



Cooperation Agreement Strategy

2008-2010



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Secretary General
NRCS

Address of the Secretary General

Long term and diversified partnership stands at the core and is the real strength of Nepal Red Cross Society. Right from its inception, the NRCS has been working with the Government and its line agencies, the Red Cross and Red Crescent Movement partners, UN Agencies, (I)NGOs, corporations, the media and equally with the communities.

The NRCS has built up partnership with a range of partner agencies in an equally wide range of activity areas including disaster preparedness and response, health, community development, as well as humanitarian support for refugees and conflict affected people from within the country and beyond the border. Most partnerships have also addressed issues pertaining to the overall development of the organization and its leadership and management. Already in the 1980s the NRCS adopted its community development approach and along with it institutionalized its culture of partnership. Based on the local needs and priorities, the development efforts were auxiliary to the overall goals of the Government. Simultaneously, partners supporting the NRCS efforts were able to meet their interests and concerns through cooperation which has been based on equality and friendship. Some of the cooperation practices – especially the new operating models under the Federation of the Future - have been applied at the NRCS as models and gained global attention through its success. As a result, the NRCS has not only grown to be the largest but also the strongest national humanitarian organization in Nepal.

Thus far, the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (the Federation) and the Red Cross Partner National Societies (PNS) of Australia, Austria, Belgium (Flanders), Denmark, Finland, Germany, Great Britain (UK), Hong Kong, Japan, Luxemburg, the Netherlands, New Zealand, Norway, South Korea, Sweden and Switzerland have built up long-term partnership with the NRCS and a number of other PNSs such as the American, Canadian, Singapore RCs and others have been working with the NRCS in various fields of activities.

UN Agencies like WFP, WHO, UNAIDS, UNDP, UNHCR, UNICEF and UNOCHA; international Non-Government Organizations like Action Aid, ADRA, Family Health International, Oxfam, Plan International, Save the Children, etc. as well as donor agencies such as DFID, the European Union, GTZ, JICA, OFDA/USAID, SIDA, the Swiss Development Cooperation and a number of Embassies in country are significant partners of the NRCS. Similarly, local Bodies, authorities, corporations, the Media, local organizations and the communities themselves have a great contribution both in normal and emergency times to support the NRCS in reducing vulnerability and alleviating human suffering.

Diversified partnership has enabled the NRCS to address humanitarian crisis and issues in Nepal. Equally important contributions of these partnerships are reflected in building capacity of communities and Red Cross units as well as in sustaining activities for long. The principles laid out in the Cooperation Agreement Strategy contribute towards building an environment of mutual understanding and cooperation between partners based on the Fifth Strategic Development Plan of the NRCS and thus form a strong and important foundation for working together.

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CHAPTER

I

THE ROLE OF CAS

1.1 Fundamentals of CAS

The International Federation's Cooperation Agreement Strategy (CAS) has been developed to create a framework for establishing and sustaining long-term partnerships within and outside the Red Cross Red Crescent (RCRC) Movement.

The CAS process helps partners develop an understanding and strengthen cooperation, and to create a collective RCRC approach to support the work of a Host National Society based on its Strategic Development Plan and to prepare and respond to humanitarian crisis. It calls for a collaborative approach to cooperation efforts to maximize the impact of support and assistance to the vulnerable population. The CAS is developed through a participatory approach which encourages joint planning and management of the flow of resources of all partners.

1.2 CAS and partnership building at the NRCS

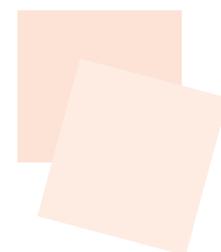
The Nepal Red Cross Society developed a Cooperation Agreement Strategy (CAS) for the period of 2003-2006 compatible with the NRCS Fourth Development Plan in a participatory manner and based on the Federation guidelines.

For this, a number of exercises and interactions were held with NRCS governance and management, as well as local and international partners to ensure ownership of all, define cooperation principles and explore potential resources.

In course, a midterm review of the CAS was carried out and shared with the partners. The review confirmed that the CAS process has contributed to develop common understanding of partnership; expand and strengthen partnership; increase ownership of the joint programmes, and channelize resources properly. It has also become instrumental to reduce overlapping of programmes, make programme operation modalities consistent and standardize them.

In addition, CAS has provided a good basis for the Operational Alliance (OA) process, one of the new operating models of the Federation of the Future, which has contributed to harmonize program frameworks at the NRCS and to develop programmes based on local needs, priorities and capacities.

Both the mid-term review and the OA process have confirmed that CAS has helped build overall capacity of the NRCS for cooperation and partnership.



CHAPTER

II

A NEW CONTEXT
FOR CAS 2008 - 2010

At the end of 2006, the NRCS and partners decided to extend CAS (2004 – 2006) for another year and to adapt the cooperation strategy to the NRCS Fifth Development Plan adopted for the years 2008 – 2010.

Although the partnership principles in the last CAS are still valid, the context of Nepal and the environment of working have changed dramatically since 2006. The decade long armed conflict ended in November 2006 through a peace agreement and elections were successfully held in April 2008. Since then, the monarchy was abolished by the Constituent Assembly and Nepal was declared a Republic.

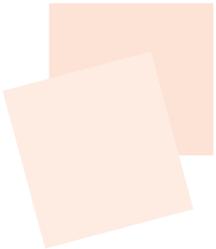
While the NRCS played a crucial role during the insurgency to assist people affected by the armed conflict, the nature of work for the NRCS has changed. Its focus of work has shifted towards post-conflict, development, disaster risk reduction and response and community-based health work. Within this new context, the NRCS has endorsed its three year Development Plan (2008-2010) with new strategic directions, which are the basis for the new CAS.

The new context has also allowed new partnership models at the NRCS. The ICRC is working together with the NRCS as a model National Society for its global capacity building initiative and the Federation is supporting the NRCS through its new operating models, the Operational Alliance and Global Alliances on HIV and Disaster Risk Reduction. In this context, the role of Partner National Societies (PNS) and the bilateral relationships of the NRCS have become increasingly important, not only for funding of long-term programs, but also through the provision of technical support in country. To support the NRCS in the coordination of in-country PNSs, the Federation is offering PNS integration under its Status Agreement.

Moreover, there has been good coordination and cooperation amongst the RC Movement partners and other humanitarian actors, including the Government of Nepal, while responding to natural disaster, when the NRCS acts as the main national humanitarian actor during the relief phase. The NRCS's important role during disasters is reflected through its ex-officio membership in the Government's Central and District Disaster Relief committees. Together with the Federation and the ICRC, the NRCS is also part of the IASC Humanitarian Country Team as there is an increased trend of cooperation with the United Nations system, as well as with corporate institutions and the media.

Within the RC Movement partners, the Cooperation Management Meetings (CMM) have proved effective as the Movement coordination mechanism in times of regular activities as well as during emergencies. The NRCS, Federation and ICRC have laid out lead coordination roles for various emergency scenarios through a Memorandum of Understanding.

Hence, the Cooperation Agreement Strategy was updated to make it compatible with the NRCS Fifth Development Plan (2008-2010), the new context of Nepal and new partnership models in place. The CAS 2008-2010 aims to further strengthen partnership amongst RC Movement and Non-Movement partners and to make their humanitarian work more concerted and effective.



CHAPTER

III

CAS 2008 - 2010

The Cooperation Agreement Strategy 2008-2010 is based on the Fifth Development Plan of the NRCS. The broader framework of CAS, including its aim, objectives and strategies, the principles for cooperation and resulting key assumptions were adopted by partners during the first CAS process and remain – with slight adaptations - the following:

3.1 Aim of CAS

To develop effective partnership with shared ownership of responsibilities amongst and between the partners to reduce vulnerability.

3.2 Principles of Cooperation

- ⇒ Cooperation is based on the local needs and the priorities of the NRCS, which are based on the priorities of the country
- ⇒ Priorities of the RC Movement partners and rationale of Participating National Society for program support in Nepal should be clear and transparent
- ⇒ Cooperation is based on Humanitarian Values, mutual understanding, friendship, cooperation and lasting peace amongst all people
- ⇒ Cooperation has vulnerability focus with no potential harm to organizational image, RC principles and humanitarian values,
- ⇒ Partnership is adherent to RC Movement strategies and commitment is to be based on equal footing
- ⇒ Contribution to the national programme is in conformity to the principles of impartiality, neutrality and independence
- ⇒ Due consideration is given to situation analysis and needs assessment, balance between consolidation and expansion as well as to sustainability of the programmes
- ⇒ Strategies of all partners are assessed clearly and agreements need to complement the work or programme initiated
- ⇒ The process of implementation of programs and its transparency needs to follow agreed standards
- ⇒ Joint Planning, Monitoring and Evaluation systems should be in place, if it is desired by the partners concerned.

3.3 Objectives and Strategies of CAS

Objective 1

- ⇒ To establish and promote coordination amongst and between partners

Strategies

- ⇒ To timely share information and communication on related humanitarian actions /activities
- ⇒ To timely share constructive feedback on related humanitarian actions and activities



Objective 2

- ⇒ To enhance cooperation amongst and between partners

Strategies

- ⇒ To promote transparency in all aspects where cooperation is agreed
- ⇒ To share knowledge and resources
- ⇒ To adopt a participatory approach to Planning, Monitoring, Evaluation and Reporting (PMER)

Objective 3

- ⇒ To identify core area-based common issues and interests along with the development of appropriate cooperation modalities

Strategies

- ⇒ To adopt agreed policies, procedures and cooperation modalities
- ⇒ To develop better understanding amongst and between partners for relevant core areas and priorities

3.4 Key assumptions to implement CAS

- ⇒ The National Societies, their partners and the Federation Secretariat are committed to work in partnership with communities, organizations outside the RC Movement and governments.
- ⇒ All RCRC Movement partners are committed to work together to achieve the shared goals rather than operating on an individual project basis.
- ⇒ Participating National Societies and the Federation Secretariat are able to develop relationships with their funding partners that enable them to enter into the long term commitments required for the successful CAS process.
- ⇒ The activities of the NRCS are linked up with the cooperation strategy of the ICRC to reach conflict affected communities and build the capacity of NRCS at the same time.
- ⇒ CAS based on the Strategic Development Plan addresses the requirements for organizational development and sets measurable targets that build increased capacities for National Societies and their partners.



CHAPTER IV NEEDS, PRIORITIES AND IMPLEMENTATION STRATEGIES UNDER THE 5TH DEVELOPMENT PLAN

The Fifth Development Plan of the NRCS stands for continuity of a planned development culture. It will ensure that the NRCS reaches more vulnerable people by effectively providing humanitarian services with high quality. More importantly, the plan will contribute to the national goals of the Interim Plan of the Nepal Government, the Global Agenda Goals of the broader Red Cross and Red Crescent Movement set out in the "Federation of the Future", and the Millennium Development Goals.

The below is a summary of the Plan:

4.1 FUNDAMENTAL PRINCIPLES

The actions of the Nepal Red Cross Society are guided at all times by the Fundamental Principles of humanity, impartiality, neutrality, independence, voluntary service, unity and universality.

4.2 VISION

The vision of the Nepal Red Cross supplements the common vision of the International Federation specifying it as follows:

The Nepal Red Society shall remain an efficient, self-sustainable and independent humanitarian organization committed to providing immediate relief to human suffering and reducing vulnerability, under the Fundamental Principles of the Red Cross, through its network of Red Cross workers throughout the country working closely with communities and governmental and non-governmental organization in a democratic, transparent and participatory way.

4.3 MISSION

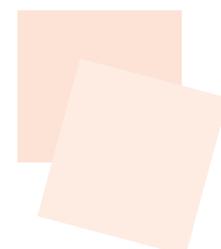
The mission of the Nepal Red Cross is to relieve human suffering and to reduce vulnerability through community participation and mobilization of an increased number of volunteers, by mobilizing the power of humanity through expansion and strengthening of the organizational structure of the society and by building links with governmental and non-governmental organization.

4.4 VALUES

The NRCS's shared values underpin the Fundamental Principles:

People: The NRCS aims to build the capacities of vulnerable people and communities to work in solidarity to reduce threats to human lives and dignity.

Integrity: The NRCS acts in accordance with the humanitarian principles and values, and works in open, transparent and accountable ways, without compromising the RC emblems and the independence, impartiality and neutrality they represent.



Diversity and social inclusion: The NRCS celebrates the diversity of the communities, volunteers, staffs, and partners, based on non-discrimination and the principle of universality.

Leadership: The NRCS strives to show leadership and excellence in its core areas of work by drawing attention to humanitarian issues and ensuring quality in the programs they carry out.

Innovation: The NRCS values the shared history and tradition of the RC/RC Movement, but is equally committed to finding innovative, lasting solutions to new problems that threaten human dignity in a changing society.

4.5 OUR GOALS

As laid out in the Federation of the Future, the Fifth Development Plan of the NRCS will contribute to the development of:

- ⇒ A responsive and focused Nepal Red Cross Society, able to meet the challenges of today and tomorrow and a national leader in its core areas
- ⇒ A well-functioning Nepal Red Cross Society, with a commitment to quality, excellence, accountability and integrity
- ⇒ A Nepal Red Cross Society that works together with others effectively to mobilize support and have a greater impact in Nepal

The goals of the NRCS are in line with the 4 Global Agenda Goals of the International Federation, which constitute a the contribution of the Red Cross and Red Crescent Societies to the realization of the Millennium Development Goals and the Hyogo Framework <http://www.ifrc.org/Docs/pubs/who/fof-en.pdf>

Over the next three years, the collective focus of the Nepal Red Cross Society will be on achieving the **following goals:**

1. Enhance the Disaster Management capacities of the NRCS and vulnerable communities in order to reduce the impacts of disasters
2. Improve the health status of the vulnerable people
3. Promote respect for diversity and human dignity, and reduced intolerance, discrimination and social exclusion
4. Further develop and strengthen organizational and management capacity of the NRCS as a well functioning national society

In order to achieve the above goals **priorities** have been set for the NRCS for the coming three years:

1. Ensure prompt and effective disaster management in the areas of relief and recovery and expand disaster risk reduction initiatives
2. Provide health services in the area of Community-Based First Aid, Community Health Promotion, Disease Prevention, Blood Transfusion and Safe Blood Promotion, Ambulance Service and other selected health related activities
3. Promote the RC/RC Movement's Fundamental Principles, advocate for Humanitarian Values and integrate them into NRCS programs
4. Further develop Institutional and Human Resources and strengthen the Management Support Services
5. Enhance coordination and collaboration efforts with governmental and nongovernmental organizations and other internal and external partners
6. Find innovative solutions to cope with the changing political and social situation and conflict



sensitivity, as well as other crosscutting issues like gender, ethnicity and cast, youth involvement, community participation, volunteer management, and advocate for selected issues to be incorporated as integral components of all Red Cross activities

4.6 IMPLEMENTATION STRATEGIES

The following Key Implementation Strategies were adopted in order to successfully implement the set goals and to achieve a greater impact for its targeted vulnerable communities.

- ⇒ Focus on the **quality of its humanitarian services** and at the same time **scale up** the programs.
The set goals are translated into action plans with measurable results. Proper monitoring and evaluation systems are in place to provide necessary accountability to those who the NRCS serves and those who trust in its humanitarian action. In order to deliver sustainable programs, vulnerable communities are encouraged to be part of the decision making and implementation process, hold the ownership of their programs and are empowered to respond to their crisis and sufferings. While the quality of the programs is ensured, the NRCS will scale up its activities with vulnerable communities in the area of health and care and disaster risk reduction.
- ⇒ **Stay responsive** and build the capacity of all levels of the Nepal Red Cross Society
Special attention will be given to strengthening the capacity of the district and sub-chapters, as they are the closest to vulnerable communities. Handing over responsibilities will contribute to continuity and self-sustenance of the program activities even after the support ends. Human Resource Development at all levels for staff, but mostly for volunteers will be a vital part of the capacity building measures, as voluntary action remains the basis for the responsiveness of the Red Cross. Securing the necessary financial resources, including an increased responsibility for fundraising in country, will contribute to long-term and sustainable programming. Remaining the positive perception of the NRCS based on its neutral and impartial action is necessary to ensure safe access to all vulnerable populations, especially in those areas where the security situation is volatile.
- ⇒ Apply an **integrated programming approach**
Integrated programming allows addressing several vulnerabilities of targeted communities; incorporates cross-cutting issues and uses the available resources most efficiently and effectively. Through integrated programming, the NRCS can move towards a holistic approach to achieve its goals under its core areas of work. In addition, programming between relief, recovery and development phases can be linked and thus vulnerable communities can be approached with a comprehensive and sustainable solution for their development. Enhanced coordination will take place within the technical departments of the NRCS, its district chapters, partners and target communities.

In order to support the Program Departments at the NRCS to achieve the set goals, the NRCS has planned to set up a **Management Support Service Mechanism**.

This has been decided with the objective to ensure that support services of the secretariat are carried out in an effective manner with the most efficient use of the limited resource available. In addition, the Management Support Service Mechanism will enhance service coordination amongst the Departments and it will enable the Program Departments to focus on programmatic issues.

The Management Support Service Department and the related functions are to be supported by all the program units. The following functions will fall under the Management Support Service Department:

Human Resource Management / Personnel Management; Finance and Resource Management; Communication, Marketing and Advocacy; External Relations; Planning, Monitoring, Evaluation and Reporting (PMER); Legal and Statutory Affairs; and General Administration



4.7 STRATEGIC OBJECTIVES - A FRAMEWORK FOR ACTION

Bringing to life our vision, values and goals requires action. The following is the framework for the implementation of the programs within the core areas: Disaster Management, Health and Care in the Community, Promotion of Fundamental Principles and Humanitarian Values, and Organizational Development.

All strategic objectives are based on the goals and its priorities and are thus linked to the Global Agenda Goals of the Federation, which constitute the contribution of the Red Cross and Red Crescent Societies to the Millennium Development Goals.

Behind each summarized plan lies a logframe and an operational plan with more detailed program plans, indicators, budgets and management arrangements.

DISASTER MANAGEMENT

Being one of the key actors in Nepal, the NRCS has been active in preparing for and delivering humanitarian assistance addressing the overall disaster management cycle. For this, the NRCS has an established mechanism for implementing programs in disaster risk reduction and disaster response. Most of the occurring small and medium scale disasters are managed by the NRCS with in-country support. In case of a major disaster or emergency, the NRCS can count on the support of its international Red Cross and Red Crescent partners, and may launch an international emergency appeal through the Federation.

The programs under Disaster Management contribute to Global Agenda Goal 1: Reduce the number of death, injuries and impact from disasters.

General Objective: DM capacities of the NRCS and vulnerable communities are enhanced in order to reduce the impacts of disasters.

For the coming three years, the NRCS will mobilize its organization and volunteers at appropriate levels to achieve the following objectivities:



1. Provide relief and recovery assistance to people affected by natural disaster
2. Provide relief and recovery assistance to displaced populations (IDP and Refugees)
3. Expand disaster risk reduction initiatives including climate change risk reduction
4. Further strengthen the capacity of NRCS at different levels to deliver service effectively

Implementation Strategies

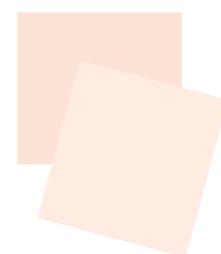
- ⇒ Enhance existing Nepal Red Cross Society institutional capacity for better disaster management performance
- ⇒ Expand Nepal Red Cross Society communities' resilience activities
- ⇒ Promote coordination and collaboration to maximize Nepal Red Cross Societies input for risk management and prompt relief and recovery assistance to vulnerable and disaster affected communities
- ⇒ Integrate community based Disaster Risk Reduction interventions to address multi-hazards
- ⇒ Enhance knowledge sharing and advocacy at all levels for increased preparedness

HEALTH AND CARE

The NRCS provides health services to vulnerable people both through its volunteer network at the district chapters and through highly professional and trained medical personnel.

In the general population, the NRCS is recognized mostly for its traditional services of First Aid, Ambulance and Blood Service. In addition and throughout the past decades, the NRCS has also built considerable capacity in the area of community health and disease prevention. Its hygiene promotion and sanitation, family planning, eye care and HIV services are spread throughout the country working with the local communities.

The coming years will be used to improve the quality and to scale up the existing programs, and to build considerable expertise and capacity in the area of Health in Public Emergencies.



The programs under Health and Care contribute to Global Agenda Goal 2: Reduce the number of death, illness and impact from diseases and public health emergencies, and Global Agenda Goal 3: Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.

General Objective: Improve the health status of the vulnerable people.

In order to achieve this general objective the following specific objectives have been adopted:

1. Ensure adequate supply of safe blood to the needy population
2. Emergency Health:
 - Minimize human sufferings in times of emergency thorough the provision of basic emergency health through:
 - Upgrading and expanding the ambulance service
 - Strengthening and expanding Emergency First Aid service nationwide
3. Disease Prevention:
 - Reduce incidence and prevalence of avoidable blindness
 - Reduce vulnerability to HIV and its impact
4. Community-based Health Promotion:
 - Reduce socio-economic vulnerabilities of the targeted communities and increase their self reliance
 - Reduce incidents of water borne and communicable diseases
 - Strengthen and expand community based First Aid
 - Increase access to reproductive health information and services with a focus on family planning



Implementation Strategies

- Programs of an institutional nature will be carried out on a regular basis: Blood, First Aid, Ambulance Service, Eye Care and community based programmes
- Organizational and institutional development will be integrated as cross-cutting issues
- A basket fund for monitoring, evaluation and follow up of the phased out health programmes will be established
- Coordination, collaboration and networking with other relevant organizations and agencies shall be incorporated as an integral component of health and care at all levels
- Multiple health activities under the core area of health and care will be implemented in coordination with the concerned focal units
- Community participation and resource generation for self reliance and sustainability will be promoted at all levels
- Quality assurance, in general, will be ensured in all health activities, particularly in technical health services
- Holistic, integrated approaches will be adopted for the implementation of health and other community based developmental activities
- Local Red Cross units and communities will be encouraged to replicate the activities in other areas

PROMOTION OF THE FUNDAMENTAL PRINCIPLES AND HUMANITARIAN VALUES

Fundamental Principles and Humanitarian Values have been promoted in an integrated manner since the inception of the NRCS. The scope of humanitarian values has been focusing on reducing discrimination and respecting diversity in the organization of the Red Cross and the communities we work with. Integration of the Fundamental Principles and Humanitarian Values has been done in a more concentrated way after the core area was prioritized in the Fourth Development Plan.

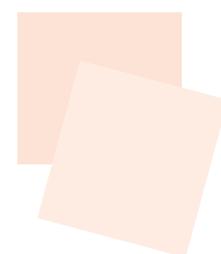
The programs under Promotion of the Fundamental Principles and Humanitarian Values contribute to Global Agenda Goal 4: Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.

The **General Objective** for this core area is the same as the Global Agenda Goal. In order to achieve this general objective the following specific objectives have been adopted.

1. To promote understanding for the Fundamental Principles and Humanitarian Values as well as enhance influencing behaviour among Red Cross members, volunteers and staff
2. To contribute to reducing discrimination and intolerance in the community, public and private institutions
3. To advocate for respecting International Humanitarian Law (IHL), Humanitarian Values and the respect for Human Rights at the authority level
4. To reduce the risk of mines and other explosive devices

Implementation Strategies

- International Humanitarian Law, Red Cross principles and Humanitarian Values will be integrated in all programs of NRCS
- All levels of organizational units and communities shall be prepared to act in accordance with the RC principles and the IHL and ensure that those values are well respected in all of their activities
- Information, Education and Communication, e.g. in the form of media campaigns, to promote the RC Principles, Humanitarian Values and IHL will be intensified through greater involvement of stakeholders
- The National Headquarters will develop policies, guidelines, codes, manuals and standards and will also monitor adherence of all units of the organization to them



ORGANIZATIONAL DEVELOPMENT (OD)

The purpose of OD is to strengthen the organizational, management and human resource capacity of the NRCS as a well functioning National Society to better respond to the vulnerabilities of the communities. OD is an in-built component of all NRCS programs at Headquarter and district chapter levels.

The programs under Organizational Development contribute to Global Agenda Goal 3: Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability

General Objective: The organizational and management capacity of the NRCS as a well functioning national society is further developed and strengthened

In order to achieve this general objective the following specific objectives have been adopted:

1. To further develop and strengthen the institutional capacity at all levels
2. To strengthen Management and Human Resource capacity at all levels
3. To strengthen financial management system and diversify financial resources of the NRCS
4. To collaborate with the government, local authority and other agencies for humanitarian works

Implementation Strategies:

- Organisational Development components will be integrated as one of the crosscutting issues in all programmes of the NRCS
- Organisational Development Programmes shall be implemented in accordance with the standard national RC policies and guidelines. However, organisational units may develop appropriate regulations, guidelines and working procedures complementing the national policies
- Networking with relevant organisational units and establishing a system for integration



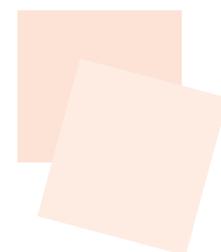
and linkage of OD, partnership and coordination shall be necessary strategic components of all programs

- Decentralization of all types of activities with appropriate delegation of mandates, responsibilities and ownership for expansion, self-sustenance and replication of the activities will be strongly supported
- All efforts will be made for the mobilisation of resources, resource diversification and improvement of financial management system as well as high level of financial discipline, integrity and transparency
- A Human Resource Management secretariat will be established and its capacity will be enhanced for improving existing HR system and the implementation of a Human Resource Development Institute as a semi-autonomous body
- The communication strategy will be implemented through dissemination and training to office bearers and program managers at all level

4.8 GUIDING PRINCIPLES FOR IMPLEMENTATION

The following guiding principles will contribute to streamlining and strengthening of the implementation of the programs and its activities at all levels during the 3 years period of the NRCS Development Plan 2008 -2010:

- a) Adherence to the Red Cross principles and the humanitarian values of the Red Cross
- b) Adherence to the Red Cross norms, codes, jurisdiction, coordination mechanisms, especially while entering into agreement with external and international partners
- c) Adherence to and careful consideration of each of the implementation strategies
- d) General consistency in the implementation mechanism and standardization of program components in the case of similar programs and/or specific program components
- e) Monitoring, reviews and evaluation as integral components of all activities
- f) Integration and utilization of appropriate tools such as Better Programming Initiatives (BPI), Vulnerability and Capacity Assessment (VCA), Project Planning Process (PPP) and other relevant tools developed by the movement



- g) The Central Executive Committee shall remain as the central controlling body for national level policies and guidelines. However, most of the programs shall be implemented through delegation of mandates and responsibilities to appropriate management bodies, boards, committees and administrative mechanism. Based on the policies of the CEC, district and sub-chapters of NRCS shall implement their programs in accordance with the abovementioned policies and constitutional provisions

The modality of the program implementation shall be determined by the nature of the program and can be further determined by the type of funding, partnership or the appropriateness of the modality for achieving the desired objectives. However, the following principles should guide all programs:

- i. Vulnerability reduction
- ii. Involvement of volunteers
- iii. Community participation / community empowerment
- iv. Institutional and Human Resource development
- v. Ownership and self-sustenance
- vi. Integration of cross-cutting issues
- vii. Coordination and knowledge-sharing

4.9 FINANCIAL OUTLAY FOR CORE PROGRAMS AND MANAGEMENT SUPPORT FOR 2008-2010

Programme	Beneficiaries Target audience (in Tsd.)	Budget (NPR) (in Tsd.)
HV and Communication	2,333	7,500
Disaster Management	620	388,800
Health and Care	3,312	1,328,500
Organizational Development	755	210,615
Sub Total of Core Areas	7,020	1,935,415
Management Support Areas		39,600
Total Outlay of the Plan Period		1,975,015



CHAPTER V

THE WAY FORWARD

Working together through enhanced coordination – including the application of new operating models – with the highest possible participation of key stakeholders and partners has proven to be the best way to ensure that collective resources are used most efficiently and effectively. By applying the cooperation modalities under this Cooperation Agreement Strategy, the NRCS hopes to further strengthen partnership based on mutual understanding and friendship.

Against this background, the NRCS will put in place a review mechanism to follow up the adherence to the principle of CAS. The team mechanism will function as per the following procedures:

- A 7-9 member CAS follow-up mechanism comprising of Representatives from the NRCS governance and management and RC/RC Movement Partners; the mechanism will work as per the ToR and will feed into and receive recommendations from the NRCS annual review meeting.



The International Red Cross and Red Crescent Movement

National Societies

Red Cross and Red Crescent Societies carry out humanitarian work in their own countries and support each other in times of need.

The ICRC

The International Committee of the Red Cross is an independent humanitarian body of the Red Cross Movement. It has a special role as a neutral intermediary and endeavours to protect the victims of armed conflict and internal violence.

The International Federation

The International Federation of Red Cross and Red Crescent Societies co-ordinates relief in areas affected by natural disasters. It also assists National Societies with development and helps refugees and displaced persons in non-conflict areas.

The entire Red Cross and Red Crescent Movement is bound by seven Fundamental Principles - Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality.

Nepal Red Cross Society

Nepal Red Cross society (NRCS) is an independent, volunteer based and non-profit-humanitarian organization that delivers humanitarian service and support to the vulnerable people in an impartial and neutral manner. It came into being on Bhadra 19, 2020 (September 4, 1963)

Nepal Red Cross was officially registered in Nepal after Nepal signed in the Geneva conventions (August 12, 1949). Having been recognized by the International Committee of the Red Cross (ICRC), NRCS is a member of the International Federation of the Red Cross and Red Crescent Societies (The Federation). Thus, as a component of the International Red Cross Movement, and being guided by the Fundamental Principles, NRCS is the only National Society in Nepal.

The aim of the NRCS is to endeavor to eliminate or reduce human suffering irrespective of religion, caste, color, gender, group, language, nationality or political ideology. The Society achieves the aim through the following four core areas of its work:

- Promotion of Fundamental Principles and Humanitarian Values and Dissemination of International Humanitarian Law
- Disaster Management
- Health and Care in the Community
- Organizational Development

Major Activities

- Dissemination of International Humanitarian Law, promotion of Red Cross emblem, promotion of humanitarian values, internal and external communication for the promotion of the Red Cross image
- Relief service and support to disaster affected people, rehabilitation programme, tracing and family reunion service, relief support to conflict affected people and sharing of Red Cross message
- Blood transfusion service, ambulance service, Red Cross Shree Janaki Eye Hospital, health campaigns including eye treatment services, HIV / AIDS awareness and support to the People Living with AIDS, community development, drinking water and sanitation and first aid services
- Women development, mobilization of Junior/youth and old age people, human resource development volunteer management and activities based on the legal base.

The volunteers affiliated to its district chapters, sub-chapters, Junior/youth Red Cross Circles at academic institutions and in the community are backbone of NRCS. The process for formation and extension of the organization is democratic

NRCS cooperates with the target community, ICRC, the Federation, and the national and international government and non-government organizations on equal footing.

The income source for NRCS to operate humanitarian services includes: its own source, support and donation from generous individuals, organizations, Red Cross movement partners, and national and international organizations. For image building and resource mobilization, NRCS makes internal and external communication effective in cooperation with different media.

THE SEVEN FUNDAMENTAL PRINCIPLES OF THE RED CROSS AND RED CRESCENT MOVEMENT

Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavors, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavors to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to continue to enjoy the confidence of all, the Red Cross and Red Crescent Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary Service

It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity

There can be only one Red Cross or one Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

The Fundamental Principles were adopted by the XXth International Conference of the Red Cross, in 1965. In 1986, the XXVth Conference decided to include them in the Preamble of the Statutes of the Movement. The latter not only recall that every component of the Movement is bound by the Fundamental Principles, but also establish that States have to respect at all times the adherence of those components to the Fundamental Principles.



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