

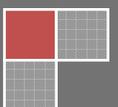
Nepal Red Cross Society

Sixth Development Plan (2011-2015)

Mid Term Review

Jobs Dynamics Pvt. Ltd.
Kathmandu, Nepal

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Executive Summary

The Sixth Development Plan is strategic roadmap of the Nepal Red Cross Society (NRCS) for the timeframe of five years and has been created with careful socio-political, economic, cultural, environmental and technological analysis. The Sixth Development Plan has identified four major strategic areas and also developed other certain priorities, approaches, concerns and principles of cooperation to successfully implement the plan. The four major strategic aims are as follows: 1) Save lives, protect livelihood, strengthen recovery from disaster and crisis; 2) Promote safer, resilient and healthy communities; 3) Promote social inclusion and a culture of non-violence and peace; and 4) Strengthen organizational governance and management capacity at all levels for better performance to reduce vulnerability.

This Mid-Term Review report is the outcome of a month-long exploration conducted by the external consultant hired by NRCS, **Jobs Dynamics Pvt. Ltd.** This report strives to address the current status of the task being done by the National Society towards accomplishment of various strategies, ultimately briefing on whether NRCS is moving ahead in the right direction or not. The review study team contacted with Management, Directors, Deputy Directors and Programme Coordinators to collect the relevant information and data. The review team used direct contact – face to face interviews, e-mail, telephone interviews, cluster meetings and group meetings techniques to collect the information and data from concerned departments. The review team assessed and reviewed the situation of the four strategic aims through available and received information from concerned departments, progress reports of programmes and through discussions with concerned staffs.

Major Highlights:

Strategic Aim 1

Major Action Plans	Target Indicator (2011-2015)	Achievement (2011-mid 2013)	Status
Institutionalize disaster risk management (DRM) plans in disaster risk reduction (DRR)	30 districts	Facilitated district disaster relief committee (DDRC) in 26 districts	
Develop parameters for mainstreaming DRR	-		
Develop DRM plans	20 districts	189 communities (31 districts)	
Apply vulnerability capacity assessment (VCA) as planning tool	In all DRR programmes	229 communities of 31 DRR programme districts	
Establish Disaster Relief Fund	50 District chapters	19 District chapters	

Conduct restoring family link (RFL) courses	10 courses	12 (243 people trained)	Green
Develop emergency responders	1000	3000	Green
Set up regional RFL units	5 units to be set up	-	Red
Develop and apply recovery guidelines	Cash Transfer	In process of development	Yellow
Restore livelihood of disaster and crisis affected population	-	Done through MEI programme.	Green

Strategic Aim 2

Major Action Plans	Target Indicator (2011-2015)	Achievement (2011-mid 2013)	Status
Ensure universal access of Voluntary Non-remunerated Blood Donation (VNRBD)	100%	95% ensured; 5% through replacement	Green
Increase community eye care centers	10	No new eye care centers established	Red
Expand ambulance service	25 ambulance vehicles	37 ambulance vehicles	Green
Reach people with emergency water and sanitation service	60,000 people	25,000 people reached	Yellow
Expand water and sanitation (WAT/SAN) programme	10 districts	22 districts	Green
Pilot urban sanitation and health programme	5 municipalities	1 municipality	Yellow

Strategic Aim 3

Major Action Plans	Target Indicator (2011-2015)	Achievement (2011-mid 2013)	Status
Orientation on Red Cross knowledge through dissemination sessions	500,000 people	200,000 through orientation programme and 300,000 through radio programme	Yellow
Increase young volunteers with Red Cross knowledge	10%	5%	Yellow
Orientation to new staffs, volunteers		Two workshops organized integrated with induction course with organization development department	Yellow

Implement pilot projects on humanitarian values implementation	2 pilot project targeting marginalized communities.	Could not be carried out due to lack of resource	
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Strategic Aim 4

Major Action Plans	Target Indicator (2011-2015)	Achievement (2011-mid 2013)	Status
Expand organizational units and ensure well functioning		Increased 811 organizational units.	
Increase number of volunteers	By 10%	Increase significantly which is above 10%	
Upgrade human resource (HR) system		Implemented new staff rules and eight new HR guidelines	
Coordinated system for planning, monitoring, evaluation and reporting (PMER) established	Adequately equipped	NRCS is in the process of establishing PMER as a separate unit. As per now office has been established in National Society and is in the process of appointing one staff solely responsible for PMER. Generic PMER framework has been developed and PMER training has been standardized adopting participatory programme /project planning guidance manual and training materials of International Federation of Red Cross and Red Crescent Societies (IFRC).	
Advocate for the legal base of NRCS	Red Cross Law /Act	On the process to bring Red Cross law, where advocacy with Ministry of Law and Justice has been made to bring matter to their consideration	
Organizational Restructuring		Involved in internal re-structuring of the organization	

From the analysis conducted over thirty days, it is found that Nepal Red Cross Society has been heading towards the right direction in these two and a half years. Few of the set targets have been met successfully within the half-way (indicated by the **green box**), few of the target indicators have a satisfactory level of achievement (indicated by **yellow box**) whilst few of them have not yet been started (indicated by **red box**). However, there exist many gaps in the implementation of programmes which can be minimized leading to accomplishment of goal with the recommendations put forward by the external consultant.

Finally, NRCS needs to toil hard on internal collaboration from establishment of cross cutting values' partnership that overcomes challenges in integrated projects running in between bilateral departments. All NRCS departments are required to generate its own funding via creation of appropriate business or operation plan backed up by the proper marketing plan. They need to design packaged projects on cross cutting themes in-between departments. To improve the accountability of NRCS, there needs to be implementation of Central Management Support System with a centralized and separate logistics department with fleet and procurement subdivisions.

Chapter One: Introduction

Introduction to the Sixth Development Plan

The Sixth Development Plan is strategic roadmap of the NRCS for the timeframe of five years and has been created with careful socio-political, economic, cultural, environmental and technological analysis. This plan was developed with the active involvement and participation of NRCS governance and management, from district and headquarters. The plan has been brought into effect from 2011 AD and will run up to the end of 2015 AD.

The Sixth Development Plan has identified four major strategic areas and also developed other certain priorities, approaches, concerns and principles of cooperation to successfully implement the plan.

Strategic Aims

The four major strategic aims are as follows:

- Save lives, protect livelihood, strengthen recovery from disaster and crisis;
- Promote safer, resilient and healthy communities;
- Promote social inclusion and a culture of non-violence and peace; and
- Strengthen organizational governance and management capacity at all levels for better performance to reduce vulnerability.

There are various other implementation strategies outlined in the NRCS Sixth Development Plan viz. internal and external relationship strategy, general strategies of building strong Red Cross Society, responsible governance, well functioning management, capacity building, accountability, communications, humanitarian diplomacy, coordination and partnership, and finally measuring success and achievements.

About the Mid-Term Review Report

NRCS has been implementing its Sixth Development Plan 2011-2015 since January 2011. It has already been two and a half years since the National Society has been implementing the plan,

and this is the first time that NRCS has planned to conduct a mid-term review for the plan it has set. This Mid-Term Review report serves as a document to assess the outcomes, as well as processes and outputs, identify gaps and collect recommendations for addressing them as well as discussing challenges and exploring remedies.

This Mid-Term Review report is the outcome of a month-long exploration conducted by the external consultant hired by NRCS, **Jobs Dynamics Pvt. Ltd.** This report strives to address the current status of the task being done by the National Society towards accomplishment of various strategies, ultimately briefing on whether NRCS is moving ahead in the right direction or not. This Mid-Term Review report acts as directional plan and not an operational plan for NRCS. This report unveils the current status by tracking the actual performance against the preset standard on the Sixth Development Plan, also identifies the weaknesses, threats, risks, gaps and loopholes with its cause and attempts to fill those gaps with the possible recommendations as well.

Objectives of Mid-Term Review Report

- To carry out contextual analysis and identify the strengths, weaknesses, opportunities, threats and constraints of implementation;
- To draw lessons, strategies and ways to possibly re-orient the actions and interventions that can eventually improve the impact of programmes for the second period of the plan;
- To formulate the recommendations and proposals as a way forward to improve the implementation of plan;
- To assess the relevance and appropriateness of the plan to:
 - NRCS's Vision, mission and strategies
 - New plans of Government
 - International Federation of Red Cross and Red Crescent Societies (IFRC)

Methodology

- Review documents and reports developed for the implementation of the plan;
- Conduct interviews, meetings and workshops with key actors involved in implementing and financing activities;
- Collect data from each sector of the National Society;
- Analyze available data to produce the necessary information;
- Draft review report
- Share draft review report with NRCS for feedback
- Finalize the report incorporating feedback.

Information and Data Collecting

Literature Review

The review team of the external consultant studied various relevant literatures of Nepal Red Cross Society, Partner National Societies (PNS), IFRC and ICRC. The review team studied and analyzed the following reference documents, provided by the National Society itself:

Reference Documents

- NRCS Sixth Development Plan 2011-2015
- NRCS Annual Reports 2010-2011, 2011-2012 and 2012-2013 (in English version)
- NRCS Annual Reports (2067/68 and 2068/69) (in Nepali version) General Assembly
- Review Report of IFRC Strategy 2020
- IFRC Strategy 2010
- Government Plans
 - Policies and practices in disaster response in Nepal, Presentation by Ministry of Home Affairs, 2011.
 - Nepal Disaster Report 2011: Policies, Practices and Lessons; Published by Ministry of Home Affairs, Government of Nepal.
- Other relevant documents from other organizations (Movement and Non-movement sectors), as provided by NRCS.

Discussion and Contact with Key Actors

The review study team contacted with Management and Planning Committee, Directors, Deputy Directors and Programme Coordinators to collect the relevant information and data. The review team used following techniques to collect the information and data from concerned departments:

- Direct Contact – Face to face interviews
- E-mail
- Telephone Interviews
- Cluster Meetings
- Group Meetings

The consultant team held meetings with the management and planning team, country representatives of various PNS (Danish Red Cross and Belgian Red Cross) and IFRC. The team also held frequent group and direct meetings with department directors, and also conducted meetings with various District Chapter (DC) representatives through direct meetings and telephone interviews. The team contacted with Kathmandu, Bhaktapur and Lalitpur (from the developed segment) DCs directly at the NRCS headquarters, and conducted telephone interviews for Ilam and Tanahun DCs (developing segment), Baitadi and Bhojpur DCs (under developing segment) and finally Jumla and Solukhumbu DCs (from under developed segment).

Chapter Two: Findings from the Review

Assessment of Strategic Aims

The review team assessed and reviewed the situation of the four strategic aims through available and received information from concerned departments, progress reports of programmes, minutes of CEC and concerned National Committee and Central Committee, Annual report of NRCS and through discussions with concerned staffs. The following are the action areas and the key findings from the assessment conducted for the four strategic aims of NRCS.

Strategic Aim 1: Save Lives, Protect Livelihood; Strengthen Recovery From Disaster And Crisis.

NRCS envisions for saving lives and protecting livelihood of people affected from disaster and crisis to make communities more resilient through effective response service that provides them utmost support. Its primary response includes emergency relief management, emergency shelter, emergency first aid, emergency water/sanitation, emergency health and restoring family links. NRCS will develop its capacity to provide recovery assistance – primarily focused on early recover – to contribute to the restoration of pre disaster and crisis living conditions.

To cope with emergencies during a mega-disaster, NRCS has established a NRs. 4 million revolving fund named '*Disaster Emergency Response Fund*' at the national headquarters.

Expected Impacts:

- Effective preparedness capacities for appropriate and timely response to disasters and crisis;
- Reduced deaths, damage and other detrimental consequences of disasters and crisis;
- Improved restoration of community functioning after disasters and crisis.

The following are the action areas and the key findings from the assessment conducted:

Action Area 1: Disaster Management Planning.

Current Status:

- Climate change inclusive VCA started in 54 communities in Lamjung and Tanahu and 15 communities of Udayapur, Tehrathum, Dhankuta. Climate change adaptation (CCA) component is integrated into community plan. Local early warning system (EWS) is being managed by Banke, Bardiya, Kailali DCs in Rapti River. Contingency plan of 3 districts in Kathmandu Valley and Blood Transfusion Centre is developed. National level

simulation held in 2011, 2012 and 2013 and contingency plan is being updated. ICA and LCA is conducted in 5 districts (Lamjung, Tanahu, Udayapur, Chitwan, Gulmi).

- DRM plan of 2 district chapters prepared, NRCS facilitated DDRC to prepare DP/R Plan in 26 districts and NRCS supported district authorities to develop health sector contingency plan and protection plan in 7 districts. NRCS supported to develop DRM plan of 14 VDCs in 8 districts.
- As a statutory member of CNDRC and DDRC and active member in national level networks, NRCS is regularly participating in all events (DP-Net, Operation Alliance , Global Alliance and other Red Cross Alliances). NRCS represents in 6 (WASH, logistic, food, health, protection and early recovery) out of 11 UN clusters.
- NRCS is active partner in coordinating shelter cluster and developing/revising shelter contingency plan, jointly with DUDBC and IFRC.
- International Disaster Response Laws (IDRL) guideline drafted and final report submitted.

Action Area 2: Disaster Risk Reduction.

Current Status:

- VCA guideline/tools fully applied in 229 communities of 31 DRR programme districts.
- Strategic partnership with Department of Hydrology and Meteorology, World Bank, Mercy Corps, Practical Action is continued. Standby agreement with World Food Programme is in place to manage food need in time of major disasters.
- NRCS implemented CBDRR programme in 229 communities (31 districts) during this period. The target for the same was 150 in most vulnerable communities.
- DRM plans in 189 programme communities (out of 229 communities) developed in 31 districts and rest is ongoing.
- All NRCS DRR programme is based on multi-hazard approach and awareness component on earthquake is built on. Awareness raising events in Kathmandu Valley in ongoing in regular basis through Earthquake Preparedness for Safer Communities.

Action Area 3: Response to disaster and crisis.

Current Status:

- 19 programme implementing districts continued establishing/increasing Disaster Relief Fund during 2011 to mid 2013: (Banke, Kathmandu, Bhaktapur, Lalitpur, Udayapur, Gulmi, Chitwan, Tanahu, Lamjung, Jhapa, Ilam, Panchthar, Bajhang, Achham, Dadeldhura, Baitadi, Bajura, Jajarkot, Rukum). The progress in other districts is ongoing.
- 3000 emergency responders produced in different districts.
- 432 persons were trained through 18 courses on the dead body information management.
- 19,645 families out of 25,000 target families assisted during 2011 to mid 2013.

- Maintenance of 4-Regional, 2-zonal and 5-sub-regional warehouses is completed
- 45 people trained through 3 psycho-social courses out of targeted 10 courses.
- 243 people trained through 12 RFL courses out of targeted 10 courses.

Action Area 4: Recovery following disaster and crisis.

Current Status:

- Recovery guidelines for cash transfer are in development process, while livelihood guideline is developed and tested.
- Early recovery of critical life line facilities carried out in Kailali, Kanchanpur, Sankhuwasabha.
- Livelihood of disaster and crisis affected population restored in Banke and conflict affected districts of mid and far western region through Micro Economic Initiative (MEI) programme.
- Livelihood and cash transferring programme piloted in conflict affected and Banke district.

Gaps to achieve expected impacts:

Information and data reviewed found following gaps to achieve the expected impacts of Strategic Aim 1:

- For ongoing DRR projects, there has been no direct support mechanism from the related sectors.
- Awareness on earthquake vulnerability throughout the country is lacking, since it is not a frequent disaster unlike flood, landslide which are recurrent.
- Problems are seen in scaling up, i.e. resource need for continuation of longer term projects on specific project base.
- In order to save more lives and property, there needs to be capacity building of other supporting technical institutions.
- Resource and support is usually unavailable for preparedness of disaster. Resource after the disaster would only be a late act, but support mechanism for its preparedness needs to be look after with more seriousness.

Recommendations for the coming period:

The following are the recommendations that NRCS should seriously follow in coming remaining period:

- IDRL guideline needs to be promoted;
- Implementation of DRM Act (Currently Relief Act) would bring out more wider scope;
- Disaster management strategic framework needs to be implemented;

- Parameters for mainstreaming DRR is to be developed;
- Climate change adaptation framework to be developed and a pilot project to be initiated;
- Emergency Operation Centre to be established in 10 districts of 5 regions.
- 5 regional RFL units need to be set up.

Strategic Aim 2: Promote Safer, Resilient and Healthy Communities

NRCS contributes to sustainable development through strengthening community resilience by helping people to be as healthy as possible and to prevent or reduce their vulnerability. It will advocate for supportive public policies and adapt new ways of living in the context of climate change, economic crises and pandemics. Focus will also be given on expanding community based health service to reduce morbidity and mortality. Promotion of nutrition and food security through strengthening community livelihoods, and increasing food availability and accessibility for the most vulnerable people and contribute to mitigating the progression of climate change through advocacy and social mobilization to promote sustainable community development.

Expected Impacts:

- Better personal and community health and more inclusive public health systems;
- Reduced exposure and vulnerability to natural and human-made hazards;
- Greater public adaptation of environmentally sustainable living.

The following are the action areas and the key findings from the assessment conducted:

Action Area 1: Better personal and community health and more inclusive public health systems

Current Status:

- 95% access of Voluntary Non-remunerated Blood Donation (VNRBD) is ensured; remaining 5% being through replacement.
- NRCS Blood Transfusion Service (BTS) expanded to additional 10 out of targeted 25 districts.
- Central BTS partially strengthened as NRCS referral laboratory.
- Total Cataract surgery carried out 30,890. (10,677 in 2011, 11,660 in 2012 and 8,554 in 2013 till June)
- Trachoma trichiasis surgery carried out 152. (67 in 2011, 68 in 2012 and 17 in 2013 till June)
- No new eye care centers are established. However, more than 21 staffs (1 Ophthalmologist, 12 Ophthalmic assistant and 8 other supportive staffs) mobilized to carry out the eye care activities.

- People visiting health facilities for common ailments and mother and childcare increased by 17% (Out of 30%).
- Children under five years affected by diarrhea reduced by 50% (Out of 50%) in NRCS community based project areas.
- Delivery conducted by skilled birth attendants/trained service provided achieved by 86 out of 100 per cent in project areas.
- Adolescent and sexual reproductive health programmes expanded to 6 more districts.

Action Area 2: Reduced exposure and vulnerability to natural and human-made hazards

Current Status:

- Emergency first aid service expanded to 41 districts (out of targeted 25).
- Ambulance service expanded by 37 ambulance vehicles (out of targeted 25).
- Scaled up number of personnel training and delivering emergency water and sanitation at national and district level.
- Over 100 VDCs have been declared open defecation free as result of the water and sanitation projects implemented by NRCS.
- Emergency Health Policy and training of trainers (ToT) manuals with two units established at district level for enhancing capacity to deliver emergency health services.
- Three emergency WATSAN kit-5s prepositioned in regional warehouses, one more in pipeline but so far, no kit 5 has been mobilized in emergency.
- Around 25,000 out of targeted 60,000 people reached with emergency water and sanitation services through social mobilization activities such as hand washing campaigns and diarrhea focused health education classes.
- Condom user is increased from 37% to 82%, testing of HIV and STI increased to 71% in the HIV project area.
- 108 out of targeted 300 communities benefited through CBHFA activities.

Action Area 3: Greater public adaptation of environmentally sustainable living

Current Status:

- Water, sanitation and hygiene (WASH) programme expanded in 22 (out of targeted 10) districts.
- Urban sanitation and health programme piloted in one out of targeted five municipalities.
- To promote alternative source of energy, NRCS has WASH and community development projects that promotes improving cooking stove and biogas.

Gaps to achieve expected impacts:

Information and data reviewed found following gaps to achieve the expected impacts of Strategic Aim 2:

- The adolescent and sexual reproductive health programme is well accepted by the community and youth people. However, the major challenge here is the time duration of the project being short-period and rapid turnover of the young people specially the peer educator.
- Timely First Aid materials replenish and record keeping, as well as trained First Aid volunteer dropping out has been the drawbacks for the First Aid programme.
- Funding pattern in HIV projects are gradually decreasing despite the support from stakeholders and local government bodies.

Recommendations for the coming period:

The following are the recommendations that NRCS should seriously follow in coming remaining period:

- The WASH programme is identified as a high priority area in the country and can be used for maximum opportunity exploitation. For this, there is a need to strengthen knowledge management, identify possibilities of long term partnership in WASH with new and existing partners.
- Very few organizations have been working in the areas of young people sexual and reproductive health so there is ample opportunity to work targeting youth. Similarly Junior /Youth Red Cross would be great entry point to implement the youth focused programme.
- Regular follow up and monitoring should be ensured so that drawback of dropping out of First Aid volunteer is reduced.
- Since various partners are interested to work with NRCS in implementing the emergency WASH, NRCS should focus on its implementation with the cohesiveness of the interested partners.

Strategic Aim 3: Promote Social Inclusion and Culture of Non-Violence and Peace

NRCS plans to ensure that the benefits of progress and prosperity are distributed in a way that reduces the imbalance of distribution of resources, marginalization, ignorance and poverty or poor living conditions leading to violence and conflict. It will advocate for and promote social inclusion, attempt to reduce gender based and other discrimination, increase participation of marginalized and discriminated communities. All NRCS officials and volunteers make best

efforts to adopt Red Cross principles into actions, make proper use of Red Cross emblem and advocate for ensuring full respect to the Red Cross emblem in order to promote safer access.

Expected Impacts:

- Greater public support for the fundamental principles and reduce stigma and discrimination;
- Lower levels of violence and peaceful reconciliation of social differences;
- Fuller integration of disadvantaged people in their communities.

The following are the action areas and the key findings from the assessment conducted:

Action Area 1: Greater public support for the fundamental principles and reduce stigma and discrimination

Current Status:

- Videos related to Principles into Action, Gender and Women Participations in Red Cross and GDSI training manual were updated.
- Created facebook page- facebook.com/nepalredcross.
- Published social media and photography guideline
- Published case studies and stories related to emblem use, disaster Management and open defecation free area.
- Published Visual Identity Guideline and its orientation has been started from major cities.
- Updated and published Nepal Red Cross and International Humanitarian Law brochure in Nepali, English and other local languages.
- Extended Nepal Red Cross Radio programme in local languages such as Maithali, Bojpuri, Awadhi and Tharu.
- Published gender and social inclusion leaflet.
- NRCS stories were also disseminated internationally (partners in change, IFRC publication)
- Leaflet about NRCS emblem use was published
- Communication and photography training for 89 disseminators and youths to increase the knowledge about Red Cross Fundamental Principles and humanitarian values.
- About 200,000 people were oriented through orientation programmes and 300,000 people through radio programme.
- Used Red Cross Action Team group and Facebook page, youth interaction programme and youth in action campaign to disseminate proper Red Cross knowledge.
- District chapters trained NRCS members by integrated approach through regular programme.
- Volunteers and staffs were trained through capacity building programme for 43 districts.

- In addition to 7 pillars of safer access, inclusiveness was also included as an integral part. Integrated the same for disaster relief activities, conflict and other emergency situation.
- Revised version of safe access framework was disseminated to 75 district chapters and nearby sub chapters where they were trained on the framework.
- With the integrated procedure with Disaster Management, Youth Red Cross team was deployed in normal situation. Similarly, in emergency situation such as flood, fire and landside as well as in crisis situation such as Akhanda Far-west movement, ethnic and political movements where the Red Cross teams were strengthened and deployed.
- Follow up on emblem campaign follow up continued where few cases of emblem misuse were identified and corrected.

Action Area 2: Lower level of violence and peaceful reconciliation of social differences

Current Status:

- Policies regarding social media guideline, Visual Identity Guideline, Child Protection Guideline and communication strategy were developed. Similarly, policies regarding gender and communication are being reviewed.
- Two workshops were organized targeting center level governance to orient newly elected central level governance on International Humanitarian Law, social inclusion and tolerance and gender concept.
- The same has been integrated with the induction course organized annually by organization development department for chapter level governance and regularly done for new staffs and volunteers.
- Non-discrimination and inclusion component was introduced in disaster management, community development and junior programmes supporting humanitarian values component mainstreamed in the NRCS programmes.
- Gender and inclusion programme was focused to women and girls and CFDIP programme focused to children.
- Women development section was promoted to Gender and Inclusion Department.
- No specific activities were carried out for elderly people and street children.
- Humanitarian diplomacy carried out to address needs of conflict-affected children by integrating it to different programmes.

Action Area 3: Fuller integration of disadvantaged people in their communities

Current Status:

- 62 members from governance and management were oriented on inclusion.
- 131 members from governance and management were oriented on the issue of minority.
- No specific activities were carried out for tolerance.

- Developed child protection guidelines in terms of integrating minorities, ethnic groups and disadvantaged people.
- Developed spate training manuals for gender and diversification.
- Workshops were conducted to liable person for each district and development region.
- Introduction of Humanitarian Diplomacy actions, representation in several committees formed by government from central to village level. Similarly partnership meetings, Golden Jubilee Ceremony were focused on Humanitarian Diplomacy.
- Except for tolerance, monitoring and reporting periodically on issues of peace, social inclusion, gender and respect for diversity/human dignity were conducted.
- Monitoring and reporting on volunteerism through reports on International Year of Volunteer +10 campaign, youth in action campaign and viva audit were conducted.
- Two pilot projects on Humanitarian Value implemented targeting marginalized communities could not be done due to lack of financial resource.

Gaps to achieve expected impacts:

Information and data reviewed found following gaps to achieve the expected impacts of Strategic Aim 3:

- Difficult to measure the impact as the aim is directed towards supporting internal and external aspect of the organization. The terms such as humanitarian values are challenging to define and quantify.
- Women inclusion has been one of the challenges despite of awareness.
- The programme stated in this aim is integrated to support other departments. Therefore, it does not get direct funding leading to resource gap while supporting and executing different initiatives.

Recommendations for the coming period:

The following are the recommendations that NRCS should seriously follow in coming remaining period:

- For inclusion there should be indictors for correct measurement as some districts have higher number of minorities group than others.
- Fuller integration of disadvantaged people needs to incorporate aging people, street children and disable people. The aim has provided the space but need to have specific programme targeting each of these areas.
- A working advance system of covering the gaps left by other bilateral donors and a certain fraction of a project going into the fund for internal strengthening of the National Society could be beneficial for the department to gain funding.

Strategic Aim 4: Strengthen organizational governance and management capacity at all levels for better performance to reduce vulnerability

There is a need to develop the internal mechanism of NRCS backed up by strong and robust management system for effective implementation of strategies and achievement of organizational goals. NRCS will inevitably focus on internal strengthening in areas as human resource, communications, resource mobilization and financial management, PMER, and logistic management.

Expected Impacts:

- Dynamic and functional organizational units at different levels;
- Diverse and sustainable resource management;
- Improved HRM and self-sustained Human Resource Development Institute (HRDI);
- Improved efficiency in programme and finance management for effective service delivery;
- Strengthen legal base of NRCS and improved organizational image.

Action Area 1: Dynamic and functional organizational units at different levels

Current Status:

- Increased 811 organizational units across the country.
- Generation of resources through collection of donation from about 120 people in terms of fixed and liquid asset.
- Conducted several induction programme and capacity development trainings by concerned departments for their staffs and volunteers.
- Volunteer management through website and maintenance of database by organizational development department.
- Dissemination of NRCS constitution, organizational development and volunteer management policies & manual at district chapter and sub chapter for managerial capacity governance and management improvements.
- Several leadership and management training programmes conducted, which the volunteers have applied at district chapter and sub chapter level.
 - Prompt response and effective service in the case of earthquake in Taplejung.
- District chapters have enhanced their capacity and developed operational plan for the period of four years and also facilitated sub chapters for the same.
- Number of volunteer increased significantly which is above 10%.
- Junior and youth circle has increased.

Acton Area 2: Diverse and sustainable resource management

Current Status:

- Reviewed and updated the resource management strategy.
- Resources expanded and generated from traditional and non-traditional sources.
- Partnership established and strengthened with social and corporate sectors.

Acton Area 3: Improved HRM and self sustained HRDI

Current Status:

- Implemented new staff rules and eight new Human Resource guidelines.
- Performance management, training and development tools developed.
- Human Resource Database upgraded.
- Central Executive Committee agreed to provide semi autonomous status to HRDI.
- Trained human resource in sector such as DM, First Aid and HIV/AIDS.
- Trained 20 persons in National level leadership training of trainers with published training manual.
- Introduced new approach of knowledge management content as well as trained concerned people.
- Increasing sustainability capacity of NRCS training center
 - District chapters have been applying to personal roles as guideline

Action Area 4: Improved efficiency in programme and finance management for effective service delivery

Current Status:

- Prepared 101 VHF sets for the emergency communication.
 - 50 VHF sets have been received with the support from Danish Red Cross in 2013.
- Installed integrated ERP software in finance, procurement and warehouse.
- Installed wider Internet Service Provider at different locations such as Phulchowki, Nagarkot, Sanga tower and National headquarters for emergency communication during disaster at Kathmandu Valley.
- Developed emergency communication guidelines/frameworks.
- Established PMER and communication working group at national headquarters.
- Drafted PMER generic framework and tools and will be implemented from 2014.
- Translated IFRC participatory programme/project planning guidance manual into Nepali language.
- PMER focal persons and programme/project managers from all departments and selected district chapters have been trained on PMER.

- NRCS is in the process of establishing PMER as a separate unit. As per now office has been established in national headquarters and is in the process of appointing one staff solely responsible for PMER.
- Introduced new approach of knowledge management content and trained people from district chapters.
- Installed and implemented the Navision Microsoft Dynamic software and trained staff in its use. The software is for finance and inventory monitoring and management.
- Established management support group comprising of Executive Director, Directors, Head of Department and Head of Administration.
- Appropriate guideline developed for procurement.
- NRCS has been using social media and electronic media such as radio, website, Facebook and short messaging service to disseminate its activities and plans as well as for collecting feedback from the public through a short message service system.
 - More than 1,500 new members have been added in NRCS Facebook page to increase interactions and dissemination of information.

Acton Area 5: Strengthen legal base of NRCS and improved organizational image.

Current Status:

- On the process to bring Red Cross law, where advocacy with Ministry of Law and Justice has been made to bring matter to their consideration.
 - A sub-committee constituted under the convener-ship of joint secretary of the Ministry has produced a report, which clearly recognizes the need of Red Cross Law and the recommends for the same.
- Continuous dissemination of Red Cross Fundamental Principles and humanitarian values through various means including website, facebook, newsletters and radio programme, which is now being broadcasted by 12 different stations across the country in different languages.
 - Several community-based projects of NRCS such as WatSan project has incorporated orientation on Red Cross, Fundamental Principles and humanitarian values as one of the project activities.
- NRCS has been engaging closely with about 40 diverse range of partners including UN agencies, government organizations, IFRC, ICRC, partner national societies and national, international airlines, media and insurance companies for effective implementation of programmes and projects.
 - NRCS has also worked collaboratively with a wide range of stakeholders for national rubella-measles campaign and Flagship 4.
 - NRCS with the support from IFRC and other partners has been working on systemizing beneficiary communications.
- Involved in the internal restructuring of organization.

Gaps to achieve expected impacts:

Information and data reviewed found following gaps to achieve the expected impacts of Strategic Aim 4:

- People do not enjoy working in the organization development department, as they have to work within political and bureaucratic environment.
- Not in the state of maximum utilization through minimum human and financial resources.
- Absence of effective integrated information management system to know the exact number of induction, trainings and capacity enhancement programmes conducted by respective departments for their staffs and volunteers.

Recommendations for the coming period:

The following are the recommendations that NRCS should seriously follow in coming remaining period:

- The organization development department is a major focal point of NRCS that strengthens the capacity of overall organization. Thus desired measures of set strategies are seen in longer terms than right away.
- Priority of financial resource to organization development department is less since it does not involve direct local and general public benefit.
- Effective integrated information management system to be in place for ascertaining the capacity enhancement beneficiaries.
- Establishment of PMER as a separate functional and centralized unit is a must for the upcoming period.

Other Findings from DCs and PNS

DCs (District Chapters)

The developed and developing District Chapters have no issue in the knowledge and implementation of NRCS's Sixth Development Plan. They have been continuously receiving the support from the headquarters and are communicating well in terms of operation and execution of the plan. The developed and developing DCs are forward even in the information sharing, and assisting the sub-chapters, and have faced merely little problems.

On the other hand, the under developing and under-developed DCs have faced major challenges in gaining adequate knowledge and receiving orientation in regards with the Sixth Development Plan. There has been minimal communication, and the unavailability of the resources at the right time at the right place has been the major issue. Few DCs only have partial knowledge about the

Development plan and are also facing challenges from political and local pressure groups. They have not yet been equipped with adequate guidelines and resources from the headquarters.

PNS (Partner National Societies)

The partner societies know that NRCS has been getting problems in generating the funding for the auxiliary departments, and affirms the National Society has not yet been able to find a consensus on the transparency of the funding being received. Rest aside, the PNSs believes that the funding is going to the right direction, and asserts that there is an inevitable need for the establishment of a central management support system.

The major challenge for them to work in collaboration with the NRCS is that the potential co-operation between the departments is not found. The first priority of every department must be on societal goals mentioned in the strategy, and this should come from the ground DC and sub DC level. If the proper collaboration is ensured through the initiative of central management support system, the PNSs believe that they could work with more ease with Nepal Red Cross Society.

Chapter Three: Compatibility of Sixth Development Plan with Other Strategies

Compatibility of Plan with Vision and Mission

While comparing the Sixth Development Plan 2011-15 strategies and expected impacts, it can be seen that most of the strategies are in line with the vision of NRCS.

NRCS perceives itself as an efficient, self-sustainable and independent organization. Strategic aim 4 addresses this perception, which is supported by key action area such as “Diverse and sustainable resources management” and “Strengthen legal base of NRCS and improved organizational image.”

Strategic aim 1 addresses NRCS’s commitment to provide immediate relief to human sufferings and reducing vulnerability through key action area - “Recovery following disasters and crisis.” In addition, strategic aim 2 key action areas - “Better personal and community health and more inclusive public health systems” is also directed towards providing immediate relief to human sufferings and vulnerability.

Moreover, these activities have to be carried out under the Fundamental Principles of Red Cross, where strategic aim 3, key actions area - “Greater public support for the Fundamental Principles and reduce stigma and discrimination” is directed. Also these activities has to be carried out through its network of Red Cross workers throughout the country working closely with communities and governmental and non-governmental organization the strategic aim 4, key action areas - “Dynamic and functional organizational units at different levels” and “Strengthen legal base of NRCS and improved organizational image” have been established. For special consideration to working closely with communities and governmental and non-governmental organization, strategic aim 4 indicator - “Relationship of the NRCS with its stakeholders improved and resources increased has been increased” is being directed. However, there is a need to establish strategies followed by indicator to clearly outline the foundation for NRCS to work closely with communities and governmental and non-governmental organization.

Lastly, all the activities have to be carried out in transparent and participatory way, strategic aim 4, key action areas such as “Strengthen capacity of PMER unit and improve knowledge management system” and “Strengthen financial monitoring and control system” are directed. However, since the activities are also to be carried out in a democratic way, strategic aims addressing this particular component of NRCS’s vision is required.

Mission

While evaluating the 6th Development Plan 2011-15 with the mission statement of NRCS, it is found that most of its strategic aims are in line with the mission of NRCS.

NRCS mission is to relieve human sufferings and to reduce vulnerability. In order to support this mission strategic aim 1, action area - "DM Planning" and "Disaster Risk Reduction" and Strategic Aim 2 action area – "Reduced exposure and vulnerability to natural and human-made hazards" are directed.

NRCS wants to achieve this mission through community participation and mobilization of an increased number of volunteers by mobilizing the power of humanity through expansion and strengthening of the organizational structure of the Society and by building links with governmental and non-governmental organization. Strategic Aim 3 addresses the community participation with social inclusion and fuller integration of various people in their communities that focuses to lower levels of violence and reconciles the social differences. Strategic aim 4, action area "Dynamic and functional organizational units at different level" and "Improved HRM and self-sustained HRDI" are established to support the mission mobilization of an increased number of volunteers by mobilizing the power of humanity through expansion and strengthening of the organizational structure. As for building links with governmental and non-governmental organization, NRCS needs to outline clear strategies followed by indicators for establishing strategic partnership and strengthening it with the technical expert agencies in the programme areas.

Considering points:

- Clear strategies to build links with governmental and non-governmental organization
- Reworking on strengthening the organizational structure in a transparent, effective and efficient way is inevitable for Society's growth. Internal restructuring of the National Society might mean additional of a separate functional unit/department, downsizing those which are deemed non essential, or even merging two or more units into one.

Compatibility of Plan with NRCS Priority Areas

NRCS views disaster risk reduction as a holistic approach that shapes all of its disaster management programming. Thus, the disaster management has been on the top priority of NRCS activities in the last five and half years, which has been addressed by the first strategic aim of NRCS's Sixth Development Plan – "Disaster Management". In the past two and half years of the review period, it has been found that NRCS has been able to achieve a satisfactory level of result in scaling up interventions for disaster risk reduction and strengthening response capacity to disaster and crisis. The response to disaster and crisis has been effective with production of 3000 emergency responders, 19,645 target families assisted and maintenance of 4 regional, 2 zonal and 5 sub-regional warehouses.

Similarly, the other priority area of institutionalizing public health in emergencies and expansion of blood programme has been addressed by the second strategic aim of NRCS under promotion of safer, resilient and healthy communities. It has produced successful result with ensuring 95% access of VNRBD and BTS being expanded to 10 out of targeted 25 districts.

The collaborative work of disaster management and health sector has also worked out due to the tireless efforts from internal back-office departments helping them in increasing youth and volunteers' involvement with respect to diversity. The third and fourth strategic aims of the Society has addressed this priority area of increasing involvement of youth and volunteers in respect with diversity and the capacity building of such volunteers, staffs and those of the least developed district chapters. The third strategic aim addresses the promotion of social inclusion and combats the emerging trend of humanitarian challenges.

Volunteers and staffs were trained through capacity building programme for 43 districts during the review period. Similarly, 811 different organizational units were expanded across the country, toting up the satisfactory results achieved in the priority area of building capacity of least developed district chapters. This priority area has been addressed by the fourth strategic aim of NRCS, which envisions in strengthening organizational governance and management capacity at all levels that betters organizational performance to reduce vulnerability. It was found during the review period that the district chapters have enhanced their capacity and developed operational plan for the period of four years and also facilitated their sub-chapters for the same. This has given an added stress in the results to achieve the desired level of the priority programmes of the NRCS Sixth Development Plan.

Considering points:

- A stress has to be exerted on continuous enhancement of the quality of services of the programmes being conducted by NRCS,
- In case of emergencies, or mega-disaster, a contingency approach of institutionalizing public health sectors has to be in focus,
- NRCS needs to converge on addressing the emerging issues of humanitarian challenges, like urbanization, migration/immigration climate change and urban violence.

Compatibility of Plan with Government Plans and Strategies

NRCS Sixth Development Plan envisages saving lives, protection of livelihood and strengthening recovery from disaster and crisis and promotion of safer, resilient and healthy communities as its prime focus. The foremost two key strategies addresses this issue of disaster planning, disaster risk reduction, response to disaster and crisis and recovery following disaster and crisis and bettering personal/community health services, reducing exposure and vulnerability to various hazards and enforcing greater public adaptation of environmentally sustainable living. Both of these two prime strategies have been in line with the government plans that are extracted from the documents mentioned in the reference section.

The first vital strategic aim focused on disaster planning and risk reduction addresses plenty of key issues raised by the Nepal Disaster Report, prepared by Government of Nepal. The issues of disaster preparedness and response planning, early warning system, establishing community based early warning systems, DRR income generation programme and community based disaster risk reduction programme raised in the Nepal Disaster Report has been addressed by all the action areas of the first strategic aim developed by NRCS. During the review period, it has been found that the early warning system has been piloted focusing on major rivers of three districts in Nepal, and there has been great recovery programme for assisting the livelihood of post conflict affected regions with NRCS's tool MEI (Micro Economic Initiative) programme. These results have indeed contributed to the achievement of plans and strategies developed by the Government of Nepal.

Similarly, the Government of Nepal has made an effort to declare entire Nepal as ODF (Open Defecate Free) Zone by 2017 A.D. Nepal Red Cross Society has been also one of the crucial and major contributors in the effective implementation of this programme. Open Defecation Free has been the first priority of WASH programme/project that has been implemented by NRCS. The second vital strategic aim of promoting safer, resilient and healthy communities has been in line with the aforementioned government plan. Of all the target areas of WASH programmes completed by NRCS, almost all areas have been declared Open Defecate Free, being ODF as the crucial priority area for NRCS.

Furthermore, the two outstanding strategic aims of promoting social inclusion and culture of non-violence and peace, and strengthening organizational base and management capacity also have been continuously working as a support mechanism for the first two strategic aims. They have proved to be equally important in capacity building of volunteering, generating greater public support, lowering levels of violence, and achieving dynamic and functional organizational units for effective service delivery to assist the other two aims to comply with the government plans and strategies.

Compatibility of Plan with IFRC Strategy 2020

The Sixth Development Plan 2011-15 as compared to IFRC Strategy 2020 is fully compatible with the latter. Strategic aim 1, 2 & 3 of NRCS are replica of strategic aims of IFRC Strategy 2020, which shows NRCS's commitment to integrate its activities with that of IFRC strategies. However, NRCS has gone one step further by adding strategic aim 4: Strengthen Organizational Governance and Management Capacity at all Level for Better Performance to Reduce Vulnerability. This strategy is directed towards developing strong overall organizational capacity of the National Society, which will ultimately help NRCS to attain other strategies as well.

Strategy 2020, strategic aim 1 focuses on saving lives through proper disaster planning for effective preparedness, which is also the strategic aim 1 of NRCS Sixth Development Plan 2011-15. Action area – Disaster Planning is directed towards developing capacities for effective preparedness prior to disaster. Disaster risk reduction focuses on enhancing capacity of NRCS at

all level in order to respond in the time of disaster. Similarly, response to disasters and crisis and recovery following disasters and crisis is directed towards strengthen recovery in times of disasters and crises.

Strategy 2020, strategic aim 2 enables healthy and safe living. This strategy is reflected in strategic aim 2 of NRCS. NRCS strategic aim 2 focuses on promoting safer, resilient and healthy communities. The aim has defined the issue of health in a broader context. The use of term better community health and inclusive public health system mentioned in action area are an indication of holistic approach adopted to cover country's health issue. Moreover, action area – reduced exposure and vulnerability to natural and human-made hazards has taken a preventative approach regarding safe and healthy living. Thereafter, greater public adaption of environmentally sustainable living action area – Better personal and community health and more inclusive public health systems is directed towards creating awareness regarding health and environment friendly living for safe living.

Strategy 2020, strategic aim 3 focuses on promoting social inclusion and culture of non-violence and peace. This strategy is also similar to the NRCS strategic aim 3, which is created to ensure imbalances in communities and benefit of progress and prosperity are distributed in a way that reduces inequalities. The strategic aim advocates on promoting humanitarian actions and values to internal and external audience with the dissemination of Red Cross Fundamental Principle. The strategy is also indicative on building capacities of governance and management on social inclusion, tolerance and gender at all level of Red Cross. In addition, the strategy has integrated issues of tolerance, social inclusion and gender in organization, disaster management and health related programmes. The strategy is basically established to support other activities while understanding the role of diversity and Fundamental Principles while carrying out humanitarian work of Red Cross.

Chapter Four: Recommendations and Conclusion

Recommendations

For achieving the optimum level of performance against the preset strategies indicated in the Sixth Development Plan, these are the ideal strategies put forward. For the strategic aim 1, i.e. for saving lives, protecting livelihood and strengthening recovery from disaster and crisis, NRCS needs to work on promoting the IDRL guidelines, and implementing the DRM Act (currently the Relief Act), which will eventually cover more wider scope. Also, the disaster management strategic framework needs to be implemented and parameters for mainstreaming DRR need to be developed. The climate change adaptation framework needs to be developed and a pilot project also needs to be initiated.

The next aim, strategic aim 2, focuses on promoting safer, resilient and healthy communities. To achieve the specific goals set forth by the aim, NRCS has already identified WASH programme as a high priority area in the country and is being used for maximum opportunity exploitation. For this, NRCS needs to strengthen knowledge management, identify possibilities of long term partnership in WASH with new and existing partners. Also, very few organizations have been working in the young people sexual and reproductive health, which depicts a clear picture of ample opportunity ahead targeted for the youth. Moreover, since various partners are interested in working with NRCS in implementing emergency WASH, NRCS needs to look more into its implementation conjunctly with the interested partners.

For the third strategic aim, which focuses on promoting social inclusion and culture of non-violence and peace, it has been found difficult to measure the impact as the aim is directed towards supporting internal and external aspects of NRCS and terms as resilience and humanitarian values are not possible to quantify. However, NRCS should look into fuller integration of disadvantaged people, incorporating aging people, street children and disabled people. The final strategic aim 4 focuses on strengthening organizational governance and management capacity at all levels for better performance of NRCS to reduce vulnerability. For achieving this aim's specific goals, NRCS needs to look into account of effective integrated information management system for ascertaining the capacity enhancement beneficiaries, volunteer numbers and women participation. Also, the establishment of PMER as a separate functional and centralized unit is inevitable since the transparency of planning, monitoring and evaluating of NRCS projects needs to be ensured.

In the part of compliance and relevance of the plan with other strategic documents, there needs to be a germane strategy and action plan to build links with government and non-government organization. Furthermore, NRCS needs to address the issue of continuous enhancement of quality of services of the programmes being conducted by NRCS. The National Society also

needs to converge on addressing nascent issues on humanitarian challenges like urbanization, migration/immigration, climate change and urban violence.

Finally, NRCS needs to toil hard on internal collaboration from establishment of cross cutting values' partnership that overcomes challenges in integrated projects running in between bilateral departments. All NRCS departments are required to generate its own funding via creation of appropriate business or operation plan backed up by the proper marketing plan. They need to design packaged projects on cross cutting themes in-between departments. To improve the accountability of NRCS, there needs to be implementation of Central Management Support System with a centralized and separate logistics department with fleet and procurement sub-divisions. Furthermore, there exists a gap in awareness and capability of implementation of the plan to the ground level of the district chapters and sub-chapters.

Immediate recommendations for the coming period

Organizational Silos:

NRCS has been providing humanitarian efforts since its inception. There are different departments within the organization that carry out several activities. It was found that each department is responsible for generating funds themselves. It was also found that there are some auxiliary departments to support the internal and external activities of the organization. The auxiliary departments have cross functional task and does not necessarily generate separate funds. Moreover, the donor agencies expect auxiliary departments to be integrated with other departments rather than being a separate department for funding.

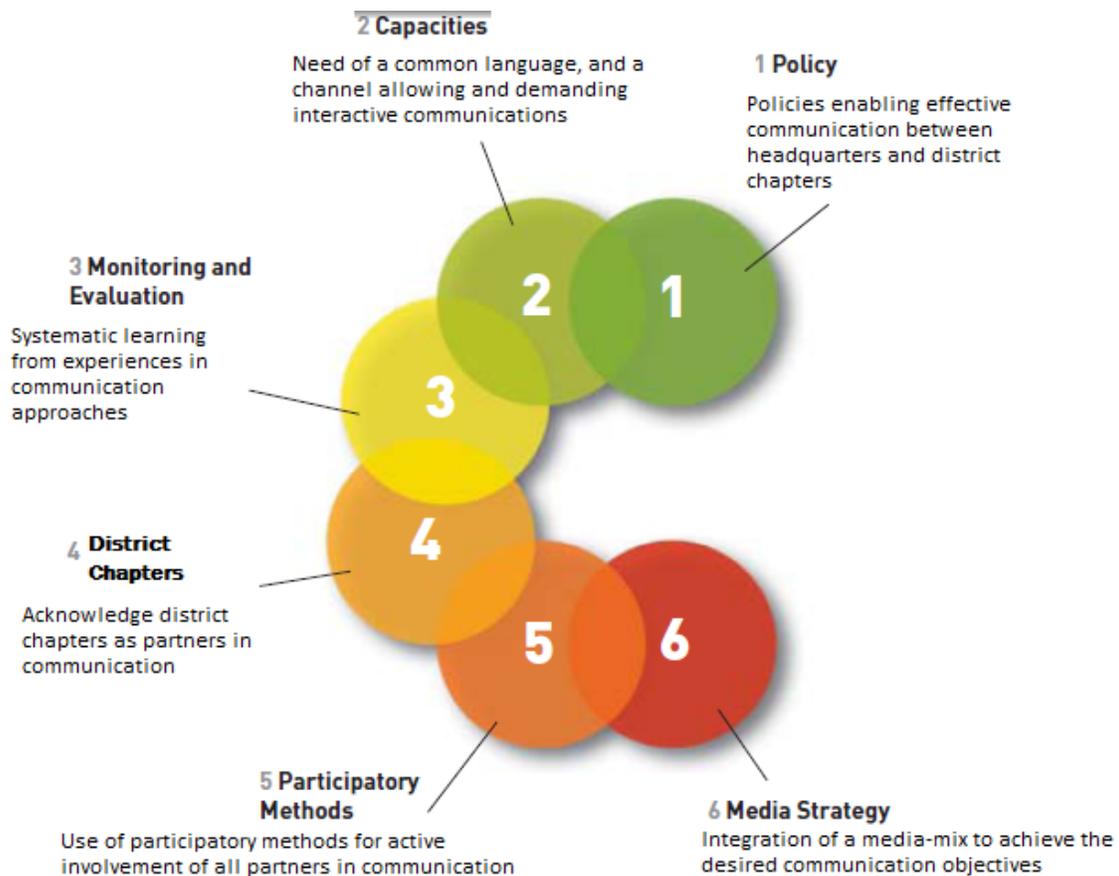
However, it was found that auxiliary departments are not integrated, resulting in organizational silos. Different departments of the organizational do not wish to share information or resources with other departments. This type of system has resulted in low morale and contributed to demise of a productive culture in the organization. This is one of the biggest problems NRCS is facing as an organization. The following major precautionary actions are to be taken immediately for the remaining period of the development plan:

- Use of Google calendar for sharing activities of respective departments that are going to be conducted in future. This will help to develop centralized communication channel and sharing of information.
- Allocation of certain percentage of funding by each department to the auxiliary department, and maintain a clear and transparent account of where and how the resources are being used so that the donor agencies are not reluctant in funding.

Rural Communication:

Nepal Red Cross Society also needs to address the issue of divulging the knowledge of the plan to the remote and under-developed district chapters through rural communication. Rural communication is an interactive process with the aim of putting rural people in a position to have

necessary information for informed decision making and the relevant skills to improve their operation of the district chapters. For an effective rural communication, the framework prescribed by Food and Agriculture Organization (FAO) can be used amending some of their steps. The policies enabling effective communication between the NRCS headquarters and the respective district chapters in rural areas should be drafted and implemented, if it does not exist previously. The use of participatory methods for active involvement of all partners in communication should be ensured and this participatory interaction and planning leads to realistic, useful and effective action. Opportunities for dialogue and consensus building are to be created purposively and results are to be given proper voice, actions, tools and responsibilities at various levels. Furthermore, a media strategy also needs to be planned and implemented with integrating a mix of media in a strategic manner to achieve the desired objectives of disseminating the knowledge of the plan to the district chapters. The following is the customized rural communication framework model, the original one being prescribed by the FAO:



Conclusion

NRCS's Sixth Development Plan 2011 – 2015 guides the operation of the National Society. It is the first time it is conducting the midterm review analysis. This midterm review report assesses the implementation of the Sixth Development Plan in the first two and a half years to provide key actors with necessary information on the level of progress made, constraints, and draw lessons and recommendations to possibly redirect the actions and strategies to optimize outcomes and expected impacts.

In the first strategic aim for disaster management, there have been major outcomes which are on the right track in this period of two and a half years. Institutionalization of DRM plans in DRR has been facilitated in 26 out of 30 districts, and 19 among 50 district chapters have a disaster relief fund established. The emergency responders' numbers have exceeded the target, given that 3000 responders were developed against the set target of 1000. The development and application of recovery guidelines in cash transfer is in the process of being developed; and the restoration of livelihood of disaster and crisis affected population are being done through MEI (Micro Economic Initiative) programmemes. However, developing parameters for mainstreaming DRR) and setting up 5 regional RFL units need to be expedited.

For the second strategic aim of promoting safer, resilient and healthy communities, there have also been major achievements which can be deemed to be satisfactory. The universal access of voluntary non-remunerated blood donation has been ensured by 100% (95% is ensured and the remaining 5% is achieved through replacement). The ambulance service has been expanded by 37 units, against the set target of 25. Also, the WASH programmes are expanded to 22 districts against the target of 10 districts. 25,000 out of 60,000 people are facilitated with emergency water and sanitation service, and urban sanitation and health programme is piloted in 1 municipality, for which the target was 5. The only major issue in this strategic aim is that no new eye care centers have been established till now, whereby the target for this to be achieved is 10.

In the third strategic aim of promoting social inclusion and disseminating the humanitarian value across the country, there were 200,000 people oriented through orientation programme and 300,000 people oriented on Red Cross knowledge through radio programme. The increment of young volunteers with Red Cross knowledge is achieved by 5% against the set target of 10%. Two workshops were organized integrated with induction course with organizational development department to orient new staffs and volunteers. The two pilot projects targeted to marginalized communities could not be carried out due to lack of resources, and NRCS needs to scrutinize on this issue very seriously.

Finally, for the fourth strategic aim of strengthening organizational mechanism and management capacity, there has also been satisfactory level of achievement in the evaluation period. There have been 811 organizational units expanded and ensured their well-functioning as well. NRCS

also has implemented new staff rules and eight new Human Resource guidelines and hence successfully achieved the target of upgrading its' Human Resource system. For IT system, it has prepared 101 VHF sets for the emergency communication and developed emergency communication guidelines/framework. NRCS is in the process of establishing PMER as a separate unit. As per now, office has been established in National Society and is in the process of appointing one staff solely responsible for PMER. Generic PMER framework has been developed for NRCS and PMER training has been standardized adopting participatory programme /project planning guidance manual and training materials of IFRC. Regarding the process of bringing Red Cross Law, advocacy with Ministry of Law and Justice has been made to bring matter to their consideration.

From the analysis conducted over thirty days, it is found that Nepal Red Cross Society has been heading towards the right direction in these two and a half years. The performance of NRCS in this mid-duration of the five years is found to be satisfactory and in alignment with the strategic plan. Few of the set targets have been met successfully within the half-way, and few even have surpassed the target by a large number. Few of the target indicators have a satisfactory level of achievement whilst few of them have not yet been started. The district chapters have a mixed response in their knowledge towards the development plan. The most developed and developing district chapters have full awareness about the plan and its implementation but the headquarters needs to address the issue of imparting the awareness of the plan through proper orientation to the remote and under-developed district chapters. There exist many gaps in the implementation of programmes that confines the achievement of the goals. Those gaps can be minimized leading to accomplishment of goal with the recommendations put forward by the external consultant.

Annexes

- Terms of Reference
- Discussions and Meetings with (in alphabetical order):
 - Mr. Nirajan Sedai, Kathmandu DC
 - Mr. Purna Narayan Manandhar, Kathmandu DC
 - Mr. Kapil Kumar Tripathi, Lalitpur DC
 - Ms. Naina Byanjankar, Lalitpur DC
 - Mr. Shiva Hari K.C., Bhaktapur DC
 - Mr. Akarshan Pradhan, Human Resource Department
 - Mr. Anders Skjelmoose, Danish Red Cross
 - Mr. Bhakta Khawas, Treasurer
 - Mr. Bijay Dahal, Director, Legal Department
 - Mr. Dev Ratna Dhakhwa, Secretary General
 - Mr. Dibya Raj Paudel, Communication and Humanitarian Value Department
 - Mr. Indra Bdr. K.C., Finance & Resource Management Department
 - Mr. Kalpit Kumar Tripathi, Lalitpur DC
 - Mr. Pitambar Aryal, Disaster Management Department
 - Mr. Pushpa Raj Paudel, Community Development Department
 - Mr. Sanjiv Thapa, Chairperson
 - Mr. Sudarshan Adhikari, Organizational Development Department
 - Mr. Umesh Dhakal, Executive Director
 - Ms. Els Schapendonk, Belgian Red Cross
 - Ms. Ritva Lahti, IFRC
 - Mr. Anders Skjelmoose, Danish Red Cross
 - Ms. Tara Bhattarai, Women Development Section
 - Ms. Tara Devi Gurung, PMER Unit
- Prof. Dr. Bishwa Keshar Maskey, Vice Chairperson
- Telephone Interviews with (in alphabetical order):
 - Mr. Bhim Datta Pandey, Baitadi DC
 - Mr. Devi Prasad Gautam, Ilam DC
 - Mr. Krishna Hari Wagle, Tanahu DC
 - Mr. Lok Darshan Shrestha, Jumla DC
 - Mr. Ram Kaji Shrestha, Solukhumbu DC
 - Mr. Tul Bdr. Subba, Bhojpur DC
- List of review documents referred:
 - NRCS Sixth Development Plan 2011-2015

- NRCS Annual Reports 2010-2011, 2011-2012 and 2012-2013 (in English version)
- NRCS Annual Reports (2067/68 and 2068/69) (in Nepali version) General Assembly
- Review Report of IFRC Strategy 2020
- Other documents as provided by NRCS.

- Tracking Table (Format):

Action Areas	Current Status and Remarks	Mobilization of resources			No. of Beneficiaries		SWOT		Future Actions
		Human	Material	Financial	Male	Female	SW	OT	
<i>Indicator</i>	<i>Insert the current status of projects under this aim, the findings, lessons learnt and other remarks here. Use a separate excel sheet if necessary</i>	<i>Insert the level of mobilization of human resources and their contribution towards attaining the given indicator. Use a separate excel sheet if necessary.</i>	<i>Insert the level of mobilization of material resources and their contribution towards attaining the given indicator. Use a separate excel sheet if necessary.</i>	<i>Insert the level of mobilization of financial resources and their contribution towards attaining the given indicator. Use a separate excel sheet if necessary.</i>	<i>Number of male beneficiaries from the project implemented under this indicator (If applicable)</i>	<i>Number of female beneficiaries from the project implemented under this indicator (If applicable)</i>	<i>Insert the strengths (plus points) and weaknesses /challenges occurred while implementing the project and programmers.</i>	<i>Insert the external opportunities seen and threats/challenges faced during the implementation of project and programmers.</i>	<i>Insert the future course of actions to be taken to control the deviation from the standards.</i>