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Long Term Planning Framework 2012-2015

Mongolia

 International Federation
of Red Cross and Red Crescent Societies

Mongolian Red Cross Society (MRCS), with the support of IFRC, implements its health and care programme through activities such as the hygiene promotion campaigns in eight districts of Ulaanbaatar, as well as eight of most-at-risk provinces, at the onset of a hand, foot and mouth disease (HFMD) outbreak. One of the key messages of this campaign was to teach children and their families as well as other at-risk groups to wash their hands with a campaign called "Clean Hands". Volunteers conducted intensive public education campaign activities on HFMD in public places such as food markets, shopping areas, railway and bus stations and cultural centres.

Photo:
Mongolian Red Cross Society



1. Who are we?

The Mongolia country office has assisted and supported the Mongolian Red Cross Society (MRCS) in its delivery of programmes and services to the Mongolian population for more than 15 years. A key enabling factor has been the comprehensive legal status granted to International Federation of Red Cross Red Crescent Societies' (IFRC) Mongolia country office by the Mongolian government, which allows a high-level of efficient support to be provided in times of crises and country-wide disasters. IFRC personnel are embedded within the National Society. The following key areas are deemed as continued priority for the next four years:

1. Organizational development and capacity building
2. Disaster management – strengthening of systems and implementation of activities
3. Health and care programme – capacity development and implementation of activities

2. What is our mission?

Mongolia has experienced a series of rapid social changes which are the result of a combination of socio-political, economic factors and natural disasters. The displacement and relocation of a large percentage of the country's population to the capital city – Ulaanbaatar – has put immense pressure on existing public services, and in some respects, could lead to significant social challenges for the nation as a whole within the next decade or so. The exponential economic growth driven by the mining industry, coupled with an immature social policy framework and a weak safety net, is resulting in a widening social gap which has the potential to lead to a possible social crisis if not addressed. To date, large numbers of people who appear not to have benefited from the current mining ventures, relocate to urban areas particularly the outskirts of Ulaanbaatar

Against this social background, MRCS continues to strive to deliver services which are relevant and sustainable in an effort to continually improve its organizational capacities. To that effect the Mongolia country office supports MRCS to implement their Strategy 2011-2015 and assist with the alignment of their activities with Strategy 2020. As the largest humanitarian organization in Mongolia, the MRCS tackles key social issues in Mongolia and advocates for the need of governmental action in areas related to key vulnerable populations both in urban and rural areas of the country.

3. Where have we come from and what have we done so far?

IFRC's Mongolia country office has been successfully supporting a range of initiatives of MRCS in different areas such as health and care, disaster preparedness and response, and youth development over the past 15 years.

In the health and care sector, the key programmatic areas that had been supported by the IFRC were first aid, blood donor recruitment, HIV/AIDs prevention and social care. The MRCS is well known in the country for its first aid training services and its branches conduct commercial first aid trainings for different organizations and private sector. Its blood donor recruitment programme works in a close cooperation with the national blood transfusion center. The activities target youth and university students through its well-established network of Youth 25 clubs. The National Society's social care services address vulnerabilities that are unique to Mongolian socio-economic conditions. The programme activities target the most vulnerable groups within the society that are the elders, single parents and people with disabilities through its volunteer-based service delivery, psychosocial support, food aid and others. The MRCS is one of the key actors in Mongolia that carry out HIV/AIDs prevention initiatives as well as awareness raising activities on sexual and reproductive health among general public with special focus on younger generation.

However, since 2010 the MRCS adopted IFRC's approach of community-based health and first aid in order to facilitate delivery of the regular services in more needs-based, integrated and efficient manner to the most vulnerable groups within the community. The project is being piloted in four provinces of southern Mongolia. The relevant tools and manuals that have been developed globally are in use by the National Society.

In the disaster response area, the country office has facilitated the launch and implementation of the following emergency operations in addition to the support provided for regular disaster preparedness programmes:

- **2000-2002:** CHF 4,062,000 appeal for heavy snowfalls (Dzud)
- **2003:** CHF 300,000 DREF request plus an appeal of CHF 3,906,000 for heavy snowfalls (Dzud).
- **2008:** CHF 69,000 for hand, foot and mouth disease outbreak
- **2009:** CHF 240,000 for floods
- **2010:** CHF 150,000 DREF request plus an appeal of CHF 1,062,295 for severe winter (Dzud).

Also, MRCS, with technical and financial support from IFRC, has been implementing community-based disaster preparedness programmes aiming at increased knowledge, awareness and practice of locally appropriate disaster preparedness, protection and mitigation methodologies among the community members in order to build up community resilience, protect livelihoods and reduce the incidence of preventable life threatening and debilitating injuries.

For the past 12 months the office has adopted a new approach to the provision of organizational development support by way of using local talent to introduce and where possible build on existing knowledge and policy/operational frameworks. The country office continues to work closely with MRCS in reviewing their legal framework and operational structures. The core challenges to MRCS are similar to that faced by many Red Cross Red Crescent Societies around the world – unclear roles in a changing socio-economic environment, limited resources and the dilution of traditional sources of support. The Zone and Regional offices have over the past 24 months contributed significantly to continue the provision of specialist/expert support by sponsoring the presence of the head of office.

4. Who are our stakeholders?

- Vulnerable communities – affected by both man-made crises and natural disasters
- MRCS – Main partner and implementer of all actions
- Partners/Donors – including Finnish Red Cross, British Red Cross, Norwegian Red Cross, Japanese Red Cross Society, Australian Red Cross, Netherlands Red Cross, United Nations Agencies, Mongolian Government and its ministries and agencies, French Embassy, the Embassy of the Republic of Korea.

Partner support to Mongolian Red Cross

Partners	Disaster Response	DRR	Health	Watsan	OD	Comms	HD	Social Care	RM/PMER
Multilateral partner National Societies through IFRC:									
American RC	✓								
Australian RC	✓				✓				
British RC		✓						✓	
Norwegian RC		✓							
Finnish RC	✓	✓	✓		✓	✓		✓	
Japanese RC		✓							
China RC					✓				
Other multilateral partners through IFRC:									
DFID		✓							
ECHO		✓							
ICRC	✓								
AusAID		✓							
USAID	✓	✓							
Bilateral partner National Societies:									
Japanese RC	✓				✓				
Netherlands RC				✓					
Australian RC	✓	✓	✓						✓
Finnish RC	✓	✓			✓	✓		✓	
British RC								✓	

5. Where are we going and how are we going to get there?

Business Line 1 "To raise humanitarian standards"

<p>Outcome 1: MRCS is a well-functioning National Society delivering relevant and efficient services in support of the Mongolian population in adherence with Red Cross Red Crescent Movement Principles and Policies.</p>
<p>Output 1.1: MRCS has participated in the programmes oriented to standardizing practices across national societies including completing a review of its statutes having followed the established processes and inputs from the Joint Commission.</p> <p><i>Target: by 2015,</i></p> <ul style="list-style-type: none"> • the National Society has finished revision of its statutes; • the National Society has contributed to the establishment and maintenance of federation-wide reporting system.
<p>Output 1.2: MRCS has successfully implemented a review of its activities ensuring these are in alignment with the decisions adopted at the IFRC General Assembly, the Council of Delegates and the resolutions of the Red Cross Red Crescent Movement international conferences.</p> <p><i>Target: by 2015,</i></p>

- *the National Society has participated in all relevant trainings and workshops organized by the IFRC and partner national societies.*

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

<p>Outcome 1: MRCS is better prepared to adequately respond to major disasters including of the provision of emergency health.</p>
<p>Output 1.1: MRCS’s mandate in disaster preparedness and response becomes clear and reflected in the state disaster law or other relevant documents, and disseminated to concerned parties.</p> <p><i>Target: by 2015,</i></p> <ul style="list-style-type: none"> • <i>the National Society improves its collaboration with state disaster response agencies;</i> • <i>the National Society actively participates in the UN cluster system to improve efficiencies in service delivery.</i>
<p>Output 1.2: MRCS has capacity to provide timely relief, emergency health and water sanitation services to affected populations in a timely and efficient manner.</p> <p><i>Target: by 2015,</i></p> <ul style="list-style-type: none"> • <i>the National Society has formulated operational procedures, guidelines and plans – in line with international standards – that enable the National Society to respond to major disasters at both national and local level. The National society has trained, established and maintained the National Disaster Response Team (NDRT).</i>
<p>Outcome 2: MRCS is better positioned and has stronger capacity to achieve the vital goal of helping to protect the most vulnerable, and increasing and safeguarding humanitarian space.</p>
<p>Output 2.1: MRCS has actively advocated decision makers in respect to the humanitarian imperatives in Mongolia in alignment with the resolutions acquired at the International Red Cross Red Crescent Conference.</p> <p><i>Target: by 2015,</i></p> <ul style="list-style-type: none"> • <i>MRCS has effectively advocated the Mongolian Government for the enactment of legislation relating to IDRL for Mongolia;</i> • <i>the National Society has introduced the IDRL concept for government decision makers;</i> • <i>the National Society has actively advocated needs for making necessary changes to the legal environment for major disaster response.</i>

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

<p>Outcome 1: MRCS improves health awareness and enhances disaster resilience of a wider community through its integrated community-based approach (combination of community-based health and first aid (CBHFA), water and sanitation, livelihoods, community-based disaster preparedness (CBDP) and other community-based programmes and branch development).</p>
<p>Output 1.1: MRCS’s branches have piloted community-based programme based on community needs prioritization and local context as well as taking into consideration the existing capacities, experience and resources within MRCS.</p> <p><i>Target: 2015,</i></p> <ul style="list-style-type: none"> • <i>training curriculum, guidelines, standards of service delivery at community level has been developed taking into consideration the existing capacities and resources within MRCS;</i> • <i>integrated training events have been planned and implemented;</i> • <i>training events have been coordinated among partners to maximize their impact.</i>

<p>Output 1.2: An adequate volunteer recruitment and management framework and specific policies are in place at a national and local level.</p> <p><i>Target: by 2015,</i></p> <ul style="list-style-type: none"> • <i>the National Society has revised its volunteer management policy;</i> • <i>the National Society has started to introduce initiatives that are to ensure volunteer safety and security.</i>
<p>Output 1.3: The social care programme offers comprehensive social service which is widely accessed by vulnerable groups in the rural and urban areas.</p> <p><i>Target: by 2015,</i></p> <ul style="list-style-type: none"> • <i>MRCS's social care policy has further developed to clearly identify its role and responsibility and in so doing implementing the services in selected areas;</i> • <i>the National Society has formulated an agreement with the Mongolian Government and key stakeholders in order to ensure sustainability and long-term impact of the programme activities;</i> • <i>the "Red Cross Social Care Centres" provide more comprehensive services and act as reference centres in the identified communities, enriched through the integration of programmes (such as CBHFA, HIV/AIDS) and in so doing addressing the identified needs within particular communities with relevant and timely services targeting the most vulnerable groups including the elderly, disable, single parents, at-risk youth, and the extremely poor.</i>

Business Line 4 "To heighten Red Cross Red Crescent influence and support for our work"

<p>Outcome 1: MRCS's communications are utilized to highlight key areas of interest and concern for the Red Cross Red Crescent Movement stressing its competitive advantage in the humanitarian market place.</p>
<p>Output 1.1: Closer cooperation takes place with relevant stakeholders to highlight the humanitarian imperatives in Mongolia.</p> <p><i>Target: by 2015,</i></p> <ul style="list-style-type: none"> • <i>the National Society has improved its collaboration and communication with partner media agencies in Mongolia;</i> • <i>the National Society has established different means to establish new partnership in accordance with IFRC policy.</i>
<p>Output 1.2: The National Society is better positioned through a comprehensive resource mobilization strategy.</p> <p><i>Target: by 2015,</i></p> <ul style="list-style-type: none"> • <i>the National Society has secured funding to support its initiatives through long-term commitments and diversified sources from existing and new partners;</i> • <i>resource mobilization strategy has been developed.</i>

Business Line 5 "To deepen our tradition of togetherness through joint working and accountability"

<p>Outcome 1: MRCS has increased capacity to deliver services by maximizing its support through a permanent coordination structure.</p>
<p>Output 1.1: Partnership agreements are executed with relevant partners under a comprehensive cooperation framework.</p> <p><i>Target: by 2015,</i></p> <ul style="list-style-type: none"> • <i>a locally relevant cooperation framework has been adopted (Operational Alliance, CAS);</i> • <i>partnership meetings have been held at regular intervals and communication between partners is timely and relevant.</i>
<p>Outcome 2: MRCS practices systematic planning, monitoring, evaluations and reporting (PMER)</p>

approach in order to ensure greater accountability to donors, partners and people reached.

Output 2.1: A four-year PMER plan for the National Society is developed and implemented efficiently and effectively.

Target: by 2015,

- *a PMER toolkit has been developed, tested and in use;*
- *the national headquarters and branches are regularly trained on PMER practices.*

6. What are some of the key risks/assumptions?

Institutional development: MRCS has embarked on a process of modernization which, whilst it will deliver important improvements in performance and efficiency, will see the organization continue to experience lag issues.

Scarcity of financial resources/sustainability of operations: One of the ongoing challenges in Mongolia remains the minimal amount of financial support received by MRCS from partnerships from outside and within Mongolia. Despite multiple attempts to secure sustainable income sources the National Society remains heavily dependant on the support of foreign partners to be able to deliver core services to communities who are in very vulnerable situations and who need significant amounts of support. While MRCS seeks to secure their own funding sources through a combined approach of the general public and Mongolian government, MRCS's partners will need to adequately support the organization and process during the interim period.

Major disaster: The Mongolian government has identified the possibility that Ulaanbaatar will be severely affected by a high-level magnitude earthquake in the future. They have also identified vast areas of the city which are likely to be seriously damaged and moreover estimated that a large percentage of the population could be injured or killed if such event was to take place. If such an event took place, the nature of the impact would be catastrophic and the National Society is not ready to face such event.

7. How much will it cost?

The projected costs per year for support of the Mongolian office and MRCS are about CHF 1.9 million per year with an estimated average growth of 7 per cent to 10 per cent. The projected costs do not include large scale projects which, given the current social realities in Mongolia, should be considered in the areas of risk reduction activities, shelter, water and sanitation, health and livelihoods. The total cost for a permanent presence of the secretariat in country remains at around CHF 350,000 - 490,000 per year with a single delegate and a team of four expert local staff.

Mongolia	2012	2013	2014	2015	Total
BL 1. Humanitarian Standards	200,000	214,000	230,000	246,100	890,100
BL 2. Disaster Management Services (total)	1,100,000	642,000	1,186,940	735,025	3,663,965
Response preparedness	600,000	642,000	686,940	735,025	2,663,965
Ongoing emergency operations	0	0	0	0	0
Projected emergency operations	500,000	0	500,000	0	1,000,000
BL 3. Sustainable Development	740,000	791,000	846,000	905,220	3,282,220
BL 4. Humanitarian Diplomacy	250,000	274,000	220,000	225,000	969,000
BL 5. Effective working and accountability	170,000	176,000	250,000	265,000	861,000
Total Budget	2,460,000	2,097,000	2,732,940	2,376,345	9,666,285

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.

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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

Contact information

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