



OUR RESILIENT FUTURE



DISASTER RISK MANAGEMENT
STRATEGY 2010-2020

FOREWORD

Bangladesh Red Crescent Society (BDRCS) has been working in the arena of emergency preparedness since the independence of the nation. The idea of reducing loss of lives in disasters was conceived as our key function after the 70's cyclone which killed over 300,000 people in Bangladesh.

We started our operation by introducing the cyclone preparedness programme (CPP) driven by 20,000 volunteers in 1972, which today is a global good-practice model in disaster risk reduction. Our initial activities also included evacuation and response. Over the last four decades we expanded our disaster management functions in the areas of: vulnerability and capacity assessment; broader preparedness and awareness-raising activities for cyclones, floods, earthquake, cold waves, heat waves, landslides and fire; livelihood risk reduction; and small scale mitigations. We have built 160 cyclone shelters with a total capacity to save 0.3 million lives, 57 shelters for livestock, and our responses to recent cyclones SIDR, AILA and Mahasen have helped to raise the profile of our disaster management programmes.

We have been working with International Federation of Red Cross and Red Crescent Societies (IFRC) to promote and institutionalise disaster preparedness and community resilience. As a result, our disaster risk management division now has an impressive range of programmes in its portfolio including: community development initiatives; community based disaster risk reduction programme; climate change adaptation project; vulnerability-to-resilience project; urban disaster risk reduction programme; water, sanitation and hygiene projects in flood-prone districts; emergency relief and response; restoration of family linkage; and public health in emergency programme.

Although most of our disaster risk management works are largely dependent on our volunteers' network, we are increasingly experiencing a need for more professional support. This challenging reality prompted us to review our disaster risk management strategy (2010-2020), so that we can streamline

Our disaster risk management strategy focuses on developing capacity of community people, volunteers and Red Crescent staff and uses this as a key approach to intervene more comprehensively and efficiently.

our activities and consequently better assist our beneficiaries. The reformed disaster risk management strategy now focuses on developing capacity of community people, volunteers and Red Crescent staff and uses this as a key approach to intervene more comprehensively and efficiently.

I extend my deepest appreciation to the staff of BDRCS who developed this disaster risk management strategy following a range of consultation and workshop facilitated by A.K.M. Mamunur Rashid (independent consultant), as well as to Khaled Masud Ahmed (Programme Coordinator, IFRC, Bangladesh), members of the Disaster Management Working Group Bangladesh, and Ekram Elahi Chowdhury (Director, disaster risk management department, BDRCS) for their valuable time and effort in developing this strategy.

Professor Dr. M. S. Akbar, MP
Chairman

ACKNOWLEDGEMENT

We are committed to implement this strategy under the guidance of our chairman and the managing board as indicated in the Cox's Bazar Declaration in 2009.

Bangladesh Red Crescent Society (BDRCS) acknowledges the valuable contribution of International Federation of Red Cross and Red Crescent Societies (IFRC), particularly the head of Bangladesh delegation, Tsehayou Seyoum, in bringing out this disaster risk management strategy.

Special recognition is due to the consultant A.K.M. Mamunur Rashid for facilitating a participatory process for developing this strategy. We also acknowledge the contribution of BDRCS' disaster risk management department including Ekram Elahi Chowdhury, Afsar Uddin and Nazmul Azam Khan for leading the development process of this strategy. Our sincere gratitude goes to Khaled Masud Ahmed and Maliha Ferdous at IFRC Bangladesh delegation, who contributed their valuable support and feedback based on our close working relationship.

We also recognise the contribution of partner national societies in development of the disaster risk management strategy, and we thank the community people we work with, volunteers who sit on the driving-seat for most of our work and the staff of BDRCS for sharing their knowledge and experience which helped to construct a common vision for the strategy.

We are committed to implement this strategy under the guidance of our chairman and the managing board as indicated in the Cox's Bazar Declaration in 2009. We look forward to working closely with all of you to implement disaster risk management activities in line with the revised strategy and realise its outcomes.

BMM Mozharul Huq, ndc
Secretary General

ACRONYMS

AAB	Action Aid Bangladesh	IPCC	Intergovernmental Panel for Climate Change
BCDPC	Building Community Disaster Preparedness Capacity	JD	Job Description
BDRCS	Bangladesh Red Crescent Society	KM	Knowledge Management
CBDM	Community Based Disaster Management	LGRD&C	Local Government, Rural Development and Cooperatives
CBDRR	Community Based Disaster Risk Reduction	M&E	Monitoring and Evaluation
CBO	Community Based Organization	MCH	Maternity and Child Health
CC	Climate Change	MoFDM	Ministry of Food and Disaster Management
CCA	Climate Change Adaptation	NAPA	National Adaptation Programme of Action
CCDMC	City Corporation Disaster Management Committee	NDMAC	National Disaster Management Advisory Committee
CDMP	Comprehensive Disaster Management Programme	NDMC	National Disaster Management Council
CDRT	Community Disaster Response Team	NDRT	National Disaster Response Team
CEP	Community Empowerment Programme	NGO	Non-Governmental Organization
CLP	Char Livelihood Programme	NGOCC	NGO Coordination Committee on Disaster Management
CPP	Cyclone Preparedness Programme	NHQ	National Headquarter
CPPIB	Cyclone Preparedness Programme Implementation Board	NWMP	National Water Management Plan (NWMP)
CRA	Community Risk Assessment	PDMC	Pourashava Disaster Management Committee
CRED	Centre for Research on the Epidemiology of Disasters	PHiE	Public Health in Emergency
CSDDWS	Committee for Speedy Dissemination of Disaster Related Warning/Signals	PNS	Partner National Societies
DC	Deputy Commissioner	PO	Presidential Order
DDMC	District Disaster Management Committee	PRSP	Poverty Reduction strategy Paper
DM	Disaster Management (DM)	PWD	Person with Disability
DMB	Disaster Management Bureau	RCRC	Red Cross and Red Crescent
DMTATF	Disaster Management Training and Public Awareness Building Task Force	RCY	Red Crescent Youth
DMWGB	Disaster Management Working Group Bangladesh	SAR	Search and Rescue
DPHE	Department of Public Health Engineering	SMC	Senior Management Committee
DRM	Disaster Risk Management	SOD	Standing Order on Disaster (SOD):
DRR	Disaster Risk Reduction	SOP	Standard Operation Procedure
ERPR	Earthquake Preparedness and Response Programme	UDMC	Union Disaster Management Committee
EW	Early Warning	UDRT	Unit Disaster Response Team
FPOCG	Focal Point Operation Coordination Group of Disaster Management	UN	United Nations
GoB	Government of Bangladesh	UNDP	United Nations Development Programme
HFA	Hyogo Framework for Action	UNICEF	United Nations Children Emergency Fund
HQ	Headquarter	UNO	Upazilla Nirbahi Officer
HR	Human Resource	(UN) ISDR	(United Nations) International Strategy for Disaster Reduction
HRD	Human Resource Development	UZDMC	Upazilla Disaster Management Committee
HRM	Human Resource Management	VCA	Vulnerability and Capacity Assessment
ICZMP	Integrated Coastal Zone Management Plan (ICZMP)	VMS	Volunteer Management System
IFRC	International Federation of Red Cross and Red Crescent	WARPO	Water Resources Planning Organization
IMDMCC	Inter-Ministerial Disaster Management Co-ordination Committee	WATSAN	Water and Sanitation
INGO	International Non-Government Organizations	WFP	World Food Programme
		WHO	World Health Organization

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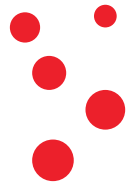
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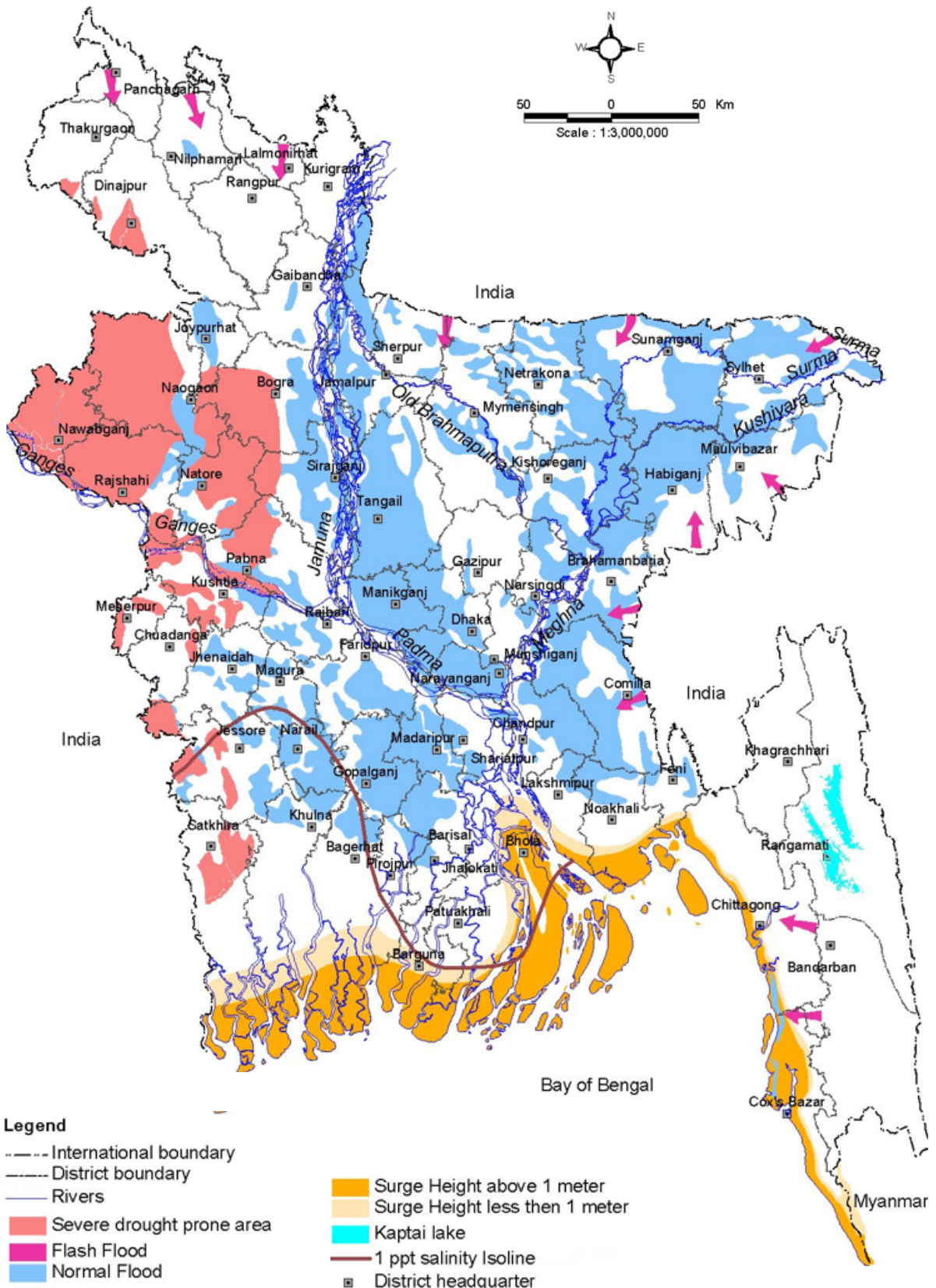
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CONTEXT ANALYSIS



Susceptibility to various natural hazards in Bangladesh



H2: HAZARDS AND VULNERABILITIES ON A NATIONAL SCALE

Bangladesh is one of the most disaster-prone countries in the world. Every year millions of people are affected by natural and human-induced hazards. We regularly experience floods, waterlogging, cyclones, riverbank erosion, droughts, tornados, hailstorms, thunderbolts, landslides, earthquakes, arsenic contamination, epidemic and endemic diseases, fire, road accidents, ferry tragedies and political violence. These disasters are frequenting the country in greater magnitude each time due to: global climate change; unplanned urbanisation; vulnerable geo-location; drainage of Ganges-Brahmaputra-Meghna river basins as a result of unequal regional and international relationships; low human development; and high density of population.

Bangladesh is a low-lying deltaic country in South Asia formed by the trans-boundary rivers Ganges, Brahmaputra and Meghna. With more than 145 million people in its 147,570 square kilometres of land, Bangladesh has over 230 rivers and tributaries. Historical data suggests that on an average about thirteen million people in Bangladesh are affected by disastrous situations every year, while IPCC's 2007 assessment report shows that climate change has become more dynamic than anticipated. Floods and tropical cyclones have become more frequent and Bangladesh's relative vulnerability, especially to these (flood 11.0 and tropical cyclone 55.0) hazards, is higher (CRED database).

The increased frequency and magnitude of these hazards demand attempts to reduce the underlying risk factors and integration of disaster risk management strategies with climate change adaptation activities. If we take into account damages caused by hazards in recent years in Bangladesh, we will find the level of vulnerability and complex nature of these hazards that were recognised disastrous by the government – which also indicate the importance of multi-hazard risk reduction efforts in the country.

The emergency response capacity of disaster management stakeholders, such as people, government, NGOs, civil society and volunteers, in Bangladesh has increased over time. However, we are still lacking in the areas of humanitarian principles, standards and practices. Humanitarian accountability

and its overall governance are yet to be raised as key advocacy issues in Bangladesh. Increased attention from media and engagement of multiple stakeholders in the disaster management have resulted in rising demands for better coordination, accountable humanitarian response, and adherence to humanitarian standards and acceptable procedures.

Bangladesh is highly exposed to natural and human-induced hazards, and the situation is further exacerbated due to the negative impacts of climate change and other political and social processes.

H2: NATURAL HAZARDS

H3: FLOODS

Floods occur annually in Bangladesh, reaching their most severe form in the months of July and August. Regular river floods affect 20% of the country and up to 68% in rainy season, causing large-scale damages and loss of lives and livelihoods. The flooding that occurs in Bangladesh can be categorised into four types: flash floods, riverine floods, stagnant floods (waterlogging) and coastal floods.



Regular river floods affect **20%** of the country and up to **68%** in rainy season

H3: CYCLONES AND STORM SURGES

Bangladesh is amongst the countries that get hit the hardest by tropical cyclones from the Bay of Bengal, accompanied by storm surges. Every year the country's coast experiences at least one cyclone, claiming significant loss of lives and livelihoods. Recent examples include super cyclone Sidr in November 2007, which killed more than three thousand people and caused damages worth USD 2.3 billion to the local economy. Cyclone Aila in 2009 and Cyclone Mahasen in 2013 also left substantial damages in terms of salinity, agricultural losses and structural damages and displacement of thousands of people.



Super cyclone Sidr killed more than **3000** people and caused damages worth **USD 2.3 bn**



H2: HAZARD CONTEXTS

H3: NOR'WESTERS AND TORNADOES

Occurring most commonly during the pre- and post-monsoon (March to May and October to November), Nor'westers bring much-needed rain, but also cause significant devastation. These periods are also associated with tornadoes, which are brief but can cause massive destruction to lives, forests, crops, houses, assets and other infrastructure.

H3: RIVER BANK EROSION

Approximately 8,700 hectares of land are lost and up to 0.2 million people are displaced annually due to river erosion in Bangladesh. Kurigram, Gaibandha, Jamalpur, Bogra, Sirajganj, Tangail, Pabna and Manikganj districts along Jamuna river bank, and Rajbari, Faridpur, Manikganj, Dhaka, Munshiganj, Shariatpur and Chandpur districts along Padma river bank – are the country's most erosion-prone zones. Bhola, Monpura, Hatiya, Sandip islands are severely affected by erosion due to recurring floods, sea waves and negative impact of climate change.

H3: EARTHQUAKES

Bangladesh is a seismically active region and has experienced numerous moderate- to large-scale earthquakes in the last 100 years. While none of these led to a catastrophic impact yet, most buildings and structures in the country are not strong enough to survive a severe earthquake and the unplanned urbanisation is only increasing the country's vulnerability.

H3: DROUGHT

The country has seen 24 droughts between 1949 and 1991, 11 of them being very severe. Typically, droughts affect approximately 47% of the country's landmass and 53% of the population (WARPO, 2005). Bangladesh is affected by three types of droughts: permanent, seasonal and unpredictable.

H3: ARSENIC CONTAMINATION

The ground water in 61 out of the 64 districts in Bangladesh is arsenic contaminated, which is poisoning more than 20 million people according to a UNICEF survey.



Up to **0.2 million** people are displaced annually due to river erosion



Droughts affect approximately **47%** of the country's landmass and **53%** of the population



20 million people are affected by drinking arsenic contaminated water

H3: SALINITY INTRUSION

Salinity intrusion affects the country's coastal districts and reaches its most severe level during the dry season, affecting agricultural production, mangrove forests, fisheries and livestock.

¹ 1. Paul Edwards, Chief, Water and Sanitation, UNICEF, Apr 24, 2007, UNDP Policy Dialogue Series, 2007.

H2: HUMAN-INDUCED HAZARDS

Bangladesh is widely recognised as one of the most climate-vulnerable countries in the world. It frequently experiences extreme climatic hazards, leading to loss of lives and livelihoods, and damages to infrastructure and economic assets, especially of the poor. IPCC estimates that by 2050, rice production in Bangladesh could decline by 8% and wheat production by 32% (against a base year of 1990). Coastal erosion, river bank erosion and saline water intrusion in coastal areas are likely to displace hundreds of thousands of people who will be forced to migrate. If sea level rise is higher than currently expected and coastal polders are not strengthened and new ones not built, six to eight million people could be displaced by 2050 and would need support to resettle.

H3: FIRE

Fires in urban settings are increasingly becoming a common phenomenon in Bangladesh. In 2004 alone, a total of 7,140 fire incidents occurred. Recent examples of Nimtali fire, Tajrin Fashion fire, Basundhara City Mall fire and frequent fire in the garments sector demonstrate a very alarming vulnerability of everyday urban life.

H3: INFRASTRUCTURE COLLAPSE

Incidents of infrastructure collapse are on the rise, and Bangladesh has witnessed the collapse of a number of industrial buildings in recent years. The collapse of the Rana Plaza garments factory in 2013 killed 1,129 people and injured over two thousand people. In the last ten years nearly 4,000 casualties point to the stark underlying factors such as unplanned urbanisation, soil liquefaction and impact of poor economy on vulnerable people.

H3: CHEMICAL OR TOXIC SPILLS OR CONTAMINATION

Poor regulation and location of manufacturing plants and processes that include the use of chemicals are increasingly becoming threatening to people and the environment, particularly in urban areas of Bangladesh.

H3: TRAFFIC ACCIDENTS

Fatalities and injuries from road accidents have become a growing concern. According to the Bangladesh Bureau of Statistics, 3,193 people were killed and 2,409 injured in traffic accidents in 2006.

H3: FERRY ACCIDENTS

Due to the lack of proper law enforcement, ferry accidents are regular occurrences in Bangladesh, especially in monsoon season. There are several river-safety protocols, which most transport operators and passengers do not adhere to. Dhaka-to-Barishal, Patuakhali, Barguna and Dhaka-to-Chandpur are the major river routes which experience such ferry tragedies.

H3: POLITICAL STRIFE

The regular strikes and blockades called by political parties and activist groups, accompanied with street violence such as blasting cocktails, crude bombs, setting vehicles on fire and vandalising property, have a severe damaging effect on the economy. These activities bring the country to a standstill by obstructing transportation of goods and raw materials, prevent people from going to work, create fright and pose high risk on human security.

H2: NATIONAL INSTITUTIONAL CONTEXT

H3: NATIONAL BODIES

Headed by the Prime Minister the National Disaster Management Council (NDMC) formulates and reviews the disaster management policies and issues directives.

Headed by the Minister of Food and Disaster Management the Inter-Ministerial Disaster Management Co-ordination Committee (IMDMCC) implements disaster management policies and the decisions of NDMC and the government.

National Disaster Management Advisory Committee (NDMAC) is headed by an experienced person nominated by the Prime Minister.

Cyclone Preparedness Programme Implementation Board (CPPIB) – headed by the Secretary of Ministry of Food and Disaster Management – reviews the preparedness activities at the initial stage of an impending cyclone.

Disaster Management Training and Public Awareness Building Task Force (DMTATF) is headed by the Director General of the Disaster Management Bureau and co-ordinates disaster related training and public awareness activities of the government, NGOs and other organisations.

Focal Point Operation Coordination Group of Disaster Management (FPOCG) – headed by the Director General of the Disaster Management Bureau – reviews and co-ordinates the activities of various departments and agencies working on disaster management and their contingency plans.

NGO Coordination Committee on Disaster Management (NGOCC) – headed by the Director General of the Disaster Management Bureau – reviews and co-ordinates the activities of NGOs working in the area of disaster management.

Committee for Speedy Dissemination of Disaster Related Warning/Signals (CSDDWS) – led by the Director General of the Disaster Management Bureau – examines and ensures the means for speedy dissemination of warnings and signals to the population at risk.

H3: SUB-NATIONAL BODIES

District Disaster Management Committee (DDMC) is headed by the Deputy Commissioner and co-ordinates and reviews disaster management activities at the district level.

Upazilla Disaster Management Committee (UZDMC) – headed by the Upazilla Nirbahi Officer – co-ordinates and reviews disaster management activities at the sub-district level.

Union Disaster Management Committee (UDMC) – headed by the Chairman of the Union Parishad – co-ordinates, reviews and implements disaster management activities in a union.

Pourashava Disaster Management Committee (PDMC) – headed by the Chairman of Pourashava (municipality) – co-ordinates, reviews and implements disaster management activities within its area of jurisdiction.

City Corporation Disaster Management Committee (CCDMC) – headed by the Mayor of City Corporations – co-ordinates, reviews and implements disaster management activities within its area of jurisdiction.

H2: EVOLUTION OF DISASTER RISK MANAGEMENT AT BDRCS

BDRCS' programmes target men, women, children and differently-abled people that are most vulnerable to various hazards. Although our geographical coverage focuses on areas most vulnerable to floods (10 districts), cyclones (11 out of 13 coastal districts) and earthquakes (three urban cities), our coverage spreads across the entire country for response activities and health services.

H3: CURRENT PROGRAMME PORTFOLIO

Cyclone Preparedness Programme (CPP)

Community Empowerment Programme (CEP)

Chittagong Hill Tracts Community

Development Initiatives (CHT-CDI)

Community Development Initiatives (CDI)

Community Based Disaster Risk Reduction Program (CBDRR)

Climate Change Adaptation (CCA) Project

Vulnerability to resilience-V2R

Urban Disaster Risk Reduction Program (UDRR) including DPSS and CADRE Activities

Hatiya Island Disaster Risk Reduction Program and School Disaster Preparedness (DP)

Risk Reduction through and Empowerment of Women Project (RREW)

WASH Project in Flood prone district

Humanitarian Response including Other Situation of Violence

Tracing and Restoring Family Life (RFL)

Public Health in Emergency (PHiE) Programme

H2: KEY VULNERABILITY CONTEXTS

H3: POVERTY, INEQUALITY AND CLIMATE CHANGE

H4: POVERTY AND SOCIO-ECONOMIC VULNERABILITY

Bangladesh has made significant progress in poverty reduction: from 80% in 1970 it has been reduced to 31.5% in 2010. Nevertheless, Bangladesh remains a low income country with substantial poverty and inequality. An estimated 47 million people are living below the poverty line with a significant proportion living in female-headed households, in remote areas, and consisting of socially excluded and other vulnerable people. Most of the labour force is engaged in informal, low-productivity and low-income jobs. Access to secondary and tertiary education is limited and the quality of education at all levels is poor.

The poor are severely disadvantaged in terms of owning assets and accessing financial institutions, quality education, healthcare, and safe water and sanitation facilities. These people, especially women and children, are also disproportionately affected by natural disasters and the adverse effects of climate change. Despite the expansion, publicly supported mitigating measures in the form of social protection programmes are still inadequate.

H4: INEQUALITY

In Bangladesh income inequality is a growing concern – reversing this trend in a sustainable manner will be a major challenge for any development targets including those related to disaster management and climate change adaptation.

Bangladesh also has considerable spatial differences: the divisions of Barisal, Khulna and Rajshahi have higher poverty and lower income growth than the



divisions of Chittagong, Dhaka and Sylhet. This increasing regional disparity and persistent income inequality create vulnerable pockets in different locations of Bangladesh. Although international experiences suggest that divergences in spatial growth outcomes are inevitable – especially in view of diverging initial conditions including human development, infrastructure and geography – policy neglect has also contributed to spatial disparities in Bangladesh.

H4: CLIMATE CHANGE

Climate variability increases Bangladesh's vulnerability; its coastal zone (which covers 30 percent of the country) and high barind are most vulnerable due to sea level rise and droughts. Economic and human development activities, which are based on natural resources, will seriously be constrained by the increased occurrence of sea level rise, coastal storms, floods, droughts and saline water. The cost of inaction in addressing these will be the higher negative impacts on water resources, agriculture, eco-systems, human wellbeing and subsequent development initiatives of the country. As projected in different studies, in the next 50 to 100 years, the population in different climate change hotspots will almost double and their exposure to climate change induced hazard will increase. This will add further stress to the base vulnerability of the marginalised people in Bangladesh and affect all aspects of their lives.

Reducing climate change impact is a predominant development issue for Bangladesh. We need to come out of the ghetto of "environmental problems". The adaptive capacity of the vulnerable people in relation to facing climate change is a challenge for development today.

H3: COUNTRY CONTEXT

- ▶ Disasters are occurring more frequently and intensely, and the impact of climate change appears to be much more dynamic than predicted.
- ▶ Significant progress has been made to reduce loss of lives, but the risk of losing livelihoods is increasing. Similarly, subsequent economic losses after each disaster is higher than before because of increased economic activities in this densely populated country.
- ▶ There are several large scale national projects, including CDMP, with a focus on disaster risk reduction and climate change issues in Bangladesh.
- ▶ The number of humanitarian and development actors working in Bangladesh is increasing, especially in the field of disaster risk reduction and climate change adaptation. Today, Bangladesh is globally recognised for community resilience; its cyclone preparedness programme is one of the best examples of disaster preparedness, and more specifically, in the area of early warning dissemination. However, there is still room for a lot of improvement in building resilience and disaster preparedness.
- ▶ Civil society and media in Bangladesh have also become very active in the field of disaster response and climate change susceptibilities, which has contributed to raising awareness on disaster preparedness amongst people.



CONCEPTUAL FRAMEWORK AND PURPOSE



H2: DISASTER RISK MANAGEMENT IN CHANGING CLIMATE

BDRCS started off with a focus on post-disaster relief and response, but over time our focus expanded to include community based disaster preparedness – such as, cyclone early warning delivery, local-level advocacy on preparedness, health interventions, small scale mitigations, psycho-social care, vulnerability and capacity analysis, and climate change adaptation. We undertake most of these activities through consultations with local communities.

We are equipped with our relevant mandates in the Standing Orders on Disaster, global tools such as the inter-governmental Hyogo Framework of Action, Sixth Five Year Plan and Perspective Plan, as well as internal tools such as the field manual for disaster response and contingency plans for floods and cyclones. All these tools, however, need updating and contextualising from time to time. We are also yet to capitalise on our access to national-level actors such as policy-makers, and implement our strategic development plan (2012-2016) which can give the organisation an overall direction.

H2: A NEW APPROACH

Since 2009 BDRCS and IFRC – with support from the partner national societies – has been participating in a monthly meeting led by the disaster management working group Bangladesh (DMWGB). This working group has been reviewing working modalities of and challenges in capacity building, disasters response, disaster risk reduction, climate change adaptation, working with regional and global alliances and, in general, BDRCS' response to Red Cross Red Crescent Movement requirements.

So far we have taken up a number of disaster management projects with funding from IFRC and partner national societies. This, however, has perpetuated the lack of a vision and coordinated activities in our core working areas of early warning, preparedness, response and institutional structure to maintain an all-inclusive disaster management portfolio. In this regard, DMWGB's reviews are helping us to recalibrate our efforts.

Humanitarian actors are increasingly considering disaster risk management as a long-term development issue, while the idea that humans can do nothing to resist or survive natural disasters is diminishing. There is an increasing awareness

that social, economic, physical and environmental vulnerabilities play a key role in a disaster context.

As acknowledged by many, a nation's pathways to progress can also potentially contribute to disaster risks by, for example, eroding environmental protection systems and societal coping mechanisms, by failing to be prepared to respond to natural hazards, and by adding unregulated urbanisation processes and technological hazards (such as oil spills, agricultural and industrial pollution) to the risk profile. A key concern is climate change and the associated phenomenon of sea level rise which appears to be already reshaping and intensifying Bangladesh's hazard profile. There is also growing concern that natural disasters have the capacity to rapidly erode hard won 'development gains' and that greater attention is needed on 'disaster-proofing' development interventions.

The term 'disaster risk management' (DRM) is used in this strategy to describe an approach that combines conventional disaster management (DM) with the contemporary concept of disaster risk reduction (DRR). Disaster management covers emergency preparedness, response and recovery, while disaster risk reduction includes prevention, mitigation and preparedness activities including climate change adaptation. Among these activities preparedness is a set of actions common to both DRR and DM.

H2: CONCEPTUAL FRAMEWORK

H3: UNDERSTANDING THE RELATIONSHIPS BETWEEN DISASTER RISK REDUCTION, CLIMATE CHANGE ADAPTATION, DISASTER MANAGEMENT AND DISASTER RISK MANAGEMENT



Functional and Work Level Linkages of DRM and Climate Change Work

Disaster Risk Management			Climate Change	
Disaster Prevention	Reducing Hazard (hypothetical)		Climate Change Mitigation	If Carbon emission is reduced, frequency and intensity of hazards will decrease
Disaster Mitigation	Reduce the exposure of the hazards, either reducing impacts of hazard or increasing resilience of the exposed elements	Disaster Risk Reduction (DRR)	Climate Change Adaptation (CCA)	Practical steps to protect countries and communities from likely disruption and damage that will result from effects of climate change (mostly in the form of frequent and intense hazard onset). This will require adjustment in natural, built and human system in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities
Disaster preparedness	Managing residual risks after mitigation measures through several contingency measures in saving life, reducing injuries, minimizing loss of assets and economy and contain the minimum level of human rights (civil and economic). Early warning, evacuation, search and rescue and shelter are major aspects of preparedness			
Emergency response	Deals with management of the catastrophe after hazard onset and if the damage is at "disaster" level, where assistance is inevitable to sustaining the life and livelihoods.	DM Function with DRR perspectives in operation.	Climate Change Induced loss and damage assessment	
Early Recovery	The immediate recovery from the impacts of catastrophe	DDR perspective is highly relevant in recovery and	Climate Change Adaptation (CCA)	There are ample opportunities to consider in increasing adaptive capacity of natural, built and human systems during recovery and rehabilitation.
Rehabilitation	Planned return to normal or transformed better life and living conditions			

H3: CONVERGENCE OF DISASTER RISK REDUCTION AND CLIMATE CHANGE

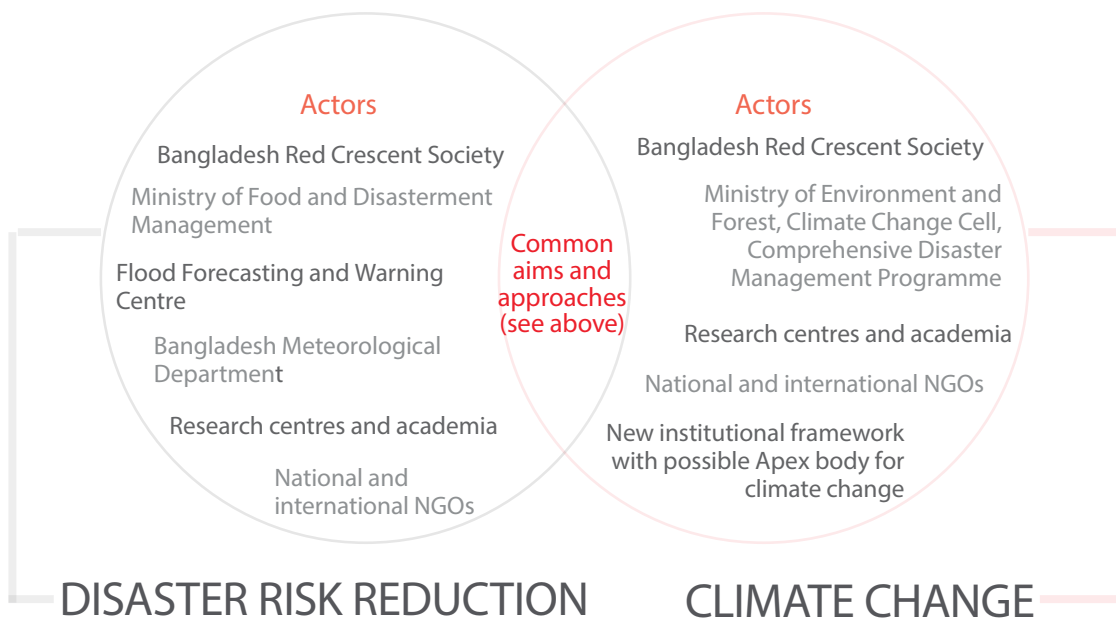
The increased frequency and severity of climatic events such as flooding, cyclones and drought will not only lead to increased loss of lives, assets and livelihoods at household level, but is also likely to undermine macro- economic growth and set the country back in its food-security related efforts. The importance of climate change and a better understanding of its impact, therefore, were key considerations for us in the designing of BDRCS' disaster risk management strategy.

We are committed to establishing an appropriate mechanism to merge climate change and disaster risk reduction agendas in our disaster risk management activities. This broad programmatic niche of disaster risk management will help us to translate the hard science of predicting climate change into tangible, community-level actions that poor people can adapt in their lives to cope with increased natural hazards. Humanitarian actors are increasingly calling for creating a linkage between community-level

adaptation and disaster risk reduction efforts. This way climate change related losses can be reduced through a more widespread implementation of disaster risk management interventions, which in turn, will conserve financial and human resources and increase efficiencies more generally.³

Climate change and disaster risk reduction share common aims and approaches at BDRCS:

- ▶ Contribute to poverty reduction and sustainable development
- ▶ Reduce vulnerabilities to natural hazards and recognise that the poor are affected disproportionately by these hazards
- ▶ Mainstreaming goals by influencing policy, planning and implementation of 'development ministries' such as infrastructure, water, agriculture, energy and housing
- ▶ Recognise that vulnerability includes food and socio-economic insecurity
- ▶ Engage volunteers, units and local partners to implement at community-level
- ▶ Use common instruments including structural and non-structural adaptation and mitigation measures, insurance and targeted safety net programmes



- ▶ Emerging from historic disaster relief discipline
- ▶ Covers all kinds of hazards including human-induced ones
- ▶ Addresses immediate and medium-term risks
- ▶ Institutional and policy frameworks relatively well established, but pending legislation
- ▶ Strong political leverage and endorsement from government
- ▶ Limited funding support

- ▶ Limited to hydro-meteorological hazards
- ▶ Addresses medium- to long-term risks
- ▶ Nascent institutional and policy frameworks, requiring further consultation and review
- ▶ Strong and growing political profile and endorsed by government
- ▶ Has potential large-scale funding support

³ 3. Paul Edwards, Chief, Water and Sanitation, UNICEF, Apr 24, 2007, UNDP Policy Dialogue Series, 2007.

H2: BDRCS' DISASTER RISK MANAGEMENT FRAMEWORK

The framework has been developed through participatory exercises and a series of consultations with stakeholders. There are five key result-areas that are targeted using this framework, which we aim to achieve by 2020. A distinct synergy can be seen in our 2005-2008 development plan, 2012-2016 strategic plan, disaster risk management policy and disaster risk management strategy 2010-2020 – confirming that the result areas and objectives identified using the framework are closely aligned with the Red Cross Red Crescent Movement agenda.

Result Area 1

Professionalization of the DRM division, units, volunteers and other DRM system of BDRCS

Result Area 2

Capacity building of the students, community & local level institutions and other stakeholders of Disaster Risk Management Programme of BDRCS.

Result Area 3

Empowerment of students, vulnerable and at risk population in reducing their disaster risks

Result Area 4

Preparedness, response, tracing, family restoration and mitigation capability of BDRCS is enhanced and integrated during natural and human induced hazards, humanitarian crisis as well as Other Situation of Violence (OSV)

Result Area 5

Climate change and other hazard information is incorporated into development planning and decision-making of BDRCS and its stakeholders.

H2: PURPOSE OF DISASTER RISK MANAGEMENT STRATEGY

The purpose of the strategy is to streamline our activities in a way so that they become more relevant to the practical needs of the vulnerable people in Bangladesh. The strategy will facilitate us to assess the current status of our disaster management functions, to develop a vision for the next 5 to 10 years, and to identify objectives, impact areas and strategies to achieve those objectives. It is expected that the strategy will help us to minimise gaps between our expectations and our current capacity to a degree where we can handle disaster risk management activities independently and generate measurable positive impact for the vulnerable people.

H2: DRIVERS FOR DISASTER RISK MANAGEMENT STRATEGY

H3: GLOBAL SHAPERS

H4: MOVEMENT'S PRINCIPLES

The seven principles of the Red Cross Red Crescent Movement are a set of standards to be followed by all national societies. The existing gap between the principles and current practices were taken into serious consideration in the process of developing our disaster risk management strategy.

Seven principles of the Movement

- Humanity
- Independence
- Impartiality
- Neutrality
- Unity
- Voluntary Service
- Universality

H4: HYOGO FRAMEWORK FOR ACTION (HFA) AND POST-HYOGO AGENDA

The Hyogo Framework for Action (HFA) is an inter-governmental framework developed in 2005 under the ISDR framework that has been endorsed by the Federation's governing board. The HFA is, therefore, one of the key international drivers for our disaster risk management strategy. The framework has five key components:

- ▶ Ensuring that disaster risk reduction is a national and a local priority with a strong institutional basis for implementation
- ▶ Identifying, assessing and monitoring disaster risks and enhance early warning
- ▶ Using knowledge, innovation and education to build a culture of safety and resilience at all levels
- ▶ Reducing the underlying risk factors
- ▶ Strengthening disaster preparedness for effective response at all levels

The post-Hyogo agenda has the following key characteristics:

- ▶ Fosters accountability
- ▶ Enhances risk governance
- ▶ Addresses the underlying causes of increasing disaster losses and risks
- ▶ Continues vulnerability reduction
- ▶ Enhances resource mobilisation

H4: CODE OF CONDUCT(S)

'Principles of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programmes' helped us tremendously to shape the disaster risk management strategy, and set forth a set of the standards for us to achieve. These codes are:

1. The humanitarian imperative comes first.
2. Aid is given regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone.
3. Aid will not be used to further a particular political or religious standpoint.
4. We shall endeavour not to act as instruments of government foreign policy.
5. We shall respect culture and custom.
6. We shall attempt to build disaster response on local capacities.
7. Ways shall be found to involve program beneficiaries in the management of relief aid.
8. Relief aid must strive to reduce future vulnerabilities to disaster as well as meeting basic needs.
9. We hold ourselves accountable to both those we seek to assist and those from whom we accept resources.
10. In our information, publicity and advertising activities, we shall recognise disaster victims as dignified humans, not hopeless objects.



H4: GLOBAL IFRC STRATEGY 2020

IFRC's strategy 2020 is a key document that influenced the shaping of BDRCS' DRM strategy.

IFRC's strategy outlines three aims and three enabling actions to achieve the aims. These aims are:

1. To save lives, protect livelihoods, and strengthen recovery from disasters and crises by:
 - ▶ Preparing and responding to disasters and crises
 - ▶ Recovering from disasters and crises
 - ▶ Improving disaster management system
2. Enable healthy and safe living through:
 - ▶ Better health
 - ▶ Reducing disaster risk
 - ▶ Tackling climate change
3. Promote social inclusion and a culture of non-violence and peace by:
 - ▶ Promoting the practical application of the Movement's principles
 - ▶ Enabling better integration for disadvantaged people

The three enabling actions are:

1. Building strong National Red Cross and Red Crescent Societies which are well-functioning, engaging youth in action and committed to communities and volunteering
2. Pursuing humanitarian diplomacy to prevent and reduce vulnerability in a globalised world by maintaining auxiliary status (a specific and distinctive partnership between states and Red Cross Red Crescent national societies), advocating and communicating, cooperating and sharing resources
3. Function effectively as the International Federation of Red Cross and Red Crescent Societies by cooperating within the Movement, working together in partnerships and alliances, and acting as a well-functioning secretariat

H4: GLOBAL PLATFORM FOR DISASTER RISK REDUCTION

In 2006, the Under-Secretary General for Humanitarian Affairs launched a consultative process to identify practical ways of strengthening the ISDR system to support governments in meeting their commitments of implementing the HFA. As outlined in the UN Secretary-General's reports on the implementation of the ISDR, the main aims were to extend participation of governments

and organisations, raise the profile of disaster risk reduction, and construct a more coherent international effort to support national disaster risk reduction activities. A result of the consultations was the proposal to convene the global platform for disaster risk reduction as an expanded and reformed successor to the IATF/DR. The global platform was envisaged to serve as the primary multi stakeholder forum for raising awareness on disaster risk reduction, share experience and guide the ISDR system. Outcomes from this global platform will continue to drive our disaster risk management strategy.

H4: IFRC'S FRAMEWORK FOR COMMUNITY SAFETY AND RESILIENCE

In 2008, International Federation of Red Cross and Red Crescent Societies (IFRC) developed a framework for community safety and resilience to guide the Movement in becoming more systematic in what it does to ensure that the basic objectives of safety and resilience are being addressed. This framework also serves as a key driver for BDRCS' disaster risk management strategy 2010-2020, and is linked with IFRC's work with HFA and the Global Alliance on disaster risk reduction.

The framework has – three key elements: (1) Risk-informed humanitarian response, (2) country specific mitigation, prevention and adaptation activities, and (3) sector-based programming to build across the disaster management spectrum – and five cross-cutting components: (1) Risk assessment and identification and the establishment of community-based early warning and prediction, (2) community-based disaster preparedness, (3) advocacy, education and awareness raising, (4) a strong auxiliary relationship with local and national governments, and (5) partnerships with international, governmental, non-governmental and community based organisations.

H4: COMMON HUMANITARIAN STANDARDS (CHS)

While BDRCS is guided by Movement's principles, as part of the international humanitarian community we are also driven by humanitarian principles, standards and indicators. IFRC is members of Sphere community and Humanitarian Accountability Partnership, and is closely monitoring these platforms to build common humanitarian standards – which will steer our disaster risk management strategy 2010-2020.

H3: NATIONAL SHAPERS OF DISASTER RISK MANAGEMENT STRATEGY

H4: BDRCS STRATEGIC PLAN 2011-2015

BDRCS has become an important national actor in the field of disaster management, particularly with regard to floods and cyclones. Our growing experience has been well documented in recent evaluation exercises. In an effort to create a more integrated disaster management plan to effectively reach the most vulnerable, we undertook an extensive review and analysis of our current programmes. As a result, our five year strategic plan (2011-2015) has been developed, focusing on standardised systems, shared use of resources and an integrated approach to planning and service delivery. Based on an analysis of Bangladesh's current disaster and vulnerability situation, the main thrust areas of our Disaster Risk Management programme will focus on communities.

H4: BDRCS LEGAL BASE (PO-26)

The constitution of BDRCS is the key national driver to guide our disaster management strategy. The Statutes (PO 26) gives us the following mandates in order to implement humanitarian activities, which also enables us to work in the broader field of humanitarianism, disaster risk reduction and disaster management:

- ▶ Aid to the sick and wounded of the armed forces of Bangladesh
Prevention and alleviation of human suffering with complete impartiality
- ▶ The establishment and maintenance of peace among all nations
- ▶ Provision of relief for the mitigation of suffering
- ▶ Improvement of health, prevention of disease and mitigation
- ▶ Providing training in nursing and first aid
- ▶ Establishment and maintaining maternity and child-welfare institutions
- ▶ Organising the youth of the country as an effective limb of the Society
- ▶ Providing ambulance service
- ▶ Organising work-parties to provide comforts and garments for hospitals and health institutions
- ▶ International representation
- ▶ Other cognate matters

H4: NATIONAL SIXTH FIVE-YEAR PLAN

The plan identifies disaster risk reduction as a key priority area, emphasising that both urban resilience and rural risk reduction are equally important building blocks for sustainable development in Bangladesh. Development of the city atlas, disaster preparedness and disaster risk reduction received the highest policy priority in this plan. The document stresses that disaster risk reduction,

climate change adaptation and environmental management are all key enabling factors for sustainable economic growth in Bangladesh.

H4: STANDING ORDER ON DISASTER (SOD)

This is a key guideline from the government for disaster management in Bangladesh. The Standing Order outlines the roles and responsibilities of BDRCS, which is currently being reviewed. It is expected that the revised Standing Order will demand BDRCS to play a more progressive risk reduction role, which is why the document is one of the key influencers for our disaster risk management strategy

H4: DISASTER MANAGEMENT ACT 2012

After a long anticipated collective effort by the government and development and civil society actors to create a legislative tool under which disaster and emergency management will be undertaken, the Bangladesh Disaster Management Act was approved by the Parliament on September 2012. Following are the objectives of the Act which helped shape BDRCS' disaster risk management strategy:

- ▶ Significant reduction of the overall risks of disasters to an acceptable level with appropriate risk reduction interventions;
- ▶ Implementation of post disaster emergency response;
- ▶ Effective rehabilitation and recovery measures;
- ▶ Provision of emergency humanitarian assistance to the most vulnerable community people;
- ▶ Strengthening of institutional capacity for effective coordination of disaster management involving government and non-government organisations; and
- ▶ Establishing a disaster management system capable of dealing with all the hazards Bangladesh faces.

H4: BDRCS CYCLONE SHELTER AND KILLA MAINTENANCE AND MANAGEMENT POLICY:

BDRCS has recently developed a shelter maintenance and management policy for its 147 cyclone shelters in coastal belt, which has been reflected on during the development of the disaster risk management strategy.



THE DISASTER RISK MANAGEMENT STRATEGY





H2: VISION

We envision reduced impact of disasters on the most vulnerable people, made possible by harnessing the spirit of volunteerism

H2: MISSION

To strengthen BDRCS as an effective and efficient organisation in the field of disaster risk management in saving people's lives and livelihoods from disasters in this changing climate

H2: OBJECTIVE

To strengthen the capacity of BDRCS to reduce the loss of lives, livelihoods and wellbeing in recurrent disasters

H2: POSITION ON DISASTER RISK MANAGEMENT

In all of our disaster risk management activities at BDRCS, we are committed to:

- ▶ Uphold the seven principles of the Movement promote inclusiveness in terms of age, gender and diversity
- ▶ Serve the most vulnerable people in humanitarian crisis
- ▶ Ensure professionalism and integrity in our work

H2: STAKEHOLDERS

H3: DIRECT STAKEHOLDERS

Women headed families, widows, persons with disability, unaccompanied minors, elderly people who have no support, ultra-poor people, landless, marginalised people (due to political, social, religious and ethnic process), internally displaced people, victims of violence, pregnant and lactating mothers, distressed people and grass-root volunteers.

¹ 1. Watsan, Food, Income, Shelter, Health, Family Restoration, Human Rights, Accessibility, Mobility, Entertainment and Sports

H3: INDIRECT STAKEHOLDERS

Volunteers, staff, executive committee, life members, annual members, governing board, local government, community and political leaders, religious leaders, government, IFRC, ICRC, partner national societies, INGOs, NGOs, media, financial institutions, UN agencies, local associations and public clubs.

H2: BDRCS' STRATEGIC FRAMEWORK

H3: PROGRAMME OBJECTIVES, RESULTS AND STRATEGIES

H4: OBJECTIVES

- ▶ To respond timely and effectively by disseminating early warning and evacuating people at risk due to increasing cyclones and floods in Bangladesh
- ▶ To empower the communities and volunteers in reducing vulnerability of people to dynamic hazards in a changing climate
- ▶ To become more effective and efficient in responding to the emergency and humanitarian needs of the people in disasters
- ▶ To mainstream disaster risk reduction and climate change adaptation issues in core programmes of BDRCS through effective inter-departmental coordination

H4: RESULTS

H5: Disaster preparedness

- ▶ 100% of all the early warning equipment is found functional in selected hotspots during simulation exercises and actual responses
- ▶ At least 60% of the people in flood and cyclone areas are aware and can interpret the early warning signals
- ▶ People-oriented flood early warning system is established in some high risk areas
- ▶ The cyclone preparedness programme is expanded in other cyclone hotspots
- ▶ At least 10% of the targeted school children are trained in first aid and search-and-rescue and at least 75% of targeted communities are able to take disaster preparedness measures

H5: Response

- ▶ 60% of the communities have the capacity to rapidly respond during emergencies and disaster risk reduction activities
- ▶ 'Community disaster response volunteer' teams are officially reorganised as resources of BDRCS
- ▶ Emergency stocks are pre-positioned and functional
- ▶ Database of volunteers is in place and at least 50% of the volunteers are trained in first aid and Red Cross Red Crescent Movement
- ▶ Urban volunteers respond to 60% of the urban disaster onsets including industrial accidents and disasters caused by fire
- ▶ Community response volunteer-base is formed and functioning in districts
- ▶ 'National disaster response team' and NDWRT are formed and equipped for faster response
- ▶ Service providers at 40% of the maternal and child healthcare centres are turned into disaster nursing resources
- ▶ Support service is readily available for emergencies
- ▶ BDRCS's humanitarian response initiatives comply with 'Core Humanitarian Standard' protocols and standards

H5: Disaster risk reduction

- ▶ 'Vulnerability and capacity assessments' are regularly conducted in our working areas and findings are utilised in designing disaster risk reduction programmes and projects
- ▶ Humanitarian diplomacy is increased by 20% from the 2014-baseline
- ▶ At least 60% of the disaster risk management volunteers are trained on restoration of family links and dead-body management by 2020
- ▶ Climate change and disaster risk reduction issues are incorporated into core programmes
- ▶ Knowledge management capacity of the disaster risk management division is enhanced

H5: Organisational development

- ▶ Inter-departmental coordination is established and strengthened
- ▶ Secretariat of disaster management working group is established and functional

H4: PROGRAMME STRATEGIES

- ▶ Strengthen capacity of volunteers in warning dissemination, evacuation and search-and-rescue in cyclone-prone areas
- ▶ Expand 'cyclone preparedness programme' in more areas
- ▶ Pilot and expand volunteer based flood preparedness in high risk flood-prone areas
- ▶ Empower the community in decision-making and programme-designing processes of response programmes
- ▶ Enhance external and internal coordination of BDRCS so that it becomes one of the leading organisations in disaster risk management
- ▶ Enhance effectiveness and efficiency of emergency response mechanisms for BDRCS following humanitarian principles and standards for faster service delivery including restoration of family link to people at risk
- ▶ Enhance disaster preparedness of schools
- ▶ Improve preparedness and resilience of vulnerable people to other situation of violence

H3: INSTITUTIONAL OBJECTIVES, RESULTS AND STRATEGIES

H4: OBJECTIVES

- ▶ To increase the capacity of disaster risk management division, including enhancement of skills of staff and volunteers, resource mobilisation, knowledge management, coordination and partnership by 2017
- ▶ To establish disaster risk management centre for effective coordination and implementation of relevant activities by 2020

H4: RESULTS

- ▶ All the necessary policy instruments, legal tools and guidelines for disaster risk management are developed and practiced
- ▶ Capacity of volunteers and staff is increased in the field of disaster risk management including climate change adaptation
- ▶ Volunteers management policy is developed and practiced
- ▶ A more dynamic and need based disaster risk management organogram is adopted and fully

functional

- ▶ Accountability, participation and transparency of BDRCS are ensured in all disaster risk management activities
- ▶ Specific job description and terms of reference for all staffs and volunteers are being used as key instruments for performance appraisal
- ▶ A knowledge management system for disaster risk management activities is established and functioning
- ▶ Consistent monitoring and evaluation standards are followed by the disaster risk management division
- ▶ Secretariat for disaster management working group is established with a clear terms of reference
- ▶ Community based disaster risk reduction approach is integrated into other disaster risk management projects and programmes
- ▶ Effective exit strategy for projects and programmes are developed and practiced
- ▶ A disaster risk management centre is established in the headquarters and is operational by 2017
- ▶ Effective working relationship is established with all relevant partners
- ▶ Shelter maintenance and management policy is revised and functional

H3: INSTITUTIONAL STRATEGIES

- ▶ Build capacity of volunteers and staff to meet required competencies for disaster risk management activities
- ▶ Advocate for internal buy-in to implement disaster risk management policy, strategy, organogram, job description and appraisal in disaster risk management division, volunteer policy, standard operating procedures and other guidelines and legal and policy instruments
- ▶ Establish knowledge management system in disaster risk management activities
- ▶ Establish a disaster risk management centre in the headquarters
- ▶ Establish partnership with the government, Red Cross Red Crescent Movement partners, UN agencies, INGOs, academic institutions, media, donors and other relevant entities



H3: RESOURCE OBJECTIVES, RESULTS AND STRATEGIES

H4: OBJECTIVES

To strengthen fund raising capacity and internal resource mobilisation for disaster risk management

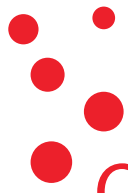
H4: RESULTS

Staff of disaster risk management division has the capacity to prepare proposals and reports (for appeals, disaster response emergency fund, and disaster management information systems) for fundraising and by 2020 they will have raised \$10 million.

Coordination and liaison with government and Red Cross Red Crescent Movement partners and donors increased and funding possibilities widened.

H3: RESOURCE STRATEGIES

- ▶ Enhance the fundraising capacity of disaster risk management and fundraising department
- ▶ Increase visibility of BDRCS' disaster risk management capacity (including good governance, result management and reporting) to funding partners



OPERATIONAL GUIDELINE



H2: STRATEGIC GUIDELINES

H3: CAPACITY BUILDING

The Capacity Building is a core strategy for 2010-Capacity building is a core strategy for the 2010-2017 timeframe. BDRCS' capacity for fundraising, reporting, writing proposals, launching appeals, documentation, knowledge management, result based management and participatory monitoring and evaluation is identified as essential competency areas which need to be improved. Increasing capacity in the area of disaster risk reduction, climate change adaptation and resilience is critical since it consolidates and refreshes the existing capacity of disaster management.

The following operational tasks are keys to achieving increased capacity of BDRCS and its stakeholders:

- ▶ Building capacity of staff and volunteers (including units, programme volunteers, Red Crescent Youth, life members and members) to assume the responsibilities of disaster risk management with required competencies
- ▶ Strengthen capacity of volunteers in warning dissemination, evacuation and search-and-rescue in cyclone-prone areas
- ▶ Build capacity of disaster risk management and fundraising departments on writing proposals,

- ▶ launching appeals and writing reports for donors
- ▶ Build capacity of staff on knowledge management, result-based management, participatory monitoring and evaluation as critical project management skills

H4: EXPANSION AND SCALING GOOD PRACTICES

Expansion of cyclone preparedness programme (CPP) is of high priority on national disaster risk reduction agenda. CPP had expanded coverage in the past but most often in areas after they were hit by a disaster. For example, most CPP was last expanded in early 90s to cover areas affected by devastating cyclone in 1991. However, lesson from cyclone Sidr in 2007 suggested a new expansion strategy to address the need to consider proper risk assessment and scientific prediction of climate change. This means, CPP expansion should now look at geographical areas that might be affected by changed nature and pattern of cyclone brought about by climate change. The CPP mechanism needs to be expanded in Patuakhali, Bagerhat, Khulna and Satkhira districts and some isolated islands and hotspots across the coast, as the disasters caused by cyclones Sidr and Aila demonstrated a clear need of such expansion.

Past studies suggest that people in flood prone areas are well aware of flood preparedness and recovery measures as well as knowledge on what to do during a flood. However, various economic, social and cultural constraints limit their ability to implement the knowledge. One of the most important of these constraints is financial capacity. Therefore, BDRCS feels that the most effective way to help people in



preparing for, coping with and adapting to floods is by ensuring the security of their livelihoods. BDRCC' flood programme has been working on this for long and plans to expand its activities further by drawing on past lessons. There is a need for piloting a flood preparedness programme which would include: risk-based early warning system at community level, mobilise a mechanism to engage volunteers in reducing loss of lives, and advocate flood risk reduction measures developed through participatory processes.

Based on the increasing demand for support to grow communities' resilience in flood and other disaster-prone areas, BDRCS' community based disaster risk reduction programme – in collaboration with CPP – has undertaken several initiatives including: livelihood skill development, raising awareness on water and sanitation, and basic shelter support to strengthen resilience of coastal communities.

While thorough micro-seismic zoning is underway by the government, most disaster professionals agree that high population density, unsafe buildings and dense housing make cities in Dhaka, Chittagong and Sylhet districts most vulnerable to earthquakes. Building on past earthquake preparedness lessons, BDRCS plans to improve its current preparedness approach further and continue working in these areas.

Prospective preparedness approach will have five critical components: immediate first aid, post hospital care, psycho-social care, search-and-rescue and restoration of family linkage. Based on the assumption that earthquakes within the city will injure city dwellers, the first aid training will be extended to the surrounding areas of main cities. In order to make the approach operational, the existing training modules will be revised accordingly.

H4: EMPOWERMENT

Empowerment of the communities we work with and the volunteers is an important strategy of BDRCS' disaster risk management. This empowerment will not be limited to the mere participation in different project activities; rather, it will focus more on the area of decision-making in the design and implementation disaster risk reduction and disaster management projects and programmes. Frontline volunteers will be empowered in a way that they can envision themselves as future leaders in the area of disaster management of the country.

H4: ADVOCACY

Advocacy is one of the key strategies of BDRCS' disaster risk management. BDRCS will attempt to fully utilise its access to policy stakeholders to achieve a broader vision through an advocacy campaign, which is currently being developed for increased visibility and mainstreaming of the disaster risk management issues into national policy, plans and

programmes. Internal advocacy is also a necessity for BDRCS for approval and implementation of disaster risk management policy and strategy, human resources policy, volunteer policy, standard operating procedures, hazard specific contingency plans, and other guidelines and legal instruments.

H4: COORDINATION

The need for both internal and external coordination is critical for disaster risk management in BDRCS, as the organisation's visibility in disaster risk management and its advocacy campaigns will largely depend on the effective and efficient coordination role.

Examples of internal coordination includes: coordination with cyclone preparedness programme, district units, various departments, projects supported by partner national societies and donors, and the governing board.

Examples of external coordination includes: coordination with IFRC and partner national societies, the government and its comprehensive disaster management programme, NGOs, media and civil society. This coordination is important for creating synergies in our work with others in Bangladesh in saving the life and livelihoods in disasters.

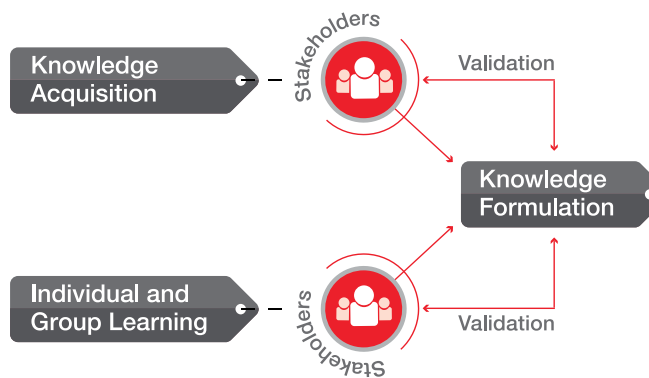
H4: PARTNERSHIP

Partnership with the government (in most cases, the Ministry of Food and Disaster Management, Ministry of Environment, Ministry of Agriculture, Ministry of Water Resources, Department of Public Health Engineering, Ministry of Home Affairs, Ministry of Health, City Corporations and Local Government Division, NGOs (Save the Children, Action Aid Bangladesh, Oxfam, CARE, World Vision and others), networking organisations (Nirapod and Disaster Forum), large scale national projects (such as comprehensive disaster management programme) and United Nations organisations (UNDP, WHO, UNICEF, WFP) is an essential strategy for a successful disaster risk management programme. BDRCS will develop these partnerships following a partnership policy and basing on relative advantages to be gained from partnering entity. These partnerships can be of various natures including, implementation partnership, strategic partnership or collaborative partnership, as well as public private partnership in line with the global platform of disaster risk reduction.

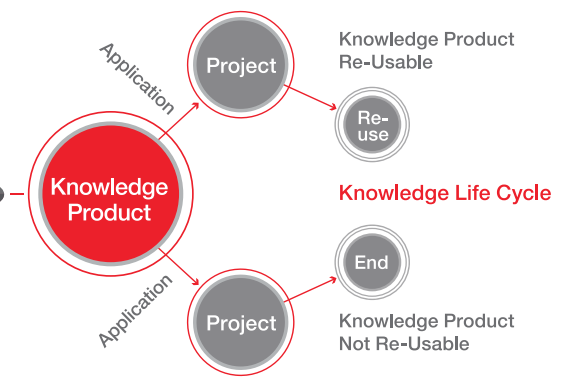
H4: LONG-TERM SUSTAINABILITY

BDRCS has successfully implemented many disaster related projects, delivering in its target areas with credibility within the disaster management community in Bangladesh. However, many of these projects are not sufficiently institutionalised within the government's mechanism except for cyclone preparedness programme. In order for its efforts to

KNOWLEDGE PRODUCTION



KNOWLEDGE INTEGRATION



be sustainable, BDRCS must build upon the foundation of its past experiences, but seek new forms of integration across government ministries. This will ensure meaningful adoption of BDRCS’ disaster management and disaster risk reduction approaches across the country. Increased fiduciary risks may be associated with such new ways of working, but they can be minimised using appropriate mechanisms.

Although BDRCS has achieved a great deal to put disaster preparedness on the country’s agenda, challenges in establishing a comprehensive disaster risk management approach all over Bangladesh. The existing and future funding for BDRCS needs to be seen as a vehicle to reach a common agreement with the government and other relevant actors in Bangladesh. The progressive effort of various agencies needs to be seen as complimentary to each other in sustaining the achievements of a project or programme. It is also important to bear in mind that the projects and programmes under BDRCS’ disaster risk management division during 2010-2017 are intended to build on the achievements, and learn from the lessons of the past, as part of a continuum.

H4: IMPROVING KNOWLEDGE MANAGEMENT

There are two purposes for establishing a knowledge management system – first, to document and share BDRCS’ lessons with other stakeholders in Bangladesh and beyond; second, to play a facilitating role to meet the current knowledge management gap in disaster risk reduction in Bangladesh. To fulfil these purposes, the first task is to establish research and communications function within BDRCS. Gradually, within three years the

function can be expected to gather and document lessons from other actors involved in disaster risk reduction. Like IFRC, BDRCS will publish an annual report highlighting key lessons for disaster risk reduction, which can influence and guide relevant policies and processes.

BDRCS’ past works provided lessons and a basis for knowledge management approaches. Looking forward BDRCS will identify potential knowledge management entry points and outline possible products and services.

Development of an infrastructure for information sharing will begin under the disaster risk management division and gradually be integrated into the central information and communications unit as the current infrastructure is insufficient for effective knowledge sharing. A -tailored approach with a knowledge sharing ‘people’ network is needed to support the capacity building and learning objectives.

BDRCS aims to enhance coordination in the following areas: its disaster risk reduction works, learning and institutional capacity building objectives, and transitioning these services to headquarters and units over the lifetime of the disaster risk management strategy.

This coordination will pay off in terms of opportunities for enhanced stakeholder synergies, inter-ministerial and stakeholder coordination, policy coherence, advocacy and capacity building especially in employing KM approaches and knowledge networking.

The premise for developing a knowledge management strategy is that knowledge usage has a life cycle, as illustrated in the in figure below. With its broad reach of partners, expansive expertise and issue coverage and depth of experience and skills, BDRCS is poised to offer the promise of decentralised work areas. However, linking these dimensions requires

strategy and resources. Global experiences show that establishing a knowledge-sharing culture and knowledge network requires ongoing commitment, persistence, proper sponsorship and significantly, operational drivers.

To make knowledge management approaches operational, BDRCS will be supplying inputs to support knowledge sharing linkages and generating relevant content for a knowledge base. Adding to these inputs, knowledge products and services provided by the Ministry of Food and Disaster Management will also be linked to BDRCS' knowledge management strategy to improve the overall practice of disaster risk reduction in Bangladesh. BDRCS will collaborate with national and international universities for research, fellowship and projects implementation in the area of knowledge management.

H4: NEW INITIATIVES

Specific research projects and pilot interventions targeting disadvantaged groups will compliment and extend the work of community based risk reduction programme or vulnerability-to-resilience or climate change adaptation programmes, thus placing more emphasis on addressing risks posed to livelihoods including micro credit systems.

Information databases including a knowledge network will increase the level of information sharing across major stakeholder groups and thus create more uniformed understanding and approaches. A more consolidated focus to achieve the mainstreaming of disaster management and climate change adaptation in BDRCS and within large scale development planning frameworks will increase BDRCS' chances of achieving the paradigm shift toward a holistic disaster risk management culture. For this, BDRCS will work closely with the Ministry of Food and Disaster Management, Ministry of Health, and Ministry of Agriculture for mainstreaming advocacy.

A few other new initiatives include:

- ▶ Media partnership to highlight disaster risk management issues
- ▶ Beneficiary communication in all disaster risk management Work
- ▶ Humanitarian principles and standards (to adhere to Common Humanitarian Standards)

H3: STRATEGIC GUIDELINE FOR PROGRAMMES

H4: PROGRAMME STRATEGY STATEMENT – 1

Deepen and expand community and volunteer based early warning dissemination systems in cyclone and flood hot spots.

H5: Specification of the strategy

- ▶ Strengthen volunteers' capacity for early warning dissemination in flood and cyclone-prone areas
- ▶ Strengthen volunteers' capacity for evacuation and search-and-rescue in flood and cyclone prone areas
- ▶ Expand cyclone preparedness programme operated areas in other cyclone and tidal surge hotspots (based on SIDR and AILA experiences)
- ▶ Pilot and scale community based flood warning in flood prone areas

H5: Implementation process

- ▶ Assess needs of early warning equipment based on dynamic context of climate change and nation's expectation from cyclone preparedness programme
- ▶ Upgrade and maintain early warning equipment by regular simulation exercises
- ▶ Provide training, simulation, and orientation on community based early warning dissemination system in flood and cyclone prone areas
- ▶ Expand cyclone preparedness programme to other vulnerable hotspots

H5: Implementation responsibilities

Through cyclone preparedness programme, disaster risk management division, relevant BDRCS units, community trainers and leaders, students, volunteers, religious leaders, local business and other community based organisations, and youth clubs

H5: Time frame

25% of this strategy is scheduled to be implemented by 2015, and the remaining by 2020.

H4: PROGRAMME STRATEGY STATEMENT – 2

Empower communities by engaging them in decision-making and programme-designing processes of the response programme.

H5: Specification of the strategy

- ▶ Revisit 'vulnerability and capacity assessment' methodology in the context of climate change
- ▶ Training-of-trainers to conduct revised and improved 'vulnerability and capacity assessment' methodology
- ▶ Enhance community-led processes in designing programmes
- ▶ Implement disaster risk management (disaster risk reduction, climate change adaptation and disaster management) projects
- ▶ Engage and scale sub-district- and union-based schools, colleges Red Crescent Youth in disaster risk management programmes

H5: Implementation process

- ▶ Activate community organisations
- ▶ Capacitate communities for rapid response
- ▶ Revisit existing vulnerability and capacity assessment methodology to incorporate climate change
- ▶ Implement vulnerability and capacity assessment methodology in community based programmes
- ▶ Ensure community ownership by engaging them in designing of programmes, projects and relief packages
- ▶ Facilitate discussions and exercises for gender and social inclusion
- ▶ Engage local Red Crescent Youth support in training, assessment and implementation role

H5: Implementation responsibilities

- ▶ Community committee and members
- ▶ Community volunteers
- ▶ Disaster risk management division and training department of BDRCS
- ▶ BDRCS units and local volunteers

H5: Time frame

Vulnerability and capacity assessment methodology is scheduled to be revised by 2012, training-of-trainers on the methodology by 2013; implement the methodology by 2013-2020; implement of programme and include gender and diversity aspects by 2017.

H4: PROGRAMME STRATEGY STATEMENT – 3

Ensure improvement of BDRCS' disaster risk reduction, disaster response and climate change adaptation programmes and internal and external coordination to become a leading organisation in disaster risk management.

H5: Specification of the strategy

- ▶ Improve and consolidate existing disaster risk management programmes
- ▶ Enhance coordination with internal and external stakeholders in disaster risk management
- ▶ Enhance knowledge management practices in BDRCS
- ▶ Enhance disaster preparedness of schools
- ▶ Improve communities' preparedness and resilience to other situation of violence

H5: Implementation process

- ▶ Ensure internal coordination within departments and programmes
- ▶ Coordinate and network with stakeholders
- ▶ Conduct advocacy campaigns with GoB, INGOs, NGOs and other stakeholders
- ▶ Arrange meetings, seminars and workshops
- ▶ Improve knowledge management for disaster risk reduction, disaster management and climate change adaptation in BDRCS
- ▶ Formulate and implement volunteer policy
- ▶ Integrate tracing and family restoration processes into all programmes of disaster risk management
- ▶ Expand co-curriculum activities in 50% of schools in disaster risk management programme areas
- ▶ Develop a programme and implementation strategy for other situations of violence

H5: Implementation responsibilities

- ▶ Disaster risk management division with support from other departments
- ▶ Secretariat for disaster management working group in BDRCS headquarters
- ▶ Youth and volunteers department

H5: Time frame

20% of the strategy is scheduled to be implemented by 2010-2013, and the remaining by 2020

H4: PROGRAMME STRATEGY STATEMENT – 4

Enhance effectiveness and efficiency of emergency response mechanisms for BDRCS, following humanitarian principles and standards for faster delivery of response services including restoration of family link and to people at risk.

H5: Specification of the strategy

- ▶ Enhance the capacity of emergency response system and procedures of BDRCS
- ▶ Enhance the capacity of volunteers and BDRCS in activities related to restoring family link
- ▶ Liaison with government, Red Cross Red Crescent Movement partners and other stakeholders to provide 'restoring family link' services of enhanced quality
- ▶ Implement district and community based urban

- ▶ disaster programmes
- ▶ Institutionalise response teams
- ▶ Develop and practice beneficiary communication strategy in humanitarian response and recovery
- ▶ Practice Common Humanitarian Standards in all humanitarian works

H5: Implementation process

- ▶ Develop comprehensive contingency plan for headquarters, units and communities for each major hazards
- ▶ Develop donor commitment system for emergency
- ▶ Operationalise national disaster response team, urban disaster response team and community disaster response team with standard operating procedures
- ▶ Enhance support for volunteers' disaster assessment and programme implementation
- ▶ Provide training and other capacity building support to volunteers and units including logistics and equipment for emergency response and tracing functions
- ▶ Ensure availability of adequate warehouse and transport facilities with standardised systems and procedures
- ▶ Ensure buffer stocks are in place at all strategic locations based on past disaster trends
- ▶ Build capacity of rural and urban volunteers and BDRCS staff on Common Humanitarian Standards and beneficiary communication in emergency response

H5: Implementation responsibilities

- ▶ Disaster risk management division, relief and tracing section, training division, volunteer unit
- ▶ Resilience department, innovative demand based projects and departments such as humanitarian response, cyclone preparedness programme, tracing and training

H5: Time frame

The implementation timeframe of this strategy is 2010-2020.

H4: PROGRAMME STRATEGY STATEMENT – 5

Increase capacity of volunteers, units and disaster risk management division in saving livelihoods of people in disaster or at risk.

H5: Specification of the strategy

- ▶ Enhance the early warning dissemination capacity in a way that it can help people save their livelihoods
- ▶ Promotion of livelihood diversification in the areas where we work in light of livelihood risk caused by susceptible hazards in a dynamic climate change context

- ▶ Promotion of relatively risk free alternative livelihood or resilient livelihood for people at risk through preparedness, recovery and response functions of DRM division

H5: Implementation process

- ▶ Introduce livelihood aspects in all community based projects baseline study
- ▶ Introduce livelihood option for river bank eroded people in DRM policy
- ▶ Incorporate livelihood vulnerabilities in VCA methodologies
- ▶ Scale up CEP program in a way that it can help the at risk people in promoting livelihood diversification and basic well-being resilient to hazards.
- ▶ Develop and implement required policy and guidelines for incorporating livelihood risk in DRM functions

H5: Implementation responsibilities

Disaster risk management division, CEP unit, and health division

H5: Time frame

The implementation timeframe of this strategy is 2010-2020.

H3: INSTITUTIONAL STRATEGIES

H4: INSTITUTIONAL STRATEGY STATEMENT – 1

Build capacity of volunteers and staff to meet the required competencies for disaster risk management.

H5: Specification of the strategy

- ▶ Build capacity of volunteers (of cyclone preparedness programme, units and local communities)
- ▶ Build capacity of BDRCS staff and senior management
- ▶ Establish planning, monitoring, evaluation and reporting cell within BDRCS to support disaster risk management division
- ▶ Scale up implementation and provide management support volunteers and staff on activity base

H5: Implementation process

- ▶ Assess training needs for volunteers and staff
- ▶ Develop a plan for disaster risk management staff
- ▶ Update the roles and responsibilities of volunteers with required competencies
- ▶ Develop curriculum and modules based on needs assessed
- ▶ Conduct continuous assessment of capacity in

- relation to competencies
- ▶ Establish planning, monitoring, evaluation and reporting cell
- ▶ Establish management information functions within planning, monitoring, evaluation and reporting cell

H5: Implementation Responsibilities

Disaster risk management division, human resources, volunteer department, units, organisational development and other relevant departments

H5: Time frame

50% of the strategy is scheduled to be implemented by 2015; the rest by 2020.

H4: INSTITUTIONAL STRATEGY STATEMENT – 2

Advocate change in BDRCS' disaster risk management functions and national disaster management systems and procedures.

H5: Specification of the strategy

- ▶ Internal advocacy for approval and implementation of relevant disaster risk management policy, strategies, guidelines and tools
- ▶ Advocacy with others for better coordination, national scale synergies and better policy environment for effective and efficient disaster risk management in Bangladesh

H5: Implementation process

- ▶ Develop and endorse relevant disaster risk management policy, strategy, shelter maintenance and management policy, human resources policy, volunteer Policy, standard operating procedure, contingency plans and other guidelines for standardised disaster risk management functions
- ▶ Monitor implementation of policies, strategies, plans and guidelines
- ▶ Develop and implement national advocacy strategy for visibility and better policy environment for BDRCS' volunteers
- ▶ Establish a functional disaster risk management division with an organogram, job description and appraisal system for its staff
- ▶ Provide the board with updates on and get endorsement for expected accountability framework required for disaster risk management functions
- ▶ Introduce e-governance in all of the disaster risk management activities
- ▶ Establish strong liaison and coordination with IFRC
- ▶ Engage partner national societies to monitor implementation progress and develop innovative projects

H5: Implementation responsibilities

Board of governance, disaster risk management division, human resources division, CPPIB, disaster management working group Bangladesh

H5: Time frame

The timeframe for implementing this strategy is January 2010- June 2014; and follow up on the implementation is scheduled from July 2014 to 2020.

H4: INSTITUTIONAL STRATEGY STATEMENT – 3

Establish knowledge management system in disaster risk management functions of BDRCS

H5: Specification of the strategy

- ▶ Establish a knowledge management system in disaster risk management division
- ▶ Capacity building of disaster risk management division on knowledge management
- ▶ Practice knowledge management in disaster risk management functions
- ▶ Advanced training at home and abroad for disaster risk management officials
- ▶ Disaster risk management knowledge management and information dissemination

H5: Implementation process

- ▶ Take stock of good practices and lessons from past experiences
- ▶ Deploy knowledge management expertise in disaster risk management division
- ▶ Build capacity of disaster risk management staff on knowledge management
- ▶ Allocate appropriate resources for knowledge management
- ▶ Arrange for electronic and print media interaction, seminars, /talk shows for public awareness and information dissemination
- ▶ Practice web and physical infrastructure based knowledge management in disaster risk management functions of BDRCS
- ▶ Monitor progress and strategic support for knowledge management

H5: Implementation responsibilities

Secretary General, Deputy Secretary General, disaster risk management division, human resources division, IT section

H5: Time frame

The system is scheduled to be established by 2014

H4: INSTITUTIONAL STRATEGY STATEMENT – 4

Enhance partnership with the government, Red

Cross Red Crescent Movement partners, UN agencies, INGOs, civil society, academic institutions, media, donors and other relevant entities

H5: Specification of the strategy

- ▶ Enhance collaboration with partners in various capacity
- ▶ Enhance effective communication with other agencies

H5: Implementation process

- ▶ Develop partnership policy and strategy
- ▶ Conduct institutional mapping and communication strategy for enhanced partnership
- ▶ Integrate other agencies' good practices in BDRCS work
- ▶ Share BDRCS' good practices with others
- ▶ Increase collaboration with partners and programmes
- ▶ Contribute to disaster risk management initiatives of the government, INGOs and civil society
- ▶ Encourage contribution of others to BDRCS disaster risk management activities
- ▶ Establish communication with industrial and business sectors for partnership

H5: Implementation responsibilities

Secretary General, Deputy Secretary General, disaster risk management division

H5: Time frame

The implementation timeframe of this strategy is 2010-2020.

H4: INSTITUTIONAL STRATEGY STATEMENT – 5

Establish a disaster risk management centre in BDRCS headquarters

H5: Specification of the strategy

- ▶ Increase collaboration partnership with others in different capacity
- ▶ Enhance effective communication with other agencies

H5: Implementation process

- ▶ Endorse the concept of a disaster risk management centre by the governing board
- ▶ Mobilise resources to establish centre
- ▶ Endorse the architectural, physical and structural design of the centre
- ▶ Develop and implement a work schedule for implementing the design of the centre
- ▶ Monitor the progress of the centre
- ▶ Undertake the construction work through a steering committee
- ▶ Ensure a fire fighting system and an air-conditioned office with necessary equipment and interior

accessories

- ▶ Ensure furniture is conducive to a healthy work environment and resilient to shocks of flood, rain, earthquake and fire hazards

Implementation responsibilities

Secretary General, Deputy Secretary General, disaster risk management division

Time frame

This strategy is scheduled to be implemented between 2014 and 2020

H3: RESOURCE STRATEGIES

H4: RESOURCE STRATEGY STATEMENT – 1

Enhance the fund raising capacity of disaster risk management division and fundraising departments.

H5: Specification of the strategy

- ▶ Ensure effective coordination between the disaster risk management division and fundraising department
- ▶ Enhance capacity and motivation of disaster risk management division and fundraising department on project proposal writing, project designing, and formats for different donors and reporting capacity

H5: Implementation process

- ▶ Develop a fund raising sub-working group under the disaster management working group of Bangladesh for fundraising, representing disaster risk management division, human resources, finance and fundraising department
- ▶ Develop a terms of reference for the sub-group for efficient engagement in fundraising efforts
- ▶ Develop an inventory of existing and potential donors for disaster risk management functions
- ▶ Increase knowledge and skills on requirements of different donors and their result frameworks
- ▶ Develop skills on writing proposals, designing projects, developing result framework and reporting to donors
- ▶ Develop policy and plans to motivate financial and banking sectors to contribute

H5: Implementation responsibilities

Secretary General, Deputy Secretary General, disaster risk management division, fundraising department

H5: Time frame

Capacity is scheduled to be enhanced by 2014; significant evolution to be seen by 2017, and scaled up by 2020.

H4: RESOURCE STRATEGY STATEMENT – 2

Increase visibility of BDRCS' disaster risk management capacity (including good governance, result management and reporting) to funding partners.

H5: Specification of the strategy

- ▶ Enhance communication with existing and potential donors
- ▶ Increase visibility of BDRCS to the external stakeholders

H5: Implementation process

- ▶ Develop a communication strategy for existing donors
- ▶ Communicate good practices of BDRCS
- ▶ Encourage and invite current and potential donors to visit BDRCS activities
- ▶ Ensure donors' easy access to BDRCS knowledge products and e-governance facilities
- ▶ Increase visibility of BDRCS' work to other stakeholders
- ▶ Build trust of donors regarding effective and efficient use of fund

H5: Implementation responsibilities

Chairman, Secretary General, Deputy Secretary General, disaster risk management division, communication department

H5: Time frame

This strategy is scheduled to be implemented by 2020.

H2: MONITORING AND EVALUATION

The disaster risk management strategy will monitor and evaluate its progress as per the following schedule:

Progresses will be monitored quarterly by disaster management working group of Bangladesh, while periodic reviews will be done annually by disaster management working group of Bangladesh, with a focus on specific objectives and their results.

Mid-term evaluation will be conducted in June 2015 by independent professionals and final evaluation in November 2020 by independent professionals. These evaluations will focus on vision, mission, broader objectives, specific programme objectives, achievements and specific results based on disaster risk management framework.

The monitoring and evaluation should be done in a participatory and inclusive manner, enabling BDRCS' to also grow relevant capacity in the process.

The vision, mission and objectives are the keys to achieve through this strategy. Strategies are also dynamic, as reflected in the paper; developed based on current understanding and challenges that we face

H1: CONCLUSION

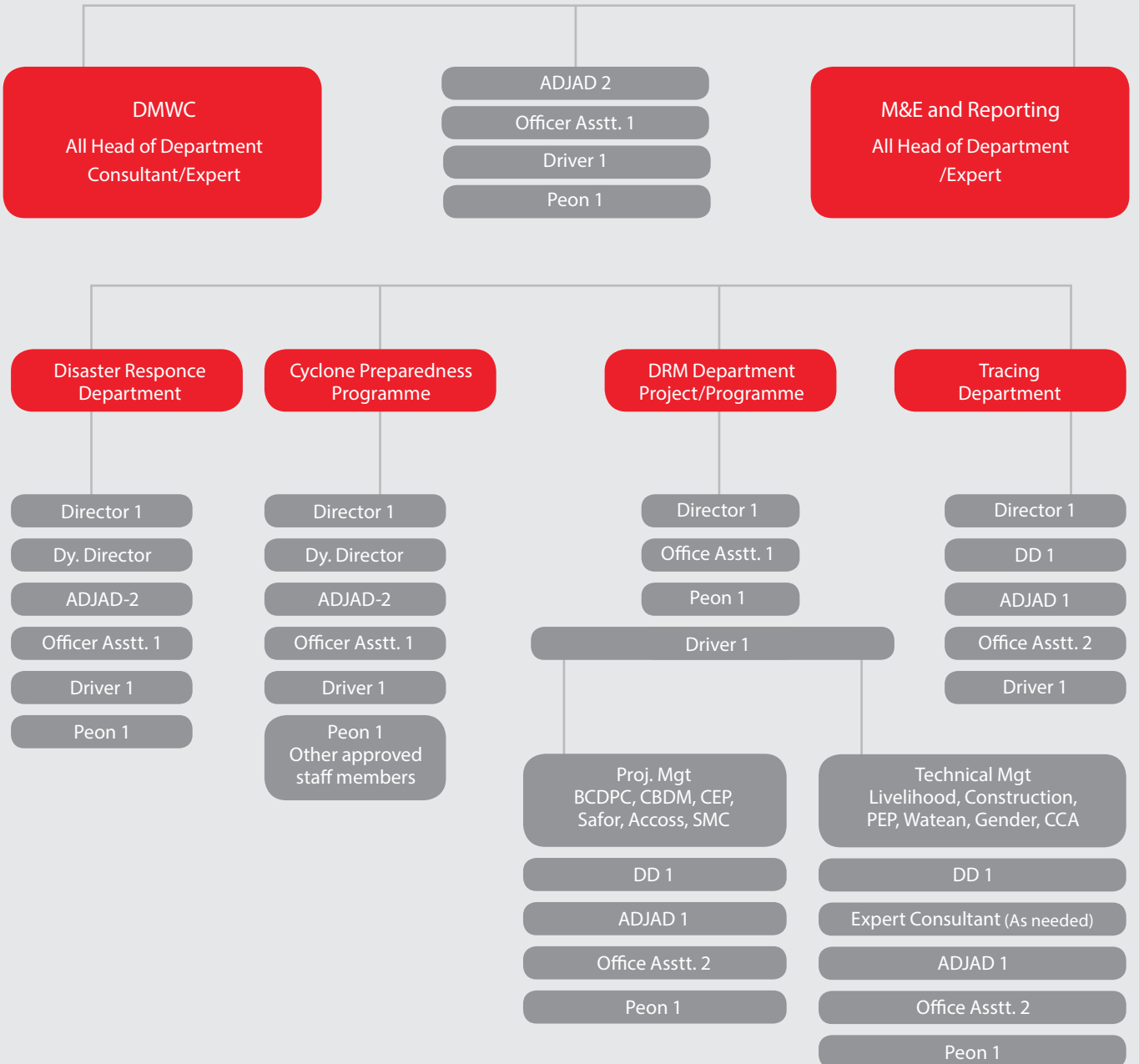
This disaster risk management strategy (2010-2020) is an updated version of 2010-2014 strategy. This is a dynamic strategy and could be further illustrated by any operational guidelines, plan of actions, advocacy and communication campaigns and project and programme design. This strategy will guide the disaster risk management functions in future towards the intended goal.

The strategies listed in this document are very dynamic, developed based on current understanding and challenges that we face. Therefore, new strategies could further be adopted based on changing reality in the overall working environment of the BDRCS and DRM in Bangladesh.

Overall, this strategy's vision, mission, objectives and BDRCS' governance are the keys to achieve the desired results. The success of the strategy will indeed depend on our political will, commitment, integrity and confidence of our stakeholders in our work.



DIVISIONAL CHIEF



GLOSSARY

DISASTER RISK MANAGEMENT

Anthropogenic hazards: Hazards created through the action of human activity (Baastel-ESL and Stakeholders)

Capacity building: Efforts aimed to develop human skills or societal infrastructures within a community or organization needed to reduce the level of risk. Capacity building also includes development of institutional, financial, political and other resources, such as technology at different levels and sectors of the society. (ISDR)

Capacity: Physical social, economic and institutional means as well as skilled personal or collective attributes such as leadership and management (ISDR)

Community Resilience: The ability of a community to cope with the effects of a hazardous event through appropriate prevention, mitigation, preparedness, response and recovery mechanisms (adapted from WCDR)

Comprehensive Disaster Management (CDM): Comprehensive Disaster Management which includes attention to all aspects of the Disaster Management-prevention, mitigation, preparedness and response, recovery and rehabilitation (CDERA). It includes emphasis on reducing risk. This nomenclature is the term that reflects the global trend in the discipline for increased focus on risk management and the intense desire among disaster management Stakeholders in Asia to accelerate initiatives in promoting disaster loss reduction.

Coping Capacity: The means by which people or organizations use available resources and abilities to face adverse consequences that could lead to a disaster. In general, this involves managing resources, both in normal times as well as during crises or adverse conditions. The strengthening of coping capacities usually builds resilience to withstand the effects of natural and human-induced hazards (ISDR)

Disaster Management: The organization and management of resources and responsibilities for dealing with humanitarian aspects of emergencies, in particular preparedness, response and recovery in order to lessen the impact of disasters.

Disaster Mitigation: Structural and non-structural measures undertaken to limit the adverse impact of natural hazards, environmental degradation and technological hazards.

Disaster Preparedness: The readiness of communities

and institutions to predict, and where possible, prevent disasters, reduce their impact as well as respond to and cope with their consequences.

Disaster Relief: The provision of assistance during or immediately after a disaster to meet the life preservation and basic subsistence needs of those people affected.

Disaster Response: The provision of disaster response assistance to meet the needs of those people affected by disasters.

Disaster Risk Management (DRM): The systematic process of using administrative decisions, organization, operational skills and capacities to implement policies, strategies and coping capacities of the society and communities to lessen the impacts of natural hazards and related environmental and technological disasters. This comprises all forms of activities, including structural and nonstructural measures to avoid (prevention) or to limit (mitigation and preparedness) adverse effects of hazards. (ISDR)

Disaster Risk Reduction (DRR): The conceptual framework of elements considered with the possibilities to minimize vulnerabilities and disaster risks throughout a society, to avoid (prevention) or to limit (mitigation and preparedness) the adverse impacts of hazards, within the broad context of sustainable development. DRR involves:

- Application of measures including environmental management, land-use and urban planning, protection of critical facilities, application of science and technology, partnership and networking, and financial instruments;
- Early warning systems including forecasting, dissemination of warnings, preparedness measures and reaction capacities (ISDR)
- Knowledge development including education, training, research and information;
- Public commitment and institutional frameworks, including organizational, policy, legislation and community action;
- Risk awareness and assessment including hazard analysis and vulnerability/capacity analysis;

Early Warning: The provision of the means by which people or organizations, use available resources and

abilities to face adverse consequences that could lead to a disaster. In general, this involves managing resources, both in normal times as well as during crises or adverse conditions. The strengthening of coping capacities usually builds resilience to withstand the effects of natural and human-induced hazards (ISDR)

Mainstreaming: Making Comprehensive Disaster management an integral dimension of the policies and programmes in all political, economic and societal spheres (BCPR)

Preparedness: Activities and measures taken in advance to ensure effective response to the impact of hazards, including the issuance of timely and effective early warnings and the temporary evacuation of people and property from threatened locations (ISDR)

Prevention: Activities to provide outright avoidance of the adverse impact of hazards and means to minimize related environmental, technological and biological disasters. Depending on social and technical feasibility and cost/benefit considerations, investing in preventive measures is justified in areas frequently affected by disasters. In the context of public awareness and education, related to disaster risk reduction changing attitudes and behaviour contribute to promoting a "culture of prevention". (ISDR)

Recovery: actions taken after disasters to assist affected vulnerable communities and institutions to restore or improve their pre-disaster living conditions to a mutually agreed level.

Resilience: The capacity of a system, community or society potentially exposed to hazards to adapt, by resisting or changing in order to reach and maintain an acceptable level of functioning and structure. This is determined by the degree to which the social system is capable of organizing itself to increase its capacity for learning from past disasters for better future protection and to improve risk reduction measures. (ISDR)

Results Based Management: Rather than focusing programme/project management efforts on the

monitoring of inputs, activities and processes, an RBM approach concentrates on 'results' and places emphasis on the following dimensions: Defining realistic results based on appropriate analysis and context; Clearly identifying programme beneficiaries and designing programmes/projects that meet their needs and priorities; Using results information to make effective management decisions; Monitoring the progress made towards expected results with the use of appropriate indicators (Baastel)

Risk: The probability of harmful consequences, or expected losses (deaths, injuries, property, livelihoods, economic activity disrupted or environment damaged) resulting from interactions between natural or human-induced hazards and vulnerable conditions. Conventionally risk is expressed by the notation Risk = Hazards x Vulnerability. Some disciplines also include the concept of exposure to refer particularly to the physical aspects of vulnerability. Beyond expressing a possibility of physical harm, it is crucial to recognize that risks are inherent or can be created or exist within social systems. It is important to consider the social contexts in which risks occur and that people therefore do not necessarily share the same perceptions of risk and their underlying causes. (ISDR)

Vulnerability: the conditions determined by physical, social, economic and environmental factors or processes, which increase risk and susceptibility of people to the impact of hazards.

THE COX'S BAZAR DECLARATION

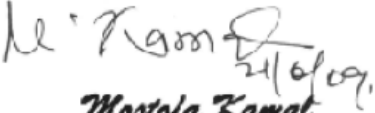


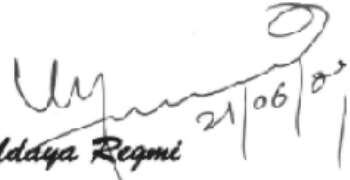
Cox's Bazar Declaration



21 June 2009

- We declare in Cox's Bazar today, 21st June 2009, that we will operate our activities as Disaster Risk Management Division.
- We also declare that we will work in the field of disaster risk reduction which includes Climate change issues in disaster management.
- The DRM division organogram that we have developed will be our key mechanism for successfully in implementing our disaster risk management activities.
- We would empower our primary stakeholders and facilitate so that they can lead the DRM Strategy implementation.
- We will empower the communities and volunteers in reducing vulnerabilities of people in a dynamic change environment
- We demonstrate our political will and professional commitment to implement the DRM Strategy 2010-2014.


 Mostofa Kamat
 Deputy Secretary General
 Bangladesh Red Crescent Society


 Udaya Regmi
 Head of Delegation
 International Federation
 Bangladesh Delegation

OUR RESILIENT FUTURE

DISASTER RISK MANAGEMENT STRATEGY 2010-2020