

Nepal Red Cross Society

Risk Reduction Strategy Framework

2019-2025

Preamble

This strategy framework elaborates where NRCS is going over the next five years and how it's going to get there in relation to risk reduction. For this, three issues are considered: the focus on key areas, trade-off between competing priorities and making it fit for NRCS and community purpose. A horizon scanning exercise has identified three strategic directions for coming years, which are relevant in NRCS context.

This framework is in line with risk reduction policies of the NRCS, disaster risk reduction national policy and strategy of the government of Nepal and to that of Red Cross and Red Crescent movement. It clearly defines NRCS scope of work in resilience building with emphasis upon improving knowledge, skills and health condition of the people, strengthening social cohesion, developing well maintained and accessible infrastructures and services in communities, and working with communities for creating economic opportunities.

This framework has been divided into three major sections: (i) a brief organizational profile, an account of internal and external environment and review of risk reduction efforts of NRCS, the destination to be reached and main purpose of the organization (ii) strategy framework for getting defining organization vision and future pathways (iii) Strategic Monitoring framework in order to track progress in the implementation of this framework.

While developing this plan, attempts were made to create it as a relevant tool to NRCS context, both internal and external. It has also been aligned with leadership expectations, with the five year development plan of NRCS and with expectations of our beneficiaries, volunteers and staff members as well. Following vulnerability reduction and resilience building for risk reduction, NRCS will contribute to Sendai framework, Sustainable Development Agenda 2030, Global Commitments on Climate change Adaptation and Urban Disaster Risk Reduction Initiatives as well.

Resilience building is a big commitment for NRCS. Therefore, minimum conditions necessary for achieving this strategic intent underpinned by two factors, a culture of inter-departmental collaboration and mutual support for synergy building within the organization. In addition, an effective collaboration with the government agencies, non-governmental agencies and private sector is also indispensable. What counts a lot is good collaboration with municipalities at field level and beneficiaries as well as they are one of the great contributors to the external efforts. For all these efforts, what is key is to develop necessary skills, tools and other capacity at all levels within the organization and beyond.

We wish successful implementation of this framework,

DR Dhakhwa, Secretary General

Sanjiv Thapa, Chairman

Executive Summary

Risk reduction is a policy priority of the government of Nepal at all levels (National Disaster Risk Reduction Policy,2015). Hydro-meteorological, geo-physical and biological disasters are major contributing factors to disaster risks. In addition, risks are a result of political, social, cultural, environmental and technological factors as well. Both types of risks could be addressed linking disaster risk reduction with resilience building, as opposed to vulnerability reduction approach. In a resilience building approach, community is considered as an active and resourceful entity, therefore, community engagement counts a lot for all interventions. In contrary to this, a vulnerability-focused risk reduction approach undermines inherent conditions and adaptive capacities of the communities, therefore, this approach is surpassed by resilience focused approach in recent years.

In consideration with the hazards profile, global disaster trends, NRCS experience on risk reduction, its mandate and local contexts, NRCS has come up with this five year strategic framework. This framework envisions that our communities have capacity to create resilience for themselves and support to others. In order to contribute to this vision, NRCS mission aims to empower vulnerable people to effectively respond and adapt to changing circumstances and to develop skills, capacities, behaviors and actions to deal with adversity.

Here, resilience is understood as an overall capacity of the community to be able to bounce back to original states after any adversity. Adversity could be anything, be it disaster, diseases, social, economic, cultural, political, technological or environmental factors. Therefore, NRCS plans to link up disaster risk reduction with resilience building in order to address these risks through this strategy framework. In time perspectives, in initial years, NRCS DM department will continue to engage in current disaster risk reduction interventions with some improvement. In the next step, it will develop necessary capacity to engage in resilience building and, in the third step, it will adjust to the resilience building approach as a mainstay process of risk reduction. An operational plan will be developed defining proposed actions, annual targets and responsible for implementation of these priority actions.

As a guiding framework for disaster risk reduction, Sendai framework for disaster risk reduction-2015 and Nepal Government's Disaster Risk Reduction Strategy-2018 will provide necessary directions. Similarly, for community resilience building process, IFRC's framework for community resilience-2014, Road map to community resilience-2016 and Communication guidance to National Societies on community resilience are relevant frameworks.

In course of rolling out this plan, NRCS will realign its structures with this strategic framework gradually. In addition, an environment will be created so that concerned departments in NRCS will collaborate with each other for resilience building process.

A strategic monitoring system has been proposed along with Key performance Indicators.

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Risk Reduction framework of the NRCS

Risk profile: Hydro-meteorological, geo-physical and biological disasters are common to Nepal that impose serious risks to the people, their livelihoods and infrastructures (Disaster risk reduction National policy, 2015). Hydro-meteorological disasters include erratic rainfall, flooding, landslides, lightning, drought, snow fall, hail stones, glaciers outbreak, strong wind, cold wave, hot wave etc. Major geo-physical disasters are earthquake, landslides and road accidents. Pandemic flues are emerging biological threats in Nepal now a days. In addition, increase in population, poverty, unplanned urbanization, unsystematic infrastructure development have also been contributing further to increase vulnerability to disasters, which are consequences of inappropriate political, economic, socio-cultural, technological and environmental conditions.

Resilience building framework: Risk reduction goal of the NRCS can be best achieved linking vulnerability-focused disaster risk reduction with resilience-focused risk reduction approach. A resilience-focused approach recognizes local people's inherent and adaptive capacities that could contribute to risk reduction process, however, a vulnerability-focused approach underestimates these capacities, therefore, it has its own limitations in addressing wider risks prevailing with individuals, families and communities due to disaster and other driving forces such as changes in political, economic, socio-cultural, technological and environmental situations. Therefore, in this five year strategic period (2019-2023), NRCS will make some improvements in its current approach of disaster risk reduction, will build up basic capacity necessary for resilience building and finally it will step up to resilience building approach.



Guiding frameworks: Key National and International policy instruments provide an overarching framework to the risk reduction strategy of the NRCS. To this effect, the constitution of Nepal-2015 article 51, Disaster Risk Reduction and Management Act (2017), Disaster Risk Reduction National Policy-2015 and National Disaster Risk Reduction Strategic Action Plan (2018-2030) and other instruments such as local government operation act 2017, National Disaster Response Framework (2013) form major guiding documents. International commitments such as Sendai Framework for Disaster Risk Reduction-2015, Federation strategy 2030 (Thematic Future S2030), A new urban agenda for 21st century (UNISDR,2015), The Paris Agreement on climate change adaptation (2015) are considered as major guiding frameworks. The risk reduction strategies are well aligned with NRCS 7th development plan and road to resilience framework of the International Federation of Red Cross and Red Crescent Societies as well.

In recognition to the recurring disasters and increased vulnerabilities of people and infrastructures, National Disaster Risk Reduction Strategic Action Plan, 2018-2030, seeks strengthen capacity for

¹ *Inherent capacity is existing capacity whereas adaptive capacity is an acquired capacity necessary to deal with external shocks*

disaster risk management, disaster preparedness, response, rehabilitation, recovery and resilience building and reducing impacts of emerging risks.

Reflections from NRCS Disaster risk reduction strategic framework-2015

NRCS was established in 1964 with an aim to provide humanitarian assistance to disaster affected people. Over the years, the organization has grown to be the largest humanitarian organization with its network of 77 chapters, over 1,450 sub-chapters, about 5,000 Junior/Youth Circles and over 1 million volunteers and members.

The NRCS has its strong track record of providing humanitarian assistance, blood and ambulance services. Further, more than 20 projects are implemented for disaster risk reduction by Disaster Management Department. Health service department, Resilience Building Department and Youth Departments are also engaged in community-based interventions, which contribute to resilience building initiatives. NRCS is actively engaged in National and local level policy development and advocacy on disaster risk reduction actions as well.

From disaster risk reduction strategic plan period of 2010- 2015, key learning points were as follows,

- Vulnerability reduction and Resilience building are two facets of a risk reduction strategy. As resilience building counts local community as an active actor of resilience building, this approach is relevant to NRCS.
- Resilience building of communities cannot be achieved without a concerted efforts of NRCS departments together and establishing a functional collaboration with external stakeholders. Therefore, NRCS should emphasize working together by departments and external agencies as well.
- We need to put extra efforts in maintaining a good alignment between programme departments and support services in order to achieve an intended result. Therefore, a robust process of a realignment is inevitable.
- Specialized human resource development initiatives should be put in place in order to foster creativeness and innovation in the programme. As department manages over 20 projects, a portfolio management approach could be relevant approach.

These lessons were thoroughly considered while crafting this strategic framework.

Internal and external environment scanning

A countrywide network of provincial committees, district chapters, sub-chapters, Junior/Youth Red Cross circles, all managed by volunteers, are our main organizational strengths. NRCS's profile as an auxiliary institution to the government during disaster and emergency situation has also a great significance. In addition, NRCS has 20 projects currently on disaster risk reduction. All these organizational strengths will provide a good foundation stone to NRCS for implementation of this strategic framework.

External elements, such as political, economic and socio-cultural factors, also play an important role in addressing risks. Politically, Nepal has three tier system of governance, where NRCS could collaborate at all levels. Economic prosperity has been top agenda in recent years in Nepal, therefore, resilience building could be a new opportunity to NRCS. Socio-cultural context is also changing. As big majority of youths are aboard seeking for employment options; the children and elderly people's needs are hardly addressed. In addition, urbanization has been rapid than it used to be until a decade before. Therefore, NRCS focus may shift to work with elderly , young people and migrant population with emphasis on urban issues.

Global trends

The following global disaster trends are likely to emerge, which will have strong impact on resilience building efforts (Reducing risk of future disasters, Government office for Science, UK):

- **Global environment change:** Environmental trends are likely to continue even if concerted policy actions are taken now. Out to 2040, the overall trend is largely pre-determined by actions already taken and the current state of the environment. Therefore, possibility of changes in global environment trend is low.
- **Demographic change :** Much of the future age distribution is already determined by the current distribution, therefore, likelihood of demographic change is low.
- **Conflict and instability:** The specific nature of future wars are very uncertain. However, a large reduction in conflict seems unlikely, as does a return to large-scale interstate war. Civil unrest and instability will continue to flare up unpredictably. Therefore, probability of changes in conflict and instability is medium.
- **Political and governance change :** There is no certainty that democratization will continue or whether it will lead to increased participation in governance system. Therefore, likelihood on political and governance change is high.
- **Urbanization :** Continued urbanization likely to continue although the rate may slow down. Likelihood of changes in current urbanization trend is low.
- **Economic growth:** Future global economic crisis could change contemporary economic powers, composition of financial regulatory regimes, or the structures of global institutions. The trend of change in economic growth is high.
- **Globalization:** Economically and politically, the world in the future will likely to be a more connected place, with pockets of isolation, remaining for geographical or political reasons. As connectivity expands, accountability and flows of knowledge may increase. As such, changes in globalization trends is medium.
- **Technical change:** The most important technological innovations are likely to be those not yet conceived, and attitudes to new technologies are difficult to predict. However, overall spread of new technologies is likely to continue. Therefore, a moderate level of changes in technical change are expected.

It can be concluded that resilience building efforts in coming years may face strong challenges as a result of above considerations.

Strategy Framework

Vision

“Communities have capacity to create resilience for themselves and the others”.

Resilience, in general, reflects ability of systems (and people) to effectively respond and adapt to changing circumstances and develop skills, capacities, behaviors and actions to deal with adversity. Thus, resilience, in otherward, is process of adaptation before, during and after an adverse event. A community may need a long range plan, resources and continuous efforts to attain minimum level of resilience.

A resilient society is characterized by ability of its individuals, communities, organizations or countries exposed to disasters, crises and underlying vulnerabilities to anticipate, prepare for, reduce the impact of, cope with and recover from the effects of shocks and stresses without compromising their long-term prospects (IFRC Framework for Community Resilience, 2014).

Mission

“To empower vulnerable people, families and communities in order to effectively respond and adapt to disaster risks and to develop skills, capacities, behaviors and actions necessary to deal with crises situations.”

NRCS will contribute to risk reduction efforts of the local communities through strengthening their inherent community conditions and adaptive capacity to major crises. As an outcome of the resilience building process, in line with the IFRC and the government of Nepal's DM policies and strategies, it is expected that the communities are:

- able to assess and manage the risks facing them, they have opportunity to learn new skills, they are built on past experiences, and share and apply this knowledge in practice,
- accessing sustainable water and sanitation system, secure food supply and health system and resources,
- able to provide security to their members maintaining social cohesion,
- possess capacity to draw on formal and informal community institutions to identify problems, needs and opportunities, establish priorities and act for the good and inclusion of all in the communities,
- expected to have sustainable infrastructures along with necessary system and skills for their maintenance.
- able to secure shelter, transportation and energy system and employment options
- resourceful and they are flexible in order to achieve economic opportunities,
- expected to have capacity to accept uncertainty and respond to change and value natural resources and manage them in a rational way

Values

NRCS is mandated by the GoN for working as an auxiliary to the government during emergencies. It implies that the government sets priority for any emergency response and NRCS works, independently, in concurrence with the government priorities.

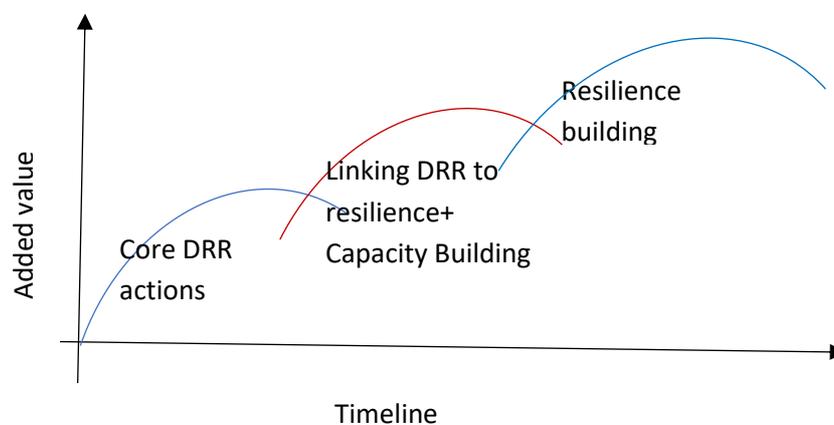
NRCS is abide by its seven fundamental principles, with high emphasis upon the Humanity, Impartiality and Independence while delivering any services.

As a well-established humanitarian organization, we believe in transparency and accountability towards all in our everyday work. We also count on beneficiary needs as first priority of the NRCS.

Priority Areas

Priority areas were identified with careful analysis of strategic priorities of the Government of Nepal, emerging trends in the external environment and within the Red Cross movement, NRCS strengths and limitations as well as priorities of people in communities. The following three priorities emerged through this analysis:

- 1: Continue core disaster risk reduction actions with necessary improvement
- 2: while linking core DRR actions to resilience building approach, invest on capacity building on resilience methodology as well
- 3: Develop resilience building as main stay process of the NRCS for risk reduction



Strategic priority 1 : Continue core disaster risk reduction actions with necessary improvement

In the initial years, core disaster risk reduction actions will be continued with necessary improvement in its efficiency and effectiveness. This will allow NRCS to focus more on its strengths for risk reduction.

Strategy 1.1: Strengthen organization efficiency and effectiveness on disaster risk reduction

Among other risk factors, disasters like flooding, earthquake, land slide, fire, road accident, lightening etc. pose great risk to a sizable population in Nepal. Therefore, disaster Risk Reduction is an important priority to the NRCS.

Strategic Outcome 1.1.1 : Improved Disaster Risk Reduction (DRR) planning process

Actions:

- a. Develop a common understanding about disaster risk reduction planning process at all levels. Also, develop capacity for an effective assessment, planning and programming of DRR interventions for community-based and urban resilience building interventions
- b. Capture primary data following a participatory process and substantiate these data with secondary data from other credible sources for planning purpose
- c. Develop resilience building projects ensuring alignment with the National DRR policy and strategy of the Government of Nepal and the Federation's road to resilience

- d. Review existing standards and approaches for NRCS engagement in disaster risk reduction process, project cycle management and disaster risk reduction mechanisms
- e. Work together with other partners and departments of NRCS to develop an integrated approach for DRR interventions
- f. Institutionalize regular review and planning system following a PDCA (plan-do-check-adjust) process

Strategic outcome 1.1.2: Standardized DRR intervention management approaches

Actions

- a. Review and update NRCS disaster operation approach paper and Disaster Management policies
- b. Establish a coherent system for DRR project management at all levels
- c. Explore possibility of collaboration for overall risk reduction and resilience building with other actors within and outside the Red Cross Red Crescent movement
- d. Combine primary data with secondary data, from credible institutions, for DRR project planning purpose. Update current project planning and management tools incorporating aspects of climate sensitive risk reduction and urban resilience building
- e. Build up synergy between DRR actions and other service sectors of NRCS such as health, water and sanitation, livelihood, community development, Youth engagement , organization development departments and Gender and Social inclusion
- f. Align NRCS risk reduction efforts with GoN's disaster risk reduction policies and strategies, Sendai framework, Sustainable Development agenda and other relevant policy frameworks

Strategic outcome 1.1.3: NRCS prepared for emergency response and recovery operations at all levels

Actions:

- a. Improve capacity of leadership, staff, volunteers about emergency response and recovery management
- b. Review and improve existing tools, mechanisms, storage space and other physical resources for an increased organizational capacity for disaster and emergencies
- c. Promote NRCS profile and ensure representation and contribution to the Government mechanisms at all levels
- d. Share NRCS learning and resources with Red Cross movement partners, the government and other agencies
- e. Advocate to the government and DM actors for bringing DM issues forward
- f. Follow up recommendations of DRCE for organizational preparedness for response and preparing multiple hazards-based contingency plans and their implementation
- g. Strengthen hazards monitoring system and organize annual simulation exercises based on contingency plans
- h. Collaborate with police and armed forces for learning exchange

Strategic outcome 1.1.4: Responded to disaster and crises situations and population movement

Actions:

- a. Engage in emergency and crisis situations, at all levels, with emphasis upon assessment, search and rescue, relief (priority to non-food items), psychological support, restoring family links (RFL), cash-based interventions, WASH, emergency shelter, health and first aid services

- b. Link up DRR with recovery operations following " Build Back Safer ²" approach and refer to Sphere standards for maintaining quality standards
- c. Explore partnership possibilities with potential Red Cross/ Red Crescent Movement partners for emergency relief and recovery operations
- d. Scale-up forecast-based financing and cash-transfer programmes for an effective emergency response and recovery

Strategic Priority 2: Link up DRR to resilience building and invest on capacity building

Strategy 2.1: Limit geographical expansion of DRR interventions, but focus more on capacity building

In consideration with number of current projects and existing capacity to manage these projects with available resources, it is reasonable to limit geographical expansion of projects to the current level and focus on quality aspects.

Strategic Outcome 2.1.1: Scaled-up capacity for evidence-based community resilience building

Actions:

- a. Foster partnership with academic and professional institutions to bring in new knowledge, skills and technology about resilience building. In addition, work together with other departments of the NRCS as well.
- b. Plan to develop minimum capacity of NRCS structures referring to operational approach-2019 and encourage partners to invest on these interventions
- c. Develop standard operating procedures, update community-based disaster risk management guidelines (in light with resilience building approaches), review training manuals and work out for relevant information, education and communication materials
- d. Develop a capacity building plan for relevant staff members and volunteers on different aspects of resilience building³, maintain a roster and assign relevant roles and responsibilities
- e. Explore partnership opportunities with the government, municipalities and other I/NGOs and private organizations with emphasis upon local resource mobilization platform for resilience building
- f. Scale-up disaster information management system (DMIS) across NRCS with necessary IT infrastructures and skilled human resources
- g. Restructure current project-based DM department structure and realign with resilience building framework

² *Build back better : recovery efforts should be informed by assessment of hazards and vulnerabilities, and they should be addressed through appropriate multi-hazard risk reduction to ensure that communities are prepared and they the rebuilt structures can withstand potential hazards in the future*

³ *Scope of capacity building: Including disaster risks, other risks may be consequences of political, economic, socio-cultural, technological and environmental risks. Capacity, therefore, may be needed for understanding these risks, analyzing the risks, reducing the risks and responding to emergencies. Also important to learn and apply adaptive management, adaptive co-management and adaptive governance system, which is based upon learning by doing (ref: road map to community resilience, IFRC).*

Strategic Outcome 2.1.2: Expanded scope of existing community-based risk reduction interventions

Actions

- a. **Road safety:** expand road safety awareness, establish First Aid cadres at strategic locations and launch advocacy campaigns on road safety at local levels
- b. **Climate change adaptation :** Create awareness , collaborate with local governments and other stakeholders and develop climate change sensitive integrated projects
- c. **Economic security :** Integrate economic security options with existing interventions following assets- based approach

Strategy 2.2: Engage in diversifying funding base and local resource mobilization

Funding trends are changing from last few years on humanitarian sector, therefore, NRCS need to focus more on diversifying its funding base.

Strategic Outcome 2.2.1: New funding opportunities explored

Actions:

- a. Proactively engage in disseminating existing resource mobilization strategy of the NRCS,
- b. In addition to conventional funding instruments, diversify funding-base targeting local funds such as municipal funds and private funds,
- c. Update guidelines and develop staff capacity for mobilization of five capital assets such as Human capital, Natural capital, financial capital, Physical capital and Social Capital for resilience building interventions.
- d. Explore possibilities for synergy building together with different projects/ programmes of NRCS for an efficient use of available resources
- e. Work together with OD department for capacity building of district chapters and sub-chapters for local resource mobilization

Strategy 2.3: Emphasize on beneficiary engagement

Beneficiary's satisfaction is central interest of NRCS and plan to achieve this through increasing beneficiary engagement and offering need-based services.

Strategic Outcome 2.3.1: Increased beneficiary engagement in the programme

Actions

- a. Engage beneficiaries in all phases of a project cycle: planning, implementation, monitoring and evaluation
- b. Increase beneficiaries' access to context specific information, education and communication materials
- c. Develop community engagement (CEA) standard operating procedures and follow up them
- d. Establish an effective end-to-end community feedback system and link up it with knowledge management and project cycle management system

Strategy 2.4 : Focus more on innovation

Innovation will lead to operational excellence. Innovations will be focused on project design, flexible operational approaches and capacity building of NRCS at all levels.

Strategic Outcome 2.4.1: Developed a culture of innovation in resilience building process

Actions:

- a. Develop adaptive management approach following PDCA (plan-do-check-adjust) model
- b. Be flexible in project planning process and adjust regularly as per new context
- c. Implement pilot projects and capture lessons learned for continuous improvement
- d. Link up new learning with knowledge management system

Strategic Outcome 2.4.2: Improved programme planning and management systems

Actions:

- a. Contribute to improve supply-chain management system
- b. Follow a people-centered planning process
- c. Strengthen forecast-based financing system
- d. Scale-up cash-transfer programming for emergencies
- e. Realign DM organigram with resilience building approach

Strategy 2.5: Increase effectiveness of existing partnership and co-operation mechanism

We opt to establish an effective co-operation mechanism with all stakeholders- the departments, chapters, members, volunteers, the community people, partners, government, UN agencies, I/NGOs and other relevant agencies for resilience building process.

Strategic Outcome 2.5.1: Established joint projects with relevant agencies

Actions

- a. Establish new mechanism for collaboration with academic and professional institutions
- b. Strengthen civil-military relationship with focus on disaster response
- c. Develop pilot projects with different stakeholders and capture lessons learned for improvement
- d. Develop comprehensive resilience building projects with multiple-stakeholders

Strategic Outcome 2.5.2: Strengthened internal capacity for co-ordination and collaboration

Actions

- a. Strengthen NRCS capacity for working with private sector, media, police, army and other agencies
- b. Improve media relationship for maintaining transparency and accountability
- c. Advocate on safeguarding humanitarian space as it is shrinking significantly
- d. Promote professional volunteerism through NRCS risk reduction interventions
- e. Profile NRCS engagement in disaster risk reduction and resilience building

Strategy 2.6 : Strengthen human resource engagement

NRCS workforce consists of volunteers, members and professional staffs. To motivate them in the humanitarian work is key in achieving NRCS vision and mission. Following objectives are set to motivate the workforce:

Strategic Outcome 2.6.1: Increased adherence to organizational values and fundamental principles

Actions

- a. Promote adherence to Red Cross fundamental principles and organizational value system in all projects/programmes

- b. Design projects/programmes good enough for volunteers to manage them together with professionals
- c. Establish an effective monitoring and result-based reporting mechanism linking risk reduction project interventions with operational and strategic metrics
- d. Update and enforce code of conducts of staff and volunteers for safety and security purpose
- e. Make use of safety regulations of the Nepal Red Cross Society in all project activities

Strategic Outcome 2.6.2: Developed professional competence

Actions

- a. Put in place a 360 degrees performance appraisal system of staff members and develop an annual staff capacity building plan in concurrence with appraisal system,
- b. Explore capacity building opportunities in different areas of risk reduction and engage volunteer and staff members following annual capacity building plan
- c. Promote a culture of flexibility in programme planning and implementation with focus on innovations
- d. Develop a systematic process of career development whereby staff can involve, learn, grow and contribute to the NRCS

Strategic Priority 3: Resilience Building

The approach of risk reduction should shift from reducing vulnerability to enhancing resilience (Twigg 2015). In this process, major aspects of resilience building such as physical, social, economic, institutional and disaster aspects will be taken into account.

Strategy 3.1: Resilience Building of communities

Strategic Outcome 2.3.2: Improved beneficiary resilience status

Action areas: The following areas of interventions will be relevant for resilience building :

Major aspects of resilience building	Action areas	Relevant Community level interventions
Physical aspects	Land-use	Construction in safe land, marking risk zones, awareness raising about construction
	Housing	Promotion of building codes, resilient design and safer construction practices
	Services	Protected water supply system, sanitation, sustainable electricity
	Infrastructure	Promotion of codes, resilient design and safe construction practices
Social aspects	Services	Integrated planning (Physical, Social, Economic and Institutional)
	Community participation	Engagement in planning and implementation, CEA
	Community Plans	Follow up over long term
	Volunteers	Skills development
Economic aspects	Livelihood Options	Risk assessment and participatory planning

		Small-scale enterprises (Asset-based approach)
Institutional aspects		Integrated programming with other stakeholders including government, private sector, I/NGOs
		Skills development of local actors on different aspects of resilience building
Natural disaster aspects		Structural and non-structural risk mitigation measures
		Linking DRR with relief and recovery operations
		Hazards monitoring and early warning system

Strategy 3.2 : Strengthen an enabling environment

The following factors are important in order to develop an enabling environment for implementation of this strategy framework.

Outcomes: A comprehensive support system in place necessary for an effective resilience programming:

Actions:

- a. Promote humanitarian diplomacy
- b. Dissemination of NRCS work
- c. Integration of protection, gender and social inclusion in all interventions
- d. Organization development at all levels
- e. Co-ordinated support services

8. Strategic Monitoring

Strategic Monitoring is a systematic effort to set performance standards with planning objectives, to design information feedback systems, to compare actual performance with these predetermined standards, to determine whether there are any deviations and to measure their significance, and to take any action required to assure that all organizational resources are being used in the most effective and efficient way possible in achieving strategic objectives (Meckler,1972). Key performance indicators (KPIs) are used to measure progress towards achieving the Strategic Outcomes and the high level Strategic Targets as shown in the following table:

Strategic Outcomes	Key performance Indicators (KPIs)	Metric	Unit	Start Date	Completion Date
1. Disaster Risk Reduction Strategy					
1.1: Improved Disaster Risk Reduction (DRR) planning process	1.1.1 Integrated projects following resilience building framework in place	20	Number	2019	2023
1.2: Standard DRR interventions management approaches	1.2.1 DRR approach paper in place	1	Number	2020	2023
1.3: Prepared NRCS, at all levels, for emergency response and recovery operations	1.3.1 Implementation status report of DRCE recommendations	5	Number	2019	2023
1.4: Responded to crises situations and population movement	1.4.1 Projects on crises situation and population movement	10	Number	2020	2023
2 Expansion/Growth Strategy					
2.1: Expanded community-based interventions	2.1 Districts with community based-interventions	25	Number	2019	2023
3 Resource Mobilization Strategy					
3.1: Explored new funding opportunities	2.2. MoUs signed with partners	15	Number	2019	2023
4 Beneficiary engagement Strategy					
4.1 : Improved beneficiary resilience status	2.3 Feedback survey from beneficiaries	10	# reports	2019	2023
5. Innovation Strategy					
5.1: A culture of innovation in resilience building process developed	2.4 PDCA (plan-do-check-adjust) system in place	10	# reports	2019	2023
5.2.: Improved programme planning and management systems	2.5 New MoUs with academic and professional institutions	5	Number	2019	2023

6.Co-operation and partnership Strategy					
6.1 : Established joint projects with relevant agencies	2.6 Pilot projects in place	5	Number	2019	2023
6.2. Strengthened internal capacity in promoting co-ordination and collaboration with partners	2.7 Internal coordination mechanism and guidelines in place	1	Number	2019	2023
6.3 : Increased motivation of volunteers and staff	2.8 Volunteers and Staff survey results showing their level of motivation in work	5	Survey reports	2019	2023
7. Human resource engagement strategy					
7.1 : Increased adherence to values and fundamental principles of the Nepal Red Cross Society	2.9 Compliance report	5	Annual survey report	2019	2023
7.2: Develop professional capacity	2.10 Strategic HR development plan in place	1	HR Plan	2019	2020
8.Resilience Building Strategy					
8.1 : To engage and connect with communities	3.1 Mechanisms for participation of different departments/units in single resilience building project	1	# mechanism	2019	2020
8.2: Understand community risk and resilience	3.2 Guidelines for community risk assessment process	1	Guidelines	2019	2021
8.3: Taking action to strengthen resilience	3.3 Guidelines in place for developing action plans	1	Guidelines	2019	2021
8.4 : Learn from resilience actions	3.4 Guideline in place to guide community to capture learning from resilience building project	1	Guideline	2019	2021