

# Strategic Plan 2021-25

‘Strengthening  
transformations  
for better  
humanitarian action’



**Bangladesh Red Crescent Society**

**1<sup>st</sup> Strategic Plan  
2000**

**2<sup>nd</sup> Strategic Plan  
2004**

**3<sup>rd</sup> Strategic Plan  
2008**

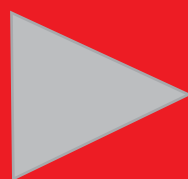
**4<sup>th</sup> Strategic Plan  
2011**

**5<sup>th</sup> Strategic Plan  
2017**

**6<sup>th</sup> Strategic Plan  
2021**



**Chronicles  
of  
strategic plan**





# **Strategic Plan 2021-2025**

**'Strengthening transformations for better humanitarian action'**



## Strategic Plan 2021-2025 at a Glance

‘Strengthening transformations for better humanitarian action’



Vision

To strengthen leading role as a humanitarian organisation by mobilizing the power of humanity



Mission

The Bangladesh Red Crescent Society, a volunteer-based humanitarian organisation, endeavours to prevent and reduce human sufferings and save and improve lives of the most vulnerable and marginalised groups by providing effective and efficient services through mobilising resources in emergencies and normal time.

**3** Goals

**4** Strategic Hubs

**5** Transformations

**6** Humanitarian Challenges

**7** Service Sectors

### Strategic Goal 1

Enhance capacity to contribute towards saving lives from disasters and crises with a view to reducing adverse impacts through building resilient communities

### Strategic Goal 2

Improve access to quality health services for safe, dignified, and healthy living.

### Strategic Goal 3

Transformed into a strong National Society.



#### Specific Objective 1.1

To strengthen organisational capacity at all levels to prepare for fastest and effective response to the people affected by disasters and emergencies.

### Goal 1



#### Specific Objective 1.2

To build a resilient community in rural and urban settings for effective preparedness and efficient response capacity on multi hazards, climate induced phenomena and other humanitarian emergencies.



#### Specific Objective 2.1

To improve organisational and community capacity to prepare for and respond to health emergencies.

### Goal 2



#### Specific Objective 2.2

To enhance the functionality of the health institutions for better access and utilization by vulnerable people.





### Specific Objective 3.1

To improve the overall management systems and facilities for efficient and accountable service delivery.

## Goal 3



### Specific Objective 3.2

To promote volunteerism, social inclusion, protection humanitarian values and International humanitarian law.

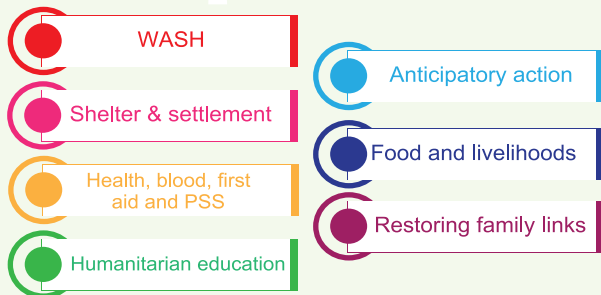
## 4 Strategic Hubs



## 5 Transformations



## 7 Service Sectors



### Key Strategic Targets

- ✳ New Red Crescent Law
- ✳ 2000 health professionals
- ✳ BDT 100 million revolving fund
- ✳ One multi-purpose training center
- ✳ 20% of national demand of safe blood
- ✳ Consolidated financial management system
- ✳ 0.5% eligible population as BDRCS members
- ✳ Five climate smart solutions for communities
- ✳ Emergency operation centre in regional hubs
- ✳ Emergency response within 6 hours lead time
- ✳ Local fund for anticipatory humanitarian actions
- ✳ Psychological first aid trained staff and volunteers
- ✳ Unit Disaster Response Team in 68 units/branches
- ✳ 100 first aid trained people in each branch every year
- ✳ NHQ and branches cover core cost by own resources
- ✳ BDT 40 million reserve fund at NHQ for anticipatory action
- ✳ Organizational Capacity Assessment and Certification qualified by 2024

# MESSAGE FROM THE CHAIRMAN



The strategic plan which is comprised of three strategic goals, four strategic hubs, five transformations, six humanitarian challenges and seven sectoral services will help us to stay focused on achieving our long-term aspirations as well as our routine tasks.

It is my privilege to share the strategic plan for 2021-2025 of Bangladesh Red Crescent Society- a bold and clear strategy that describes where we are heading and how we will get there. The strategic plan which is comprised of three strategic goals, four strategic hubs, five transformations, six humanitarian challenges and seven sectoral services will help us to stay focused on achieving our long-term aspirations as well as our routine tasks.

We embarked on the planning process to set the future course for BDRCS. The rationale for such an exercise is to effectively address the needs of the most vulnerable and most marginalised people in the country. To accomplish that, identifying trends and challenges in the humanitarian aid environment, as well as systematic analysis of the organization's ability is imperative. By upholding the values and fundamental principles of the Red Cross Red Crescent Movement, we desire to see improved branch governance structures, management procedures, and competences as well as more local resources mobilization to serve the needs of the people.

This strategic plan is the result of a year-long effort that commenced in the year of 2020. We finalized the plan with a rebranded mission and vision following months of intellectual discourses and insightful working sessions involving volunteers, staff, and branch leadership from all over the country as well as IFRC, ICRC and in-country movement partners in accordance with good governance practices of BDRCS.

We gratefully acknowledge the valuable contribution from BDRCS and Movement Partners to the development of this guiding document. We hope, this comprehensive and action-oriented plan, along with an adaptive mindset, will capitalise on opportunities, collaborations, and experiences that will enhance and more clearly establish our leading role in the country's humanitarian effort.



Major General (Retd.) ATM Abdul Wahab  
Chairman  
Bangladesh Red Crescent Society

# FOREWORD FROM THE SECRETARY GENERAL



The process of formulating a new strategic plan at BDRCS has given us the opportunity to take stock on past success and failures, to determine our vision and future goals in light of challenges ahead and put forward strategies for our developments.

I am delighted to present Bangladesh Red Crescent Society's Strategic Plan for the period 2021-2025 which outlines the mission, vision, and strategic goals. The process of formulating a new strategic plan at BDRCS has given us the opportunity to take stock on past success and failures, to determine our vision and future goals in light of challenges ahead and put forward strategies for our developments not only in response to changing needs but also as an active participant in humanitarian sector.

In order to implement these strategic goals, we need to develop an enabling environment in which our human, financial and physical resources are appropriately allocated to help us attain sustainable excellence in our humanitarian work. Considering this, to reach our targets, we are working to augment income, build a more sustainable organisation and become more responsive and effective.

The homegrown strategic plan reflects the collaborative efforts of BDRCS's stakeholders starting from branches to the national headquarters and Red Cross Red Crescent Movement partners, whose valuable inputs have been incorporated in this document. Let me take this opportunity to express my gratitude to all of them for their insightful contribution during the process of consultation and drafting of the strategic plan. I would like to thank, in particular, the National Society Development Working Group and Sub-working Group for facilitating the process to develop a concrete plan. Apart from this, deepest gratitude to BDRCS governance for approving the strategic plan and taking up the responsibility for overseeing and monitoring of its implementation.

Thanks to the hard work and versatility of our staff, volunteers, and partners under difficult circumstance like COVID-19 pandemic and the generosity of our donors, we have been able to stand with the most vulnerable people.

I am confident that, with the help of leadership and management and collaboration of our dedicated staff, volunteers and valued movement partners, the goals we aspire to accomplish will in time translate into milestones.

A handwritten signature in black ink, appearing to be 'Md. Feroz Salah Uddin'.

Md. Feroz Salah Uddin  
Secretary General  
Bangladesh Red Crescent Society

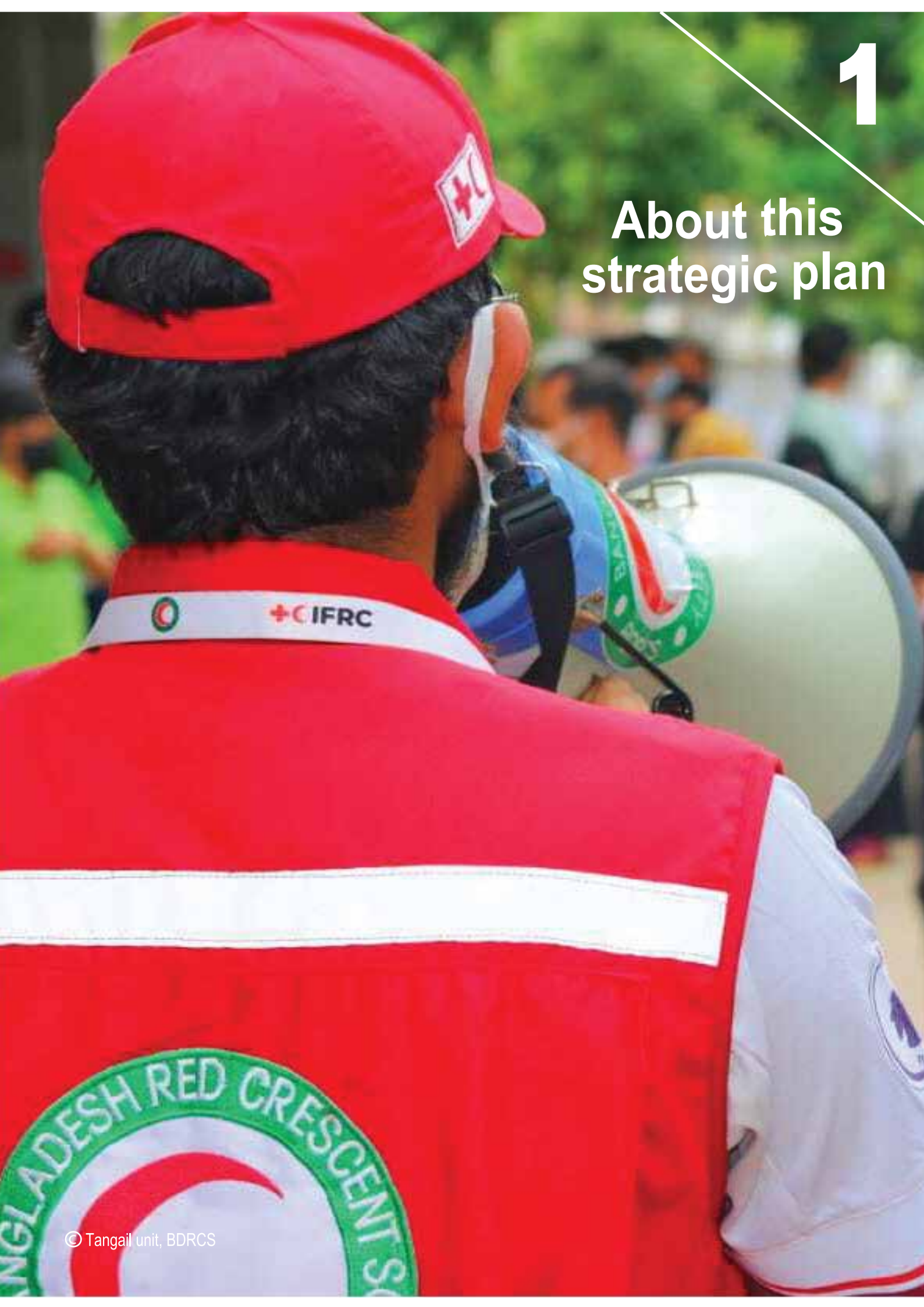




# CONTENTS

1. About this strategic plan	7
2. Who we are	10
3. Our strategic framework	14
3.1 Our strategic goals	16
3.2 Our specific objectives and outcomes	17
4. Humanitarian crisis	21
5. Where do we want to make positive changes- our transformations	26
5.1 Financial sustainability – centrally and at branches	27
5.2 Increased members and volunteers at the center	28
5.3 Digitalisation at all levels	29
5.4 A trusted and accountable local actor	29
5.5 Increased partnership and collaboration at all level	30
6. Decentralisation through strategic hubs	32
7. Our service entry to community	34
8. How we want to implement	38
8.1 Systematic operational plan from branch to NHQ	39
8.2 Organisational optimisation	39
8.3 Measuring our contribution at all levels	40
9. Strategic targets	41
10. Mainstreaming the cross-cutting issues	43
11. Our commitments for national and global instruments	46
12. Declaration	48

## About this strategic plan





In last 20 years, Bangladesh Red Crescent Society (BDRCS) has structured its mission, vision, and activities in a four to five-years strategic planning cycle. Accordingly, the last strategic plan (SP) that BDRCS had adopted for 2017 to 2020 period, is considered as the fifth strategic plan<sup>1</sup> of the National Society (NS). The fifth SP has expired on 31 December 2020 and new cycle of strategic planning will commence from 2021. This new SP will be the sixth SP for BDRCS to cover the time span of 2021 to 2025 (5 years). An evaluation for the fifth SP was completed in 2020 and the latest or sixth SP addressed the recommendations came out from that evaluation process.

The sixth SP symbolises the long-standing mission, vision of the organisation and further enhances it, to ensure that the BDRCS remains as a dynamic and trusted local network of members and volunteers that is fit for purpose and always there to accompany people and communities.

BDRCS recognised that the challenges of the 21<sup>st</sup> century are complex and inter-related. These challenges comprised of far greater hurdles in people's life, technology, complexity, volatility, connectivity, and networks than ever before. Bangladesh being one of the most disaster-prone countries, we see the impacts of the climate change as a growing reality for millions of people, both at rural and urban setting, as well as new and unexpected health threats are contributing to drive migration and displacement. Bangladesh have already experienced the current COVID-19 pandemic, population movement crisis in the Cox's Bazar area as well as the recurring disasters in the country.

The increase in the frequency of changed environment, crisis, and challenges offset the demand from previously marginalised people to be seen, heard, and included. We recognised these developments and the sixth SP articulated the need for new approaches to address those challenges and transform changes into opportunities. We have a responsibility to use our reach and our resources effectively and efficiently. To carry out that responsibility, the sixth SP provides a framework for the society to address and respond the major humanitarian challenges in Bangladesh as well as provide direction for organizational development to address the most vulnerable people in an effective way.

This sixth SP provides in-depth guidance and priorities for the branches, staff, volunteers, members and for the partners who will be working hand in hand to achieve the goals and targets. This SP will also be a guiding document for the management and will solidify the common identity of the organisation. This document is also to provide a platform for the Government to continue the long-standing relationship with BDRCS where BDRCS worked as auxiliary in the fields of disaster response, cyclone preparedness, immunization etc. The sixth SP aims to bring coordination between BDRCS's work and Government's eighth 5-year plan for 2021-2025. Through President Order 26 of the Government while BDRCS is considered as a national organisation, it is also a part of the International Red Cross and Red Crescent Movement. Thus, this document is aligned with and seeks to contribute towards the strategy of 2030 of the International Federation of Red Cross and Red Crescent Societies (IFRC).

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1. <http://www.bdracs.org/sites/default/files/ProgramsandProjects/relatedfiles/BDRCS%20Strategic%20Plan%202018.pdf>

The sixth SP is a product of rigorous review and consultation process with our branches, volunteers, members, movement partners and with Governments' line ministries and departments like - Ministry of Disaster Management and Relief, Ministry of Health & Family Welfare, Ministry of Home Affairs, Department of Youth Development, Local Government Division, Institute of Epidemiology, Disease Control and Research (IEDCR), and Directorate General of Health Services (DGHS). BDRCS analysed the internal and external environment to formulate our strategies to achieve the mission and vision.

This document portrays our strategic framework, transformations we want to make, our targets to achieve and ways to implement. Besides, annual operational plans including programmes and projects will be aligned towards achieving the strategic goals.





# Who we are





The Bangladesh Red Crescent Society (BDRCS) was constituted on 31 March 1973 by the country's President Order No. 26 with retrospective effect from the 16 December 1971. The Society was recognised by International Committee of the Red Cross (ICRC) on 20 September 1973 in the 20th International Conference in Tehran and admitted to the International Federation of Red Cross and Red Crescent Societies on 02 November 1973. Since then, we are the member of the world's largest humanitarian organisation 'International Federation of Red Cross and Red Crescent Societies'.

The President of the People's Republic of Bangladesh is the ex-officio President of the Society. The President appoints the Chairman of the Society for a term of three years, who may hold two consecutive terms. The Secretary General, appointed by the Managing Board, heads the Secretariat. He is ex-officio Secretary to the Managing Board. The Managing Board also appoints a deputy Secretary General, who performs the functions of the Secretary General in her/his absence. The Secretariat is organised in five divisions: disaster risk management, health services, organisational development, central support services and finance & accounts. The BDRCS has 68 branches: each of the 64 districts has 1 branch and each of the metropolitan cities of Dhaka, Chattogram, Rajshahi, and Khulna is comprised of 4 branches. Apart from them, we have 1 Medical College Hospital, 1 General Hospital, 2 Eye Hospitals, 8 Blood Centres, 4 Maternity Hospitals, 56 Mother and Child Health (MCH) Care centres, 1 Outdoor Clinics, 3 Diploma Nursing Institutes, 2 Nursing Colleges and 4 Midwifery Training Institutes.

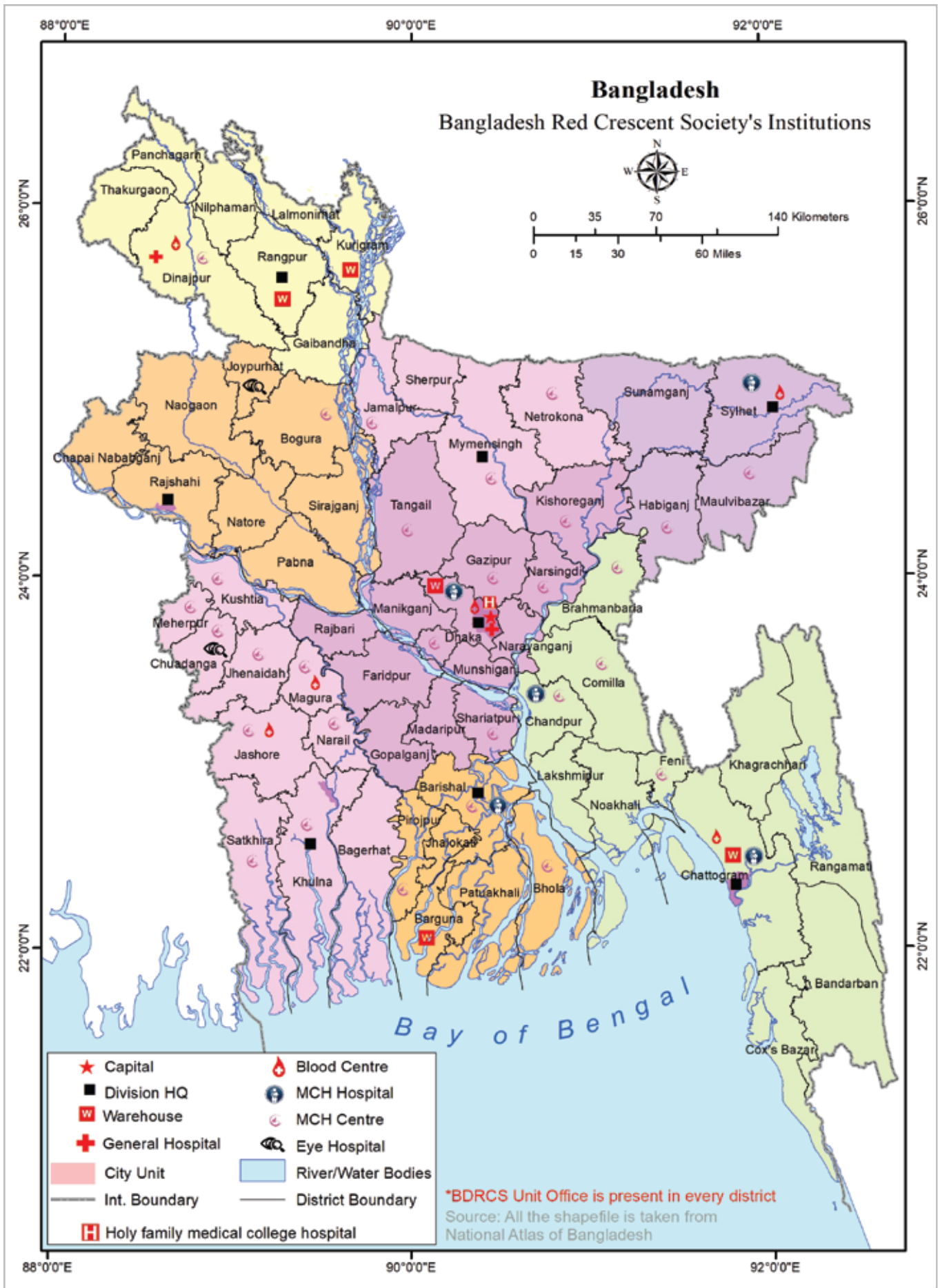
BDRCS have around 82472 life members and 8091 active Red Crescent Youth (RCY) volunteers (as of July 2021) in 64 districts. There are around 74,020 volunteers (as of July 2021) under the cyclone preparedness program (CPP) in coastal districts. This network helps us to be the first responder for any disasters, crisis or in pandemic.



In last 5 years, our achievements are-







3

# Our strategic framework



Strategic framework of BDRCS is designed to contribute to our mission and vision. The strategic framework has defined the organization’s goals which have specific objectives linked with measurable outcomes. All these goals have been formulated in such a way which are linked to the five transformations that BDRCS wants to achieve to fight against six critical humanitarian challenges that the country is currently facing. While doing so, the framework focuses on seven sectors to provide services to the community. To deliver services faster and with more efficiency, this strategic framework decentralized the efforts in four strategic hubs. This strategic framework is rooted to our fundamental principles.



**Vision**

To strengthen leading role as a humanitarian organisation by mobilizing the power of humanity



**Mission**

The Bangladesh Red Crescent Society, a volunteer-based humanitarian organisation, endeavours to prevent and reduce human sufferings and save and improve lives of the most vulnerable and marginalised groups by providing effective and efficient services through mobilising resources in emergencies and normal time.



Strategic Goal 1	Strategic Goal 2	Strategic Goal 3
Enhance capacity to contribute towards saving lives from disasters and crises with a view to reducing adverse impacts through building resilient communities	Improve access to quality health services for safe, dignified, and healthy living.	Transformed into a strong National Society.



### 3.1 Our strategic goals

BDRCS as an auxiliary to the government in the humanitarian field and as a member of the International Federation of Red Cross and Red Crescent Societies, upholds great mission and vision. In line with this mission and vision, our strategic goals are designed to fulfill our mandates from the Government and from the RCRC Movement. These have evolved based on our country context and are aligned to the IFRC strategy 2030 and with other national and international commitments as a movement.

#### Strategic Goal 1

Since long BDRCS have been responding to disasters and crisis, but we realized that this is no longer enough in the face of the trend of intensifying disasters and crisis in the country. We must also directly tackle the underlying causes of the crises. Comprehend the changing nature of vulnerability is imperative to reduce their impacts, better address new and emerging risks, or even prevent them from occurring. We will enhance branches' response and preparedness capacities including anticipatory systems enhancement through early warning and early action alongside investing in the communities to increase their resilience. This will be interlinked and contribute to the BDRCS's holistic resilience programmed with target communities. We will enhance our collaboration for complementary international support mechanisms, so that our network will respond effectively to any emergency. Our branches will focus to bring more communities under the resilience umbrella. In both response and resilience arena, we will focus more towards cash-based approach to provide services to people. That is what we would like to achieve from our STRATEGIC GOAL 1.

#### Strategic Goal 2

BDRCS is well recognised in the country for the health services through its health institutions, blood donation centers and mother and child health centers. The health services that it provides during emergencies are also recognised. However, with the changing context, BDRCS needs to improve quality of care with community driven approach and facilitate opportunities for social inclusion. This will enhance people's resilience and their ability to thrive while we are working for people's safe, dignified, and healthy living. Key to this approach is to ensure that people can access quality health care and mitigate vulnerabilities to health resilience both in emergency and normal time. We will enhance our expertise to encourage well-being at all levels, including positive social, mental, and physical health and will improve the health institutional capacities through the inclusion of more qualified health professionals. Our learnings and experience in disaster risk reduction has to be inclusive of health to build real and lasting community resilience. BDRCS will also focus on its blood donation service to increase the reach with quality. We would like to cover all these aspects under STRATEGIC GOAL 2 with direct linkage with Ministry of Health.

#### Strategic Goal 3

We BDRCS, as an organisation or in our language as a 'National Society', has seen diverse transformative processes both internally (i.e., governance and management changes, new competencies requirement from the HR, new form of volunteerism, new form of service requirement, etc.) and externally (i.e., frequent disasters, new forms of crises, political changes and unrest, global economic changes etc.). Over the years, these changes have put pressure on

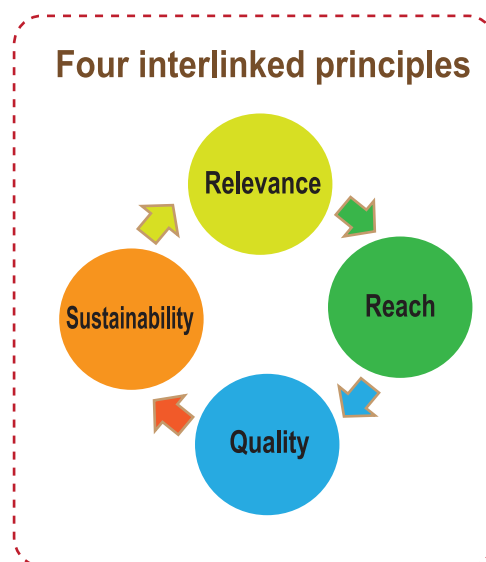
us to adapt so that we can remain relevant and can meet the needs of the people. The 21st century has given us a shake to become strong to maintain our existence and to continue our growth and development. We will focus on the organizational development spectrum using a systematic approach and by engaging our movement and non-movement partners. We would like to adopt the transformative actions to become strong to deliver services. Our focus will be to work towards one plan for National Society Development which will include the arena of financial sustainability, Human Resource (HR) development, logistic development, branch development, Information, Communication and Technology (ICT) development, youth and volunteer development and Planning, Monitoring, Evaluation and Reporting (PMER) development. Both people and system need to be harmonized to bring real transformation. Broadly these are the mottos in our STRATEGIC GOAL 3.

### 3.2 Our specific objectives and outcomes

Keeping in mind the three broader strategic goals, we have defined two specific objectives under each goal. Thus, our new strategic plan will deal with six specific objectives.

We reconfirm that the overall development of BDRCS is our responsibility and we will do that through a well-coordinated approach. We want to make sure that our objectives are guided by four interlinked principles- relevance, reach, quality, and sustainability. This can be realised if the organisation becomes people-centric and values the competency-based model on organisational development.

- We want to maintain relevance of the services, focusing on the most vulnerable
- Increase the reach of people that benefit from our services
- We want to maintain and improve the quality and cost-effectiveness of the services we provide to the people
- We want to ensure sustainability of National Society core services, ensuring that key NS services are available in the future



Based on these guiding principles our specific objectives have specific outcomes which we want to achieve in the next five years.



Strategic Goal 1. Enhance capacity to contribute towards saving lives from disasters and crises with a view to reducing adverse impacts through building resilient communities.



Specific Objective 1.1

To strengthen organisational capacity at all levels to prepare for fastest and effective response to the people affected by disasters and emergencies.

- ❁ Outcome 1.1.1 Modern and sustainable anticipatory system as well as effective coordination with nationwide public and non-government actors enhancing BDRCS auxiliary role.
- ❁ Outcome 1.1.2 Timely and adequate support to people affected by wide spectrum of disasters and crises including epidemics and pandemics.
- ❁ Outcome 1.1.3 Well-equipped NS for preparedness, fastest response and recovery interventions at the disaster affected communities.
- ❁ Outcome 1.1.4 BDRCS effectively able to engage with migrants, displaced persons, and host communities to assess and respond to their priority requirements.



Specific Objective 1.2

To build a resilient community in rural and urban settings for effective preparedness and efficient response capacity on multi hazards, climate induced phenomena and other humanitarian emergencies.

- ❁ Outcome 1.2.1 BDRCS staff and volunteers along with communities will undertake coordinated and inclusive actions to reduce and adapt to the rising and evolving climate risks and environmental crises.
- ❁ Outcome 1.2.2 Communities have safe and accessible infrastructures and services to support most vulnerable part of the community through effective coordination among stakeholders.
- ❁ Outcome 1.2.3 Adaptive and resilient livelihood condition to withstand small scale disaster.
- ❁ Outcome 1.2.4 Ensure the use of safe drinking water, sanitation and improve health and hygiene practices.
- ❁ Outcome 1.2.5 Wide-spread Disaster Risk Respons (DRR) initiatives for effective collaboration and networking with external strategic partners as well as strengthening of community-based organisations.

## Strategic Goal 2. Improve access to quality health services for safe, dignified, and healthy living.



### Specific Objective 2.1

To improve organisational and community capacity to prepare for and respond to health emergencies.

- 🌿 Outcome 2.1.1 Communities at risk from pandemics and epidemics have increased access to affordable and appropriate services.



### Specific Objective 2.2

To enhance the functionality of the health institutions for better access and utilisation by vulnerable people.

- 🍊 Outcome 2.2.1 Increased non-remunerated voluntary blood donation and safe blood donation services against the national demand.
- 🍊 Outcome 2.2.2 The health condition of communities and vulnerable people are improved through access to sustainable, affordable, and quality health services including psychosocial wellbeing.

## Strategic Goal 3 Transformed into a strong National Society.



### Specific Objective 3.1

To improve the overall management systems and facilities for efficient and accountable service delivery.

- 🌿 Outcome 3.1.1 Comprehensive HR system in place for systematic HR development and management.
- 🌿 Outcome 3.1.2 Transforming branches and other institutes into strong and self-sufficient local actors of BDRCS.
- 🌿 Outcome 3.1.3 Financial sustainability through systematic financial management and diversified resource mobilisation at all levels.
- 🌿 Outcome 3.1.4 Well-managed system established for fixed and non-fixed properties.
- 🌿 Outcome 3.1.5 Enhanced coordination and collaboration with key stakeholders including government, movement and non-movement partners.

- ☀ Outcome 3.1.6 Visibility, accessibility, and public understanding about BDRCS ensured.
- ☀ Outcome 3.1.7 Trustworthiness, accountability and transparency ensured at all levels.
- ☀ Outcome 3.1.8 Strong and sustainable logistics service development ensured through a comprehensive roadmap of National Society Logistic Development (NSLD).



### Specific Objective 3.2

To promote volunteerism, social inclusion, protection humanitarian values and International humanitarian law.

- ☀ Outcome 3.2.1 Systematic investment for volunteer engagement development and youth action to ensure access and nurturing trust in all context.
- ☀ Outcome 3.2.2 Promoted comprehensive protection, gender and inclusion, participation, community engagement and safety approach across service deliveries.





# Humanitarian crisis



Bangladesh is one of the most vulnerable countries to climate change, as well as one of the most disaster prone. Bangladesh's flat topography, low-lying and climatic features, combined with its population density and socio-economic environment, make it highly susceptible to many natural hazards, including floods, droughts, cyclones and earthquakes. The country has a total of 170 million population of which nearly 65 million live in cities. More than one third of country's total population is under the age of 19. The country ranked 135th on the global human development index, 97th on global peace index, 75th on global hunger index, 80th on population below poverty line index.<sup>2</sup>



Following the devastating cyclones of 1970 and 1991, Bangladesh has made significant efforts to reduce its disaster vulnerability and is today considered a global leader in coastal resilience due to its significant long-term investments in protecting lives. Bangladesh has been affected by more than 200 natural disasters over the last three decades. The vulnerability of the coastal population is on the rise due to climate change. According to Global Climate Risk index 2020, Bangladesh remains at 7th position among countries who are most vulnerable to extreme weather conditions and stands 3rd among countries which are most hit by natural disaster.<sup>3</sup>

Its capital, Dhaka, is among the most at-risk cities in the world with its high population density and rapid urbanisation. The hazard risk to Dhaka and Bangladesh's urban areas are increasing and due to pollution, climate change and other factors, the environmental degradation has become a concern. There are many more humanitarian challenges (either natural or manmade) prevailing in the country. Some of these are affecting a larger geographical area while some of those are localised and affecting certain groups of people.

Bangladesh have also experienced pandemic situation like COVID-19 where the whole country is affected. We have also experienced external transboundary crisis affecting Bangladesh- example is our Cox's Bazar scenario where displaced people from Rakhine has taken shelter. Since 1978, Bangladesh has been a country of refuge for displaced people from Rakhine, Myanmar on numerous occasions. The most recent influx of displaced people from Rakhine occurred in September 2017, when more than 700,000 displaced people from Rakhine crossed the international border into Bangladesh.<sup>4</sup> As of December 2020, the country is hosting more than 866,457 displaced people from Rakhine, who are living in 34 camps across Ukhiya and Teknaf upazila of Cox's Bazar and fully dependent on human-

2. [https://en.wikipedia.org/wiki/International\\_rankings\\_of\\_Bangladesh](https://en.wikipedia.org/wiki/International_rankings_of_Bangladesh)

3. <https://en.prothomalo.com/bangladesh/Bangladesh-ranks-3rd-among-countries-most-hit-by>

4. <https://www.acaps.org/country/bangladesh/crisis/rohingya-refugees>



itarian assistance. Cramped and congested camp conditions get further deteriorated during the monsoon season due to flooding and landslides in the rugged and hilly terrain. The rapid and massive increase in the number of displaced people from Rakhine has had an enormous impact on the host communities.<sup>5</sup> The resulting population density, coupled with the lack of sustainable alternatives to meet the basic needs of Rohingyas and the underlying poverty and vulnerability of the Bangladeshi population in the area, have put considerable pressure on the environment in the forms of deforestation, depleting water resources, and road congestion.<sup>6</sup>



In mid 2020, the temporary relocation issue for the displaced Rakhine people from Cox's Bazar to Bhashan Char has created another humanitarian imperative. BDRCS, from the beginning has been working with authorities to deliver food packages, hygiene items, sanitation and health services to the people relocated to Bhashan Char. Government of Bangladesh has made progress on Bhasan Char in terms of the development of infrastructure. However, urgent investment is needed to ensure that women and children are adequately protected, and that food security, health care and schooling is assured both in the short and longer-term. BDRCS is providing humanitarian assistance in many contexts of disasters and those are managing locally with own resources and some of those are through international assistance.

Through a comprehensive consultation with 68 branches, we received some snapshots of humanitarian challenges in all the districts of Bangladesh. There are 19 humanitarian challenges which were highlighted from the district branch consultations like COVID-19, Dengue and other mosquito related diseases, fire hazards; poverty, road accident, flood, river erosion, drug addiction, lightning, cyclone, earthquake, water logging, urban drainage congestion, non-communicable disease, road traffic, child trafficking, salinity, landslide, and population movement crisis. The branches have good understanding on their local context and severity of the identified humanitarian challenges that need priority attention within the available resources. There were also discussions whether we should focus on all humanitarian challenges, disasters, and crises at our branches or we should focus on specific areas based on intensity, occurrence, and our expertise. The consensus is we need to identify our focus area, strengthen capacities and act accordingly.

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5. UN JRP 2020

6. ACAPS Cox's Bazar Analysis Hub Upazila Profiles

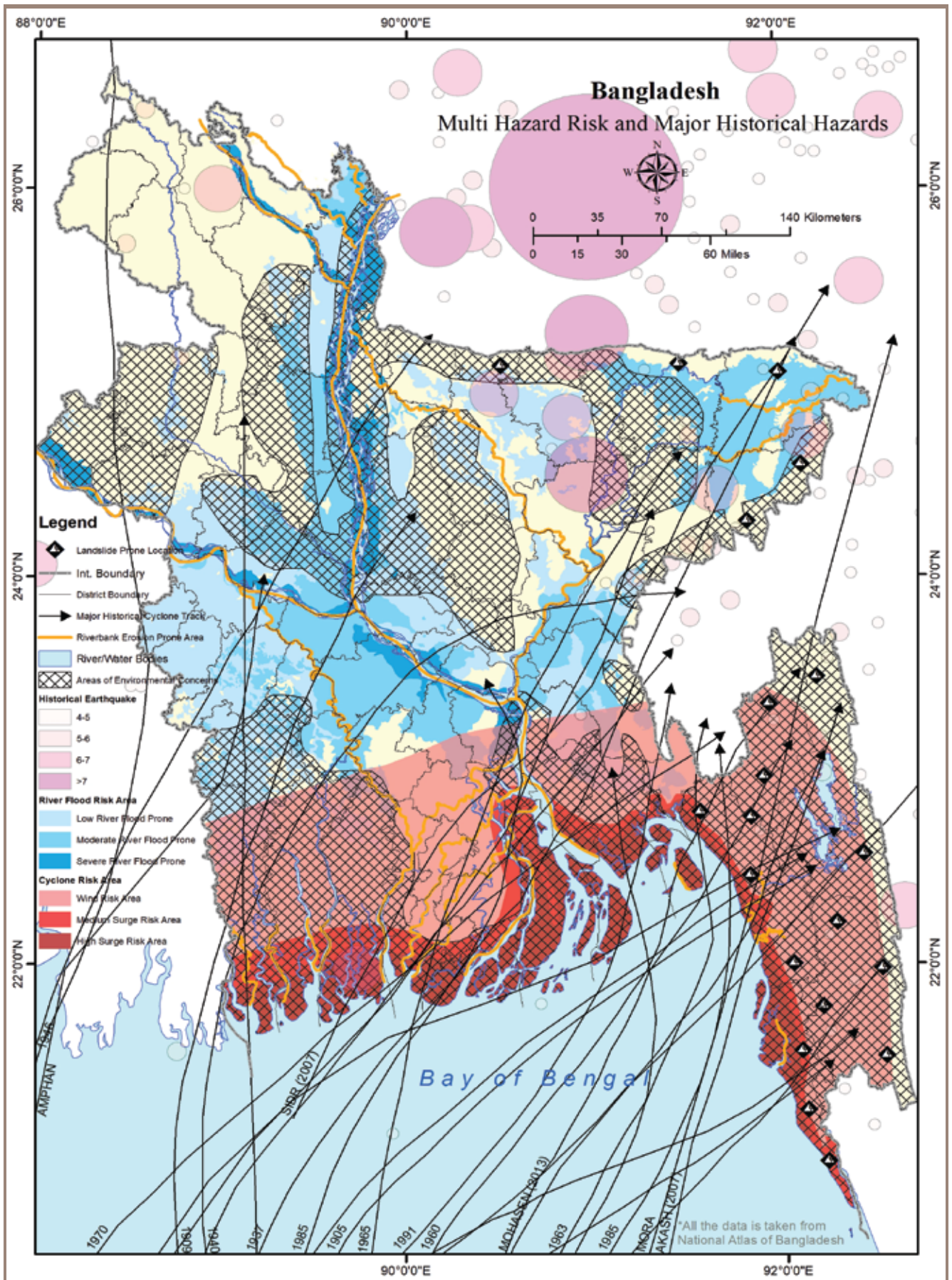
We want to remain relevant for our own local context and want to continue to provide meaningful services to the people in need. At the same time, we want to be focused with a priority setting so that our operational strategy can be guided by this priority settings. Hence, we wanted to define our humanitarian priority for six broader areas-



These six humanitarian priorities will guide BDRCS to identify geographical grouping to develop its operational plan to respond to these crises accordingly. These priorities mean that the utilisation of available resources will go to these six priorities first. Other humanitarian crisis can also be dealt based on available resources at that point of time.









A woman with a joyful expression is carrying a large white box on her head. The box features the logo of the Bangladesh Red Crescent Society (BDRCS), which consists of a red crescent and star inside a green circle, surrounded by the text 'BANGLADESH RED CRESCENT SOCIETY' and 'BDRCS'. The woman is wearing a vibrant green and red patterned shawl over a blue and floral patterned sari. The background is a blurred outdoor setting with green fields and a clear sky.

**Where do we want to  
make positive changes-  
our transformations**

From all our consultations during the strategic planning process we realised that our ways of performing the task needs to be adjusted with the changing scenario. This strategic plan thus identifies five transformations that are essential for our network at all levels to be prepared to respond to the above challenges, to mobilise local action, resources to achieve our strategic goals. During our Annual General Meeting in December 2020, the 68 branches committed to bring this transformation at our respective level.



### 5.1 Financial sustainability- centrally and at branches

To analyse the urgency in BDRCS financial sustainability, we also consider the recent transformation of Bangladesh as a nation. Becoming an independent country in 1971, Bangladesh gone through many changes and now have a clear vision to become a developing country in 2024 by graduating from less developed country. The big questions we have asked ourselves during the development of strategic plan, what does such transformation of the country mean for the National Society and where we stand as the largest humanitarian organisation in Bangladesh to cope with the potential changes. Therefore, BDRCS as an organisation recognize the importance of financial sustainability and committed to invest systematically to secure sufficient resources and funding to support core cost of the National Society from the domestic sources. Echoing IFRC Strategy 2030, BDRCS following its fundamental principles also willing to better leverage its auxiliary status and role with government to provide humanitarian services in Bangladesh. We also realize the urgent need of a coordinated approach and strat-

- Diversification of income to reduce dependency on single income source
- Better leverage its auxiliary status and role with government
- Defined core cost at NHQ and branch with 100% resourcing by domestic fund
- Innovative financing model with annual target
- Consolidated finance management from branch, and other limbs to NHQ

egy for National Society’s resource mobilization and financing approaches not only to ensure financial sustainability, also to strengthening service provision to the affected population and people in need. Role of the branches and its volunteers are essential to achieve the ambition on financial sustainability and we understand that, their proactive engagement is also critical throughout the process. Furthermore, new type of partnership is also a key for this specific transformation of national society. BDRCS already strengthen its accountability mechanism and flexibility to address any immediate needs to tighten up the existing system. Achieving financial sustainability does not limit BDRCS to continue the collaboration with existing partner, instead provided a scope to form a new type of partnership- locally and internationally.

## 5.2 Increased members and volunteers at the center

We reaffirm that BDRCS as part of the global RCRC Movement is a volunteer-based organisation and we need to invest more time, energy and other resources to sustain our volunteer-based organisation. At the same time, the membership approach upon which our structure from district branch to NHQ retains, needs to be strengthen.

We know that volunteers and members ensure that we are deeply rooted in the communities we support. They help us to understand the persistent and emerging challenges in their communities, and

- More flexible, open, and complementary approaches for voluntarism
- Robust membership drive at all branches with annual target
- Investing on youth development
- Member and volunteer lead low-cost low-tech services to community
- Ensure duty of care for volunteer management
- Ensure award and recognition of our members and volunteers

have ideas and passion for how to drive change. We also know that the very nature of ‘community’ and volunteering is changing, powered in part by greater connectedness and capacity to self-mobilize through digital technologies.

Hence, we are committed to re-imagining volunteering and membership, and to develop new, more flexible, open and complementary approaches that create a more effective network of humanitarians working throughout the country. We want to bring more people of the country under the umbrella of RCRC Movement.

While increasing the network, we reinforce our commitment to strengthen our approaches at volunteer and member management, including easier pathways to participation and ever more

effective support and recognition for their work. We will continue to nurture our volunteer base and membership base to ensure that a range of essential services can be provided as per community needs and particularly during emergencies.



We will continue to do all in our power to ensure the well-being, safety and protection of volunteers, particularly those who are working in emergencies. We must continue to invest in expanding the diversity of our volunteer base, and the opportunities available to all volunteers. Our transformative action will be to innovate and become a platform that can support people's own efforts to drive the change they seek in the branches, with a particular focus on the efforts of young people.

We want to be committed to our volunteers and members for their duty of care and the recognition process.

### 5.3 Digitalisation at all levels

We acknowledge the rapid advancement of digital technologies in this fast-changing world and the associated transformation it has brought in Bangladesh. Echoing IFRC Strategy 2030, we further recognize the role of digital technologies to make the BDRCS effective and efficient in humanitarian response. Our National Society is committed to continue the investment to mainstream digitalisation in the decision making, day to day work, service delivery and operation at all levels. We understand such transformation also requires new capacities, skills, and organisational culture to bridge the digital divide and decrease digital disparity. To implement BDRCS aspiration to go digital; everyone, started from the highest level of governance to grassroots community volunteers, needs to act collectively. A special focus needs in the arena of finance, logistic and HR management system. BDRCS also need practical solution to operationalise this aspiration and notion to be reflected in the plan of action of different departments.

- Recognising the advancement on digital technologies
- Establish the culture to use digital technologies
- Continuous capacity building and updatability
- Acknowledging risk and prepare safeguard
- Use of analytical tools, apps in decision making

### 5.4 A trusted and accountable local actor

Through its branches and other institutions in different locations, BDRCS is well-represented in all 64 districts of Bangladesh. For decades, we have been providing services to those in need. The humanitarian context has changed over time, and the field is now crowded with various actors. This has raised competition and necessitated more systematic approaches to our work. We also understand that in order to respond to the rapid changes of our world, our local context, new skills, models and approaches will be required in our organisation.

To ensure that all branches are able to work with their communities to discover needs and strengths, design plans, and assure continual quality improvement, we would need to be well-coordinated,

- Decentralising the strength at branches
- Updated operational plan reflecting current and anticipated risks at the districts
- Committed to promote transparency, accountability, and integrity
- Presence in the national to local coordination mechanism and influence humanitarian needs.
- Expanding the network at sub-district level
- Invest on branding at local level

efficient, and respectful with each other. Our network will be able to learn, adapt, and move more swiftly to capitalise on opportunities by using evidence, research, and data to inform our actions. To achieve this, we will place a greater emphasis on the development of branches and the development of local actors as part of our transformative action. This also demonstrates our commitment to the 'Grand Bargain,'<sup>7</sup> under which BDRCS works on getting more resources into the hands of those in need while simultaneously improving the effectiveness and efficiency of humanitarian intervention.

At the same time, we recognise that all of our relationships require trust, which helps to assure transparency and accountability. It allows us to connect with communities and form collaborations, as well as foster a productive and healthy volunteer and

employee base. Our foremost accountability is to the communities we serve. Integrity, transparency, humility, and honesty must be demonstrated in all of our dealings with communities. BDRCS would place an emphasis on competent and high-quality human resources. People-centered policies and work environments will aid in the development of trustworthiness.

Donors and supporters put their trust in us to use their resources to improve the lives of those who are impacted, and this trust is backed up by our obligations and commitment to do so efficiently and effectively. We also understand that, we must hold each other accountable: to other members of the Movement, as well as to our employees and volunteers. We value a culture of trust, safety, and integrity, and we hold one another accountable through good governance tools, Community, Engagement and Accountability (CEA), our websites, and financial accounting systems, among other things.

## 5.5 Increased partnership and collaboration at all level

We recognise that as a Red Cross Red Crescent National Society, we have a unique mandate that allows us to build meaningful partnerships with a variety of stakeholders and partners in order to serve the people. BDRCS must also change the way it collaborates with existing partners to attain the strategic goals and transformations outlined in this document. Furthermore, the number of partnerships and collaborations might be raised in order to achieve the desired change. We acknowledge that BDRCS' proactive approach to forming a relationship is critical, and that the requirement to provide excellent services during the cooperation while adhering to the commitment is critical for any collaboration. Therefore, it is the responsibility of everyone in the national society not only to form a partnership, but also to fulfill every commitment in a timely and appropriate manner.

7. <https://interagencystandingcommittee.org/grand-bargain>

Instead of focusing solely on funds, our “transformative action will be to diversify our partnerships, improve collaboration with a broader range of actors, and develop innovative business models, financial technologies, and new financing mechanisms to better support independence, scope, and depth of action.”<sup>8</sup> BDRCS recognises that the organisation’s policies, strategies, plans, system, and structure must all be conducive to collaboration and cooperation. Furthermore, we realise the significance of a dedicated partnership policy, strategy, and plan, as well as the skills and competencies required to increase meaningful and effective collaboration and partnership with a variety of stakeholders, including but not limited to government agencies, the private sector, non-governmental organizations, and the donor community. Both the BDRCS National Headquarters and the BDRCS branches play critical roles in ensuring that our collaboration is effective and efficient.

- Identify, establish and drive wider arena for partnership – within and outside Red Cross Red Crescent family
- Respect partnership within the principles of partnership
- Utilising innovative business model and financing technologies to increase collaboration
- Target ambitious humanitarian services through increased partnership
- Develop partnership and collaboration strategy, policy and optimise the human resource accordingly

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8. Ifrc strategy 2030





# Decentralisation through strategic hubs



sclaimer: Those photos are not representing the strategic hubs



The necessity for decentralisation has been strongly suggested by strategic consultations, recognising the severity of disaster and crisis in the country, burgeoning community needs, anticipatory early actions, and operational excellence. As a result, BDRCS would like to decentralise response capacities through four strategic hubs to serve a shared common geographical area for four strategic locations, as follows:

**(a) Rangpur/Bogura**

To address the north-central delta's most pressing humanitarian challenges, with a focus on floods and river erosion.

**(b) Khulna/Jashore**

To address the most pressing humanitarian needs in the south-west coastal region, with a particular emphasis on cyclones and storm surges.

**(c) Chattogram/Cox's Bazar**

To address the most pressing humanitarian situation in the south-east, with an emphasis on flash flood, migration, and displacement.

**(d) Gazipur/Narayanganj**

To address the most pressing humanitarian needs in the central region, with an emphasis on earthquakes and urban hazards.

BDRCS will continue to use a centralised method to deal with climate change and environmental crises, as well as COVID-19 and other pandemics, with delegated authority and duty to branches.

The strategic hubs would be staffed appropriately and equipped with emergency operations centres (EOC). These four EOCs will thereafter be linked to the central EOC in Dhaka. These strategic hubs will help us achieve our long-term goal of decentralising warehouse capacity. Gradually, the branches in and around these strategic hubs will be coordinated from the hubs. In addition to functioning as EOC during times of disaster and crises, in normal times the strategic hubs will foster greater coordination amongst branches, facilitate peer to peer exchange between branches, extend support for all kinds of programming and their implementation, follow up on branch development recommendations identified through the Branch Organizational Capacity Assessment (BOCA) outcome, and strengthen the auxiliary role of branches. The detail on how to activate these functions will be available in separate policies and guidelines of BDRCS.

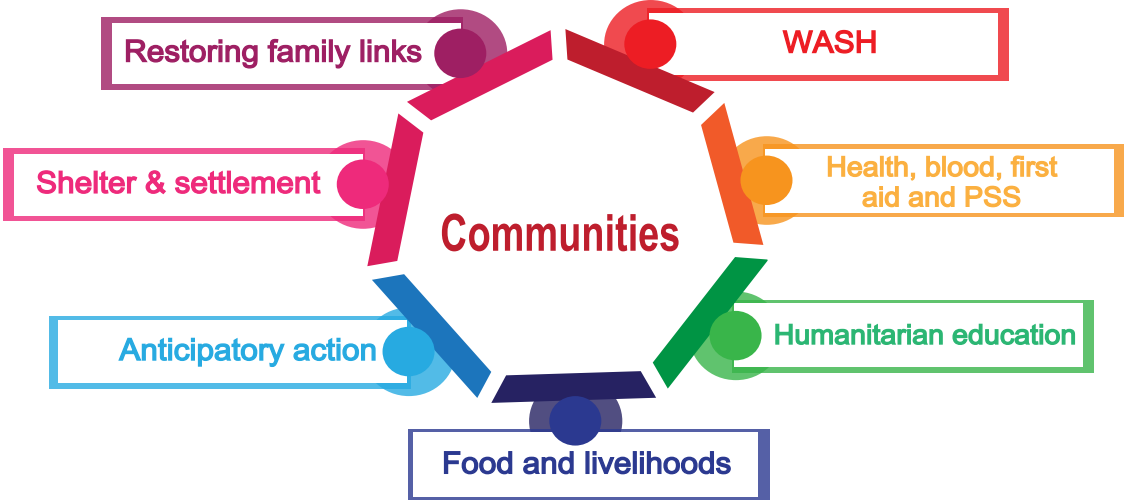


# Our service entry to community





The success of this strategic plan can only be determined on the ground, in communities that have benefited from our different forms of assistance. BDRCS has been providing humanitarian assistance in a number of areas, in a variety of forms, and under a variety of thematic groups. We sought to classify our common niche, through which our services reach the most vulnerable people in the community, with this strategic plan. This is what we've decided to call our service entry point into the community. We have identified seven service entrance points for the communities inside the country, focusing the BDRCS' programmatic areas of support.



These seven service entry areas highlight the continuum of readiness, response, recovery, and development that we operate along, and respond to the major sources of vulnerability that communities face. Each of these will be measured against clearly defined objectives, allowing us to quantify BDRCS community support as well as our contribution to national and international humanitarian and development operations. To summarise, the seven-service element indicates the following to us:

**Shelter & settlement**

Provision of shelter assistance after a disaster is an opportunity to ensure that the shelter risks of affected households are reduced through direct assistance and awareness-raising. This will also include longer-term shelter and settlement issues including adaptation to climate change, sustainability, and urbanisation.

**Food and livelihoods**

Ensuring the food support during and after the disaster emergencies so that most vulnerable groups are not affected by food insecurity. At the same time investing on sustainable livelihood so that the vulnerable people can better cope with and recover from stresses and shocks, without damaging the natural resource base. This will also include transitioning the GoB social protection into 'shock responsive social protection system'.

## Health, blood, first aid and PSS

Provision of basic health care services for the communities during and after the disasters. Expanding the mother and childcare centers across the country to increase the reach. At the same time strengthening the health institutional capacity so that we are prepared enough to provide health services in emergencies or in pandemics.

Changing health needs, growing public expectations and new pandemic situation are raising the bar of health needs and demands. To align with the emerging needs and demands, BDRCS has given much priority on health-related issues particular focus on public health, psychosocial support (PSS), first aid and blood. These services have been providing to the people by utilising nation-wide volunteer network.

Safe blood transfusion services hold public awareness campaigns to encourage people to donate blood by following the safe blood program's guidelines, which include voluntary blood collection, pathological testing of blood samples, blood and blood component preservation, supply of reserved blood to various patients on doctors' advice, and blood component transfusion services for Thalassemia patients.

Natural disaster and other emergencies have greater impact on mental health and psychosocial well-being. Psychosocial Support helps individuals and communities to reduce the psychological distress and rebuild social structures after an emergency or a critical event. It can be useful in particular situations to respond to the psychological and physical needs of the people concerned, by helping them to accept the situation and cope with it.

Preparing the most vulnerable communities due to disasters and crisis are important steps for saving life. We want to reach more communities with trained first aider and trained people to do search and rescue during any emergencies. Our members and volunteers will be covered under this umbrella to build up a local branding of BDRCS.

## WASH

Water, sanitation, and hygiene are essential for human dignity and also preventive as public health measures. We want to make sure that everyone has access to water and sanitation, while paying special attention to the needs and circumstances of women and girls, as well as those in vulnerable situations.

## Humanitarian education

Increasing access to education for those whose lives have been impacted by disasters or displacement. BDRCS will increase the number of humanitarian education programmes that emphasise

humanitarian values. The co-curriculum education programmes will also help in preparing young people in particular for the challenges and opportunities of the twenty-first century.

### Restoring family links

Families have a legal right to know what happened to their relatives. As a result, BDRCS offers a unique service known as RFL. This program facilitates the exchange of communications and the tracking of individuals who have disappeared due to a variety of factors such as disasters, migration, or other crises.

### Anticipatory action

Forecast-based early warning and early action are essential in a country like Bangladesh, where disasters occur frequently, to limit disaster impact and loss. BDRCS will place a greater emphasis on cyclone preparedness and enhance flood preparedness programs. BDRCS will have more engagements with Bangladesh Meteorological department and Flood Forecasting and Warning Center of the Bangladesh Water Development Board.





# How do we implement

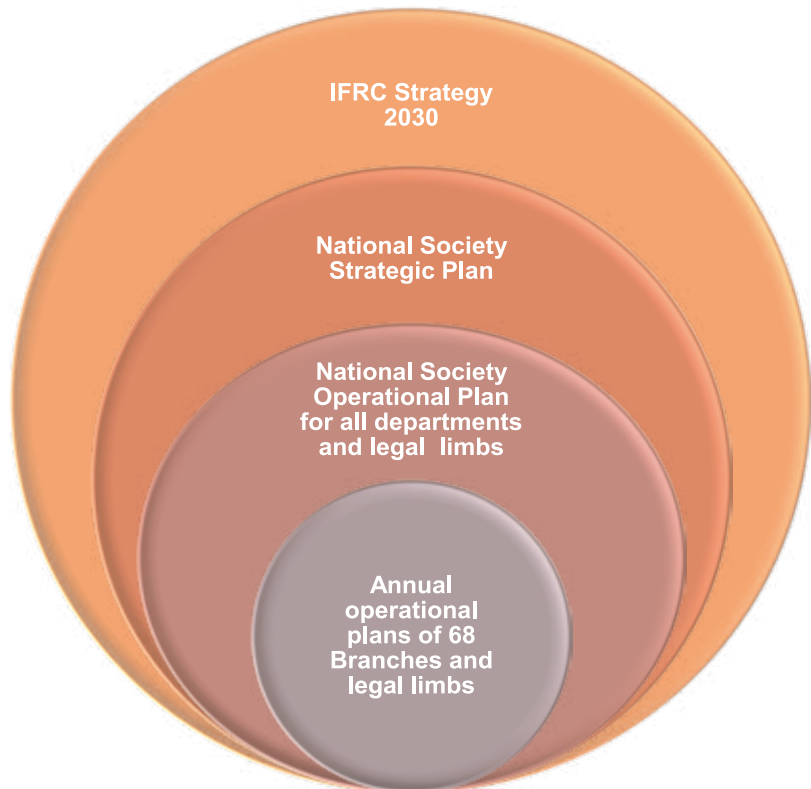




## 8.1 Systematic operational plan from branch to NHQ

We observed that, like a gorgeous car without an engine, a strategic plan without a realistic operational plan is absolutely worthless. As a result, one of the most important responsibilities is to develop an operational plan that outlines the outputs and activities required to meet the Strategic plan's objectives, as well as the operational budget and staffing requirements for each year.

While we're talking about the localisation agenda, we're also thinking about our branches and how we might strengthen them so that they can function as a decentralised, self-sustaining entity. As a result, the connections between the branch and the national and world-wide levels are essential so that we can "act locally while thinking globally." Therefore, IFRC strategy 2030 will enable BDRCS to connect its local accomplishments to the RCRC Movement's national, regional, and global platforms.



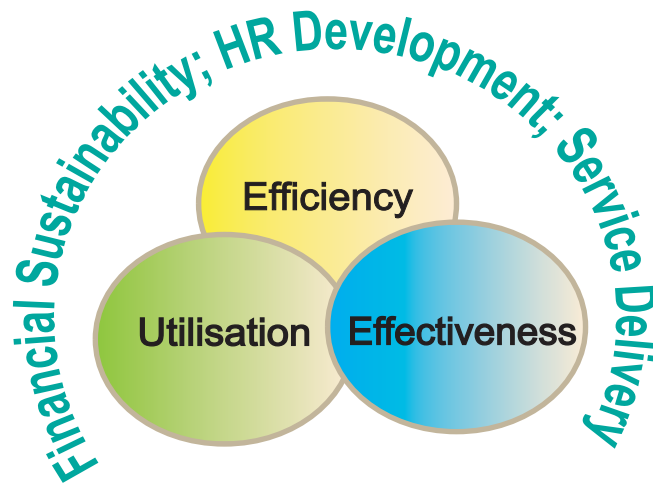
Hence, our 68 branches are involved in two-way meaningful consultation so that the branches feel like they own the strategic plan and can develop branch-level annual operational plans that are aligned with the overall strategy. We strive to strike the correct balance between top-down planning, where the national strategic plan influences the planning choices made at branch level, and bottom-up planning, whereby the needs and challenges at branch level influence the direction of the strategic plan.

We are dedicated to establishing a system that begins with our branches and extends to all legal limbs across the country, with an annual operational plan centralized at NHQ and authorised by the annual national general assembly. Every year, the Annual General Meeting (AGM) will serve as a forum for reporting on the progress toward our aspirations.

## 8.2 Organisational optimisation

We are moving towards an organisational optimisation process to ensure alignment and leveraging of the resources of BDRCS to achieve its stated goals and objectives. We are looking at the intersection of high efficiency, high effectiveness, and high use of all relevant and currently accessible resources at BDRCS with this organisational optimisation process. In this journey, three aspects will get highest priority: financial sustainability, human resource development, and service delivery. Another commit-

ment of this strategic plan is our 68 branches to comprehend and incorporate organisational optimisation into their annual plans of action. In the AGM, we shall assess our progress toward this optimisation process.



### 8.3 Measuring our contribution at all levels

BDRCS will track progress of the strategic plan through an annual internal review. Periodic monitoring will be carried out in accordance with the operational plan to complement the annual internal review. The overall findings will be illustrated in the internal review and periodic monitoring, which will be availed annually at all levels through activities, target-specific data reports, progress, narrative, facts, and statistics.

There will be two evaluations throughout the life cycle of the strategic plan to measure the objectives and goals as well as outcomes and capture lessons learned. The mid-term review will be conducted at the end of 2023 and the final evaluation will be conducted at the end of 2025. Both evaluations will be externally done and come up with concrete recommendation for necessary changes at operational and strategic level.





9

## Strategic targets



**Strategic Goal 1. Enhance capacity to contribute towards saving lives from disasters and crises with a view to reducing adverse impacts through building resilient communities.**

1. All 68 branches have trained Unit disaster response team members by 2025  
- Outcome 1.1.2
2. Four regional hubs for disaster monitoring and operational coordination equipped with modern Emergency Operation Centre (EOC) and pre-positioned stock including training centre by 2025  
- Outcome 1.1.3
3. By 2022, a response lead time of 6 hours of identified humanitarian crisis will be attained  
- Outcome 1.1.2
4. By 2024, every branch will have established local fund for anticipatory humanitarian actions  
- Outcome 1.1.3
5. By 2022, a BDT 40 million reserve fund will be established at headquarter for rapid anticipatory actions subject to subsequent replenishment  
- Outcome 1.1.2
6. BDRCS will achieve a nationwide case load of 10% for medium and large-scale catastrophes  
- Outcome 1.1.3
7. By 2025, at least five climate-smart solutions will be developed and implemented  
- Outcome 1.2.2
8. By 2023, a BDT 100 million revolving fund for small-scale disaster response will be formed  
- Outcome 1.1.3
9. By 2025, at least four communities from branches will be supported in building resilience  
- Outcome 1.1.1

**Strategic Goal 2. Improve access to quality health services for safe, dignified, and healthy living.**

1. Contribute 20% of national demand for safe blood supply by 2025  
- Outcome 2.2.1
2. 75% of staff and volunteers are trained in Psychological First Aid (PFA) at NHQ and branches by 2025  
- Outcome 2.2.2
3. 2000 health professionals created from BDRCS health institutions to meet community needs in health sector by 2025  
- Outcome 2.2.2
4. 100% of BDRCS health institutions (hospitals, clinics, blood centers and MCH centres) completed legalization process by 2025  
- Outcome 2.2.2

**Strategic Goal 3. Transformed into a strong National Society.**

1. BDRCS received OCAC certification by 2024  
- Outcome 3.1.2
2. BDRCS are recognised as front liner for any pandemic and protracted crisis by 2025  
- Outcome 3.1.2
3. The new drafted Red Crescent Law (Legal Base) along with statues enacted by 2025  
- Outcome 3.1.2
4. By 2023, every program, initiative, and operation will contribute at least 5% of their total budget to National Society Development  
- Outcome 3.1.2

5. At least 25% branches are recognised as strong branch according to BOCA framework by 2023

- Outcome 3.1.2

6. All the branches, projects and programs follow result-based framework by 2024

- Outcome 3.1.6

7. 80% of the schools, colleges, technical institutes, and madrasahs are covered under RCY co-curriculum program by 2024

- Outcome 3.2.1

8. 0.5% of the total eligible population<sup>9</sup> in each district will become life members of BDRCS by 2025

- Outcome 3.1.2

9. Restructure of BDRCS existing Departments and Divisions through the strategic planning process by 2022

- Outcome 3.1.1

10. Voluntary golden handshake/restructuring of staff of the national society including Holy Family Hospital by 2021

- Outcome 3.1.1

11. NHQ and branches can cover their core cost by their own resources by 2024

- Outcome 3.1.3

12. At least 01 potential donor agreements at branch level each year and 10 new potential donor agreements at NHQ level by 2025

- Outcome 3.1.3

13. At least 30% of the BDRCS interventions are covered from domestic and local resource mobilisation.

- Outcome 3.1.2

14. Establish one multipurpose training centre by 2025

- Outcome 3.1.4

15. Revitalisation of NHQ and Holy Family Red Crescent Medical College and Hospital to turn it into a financially viable limb of the Society by 2025

- Outcome 3.1.2

16. As an auxiliary to the public authorities, BDRCS to have annual funding provision from government budget both at NHQ and branch level

- Outcome 3.1.3

17. 100% branches and limbs of BDRCS follow consolidated financial management system along with proper auditing process by 2023

- Outcome 3.1.3

18. At least 100 persons are trained on First Aid in each branch every year

- Outcome 3.2.1

19. Reach at least 100 young people with skills- and values-based humanitarian education in each branch by 2023

- Outcome 3.2.1

20. BDRCS Managing Board and Unit Executive Committees will have inclusive representation

- Outcome 3.1.6

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9. Excluding Children



# Mainstreaming the cross-cutting issues





Since the last few years, BDRCS have been committed to focusing on a few specific agendas as cross-cutting aspects. Major Cross-cutting issues are comprised of Community Engagement and Accountability (CEA), Protection, Gender, and Inclusion (PGI), Safer Access (SA), Child Protection (CP), safety and security for volunteers and employees, promoting humanitarian values, and localisation. We believe that by defining these qualities, we would be able to put more emphasis on them in all we do.

We realize that these cross-cutting issues needs to be mainstreamed inside our strategic umbrella as their importance evolved. Therefore, this strategic plan has mainstreamed these cross-cutting challenges by incorporating them into concrete outcomes that can be quantified.





# 11

## Our commitments for national and global instruments





Though BDRCS operates as a National Organisation in the country, but it belongs to the world's largest humanitarian network- the Red Cross Red Crescent Movement. We have our national obligations and at the same time we contribute to the regional and global policy instruments.

This strategic plan is linked to the eighth five-year plan of Bangladesh which covers from 2021 to 2025, as well as the Bangladesh National Disaster Management Plan, which also continues from 2021 to 2025.

This will also contribute to major global humanitarian and development frameworks including the Sustainable Development Goals, the Sendai Framework for Disaster Risk Reduction, the Global Compact for Migration and Refugees, the Grand Bargain, the International Health Regulations and the Paris Agreement for Climate Change, alongside other major compacts and alliances we are committed to and to which the Red Cross and Red Crescent make clear and direct contributions.

Last but not the least, we are fully aligned with the IFRC strategy 2030 where we are part of as the member of the IFRC.



# Declaration

## Bangladesh Red Crescent Society

### Declaration of Bangladesh Red Crescent Society for positive transformation'2020 (30 Dec 2020)

#### 'Transformative Actions and Changing Minds for Saving lives and Resilient Communities in Bangladesh'

We the Delegates of 68 Units representing the country-wide network of life members, youth members, and volunteers of the Bangladesh Red Crescent Society (BDRCS), united in Dhaka, reaffirm the vision and mission of saving lives, reduce sufferings and risk of disasters, and unleashing the power of humanity to serve the nation and people in Bangladesh. In doing so we will obey the seven fundamental principles of the Red Cross Red Crescent Movement.

In recent years, Bangladesh has experienced exceptional economic growth and development, despite the fact that we continue to face humanitarian challenges as a result of disasters, climate change, external conflict and violence, migration, and displacement, all of which are causing humanitarian suffering for many Bangladeshis.

To cope with the growth and development of Bangladesh, we expect BDRCS's new Strategic Plan 2021-2025 will include positive transformation and positive improvements needed to become a strong national society under the umbrella of global Red Cross Red Crescent Movement.

We are confident that the BDRCS Units, National Headquarters (NHQ), governance, management, volunteers, life members, and employees are cognizant of the essential positive transformation and reforms and will provide the necessary assistance.

We are committed to expanding our major humanitarian services to enhance the credibility of the Bangladesh Red Crescent Society as an auxiliary to the government, in addition to our ongoing best practices at the branch and NHQ levels.

We commit to increasing life membership to a minimum 0.5% at each branch (city/district) population by the end of 2025. We pledge to determine our branch core cost in every year and will ensure the core cost is covered by the branch itself from the local sources. We will try to make our district units self-dependent.

Thus, we commit to identify at least two sustainable income sources at the branch and will take effective initiatives to raise funds locally. In this connection, we will take initiative to include a certain percentage of the budget for the BDRCS branch within the annual development budget of the Ministry of Local Government, Rural Development and Co-operatives. To strengthen the branch fundraising activities, we are committed to set an annual target to raise funds from different sources including individual and private sector donation.

Furthermore, we will increase collaboration with district administration, city corporations, and other government entities to strengthen our role as an auxiliary and deliver various humanitarian services such as disaster & crisis response, strengthening community resilience, promoting humanitarian values, providing health and blood services, etc. in respective units.

Following the digitalisation in Bangladesh, we commit to increasing the capacity and use of digital technology and platforms to ensure our service delivery and implementation are effective, efficient, and transparent.

We also recommend BDRCS Managing Board and senior management to take appropriate actions to strengthen the financial sustainability of our organisation as well as to improve accountability and transparency at all levels to retain our reputation unharmed as a leading humanitarian organisation in Bangladesh. At the branch level, we are committed to implementing these initiatives.

We urge the Managing Board to take special measures to ensure meaningful and effective partnership with all the relevant ministries and departments to strengthen BDRCS service delivery. Furthermore, BDRCS leadership should set up dedicated social businesses with an appropriate structure to earn more revenue and support humanitarian services in Bangladesh. As part of this initiative, we will set a target-based plan at the branch level.

We determined to strengthen accountability and transparency at each branch and deliver a credible annual audit prior to each AGM. We agree to publish the annual report before every AGM at the branch. We affirm to prepare an annual plan every year in line with the BDRCS Strategic Plan.

We recognize the importance of the young generation to be our future leaders and committed to expand our volunteer base to include diverse age groups to foster a culture of volunteerism and strengthening volunteer services in Bangladesh.

Recognizing the services of Life members, youths, and volunteers, we would keep the provision of youth, volunteer, and membership awards in every AGM at our units; a similar mechanism at NHQ level during AGM is also been recommended. Apart from these, we are requesting to initiate the best branch award based on some pre-defined criteria.

We proclaim that, in response to a mandate from the Managing Board, the NHQ will take the required steps to fulfill the promises expressed in this declaration. We also ask the leadership to include an agenda starting in 2021 for a report to be presented at every AGM until 2025 to share an update and progress made following our declaration at the BDRCS AGM 2020. In line with this declaration, all BDRCS units will include activities in respective annual plan and will include an agenda to discuss progress following this declaration at every branch AGM starting from 2021.



## **‘Strengthening transformations for better humanitarian action’**

### **Explanation of the theme**

*Bangladesh Red Crescent Society has been actively involved in humanitarian actions since 1973. Now it is challenged by the emerging humanitarian complexities, internal and external changes. Within this changing context, BDRCS wants to cope, adjust and perform better and has determined the transformations. Now, collectively BDRCS wants to focus to strengthening those transformations to provide better humanitarian services and achieve the mission and vision.*

### **We are thankful to**

The Leadership, National Society Development (NSD) advisory group, NSD working group, Strategic Plan (2021-2025) sub-working group of BDRCS for their effort to make the Strategic Plan for 2021-2025 successful.

#### **Graphics & design**

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Afroza Sultana, Senior PMER Officer, P&D, BDRCS

# The Fundamental Principles of the International Red Cross and Red Crescent Movement



## HUMANITY

(We serve the people, not the system)



## IMPARTIALITY

(We care for victims without discrimination)



## NEUTRALITY

(We take initiatives, but never sides)



## INDEPENDENCE

(Must always maintain autonomy so that may be able at all times to act in accordance with Red Cross principles)



## VOLUNTARY SERVICE

(Not prompted in any matter by desire for gain)



## UNITY

(Only one RCRC society in any one country)



## UNIVERSALITY

(All Societies have equal status and share equal responsibilities and duties worldwide)





The Bangladesh Red Crescent Society (BDRCS) was constituted on 31 March 1973 by the country's President Order No. 26 with retrospective effect from the 16 December 1971. The Society was recognised by International Committee of the Red Cross (ICRC) on 20 September 1973 in the 20th International Conference in Tehran and admitted to the International Federation of Red Cross and Red Crescent Societies on 02 November 1973. Since then, we are the member of the world's largest humanitarian organisation 'International Federation of Red Cross and Red Crescent Societies'. As an oldest and largest humanitarian organisation of the country has been playing very crucial humane role in serving for the humanity affected by floods, cyclones, pandemics, and other natural and man-made disasters in Bangladesh since the establishment.

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