

Ministry of Food and Disaster Management
Corporate Plan
2005-2009

TABLE OF CONTENTS

1. Minister's Message
2. Purpose of the Corporate Plan
3. Corporate Plan Overview
4. Key Challenges and Opportunities
5. Future Directions and Focus
6. Key Result Areas
7. Key Organisational Risks



MINISTER'S MESSAGE

I have recently had the honour to lead the Bangladesh delegation to the World Conference on Disaster Reduction (WCDR), held in Kobe, Hyogo, Japan between 18 –22 January, 2005. This conference was attended by a large number of delegates from across the world and I was privileged to be able to deliver a country statement at the plenary session and to present a paper on Bangladesh's experience in disaster management at the special plenary session on Tsunami.



I was also given the honour to deliver the first keynote speech at the International Symposium under the title 'Living with Risk' organised by the Asian Disaster Reduction Centre (ADRC) on the eve of the WCDR. I also made a presentation on Bangladesh best practices in disaster management at the Public Forum organised by the ADRC during the WCDR. Other participants from Bangladesh were also very active in disseminating our best practices among the delegates at the WCDR.

This experience has reinforced to me that Bangladesh has much to offer the world through its disaster management experiences. It has also reinforced that we need to do more to promote our achievements in order to position ourselves as a world leader in disaster management. We must move from being a follower to becoming a recognized world leader.

The conference was a major success and the conclusions have been captured within the “Hyogo Framework for Action 2005 – 2015”. This framework calls on all countries of the world to commit:

- To pursue an integrated multi hazard approach for sustainable development to reduce the incidence and severity of disasters.
- To place disaster risk at the centre of our political priorities and policies.
- To integrate disaster risk reduction in our development work.
- To strengthen the capacity of disaster prone countries to address risk.
- To invest substantively in disaster preparedness.
- To reduce the relief - development gap and thereby reduce vulnerability.
- To enable civil society actors and affected communities to strengthen their resilience to disasters.
- To reduce the gap between what we know and what we do, with the critical ingredient being political commitment, and.
- To build on the momentum of this World Conference to accelerate implementation of the Framework for Action.

A Framework for Action

There are of course a number of other strategic drivers that will influence our service delivery. These include the Government's Poverty Reduction Strategic Paper (PRSP), the Millennium Development Goals (MDGs), and the recommendations of the National Workshop on Floods 2004. If we are to be successful in achieving these goals, then all elements of the Ministry will be required to work in a more integrated manner and this means that some systemic and organisational improvements will be made. We will need to build strong partnerships with other government agencies, NGOs and civil societies in order to maintain a sustainable and effective level of service delivery to address community risks.

Several important initiatives include strengthening the Disaster Management Bureau (DMB) especially by establishing an adjunct National Disaster Management Training Centre (NDMTC); the establishment of the National Disaster Management Information Centre (NDMIC) to improve our interface with the districts and strengthen our community warning and alerting capacity; the realignment of the work of the Directorate of Relief and Rehabilitation (DRR) field staff to become more involved in comprehensive disaster management activities and full integration of food security and disaster management issues by achieving synergies among activities of DMB, DRR and the Directorate-General of Food (DGoF) and their field offices.

The issue of food security is an integral component of the work of the Ministry, and was considered as part of the deliberations at the WCDR. The promotion of food security is an important factor in ensuring the resilience of communities to hazards that can weaken agriculture-based livelihoods. The Ministry has the crucial task of coordinating the supply and distribution of food which includes ensuring that we have well prepared relief policies and practices in place when experiencing food shortages during disaster situations.

This Corporate plan has been developed to serve as a key management tool to guide the efforts of the Ministry of Food and Disaster Management in the achievement of these commitments. The plan provides direction on the Ministry's priorities for the next four years and clearly defines the allocation of responsibilities across the Ministry.

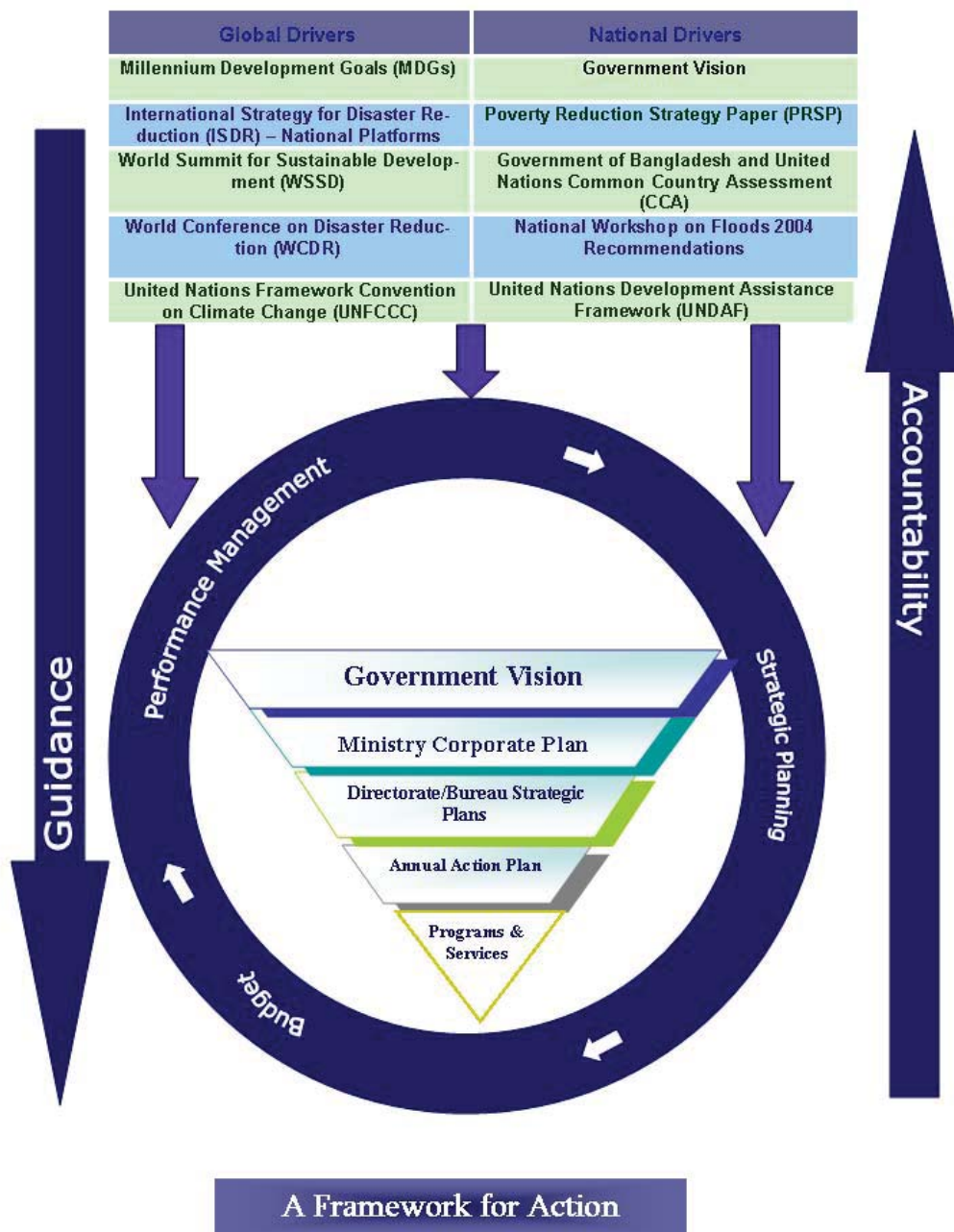
I am pleased to state that Bangladesh is well on the way to achieving these commitments with the Comprehensive Disaster Management Programme (CDMP) being our key strategic vehicle for change. I thank our development partners for their support and particularly the United Nations Development Programme (UNDP) and the United Kingdom, Department for International Development (DFID) who have contributed significantly to CDMP.

There is still much to be done, particularly in the areas of mainstreaming disaster management and building our national and regional cooperation frameworks; however I am confident that we can build on our existing programmes and become a recognized world leader in disaster risk reduction. This is our challenge.

I commend this Corporate Plan to you all as being the "Framework for Action 2005 – 2009".

Chowdhury Kamal Ibne Yusuf M.P.
Minister
Ministry of Food and Disaster Management

A Framework for Action



PURPOSE OF THE CORPORATE PLAN

The Corporate Plan will be used to:

- Articulate the Ministry's long-term Strategic Focus.
- Demonstrate a commitment to address key issues: risk reduction, capacity building, climate change, food security, issues of gender and the socially disadvantaged.
- Show the relationship between the government vision, and the MoFDM mission, key result areas, goals and strategies, and to align priorities and strategies with international and national drivers for change.
- Detail a road-map for the development of internal Strategic Plans for the Disaster Management Bureau (DMB), Directorate of Relief and Rehabilitation (DRR), Director-General of Food (DGoF) and the Policy Programme and Partnership Development Unit (PPPDU).
- Guide the MoFDM in the development and delivery of programmes for which the MoFDM is accountable.
- Provide guidance to the MoFDM's Executives in the formulation of programmes, and the allocation of budgets and resources.
- Illustrate to NGOs, other Ministries and civil society how their work can contribute to the achievements of the government vision, and how they can support the MoFDM goals.
- Inform about our challenges, opportunities and risks that will have an impact on policies and practices.
- Provide a framework within which to report performance and success in achieving goals and strategies.



CORPORATE PLAN OVERVIEW

• GOVERNMENT VISION

“To reduce the vulnerability of people, especially the poor, to the effects of natural, environmental and human induced hazards to a manageable and acceptable humanitarian level”

• OUR MISSION

“To achieve a paradigm shift in national disaster management strategies from conventional response and recovery to a more comprehensive risk reduction culture, and to promote food security as an important factor in ensuring the resilience of communities to hazards”

• OUR OBJECTIVE

“To strengthen the capacity of the Bangladesh disaster management system to reduce unacceptable risks, to improve response and recovery management at all levels and to effectively integrate and manage the national food security system”.

In achieving this, the MoFDM will work together as an innovative, integrated Ministry, so that we maximise coordination, planning and the use of resources for the most effective programmes and services to benefit the communities of Bangladesh.

• OUR GOALS

- A professional, capable and skilled best practice Disaster Risk Management system.
- Disaster Risk Management principles and practices are mainstreamed in the whole-of-government and national development processes
- Disaster resilient communities that have enhanced coping capacities across a broader range of hazards.
- Development of policies and programmes that recognizes climate change impacts on hazards and risks to communities, and mitigation strategies that are based on a risk management assessment.

A Framework for Action

- Greater levels of coordination and cooperation at regional and national levels, and enhanced whole-of-government information, warning and reporting systems.
- A robust, well managed, equitable and disaster risk resilient national food security system.

• OUR KEY RESULT AREAS

- Strengthening and Professionalising the Disaster Risk Reduction System.
- Mainstreaming of disaster risk management programming through coordination, cooperation and advocacy (partnership development).
- Strengthening of community institutional mechanisms (community empowerment).
- Expanding Mitigation, Preparedness and Response Strategies across a Broader Range of Hazards.
- Strengthening Emergency Response and Recovery (Relief and Rehabilitation) Systems (Operationalising Response and Recovery).
- Maintaining and strengthening the National Food Security System.

KEY CHALLENGES AND OPPORTUNITIES

The major challenges that impact how the MoFDM plan its strategies and programmes can be grouped into six categories-technological, sociological, environmental, economic, and in addition, the government priorities and outcomes for the communities and emerging trends in disaster risk management nationally and internationally.

- ***Technological Factors***

Society is experiencing unprecedented technological change. Advances in information technology and telecommunications are transforming the way we live, and do business.

Technological development has the potential to deliver social, economic and environmental benefits. However, it also places additional demands on Ministry resources with training, research and development, and programme management practices.

Other significant issues for the MoFDM involve knowledge management systems which include ensuring integrity of data capture, criticality of information sharing and integrated information systems.

- ***Sociological Factors***

Changes in population demographics, urbanisation and industrialisation have a considerable effect on MoFDM programmes and service delivery, including the recruitment, development and retention of a skilled workforce. The MoFDM need a workforce that is capable of managing the paradigm shift in disaster risk management thinking and practice. Equally the challenge for staff will be to accept change, and to ensure the Ministry has a focus on continuous improvement.

The Ministry also needs to develop programmes and services that recognize issues of gender and the socially disadvantaged and the impact of hazards on specific social groups-the poor, women and girls and the socially disadvantaged.

- ***Economic Factors***

Bangladesh is an emerging economy in a region with significant economic potential. The strength of the economy and the need for further development will place pressure on government, and therefore Ministry resources. Credibility and a proven ability to deliver key programmes and improved services will affect donor support for the Ministry, and will challenge the Ministry to demonstrate a commitment to change, and the new focus on disaster risk reduction.

- ***Environmental Factors***

Governments, business and industry and the civil society need to be aware of the increasing vulnerable state of the environment. Climate change is expected to have significant impact on the activities of our mitigation programmes. We need to ensure that our development activities and programmes recognise climate change as a significant environmental factor in risk assessment processes.

- ***Government Priorities and Outcomes.***

The needs of the people and communities of Bangladesh are drivers of government policy and activity. The services that the MoFDM provide to communities must align and assist the achievement of government priorities and strategies.

The Ministry must also present itself as a credible, capable lead agency for disaster risk management in Bangladesh. The acceptance of change and a motivated, capable workforce will assist in this. The Ministry must also seek recognition regionally and internationally as the lead agency for disaster management. Trust and recognition of the Ministry as a capable performer among NGOs and key stakeholders must also be considered.

- ***Emerging Trends***

Communities are living with greater technological and environmental risks. Planning requires a holistic approach across the whole-of-government. Enhanced integration and coordination is required including information technology systems, shared communications networks, and joint planning and training.

Disaster risk management practice is placing an increased emphasis on community education and prevention activities including a focus on proactive community risk reduction using a whole-of-government approach. The adoption of a risk management approach will provide the MoFDM with the means to better identify, manage and mitigate potential hazards.



FUTURE DIRECTION AND A FOCUS ON CHANGE

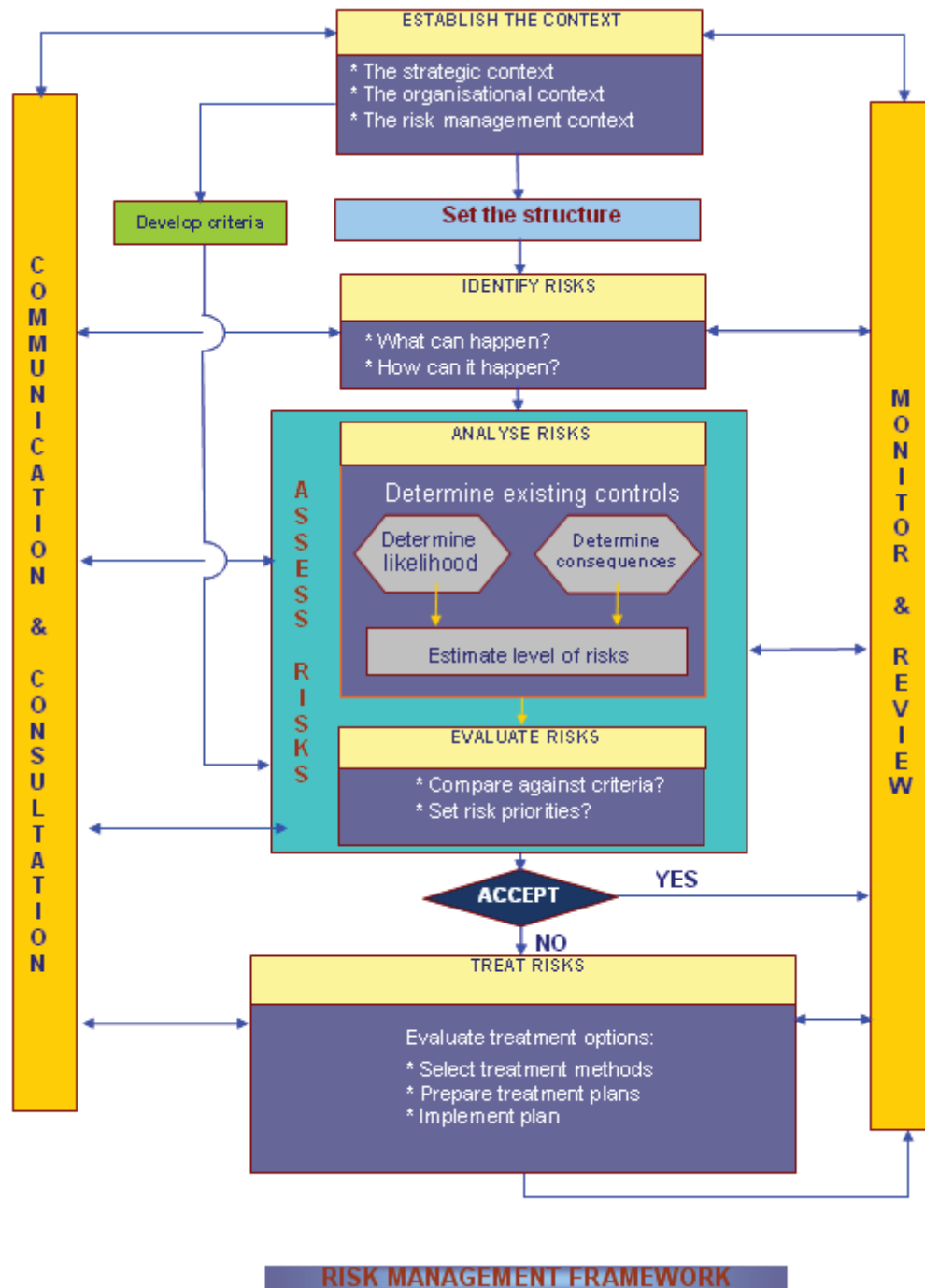
- To proactively pursue the achievement of national and international agendas that includes the following drivers for change.

Global Drivers	National Drivers
Millennium Development Goals (MDGs)	Government Vision
International Strategy for Disaster Reduction (ISDR) – National Platforms	Poverty Reduction Strategy Paper (PRSP)
World Summit for Sustainable Development (WSSD)	Government of Bangladesh and United Nations Common Country Assessment (CCA)
World Conference on Disaster Reduction (WCDR)	National Workshop on Floods 2004 Recommendations
United Nations Framework Convention on Climate Change (UNFCCC)	United Nations Development Assistance Framework (UNDAF)

- To align our service delivery with the vision and priorities of government.
- To strongly advocate the adoption of a comprehensive approach to risk reduction and risk management, that is based on the international best practice model (AS/NZ 4360-1999).
- To promote the integration of climate change and other formal research within development planning and community risk reduction strategies.
- To engage the whole-of-government system in risk reduction and risk management through mainstreaming and advocacy strategies.
- To develop policy and operational frameworks for sustainable coordination, collaboration and information management across government, and with key stakeholders.
- To establish formal partnerships with government agencies, NGOs, civil society and the private sector for effective and sustainable service delivery.
- To have a community focus with a strong emphasis on issues of gender and the socially disadvantaged embedded in programmes.
- To establish and maintain strong regional partnerships and networks, and to actively contribute to national, regional and international agendas.

A Framework for Action

- To pursue the standardisation of training and systems to align with best practice standards, models and competencies.
- To build and maintain the professional competencies of our staff.



KEY RESULT AREAS

KEY RESULT AREA ONE- STRENGTHENING AND PROFESSIONALISING THE DISASTER RISK REDUCTION SYSTEM.

Our Goal (what is to be achieved)

A professional, capable and skilled best practice Disaster Risk Management system.

Our Strategies (what will be done)

- Develop and implement a MoFDM disaster management business planning process.
- Develop a national strategy for the implementation of the National Flood Workshop 2004 Recommendations.
- Develop and implement a MoFDM Disaster Management Profile Enhancement Strategy.
- Revise and seek approval for a new MoFDM Rules of Business.
- Revise and align the MoFDM organizational structure consistent with the new Rules of Business.
- Develop and implement a Professional Development Strategy for MoFDM staff.
- Review, revise and republish the Standing Orders for Disaster Management.
- Develop, approve and promote a National Disaster Management Plan.
- Update, seek approval for and implement the draft Disaster Management Act.
- Establish a National Disaster Management Training Centre (Institute of Disaster Risk Management and Research) within MoFDM.

Our key measures of success (how improvement will be demonstrated)

- ✓ Demonstrated government support and commitment to comprehensive disaster management.
- ✓ Professional and competent staff.
- ✓ Greater knowledge and understanding of comprehensive disaster management within the MoFDM, and across government.
- ✓ An established legal and policy framework based on recognized best practice disaster management concepts.
- ✓ A viable and proactive disaster management national focal point.
- ✓ MoFDM recognized as a key development partner Ministry.

KEY RESULT AREA TWO- MAINSTREAMING OF DISASTER RISK MANAGEMENT PROGRAMMING THROUGH COORDINATION, COOPERATION AND ADVOCACY (PARTNERSHIP DEVELOPMENT).

Our Goal (what is to be achieved)

Disaster Risk Management principles and practices are mainstreamed in the whole-of-government and national development processes

Our Strategies (what will be done)

- Mainstream disaster management principles and practices within national development planning processes.
- Develop, approve and introduce templates for Disaster Impact and Risk Assessment.
- Review, revise and implement the roles and responsibilities for Disaster Management Committees at all levels, consistent with legislation.
- Develop and implement a Disaster Management Training Policy.
- Review and revise the Training Curriculum consistent with the Disaster Management Training Policy.
- Develop and implement a Disaster Management Training Plan consistent with the policy and curriculum.
- Review and align Local Disaster Management Plans consistent with comprehensive disaster management strategies.
- Develop and publish a book of disaster management terminology in Bangla and English.

Our key measures of success (how improvement will be demonstrated)

- ✓ Increased and more effective information sharing and coordination within and across government, NGOs, and other stakeholders.
- ✓ Extensive national and regional collaboration and partnership networks.
- ✓ Risk management is mainstreamed within the core business of government agency development programmes.
- ✓ Disaster management committees at all levels have increased capacity to actively engage in risk reduction and emergency response activities.
- ✓ A National Training Strategy based on formal training needs analysis is implemented at all levels.
- ✓ Local Disaster Management Plans reviewed to include provision for mitigation strategies.
- ✓ Risk assessment outcomes are integrated within government development plans.

KEY RESULT AREA THREE- STRENGTHENING OF COMMUNITY INSTITUTIONAL MECHANISMS (COMMUNITY EMPOWERMENT)

Our Goal (what is to be achieved)

Disaster resilient communities that have enhanced coping capacities across a broader range of hazards.

Our Strategies (what will be done)

- Complete analysis to determine gaps in risk assessment programmes, in partnership with NGOs and the civil society.
- Develop, approve and introduce methodologies for integrating disaster management planning at a local level within development planning processes.
- Introduce Gender and Social Exclusion Analysis Framework into Risk Reduction Initiatives.
- Develop, approve and implement Local Disaster Risk Reduction Fund Guidelines in support of community risk reduction programmes.
- Develop and implement education and awareness programmes that are aligned with identified risk treatment strategies.
- Publish an Indigenous Coping Mechanism Guidebook.
- Complete research into Risk Insurance options and implement approved recommendations.
- Engage and integrate the media into community awareness and education programmes and strategies.
- Integrate comprehensive disaster management concepts within the education system.

Our key measures of success (how improvement will be demonstrated)

- ✓ Community coping capacities and decision making are enhanced for a broader range of hazards, including possible impacts of climate change.
- ✓ Community risk reduction programmes have a strong focus on issues of gender and the socially disadvantaged.
- ✓ Increased community understanding of local risks and potential risk treatments relative to their threats.
- ✓ Frameworks to facilitate the integration of community risk assessment outcomes within government agency development plans are established and operational.
- ✓ Local Disaster Risk Reduction Fund contributing to community risk reduction activities.

KEY RESULT AREA FOUR- EXPANDING MITIGATION, PREPAREDNESS AND RESPONSE STRATEGIES ACROSS A BROADER RANGE OF HAZARDS

Our Goal (what is to be achieved)

Development of policies and programmes that recognize climate change impacts on hazards and risks to communities, and mitigation strategies that are based on a risk management assessment.

Our Strategies (what will be done)

- Develop and approve Hazard based Community Risk Assessment Guidelines, which include but are not limited to:
 - Community Risk Assessment Guidelines for Earthquakes.
 - Community Risk Assessment Guidelines for River Flood.
 - Community Risk Assessment Guidelines for Urban Flood.
 - Community Risk Assessment Guidelines for Flash Flood.
 - Community Risk Assessment Guidelines for Cyclone.
 - Community Risk Assessment Guidelines for River Bank Erosion.
 - Community Risk Assessment Guidelines for Tsunami
- Develop a Drought Prediction Model and integrate it within community risk assessment processes.
- Develop methodologies for socio-economic cost-benefit analysis of risk reduction strategies, and for multi-hazard risk assessments.
- Integrate climate change research into strategies and guidelines for disaster risk reduction and risk assessment.
- Support the Bangladesh Fire Service and Civil Defence (BFSCD) in the analysis and assessment of needs and priorities for an Urban Search and Rescue capability.
- Support the Ministry of the Environment and Forest (MoEF) in the integration of climate change research within community risk assessment and emergency response models.

Our key measures of success (how improvement will be demonstrated)

- ✓ A comprehensive and up-to-date information database that informs disaster management programs for flood (river, flash and urban), earthquake, drought, tsunami, river bank erosion and cyclone hazards.
- ✓ Latest research on climate change impacts and adaption incorporated in all relevant areas
- ✓ Standardised risk assessment guidelines that incorporate climate change and formal hazard and risk analysis considerations.
- ✓ A plan to enhance the Urban Search and Rescue capability developed and approved.

KEY RESULT AREA FIVE- STRENGTHENING EMERGENCY RESPONSE AND RECOVERY (RELIEF AND REHABILITATION) SYSTEMS (OPERATIONALIZING RESPONSE AND RECOVERY)

Our Goal (what is to be achieved)

Greater levels of coordination and cooperation at regional and national levels, and enhanced whole-of-government information, warning and reporting systems.

Our Strategies (what will be done)

- Establish and make operational a National Disaster Management Information Centre.
- Establish and make operational District Disaster Management Information Centres.
- Develop, validate and implement preparedness, response and recovery management systems based on the All Hazards model.
- Develop a Damage and Needs Assessment Methodology and implement within response planning systems.
- Develop an All Hazards community warning system.
- Integrate a Food Security Policy within relief operational procedures.
- Strengthen national and regional networks.

Our key measures of success (how improvement will be demonstrated)

- ✓ An effective Disaster Information Management and Coordination Centre at the national level, and in targeted districts.
- ✓ An effective community level all hazards warning system.
- ✓ Greater levels of coordination and information acquisition and dissemination across government agencies, NGOs, and civil society networks.
- ✓ Enhanced national and regional cooperation and networks.
- ✓ Coordinated, timely and appropriate response and more effective damage assessment, relief and recovery systems.

KEY RESULT AREA SIX- MAINTAINING AND STRENGTHENING THE NATIONAL FOOD SECURITY SYSTEM

Our Goal (what is to be achieved)

A robust, well-managed, equitable and disaster risk resilient national food security system.

Our Strategies (what will be done)

- Develop, strengthen, and implement national food security policy and strategies.
- Establish, maintain and enhance a dependable national food security system.
- Prepare policy and operational procedures for the effective management of rationing, procurement, pricing, and the import and export of food.
- Implement a quality control system for imports, exports and local food commodities.
- Manage the National food reserve, including developing policies, procedures and guidelines for food stocking levels, and maintain adequate government stock reserves.
- Maintain an information database regarding consumption, price, imports and exports of food-grains and other civil supplies.
- Conduct food planning, research and monitoring.
- Manage drought, famine and food shortage situations.
- Collaborate with key government agencies, NGOs, United Nations agencies and programs, civil society and private business on food security, supply, distribution and accessibility issues.

Our key measures of success (how improvement will be demonstrated)

- ✓ A well managed effective and dependable food procurement, supply and distribution system.
- ✓ A stable food pricing structure.
- ✓ An effective rationing policy and system.
- ✓ Effective management of drought, famine and food shortage situations.
- ✓ Equitable access to food for the poor and socially disadvantaged.

KEY ORGANISATIONAL RISKS

The nature and management of risk requires the MoFDM to continually monitor current issues and trends impacting on the MoFDM's business and then evaluate, to what degree, any of these issues may pose a risk to delivering our programmes and services.

The outcomes of a risk management process within the MoFDM are as follows;

- ✓ *More effective delivery of services in support of Ministry outputs and whole-of-government priorities.*
- ✓ *More effective use of resources.*
- ✓ *Higher standard of service both internally in the MoFDM and to the community.*
- ✓ *Higher standard of accountability.*
- ✓ *Greater exercise of innovation and creativity in managing our programmes and services, and.*
- ✓ *Improved capacity to manage competing priorities.*

The management of risk within the MoFDM involves the identification, analysis and treatment of exposures likely to adversely impact on the operational performance and/or continued effectiveness of the MoFDM.

Key corporate risks to the MoFDM are inclusive of:

RISK	DESCRIPTION
<i>Technology</i>	Manage critical IT systems.
<i>Financial</i>	Ensure adequate long-term funding to meet our strategies and programmes and maintain, develop and improve our services.
<i>Knowledge Management</i>	Gather, store, manage and secure knowledge/data/information to ensure effective decisions.
<i>Governance</i>	Ensure governance policies and systems are effective.
<i>Recruitment and Retention</i>	Appropriately recruit, manage, train and retain our people.
<i>Operational service delivery</i>	Provide an effective standard of service delivery.
<i>Environment</i>	Effectively manage issues that adversely impact on our environment, including climate change.
<i>Asset management</i>	Effectively manage and monitor our assets.

A Framework for Action

<i>Planning</i>	Lead the development of innovative plans and programmes.
<i>Community engagement</i>	Communicate and work efficiently with key stakeholders, other government departments, NGOs, private sector and civil society.
<i>Leadership</i>	Position the MoFDM as the lead agency for disaster risk management within the government and the community.

For further clarification please contact:

Ministry of Food and Disaster Management
Comprehensive Disaster Management Programme (CDMP)
Disaster Management and Relief Bhaban (2nd Floor)
92-93 Mohakhali C/A, Dhaka - 1212
Phone: 88-02-9890937, Fax: 88-02-9890854
E-mail: info@cdmp.org.bd
Web: <http://www.cdmp.org.bd>



A Framework for Action

