

# **Afghan Red Crescent Society**

## **Disaster Management**

### **Strategic Plan**



**2016-2020**



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## Abbreviation/ Acronyms:

RDRT	Regional Disaster Response Team
BDRT	Branch Disaster Response Team
ERU	Emergency Response Unit
DREF	Disaster Response Emergency Fund
DRUs	Disaster Response Unit
NDRT	National Disaster Response Team
NDMC	National Disaster Management Committee
PDMC	Province Disaster Management Committee

## Background

Afghanistan is a disaster prone country and is affected by a number of hazards such as earthquakes, floods, landslides, drought, etc. Thousands of people have been affected every year due to impact of disasters resulting in lack of access to basic needs, displacement of communities, drinking water and hygiene problems, livelihood, shelter, etc., and these problems are compounded by the internal conflict. Afghan Red Crescent Society (ARCS) has been uniquely placed to provide disaster response support in the country as an auxiliary to the government of Afghanistan. The established neutrality of ARCS has been well recognised across the country, which has access to the conflict prone areas. Although ARCS has been at the forefront of response operations in the country, the conflict situation increases its vulnerability to several risks. The situation is compounded by the current ranking 175 out of 187 countries on the human development index, Afghanistan's over 32 million people face enormous humanitarian challenges due to recurrent and protracted conflicts spanning over three decades, recurring natural disasters, profound gender and social inequities, underdeveloped livelihood systems and shattered social and physical infrastructure.

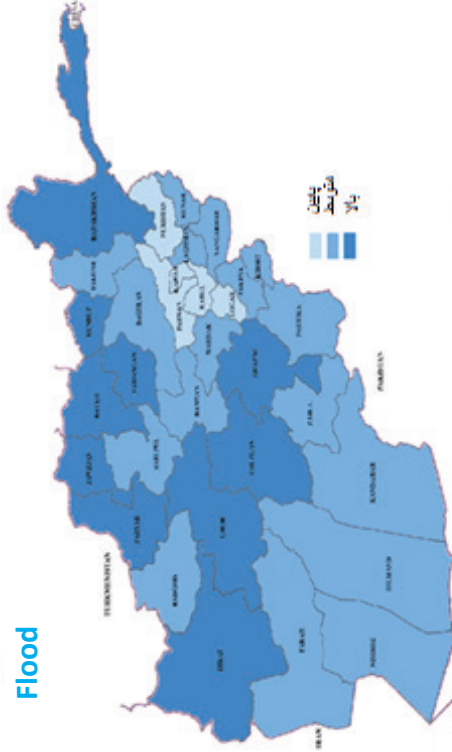
## Afghanistan Summary of Natural Disasters 1900 -2016

Disaster type	Disaster subtype	Events count	Total deaths	Total affected	Total damage ('000 US\$)
Drought	Drought	6	37	6,558,000	142,250
Earthquake	Ground movement	33	11,542	722,468	54,060
Epidemic	Viral disease	5	730	6,318	0
Epidemic	Parasitic disease	1	0	200,000	0
Epidemic	Bacterial disease	7	340	40,627	0
Extreme temperature	Severe winter conditions	2	1,362	170,752	0
Extreme temperature	Cold wave	5	572	200,200	10
Flood	Flash flood	19	1350	201,381	7,000
Flood	--	22	3,755	823,332	317,000
Flood	Riverine flood	45	2,584	415,538	80,000
Landslide	Landslide	6	658	302,674	0
Landslide	Avalanche	14	951	33,643	0
Storm	Convective storm	3	126	5	0

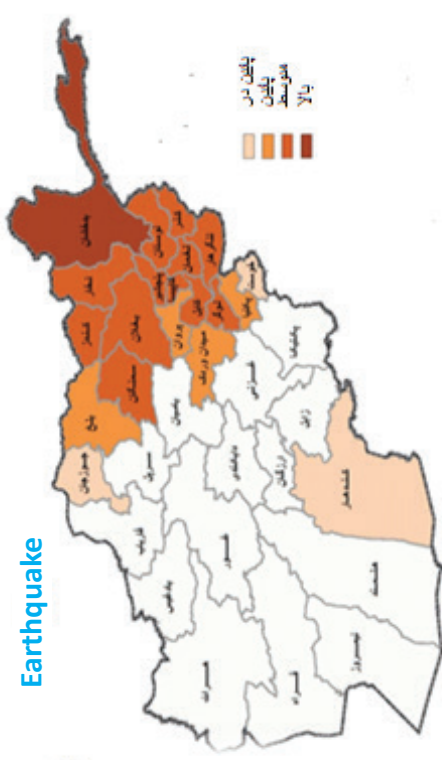
The Afghan Red Crescent Society (ARCS) Disaster Management Department, established in 1997, is supported by the International Federation of Red Cross and Red Crescent Societies (IFRC), International Committee of Red Cross (ICRC) and Partners National Societies (PNSs). The DM designed to reduce Risk and the impact of disasters on vulnerable and disaster prone communities and to strengthen community disaster preparedness capacity, coping mechanisms and hazard awareness. ARCS DM approach places great emphasis on mitigation strategies at the community level.

The following maps show the types of disasters and level of risk in Afghanistan

### Flood



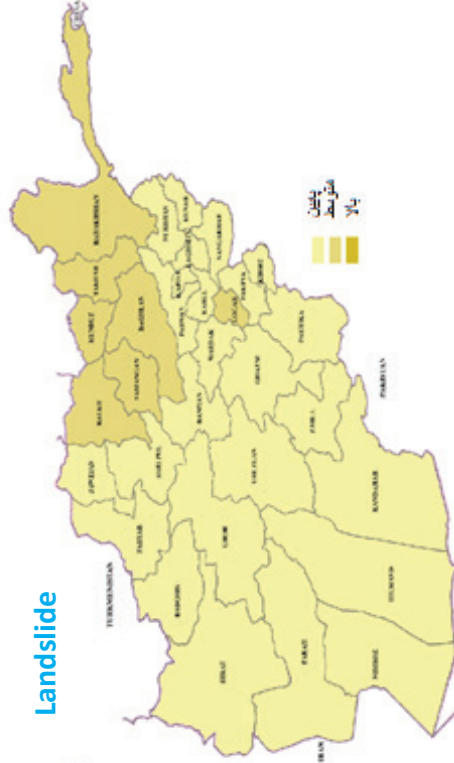
### Earthquake



### Drought



### Landslide



**ARCS DM Vision:** A National Society with improved disaster management capacity and a country with resilient communities.

**ARCS DM Mission:** To empower communities and to promote the principles and values of the Red Cross and Red Crescent Movement; to ensure quick response to natural disasters and on time assistance to victims of armed conflicts; and to play a significant role in building resilient communities.

**ARCS DM Goal:** To reduce the impact of disasters (natural and human-made) by enhancing the disaster risk reduction and disaster management capacity of ARCS and through building more resilient communities.

## Introduction to DM Strategy

### Purpose of DM strategy:

- To outline ARCS DM direction, priorities, approaches and ambition for the next five years.
- To portray the added value of ARCS in DM and the comparative edge of the RCRC DM.
- To provide Clear direction, with tangible deliverables, for the ARCS DM team for the next five years.

### Scope:

- Detailed positioning on all aspects of DM (preparedness, response, and recovery aligned with the resilience framework).
- ARCS coordination role in the face of new operational realities (including internal, external, local, national and international levels).
- In a practical way clarify DM priorities (e.g. conditionality of integrated programming, needs vs. supply driven, crises management, community based preparedness vs. institutional preparedness for response, accountability to beneficiaries, relations with external actors).
- Links to IFRC strategy 2020, ARCS strategy 2020-2016, DM Policy, health, support services, logistics and other relevant strategies of ARCS.
- Links to ARCS DM mandate (National Disaster Management Plan ANDMA) and external commitments (Sphere, Sandie Framework for DRR etc.)

ARCS DM Vision Mission and Goal



## ARCS DM Strategic Objectives

### Strategic Objective 1:

*“To improve preparedness capacities for effective, appropriate and timely response to disasters and crises”*

**Outcome: DM has all foundational documents, emergency / response tools, trained human resource and prepositioned stocks for timely and effective response.**

Key Milestones / Action	HQ	Region	Province	Time line
Disaster Management Policy, Strategy, plans, systems, localized guidelines and operating procedures are in place	√			2016 – 2017
Specific procedures for emergency response tools are in place and being followed	√	√	√	2016 – 2018
Availability of capacitated and skilled human resources and tools to carry out disaster response actions	√	√	√	2016 – 2020
Maintains prepositioning of disaster preparedness stocks (in appropriate quantity and quality	√	√	√	2016 – 2020

Development of ARCS Disaster Management Policy, Strategy, Plans, Systems, localized guidelines and operating procedures including those for response, risk reduction and the identification of a specific role for ARCS in national disaster management plans will form the basis for assisting ARCS in meeting a minimum standard of infrastructure to deliver mandated disaster management programming and services

**Strategic Objective 2:****“TO build resilience of communities exposed to natural and human-made hazards”****Outcome: Community has strengthened resilience through DRR, school safety and climate change adaptation programming at community level with trained human resource.**

<b>Key Milestones / Action</b>	<b>HQ</b>	<b>Region</b>	<b>Province</b>	<b>Time line</b>
Community preparedness and risk reduction programs expanded to all 34 province, with all its components (preparedness, mitigation, community early warning system, awareness and education) following CVA and participatory planning , implementation and monitoring	√			2016 – 2020
ARCS adopted and implemented school safety program I all 34 provinces. (integrated with Junior (youth clubs	√	√	√	2016 – 2020
ARCS Climate Change adaptation guidelines for programs is in place and understood at all tiers of ARCS	√	√	√	2016 – 2020

Community resilience building school safety programming which is supported through the harmonization of methodologies, tools, and capacities, drawing on best practices and past experiences in program implementation. This support also seeks to assist the ARCS branches in overcoming obstacles to scaling up, integrating actions into development planning and addressing the impacts of risks, migration and increasing social and economic inequality. ARCS programming is informed to adapt to a changing climate, and lead to specific knowledge of how to influence their environment.

**Strategic Objective 3:*****“ TO deliver immediate relief and early recovery from disaster and crises”*****Outcome: Disasters / crises affected population is assisted through timely and appropriate relief and early recovery interventions/operation led by RCRC principles, rules and policies.**

<b>Key Milestones / Action</b>	<b>HQ</b>	<b>Region</b>	<b>Province</b>	<b>Time line</b>
Disasters or crises affected population’s survival and immediate needs are met through the provision of food, non-food items, emergency health and RFL services	√	√	√	2016 – 2020
Affected communities are assisted through emergency recovery activities to strengthen their future coping mechanisms	√	√	√	2016 – 2020
International disaster response and recovery assistance is guided by the IFRC’s principles, rules and policies, based on greater awareness of the complementarity of regional and global resources supporting the primary role of ARCS in disaster response	√	√	√	2016 – 2020

Disaster relief and early recovery operations which, if required, support with the provision of assistance during or immediately after disasters or crises to meet the life preservation and basic subsistence needs of those affected. Support for early recovery is an essential element of the program, including efforts to restore or improve pre-disaster living conditions.

**Strategic Objective 4:**

**To have stronger cooperation, coordination and support arrangements to deliver effective humanitarian services**

**Outcome: Effective coordination mechanism is in place with RCRC partners, ANDMA and in country Humanitarian actors at all levels to deliver mandated humanitarian services**

Key Milestones / Action	HQ	Region	Province	Time line
Effective coordination mechanism in place with RCRC movement partners to deliver effective and efficient humanitarian services	√	√	√	2016 – 2020
Coordination and networking mechanism with Afghanistan National Disaster Management Authority (ANDMA) at all tiers for effective and efficient humanitarian response	√	√	√	2016 – 2020
Coordination and networking with in-country humanitarian actors for effective and efficient humanitarian services	√	√	√	2016 – 2020

Cooperation and coordination with RCRC partners, disaster management authorities and other humanitarian actors at all levels on major humanitarian issues, for domestic and international disaster relief preparedness, risk reduction and other competent areas of disaster management.

**Indicators for Success**

Reinforcing its commitment to monitoring, evaluation and accountability mechanisms, ARCS DM Department is committed to measuring its collective progress in achieving the four strategic directions set out under this strategy. In achieving this aim, indicators for measuring the achievement of the strategy have been defined and will be used to prepare progress reports on the achievements of the ARCS DM against the strategy (see annex 1).

**Implementation of the Strategy**

The implementation of this strategy will be achieved through HQ , Region and Provincial branch level specific actions undertaken by ARCS, as well as collaborative actions with disaster management authorities (national, regional and provincial level) and in country humanitarian actors through the various disaster management networks. The ARCS DM at Head Quarter (HQ) will support Regional and Provincial Branches to achieve the strategic directions through development of long-term strategic and annual priority action plans, and the subsequent implementation of disaster management activities.

A midterm review of the strategy will be conducted in 2018, to assess the achievement of key activities as per the agreed indicators. An end of term review will be conducted in 2020, with the participation of the relevant stakeholders, to critically review implementation and determine the future course of action.

## Annex 1: Key Activities and Indicators

### Strategic Objective 1:

“To improve preparedness capacities for effective, appropriate and timely response to disasters and crises”

#### Key Activities:

1. Disaster Management Policy, Strategy, plans, systems, localized guidelines and operating procedures are in place

2. Specific procedures for emergency response tools are in place and being followed

3. Availability of capacitated and skilled human resources and tools to carry out disaster response actions

4. Maintains prepositioning of disaster preparedness stocks (in appropriate quantity and quality)

#### Indicators:

- ARCS' DM Policy
- ARCS' updated DM strategy
- ARCS' revised / updated Disaster Response SOPs
- ARCS' Resource Management System.
- Preparedness priorities and plan
- Number of staff and volunteers with knowledge of the ARCS DM policies, strategies, priorities and programmatic areas
- ARCS updated Contingency Plans

- NDRT / DRU / BDRT SOPs
- Emergency assessment, reporting and monitoring tools and templates
- Early warning system
- EOC SOPs

- Number of BDRTs at each Provincial branch level
- Existence of DRUs at each Regional Branch level
- Number of NDRTs at Head Quarter level
- Number staff and volunteers with capacity to run/function EOC during emergencies

- Number of prepositioned DP stocks maintained in country
- Quality and maintenance status of prepositioned stocks
- Appropriateness and relevance of prepositioned stocks and storage locations

**Strategic Objective 2:****“TO build resilience of communities exposed to natural and human-made hazards”****Key Activities:**

1. Community preparedness and risk reduction programs expanded to all 34 province, with all its components (preparedness, mitigation, community early warning system, awareness and education) following VCA and participatory planning , implementation and monitoring

2. ARCS adopted and implemented school safety program I all 34 provinces. (integrated with Junior youth clubs)

3. ARCS Climate Change adaptation guidelines for programs is in place and understood at all tiers of ARCS

**Indicators:**

- Number of branches implemented / implementing community preparedness and risk reduction programs.
- Number of community preparedness programs have preparedness, mitigation, community early warning system and awareness / education components
- Number of community based programs implemented using community mobilisation, VCA, participatory planning, implementation and monitoring methodologies.
- Number of community based programs completed mid-term and end-term reviews

- ARCS School safety programming guidelines
- Number of schools with completed / ongoing ARCS schools safety program
- Number of provinces covered under ARCS school safety program
- Number of school safety programs integrated with ARCS junior youth clubs

- ARCS Climate Change Adaptation guidelines
- Number of staff and volunteers familiar with ARCS CCA guidelines
- Number of programs with CCA component
- Knowledge of the existence of Climate Centre and its utility

**Strategic Objective 3:**  
**“TO deliver immediate relief and early recovery from disaster and crises”**

**Key Activities:**

1. Disasters or crises affected population’s survival and immediate needs are met through the provision of food, non-food items, emergency health and RFL services

2. Affected communities are assisted through emergency recovery activities to strengthen their future coping mechanisms

3. International disaster response and recovery assistance is guided by the IFRC’s principles, rules and policies, based on greater awareness of the complementarity of regional and global resources supporting the primary role of ARCS in disaster response

**Indicators:**

- Number of disaster / emergencies responded at province, region and national level.
- Timeliness of relief assistance.
- Relevance and appropriateness of relief assistance.

- Number of emergency recovery activities implemented
- Appropriateness and relevance of recovery activities
- %age of increased coping mechanisms of affected communities

- Number of DREF or Emergency Appeal operations.
- Knowledge of the main humanitarian principles and the ability to apply them when working in the field
- Ownership of the Code of Conduct and Sphere as guiding principles in ARCS operations
- Number of RDRT / FACT / ERUs deployed during response operations.
- Clarity on the different roles and activation of existing regional and global International Federation tools
- Knowledge of the existence of DREF and how it relates to the mechanism
- Knowledge of the existence of DMIS and its usefulness for the work of the mechanism

**Strategic Objective 4:****To have stronger cooperation, coordination and support arrangements to deliver effective humanitarian services****Key Activities:**

1. Effective coordination mechanism in place with RCRC movement partners to deliver effective and efficient humanitarian services

2. Coordination and networking mechanism with Government agencies including Afghanistan National Disaster Management Authority (ANDMA) at all tiers for effective and efficient humanitarian response

3. Coordination and networking with in-country humanitarian actors including UN Clusters for effective and efficient humanitarian services

**Indicators:**

- Movement coordination mechanisms.
- Number of coordination meetings with movement partners
- Internal movement wide communication plan

- Ability to identify the main roles and responsibilities of the government in case of disasters and the complementary role of ARCS
- Existing government protocols and SOPs where ARCS is included
- Number of coordination meetings with Disaster Management Authorities at each tier of ARCS

- Ability to identify the various key players and stakeholders in the country or area and their roles
- Number of cluster meeting attended
- Number of coordination forums' meetings attended
- Existing institutional agreements or protocols signed with key partners



## Annex 2: SWOT Analysis

### STRENGTHS

- Seven equipped Disaster Response Units (DRUs) at regional levels
- Human Resources
- 25,000 volunteers at branch & Regional level
- 34 Functioning branches
- Existing of DM staff at the level of regions and branches
- Warehouses in 7 strategic areas
- Available DP stocks in strategic areas.
- Existence of contingency, operational, winterization, and strategic plans
- Existence of partners ICRC and PNs
- Being member of ( NDMC , PDMC )
- In comparison with other humanitarian actors, can access many more beneficiaries

### OPPORTUNITIES

- Existence of Stakeholder
- Community acceptance and support
- Can access to most beneficiaries
- Withdrawal of many actors gives increased opportunity for ARCS to be a lead actor with wide coverage in the country

### WEAKNESSES

- Communication and coordination at regional and branches levels.
- A small number of knowledgeable & skilled staff
- Long paper work in system
- No level authorization on DM in place
- No clear role on DM between SG and president for decision making
- Limitation of necessary equipment
- No adequate financial resource
- Lack of DM data analyse system
- Weak reporting mechanism

### THREATS

- Insecurity decreases access, particularly in conflict affected areas
- Insecurity presents a high risk for communities, staff and volunteers alike
- Global climate change leading to an increase in natural disasters (size and frequency)
- Decreasing donors support
- Decreasing the number of donors
- High frequency of Disaster
- Decreasing humanitarian space (due to insecurity and lack of access)

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

**Humanity:** The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace among all peoples.

**Impartiality:** It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

**Neutrality:** In order to 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:** The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

**Voluntary service:** It is a voluntary relief movement not prompted in any manner by desire for gain.

**Unity:** There can be only one Red Cross or Red Crescent society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

**Universality:** The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and

