
Strategic Plan

2011 - 2015

16th April 2011

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1.0 Fundamental Principles

Humanity	<ul style="list-style-type: none">•The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.
Impartiality	<ul style="list-style-type: none">•It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.
Neutrality	<ul style="list-style-type: none">•In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.
Independence	<ul style="list-style-type: none">•The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.
Voluntary service	<ul style="list-style-type: none">•It is a voluntary relief movement not prompted in any manner by desire for gain.
Unity	<ul style="list-style-type: none">•There can be only one Red Cross or one Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.
Universality	<ul style="list-style-type: none">•The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

2.0 Background

National Society Profile: Maldivian Red Crescent

Formed on 16 August 2009, the Maldivian Red Crescent (MRC) celebrated its first anniversary in 2010. Since its formation, MRC has been working steadily towards establishing itself as a well functioning national society both locally and internationally through service delivery with integrated institutional development. During its first General Assembly, MRC adopted a two year *Interim Development Plan* the goal of which is to fulfil the 10 conditions for recognition by the International Committee of the Red Cross (ICRC) and simultaneously become a fully-fledged member of the International Federation by the time of its fourth General Assembly. MRC has been investing efforts to obtain this objective guided by the *Annual Plan 2010 – 2011* adopted at its Second General Assembly.

Guided by the International Federation's *Strategy 2020*, MRC's Strategic Plan 2011 – 2015 was adopted during its Third General Assembly. The plan encompasses disaster management, health and social care, youth and institutional development as the main strategic directions for the coming years.

To date MRC has established ten branches across the country and successfully rolled out service delivery initiatives in these branches. These include the Community Based Health and First Aid (CBHFA) programme and branch capacity building and community empowerment project with emphasis on women's empowerment which was funded by the Swiss Agency for Development and Cooperation through the Switzerland Embassy. A Canadian Red Cross bi-laterally funded programme on Community Based Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) and a project on Community Empowerment funded by the German Red Cross are currently ongoing. MRC also conducted two exposure visits in 2010 – to Nepal Red Cross Society and to Australian Red Cross - as part of the initiative to build on the experience and lessons learnt by sister National Societies.

Since its formation, MRC is gaining recognition by other sectors from the national level, down to the community level. It has worked quite effectively in promoting initial services through its trained volunteers in the branches, while at the same time building their capacity.

Country profile: Republic of Maldives

Maldives is unique in many ways; its surface is 99 per cent water, no land point is more than 2.4 metres above sea level, its population of 304,869¹ is spread over 200 inhabited islands – among some 1,190 in the archipelago – and 88 islands are exclusively for tourist resorts. The capital, Male', squeezes 35 per cent of the total population [approximately 107,000 people] into two square kilometres, making Maldives a country with one of the highest population densities in the world.

The geographical makeup of the country, with its scattered islands, has resulted in a wide and uneven distribution of population, with Male' being the only island with a population exceeding 10,000.

¹ Maldives Key Indicators 2008, Ministry of Planning and National Development, Statistics Section. Note: This is a 2007 projection. The official census carried out across all the 196 administrative islands, 88 resort islands and 34 industrial and other islands of the country in 2006 placed the figure at 298,968 (151,459 males and 147,509 females).

The island nation has a relatively high human development ranking, at 95 in the UN's human development index, 2009. Though the highly urbanized capital has easy access to a wide range of services, this is not the case for the entire country.

The health standard in Maldives is generally good and significant achievements have been made in controlling the spread of communicable diseases. According to the Ministry of Health and Family (MoHF), appropriate interventions and public health promotion activities need to be undertaken to maintain the low prevalence of disease.

Despite Maldives's relatively high human development index ranking, there remains a number of challenges – economic, environmental, health and social. Namely challenges that hinder implementation of decisions/actions in major issues, especially towards climate change, drug abuse and women empowerment.

Climate change poses the greatest long-term threat to the nation and its water security. Most of the worrying effects of climate change involve water. Low-lying states such as the Maldives are particularly vulnerable to effects caused by sea-level rise. Events caused due to rising sea levels and more intense tropical storms increases coastal erosion, loss/threat to property and pollution of groundwater which might lead to major problems related to health.

Along with this there is also the fear of another natural hazards like that of the Tsunami Maldives faced in December 2004. Recognizing these vulnerabilities, the government has formulated a Strategic National Action Plan (SNAP) for Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) which was launched by the Maldivian government in October 2009 - bringing together several stakeholders including MRC to identify the key issues, concerns, gaps and challenges in capacity building and mainstreaming of DRR and CCA, with a view of advancing, improving and mainstreaming efforts. MRC is also a member of the Disaster Management Steering Committee constituted by the National Disaster Management Council – in the Disaster Management Bill that is awaiting approval by the Parliament – which will be the national platform for disaster risk reduction and response.

Other implications Maldives face on the social front are due to the large and increasing income disparities over the past years – that favoured Male' when compared to the atolls – contributing to urban migration. This led to numerous social problems in the capital caused by congestion, with many being drug-related. In 2003, the Narcotics Control Board (NCB) conducted a rapid situation assessment of the drug scenario. Its findings showed that heroin and hashish were the most frequently used drugs. Drug-related ills, including gang violence, pose major social harmony and law enforcement challenges in the country.

Maldivian communities were first introduced to the work of the International Red Cross and Red Crescent Movement (RCRC) in the aftermath and recovery efforts of the Indian Ocean Tsunami of 2004 when the MRC did not exist. The activities of the well funded partner national societies (PNSs) that implemented programs in the Maldives were targeted for specific communities that were affected by the tsunami. As a result of their work, some awareness of the humanitarian values and principles of the movement exists in these communities but there is little to no awareness in communities they did not reach. Awareness of the RCRC movement and the MRC among the Maldivian general public especially in the island communities is still quite low.

Needs assessment

Through its Branch establishment plan, MRC has initiated implementation process of its first programme; Community Based Health and First Aid (CBHFA). One of the first tasks of the CBHFA programme is a community needs assessment. This assessment is carried out utilizing the Red Cross Red Crescent Vulnerability and Capacity Assessment (VCA) methodology.

MRC has conducted 9 VCAs in its different regions of Maldives where MRC Branches exist. This includes the two island communities under each branch, and thus totalling a total of 18 island communities spread evenly throughout the Maldives. As MRC establishes new branches and programmes are initiated in them, more assessments targeting new communities are done; thus completing a comprehensive need assessment of the whole country.

The completed assessments as well as assessments conducted previously by various outside organizations such as UNDP and IFRC during its disaster management programme, points towards certain vulnerabilities, capacities and needs of communities and are seen as guidance during the Strategic Planning process.

This includes:

- Improper disposal of solid waste leading to social, health and lifestyle related issues.
- Major social issues which range from substance abuse and violence to unavailability of employment opportunities.
- Health issues are identified in many situations, ranging from contaminated ground water, Maternal and Child Health, HIV/AIDS to pandemics and epidemics.
- Issues related to climate change such as erosion and sea surges.
- Absence of Disaster Management systems and response mechanism were also identified as a major issue

It must be noted that although the areas identified are categorized into these four broad themes, how the problems manifest in each individual community are as individual as the communities themselves. A specific intervention that might be effective for a community in the south of the country might not be immediately applicable to one from the north. It is this difference that makes the individual plans and feedback from individual units and branches all the more relevant to MRC as they would include effective means through which MRC should combat a certain issue in that particular unit's constituency.

3.0 Purpose

The main objective of the Strategic Planning Process was to identify the strategic issues that are related to MRC and to design strategies based on the issues identified through the VCAs that would facilitate MRC in providing relevant interventions to communities in order to overcome them. This would in turn assist in achieving MRC's objectives, mission and vision.

As a five year plan, the Strategic Plan acts as guidance document for the management and governance of MRC thereby enabling them to make more informed decisions on the overall direction of the National Society as MRC delivers its service. It also helps MRC to better manage resource

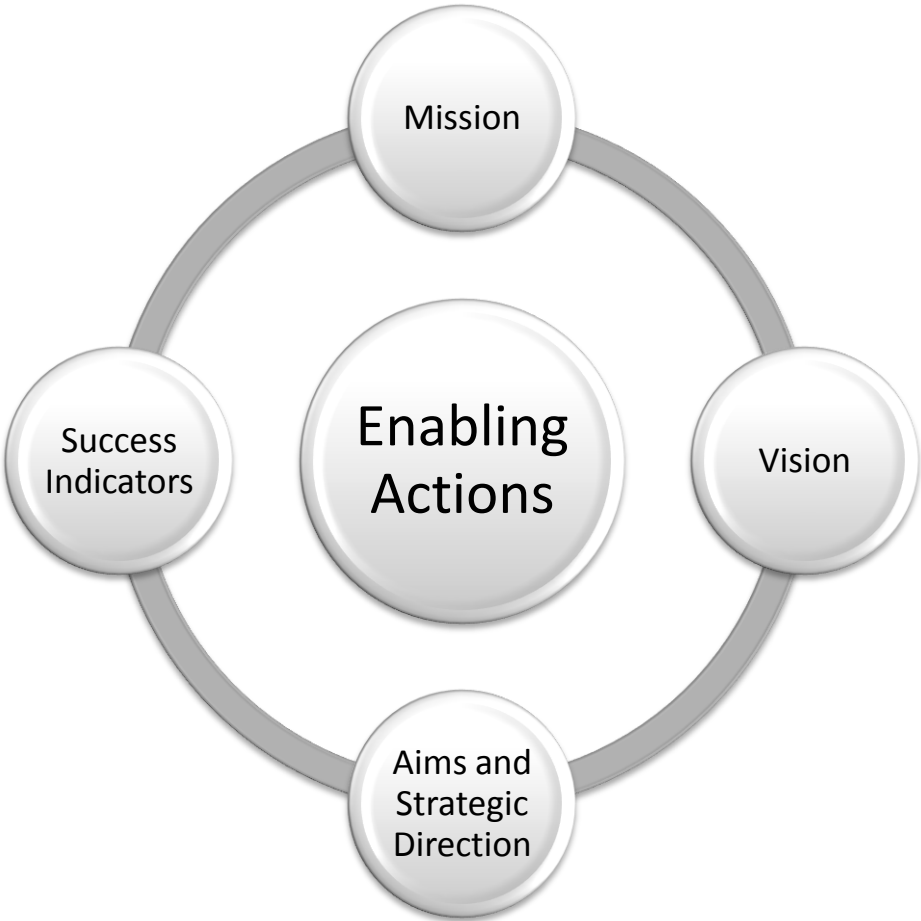
generation and allocation and paves way for the long term sustainability. The Strategic Plan contributes to improve MRCs relations with partners, donors and well wishers both from within the country and externally.

4.0 Planning process

The Strategic Planning process involves consultations with technical staff to set direction and recommendations. The process also involved the IFRC Maldives Delegation to ensure that drafted plan is in line with IFRC policies and strategies. MRC leadership were involved in provide guidance in setting the strategic direction, deciding on planning time frame (5 years), and major achievements to be expected.

Consultative meetings with branches, which were attended by the respective Branch and Unit Boards members were held to identify how the plans of the Units and Branches incorporate into the Strategic Plan. Once the final draft was completed, in April 2011, Strategic Plan 2011 – 2015 was submitted for adoption during MRC’s third General Assembly and passed duly.

5.0 Strategy 2015 Framework



6.0 Primary Objective, Mission and Vision

Mission: To volunteer, participate and partner in delivering humanitarian service to the most vulnerable

Vision: To be a model National Society contributing to overcome humanitarian challenges

Primary Objective: To prevent and alleviate suffering with complete impartiality, making no discrimination

7.0 Strategic Issues and Aims – Translating Challenges into Opportunities

The four issues identified below are the issues that MRC would focus on during the planning timeframe. The strategic aim defines what MRC strategy would be in each area to have a positive effect on the issues identified.

1. Disaster Management	
STRATEGIC ISSUE: Insufficient disaster management awareness, capacities, preparedness and emergency response mechanisms in communities	STRATEGIC AIM: Enhance local preparedness, response and recovery through community-based initiatives and advocacy
2. Health and Social Care	
STRATEGIC ISSUE: Insufficient knowledge, awareness and systems to address relevant health issues in communities	STRATEGIC AIM: Promote healthy living through community based initiatives
3. Youth	
STRATEGIC ISSUE: Insufficient knowledge, awareness and systems to address increasing youth related problems and issues in communities	STRATEGIC AIM: Mobilize youth as agents of change in addressing youth related issues
4. Organizational Development	
STRATEGIC ISSUE: Insufficient institutional structures, systems, skills and capacities in MRC as a developing national society	STRATEGIC AIM: Build a sustainable national society by enhancing institutional structures, systems, skills and capacities to deliver quality services

8.0 Strategic Directions

Within each of the identified four Strategic Aims, Maldivian Red Crescent will work to achieve specific strategic directions. The strategic direction assists Maldivian Red Crescent in

ensuring the timely achievement and prioritization of its annual work at all levels – from units to national level

a. Disaster Management

DM1: Organisational Preparedness and Response

- a. *Prepare and respond to local disasters*

DM2: DM Planning

- b. *Advocate and enable a better disaster management system*

DM3: Community Preparedness and Response

- c. *Influence positive actions towards disaster management in communities*
- d. *Prioritize waste management as a Disaster Risk Reduction approach*
- e. *Prioritize emerging issues such as climate change*
- f. *Promote women empowerment and gender issues in disasters Community Preparedness and Response*

b. Health and Social Care

HC1: Community Based Health and First Aid (CBHFA)

- a. *Support communities in areas such as substance abuse, sexual health, communicable diseases, lifestyle related diseases, nutrition and maternal and child health*

HC2: Social Care

- b. *Enable better personal and community health CBHFA*
- c. *Support health issues related to waste management CBHFA*

HC 3: Climate Related Health Issues

- d. *Prioritize emerging health issues due to climate change and urbanization*

c. Youth

Y1: Youth leadership and empowerment

- a. *Create opportunities for youth*
- b. *Create knowledge and awareness*
- c. *Advocate for youth by youth*
- d. *Promote women empowerment and gender issues within youth Youth leadership and empowerment*

Y2: Youth support system development

- e. *Enhance Social support systems for youth*

d. Organizational Development

OD 1. Leadership Development

- a. *Improve governance by maintaining interest and motivation through capacity building, orientation and diversifying their composition*

OD 2. Institutional Capacity Development and Branch Development

- b. *Provide relevant and timely support to units and branches*
- c. *Implement policies, procedures, systems and establish structures that facilitate timely achievement of MRC mission and objectives*
- d. *Develop and maintain relevant technical and professional capacity within MRC*

OD3: Volunteer and member development and mobilisation

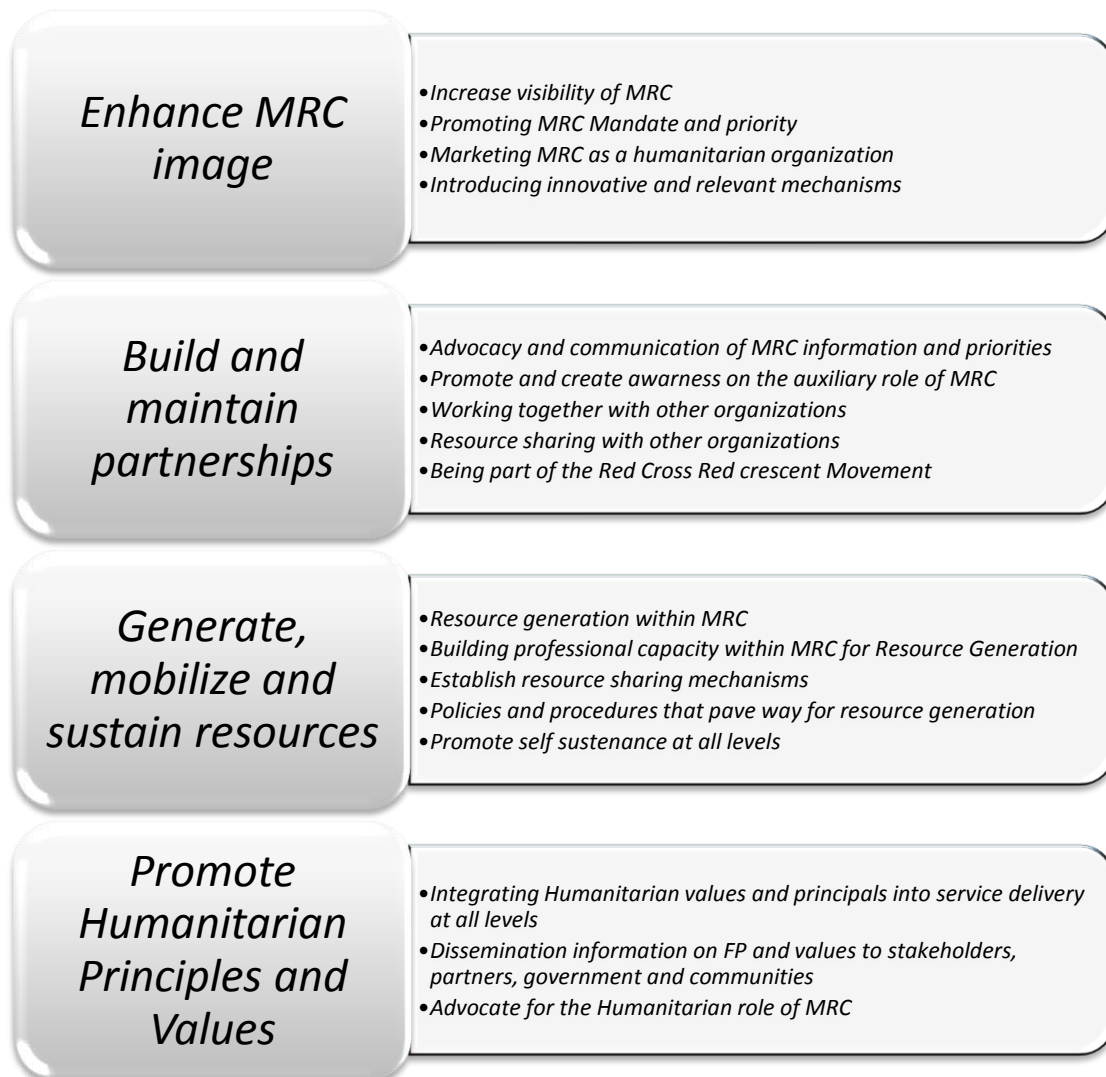
- e. *Effective membership management*
- f. *Increase volunteer participation and mobilization with effective volunteer management*

OD3: Knowledge Management, communication and PMER

- g. *Improve knowledge management, communication and reporting*
- h. *Promote integrated programming for effective implementation*
- i. *Develop resource generation strategies to sustain activities*
- j. *Increase capacity in promoting the Movement fundamental principles and humanitarian values in every aspect of its programming*

9.0 Enabling Actions

While developing MRC strategies, it was noted that certain elements needs to be in place that would pave way for achievement of set goals. The enabling actions identify these elements, which set the environment upon which the Strategies are built.



10.0 Implementation and Measuring Success

The credibility of the Strategic Plan depends on how successfully it is implemented. It is expected that the inclusive nature of the Plan by promoting and sharing it with Governance, Branches and volunteers created a sense of ownership, which in turn will create commitment to implement it.

Once the plan is adopted, mechanisms to measure the success of the plan will be devised. Such mechanisms will include proper communication campaigns to promote the plan, with stakeholder sensitization being done. The plan will also be made in the form of an operational plan, with responsibilities, time frames and required resources agreed for achieving set objectives and targets.

11.0 Strategic Plan Log Frame

Logframe Flow - Strategic Plan 2011 - 2015 (Maldivian Red Crescent) - DRAFT				
Vision	To be a model National Society contributing to overcome humanitarian challenges			
Mission	To volunteer, participate and partner in delivering humanitarian service to the most vulnerable			
Strategic Areas	STRATEGIC DIRECTIONS			
Strategic Aims	Disaster Management	Health and Social Care Care	Our Youth	Organisational Development
Expected Outcomes	<p>DM 1. Disaster Management Planning Increased awareness among communities about the local hazards, risks, capacities in order to undertake possible solutions</p> <p>DM 2. Organisational Preparedness and Response Improved capacity of Maldivian Red Crescent to mitigate and respond to possible disasters and risks by developing skilled human resources and capable branches and units.</p> <p>DM 3. Community Preparedness and Response (DRR and CCA) Increased community disaster preparedness, mitigation and response capability to render timely response service on their own</p>	<p>HC 1. Community Based Health and First Aid (CBHFA) Increased community health preparedness practises and health resilience in communities</p> <p>HC 2. Social Care Increased community health cohesion and awareness to tackle social issues in communities</p> <p>HC 3: Climate Related Health Issues Increased awareness and actions in communities towards climate related health issues and measures that can be taken</p>	<p>Y 1: Youth leadership and empowerment Increased empowered and proactive youth volunteers and members in MRC</p> <p>Y2: Youth support system development Improved access to social support systems by youth in Maldives by establishing/linking with networks and support groups</p>	<p>OD 1. Leadership Development Increased ability of governance and management to effectively lead the organization and its service delivery</p> <p>OD 2. Institutional Capacity Development and Branch Development Effective structures, systems and human resource in place to provide effective services to vulnerable people nationwide</p> <p>OD 3. Knowledge Management, communication and PMER Effective transfer of knowledge, reporting, monitoring in place and working</p>
Enabling Areas	ENABLING ACTIONS			
Actions to be taken	MRC Image	Build and maintain partnerships	Generate, mobilize and sustain resources	Promote Humanitarian Principles and Values
	Increase visibility of MRC	Advocacy and communication of MRC information and priorities	Resource generation within MRC	Integrating Humanitarian values and principals into service delivery at all levels
	Promoting MRC mandate and priority	Advocacy and communication of MRC information and priorities	Building professional capacity within MRC for Resource Generation	Dissemination information on FP and values to stakeholders, partners, government and communities
	Marketing MRC as a humanitarian organization	Working together with other organizations	Establish resource sharing mechanisms	Advocate for the Humanitarian role of MRC
	Marketing MRC as a humanitarian organization	Resource sharing with other organizations	Policies and procedures that pave way for resource generation	
	Introducing innovative and relevant mechanisms	Being part of the Red Cross Red crescent Movement	Promote self sustenance at all levels	