Bring Change:
Build Resilience

# 8th DEVELOPMENT PLAN
## 2021–2025

Nepal Red Cross Society

# Bring Change:
# Build Resilience

# Preface

The 8th Development Plan 2021–2025 is the road map of Nepal Red Cross Society (NRCS) until 2025. Its key purpose is to reduce uncertainty about our future and develop a shared understanding about our engagement approach with the future. Planning means change, therefore, this plan has been guided by strategies related to innovation to bring changes as well. This plan has tried to respond to these basic questions: who it serves and where? Where are we now? Where do we want to go? How will we get there? What does it do? and How well did we do (monitoring and review) it?

The plan has been synchronised with Nepal's 15th periodic Development Plan, Sustainable Development Goals (SDGs) and Strategy 2030 of the Internal Federation of Red Cross and Red Crescent Societies (IFRC). The Plan is forward-looking and it aims to involve the entire Nepal Red Cross Society to reach out to, and assist, more people and communities to make a difference in their lives.

The Plan also sets out the direction for combined involvement in National organizational development and it has addressed key issues related to the disaster relief and humanitarian assistance and services as well. It also supports and lays the foundation for NRCS' partnership with the Nepal government and cooperation with international organizations, bilateral and multilateral agencies, and community organizations, for long-term humanitarian and human development works.

Moreover, the Plan also supports NRCS engagement in humanitarian assistance and development dialogue to ensure that it is seen by its partners and the public as a credible and effective organization. It also attempts to create an enabling environment for humanitarian engagement within the Red Cross and beyond – Center, Province, District Chapter, Proposed Municipal Chapter and Sub-Chapters within the Red Cross.

The Plan's strategies are the conscious outcome of the decisions taken by the NRCS Central Executive Committee and are based on the achievements and the lessons learned as guided by the principles of the Red Cross. One of the major emphasis is to restructure NRCS Headquarters in order to offer customized support to other structures below it as per their needs.

NRCS as an active humanitarian organization is in a position to participate in, and influence, the national policy and programs on humanitarian assistance. This can be achieved through interaction with the government, IFRC, ICRC, National Societies and the Movement.

The Plan ensures good governance, and hence transparency, so that the stakeholders know how NRCS prioritizes its activities and uses resources in a cost-effective manner. The Plan builds on the achievements to date, and is guided by past experiences, whilst being innovative and forward-looking.

NRCS' core focus areas are disaster preparedness and management, and community-based health, water and sanitation services, including immediate lifesaving assistance. The 'Youth and Women Engagement Strategy' focuses on youth and women as key players in creating a strong Red Cross and resilient communities. The Plan aims to promote the youth and women's ability to influence agendas for changing lives, and contribute meaningfully to community

care. We believe the Plan will bring new approaches in making our programs financially sustainable and operationally effective.

The 8th Development Plan is the outcome of the collective efforts of Red Cross leaders, senior volunteers and the staff at different layers of NRCS. The members of the Central Planning Committee participated and contributed at stages in the preparation of this Plan. This Plan is expected to promote a coordinated approach between the central administration and different entities, which, in turn, will guide and coordinate planning and service implementation for the next five years.

The planning exercise has raised awareness on project planning and programming in NRCS, while it also suggests implementation modalities, approaches, and mechanisms for collective action amongst its key stakeholders as well. In addition, the Plan clarifies the framework for effective policy mechanisms among the Red Cross and community leaders to accelerate the efforts in improving the delivery of humanitarian services. As a result, key actors can see the actual challenges and opportunities in providing community services.

The Central Planning Committee undertook several methods to ensure maximum participation of the entire Red Cross society through interactions and consultative meetings. During the course of deliberations on the draft, it was emphasized that the Red Cross Movement can only remain alive and dynamic if continuous effort is made to respond to the changing conditions in society, and accept new opportunities and challenges in the interest and welfare of the people in the community.

The Plan has also emphasized institutional capacity building and working within the Red Cross and beyond, strengthening cardinal programs of services in the community, and participation and contribution in NRCS. It is suggested that the Plan be accepted as an opportunity to help the people in the community in need of Red Cross assistance to lead a dignified life.

We would like to express our sincere thanks to the Central Executive Committee members for their support throughout the planning process. Similarly, we would also like to express our appreciation to the Central Planning Committee members and planning advisor for their support and solidarity.

We would like to express our sincere gratitude and heartfelt appreciation to all our staff, volunteers and patrons who worked hard to bring the 8th Development Plan 2021–2025 to shape.

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# Table of Content

# Chapter 1
## Introduction

## 1.1    Background

Nepal Red Cross Society (NRCS) started long term planning process from 1984. So far, the seven development plans have been completed and this is the 8th Development Plan. This plan is roadmap for NRCS for next five years, until 2025 starting from 2021. The plan contains vision, mission, strategic directions and priorities of the NRCS for the period.

Nepal Red Cross Society, as a member organization of the International Red Cross and Red Crescent Movement, is guided by its seven Fundamental Principles; humanity, impartiality, independence, neutrality, voluntary service, unity and universality. These principles focus on addressing human suffering, protecting life and health of the people and not to engage in controversies of a political, racial, religious or ideological nature. In addition, priorities are set based on needs alone and offering services independent of political, economic, military or other objectives. These services are delivered by the volunteers across Nepal. These Fundamental Principles are closely linked to the International Humanitarian Law (such as the fourth Geneva Convention) as well; which serve as guiding principles for the Nepal Red Cross Society to carry out humanitarian actions in the country.

The above  principles are the foundation for integrated and widely accepted codes of conduct, commitments and core standards, including the *International Committee of the Red Cross* (*ICRC*) Code of Conduct, the Humanitarian Charter and Minimum Standards in Humanitarian Response, and the Core Humanitarian Standard  on quality and accountability as well (the-Movement/code-of-conduct/signatories-to-the-code-of-conduct/). NRCS will put efforts in order to translate these principles into actions through its strategic framework as described in Chapter 2.
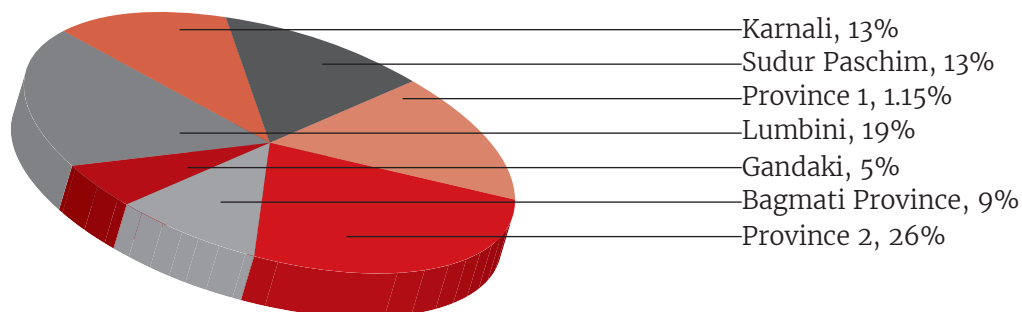
## Operating Context

This plan was developed taking into account the following external and internal operating context of the NRCS:

## External Context:

Vulnerability Profile: It is evident from the chart that the multi-dimensional poverty is widely distributed across all provinces in Nepal. However, it is most concentrated in province 2 ( 26%) followed by Lumbini province ( 19%) and Province 1 ( 15%).  And, about half-of these poor live in rural areas     ( National Planning Commission, 2021[1]). Obviously, this evidence will be considered as a reference about resource allocation for targeted interventions by the NRCS. Government's current five-year development plan also emphasizes this approach.

Nepal Red Cross Society is not directly engaged in the poverty reduction approach, but risk reduction. And, as poverty leads communities towards multiple vulnerabilities, the multi-dimensional poverty profile, as described here, is relevant in deciding strategic target areas and allocating resources appropriately. This is an evolving process.



Karnali, 13%
Sudur Paschim, 13%
Province 1, 1.15%
Lumbini, 19%
Gandaki, 5%
Bagmati Province, 9%
Province 2, 26%

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1  The multi-dimensional poverty is defined by aggregate outcomes of the three indexes- health, education and living standards of the people. Further, the living standards consist of people's access to Cooking fuel, Sanitation, Drinking water, Electricity, Housing and Assets.

**Disaster Profile:** The fragile geology and steep topography has made Nepal the 20th topmost disaster prone country in the world. Among 200 countries, Nepal ranks 4th, 11th and 30th with regard to relative vulnerability to climate change, earthquake and flood hazards respectively (Ministry of Home Affairs, Nepal, 2020). In addition, on an average, more than 8,000 people per million are being affected by disasters and related diseases, including floods, landslides, drought, heat/cold waves, as well as vector-borne diseases. Thus, NRCS risk reduction initiatives and emergency response will be focused on climate change adaptation, earthquake, flood and other disasters as included here.

**COVID-19 Situation:** COVID-19 imposed several unprecedented challenges to the people, the above poor being the most affected. Interventions will be planned to address their issues in line with the multi-dimensional poverty status of the people.

**Country's Administrative Structure:** The Federal structure of Nepal consists of 753 rural/municipalities, 77 districts, seven provinces and 753 municipalities. NRCS is an auxiliary to the government as well in delivering humanitarian services. NRCS, therefore, will maintain an alignment with these government mechanisms and will also explore opportunities to co-design interventions with them, UN agencies, Red Cross partners and other donor agencies targeting sustainable development goals (SDGs).

**Global Challenges:** IFRC Strategy 2030 has identified Climate and environmental crisis, evolving crisis and disasters, Growing gaps in health and well-being, Migration and identity, Values, power and inclusion as major challenges at global scale. Further, the changes of the 21st century are identified as complex and inter-related. It is understood that there are far greater leaps in education, technology, volatility, connectivity, and networks than ever before. The impacts of the climate and environmental crises, driving more severe disasters and increased vulnerability, will remain the long-lasting issue of concern, and a reality for millions of people around the world. These threats combined with increased number of protracted crises and contexts of high fragility contribute to driving migration and displacement, deepen conditions of distress in societies, at a time when compassion for people on the move is at an all-time low (IFRC Secretariat Strategic Plan – An agenda for renewal, 2019). Therefore, the Federation will work with member National Societies in these five areas in coming years : 1. Climate and environmental crises 2. Evolving crises and disasters 3. Growing gaps in health and well-being 4. Migration and Identity 5. Values, power, and inclusion.

To achieve the five strategic priorities, the IFRC Secretariat will invest into three enablers capturing the changes and transformations required 1: Engaged, with renewed influence, innovative and digitally transformed with greater emphasis on National Society Development, 2: Accountable, with an agile and efficient management with greater emphasis on National Society Development Enabler, and 3: Trusted, owned, and valued by the membership with greater emphasis on National Society Development. NRCS will, therefore, align its organizational efforts in the same directions.

## Internal Operating Context:

The internal strategic differentiators of the NRCS from the other organizations are many, but the most visible are the mandate given by the Government of Nepal as an auxiliary organization in humanitarian response, voluntary base, its brand image as a humanitarian organization, government mandate

**Government mandate:** Government of Nepal has mandated NRCS as an auxiliary agency in humanitarian response. While engaging in humanitarian services, NRCS works closely with the government, but well maintains its principles of humanity, impartiality, and independence as well in order to increase efficiency and effectiveness of the services.

**Members and volunteers-base:** People receive humanitarian services from the NRCS through its country-wide network of about two hundred thousand general members and eight hundred thousand junior and youth members. Thus, as a humanitarian organization, NRCS has great potential to serve the humanity in Nepal.

**Brand image:** NRCS is recognized as the humanitarian organization having the largest network of its human resource-base and organizational structures in Nepal. Therefore, this brand image will be considered as an internal strength of the organization. As such, interventions will be so designed that the people will appreciate the NRCS endeavors in the community in coming days as well.

**Organizational presence:** NRCS has an organizational presence across Nepal. People receive humanitarian services from the NRCS through its national headquarters, seven provinces, 77 district chapters, 1,500 sub-district chapters and eight hundred thousand junior and youth members organized in 6,000 junior and youth circles.

**Community-based approach:** NRCS is well known for its community-based approaches. As NRCS volunteers come from the local community, they are considered as local ambassadors of the NRCS as well. They are trained and they are mobilized in the community for the sake of their own community-benefit. Thus, NRCS is well rooted in the community.

## 1.2    Strategic Issues and Challenges

The NRCS has identified the following key strategic issues or challenges that this plan will address:

- Alignment with global, National and organizational context: It is necessary to well align organizational context with the National and International context so that it could contribute to the larger global issues at local level. Therefore, it has been necessary for the NRCS to ensure that the NRCS agenda is dove-tailed with the rest of the two.

- Increasing investment on disaster response and volunteer development: Disaster risks are increasing year by year due to several factors including socio-economic parameters and climate change issues. Obviously, NRCS is under pressure to increase investment in disaster risk reduction and disaster response through volunteer mobilization, however, funding opportunities are narrowing. Therefore, exploring options for funds diversification such as local resource mobilization, NRCS assets management and developing trust among public and donor-community has been a priority to the NRCS.

- Strengthening flagship programmes (e.g. First aid, Blood transfusion service and eye Care service). NRCS is well known in communities for these flagship programmes. However, some flagship programmes, such as Blood Transfusion Service delivery, has been a cost intensive service. Therefore, exploring ways to slash down the cost of operation and increasing funding base has been a top issue.

- Increasing commitment on community resilience building and disaster risk reduction. NRCS community resilience building and disaster risk reduction programmes have strong footings in communities. Therefore, making local partnerships with local communities and the local governments have been crucial.

- Tackling the potential impacts of climate change. Intensive rainfall and erratic rainfall have been the immediate results of climate change in Nepal. Landslides and flooding are the consequences of these phenomena. Large number of people, especially those who are vulnerable, face major consequences. Obviously, tackling these issues has been a priority to the NRCS.

- Focusing on organizational transformation with focus on power devolution, accountability, transparency, efficiency and effectiveness at all levels. It has been a critical time for the NRCS to transform as an effective organization guided by the principles of good governance. Strengthening organizational structures, along with decentralized approach, has been essential.

- Strengthening community engagement and accountability has been one of the major thrusts of the NRCS. However, empowering the community and well maintaining accountability will only be possible when NRCS would really engage with local people and work together with them hand in hand. Thus, this has also been a major issue of concern.

- Ensuring dignity, access, participation and safety (DAPS) of all targeted individuals. Respecting the dignity of all, increasing their access to humanitarian services and ensuring safety measures is fundamental to the NRCS. This plan, therefore, needs to address these issues.

- Strengthening volunteerism and membership. NRCS is a membership based organization. Volunteers are the backbone of the organization. Therefore, how to ease people to be part of the NRCS as volunteers and members has been an important issue to the NRCS.

- Recognizing students and youth members in humanitarian actions. Youth leadership development and engaging Youth in humanitarian actions will determine the future of the NRCS. Therefore, how to create an enabling environment to attract youth in NRCS and develop Youth leadership should be one of the major considerations in the development of the NRCS.

- Addressing protection, gender and inclusion issues (including disability inclusion) should also be a point of concern in the everyday life of the NRCS.

- Emphasizing digital transformation. Technology is the one of the most important leveraging factors for any organization's development. NRCS should also take this into account.

## 1.3  Reflections of the Previous Periodic Plans

- The first five-year Development Plan (1984-1990) was focused on development of the Society as well as implementation of supplementary activities,

- The Second Development Plan (1992-1997) expanded the organizational network of disaster preparedness and relief services, health service activities and community development. The Plan also emphasized sustainability, public participation, organizational development and focus on limited area, but high impact approach

- The Third Development Plan (1998– 2002), however, focused on strengthening and expanding the organizational network at all levels. As a result of flexibility and responsiveness to the conflict situations, a focused approach on vulnerability reduction and diversity was adapted.

- The Fourth Development Plan (2003-2007) was well aligned with the tenth Plan of the Government of Nepal for enhancing humanitarian assistance to the vulnerable.

- The Fifth Development Plan (2008-2010) streamlined all programmes and activities into four core areas: disaster management, health and care in the community, organizational development and humanitarian values as a major shift in the strategic management process of the NRCS.

- During the Sixth Development Plan (2011-2015) period, an emphasis was given upon saving lives, protecting livelihood, strengthening recovery from disaster and crisis, promoting safer, developing resilient and healthy communities, promoting social inclusion and a culture of non-violence and peace.

- The Seventh Development Plan (2016-2020) stressed on 'Partnership and coalition building for community resilience'. The plan continued major strategies of the Sixth Development Plan and implemented earthquake response, the largest operation that the NRCS ever had in the past.

## 1.4  Planning Process

This plan was developed following a thorough consultative process guided by the Vice Chairman of the NRCS. In this process, discussion sessions were held several rounds with executive committee members and senior staff members. Following this, a zero draft was presented to the Central Executive Committee meeting for feedback. The feedback received from the committee was incorporated into the plan. An external advisor was hired to support the planning process.

# Chapter 2
## Strategic Framework

NRCS considered the humanitarian guiding framework, internal and external operating context and the global challenges as outlined by the Strategy 2030 of the International Federation of Red Cross Red Crescent Societies, Sustainable Development Goals, Nepal 15th Development Plan and reflections of the past periodic plans of the NRCS while deciding this strategic framework.

## 2.1 Vision

Overarching aspirations of what NRCS hopes to achieve or to become by the end of this plan

NRCS leadership and stakeholders visualize NRCS as " A humanitarian organization that provides immediate relief, alleviates human suffering, addresses vulnerabilities and builds resilient communities". This vision statement, thus, sets its destination to move forward by the NRCS in the coming years.

## 2.2 Mission

What the NRCS needs to do now to achieve the vision or what the core purpose of the NRCS is.

NRCS mission is "To address humanitarian needs, reduce gaps, prevent and alleviate human suffering from disasters and emergencies by strengthening nationwide networks of organization and volunteers and building partnerships". Obviously, the core purpose of the NRCS is to deliver humanitarian services and alleviate human suffering from any disaster.

## 2.3 Organizational Values

What do the leaders believe in the NRCS that motivate people to act one way or another?

NRCS is a value-driven organization. The NRCS team carries the following set of values collectively:

**Accountability:** NRCS is accountable to its major constituents- the beneficiaries, members, the government and partners

**Transparency:** NRCS carries out regular external auditing and shares reports publicly. Social audit has been a continuous practice of its field-based programmes.

**Non-political:** NRCS is an apolitical organization guided by its seven fundamental principles as described above.

**Driven by humanitarian imperative:** "Humanitarian needs" is the major driving force for the NRCS to design its service programmes irrespective of its underlying cause.

**Value for money:** NRCS people believe in honesty, integrity and efficiency in everyday work. Value for money has been a common practice in the organization.

## 2.4 Strategic Directions

Future pathways of the NRCS

NRCS will move towards the following four strategic directions in the coming five years' period:

1. Governance and organizational development

2. Disaster and crisis management

3. Health and community care

4. Humanitarian principles, values, international laws and diplomacy

# Strategic Objectives and Outcomes for Strategic Direction 1: Governance and Organizational Development

**Strategic Objective 1.1: Strengthen governance and management capacity at all levels.**

Outcomes:

1.1.1 NRCS is recognized and protected through improved legal base.

1.1.2 Enhanced NRCS governance and management systems and standardized key policies and guidelines.

1.1.3 Strengthened organizational relationship and coordination with stakeholders for continuation of core humanitarian services at all levels.

1.1.4 NRCS is recognized as a responsive and responsible humanitarian organization

1.1.5 NRCS has qualified, competent and motivated staff.

1.1.6 NRCS has trained and inspired volunteers nationwide who are engaged and mobilized for effective service delivery.

1.1.7 Improved/upgraded quality of training and service delivery capacity of the human resource development institute (HRDI).

**Strategic Objective 1.2: Develop a culture of research and innovation.**

Outcomes:

1.2.1 NRCS has a well-functioning planning, monitoring, evaluation, reporting and information management (PMER-IM) structure and capacity for improved quality service     delivery and accountability

1.2.2 Strengthened integrated management information system (MIS) at NRCS headquarters, provinces and districts

1.2.3 Enhanced practice of organizational learning and innovation

**Strategic Objective 1.3: Establish strong support services**

Outcomes:

1.3.1. NRCS has diversified, predictable and sustainable sources of income.

1.3.2 Strengthened financial management systems at all levels.

1.3.3 Strengthened logistics management system (supply chain management).

1.3.4 Scaled-up information technology (networking and maintenance) system.

### Strategic Objective 1.4: Develop well-functioning organizational units at all levels

Outcomes:

1.4.1 Strengthened internal and external communication at all levels for an increased visibility and trust.

1.4.2 Strengthened capacity of junior/youth Red Cross (JYRC) at all level to accomplish humanitarian services.

## Strategic Objectives and Outcomes for Strategic Direction 2: Disaster and Crisis Management

### Strategic Objective 2.1: Develop resilient community

Outcome:

2.1.1 Communities are able to predict, withstand and recover from any disaster and crisis situation internally with limited external support.

2.1.2 Strengthened organizational preparedness and emergency response to save lives and livelihoods from disasters and reduce vulnerability.

## Strategic Objectives and Outcomes for Strategic Direction 3: Health and Community Care

### Strategic Objective 3.1: People received effective health and blood services

Outcomes:

3.1.1 Health and dignity of people are protected and improved

3.1.2 Enhanced capacity of blood transfusion service across the country

### Strategic Objective 3.2: Enable communities to apply their knowledge, experience and capacities to develop resilience.

Outcomes:

3.2.1 Communities have increased capacity to address the evolving impacts and risk from climate and environmental crisis.

3.2.2 Community have increased access to affordable, appropriate and environmentally sustainable water, sanitation and hygiene services.

3.2.3 People have improved their life standard through strengthening protection and diversifying livelihood options.

3.2.4   Migrants and displaced persons have access to humanitarian assistance and protection at key points along migratory routes as well access to durable solutions when appropriate.

3.2.5   Ensured that a relevant support system for forced living (especially vulnerable population) in a new environment and setting is in place.

## Strategic Objectives and Outcomes for Strategic Direction 4: Humanitarian Principles, Values, International Laws and Diplomacy

**Strategic Objective 4.1: NRCS contributes to a positive change in communities through a wider understanding, ownership; and concrete application of humanitarian values and Fundamental Principles, focusing especially on young people's knowledge, skills and behaviors**

**Outcomes:**

4.1.1   Enhanced knowledge of Red Cross volunteers/staff, security forces and other stakeholders on humanitarian values and international humanitarian law

4.1.2   Enhanced capacity of communities affected by conflict and other situations of violence and responded effectively to their needs.

**Strategic Objective 4.2:  NRCS is an inclusive organization that ensures access of all to the leadership and decision making roles at all levels in line with the principle of impartiality.**

**Outcomes:**

4.2.1   Family reunification is promoted and facilitated.

4.2.2   Institutionalized community engagement and accountability throughout NRCS organizational units and programmes.

4.2.3   NRCS adopted comprehensive protection, gender and inclusion approach across operations and programmes.

# Chapter 3
## Implementing the Plan

This plan has identified the following four strategic directions to move forward in the coming five years' period:

1. Governance and organizational development

2. Disaster and crisis management

3. Health and community care

4. Humanitarian principles, values, international laws and diplomacy

The following sections will elaborate how NRCS will move forward in each of these directions in the coming years.

For implementation of priority actions as identified in this plan, NRCS will mobilize its countrywide network of HQs, provincial chapters, district chapters and municipal structures as necessary, which are managed by the volunteers and professional staff members. Different options will be explored in order to forge partnerships with relevant agencies. Further, the role of the existing Planning, Monitoring, Evaluation Reporting and Information management division will be scaled-up in order to increase planning process, monitoring its implementation and reporting the progress.

## 3.1 Strategic Direction 1: Governance and Organization Development

## Introduction

Nepal Red Cross Society has a country-wide network of organizational units and volunteers down to municipality level. In order to strengthen this organizational network and deliver services is the key priority of the NRCS. In view of the current federal administrative structure of the country, NRCS organizational units, at all levels, need to be further effective to demonstrate its governance and management capabilities to function properly, strengthen partnerships at a local level and mobilize resources to be a sustainable organization. This is equally important to ensure harmonization among all the sectors, programmes and activities we are involved in and achieve collective results of what we do. NRCS is moving towards a transformation process.
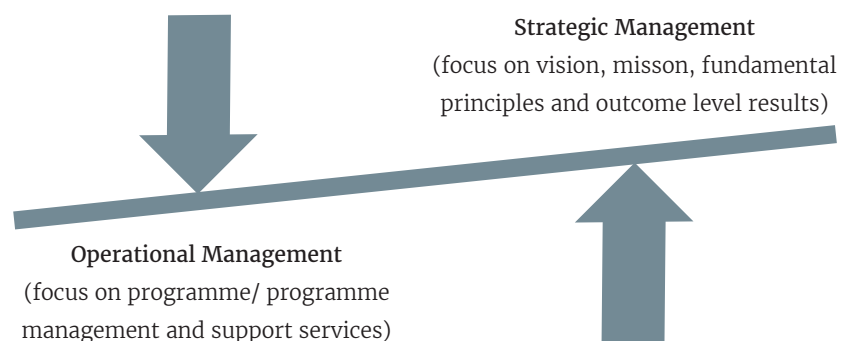
Strategic management and operational management are two levels of the overall management systems in the NRCS. Strategic Management is focused on the Vision, Mission, Fundamental Principles and broad results at Outcome level. The Central Executive Committee is, primarily, responsible for the Strategic Management.

Strategic decisions are concerned with the longer term directions of the NRCS, generally 5-10 years ahead, and they are focused on achieving competitive advantage of the NRCS in the following two ways:

- Strengthening auxiliary status of the NRCS with the government on delivering humanitarian services mobilizing its network of volunteers across Nepal, and

- Differentiating its core services from the rest of the humanitarian organizations in the country through an independent but neutral service delivery mechanism

On the other hand, operational management will be focused on managing the day to day process of support services (such as finance, logistics, communication, inventory management etc.) and programme/ project management. Professional staff are, primarily, responsible for operational management.

In case operational management (management of programme/ project and support services) is not well aligned with the strategic directions of the NRCS, CEC will act to realign it immediately ensuring that the NRCS core activities will contribute directly to the strategic directions of the NRCS.



**Strategic Management**
(focus on vision, misson, fundamental principles and outcome level results)

**Operational Management**
(focus on programme/ programme management and support services)

## Strategic Objective 3.1 Strengthen governance and management capacity at all levels.

NRCS governance is referred to as the executive committee, functional committees and senior management committee at NRCS structures. The headquarters, provinces, district chapters and local level NRCS units will need support for capacity building in different areas. As they are voluntary wings, it is important for the NRCS to invest in strengthening capacities of these structures.

The following action areas, corresponding to the strategic outcomes, will contribute to accomplish this objective:

### Outcome 1.1.1: NRCS is recognized and protected through improved legal bases. Legal base is related to Red Cross law and NRCS statutes.

Action areas:

Get Red Cross law endorsed by the Government: NRCS will continue to lobby with the Government in order to draft and endorse the Nepal Red Cross bill. NRCS will publish Red Cross Movement related literature targeting parliamentarians and will also organize interaction sessions with them.

Well maintain a cordial relationship with the Government bureaucracy through joint programmes, projects and interactions.

Update NRCS statutes, major policies and guidelines: NRCS will revise current statutes and necessary policies and guidelines for effective implementation of the new statutes, which will be in line with the Red Cross law.

### Outcome 1.1.2: Enhanced NRCS governance and management system and standardized key policies and guidelines

Action areas:

- Revise NRCS structures at all levels: Current structure of the NRCS is too heavy at the top and too thin at the bottom of the organization. Therefore, NRCS will review its structure making sure that the NRCS will focus more on strategic management at the higher levels ( HQs) and operational management at the lower levels (provinces and below). Organizational structures, therefore, will be reviewed in accordance with the new division of roles between the headquarters and the other structures below it.

- Standardize NRCS policies and guidelines: In order to be compatible with Red Cross law and NRCS statutes, major guidelines and policy documents will be reviewed. This process will be carried out following a consultative process.

- Strengthen NRCS leadership capacity and management capacity at all levels: The provincial branches and other structures below it will have established effective service delivery mechanisms through an enhanced partnership and cooperation with local authorities and other humanitarian actors.

- Strengthen general administration.

### Outcome 1.1.3: Strengthened organizational relationship and coordination with stakeholders for continuation of core humanitarian services at all levels

Action areas:

Strengthen NRCS province and district level service delivery mechanisms: This will be carried out in collaboration with local government and humanitarian actors. Such a collaboration with key partners will be helpful to the NRCS in order to secure its unique position as an independent humanitarian organization. Discourses will be planned in order to facilitate this process with major stakeholders.

### Outcome 1.1.4: NRCS recognized as responsive and responsible humanitarian organization:

Action Areas

- Establish an independent compliance mechanism of the NRCS: NRCS will establish its own compliance mechanism in the organization.

- Well maintain accountability and transparency in programmes and services.

- Strengthen disclosure practices (publish regular reports publicly reflecting NRCS income and expense) similar to the other organizations follow this practices.

- Enforce codes of conducts and accountability by all.

- Establish all NRCS structures as well functioning units capable of delivering humanitarian services.

- Increase effectiveness of General Assembly, Executive Committee and other Committees in NRCS.

- Increase participation and engagement of members, volunteers and staff.

### Outcome 1.1.5: NRCS has qualified, competent and motivated staff.

Action areas

- Update human resource (HR) policies, introduce strategic HR management system and develop standard operating procedure (SOP).

- Define and establish HR structure with clear mandate
- Establish a NRCS-wide centralized human resource management information system (HR-MIS) for staff which will be contributed and used by staff at all levels
- Establish 360-degree result-based performance appraisal system
- Develop skilled human resource at different levels for information management
- Well maintain alignment between NRCS strategy and HR management system

## Outcome 1.1.6: NRCS has trained and inspired volunteers nationwide who are engaged and mobilized for effective service delivery

**Action areas:**

- Establish regular monitoring, and feedback mechanism for engaging and mobilizing volunteers at all levels
- Strengthen volunteer management system at all levels (recruitment, development, recognition, retention, inclusiveness etc.)
- Ensure volunteer protection, security and safety measures
- Ascertain time/service of volunteers
- Establish volunteer/member database system

## Outcome 1.1.7: Improved/upgraded quality of training and service delivery capacity of the human resource development institute.

**Action areas:**

- Enhance physical facilities of the HRDI (training center)
- Upgrade food quality and services provided by the canteen
- Expand NRCS HRDI training center to provincial level
- Improve quality of training curriculum, courses-wares, research and consultancy services

## Strategic Objective 1.2: Develop a culture of research and innovation

### Outcomes 1.2.1: NRCS has well-established PMER-IM structure and capacity for improved quality services

Action areas:

- Scale- up planning, monitoring, evaluation reporting and information management mechanism with structure, policies and resources
- Encourage NRCS provincial, district, municipal and sub-branch level planning process
- Establish a framework for annual review, mid-term review and final evaluation of plans, operations and programmes.
- Establish mechanism to centralize all PMER-IM functions.
- Establish minimum standards for CEA and PGI in projects/ programme cycle

### Outcome 1.2.2: Strengthened integrated Management Information System

Action areas:

- Scale-up current integrated MIS.
- Enhance capacity of NRCS units for using integrated MIS.

### Outcome 1.2.3: Enhanced practice of organizational learning and innovation

Action areas:

- Promote culture of learning and innovation in the NRCS at all levels (how to do a job differently)
- Develop and implement framework/ tools for organizational learning and knowledge management

## Strategic Objective 1.3: Establish strong support services

### Outcome 1.3.1. NRCS has diversified, predictable and sustainable sources of income.

Action areas:

- Develop/review resource mobilization (RM) policy/strategy/guideline
- Establish independent RM structure with dedicated HR.

- Establish innovative and diversified fundraising system.

- Establish customer relationship management (CRM).

- Establish a mechanism for regular internal and external resource analysis and investment.

- Develop and implement communication tools for effective resource mobilization

- Enhance capacity of NRCS staff and volunteers on resource mobilization and fund raising.

- Strengthen asset management

## Outcome 1.3.2: Strengthened financial management system at all levels

Action areas:

- Update necessary policies and SOPs

- Update financial management software

- Establish internal control mechanism

- Establish financial data security system

- Reducing cost of operations and increase financial performance

- Define role of governance and management in the financial management system

- Organize sessions on financial management and account keeping

- Strengthen financial management capacity of provinces and other structures

- Purchase necessary hardware and software system for financial management

## Outcome 1.3.3: Strengthened logistics management (Supply chain management) system

Action areas:

- Localize procurement, fleet and warehouse/inventory management capacity

- Strengthen procurement, warehousing and fleet management capacity

- Strengthen emergency coordination and collaboration

- Establish cash and voucher system for emergency management

## Outcome 1.3.4: Scaled-up information technology (networking and maintenance) system

Action areas:

- Increase information technology (IT) connectivity with operations

- Extend a radio communication system

- Reinforce a digital archiving system, records and database

# Strategic Objective 1.4: Develop well-functioning organizational units at all levels

**Outcome: 1.4.1 Strengthened internal and external communication at all levels for an increased visibility and trust.**

Action areas:

- Strengthen mediation and compliance: Strengthen NRCS hotline and radio programme, strengthen NRCS capacity for regular and quality and establish wider distribution mechanism (news by reports, updates and press release).

- Develop/review communication policy, strategy and guidelines including training modules.

- Enhance NRCS capacity for effective communication and media relation.

- Increase effective public engagement of NRCS through well maintained social media, digital platforms, and print media.

- Establish and manage NRCS resource center.

**Outcome 1.4.2 Strengthened capacity of junior/youth Red Cross circles at all level to accomplish humanitarian services.**

Action areas:

- Revise/develop NRCS JYRC structure, policy, strategy, and guideline.

- Develop capacity of JYRC members, volunteers, teacher sponsor, head master and patron to carryout humanitarian services.

- Equip headquarters, provinces and local Red Cross through well planning and implementation to engage JYRC.

- Establish a network of NRCS youth alumni with guidelines

- Engage JYRC volunteers in humanitarian services, organizational development, resource mobilization and advocacy campaign such as humanitarian principles and values

## 3.2    Strategic Direction 2: Disaster and Crisis Management

## Introduction

NRCS has been engaging continuously on disaster risk reduction, disaster and crisis management, and recovery operations following a holistic approach. NRCS has its strong track record for several years of providing humanitarian assistance during a disaster or any crisis situation.

The NRCS will design and implement relevant interventions in order to ensure access, representation and meaningful participation of women, children, senior citizens, people with disabilities and the people from economically and socially marginalized communities in all steps and structure of the disaster risk reduction based on inclusive disaster risk management concept. It also emphasizes organizational capacity building as an under-pining factor for all risk reduction and resilience building, emergency response and recovery actions.

NRCS started community-based disaster preparedness in the late 90's, community based disaster management in early 2000, community/school based DRR in early 2004, child centered DRR in 2014, urban DRR in early 2015 and inclusive DRR in early 2017. All these developments have been guided by the global priorities, government plans and policies, lessons learned, recommendations of several studies/evaluations. Sendai Framework for Disaster Risk Reduction, Sustainable Goals, Disaster Risk Reduction and Management Act 2017, National DRR strategic action plans for 2018-2030, National Policy on DRR 2018 will serve as reference frameworks for designing interventions and implementation.

NRCS has developed its own Risk Reduction Policy, Risk Reduction Strategy and Operational Approach paper as well. The main aim of disaster risk management of the NRCS has always remained to sustainable development by making the communities safer, climate adaptive and resilient from disaster risk. In line with this, the NRCS has always considered disaster risk management as a high priority and it emphasizes on the preparedness, response and relief, emergency response, recovery, disaster risk reduction, climate change, organizational capacity building and engagement on migration and displacement and resiliency building. DRR, as a holistic approach of disaster risk management, addresses multi hazards to reduce vulnerabilities and community resilience building.

## Strategic Objective 2.1: Develop resilient community

**Outcome: 2.1.1: Communities are able to predict, withstand and recover from any disaster and crisis situation internally with limited external support.**

Action areas:

**Scale up DRR:** Invest in scaling-up DRR interventions and in building resilient communities in partnership with local authority, will advocate to the local governments for fundraising on resilience building, will lobby with the local governments for allocation of resources for emergency response, will design and implement contingency plans, will organize simulation exercises and will equip Emergency Operations Centre    (EOC) as well.

**Reduce climate and environmental crises:** Organize awareness sessions about climate change and environmental impacts, will promote adaptation practices to the communities, will advocate to the government for local actions, will implement contingency plans and early warning systems in communities.

**Strengthen recovery programme/services:** Plan for capacity building training (for NRCS staff/volunteers) on livelihood, need assessment, market assessment, cash and voucher assistance (CVA).  Workshop on design, plan and implement recovery programmes linking with emergency response operation using, supporting household with livelihood activities, organizing workshop for NRCS recovery framework, providing training to community people on vocational skills in targeted areas and revising NRCS cash SOP in line with government tools.

**Contextualize response tools and mechanisms:** Develop response tools and SOPs, support emergency response fund to districts, plan workshop on fundraising for emergency relief fund establishment at district chapter, Train district and community based response team (national disaster response team-NDRT;  district disaster response team -DDRT; first aid -FA; search and rescue; shelter;  water, sanitation and hygiene promotion -WASH), update disaster information management system (DIMS), conduct initial rapid assessment (IRA) to update/develop disaster preparedness and response plan (DPRP) at provincial, district and municipal level, implement training/orientation for the NRCS and local level representatives, organize workshop for updating multi hazards contingency plans at headquarters  level.

**Outcome 2.1.2: Strengthened organizational preparedness and emergency response capacity of the NRCS to save lives from disaster and crisis situation; and reduce vulnerability.**

Action areas:

Enhance disaster preparedness and carry out emergency response, preposition of relief items at each warehouse, distribute relief items during emergencies, update emergency communication systems at district chapters and regional warehouses. Also, enhance disaster preparedness and carry out logistics support to warehouses for their maintenance, support to strengthen local emergency operation centre (LEOC), district emergency operation centre (DEOC), province emergency operation centre (PEOC) and National emergency operation centre (NEOC), support and facilitate DRM planning at districts, municipality and ward level. Organize *participatory* approach to safe *shelter* awareness (PASSA) training at community level, support and provide response kits to CDMC, ward and municipality, conduct drills/ simulations at district and community level. Make available psycho-social support (PSS) services to the people affected by disaster/conflict.

## 3.3   Strategic Direction 3: Health and community care

## Introduction

Communities are facing newly emerging challenges and vulnerability, alongside, the unavoidable geographical complexity became the foremost reason for growing gaps in humanitarian needs. Down the age, the face of adversity has drastically changed, the impact of climate change can be witnessed through the intensity of disaster, climate-induced diseases, livelihood (degradation of production), which eventually leads to migration and displacement.

The culture and values are changing; technological connectivity has brought a new era in our community. It is not only about the challenges, our communities are also living with opportunities, the recent political changes have empowered local government, and the community themselves can decide for their well-being.  Every change has its own consequences, beside the positive transformation, Nepali community has recently been facing different challenges in social issues. The growing rate of suicide, trafficking, domestic violence is some examples.

Communities are complex and dynamic and so are the vulnerabilities that challenge them. There are many factors that influence community resilience (e.g., physical, human, financial, natural and social aspects of life). These factors are also interconnected, which requires that they be considered and understood holistically, through a multi-disciplinary approach which takes account of how factors influence one another.

NRCS is committed to scaling up our intervention in the community to enable healthy and safer living through strengthening the community resilience, is a process owned by communities – resilience is not something that a National Society can 'do' or 'bring' to individuals or communities. Strengthening community resilience is an integrating process that is multi-sectoral and involves multiple actors – it cannot be achieved by governments, organizations or individuals acting alone or in isolation.

No organization can build community resilience on its own. We work to strengthen resilience with partners of all kinds – communities, community-based organizations, local and national governments, official and civil society organizations, knowledge and reference centers, universities, and the private sector.

NRCS must continue to invest in building the capacity of the National Society, and particularly the capacity of local branches and volunteers. Strengthening community resilience does not happen overnight. It requires long-term engagement and investment.

To 'accompany' is to join in action and influence. To foster resilience, National Society joins rather than lead; actions are owned by the community. Accompanying is not a passive role, however. It involves actively stepping aside and bringing communities into the center, enabling them to take control of their futures. When we 'accompany' we also nurture, empower, encourage, support, behavior, orientate, provide role models, and accommodate.

The vision of the Nepal Health Sector is to bring about improvement in the health status of the entire Nepalese population with provision of equal opportunity for quality health care services through an effective health system and thus develop healthy and capable human power to support poverty alleviation. Nepal Health Sector Strategy (NHSS) prioritizes the implementation of the Collaborative Framework for Strengthening Local Health Governance in Nepal.

NHSS also expands state and non-state partnership by building mutually beneficial partnerships between the public and private sectors. At the same time, NHSS aims to strengthen the institutional capacity of MoHP to better regulate public and private health systems. NHSS stands on four strategic principles: 1. Equitable access to health services, 2. Quality health services, 3. Health systems reform, 4. Multi-sectoral approach.

The NRCS has identified 4 health service components for the next five years. However, they will not get equal focus in terms of programme weightage and resource allocation. Consensus has to be reached on the priority ranking of different components and core action areas based on the unmet needs during the annual planning process, plans of movement partners in the country and our internal situation, and priority will be reflected in the annual plans accordingly.

## Strategic Objective 3.1: People received effective health and blood services

**Outcome 3.1.1: Health and dignity of people are protected and improved.**

Action areas:

**Scale up community-based preventive and promotive health:**

Update and develop health tools or guideline across NRCS health structures, Integrate evidence-based community health interventions at the municipal levels, Strengthen mental health services in multi sectoral approach (NRCS enhances the efforts to meet the mental health and psychosocial support needs of communities as volunteers and staff as well.

**Health and dignity:** Deliver evidence-based and impact-driven, effective, appropriate health promotion, disease prevention and community-based care activities, focusing on the people in situations of vulnerability in all contexts. NRCS addresses the needs of people living with communicable diseases, such as HIV and tuberculosis.

**NRCS health emergency preparedness and response system:** Align NRCS emergency health preparedness and response with EOC or HEOC, strengthen emergency health capacity (NRCS structure, human resource, equipment) and deliver effective health emergency response.

**Strengthen NRCS health emergency preparedness and response system:** Align NRCS

**System for quality health service delivery:** Allocate essential resources for health services and programmes, strengthen NRCS health structure at all levels, strengthen provincial and municipal level health system of Government, public health service centers and development of innovative, diversified and inclusive approaches in health initiatives.

**Strengthen health system and institution based health programme for quality health service (both Government and NRCS):** Scale-up first aid training, practice and services, strengthen NRCS pre-hospital care services, strengthen NRCS eye care services (Janaki Eye Hospital, Surkhet Eye Hospital), increase access to ambulance services, expansion of community based epidemic control programme, establish basic health care light service for emergency response, strengthen institutional based health service (Oriental Treatment Center), and strengthen capacity of NRCS (structure, human resource, equipment) to deliver effective health programmes/ projects.

**Outcome 3.1.2: Enhanced capacity of blood transfusion service across the country.**

Action areas:

**Build effective and efficient blood-transfusion service:** Increasing access to emergency blood services, NRCS has a dignified accessible and safe blood service system, Promotion of non- remunerated blood donation and increased capacity and outreach of blood transfusion services.

Donor Awareness and Motivation, Donor Recruitment and retention, Blood collection from individual Blood Donors (volunteers/replacement) and mobile camps, laboratory Testing (HIV, HBsAg, HCV, Syphilis), Storage and Transportation of Blood and Blood products, cross match and supply to hospitals, component (only 26 centers 3 with aphaeresis), National Quality Assurance System – DoHS NPHL for TTIs.

Blood grouping and cross matching,  Donor Awareness Motivation, Donor Recruitment and retention, Blood collection from individual Blood Donors (volunteers/replacement) and mobile camps, Laboratory Testing,  Storage and Transportation of Blood and Blood products, Component), National Quality Assurance System – DoHS NPHL for TTIs . Donor Recruitment and retention, Blood collection from individual Blood Donors (volunteers/replacement) and mobile camps.

## Strategic Objective 3.2: Enable communities to apply their knowledge, experience and capacities to develop resilience.

**Outcome 3.2.1: Communities have increased capacity to address impacts and risk from climate and environmental crisis.**

Action areas:

**Environment and Climate Change:** NRCS has knowledge and capacity to serve as agent of change and mobilize positive action to address climate and environmental crisis. NRCS has diversified partnership and cooperation to address the growing gaps in humanitarian needs through collective responsibility. Communities have increased capacity to address the evolving impacts and risk from climate and environmental crisis. Communities have knowledge and capacity to serve as agents of change and mobilize positive action to address the climate and environmental crisis.

**Outcome 3.2.2 Communities have increased access to affordable, appropriate and environmentally sustainable water, sanitation and hygiene services**

Action areas:

**Water Sanitation and Hygiene Promotion :** Community have increased access to affordable, appropriate and environmentally sustainable water, sanitation and hygiene services, NRCS provide communities with knowledge and best practice to improve sustainable community-based management of water and sanitation facilities, NRCS promote and measure positive behavioral change in personal and community hygiene among targeted communities, including in the area of menstrual hygiene management, NRCS support  to communities and key structures at risk from pandemics and epidemics improved access to adequate water, sanitation and hygiene services in emergency settings

**Outcome 3.2.3: People have improved their life standard through strengthening, protecting and diversifying livelihood options**

Action areas:

**Economic empowerment, livelihood and food security:** Diversify livelihood options, increase agricultural production and incomes supported through improved production and post-harvest technologies, improve access to inputs and markets, Targeted households support in non- agricultural livelihood activities and-or train in livelihood skills for employment, sustainable natural resource management and environmental rehabilitation supported to protect local livelihood

**Outcome 3.2.4: Migrants and displaced persons have access to humanitarian assistance and protection at key points along migratory routes as well access to durable solutions when appropriate.**

Action areas:

**Resilience of individuals and communities with high levels of migration:** Increase resilience of individuals and communities with high levels of migration, migrants will be better informed about their rights and potential risks, to ensure that decisions to migrate are made voluntarily, in safety, with all necessary information, and potential risks are mitigated, migrants are able to restore and maintain contact with their families.

**Outcome 3.1.5: Ensured that a relevant support system for forced migrants living (especially vulnerable population) in a new environment and setting is in place.**

Action areas:

**Promotion of socio-cultural norms, good practices and safer behaviour:**

In the community, create awareness among people about gender-based discrimination on safer migration including foreign labour migration and trafficking

**Create community awareness in safer housing and settlement solutions:**

Advocacy to the government for appropriate planning about land use, enforcement of building codes and disaster resistance, environment and livelihood friendly building construction practices, assistance to local government for risk assessment of safe community and housing concept, assist to mitigate existing building risk with enforcement of building codes and provide technical support and guidance to disaster affected families for durable recovery shelter, settlement assistance and construction of safe houses.

Provide support to local community and government on risk assessment and safe community settlement, Address the need and technical support to people living in vulnerable settlements and affected from crisis.

**Develop rehabilitation project jointly with Government:** NRCS will work jointly with Government for relocation of vulnerable communities

## 3.4 Strategic Direction 4: Humanitarian Principles, Values, International Laws and Diplomacy

## Introduction

NRCS works to achieve greater public support for the humanitarian action of the organization through dissemination of International Humanitarian Law (IHL), Red Cross branding, principles and values, safer access framework and beneficiary communication. Moreover, communication and media management continue in order to ensure accountability and dissemination of Red Cross principles.

NRCS strengthens internal and external communication to promote Red Cross branding and humanitarian diplomacy, Red Cross knowledge and promotes and uses a safer access framework. To ensure the public voices are heard and acted upon, NRCS has established feedback mechanisms – Hotline 1130, Social Media (Facebook and Twitter) and the website (www.nrcs.org).

An effective use of social media and information technology comes under the jurisdiction of the HV and Communication. The NRCS disseminates social media guidelines to the community level volunteers and staff, introduces innovative means of information technology (IT) and advocates institutionalization of Community Engagement and Accountability (CEA) throughout NRCS organizational units and programmes.

## Strategic Objective 4.1: NRCS contributes to a positive change in communities through a wider understanding, ownership and concrete application of humanitarian values and Fundamental Principles, focusing especially on young people's knowledge, skills and behaviour

**Outcome 4.1.1: Enhanced knowledge of Red Cross volunteers / staff, security forces and other stakeholders on humanitarian values and international humanitarian law.**

Action areas:

**Promote international humanitarian laws :** Train NRCS staff, volunteers, security forces and other relevant stakeholders on IHL at different levels, NRCS developed/ advocated standalone and integrated IHL/Red Cross dissemination courses.

**Promote Humanitarian Diplomacy:** Develop policy, necessary guidelines and tools for humanitarian diplomacy, train staff for meaningful engagement with decision makers and influencers at all levels, and enhance NRCS internal and external relations with relevant stakeholders.

**Outcome 4.1.2: Enhanced capacity of communities affected by conflict and other situations of violence and responded effectively to their needs.**

Action Areas:

**Promote Peace and Cooperation:** Public awareness campaigns about NRCS principles, roles, mandates, activities including awareness on RCRC Movement, Increase NRCS commitment and capacity to apply the Safer Access Framework (SAF), Rapport build with municipalities at local level through round table discussion and seeking for partnering with

**Strengthen conflict preparedness:** Developing coping mechanism of conflict affected communities and Promotion of access to public services of conflict affected communities

## Strategic Objective 4.2 NRCS is an inclusive organization that ensures access of all to the leadership and decision making roles at all levels in-line with the principle of impartiality

**Outcome 4.2.2: Family reunification is promoted and facilitated**

Action areas:

**Strengthen mechanism for restoring and maintaining family contacts:** Enhance capacity of NRCS sub-chapter, district, province and headquarters on restoring family link (RFL), provision of RFL Service in all 77 districts, training/orientation to staff/volunteers on RFL, dissemination /awareness raising of RFL activities through Brochures/poster/Radio Broadcast, revision of RFL activities implementation guideline, extension of RFL units to provincial level and visiting families which have missing family member.

**Outcome 4.2.3. Institutionalized Community Engagement and Accountability throughout NRCS organizational units and programmes**

Action areas:

**Strengthen Community Engagement and Accountability:** Developed and disseminated CEA strategy, guidelines, tools and SOPs; capacitate institutions/HR on CEA strategy, guidelines, tools and SOPs, strengthen community feedback and Behavioural Change Communication (BCC) mechanism

**Outcome 4.2.4: Adopted comprehensive protection, gender and inclusion approach across operations and programmes**

Action areas:

**Allow for equal participation of women and other marginalized groups in leadership and decision making level:** Ensure 33% women participation, excluded and marginalized groups as staff and volunteer in the organization, reduce gender and diversity based inequality and

discrimination at all levels, minimum PGI standards (DAPS) are in place in institutional, programmes and services levels of the NRCS and enhance capacity of the vulnerable groups on gender and social inclusion at all level. Empower disadvantaged people to participate in NRCS services and activities.

Increase capacity on RFL and dead body management, establish exploitation and sexual harassment response mechanism in the NRCS, establish mechanism to address SGBV, child abuse and exploitation.

Table 1: 8th Development Plan Summary

| I | | II | III | | IV |
|---|---|---|---|---|---|
| Governance and Organizational Development | | 3 <br><br>Disaster and Crisis Management | Health and Community Care | | 6 <br><br>Humanitarian Principle, Values, International Laws and Diplomacy |
| 1 <br><br>Governance and Management | 2 <br><br>Organizational Development | | 4 <br><br>Health | 5 <br><br>Community Care | |
| Strengthen National, Provincial, District and Municipal Governance | Effective General Assembly, Executive Committee and Committee Meetings | Enhance Resilience Building and DRR Interventions at all Levels | Strengthen Preventive and Promotive Health | Build Stronger and Resilient Communities | Promote Humanitarian Principles |
| Strengthening Strategic Management System | Enhance Participation and Engagement of Members | Ensure Effective Inclusive DRR Programming & Resilience Building | Strengthen Health Emergency Preparedness and Response System | Environment and Climate Change | Promote Humanitarian Values |
| Strengthen General and Personnel Administration | Updating the Members Statistics at all Levels (Volunteers and Leaders) | Contextualize Organizational Preparedness and Response Tools and Mechanisms | Strengthen Health System for Quality Health Service (both Government and NRCS) | Promoting Access to Basic Humanitarian Services | Promote International Humanitarian Law |
| Strengthen Financial Management System | Ascertain Time/Service Volunteers | Strengthen Preparedness for Emergency Response Crises and Disasters | First Aid Training | Protecting People with Special Needs | Promote Humanitarian Diplomacy |
| Strengthen Resource Mobilization | Strengthen Junior/Youth Red Cross Circles | Prepare for Humanitarian Impacts of Climate Change and Environmental Crisis | Strengthen Institutional based Health Service (Oriental Treatment Center) | Water Sanitation and Hygiene | Promote Peace and Cooperation |

| Encourage Provincial, District Municipal and Sub Branch Level Planning | Strengthen Human Resource Management System | Strengthen Recovery, Rehabilitation and Reconstruction | Public Health Service Centers | Joint Project with Government of Nepal in Shifting Vulnerable Communities | Strengthen Conflict Preparedness |
|---|---|---|---|---|---|
| Build-in Mechanism for Monitoring and Evaluation | Strengthen Human Resource Development Institute | | Janaki Eye Hospital, Janakpur, Dhanusa | | Strengthen Mediation and Compliance |
| Build Culture of Research and Innovation | | | Surkhet Eye Hospital, Surkhet | | Strengthen Restoring Family Link |
| Strengthen Communication | | | Build Effective and Efficient Blood-Transfusion Service | | Strengthen Community Engagement and Accountability |
| Strengthen MIS | | | | | Strengthen Protection Gender and Inclusion |
| Maintain Archives, Records and Database | | | | | |
| Strengthen Logistic Management | | | | | |
| Strengthen Asset Management | | | | | |
| Develop well-Functioning Units at all Levels | | | | | |

## 3.5 Financial Projection

Total budget of the plan is NPR 5,320 Millions (Approximately 47.08 Million USD) as follows:

 37% is for health and community care

32% governance and organizational development,

22% disaster management, and

10% for humanitarian principles, values and international laws and diplomacy.

Of the total budget, about 78% will be generated externally and remaining 22% will be sourced from the internal revenues of the NRCS.  Year– wise budget has been displayed in the table 1  below:

Table 2: Budget

| S. N. | Sector | 2021 | 2022 | 2023 | 2024 | 2025 | Total | Total (In %) |
|-------|--------|------|------|------|------|------|-------|--------------|
| | | Budget NPR (In'000') | | | | | | |
| 1 | Governance And Organizational Development | 291,242 | 251,144 | 374,230 | 385,081 | 385,910 | 1,687,607 | 32% |
| 1.1 | Governance And Management | 130,289 | 127,184 | 248,483 | 259,015 | 259,405 | 1,024,376 | 19% |
| 1.2 | Organizational Development | 160,953 | 123,960 | 125,747 | 126,066 | 126,506 | 663,231 | 12% |
| 2 | Disaster And Crisis Management | 209,280 | 261,915 | 263,795 | 212,350 | 209,290 | 1,156,630 | 22% |
| 3 | Health  And Community Care | 388,685 | 391,054 | 393,554 | 396,054 | 398,554 | 1,967,901 | 37% |
| 3.1 | Health | 265,685 | 268,054 | 270,554 | 273,054 | 275,554 | 1,352,901 | 25% |
| 3.2 | Community Care | 123,000 | 123,000 | 123,000 | 123,000 | 123,000 | 615,000 | 12% |
| 4 | Humanitarian – Principle, Values, International Laws & Diplomacy | 117,468 | 117,748 | 97,718 | 95,778 | 80,258 | 508,970 | 10% |
| | Total | 1,006,676 | 1,021,861 | 1,129,297 | 1,089,263 | 1,074,012 | 5,321,108 | 100% |
| | | | | | | | | |
| | External | 777,498 | 800,646 | 887,471 | 845,655 | 833,343 | 4,144,613 | 78% |
| | Internal | 229,178 | 221,214 | 241,826 | 243,608 | 240,670 | 1,176,495 | 22% |
| | Total | 1,006,676 | 1,021,861 | 1,129,297 | 1,089,263 | 1,074,012 | 5,321,108 | 100% |
| | Total In % | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 0% |

# Chapter 4
## Monitoring, Evaluation and Review

The 8th Development Plan is about to Bring Change; Build Resilience and it directs NRCS future as a strong National Society carrying out humanitarian assistance nationwide as an auxiliary to the Government of Nepal. Thus, this plan is considered as NRCS wide plan; coordinated by the NRCS HQs. The province, district and sub-chapters are also encouraged to develop their own periodic plan in line with this Plan including locally initiated projects/ programmes. This plan is to be widely disseminated among all at HQs, provinces, district chapters and sub-chapters.

The following issues will be considered in establishing a monitoring mechanism for this plan. Further, it will be reviewed towards middle of the plan period ( year 2023) and adjustment will be made in the plan as necessary.

- Nepal Red Cross Society has its organizational presence across the country. These organization structures will be mobilized while implementing the programmes and services,

- The National Headquarters will focus more on strategic priorities of the organization whereas provinces, district chapters, and other structures below will concentrate on programme/ project and service delivery process,

- Wherever possible, opportunities will be harnessed in order to collaborate with other agencies for developing and implementing programmes jointly

- In order to strengthen the planning, monitoring, evaluation, reporting and information management (PMER-IM) system, the existing PMER-IM division will be mobilized. Further, the technical capacity of this division will be further strengthened in order to engage in the strategic management process of the organization with confidence.

- In order to assess strategic performance of the organization and follow appropriate measures, a performance assessment system will be established. NRCS will establish a well-functioning PMER-IM system that supports evidence-based decision making for effective and quality service and programmes.

  - NRCS' contribution will be tracked by GoN's reports.

  - PMER-IM structure with a skilled and sufficient number of human resources will be in place at all levels.

  - Consolidated information of the entire NRCS will be available.

  - One platform will be used for storing and sharing key information of NRCS at all levels.

- NRCS will review the strategic performance of the organization on a half-yearly and annual basis. While mid-term and final evaluations will be conducted to assess the efficiency, effectiveness, relevance, coherence, coverage, sustainability and impact of the humanitarian actions of the organization in line with the 8th Development Plan.

- The 8th Development Plan is considered as NRCS wide plan, coordinated from the NRCS HQs. The province, district and sub-chapters are also encouraged to develop their own periodic plan in line with 8th Development Plan including locally initiated projects/ programmes. Likewise, NRCS headquarters will develop an operational plan annually to roll out the 8th Development Plan.

The following grid provides details necessary for establishing a strategic monitoring system.

| Vision | A humanitarian organization that provides immediate relief, alleviates human suffering, addresses vulnerabilities and builds resilient communities. | | | | |
|---|---|---|---|---|---|
| Mission | Our mission is to address humanitarian needs, reduce gaps, prevent and alleviate human suffering from disasters and emergencies by strengthening nationwide network of organization and volunteers and building partnerships. | | | | |
| Values | All actions of NRCS are guided by the 7 Fundamental Principles of the International Red Cross Movement: the Humanity, Impartiality, Neutrality, Independence, Voluntary service, Unity and Universality. | | | | |
| | Strategic Priorities | Objectives | Measuring indicators | Targets | Process for measurement |
| Beneficiary/ Stakeholder perspectives | Promote humanitarian principles, values, internal laws and diplomacy | Improve beneficiary experience<br><br>Improve quality of products and services<br><br>Increase contribution to development plan of the country | % beneficiary satisfaction index<br><br>% contribution to sectoral targets of the development plan | 5% increase each year as compared to the past year<br><br>5% increase each year as compared to the past year<br><br>Health<br>WASH<br>DRR | Beneficiary survey<br><br>Beneficiary survey<br><br>Annual review using sectoral data from MIS |

| Financial perspective | Strengthen financial management and resource mobilization | Increase revenue<br><br>Decrease operating cost<br><br>Diversify funding sources<br><br>Improve asset utilization | Net in-flow of cash (Total income)<br><br>Operating cost<br><br># of revenue sources<br><br>Total Expenditure | Increase 20% each year<br><br>Decrease 10% each year on core cost<br><br>Increase 10% new funding sources | Compare net income each year from different sources with past five years<br><br>Compare net expenses on core cost each year with past five years<br><br>Compare source of funding each year with past five years |
| --- | --- | --- | --- | --- | --- |
| Internal systems and process | Strengthen disaster and crisis management, health, and community care | Improve Brand image of RC emblem<br><br>Improve ease of use for beneficiaries | 4. Brand awareness score<br><br>"Ease of use" survey | Increase 10% each year<br><br>Increase 5% each year | Survey among general population<br><br>Survey among general population |
| Organizational Capacity | Strengthen governance and organizational development | Improve technology<br><br>Increase volunteer contribution<br><br>Increase number of members<br><br>Increase reach out of programmes, projects, services in communities<br><br>Develop well-Functioning Units at all Levels | New technology training index<br><br>% increase in # of volunteers each year (Number of people volunteering their Time )<br><br>% increase in # of members each year<br><br>% increase in number of people reached  (Number of people reached)<br><br>Number of Local Units<br>Number of People Donating Blood<br><br>Number of People Trained in First Aid | Increase by 5% each year<br><br>Increase by 10% each year<br><br>Increase by 10% each year<br><br>Increase by 5% each year | Review training / Finance records<br><br>Review volunteers recruitment records<br><br>Review membership records<br><br>Review FW report |

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# People Involved/Consulted During Preparation of 8th Development Plan

**A. NRCS Ad Hoc Central Executive Committee**

| | | |
|---|---|---|
| 1. | Dr. Netra Prasad Timsina | Chairman |
| 2. | Ms. Sharmila Karki | Vice Chairperson |
| 3. | Prof. Dr. Bishwa Kesar Maskay | Vice Chairman |
| 4. | Mr. Pitambar Aryal | Secretary General |
| 5. | Mr.Sitaram Koirala | Treasurer |
| 6. | Mr. Dipendra Raj Dhakal | Deputy Secretary General |
| 7. | Mr. Hom Prasad Pathak | Deputy treasurer |
| 8. | Mr. Shree Krishna Dahal | Member |
| 9. | Mr. Arun Khanal | Member |
| 10. | Mr. Tirtha Raj Ghimire | Member |
| 11. | Mr.Lekh Bahadur Hamal | Member |
| 12. | Mr. Chepal Dorje Lama | Member |
| 13. | Mr. Indra Bahadur Gurung | Member |
| 14. | Mr. Pratap Bista | Member |
| 15. | Mr. Kumar Thapa | Member |
| 16. | Mr. Babu Raja Maharjan | Member |
| 17. | Mr. Shambu Prasad Pokharel | Member |
| 18. | Mr. Shiv Kumar Thapa | Member |
| 19. | Mr. Ashok Shrestha | Member |
| 20. | Mr. Babu Ram Bhattarai | Member |
| 21. | Mr. Uddav Raj Bhattarai | Member |
| 22. | Ms. Chandra Kala Karki | Member |
| 23. | Mr. Pradip Ghimire | Member |
| 24. | Mr. Nagendra Prasad Chaudhary | Member |
| 25. | Mr. Umesh Thapa | Member |
| 26. | Mr. Lokraj Dhakal | Member |
| 27. | Mr. Khemraj K.C | Member |

| 28. Mr. Shyam Kaji Dotel | Member |
|---|---|
| 29. Mr. Subodh Kumar Singh | Member |
| 30. Mr. Jeevn Rana | Member |
| 31. Mr. Mahendra Kumar Shrestha | Member |
| 32. Mr. Mohan Prakash Pokharel | Member |
| 33. Mr. Lok Darshan Shrestha | Member |

**B. Central Planning Committee**

| 1. Prof. Dr. Bishwa Keshar Maskay | Chairman |
|---|---|
| 2. Pitambar Aryal | Member |
| 3. Sitaram Koirala | Member |
| 4. Hom Prasad Pathak | Member |
| 5. Dipendra Raj Dhakal | Member |
| 6. Mahendra Shrestha | Member |
| 7. Uddav Bhattarai | Member |
| 8. Umesh Prasad Dhakal | Member |
| 9. Tara Devi Gurung | Member Secretary |

**C. 8ᵗʰ Development Plan Advisor**

| 1. Kamal Niraula | Planning advisor |
|---|---|

**D. 8ᵗʰ Plan Working Group**

| 1. Sudarshan Adhikari | Deputy Executive Director |
|---|---|
| 2. Ashok Karki | Director, Resource Mobilization unit |
| 3. Bipul Neupane | Director, Disaster Management department |
| 4. Dibya Raj Poudel | Director, CBTS department |
| 5. Dharma Datta Bidari | Director, Humanitarian Value and Communication department. |
| 6. Dr Manita Raj Karnikar | Director, Health department |
| 7. Mona Aryal | Director, Junior Youth department |
| 8. Pawan Gupta | Director, Admin and General Coordination department |
| 9. Puja Koirala | Director, GESI department |
| 10. Sagar Shrestha | Director, Community Development department |
| 11. Krishna Ghimire | HoD, HRDI department |

| 12. Rashmi Shrestha | HoD, HRM department |
| 13. Madhav Guni | HOD, Finance department |
| 14. Deepak Dawadi | IM Specialist, PMER-IM division |

**E. NRCS departments**

| 1. Sakun Joshi | Deputy Director, Humanitarian Values and Communication department |
| 2. Rudra Adhikari | Deputy Director, Disaster Management department |
| 3. Hari Mohan Shrestha | Deputy Director, Disaster Management department |
| 4. Amar Mani Poudel | Deputy Director, Community Development department |
| 5. Lila Khanal | Deputy Director, Junior Youth department |
| 6. Krishna Hari Koirala | Deputy Director, Junior Youth department |
| 7. Sushil Regmi | Programme Coordinator, Health department |
| 8. Bhola Ghimire | Programme Coordinator, Health department |
| 9. Surakshya Poudel | Programme Coordinator, Health department |
| 10. Suvechhya Manandhar | PMER Coordinator, Community Development department |
| 11. Pallavi Singh | PMER Officer, Disaster Management department |
| 12. Mamata Singh | Programme Officer, Disaster Management department |
| 13. Pragya Gautam | PMER Officer, Disaster Management department |
| 14. Sarita Dhungana | CEA Officer Humanitarian Values and Communication department |
| 15. Arun Regmi | PMER-IM division |
| 16. Saurav Dhakal | IM volunteer, PMER-IM division |
| 17. Sudarshan Shrestha | IM Officer, PMER-IM division |
| 18. Tashi Lama | PMER officer, PMER-IM division |
| 19. Sarita Lama | Hotline Volunteer, Communication department |
| 20. Sachin Raut | Finance officer, Finance department |
| 21. Laxima Bhattarai | Junior Youth department |
| 22. Ambika Rimal | Programme Officer, Junior Youth department |
| 23. Pradhuna KC | Junior Youth department |
| 24. Sumira Neupane | Programme Officer, Junior Youth department |
| 25. Suraj Pokharel | Junior Youth department |

F. NRCS province offices

1. Surya Prasad Dhakal            Chairman, NRCS Gandaki Province Office

G. NRCS district chapters and subchapters

1. Dharmendra Prasad Singh      District Convener Junior/Youth Red Cross Rautahat
2. Chhabilal Bastola      President, Nechha Bethghari subchapter, Solukhumbu
3. Keshab Sharma Bidari      President, Kankai sub chapter, Jhapa
4. Krishna Prasad Adhikari      President, Chandrapur sub chapter, Rautahat
5. Leena Maharjan      President, Ward no 3 sub chapter, Lalitpur
6. Subash Bidari      President, Bachhyauli sub chapter, Chitawan
7. Ganga Ram Yadav      President, Dhanagadi sub chapter, Siraha
8. Bhairab Prasad Pandey      President, Dhaibung sub chapter, Rasuwa
9. Gopal Prasad Sharma      President, Sunwal sub chapter, Nawalparasi
10. Khim Bahadur Bista      President, Pobang sub chapter, Rolpa
11. Krishna Prasad Neupane      President, Devdah sub chapter, Rupendehi
12. Jaman Singh Mahara      Secretary, Khalanga sub chapter, Darchula
13. Gopal Datta Batta      President, Gujar sub chapter, Baitadi
14. Ranga prasad Timilsaina      President, Baliya sub chapter, Kailali

H. NRCS Junior/Youth Red Cross circles

1. Anamika PC
2. Anubhav Ghimire      Former President, Youth Red Cross circle Kathmandu University
3. Arun Jayswal      Community Youth Red Cross, Rautahat
4. Bhupesh Patel      Rautahat
5. Bishnu Krishna Joshi      Dhankuta
6. Bishnu Prasad Parajuli      Okhaldhunga
7. Dhan Bahadur Japrel
8. Dil Man Moktan      Rautahat
9. Dinesh Prashad Joshi
10. Ishu Shrestha      Former Youth Delegate
11. Khusbu
12. Kiran Dhami
13. Kunal Mishra      Focal Person, Junior/Youth Red Cross circles–

Bagamti Province

14. Neetu Yadav
15. Nirmala Ter                Baitadi
16. Nisha Bhatta            Baitadi
17. Om Budha
18. Punam Giri             Hemja, Pokhara
19. Rajan Bhandari         Puthan
20. Rajesh Rai
21. Salina Raila             Youth Delegate, Salyan
22. Santosh Budhathoki     Salyan
23. Sapana Regmi          President, Youth Red Cross circle
                                      Tri-Chandra College, Kathmandu
24. Sarita Pokharel
25. Tirtha Kumal           Biratnagar
26. Yagya Lamichhane      Karnali Province- Surkhet

**I. Red Cross and Red Crescent Movement**

1. Azmat Ulla ·             Head of Country Office, IFRC
2. Herve Gazeau          Programme Coordinator, IFRC
3. Mukesh Singh          Change Coordinator, IFRC
4. Krishna Chalisey       Head of Communication, ICRC
5. Mukesh Singh          Change Coordinator, IFRC Nepal
6. Prajwal Acharya       DRM Programme Manager, IFRC Nepal
7. Rewati Raman Dhakal   Resource Mobilization Manager, IFRC Nepal
8. Manorama Gautam     Senior PMER and Communication Officer, IFRC Nepal
9. Rujina Joshi             Senior Health Officer, IFRC Nepal
10. Shail Shrestha         Media Consultant, IFRC Nepal
11. Sandesh Shrestha      Head of Mission, ICRC Nepal
12. Krishna Chalisey       Head of Communication, ICRC Nepal
13. Hari Bahadur Karki     Programme Coordinator, American Red Cross, Nepal
14. Kiriti Ray               Country Manager, British Red Cross, Nepal
15. Ramesh Neupane       Health Programme Manager, Canadian Red Cross ,
    Nepal
16. Anne-Sophie Petri     Programme Manager, Danish Red Cross, Nepal

| | |
|---|---|
| 17. Dr. Sushma Shrestha (PhD) | DRR Programme Manager, Danish Red Cross, Nepal |
| 18. Reyes Juan | Regional Representative, Finnish Red Cross |
| 19. Eeva Maijala | Desk Officer for Asia, Finnish Red Cross |
| 20. Lotta Mäki-Turunen | Finance Delegate based in Kuala Lumpur, Finnish Red Cross |
| 21. Megan Lilley | Regional Disaster Preparedness Delegate, Finnish Red Cross |
| 22. AOKI Yuki | Japanese Red Cross |
| 23. Sushil Prasad Subedi | Programme Coordinator, Japanese Red Cross, Nepal |
| 24. Anna Marie OCarroll | Programme Manager for International Affairs, Irish Red Cross |
| 25. Joséphine Meerman | Disaster Response Coordinator, Netherlands Red Cross |
| 26. Els van Dam | Junior Programme Officer, Netherlands Red Cross |
| 27. Kamal Baral | Country Coordinator, Swiss Red Cross, Nepal |

# Glossary

**Accountability:** Obligation to demonstrate that work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results according to mandated roles.
Accountability in the development sector refers to the obligations of partners to act according to clearly defined responsibilities, roles and performance expectations, often with respect to the prudent use of resources. For evaluators, it connotes the responsibility to provide accurate, fair and credible monitoring reports and performance assessments.

**Assumption:** Important events, conditions, or situations which are necessary for project success but beyond the control of project management.

**Audit:** An objective and systematic review of activities, systems, procedures, transactions and controls of an organization which is carried out in accordance with generally accepted common auditing standards. An audit provides feedbacks and recommendations to the management of an organization in respect of the effective management, economic use of resources; soundness, adequacy and application of financial and operational systems, procedures and internal controls, compliance of financial transactions and other procedures with established rules, regulations and instructions, the regularity of the receipts, custody, expenditure, accounting and reporting of resources, and the conformity of expenditure against authorized funds.

**Capacity building:** Used to integrate two distinct but interrelated concepts: improving ability and capacity of National Red Cross and Red Crescent Societies to develop and make the most efficient use of new or available resources to achieve humanitarian aims of the Movement

in a sustainable way, and improving the ability and capacity of communities, families and individuals to become less vulnerable and enjoy fuller and more productive lives.

**Community:** A group of people living in the same locality and sharing some common characteristics.

**Development:** It means everyone is able to achieve their full potential, and lead productive and creative lives with dignity according to their needs and choices.

**Effectiveness:** Extent to which the operation's objectives were achieved, or expected to be achieved, taking into account their relative importance.

**Efficiency:** A measure of how economical inputs are converted to outputs. The state or quality of being useful and productive in relation to certain objectives. 31

**Evaluation:** Understanding factors of success or failure for assessing sustainability of results and impacts of projects and  drawing conclusions for continuing operations.  It is a systematic and objective assessment of an on-going or completed operation, programme or policy, its design, implementation and results. An independent and careful examination and analysis of an ongoing or completed
project determines its relevance, efficiency, effectiveness, impact and sustainability to draw lessons that may be  more widely applicable.

**Feedback:** The transmission of findings generated through monitoring and evaluation process to parties for whom it is  relevant and useful so as to facilitate learning. This may involve collection and dissemination of findings, conclusions, recommendations and lessons learned from experience.

**Goal:** The highest level result to which the International Federation and National Societies operation intends to contribute.  It is measured by impact indicators.

**Humanitarian Values:** Values that shape humanitarian action. Values based on the Fundamental Principles of the RCRC Movement, which include the protection of life, health and human dignity, respect for others and the acceptance of  responsibility to help others without discrimination based on nationality, race, gender, religious beliefs, class or political opinions.

**Mission:** A statement of an organization or project synthesizing its reason for existence often combining general purpose and fundamental value statements.

**Monitoring:** Systematic and continuous collecting and analyzing of information about the progress of a piece of work over time. It is a tool for identifying strengths and weaknesses in a piece of work and for providing people responsible for work with sufficient information to make right decisions at the right time to improve its quality.

**Output:** Tangible results of the activities of a project or service. The production of outputs are

under given assumptions about the context, under the control of the project management.

**Participation:** The active involvement of intended beneficiaries in the project needs assessment, design, implementation, monitoring, evaluation and decision making. The main purpose of participation is to encourage self-determination and sustainability of the development process.

**Partners:** The individuals and organizations that collaborate to achieve mutually agreed upon objectives. The concept of partnership connotes shared goals, common responsibility for outcomes, distinct accountabilities and reciprocal obligations. Partners may include governments, civil society, non-governmental organizations, universities, professional and business associations, multilateral organizations, private companies, and so on.

**Stakeholders:** Persons or organizations who have, or will have, a positive or negative interest or stake in the project.

**Strategy:** The means whereby a goal or objective is achieved. Strategies are broad general statements of an approach and do not include specific details of steps to be taken.

Sustainability: Ability of a project to deliver benefits to the target group for an extended period of time after main assistance from a donor.

**Sustainable Development:** A development strategy that manages all assets, natural resources and human resources as well as financial and physical assets for increasing long-term wealth and well being.

**Target group:** Numeric expression of achievements anticipated by a project. The specific individuals or organizations for whose benefit the International Federation and National Societies operation is undertaken.

**Vision:** Ideal situation both within the organization and in the constituency it purports to serve. It is its "dream" of what **should** be.

**Volunteer:** An individual who freely contributes his/her services not by a desire for material or financial gain or by external social, economic or political pressure with a belief that his/her activities are beneficial to the community.

**Vulnerability:** Being at risk from dangers such as injury, disasters, accidents, malnutrition, epidemics. The presence of factors that place people at risk of becoming insecure or malnourished.

# The Fundamental Principles of the International 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, endeavours, 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 endeavours 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 enjoy the confidence of all, the 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 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

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