also to generate resources to carry out activities that are outside of its capacity</p>	<ul style="list-style-type: none"> <li>i. NRCS is proactive in existing coordination mechanisms (CNDRC, DDRC)</li> <li>ii. NRCS follows the 'cluster approach' during coordinated response operations in large disasters</li> <li>iii. NRCS is proactive and took a lead in developing annually updated DP/contingency plan in 30 disaster prone districts</li> <li>iv. Increased financial and technical cooperation from internal and external partners</li> </ul>

<sup>22</sup> Warehouse will be used for wider concept to allow other partners to stockpile emergency relief kits based on the availability of physical capacity and technical handling capacity of warehouse system

<sup>23</sup> Relief within three months and early recovery operation from six months to one year

<sup>24</sup> NRCS earthquake contingency plan-2008 (Refers to NRCS Emergency Operation Center)

<sup>25</sup> Princep disaster relief fund

<sup>26</sup> Replenishment mechanism- using Princep disaster relief fund, procuring NFRI through RC appeals and PNS support, donation by the government, INGO's and UN, fund support from government, INGO's and UN

*Programmatic Strategic Direction 4: Recovery following Disasters and Population Movements*

NRCS will develop its capacity to provide recovery assistance – primarily focused on early recovery – to contribute to the restoration of pre disaster living conditions. Its primary areas of recovery<sup>27</sup> assistance may include early livelihood promotion support, agriculture tools/kit/seeds support, micro economic initiative, cash transfer, house construction support, water and sanitation support, educational material support, protection and retention.

**Objective 4.1:** To strengthen recovery mechanism of the NRCS to provide timely and quality services.

Action areas		Indicators for success
<b>a</b>	NRCS will maintain its capacity to provide recovery support, and increase its capacity in cash transfer, livelihoods promotion, protection and retention, and micro-economic initiative services	<ul style="list-style-type: none"> <li>i. Pools of staff/volunteers trained in recovery are readily available.</li> <li>ii. Recovery guidelines, SOPs and action plans are developed/updated and applied at all levels</li> </ul>
<b>b</b>	NRCS will supplement government initiatives, intended to support and contribute towards recovery initiatives.	<ul style="list-style-type: none"> <li>i. Plans are developed in line with government plan for the early recovery phase (first three months after the disaster)</li> </ul>
<b>c</b>	NRCS will work closely with stakeholders and seek partnerships when activities are outside of its priority areas or exceed NRCS' capacity	<ul style="list-style-type: none"> <li>i. Number of partnerships expanded from the movement and other key players</li> </ul>
<b>d</b>	NRCS will initiate the joint planning and implementation of recovery programs with its relevant departments and partners	<ul style="list-style-type: none"> <li>i. Regular inter-departmental coordination meetings held</li> <li>ii. Regular coordination meeting held with CNDRC, DDRRC and cluster members, where gaps are identified and joint plan developed</li> </ul>
<b>e</b>	Recovery programs will be designed and implemented at the earliest reasonable time during an emergency response, use participatory planning methods and build off of existing programming	<ul style="list-style-type: none"> <li>i. A support mechanism from HQ to SC (based on the SOP) to implement recovery programs is established</li> <li>ii. Livelihood of affected population is restored</li> </ul>

*Enabling Strategic Direction 5: Organizational Preparedness*

In line with the existing NRCS Organizational Development Framework,<sup>28</sup> the DM Department will support the development of human, management, material and financial capacity at the district chapters and headquarter level to ensure ability to deliver disaster management services. Particular focus will be given to District chapter and sub-chapter level for their capacity development, minimum standards for management and performance, and adherence to Fundamental Principles and humanitarian values.

**Objective 5.1:** To improve the capacity of its staff, volunteers and community members and institutionalize equal contributions from various geographical locations and groups of people.

Action Areas		Indicators for success
<b>a</b>	The DM department will consider 'gender diversity and social inclusion' not as an option but as a desirable, necessary and non optional element of their programs which leads to more equitable access to services, capacity building opportunities, and decision making and impacting the results of its efforts	<ul style="list-style-type: none"> <li>i. The guidelines and programme plans included gender diversity and social inclusion as point of action.</li> <li>ii. Gender diversity and social inclusion applied as the monitoring indicator at all level of planning and implementation.</li> </ul>

<sup>27</sup> Early recovery

<sup>28</sup> Organizational Development Framework 2009 Priority Areas include 1. Strengthening capacity of organizational units 2. Finance and resource development; 3. Human resource management; 4. Diversity and social inclusion; 5. Improving effectiveness of programme management; 6. Relationship management and 7. legal base

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<b>Action Areas</b>		<b>Indicators for success</b>
<b>b</b>	The DM department will organize dissemination sessions considering local knowledge and practices among diverse groups using culturally and language methods, seek partnerships with organizations who have more reach and presence in marginalized populations	<ul style="list-style-type: none"> <li>i. Promotion of humanitarian values and RC dissemination is included in all DM programs</li> <li>ii. Partnership further strengthened with local and national media for the promotion of humanitarian values</li> <li>iii. Partnership developed with the local stakeholders to work with marginalized groups at least in the areas</li> </ul>
<b>c</b>	NRCS will recruit and improve the capacity of volunteers and mobilization for effective service delivery, prioritizing participation for those with an ongoing affiliation with the NRCS based on the NRCS Volunteer Management Policy.	<ul style="list-style-type: none"> <li>i. NRCS OD Framework applied for the capacity building</li> <li>ii. Significant increase in number of members and volunteer in the programme implemented district</li> <li>iii. NRCS volunteer management policy is disseminated at DC and SC level</li> <li>iv. VIVA (volunteer investment value audit) is piloted at least in three programme implemented districts and specific operations</li> </ul>
<b>e</b>	The DM Department will actively seek opportunities for shared learning together with concerned stakeholders/agencies and contributing to the NRCS as a learning organization	<ul style="list-style-type: none"> <li>i. Regular reviews, SWOT analysis conducted and appropriate tools, approaches developed and practiced</li> <li>ii. Annual lessons learned workshop organized and best practices are documented, disseminated and applied</li> <li>iii. Relevant and need based tools and approaches developed by different organization are adopted and applied</li> </ul>
<b>f</b>	Following the key areas, NRCS will consider expanding its capacities in Restoring Family Links, Psychosocial Support, Emergency Shelter and Cash and Livelihoods programming at the appropriate district and headquarter level	<ul style="list-style-type: none"> <li>i. Livelihood and cash transfer programme are piloted during the emergency response operations linking it with early recovery</li> <li>ii. Livelihood and cash transfer programme implementation guideline are developed and applied</li> <li>iii. Engaging in livelihood and cash transfer programme review and study done by other partners and application of the lessons</li> <li>iv. NDRT/DDRT/RFL (see response)</li> <li>v. Established emergency shelter response mechanism by 2011 and respond together with cluster member during emergency</li> </ul>
<b>h</b>	NRCS will establish and or strengthen Disaster Relief Funds at HQ and District Chapter level	<ul style="list-style-type: none"> <li>i. Disaster Relief fund is established at least in 50 district chapter by 2015</li> <li>ii. Disaster relief fund at DC level are managed through the developed disaster relief fund management guidelines</li> <li>iii. Fund generation guideline developed and applied where relief funds are established</li> <li>iv. NRCS HQ through DM programme provides seed money to promote the DC level relief fund in program implemented district.</li> <li>v. DC secures funds from external sources for emergency funds, transportation of relief materials etc</li> </ul>
<b>i</b>	NRCS will strengthen conflict preparedness and response capacity of its volunteers and staffs to work during the times of conflict and violence	<ul style="list-style-type: none"> <li>i. Conflict preparedness and response, and safer access trainings are provided in conflict (violence) and natural disaster prone districts</li> </ul>

**Objective 5.2:** To review and improve existing tools, mechanisms, management and material resources for efficient organizational response.

<b>Action Areas</b>	<b>Indicators for success</b>
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<b>a</b>	NRCS will conduct periodic reviews of its systems and ensure wide dissemination and understanding of existing manuals, guidance and contingency plans. When necessary, it will develop additional materials to ensure effective disaster program planning and implementation	<ul style="list-style-type: none"> <li>i. Annual reviews are conducted to service delivery mechanism and tools and guidelines are updated and applied</li> <li>ii. See strategic direction-2</li> </ul>
<b>b</b>	NRCS will review its logistics system, identify ways to streamline, quicken and the processes to ensure timely and appropriate procurement and delivery of disaster management program materials, particularly in disaster response	<ul style="list-style-type: none"> <li>i. Logistics capacity assessment (LCA) carried out for existing warehouse by 2011</li> <li>ii. Warehousing, transportation and procurement system are upgraded in the existing warehouse based on the LCA finding</li> <li>iii. Physical capacity of the NRCS existing is expanded to accommodate 40,000 NFRI kits</li> <li>iv. Establish a mechanism and tools to procure relief item in time during emergency (i.e. stand by agreements)</li> </ul>
<b>c</b>	The DM Department will work with its counterparts to review the contents of the emergency relief family packs, and allocation of pre-positioned stocks in areas of high risk, ensuring appropriate material resources and equipment are available and able to be properly management at the district level	<ul style="list-style-type: none"> <li>i. Relief materials updated based on the context and available during emergency</li> <li>ii. WATSAN and Health relief kit included in NRCS relief package by 2015</li> <li>iii. Light search and rescue kits, emergency deployment kit and communication equipments are pre-positioned at least in 23 flood prone districts.</li> </ul>

*Enabling Strategic Direction 6: Coordination and partnerships*

NRCS will promote coordination and improve partnership with new modality and scope to expand its programme coverage, expansion of developmental service sectors and service delivery capacity

**Objective 6.1:** To strengthen NRCS's representation and contribution to Government and National level mechanisms and platforms.

	<b>Action Areas</b>	<b>Indicators for success</b>
<b>a</b>	NRCS will participate and lead national level consortiums and plate-forms based on its experiences and expertise	<ul style="list-style-type: none"> <li>i. NRCS engages actively in CNDRC, DDRC, local level committees/networks, DP-Net, National DRR platform and UN cluster system</li> <li>ii. New consortiums and partnership explored to work on its DM strategic directions</li> </ul>
<b>b</b>	NRCS will regularly participate in various plat-form and share good practices and lessons learned among national level stakeholders and provide regular situation report and operational reports during its disaster responses	<ul style="list-style-type: none"> <li>i. Good practices and lesson learned shared on periodic basis to the national partners</li> <li>ii. Situation and operation reports are shared to the stakeholders on regular basis</li> </ul>
<b>c</b>	NRCS will allocate resources and also seek support from RC movement and other partners for increasing its capacity to act as the IFRC Emergency Shelter Cluster lead	<ul style="list-style-type: none"> <li>i. NRCS take emergency shelter responsibility in support of shelter cluster by 2011</li> <li>ii. Financial and technical resource secured to conduct Two shelter technical course each year (see strategic direction 2)</li> <li>iii. Shelter working group established at HQ level and focal person identified to work with shelter cluster</li> </ul>

**Objective 6.2:** To improve NRCS's coordination and resource sharing with Red Cross Movement, government and other partners.

<b>Action Areas</b>		<b>Indicators for success</b>
<b>a</b>	The NRCS will use the in country Federation, ICRC and PNS presence to support coordination and cooperation mechanisms, provide technical capacity building, and support in international representation	Regular support is obtained from RC movement partners PNS, ICRC and IFRC supports to explore and or establish new partnership with government, UN agencies, INGO's and multilateral donors NRCS influences Authorities and partners to define national level resources
<b>b</b>	The NRCS will use existing coordination mechanisms including the Integrated Planning Approach (IPA), Movement MoU on Emergency Preparedness and Response, Operational Alliance (OA), Global Alliance (GA) and Cooperation Agreement Strategy (CAS) to work efficiently with RC movement partners	<ul style="list-style-type: none"> <li>i. NRCS participated and contributed in OA, GA and other RC alliances</li> <li>ii. RC Movement light operational alliance for DRR established at national level</li> <li>iii. Partnership and cooperation modality is defined and maintained through MoU.</li> </ul>
<b>c</b>	The NRCS will maintain coordination with Government, UN, global and regional Networks, I/NGOs and civil society organizations for optimizing mutual collaboration and cooperation	<ul style="list-style-type: none"> <li>i. Knowledge and experiences exchanged among partners and partnership/ collaboration is further intensified</li> <li>ii. New funding and technical partnership is identified and established</li> <li>iii. Participated in national and international platforms</li> <li>iv. Long term developmental partnership established with some key UN offices and other INGO's in the country</li> </ul>

*Enabling* STRATEGIC DIRECTION 7: ADVOCACY

NRCS will put efforts on creating supportive environment to deliver effective and efficient disaster response services to most vulnerable population of the society. For this advocacy tool will be applied at different levels in order to mainstreaming DRR efforts, strengthening disaster preparedness and having cooperation and collaboration from various partners. NRCS will also advocate with government and other agencies to get policy support for disaster related matters.

**Objective 7.1:** To persuade authorities, communities and DM actors for bringing DM issues forward and contribute to build safer and resilient communities in Nepal.

<b>Action areas</b>		<b>Indicators for success</b>
<b>a</b>	NRCS will position itself as one of the key DM actors through bilateral and multilateral dialogue, mass communication and widening its services.	<ul style="list-style-type: none"> <li>i. NRCS proactively participated and contributed in major committees and task forces formed by the government, UN system, and networks of DM actors(CNDRRC,DDRC,NDRRP,DPNET, Sectoral cluster) on disaster response and other DM related issues.</li> <li>ii. DRM plans are followed at NRCS district chapters.</li> <li>iii. Promote earthquake safety measures, code of conduct for disaster response, SPHERE, DRR agenda</li> <li>iv. Bring climate change adaptation issues forward and integrate in its DRR initiatives</li> <li>v. Coordinate and take a lead in organizing simulation exercise of earthquake preparedness contingency plan</li> </ul>
<b>b</b>	Strategic relationship will be developed with media for strengthening NRCS advocacy endeavors and dissemination of its	<ul style="list-style-type: none"> <li>i. Focused and widened media coverage on NRCS DM activities and humanitarian agendas.</li> <li>ii. Internal mass communication tools (print, electronic media) are developed, used and</li> </ul>

	activities in the field of Disaster management.	expanded.
<b>c</b>	NRCS will accelerate its efforts in persuading the government to revisit legal and policy frames in accordance with the IDRL guidelines <sup>29</sup> .	<ul style="list-style-type: none"> <li>i. Laws and policies in DM sector in place</li> <li>ii. Promotion of IDRL guidelines</li> </ul>
<b>d</b>	NRCS will strengthen its communication tools gradually at all level.	<ul style="list-style-type: none"> <li>i. NRCS communication tools and mechanism such as regular radio programme, web-site, periodic publication, journals, meetings/workshop, and trainings are utilized.</li> </ul>

**6. Cross Cutting / Considerations for Success**

**Gender diversity and social inclusion:** DM strategy considers on diversity of the communities, volunteers, staff, and partners with the policy of non-discrimination and principle of universality, DM strategy aims to include all social ethnic groups and gender for the planning and implementation of the DM programming. It will provide opportunity to the beneficiary to identify and reduce the vulnerability by their own. DM Department will put it efforts and to maintain the equal contribution from all geographical locations and different groups of people: women, ethnic groups and people with different abilities for all the strategic focus areas. This will ensure the equal contribution and feeling of ownership to gender and minority groups including people with different abilities in DM activities.

**Monitoring, evaluation and reporting:** DM Department will develop monitoring, reporting mechanism with participation from volunteers, partners and beneficiaries. The tools will be used to maintain the quality, accountability and transparency of its services and programme delivery. It will further strengthen capacity of the internal PMER system.

**Indigenous practices:** DM programming will acknowledge local knowledge and practices and will promote in its programme at level. The knowledge and practices will be documented and disseminated.

Strategic Directions & Objectives	Activity Areas	Relationship to NRCS Cross Cutting and Other Departments						
		Gender / Inclusion	Monitoring Reporting	Coordination	Org Development	Community Development	Health	WATSAN
<b>1. DISASTER RISK REDUCTION</b>								
Objective 1.1								
Objective 1.2								
<b>2. RESPONSE TO DISASTERS AND POPULATION MOVEMENTS</b>								
Objective 2.1								
<b>3. RECOVERY FOR NATURAL DISASTERS AND POPULATION MOVEMENTS</b>								
Objective 3.1								
<b>4. DISASTER MANAGEMENT PLANNING</b>								
Objective 4.1								
<b>5. ORGANIZATIONAL PREPAREDNESS</b>								
Objective 5.1								
<b>6. COORDINATION</b>								
Objective 6.1								
<b>7. ADVOCACY</b>								

<sup>29</sup> IDRL guideline-Adopted by 30<sup>th</sup> International Conference of Red Cross and Red Crescent in November 2007

## 7. Implementation

The implementation of the disaster strategy will be guided by the annual implementation plan. Resources and required technical inputs will be sought through the ongoing projects and or be requested to its operational partners and the implementation plan and achievements will be reviewed annually through the internal policy structures, while external review process will be assured through the annual partnership meetings. Following is the template for planning annual calendar and analyzing achievements

**Template for the annual implementation plan**

Strategic direction	Objective	Action area	Activities	Year												Resource needed		Resource available		Resource gaps	
				Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	financial	Technical	Financial	technical	Financial	technical
<b>1. Disaster Risk Reduction</b>																					
<b>2. Response to Disasters and Population Movements</b>																					
<b>3. Recovery for Natural Disasters and Population Movements</b>																					
<b>4. Disaster Management Planning</b>																					
<b>5. Organizational Preparedness</b>																					



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Template for the annual progress against implementation plan

<b>Strategic direction</b>	<b>Objective</b>	<b>Action area</b>	<b>Activities</b>	<b>Narrative Progress</b>	<b>Financial update</b>	<b>Constraints and challenges</b>
<b>1. Disaster Risk Reduction</b>						
<b>2. Response to Disasters and Population Movements</b>						
<b>3. Recovery for Natural Disasters and Population Movements</b>						
<b>4. Disaster Management Planning</b>						
<b>5. Organizational Preparedness</b>						
<b>6. Coordination</b>						
<b>7. Advocacy</b>						

**Annex I. Acronyms**

CBDRR	Community Based Disaster Risk Reduction
CDRC	Central Disaster Relief Committee
DC	District Chapter
DM	Disaster Management
DP	Disaster Preparedness
DMRD	Disaster Management in Rural Development
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
GLOF	Glacial Lake Outburst Flood
GO	Government Organization
HFA	Hyogo Framework for Action
ICRC	International Committee of the Red Cross
IFRC	International Federation of the Red Cross/Red Crescent Societies
INGO	International Non Government Organization
IDP	Internally Displaced Person
JRC	Junior Red Cross
NFRI	Non Food Relief Item
NGO	Non Government Organization
NRCS	Nepal Red Cross Society
NS	National Society
OCHA	Office for Coordination of Humanitarian Affairs
OD	Organizational Development
PNS	Partner National Society
PSP	Psychosocial Support Program
RFL	Restoring Family Links
SBDRR	School Based Disaster Risk Reduction
SC	Sub Chapter
UN	United Nations
UNDP	United Nations Development Program
UNISDR	United Nations International Strategy for Disaster Reduction
VCA	Vulnerability and Capacity Assessment
YRC	Youth Red Cross

Annex II. Definitions in the context of this document and NRCS <sup>30</sup>	
Disaster	A serious disruption of the functioning of a society causing widespread human, material or environmental losses which exceed the ability of the affected society to cope using only its own resource. NRCS considers natural, man made, conflict and violence as disasters.
Emergency	An extraordinary situation in which people are temporarily unable to meet their basic survival needs, or there are serious or immediate threats to human life and well-being
Disaster Management	Disaster Management is a collective term encompassing all aspects of planning for and responding to disasters. It also refers to the management of both the risks and consequences of disasters..
Disaster Risk Reduction	A conceptual framework to minimize vulnerabilities and disaster risks, avoid or limit the negative impacts of hazards done within the broad context of development, based at the community level.
Disaster Risk Management	The systematic process of using administrative directives, organizations, and operational skills and capacities to implement strategies, policies and activities to lessen the adverse impacts of hazards and the possibility of disaster.
Disaster Preparedness	Measures taken by communities and institutions in anticipation of a disaster to reduce its impact ensure that appropriate and effective actions are taken in the aftermath.
Mitigation	Structural and non structural measures taken to lessen the adverse impacts of hazards and related disasters.
Prevention	To completely avoid adverse impacts through action taken in advance.
Response	Search and rescue of survivors and in meeting basic survival needs for shelter, water, food and health care
Relief	Provision of assistance during or immediately after a disaster to meet the life preservation and basic subsistence needs of those people affected.
Recovery	Process to support or directly taken by a disaster -affected community to restore itself at or above pre-disaster level of functioning, including rehabilitation and reconstruction interventions.
Vulnerability	A set of prevailing or consequential conditions which adversely affect people's ability prevent, mitigate, prepare for and respond to hazardous events.
Hazard	An event or occurrence that has the potential for causing injuries to life and damaging property and the environment.
Risk	The combination of the probability of an event and its negative consequences.
Resilience	The ability of a system, community or society exposed to hazards to resist, absorb, accommodate to recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions.
Capacity	Capacities are resources, means and strengths, which exist in households and communities and which enable them to cope with, withstand, prepare for, prevent, mitigate, or quickly recover from a disaster.
Development	Sustained efforts intended to improve the social and economic well-being of a community
Project	A discrete bit of work in a particular location. Or, a planned undertaking designed to achieve certain specific objectives within a given budget and within a specified period of time.
Program	A collection of projects within the same sector, theme or geographical area, to which a coordinated approach is adopted.

<sup>30</sup> Definition explained in the documents context are copied from the ISDR, IFRC, International conventions and NRCS policy and plan documents and some are formulated by the NRCS itself. These also represent NRCS view point to explain and understand definition in the NRCS context.

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Parameters	A set of conditions or limitation for the particular interventions which is defined by particular indicators.
Community	Community is defined geographically: such as a cluster of households, a small village, or a neighborhood in a town that share experience, such as particular interest groups, ethnic groups, professional groups, language groups, particular hazard-exposed groups, etc. A community can be socially differentiated and diverse. Gender, class, caste, wealth, age, ethnicity, religion, language, and other aspects divide the community. It might have same or different beliefs, interests and values of community members may conflict.
Conflict	Conflict is stage when two or more parties perceive that their interests are incompatible, express hostile attitudes, or take pursue their interests through actions that damage the other parties. These parties may be individuals, small or large groups, and countries.
Violence	Violence is the considered as pre stage of conflict when groups with different thoughts collides and starts harming each other. The violence is related with social, political and economical issues.
Population Movement	Population Movement is defined as the vulnerable people on the move due to the social, political and economical factors. The categories of the population movement includes; refugees, Internally Displaced Persons (IDPs), natural disaster and conflict affected, and human trafficking.
Internally Displaced People	Persons or group of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of armed conflict, situations of generalized violence, violations of human rights or human-made disasters or natural disasters, and who have not crossed an internationally recognized border.
Refugee	A person who is outside his/her country of origin, has a well founded fear of persecution because of his/her race, religion, nationality, membership in a particular social group or political opinion, and is unable or unwilling to avail him/herself of the protection of that country, or to return there, for fear of persecution. (Adopted from the convention on the status of the refugee).
Sustainable Development	Development that meets the needs of the present without compromising the ability of future generations to meet their own needs

**Annex III. DM Strategic Framework Participants**

Name	Affiliation	Name	Affiliation
<b>Task Force</b>			
met regularly, facilitated and documented workshops, regular email communication with reference and extended groups, reviewed key documents, consolidated all feedback, drafted Strategic Framework			
Pitambar Aryal	Director, DM Dept, NRCS	Rajanish Raj Ojha	Sr. DRR Proj. Coord, DM Dept, NRCS
Tracy Reines	Staff on Loan, American RC/IFRC	Prajwal Acharya	Program Coord, DM Dept, NRCS
Knud Falk	Consultant, Danish Red Cross and Sida DRR advisor		
<b>Reference Group</b>			
in-country members met approximately every 10 days, participated and provided feedback in meetings and workshops; entire group had in person or direct phone/email contact and received weekly updates via email; received key draft documents and able to provide feedback			
Dev Ratna Dhakhwa	Secretary General, NRCS	Andrea Reisinger	Federation Rep, Nepal
Umesh Prasad Dhakal	Executive Director, NRCS	John Roche	Regional DM Coord, IFRC/SARD
Dharma Raj Padney	Dep. Dir., DM Dept, NRCS	Lilli Heinrichs	Cooperation Delegate, ICRC
Kedar Babu Dhungana	Dep. Dir., DM Dept, NRCS	Jorgen Kristensen	Country Rep, Danish RC
Binod Dhungana	Programme Coord, DM Dept, NRCS	Rene Jinon	DM Delegate, Danish RC
Krishna K.C.	Programme Coord, DM Dept, NRCS	Marko Khornen	Technical Advisor, Finnish RC
Sher Bhadur Karki	Programme Coord, DM Dept, NRCS	Davide Zappa	Regional Rep, British RC
Dipendra Dhakal	Programme Coord, DM Dept, NRCS	Rebecca Scheurer	Regional Rep, American RC
Prakash Aryal	Programme Coord, DM Dept, NRCS	Sudarshan Adhikari	Head, Org. Dev. Department, NRCS
Sanjukta Sahany	DIPECHO Manager, DRC, Nepal	Shubhudra Debkota	Tracing officer, DM Dept, NRCS
Sushma Bhusal	Dep. Dir., DM Dept, NRCS	Bhojraj Ghimire	Training Officer, DM Dept, NRCS
Shekhar Regmi	Prog. Officer, DM Dept, NRCS	Kishor Upadhyaya	Prog. Assistant, DM Dept, NRCS
Nandu Kanal	Prog. Officer, DM Dept, NRCS	Karuna Prasad Shrestha	Director, Health Dept, NRCS
Rishi Khanal	Deputy Director, DM Dept, NRCS	Pushpa Paudel	Director, Comm. Dev. Dept, NRCS
<b>Expanded Group</b>			
received weekly updates and received key draft documents and able to provide feedback			
Sanjeev Thapa	Chairman, NRCS	Mahesh Bhatta	Sr. Off. Junior/Youth Dept, NRCS
Sudarshan Prasad Nepal	Deputy Secretary General, NRCS		IFRC Head of Zone
Bhakta Khawas	Treasurer, NRCS		Hong Kong, RC
Indra Adhikari	Director, CHV Department		Swiss
Indra Ghadur K.C.	Director, Finance Dept, NRCS		Lexembourg
Anjan Raj Bhattra	Officer, DWQIP, NRCS		Etc...
Ambramani Paudel	Sr. Officer, DWQIP, NRCS		
<b>NRCS District Workshop Participants</b>			
participated in two-day consultative workshop			
Bhakta Khawas	Acting Secretary General	Shanti Shrestha	Secretary NRCS Banke
Gobinda Prasad Koirala,	Vice Secretary, NRCS Kavre	Arjun Bahadur Parajuli	President NRCS Lamjung
Mr. Ram Kumar Baniya,	DC officer NRCS Rautahat	Mr. Krishan Gopal Lageju	Secretary NRCS Bhaktapur
Mr. Chhedi Lal Thakur,	DM Comm Coord NRCS Panchathar	Shashi Kumar upadhyaya	DM Comm Coord NRCS Sangja
Rajendraman Talchavadel	President, NRCS Sindhupalchok	Bamdev Dhungana	DM Comm Coord, NRCS Kaski
Mr. Ishori Prasad Bade	Member NRCS Doti	Nimraj Rawat	PO NRCS Solukhumbu
Subod Kumar Singh	Secretary NRCS Morang	Sitaram Joshi	Secretary NRCS Kailali
Sangha Ratna Shakya	Secretary NRCS Kathmandu	Binod Bharati,	Member NRCS Palpa
Badri Narayan Jha	DM Comm Coord, NRCS Mahottari	Prem Prakash KC Field	Coord DM Program NRCS Rukum
Nilnath Acharya	Vice Coordinator, NRCS Rasuwa	Bisnuhari Adhikari,	Account NRCS Dang
Lok Raj Dhakal	Secretary NRCS Jhapa	Surendra Ayer	President NRCS Dadelhdhura
Nawaraj Dhungana,	Member NRCS Bardiya	Dal Bahadur Thapa	Member NRCS Rupandehi
Jagannath Neupane	District Chap Off, NRCS Chitwan		
<b>Central Executive Committee and Governance</b>			
approval of final draft of Strategic Framework			
Sanjeev Thapa	Chairman	Ramesh Kumar Sharma	Immediate Past Chairman
Dev Ratna Dhakhwa	Secretary General	Sudarshan Prasad Nepal	Deputy Secretary General
Bhakta Khawas	Deputy Secretary General	Hari Niraula	Vice-Chairmen
Saput Bahadur Karki	Deputy Treasurer	Sashi Panthi	Vice-Chairmen

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Hari Prasad Neupane	Member		Binod Kumar Sharma	Vice-Chairmen
Bishwa Keshar Maskey	Member		Indira Jaisi	Vice-Chairmen
Lalit Jung Shahi	Member		Ajit Kumar Sharma	Vice-Chairmen
Hem Raj Ojha	Member		Indra Phuyal	Member
Shayam Kumar Pokhrel	Member		Tom Prasad Acharya	Member
Parshu Ram Giri	Member		Bhim Dutta Pandey	Member
Ram Prasad Mainali	Member		Udaya Kumar Regmi	Member
Sanat Kumar Karki	Member		Bijaya Kumar Singh	Member
Mahamad Majurul Hak	Member		Narbada Sharma Khanal	Member
Naul Singh Pun	Member		Shayam Kumar Shrestha	Member
Chandra Bahadur Thakali	Member		Devendra Bahadur Pradhan	Member
Shiva Kumar Basnet	Member,(Representative from Social Welfare Council)			
<b>Non Red Cross Stakeholders</b>				
will receive first draft document and able to provide feedback				
	Nat'l DRR Consortium Members			Ministry of Home Affairs
	NSET			Ministry of Local Development
	ADPC			Min of Physical Planning
	INGO (save, care, crs?)			IFRC Secretariat – Shelter, DRR

**Annex IV. Key Documents**

<b>Document Title</b>	<b>Author / Source</b>
<b>Nepal Red Cross (NRCS)</b>	
NRCS Annual Report – August 2008 – July 2009	NRCS
NRCS Health Policy and Strategic Plan - 2005	NRCS
NRCS 5 <sup>th</sup> Development Plan – 2008-2010	NRCS
IFRC/Nepal RC Annual Appeal for 2008-2009	IFRC Nepal
IFRC/Nepal RC Annual Report for 2008	IFRC Nepal
IFRC Programme Update, February 2009	IFRC Nepal
ICRC Annual Report – Nepal for 2008	ICRC Nepal
IFRC South Asia Region DM Review – Nepal Report - 2009	SA Reg Del
NRCS Cooperation Agreement Strategy (CAS) for 2008-2010)	IFRC Nepal
NRCS Emergency Ops Center, Contingency Plans etc	NRCS
NRCS Baseline Assessment – Gloval Alliance on DRR	IFRC
<b>RC/RC Movement</b>	
IFRC Global Disaster Management Strategy for 2007-2012	Secretariat
IFRC Disaster Management Policy – Draft	Secretariat
IFRC Disaster Management Review - 2005	Secretariat
7 <sup>th</sup> Asia and Pacific Regional Conference of the IFRC, Singapore Declaration– 2006	SA Reg Del
Asia Pacific Disaster Management Strategy	SA Reg Del
South Asia Regional Strategic Framework	SA Reg Del
Indian Red Cross Society Disaster Management Strategy – 2009-2012	Indian RC
Bangladesh Red Cross Disaster Management Strategy	Bangladesh RC
<b>Disaster Management (DM)</b>	
Nepal Red Cross Society Disaster Management Policy - 2008	NRCS
Concept Note on DM Strategic Framework Development Process – 2009	NRCS
Final Evaluation of the Community Based DM Programme in Nepal	
<b>Disaster Preparedness (DP) &amp; Disaster Risk Reduction (DRR)</b>	
National Strategy for Disaster Risk Management in Nepal - 2008	Gov of Nepal
RC/RC and the Hyogo Framework for Action-Focus on Asia Pacific Region - 2008	Secretariat
Framework for Community Safety and Resilience - 2008	Secretariat
Global Alliance DRR Meeting Agenda and Notes - 2009	NRCS
DRR II Programme Sub Regional Evaluation/DFID - 2009	British RC
Cost Benefit Analysis – DRR – xxxx	British RC
NRCS DRR Strategy Draft – 2006	Nepal RC
IFRC South Asia Regional Disaster Risk Reduction Review – 2009	SA Reg Del
British RC – DRR Lessons Learned - 2008	British RC
British RC – DRR Position Paper	British RC
Global Alliance on DRR – Workshop Findings – 2009	
Disaster Risk Reduction in Nepal – Flagship Programmes – Version 9, 2009	Nepal Risk Reduction Consortium
Community Safety and Resilience	IFRC
<b>Disaster Response</b>	
Emergency – Floods & Landslides Final Report for August 2007	NRCS
Emergency – Flood & Landslides DREF Report for October 2009	NRCS
Flood Relief & Recovery Programme Lesson Learned Workshop – January 2009	NRCS
<b>Disaster Recovery</b>	
Micro Economic Intervention (MEI) Guidelines and Evaluation	ICRC
Review of Micro-Economic Initiative Program Implemented by NRCS and ICRC – 2009 (Draft)	ICRC