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Maldives Annual Report 2014

 International Federation
of Red Cross and Red Crescent Societies

MAAMV001

29 April 2015

**This report covers
the period
1 January to 31
December 2014.**

*MRC volunteers collecting
drinking water for distribution
during Male water crisis, in
early December 2014.
Photo: MRC.*



Overview

Overall, 2014 has been a year of progress and learning for the Maldivian Red Crescent (MRC). MRC has strengthened their disaster preparedness and resilience capacity to respond to emergencies in an effective manner through disaster management, health and organisational development programmes. Most of the planned outputs contributed to achieve outcome results, especially the strategic branches implemented community level initiatives. Under the scope of disaster management, health and social care, MRC continued to provide its services to the communities (mainly those with MRC presence at local level) in raising awareness, celebrating important days, events, first aid, implementing mitigation and adaptation work, youth development programmes in schools and communities through trained staff and volunteers. In addition, branch capacities for response work were also built with a focus on strategic branches as per the plan. MRC also worked closely with branches and national stakeholders in raising awareness and implementing community level programmes. Several of these resulted in formal agreements such as those done with the Ministry of Transport, local television channels and print media.

In 2014, MRC has responded to a number of emergency situations such as Male` water crisis in early December. MRC response in capital Male` was the first crisis response of this young National Society since its formation. The International Federation of Red Cross and Red Crescent Societies (IFRC) – South Asia regional delegation (SARD) supported MRC through technical guidance, short-term deployment of a relief delegate, as well as by mobilizing Disaster Relief Emergency Fund (DREF). MRC has successfully used this operation to profile itself with the Maldivian government and public as one of the key service providers in times of disasters. While celebrating the international volunteers' day on 17 December 2014, MRC volunteers and staff were awarded by the President of Maldives during the ceremony. In the event, the First Lady and some of the key ministers expressed their appreciation for MRC's response work and congratulated MRC for actively supporting the government in managing the water crisis.

In 2014, several projects that have been in place were concluded. In order to continue capacity building initiatives as well as to retain the knowledge, MRC will undergo some structural changes in 2015. Notable among these, is the creation of a specific PMER position. The youth health and well-being project, and the violence prevention project ended in December 2014 and March 2015 respectively. The OD programme will focus on humanitarian diplomacy, whereby targeted advocacy forums will be created for various partners and stakeholder for marginalized populations in times of humanitarian need; especially for people with special needs, migrant workers, children, women or other people who are stigmatized. Furthermore, the function of volunteer management and youth were merged for effective coordination.

Factors affecting the operating context:

- Maldives' Disaster Management Bill is still pending for approval over the last eight years. The bill was re-drafted by the National Disaster Management Centre (NDMC) in early 2013 and the current finalised draft sets MRC as a key stakeholder in disaster management. As the bill has not been approved by the Maldivian parliament, understanding MRC's roles and responsibility to respond to national or local level emergencies as an auxiliary to the government is still unclear during or after an emergency.
- The geographical structure and location of the islands in Maldives makes travel and accommodation costs more expensive than any other countries in the region. As a result MRC feels that it is unable to provide the opportunity for more volunteers to participate. Additionally, rough sea conditions due to bad weather prevents sea travel – which limits volunteer and staff travel to island communities resulting in delayed branch-level activities. In addition, it is challenging to carry out planned events due to human resource constraints.
- Renewal of membership in the branches is a challenge. Most members are occupied with their daily jobs and have difficulty in sparing their time to volunteer for MRC. This issue has prompted MRC to rethink its approach towards getting new members and sustaining them. In addition, it is challenging to carry out planned activities due to human resource constraints, especially with the low amount of hours given by members and volunteers to the branch activities.

Working in partnership

MRC has been gaining positive recognition on its role and presence at multiple levels across the country (government partners, stakeholders, other organizations, beneficiaries, communities and media). In 2014, MRC worked closely with its stakeholders strengthening the relationships both at local and national level. The main government stakeholders are: Ministry of Health, Health Protection Agency, Family Protection Authority, Environment Protection Authority, NDMC, Ministry of Education, Ministry of Gender and Family and Ministry of Transport. In addition to above government agencies, MRC also had constant dialogue and informal partnerships with several other organisations of different avenues, such as with WHO, UNICEF, UNDP, National Drug Authority and local non-governmental organisations (NGOs) - Advocating for Rights of Children (ARC) and Journey.

The Movement partners who provided funding and technical supports are IFRC, Australian Red Cross, Canadian Red Cross, Hong Kong branch of the Red Cross Society of China, Japanese Red Cross Society, Singapore Red Cross and Taiwan Red Cross Organization and ICRC. The Department for International Development (DFID) also supported through IFRC.

Operational Partners	Agreements
Health Protection Agency (HPA)	To provide technical support in developing information, education and communications (IEC) material and special assistance in contextualizing and developing the epidemic control for volunteers (ECV) toolkit.
NDMC	To work in the area of disaster preparedness and response, and to provide technical support in developing a standard template for community level disaster plan which will be used across the country.
Advocating for the Rights of Children	To work on nutrition awareness programme at two of MRC branches.
Journey	Memorandum of understanding (MoU) signed between Journey and MRC to bring drug prevention aspects while delivering harm reduction messages.
Ministry of Transport	MoU was signed between MRC and transport authority to provide first aid training to the permitted taxi drivers in the capital city Male'.
Haveeru Media Group (a leading print media agency in Maldives)	MoU signed between MRC and Haveeru Media Group to disseminate the humanitarian work of MRC.

Progress towards outcomes

Business Line 2 – “To grow Red Cross Red Crescent services for vulnerable people”

Measurement			
Outcome/Output/Indicators	Baseline	Annual Target	Year to Date Actual
Outcome 1: MRC is efficient and effective in responding to emergencies supported by skilled human resources and capable branches and units.			
Output 1.1: MRC has approved mechanism, policies and plans for response.			
Response mechanism and SOP of MRC approved and agreed at all levels.	0	1	Refer to narrative
Output 1.2: Emergency response teams established at all levels as per MRC Response Mechanism.			
Training Package for MRC ERT and NERT developed.	0	2	2
10 ERTs established in MRC.	0	6	4
Output 1.3: MRC HQ/Branch/Unit has capacity and resources for response as per MRC response mechanism.			
Training package for EoU, EC and branch boards.	0	3	Refer to narrative
Leadership training completed by 2 board members in each branch.	0	6	Refer to narrative
5 pilot safe building constructed in a functional branch.	0	2	0
Output 1.4: MRC response mechanisms/activities are technically sound and supported.			
3 visits each year by disaster preparedness advisor to MRC.	0	3	2
4 NHQ/branch staff technically trained in emergency preparedness and response.	0	2	8

Comments on progress towards outcomes

Output 1.1: MRC has been using the current draft version of the response mechanism in all staff induction and during emergency response trainings. The emergency response mechanism enabled MRC to respond in a timely and effectively manner which was evident during the Male' water crisis. MRC was recognised nationally as a main stakeholder in responding to this situation and was praised both by public and the government for the timely response and support. A lesson learned workshop has been planned in the first quarter of 2015 to identify gaps, linkages and areas requiring improvement for future response operations. Nevertheless, MRC was able to test the response mechanism and trainings for disaster response in three situations during 2014.

1. Male' flooding situation (30 October 2014): Male' branch emergency coordinator (BEC) took the lead (with guidance from programme manager and acting emergency preparedness and response officer), where teams were deployed for direct observation and also in assisting the Ministry of National Defence Force (MNDF) in pumping water out of the capital.
2. Airport emergency (23 November 2014): MRC national emergency response team (NERT) was activated to an airport emergency where a plane was suspected to be carrying a bomb. Later it was found that the alarm was a false one however MRC was able to evaluate its response time.
3. Male' water crisis: A DREF was released and for the first time MRC worked on a situation with the largest volunteer mobilization in its history. This was a great opportunity to test out the response mechanism and a lot of success was celebrated along with identification of lessons learned and areas where improvement is required.

Output 1.2: In DM programme, significant efforts were made to strengthen MRC's position to respond to emergencies. In effect to this, MRC launched its first NERT training to build capacities of MRC staff and volunteers for future disaster response in the third quarter of 2014. Although, the training packages and guidelines for ERT and NERT are being developed with the support of SARD, it was realised that there is a need for revision and clarity of areas in the emergency response mechanism to which plans have been made for 2015. The revisions in particular include revisions of the standard operating procedures (SOPs) and terms of reference (ToR). It was identified after the NERT trainings that the roles for different groups during an emergency (operations centre, EC roles, BEC roles) still unclear. Additionally, more improvement is required in the areas such as DREF management, logistics, and decision making. However, it was decided that the training packages for ERT and NERT will be reviewed again in order to contextualize and streamline the modules to the Maldivian context including sessions on field experience.

Furthermore to build the response capacity of MRC, four more ERTs (11 ERTs in 2012 and 3 ERTs in 2013) have been established. There are 223 ERT members trained in nine out of 20 MRC units across Maldives. In addition, 34 trainers were trained and mobilised to conduct the training sessions in the units. More NERT trainings are planned for the coming two years with an objective to increase the number of responders in the country. MRC now has six branches with trained ERT members ready to act immediately during disaster.

Output 1.3: No training has been conducted for the Emergency Committee (EC) in 2014, however an orientation workshop for BEC was held during the third quarter of 2014. All six strategic branches attended the workshop. The purpose was to orient the BEC's on their roles and responsibilities, the communication and reporting lines and to get their input to the review of the response mechanism, specifically the trigger factors and the response structure. This orientation assisted Male' BEC to better manage their response to the flooding situation in Male'.

Output 1.4: Technical supports from SARD continued remotely from the regional office based in Delhi and also on the ground. There were two visits from SARD to assist MRC in 2014 which helped the National Society in preparing initial steps for NERT guidelines and to facilitate the NERT training. The regional programmes coordinator from SARD also participated and provided feedback in the steering committee on the construction of new MRC national headquarters' (NHQ) building.

Disaster preparedness capacity enhancement initiatives undertaken by MRC has proven to be of great value in responding to the water crisis in Male' in early December 2014. As part of efforts to enhance the capacity of the newly recruited MRC staff, three participants (EPR officer and 2 NERT members) attended the regional disaster response team (RDRT) induction training course held in Nepal, in November 2014. A total of eight staff from MRC received advanced training in emergency response, out of which one was from the branch.

Business Line 3 – “To strengthen the specific Red Cross Red Crescent contribution to development”

Measurement			
Outcome/Output/Indicators	Baseline	Annual Target	Year to Date Actual
Outcome 1: MRC conducts mitigation, awareness and prevention activities in communities to support increase community resilience /sustainable development through skilled human resources and capable branches and units.			
Output 1.1: MRC branches/units take lead in conducting need-based DRR/Health related mitigation, awareness and prevention activities in communities.			
At least 8 MRC branches take lead to conduct DRR/Health/Social Care related activities in communities.	0	5	8
Output 1.2: MRC branches/units partner and coordinate with key stakeholders at local/national level in conducting community activities.			
5 MoUs signed with relevant stakeholders at national level.	0	2	3
5 branches sign MoUs for programme implementation.	0	2	0

Measurement			
Outcome/Output/Indicators	Baseline	Annual Target	Year to Date Actual
Output 1.3: MRC branches provide a locally led FA service programme.			
At least 9 MRC branches provide a locally led FA service programme.	0	5	4
Output 1.4: MRC youth take lead in developing local level programmes and implementing them.			
3 branch activities developed by youth each year.	0	3	3
1 national level youth camp conducted each year.	0	1	1
Output 1.5: MRC conducts youth empowerment programmes at school/local level.			
5 schools pilot youth programmes in school activities.	0	5	0
MRC strategy for integration of MRC Youth/junior Red Crescent activities into schools.	0	1	1
Output 1.6: MRC integrated YABC into programmes and project activities.			
4 MRC programmes using YABC approaches.	0	2	2

Comments on progress towards outcomes

For output 1.1: During the year several mitigation activities were conducted by MRC branches across the country. Main activity was celebration of International Day for disaster risk reduction (DRR) where MRC took a lead role. At the event, MRC had its own stall and conducted demonstrations on first aid for drowning victims; and a skit (community message through drama and role play) made by youth volunteers on the importance of preparedness in our communities for disasters. The other big mitigation activity was the 10-year commemoration of Indian Ocean Tsunami also known as 'Unity Day' in Maldives. As part of this event, MRC participated in a desktop simulation conducted by the government in testing the emergency communication systems within the country. In the last week of December 2014, MRC also conducted an evacuation drill to assess the impact of current preparedness activities carried out by MRC and to see how prepared communities are after receiving the disaster preparedness trainings such as community-based disaster risk reduction (CBDRR), vulnerability capacity assessment (VCA), fire squad, etc.

The World Health Day was celebrated in eight out of ten branches on 7 April 2014. The theme was 'small bite, big threat', and fitted into the MRC mandate. Activities across the country were held through joint collaboration with the Ministry of Health (this includes HPA, health centres and hospitals). MRC contributed to the event with activities at branch and unit levels by coordinating with the island councils, health centres and health posts and hospitals in the respective islands. With the active participation of more than 60 volunteers, activities were conducted in eight MRC branches with an estimated 40,000 direct beneficiaries. The activities included health fairs, door-to-door visits, etc. to provide information on dengue.

A clean-up project under the dengue campaign '*Madhiri Rulhi Rulhi*' (translating to we don't like mosquitoes) launched by HPA is also ongoing in MRC branches, as part of a collaborative effort with different partners and stakeholders at community level. This project is merged with the environment day events with the objective of keeping the communities clean.

In Thaa branch, an activity under social care named "Amaan Vettakkah Hedhumah Emmen Ekugai" (translating to working together for a safer community) was held in November 2014. This was a joint initiative of Thaa branch, Maldives Police Services, family and children services of Thaa atoll. A total of 412 (male - 56, female - 356) participants from eight communities comprising of youths and parents were oriented on safer communities, and ways to prevent crime, child abuse both at home and at schools. MRC has plans to be part of the second phase of this project in 2015. The branches are also promoting awareness on nutrition for pre-school students, teachers and communities. In addition, the Gaaf Alif branch conducted a health and nutrition

session and maternal and neonatal childcare workshops in Ga.Villingili in the last quarter of 2014. The objective was to give proper information to young mothers and future mothers on the importance of ensuring proper diets to keep both mother and children healthy. Lhaviyani branch through family evening mobilised communities to increase the number of volunteers and members for MRC and shared information on dengue awareness through simple games on dengue to 500 community members.

Male' branch also partnered with youth ministry and other organizations to mark the International Day of Older Person. The theme of the 2014 is "Leaving No One Behind: Promoting a Society for All". MRC created an area where elderly and their families could enjoy playing games like chess, cards, ohvahlugond (local game). At the same time the opportunity was utilized to collect stories from elderly people and passed messages on promoting cleanliness, hand washing, dengue awareness, health eating, etc. among public.

For output 1.2: MRC has continued its partnership with the local media station "Channel One" that was established in 2013. This year, MRC has established three new partnerships with national level stakeholders, and signed MoUs with the Transport Authority of Maldives to provide first aid training to the taxi drivers in Male'; Haveeru Media Group to promote MRC's humanitarian work in the country; and with Journey (a local NGO) to address drugs prevention while delivering harm reduction messages in the communities. These partnerships have been useful in reaching more people and promoting MRC's work in the country. Through the partnership with transport authority, MRC has already trained 275 taxi drivers in Male' city who will be in the forefront and assist the injured people until medical assistance arrives. Whereas Haveeru newspaper has been providing free space to publish Red Crescent's public awareness messages, appeals for funding during emergencies and calls for volunteers.

Though MoUs have not been signed at branch level, however the branches and units continue to work closely with the HPA and NDMC in planning and implementing activities across the country.

For output 1.3: Though there are no set first aid service days, MRC continued to deliver first aid services based on community needs. In 2014, four MRC branches have further improved their capacity to deliver first aid services during various community events and trained more number of people on emergency basic life support, basic first aid and standard first aid based upon requests. MRC also conducted a basic first aid session for the Maldives Deaf Association, the Maldives Police Services and taxi drivers in Male' city since they are usually the main people present at the scene. In addition to MRC branches and units, these trainings were also conducted for different organisations in Maldives. In total, 887 people were trained in first aid. MRC is in the process of continuing to implement more training and sessions in all areas, especially with disability groups. Furthermore, NHQ has trained more number of first aid trainers at six strategic branches so that these branches could carry out first aid trainings in their communities rather than have staff or trainers travel from Male' city.

This year, MRC NHQ has also started a 24x7 service of moving and lifting patients (from homes to hospitals and vice versa). The service is picking up momentum with a lot of appreciation from the general public. Currently, MRC is using the vehicles used for emergency response and the ERT teams for this service.

For output 1.4: The planned national level youth camp was completed in the first quarter where 25 youths were trained as youth as agents of behaviour change (YABC) peer educators. Three proposals for youth activities mainly for conducting YABC workshops were submitted by Male', Haa dhal and Gnaviyani branches in 2014. The proposals were approved with allocation of funds from NHQ for implementation of this project, based on community needs. Additionally, MRC has drafted its national youth policy, which will be submitted to the governing board in 2015 for comments and approval.

For output 1.5: In 2014, MRC started the process of piloting an extracurricular activity called the Red Crescent Circle (RCC) which would work as a uniform body activity targeted at schools. The idea behind this project is to empower youths to be model humanitarians in the community. After facing challenges in finding a consultant to develop guidelines and other related documents (three announcements were made in the local newspaper and via social media), MRC has decided to review the current plans for RCC and to start something on a small scale.

Overall, MRC's efforts in empowering branches have increased the implementation rate of community level activities and service delivery on the ground. Branches are facing challenges due to lack of technical capacity and knowledge coupled with high dependency on NHQ that further delays the overall performances of branches to a certain extent.

Business Line 4 – “To heighten Red Cross Red Crescent influence and support for our work”

Measurement			
Outcome/Output/Indicators	Baseline	Annual Target	Year to Date Actual
Outcome 1: MRC is well positioned, understood, profiled and supported, thereby able to mobilize members, volunteers and financial resources.			
Output 1.1: MRC has a communications strategy and subsequent plans and activities at all levels that support MRC in raising the profile of the organization while fulfilling its humanitarian mandate.			
MRC communications strategy is effectively implemented.	0	1	Refer to narrative
Output 1.2: MRC's humanitarian work is showcased on significant dates/events such as World Red Cross Red Crescent Day and MRC Day.			
All MRC's branches and units conduct public events to mark Red Cross Red Crescent Day and MRC Day each year.	N/A	2	6
Output 1.3: Humanitarian principles and values are communicated to the general public through various media (IEC materials).			
Five different IEC materials are developed by MRC in local context to communicate Humanitarian Principles and values of the Movement.	1	2	7

Comments on progress towards outcomes

For output 1.1: As part of the initial process for the communication policy and strategy development, a planning and brainstorming one-day workshop was held in August 2014 with technical support from SARD. The SARD regional communications manager provided technical inputs during this process. The participants were MRC staff including branch, HQ and senior management. The planning workshop aimed at mapping the fundamental issues and answers some of the key questions in order to guide MRC in developing a communication strategy. This workshop was the very initial step towards this goal. The information gathered during the workshop including short-term and long-term strategic goals have been documented in a matrix and will be used for the next steps. In 2015, the findings of this workshop will be shared with the governing board members and volunteers in the second planning meeting. Incidentally, MRC's current strategic plan 2011-2015, revision process will start in early 2015. The idea is to somehow integrate the communications strategy development into this process and align it to the National Society's next strategic plan.

For output 1.2: Both Red Cross Red Crescent day and MRC day was celebrated in six branches. The branches conducted various activities in an effort to create awareness in the general public about the Movement and MRC's role at national and local level. In effort to sensitize more people, a Facebook quiz was held in partner with Bank of Maldives.

For output 1.3: In 2014, MRC worked closely with stakeholders, and was able to develop and produce IEC materials covering its focus areas. In addition to the IEC materials developed to create awareness, MRC also developed a video song based on the seven fundamental principles of Red Cross Red Crescent Movement to promote the humanitarian principles and values of the Movement. In addition, other IEC materials such as the Ebola leaflet, dengue video and leaflet, and the ECV toolkits were widely used in MRC events and activities, to promote MRC's work.

MRC's annual report 2013 was approved by the 6th General Assembly in April 2014. For the first time the annual report was prepared with beneficiary stories, covering volunteer aspect and with infographics. The annual report has been published and distributed to over 60 different stakeholders in English and Dhivehi.

Business Line 5 – “To deepen our tradition of togetherness through joint working and accountability”

Measurement			
Outcome/Output/Indicators	Baseline	Annual Target	Year to Date Actual
Outcome 1: Build a sustainable National Society by enhancing institutional structures, systems, skills and capacities to deliver quality services.			
Output 1.1: MRC’s decision making bodies (boards and senior management) are guided and strengthened to effectively lead the organisation and its service delivery.			
MRC senior management meets once every two weeks.	12	24	7
MRC’s governing board meets once in every two months.	11	6	8
Output 1.2: MRC’s governance and management get exposure to the Red Cross Red Crescent Movement.			
1 exposure visit made by governing board members each year.	0	1	1
Output 1.3: Improved branch and HQ capacity in management, administration and planning ensured.			
At least 27 NHQ/branch staff trained in their relevant areas.	0	27	28
8 branches developing its own annual plans.	0	5	4
Output 1.4: MRC organisational and physical structure is enhanced to meet the service delivery.			
6 projects implemented by MRC.	1	4	4
MRC HQ’s own building established.	0	0	0

Comments on progress towards outcomes

For output 1.1: In 2014, seven senior management meetings were held and management meetings were also held to discuss specific tasks and issues within the management. However, it has been decided by the senior management to hold these meetings on a regular basis every week. Most of the meetings planned for the year were cancelled due to non-availability of all senior managements at a given time. The Governing Board meetings were held on a regular basis to meet the statutory regulations of the National Society.

For output 1.2: MRC contributed to the background paper for working group on climate change and urbanization which was prepared by six National Societies together with IFRC during the 9th Asia Pacific Regional Conference of RCRC held in Beijing, China, in October 2014. This conference was attended by MRC president and secretary general. In addition, a governing board youth member and youth programme officer participated in the second Asia Pacific Youth Summit held in Beijing as a parallel event during the same time.

From MRC, two CBDRR project officers, accompanied by a group of four staff, a volunteer, a board member, a governing member and the secretary general took part in an exposure visit to Australian Red Cross in Melbourne in May 2014. In the first week of the trip, presentations were given on Australian Red Cross and its work across Australia, and reference material and resources pertaining to disaster risk management were obtained. In the second week of the trip, the CBDRR officers and two others from the group went to Suva, Fiji where they were hosted by the IFRC regional delegation for the Pacific and the Fiji Red Cross. Information was shared on activities in the South Pacific region, and IFRC took the team across the Fijian island of Viti Levu visiting rural and urban communities with a focus on their on-going DRR practices. Upon return, experience sharing sessions were held and materials collected were reviewed and adapted to the local context.

For output 1.3: Some 28 staff were trained in work specific areas such as planning, finance, first aid, etc. Most of these trainings were conducted as local level trainings, but a number of staff were also got opportunity to attend international trainings and workshops as follows:

1. MRC OD manager attended a seminar on “Humanitarian Aid and Technical Cooperation Capacity Building in Asian Countries”, held in Beijing, in August 2014. The seminar was organized by the Red Cross Society of China and various information regarding National Societies’ work and role of China in humanitarian assistance were discussed including field visits to some districts and their local Red Cross Chapters. In addition, the OD Manager and branch secretary of Haa Dhaalu attended the Global Volunteering Forum 2014 held from 1 to 4 December 2014, in Bangkok.
2. The Male’ branch secretary travelled to Copenhagen for a four-day advanced training in psychosocial support in emergencies in November 2014.

Four MRC branches had submitted their annual plans and budgets for 2015 - 2016. Earlier the branch plans were developed by the NHQ and it was evident that the branches have lack of knowledge and capacity in developing their annual plan and budget. This is an area for MRC to improve, and a one-day workshop at NHQ is not sufficient for branches to develop their plans. Based on this experience, it has been decided that staff from NHQ will travel to branches to assist them in the development of annual plans and budgets.

For output 1.4: In 2014, MRC implemented four projects. This includes the CBDRR, youth health and well-being, violence prevention, and Lecred project which is funded by UNICEF. MRC will continue to engage in CBDRR work, with a focus on mitigation and preparedness, and by integrating this work into MRC’s strategic focus area in disaster management.

MRC has already purchased the land from the government for construction of NHQ building. MRC plans to construct a seven-story building, of which two stories will be used as MRC office space, and the remaining five will be rented out, as part of the National Society’s income generating plan, which would substantially contribute to enhancing its financial sustainability. MRC, with support of IFRC and the Canadian Red Cross (CRC), has gone through the process of developing a business plan, establishing the necessary mechanisms, subsequent tendering and selection of the company for architectural and designing work of the NHQ building.

Stakeholder participation and feedback

The 2014 Annual Partnership Forum was held on 9 February 2014. Participants from SARD, ICRC, Australian Red Cross, Canadian Red Cross and MRC senior managers attended the forum. Main discussions were based on donor perspectives for sustaining MRC as an organization, effective RM strategies, and feedback on the programmes carried out by MRC currently. Immediately following the forum the Australian Red Cross representative visited Noonu branch on a monitoring visit for the youth health and well-being (YHWB) project funded by Australian Red Cross.

Along with the annual planning process for Canadian Red Cross, their team conducted an internal assessment to review and analyse the achievements and challenges to date in OD, disaster management, DRR and violence prevention activities supported by them. The objective was to make informed decisions on the focus and nature of future MRC activities in these areas and continuation of Canadian Red Cross support to MRC for 2015-2016 and 2016-2017. The process looked into the effectiveness, efficiency and sustainability of these projects/areas of support with consultative meetings with key informants (both internal and external), focus group discussions and field visit to Haa Dhaalu branch, and meetings with internal and external stakeholders. The preliminary findings and recommendations were shared and used in the annual planning and in outlining/feeding into the changes happening in MRC.

MRC participated and was also a part of different international trips for training and meeting. In late February and early March of 2014, the programme manager and finance officer travelled to Australia to attend the Asian leadership training focused on women leadership. This was followed by a 10-member team, including the secretary general, on an exposure visit to Australian Red Cross. Four members of the same team also travelled to Fiji Red Cross as an extension of the same trip. Other visits included participation of two MRC staff in the Solferino Academy, participation in the 6th Asian Ministerial Conference on DRR held in Bangkok and in the Asia Pacific NCD training, and the ‘4 Healthy Habits’ side event held during the World Health Assembly in May by the senior programme officer. Additionally, the programme manager and CBDRR project officer attended the 3rd International Conference on Small Island Developing States (SIDS) which was held in Apia, Samoa in September 2014 as part of the IFRC delegation. The conference discussed challenges faced across the SIDS countries and actions taken to address such issues.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
Volatile political situation in Maldives coupled with frequent change of ministers and senior level government positions have made it very challenging to work with the government authorities.	M	To make the discussions and agreements formal by working towards signing of MoU and agreements.
Renewal of membership and retaining volunteers in the branches is a big challenge.	M	MRC is working on a new approach to retain volunteers and getting new members.

Lessons learned and looking ahead

Lessons learned

- For the sustainability of MRC, it is crucial to integrate resource mobilisation (RM) and communications into programmes and overall MRC strategy, at the implementation level. It is necessary to identify the need for RM within the National Society. Integration is very essential. In addition, for better accountability and monitoring it is important to have a good data collection system in order to understand RM needs, where interventions are required and areas of improvement based on evidence.
- MRC should increase its efforts in prior membership drives and engagement instead of waiting for the end of/beginning of the year when the assemblies are held. This would, in turn, produce members who are more aware of MRC activities and would ensure such people are on the MRC governance board. In order to facilitate more activities and to encourage people (communities/stakeholders and partners) to get involved in activities, sometimes it is important to extend the length of NHQ staff visits to the branches. This is especially true in strategic branches where with the addition of new secretaries and with existing branch assistants, the management structure is strengthening. The governance, staff and volunteers in these branches need to understand the working modalities of a management structure. Through travels from NHQ, these understanding can be facilitated and transitions made smooth.
- The recent water crisis in Maldives has highlighted the underlying risks and need to have sustainable solutions to mitigate the same. The quality of water from the thin lens of ground water suitable for drinking purpose has deteriorated over time. The poor sanitation practices and waste disposal have further impacted the quality of available drinking water sources. Alternate options for the sustainable drinking water sources need to be explored with the active participation of the communities. At the same time, there is a need to deploy suitable sanitation solutions for safe disposal of the human excreta. The same emergency operation also highlighted a number of key issues, including effective management/retention of volunteers, a critical review of disaster response mechanisms in place, as well as effectiveness of training in real-time situations. Those issues will be discussed at the lessons learnt workshop, scheduled in January 2015.

Looking ahead

In 2015, MRC will develop its new strategy for the next four years 2016-2020; where it will focus more on improving and strengthening the scope and quality of service deliveries to the entire country. The programmes selected will develop the capacity of MRC by integrating the capacity building initiatives for newly developed branches and units within the programmes. It will be using new DRR approaches, in line with the priorities outlined by the Hyogo Framework for Action 2005 and the Millennium Development Goals with a priority on CCA. The main goal is to support reduced impacts of disasters on target communities by developing and strengthening risk reduction and CCA mechanisms and capacities at the community level. As part of ensuring ownership of the community mitigation projects by the community, MRC will update/conduct the VCA to identify current needs of the community at ground level. In order to build the capacity at community level, special attention will be on strengthening the capacity of youth and volunteers at unit and branch levels to undertake assessments and deliver needs-based behaviour change communication messages to communities.

MRC has already purchased the land at a subsidised rate from the government and is in the process of starting construction of the national headquarters' building over the coming years. Funding support for the completion of phase 1 (first two floors for MRC office) will be covered by the IFRC tsunami residual funds

channelled through the development operation plan (DOP) 2015, while discussions with possible external donors (PNS) is ongoing to try and secure the main part of the funding for the remaining five floors.

Financial situation

[Click here to go directly to the financial report.](#)

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on www.ifrc.org

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