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Emergency Plan of Action Operation Update Myanmar: Monsoon Floods

 International Federation
of Red Cross and Red Crescent Societies

DREF n° MDRMM012	GLIDE n° FL-2019-000081-MMR
EPoA update n° 1; Date of issue: 24 September 2019	Timeframe covered by this update: 22 August – 5 September 2019
Operation start date: 22 August 2019	Operation timeframe: 4 months until 22 December 2019
Overall operation budget: CHF 299,975	DREF amount initially allocated: N/A
N° of people being assisted: 13,750	
Red Cross Red Crescent Movement partners currently actively involved in the operation: MRCS is working with the International Federation of Red Cross and Red Crescent Societies (IFRC), International Committee of the Red Cross (ICRC) and Partner National Societies with presence in Myanmar.	
Other partner organizations actively involved in the operation: Department for Disaster Management (DDM), Department of Meteorology and Hydrology (DMH), General Administration Department (GAD), Fire Service Department, Ministry of Health and Sports (MoHS), United Nations Office for the Coordination of Humanitarian Affairs (OCHA).	

A. SITUATION ANALYSIS

Description of the disaster

Seasonal monsoons have brought strong winds and heavy rains across Myanmar, which further intensified with depressions and low-pressure areas over the Bay of Bengal, causing increased water levels in major rivers and flooding. More than 231,000 people have been affected in various states and regions including Chin, Kachin, Magway, Mandalay Sagaing, Rakhine in the first round (July), and in Ayeyarwaddy, Bago, Kayin, Mon, Tanintharyi and Yangon in the second round (August to date).

The flooding caused the closure of more than 500 schools, destruction of at least 375 houses, infrastructure, crop harvests, and livestock. This also triggered landslides, particularly in Paung Township, Mon state affecting 175 people, and led to at least 75 deaths with around 40 persons reported to still be unrecovered.

Many of the affected population have returned home from temporary shelters. While the immediate threat to lives is no longer present, significant needs remain among the most vulnerable such as support for food, water, hygiene and sanitation, health and shelter. As of the reporting period, heavy rains persist and flood warnings are consistently being issued by Department of Meteorology and Hydrology (DMH), particularly in southern Myanmar. The situation needs to be monitored closely throughout the monsoon and cyclone seasons which are expected to last until October 2019.

Summary of current response

Overview of Host National Society

As of this reporting period, Myanmar Red Cross (MRCS) has reached more than 62,000 people through more than 680 volunteers with different services including dissemination of early warning early action messages, assisting in the evacuation process, managing evacuation sites, rapid needs assessment, provision of first aid services and psychosocial support. MRCS is recognised as one of the main first responders to floods and landslides, and the key actor in coordination with local authorities aiming to reach remote areas. Access of MRCS staff and volunteers to areas submerged in flood waters have been supported through the provision of boats.

MRCS has provided direct assistance in the form of emergency cash amounting to a total of CHF27,000 (MMK41,440,000) to more than 4,000 people in Kachin and Mon states; and household items to more than 22,000 people in various states and regions. These were supported through utilizing existing stocks, the MRCS Emergency Management Fund (EMF), local donors, and the private sector. In addition to the EMF, the MRCS has mobilized additional resources to support the operations through the Disaster Relief Emergency Fund (DREF), bilateral support from PNS, and donations from the private sector and local donors.

MRCS Emergency Operation Centres (EOC) in Nay Pyi Taw and Yangon have been alert, continuously monitoring and disseminating early warning information, and gathering data on needs and response activities from branches. While full activation of MRCS SOPs was not done, cross-departmental coordination was initiated at the start of the operation through weekly update meetings starting 23 August 2019. Key department representatives from Disaster Management (DM), Health, First Aid and Safety Services (FASS), and WASH Unit were also involved in facilitating the MRCS Response Operation Planning meeting.

Overview of Red Cross Red Crescent Movement in country

IFRC has provided support to the MRCS in developing an overall Emergency Plan of Action (EPoA) which encompasses the support from the DREF, other PNS such as the Turkish Red Crescent (TRC) and the German Red Cross (GRC), private sector and local donors. This aims to ensure a comprehensive and coordinate approach on the Floods Operations led by the National Society.

The DREF allocation is complemented with the support from the TRC on replenishment of household items and procurement of boats, and the GRC on trainings, provision of personal protective equipment (PPEs) for staff and volunteers, and the procurement of boats.

Technical support on the development and update of the EPoA, planning on rapid assessment, and coordination were provided by the American Red Cross and the Finnish Red Cross. MRCS has conducted two (2) coordination meetings to share response operation updates and the EPoA with the participation of Movement Partners and weekly update meetings starting 23 August 2019 with MRCS key departments as part of the Emergency Task Force.

With the support from IFRC, MRCS has developed the Procurement Plan and initiated the recruitment process for HR support under the DREF.

MRCS organized a Response Operation Planning meeting on 6 September 2019 with the participation of key departments and representatives from the state/region and township branches.

MRCS, with the support of IFRC, conducted a Communications field visit in Mon and Tanintharyi from 11 – 14 September 2019 to develop communications materials from interviews with communities and branch staff and volunteers involved in the operations.

On 22 August 2019, the IFRC released CHF 299,975 from the DREF to support MRCS respond to the escalating situation, after their own capacity and resources was exceeded. The major donors and partners of the Disaster Relief Emergency Fund (DREF) include the Red Cross Societies and governments of Belgium, Britain, Canada, Denmark, German, Ireland, Italy, Japan, Luxembourg, New Zealand, Norway, Republic of Korea, Spain, Sweden and Switzerland, as well as DG ECHO and Blizzard Entertainment, Mondelez International Foundation, and Fortive Corporation and other corporate and private donors. The IFRC, on behalf of the national society, would like to extend thanks to all for their generous contributions.

Overview of non-RCRC actors in country

The Government, through the Disaster Management Committees (DMCs) from the national to the township levels, have led evacuations, managing shelter sites, search and rescue, and provision of assistance including unconditional cash grants, food, and medical assistance.

An emergency coordination meeting of the National Disaster Management Committee (NDMC) was called on 13 August 2019 to discuss effective and efficient response measures. The Government has provided more than MMK 300 million (CHF 191,000) for rice, MMK 14 million (CHF8,900) for destroyed and damaged houses, MMK 23 million (CHF 14,600) for casualties, and MMK 3.9 million (CHF 2,400) for household items. Contributions were also provided through the support of monasteries, churches, other faith-based groups, civil society and private individuals.

During the height of the emergency in mid-August, the MoHS activated their EOC and opened an additional six sentinel sites (previously MoHS had two sites only) in key hospitals in the flood-affected areas to manage epidemiological data collection and analysis for outbreak detection. The MoHS dispatched disaster response teams to the affected areas and increased hygiene and health promotion activities in addition to positioning health kits for basic health service provided either through static health facilities or mobile health clinics operated by MoHS. The MoHS has also increased antivenom sites.

DMH has consistently issued flood and cyclone warning levels, particularly in southern Myanmar. From September 2019 to date, low pressure conditions formed in Northwest Bay of Bengal and flood danger levels were reported in Sittoung and Bago rivers in Bago region and Bilin river in Mon state.

International agencies also responded to specific gaps. UNICEF assisted with the provision of containers for storing water, water purification supplies and hygiene kits. WHO also assisted with water purification supplies, emergency medical kits and by sharing technical guidelines on snake bite management with health partners with WHO supported the mobilization of mobile health clinics. UNFPA supplied dignity kits, including hygiene items specifically for women, as part of the response.¹

On 14 August 2019, the START Network supported the operations of INGOs including Christian Aid, World Jewish Relief and HelpAge International, to provide support on WASH and Food Security in Mon and Kayin states.

Needs analysis and scenario planning

Needs analysis

Initial assessments gathered from the MRCS branches indicated the most urgent needs include food and household items, water, hygiene and dignity items particularly for displaced populations living in temporary shelters and houses of relatives. From 19 August 2019, MRCS has conducted a Rapid Assessment in eight (8) townships from four (4) affected states and regions including Mon, Bago, Kayin and Tanintharyi. Findings for this assessment and additional updates from other humanitarian actors are elaborated below.

Livelihoods and Basic Needs

Across the townships of Mon, Kayin and Tanintharyi, majority of the Rapid Assessment respondents indicated 75 per cent of their livelihoods, such as crop harvests and livestock, have been adversely affected. This has impacted the ability of households to earn income addressing their basic needs. While there were reports of some markets being destroyed particularly in some townships in Mon and Kayin, the major difficulties faced by households to access markets include the lack of cash, insufficient transportation and damages to road infrastructure.

Particularly in Mon State, huge tracts of farmland and entire villages were submerged in water. The Inter-Cluster Coordination Group (ICCG) mission from 13 – 15 August 2019 indicated about MMK1.2 billion (CHF782,000) value of losses and damaged estimated for Mon State alone.

Health

The need for basic health care, health awareness, and access to health services are highlighted. Initial findings indicate the most prevalent health issues include skin problems, dengue fever, diarrhoea, and cholera. The main constraints for households to access health services are lack of money, distance, unavailability of transportation, and inadequacy or damage to health facilities.

Water, Sanitation and Hygiene (WASH)

Increasing awareness and knowledge of hygiene and sanitation practices (such as skin problems, water related diseases – cholera, diarrhea) and mosquito borne diseases), access to safe water, and rehabilitation/renovation and disinfection/decontamination of water sources are the main needs on WASH. Particularly in Mon state, water sources were reported to be either destroyed, contaminated or produce turbid water. The need for household items were also emphasized to include hygiene kits and plastic containers.

Shelter and Household Items

According to the Government, the reconstruction of destroyed houses is one of the priorities in the recovery phase. In addition, the MRCS Rapid Assessment indicated the need for other household items such as kitchen sets, mosquito nets, blankets, and tarpaulins. While the DREF does not cover this component, MRCS is addressing these through contributions from other donors.

Education

More than 500 schools were closed, and many will need to be completely rebuilt. Some schools were also used as temporary shelters. While classes are still suspended in some affected areas, within the next months, student kits will need to be replaced as schools open. Like the *Shelter and Household Items component*, the DREF does not cover activities related to student kit distribution. Nevertheless, MRCS is addressing these through contributions from other donors.

Operation Risk Assessment

Heavy rains and flooding persisting over the next month challenges safe access to affected communities. Transportation and the road network have improved but is yet to be fully restored in some areas such as Mon and Tanintharyi. The risk to safety of staff and volunteers due to landslides, flash flood and general bad weather remain and need to be constantly

¹ UNOCHA Myanmar Floods Situation Report, 27 August 2019

assessed. MRCS and IFRC are monitoring security risks and discussing mitigation measures where such are needed, these include the safety of staff and volunteers and safety of the beneficiaries of the operation.

B. OPERATIONAL STRATEGY

Overall objective

The overall objective is to support MRCS to meet the immediate humanitarian needs of 2,750 HHs (13,750 people) affected by the flood and landslides in the most affected states and regions of southern Myanmar over the next four (4) months.

Please note that following the completion of assessments, the selection of target townships and communities has been finalized, with Ye Township in Mon State, and Tanintharyi Township, Tanintharyi Region prioritized for support under the Livelihoods and Basic Needs Sector, while activities as part of the WASH and Health sectors are also planned for affected townships including Mawlamyine, Mon state, Kyarinnseikgyi, Kayin state, Shwekyin and Naunglaypin (Madaut), Bago state.

Proposed strategy

The overall operational strategy of MRCS for this operation remains unchanged; and is accordance with the original EPOA. This includes

- Distribution of unconditional/multipurpose cash grants to address basic needs such as food and other households needs. As of this publication, the transfer amount remains unchanged (MMK 133,000) however this is continuing to be monitored by the MRCS based on currency fluctuations.
- Distribution of NFIs related to WASH – including hygiene kits and parcels, dignity kits and water purification chemicals; as well as replenishment of those that were distributed in response to the flooding prior to the launch of the DREF.
- Dissemination of key messages on health, hygiene and sanitation particularly focusing on diarrhea prevention and health including water safety, First Aid in case of drowning, and information on specific risks associated to flooding
- Support to the provision of basic first aid service and referrals and psychological First Aid.
- Trainings/orientations for staff and volunteers related to response activities – this will include refresher training on health, hygiene and sanitation, epidemic control for volunteers (ECV), cash transfer programming and PMER; as well as protection, gender and inclusion (PGI)

There has been a budget revision made in the human resources structure. Instead of recruiting two (2) officers responsible for Health and WASH, one (1) will be hired for Health/WASH, and another one (1) will be for a Logistics officer position. Recruitment for the positions is expected between two (2) to four (4) weeks, and they will be employed until the end of the DREF operation.

Based on learnings from previous response operations are being considered in the implementation of the activities planned to be supported by the DREF. This includes:

- MRCS aims to integrate programming between sectors such as pairing cash transfer programming with WASH and health activities.
- A feedback mechanism is being developed where designated branch focal persons will collect feedback and respond to any complaints. This is in addition of existing mechanisms such as community consultation meetings, post-distribution monitoring, and dissemination of hotline information.

As noted, many of the affected population have returned home from temporary shelters, however heavy rains persist and flood warnings are consistently being issued by DMH, particularly in southern Myanmar. The situation needs to be monitored closely throughout the monsoon and cyclone seasons which are expected to last until October 2019. MRCS continues to be in close contact with the local authorities, through the DMCs, to coordinate response activities.

C. DETAILED OPERATIONAL PLAN



Livelihoods and basic needs

People reached: 7,500 people (1,500 HHs)

Male: 3,675

Female: 3,825

Outcome 1: Communities, especially in disaster and crisis affected areas, restore and strengthen their livelihoods

Indicators:	Target	Actual
No. of households have food to meet their emergency needs	1,500	Ongoing

Output 1.1: Households are provided with food package and unconditional/multipurpose cash grants to address their basic needs

Indicators:	Target	Actual
No. of households assisted through cash transfer programming (CTP)	1,500	Ongoing

Progress towards outcomes

Following the Rapid Assessment, coordination with the MRCS Leadership and the MRCS Response Planning Meeting, priority townships for the CTP were identified to include Ye Township in Mon state and Tanintharyi township, Tanintharyi region. Progress in preparatory activities were made to begin the cash transfer programming, with the assessment and beneficiary selection to start in 3rd week of September 2019 and the cash distribution planned in October 2019. An RDRT member with a strong cash-based initiatives profile has been identified for deployment starting September 2019 to support MRCS with the implementation of the operation.



Health

People reached: 7,500 people (1,500 HHs)

Male: 3,675

Female: 3,825

Outcome 1: The immediate risks to the health of flood affected populations are reduced

Indicators:	Target	Actual
No. of households are provided by NS with services to identify and reduce health risks	1,500	Ongoing

Output 1.1: Target population is provided with rapid medical management of injuries and diseases

Indicators:	Target	Actual
No. of people reached with Basic First Aid service and referrals	7,500	Ongoing

Output 1.2: Community-based disease prevention and health promotion is provided to the target population

Indicators:	Target	Actual
Percentage of people targeted reached with key health messages	70%	Ongoing

Output 1.3: Psychosocial support provided to the target population

Indicators:	Target	Actual
No. of people reached with Psychosocial Support Services	175	Ongoing

Progress towards outcomes

In Mon State, First Aid services were given to people incurring injuries and referral services were provided, particularly to the elderly, in coordination with the hospital and Rural Health Centre. MRCS has initiated the recruitment process for the Health/WASH Technical Officer to support this operation. Refresher trainings for staff and volunteers are being organized in October 2019 on topics including FASS and Psychological First Aid. In addition, a Refresher training for staff and volunteers is being organized on 7 October on ECV (3-day training). Procurement process has been initiated for the printing of IEC materials and First Aid Kits. The trainings are scheduled in October 2019 to ensure that the Health/WASH officer can be on board.



Water, sanitation and hygiene

People reached: 13,750 (2,750 HHs)

Male: 6,737

Female: 7,013

Outcome 1: Immediate reduction in risk of waterborne and water related diseases in targeted communities

Indicators:	Target	Actual
No. of people provided with safe WASH services that meet agreed standards according to specific operational and programmatic context	13,750	Ongoing

Output 1.4: Hygiene promotion activities which meet Sphere standards in terms of the identification and use of hygiene items provided to target population

Indicators:	Target	Actual
Percentage of 1,500 households reached with key messages to promote personal and community hygiene	70%	Ongoing

Output 1.5: Hygiene-related goods (NFIs) which meet Sphere standards and training on how to use those goods is provided to the target population

Indicators:	Target	Actual
No. of households provided with WASH-related NFIs	2,750	Ongoing

Progress towards outcomes

MRCS has initiated the recruitment process for the Health/WASH Technical Officer to support this operation. As noted above, the timing of activities will be planned to ensure the Health/WASH Technical Officer can be involved. Refresher training for staff and volunteers is being organized in October 2019 on WASH ECV. Procurement process has been initiated for the printing of IEC materials and household items including hygiene kits, hygiene parcels, water purification tablets and dignity kits (NFI procurement are processed by the DM department). Water purification tablets will be procured by the WASH Unit and community sensitization about the appropriate use of the purification tablets will be organized in all locations before the actual distribution. While waiting for the delivery of the household items targeted by October 2019, MRCS has agreed to use existing stocks allowing distribution to targeted households commencing as early as September 2019. Branches in the affected locations, through the RCVs, are actively engaged in hygiene promotion with the affected population.



Protection, Gender and Inclusion

People reached: 7,500 people (1,500 HHs)

Male: 3,675

Female: 3,825

Outcome 1: Communities identify the needs of the most vulnerable and particularly disadvantaged and marginalised groups, as a result of inequality, discrimination and other non-respect of their human rights and address their distinct needs

Indicators:	Target	Actual
The operation demonstrates evidence of addressing the specific needs to ensure equitable access to disaster response services.	Yes	Ongoing

Output 1.1: NS programs improve equitable access to basic services, considering different needs based on gender and other diversity factors.

Indicators:	Target	Actual
NS ensures improved equitable access to basic services, considering different needs based on gender and other diversity factors	Yes	Ongoing

Progress towards outcomes

The MRCS carried out a rapid assessment and will continue data collection activities and considering gender and diversity needs and analysis. MRCS continues to monitor and report on gender indicators, including those affected (number of men and women) and supported by MRCS activities. During refresher trainings and orientation sessions for staff and volunteers, Protection, Gender and Inclusion (PGI) will be included. The need to translate from English

to Myanmar language, the key sectoral checklist in the Minimum Standard Commitments on PGI in Emergencies was recognized to further help staff and volunteers ensure integration of PGI in the activities.

Strengthen National Society

Outcome S1.1: National Society capacity building and organizational development objectives are facilitated to ensure that National Societies have the necessary legal, ethical and financial foundations, systems and structures, competences and capacities to plan and perform.

Indicators:	Target	Actual
MRCS has strengthened response preparedness capacities	Yes	Ongoing

Output S1.1.7: NS capacity to support community-based disaster risk reduction, response and preparedness is strengthened

Indicators:	Target	Actual
MRCS target state/region branches are better equipped to respond to disasters	Yes	Ongoing

Progress towards outcomes

MRCS has conducted an orientation for volunteers involved in the Rapid Assessment on utilizing its digitalised assessment form in KoBo application, available in both Myanmar and English language. Orientations are also planned on key topics such as cash transfer programming in September 2019 and Information management and PMER in September 2019.

International Disaster Response

Outcome S2.1: Effective and coordinated international disaster response is ensured

Indicators:	Target	Actual
Movement Coordination meeting organized and updates are provided to the Movement Partners	Yes	2 meetings organized with Movement Partners; Regular updates provided

Output S2.1.1: Effective response preparedness and NS surge capacity mechanism is maintained

Indicators:	Target	Actual
No. of RDRTs deployed	2	1 in progress

Output S2.1.4: Supply chain and fleet services meet recognized quality and accountability standards

Indicators:	Target	Actual
Technical support for procurement and supply chain of relief items provided to MRCS.	Yes	Support provided to develop Procurement plan

Output S2.1.6: Coordinating role of the IFRC within the international humanitarian system is enhanced Effective response preparedness and NS surge capacity mechanism is maintained

Indicators:	Target	Actual
No. of coordination meetings with other stakeholders	2	Participated in HCT meeting

Progress towards outcomes

MRCS organized coordination meetings among the Movement partners in-country to provide updates on the flood situation, response activities, needs and gaps, and discuss support which can be provided. Partners that do not have presence in country also received updates on the floods through email and bilateral remote meetings.

One (1) RDRT member is identified for deployment from the IFRC Country Office in Sri Lanka with a cash-based intervention profile. Identification of a suitable RDRT member with PMER-IM technical profile is still in process. The RDRTs are an important surge capacity to support MRCS in the implementation of the operation.

Logistics support for this operation was provided through the capacity of the MRCS logistics built over the past years supported by the IFRC and Danish Red Cross. IFRC has supported MRCS in the development of the procurement plan for household items IEC materials in accordance with the operation's requirements and aligned to IFRC's logistics standards, processes and procedures.

IFRC attends HCT meetings which include discussion of updates on flood response operations of different organizations. MRCS, with IFRC support, also provide data to UNOCHA on needs and gaps. MRCS also shared the overall MRCS EPoA to UNOCHA, who in turn shared to the wider humanitarian community, disseminating the National Society's integrated response strategy and sector prioritization.

Influence others as leading strategic partner

Outcome S3.1: The IFRC secretariat, together with National Societies uses their unique position to influence decisions at local, national and international levels that affect the most vulnerable

Indicators:	Target	Actual
N/A	-	-

Output 3.1 (S3.1.1): IFRC and NS are visible, trusted and effective advocates on humanitarian issues

Indicators:	Target	Actual
No. of communications materials produced (social media, news articles, interviews, etc.)	4	Communications visit conducted

Output 3.2 (S3.1.2): IFRC produces high-quality research and evaluation that informs advocacy, resource mobilization and programming

Indicators:	Target	Actual
No. of surveys (exit survey and PDM) and lessons learnt workshops conducted	3	Planned in the next reporting period

Progress towards outcomes

MRCS, with the support of IFRC, conducted a Communications field visit in Mon and Tanintharyi from 11 – 14 September 2019 to develop communications materials from interviews with beneficiaries and branch staff and volunteers involved in the operations. The material will be released in MRCS and IFRC digital and social media.

An information bulletin was issued on 12 August 2019. MRCS has actively posted updates of the situation and information on its response through its Social Media and Facebook account that has around 219,000 followers.

Effective, credible and accountable IFRC

Outcome 4 (S4.1): The IFRC enhances its effectiveness, credibility and accountability

Indicators:	Target	Actual
IFRC enhances its effectiveness, credibility and accountability	Yes	Ongoing

Output 4.1 (S4.1.3): Financial resources are safeguarded; quality financial and administrative support is provided contributing to efficient operations and ensuring effective use of assets; timely quality financial reporting to stakeholders

Indicators:	Target	Actual
Percentage of financial reporting respecting the IFRC procedures	100%	Planned in the next reporting period

Output 4.2 (S4.1.4): Staff security is prioritised in all IFRC activities

Indicators:	Target	Actual
Staff security is prioritised in all IFRC activities	Yes	Ongoing

Progress towards outcomes

IFRC provides the operational support for the development and validation of budgets, finalizing Project Agreements, fund transfers, and other necessary technical assistance – ensuring that the operations is following standard financial IFRC procedures.

IFRC has a security focal point and an updated security guideline in place. The IFRC security framework will be applicable for this operation. For this DREF operational areas, there are no security threats identified.

D. BUDGET

MDRMM012 : Myanmar Monsoon Floods

Budget Group	DREF Budget CHF
Water, Sanitation & Hygiene	62,215
Medical & First Aid	1,944
Other Supplies & Services	23,573
Cash Disbursements	130,586
Total RELIEF ITEMS, CONSTRUCTION AND SUPPLIES	218,318
Transport & Vehicle Costs	2,981
Total LOGISTICS, TRANSPORT AND STORAGE	2,981
National Society Staff	11,046
Volunteers	12,518
Total PERSONNEL	23,564
Workshops & Training	9,476
Total WORKSHOP & TRAINING	9,476
Travel	21,700
Information & Public Relations	3,800
Office Costs	1,037
Communications	726
Financial Charges	65
Total GENERAL EXPENDITURES	27,327
Programme and Services Support Recovery	18,308
Total INDIRECT COSTS	18,308
TOTAL BUDGET	299,975



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Contact information

For further information, specifically related to this operation please contact:

In the Myanmar Red Cross Society (MRCS):

- U Khin Maung Hla; Secretary General, MRCS, phone: +95977115409; email: khinmaunghla@redcross.org.mm
- Daw San San Maw; Director, Disaster Management Department, MRCS, phone: +95977115665; email: sansanmaw@redcross.org.mm

In IFRC Myanmar Country Office:

- Joy Singhal, Head of Country Office; email: joy.singhal@ifrc.org
- Rita Petralba; Disaster Risk Management Delegate, phone: +959420104030; email: rita.petralba@ifrc.org

In IFRC Asia Pacific Regional Office:

- **IFRC Regional Office for Asia Pacific:** Mohammed Omer Mukhier, Deputy Regional Director; mohammedomer.mukhier@ifrc.org
- **IFRC Regional Office for Asia Pacific:** Necephor Mghendi, Head of Disaster and Crises unit; necephor.mghendi@ifrc.org
- **IFRC Regional Office for Asia Pacific:** David Fogden, Operations Coordinator; mobile: +60 19 212 3912; david.fogden@ifrc.org
- **IFRC Regional Office for Asia Pacific:** Riku Assamaki, Logistics Coordinator; mobile +60 12 298 9752; riku.assamaki@ifrc.org
- **IFRC Regional Office for Asia Pacific:** Rosemarie North, Communications Manager; email: rosemarie.north@ifrc.org

In IFRC Geneva:

- Nelson Castano, Manager Operations Coordination, nelson.castano@ifrc.org

For IFRC Resource Mobilization and Pledges support:

- Alice Ho, Partnership in Emergencies Coordinator; email: RM.AsiaPacific@ifrc.org

For Performance and Accountability support (planning, monitoring, evaluation and reporting enquiries)

- Liew Siew Hui, PMER manager; email: siewhui.liew@ifrc.org

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 Humanitarian 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:



Save lives.
protect livelihoods,
and strengthen recovery
from disaster and crises.



Enable **healthy**
and **safe** living.



Promote **social inclusion**
and a culture of
non-violence and **peace**.