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Myanmar

Annual Report 2013



International Federation
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MAAMM002

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**This report covers the
period 1 January 2013
to 31 December 2013**

*Hand-washing demonstration by
Red Cross Volunteers among
children in Kyauk Maung Nama
village, Tounggup.
Photo: MRCS*



Overview

In 2013, up to 420,641 vulnerable people were reached through programmes and services conducted by the Myanmar Red Cross Society, with the support of the International Federation of Red Cross and Red Crescent Societies (IFRC), exceeding the targeted number of people to be reached. The programme cost was CHF4,097,562 or 79 per cent of the budget for the year which was CHF 5,189,456.

During 2013, accomplishments for the Myanmar Red Cross Society (MRCS) revolve around disaster response, community-based programming and delivery of services in disaster risk reduction (DRR), health, water and sanitation, organizational development, promotion of humanitarian values and advocacy. Guided by the aim to build community safety and resilience (CSR), MRCS has begun to work with a more integrated and harmonized approach in the National Society's existing community-based programming across all sectors to support vulnerable communities. Through the community-based health and first aid (CBHFA) programme as entry point to building community resilience, this approach has been more coordinated in response to the community plan of action, and has led to the identification of other priority areas to be addressed in the communities in the area of disaster risk reduction and water and sanitation. DRR as entry point to building community resilience has also started to employ a multi-sector approach, thus identifying health, and water and sanitation concerns in target communities with support for interventions. What has been identified to ensure better integration is to start the multi-sector approach from the design and conduct of community assessment which will lead to good multi-sector planning and effective support of community interventions. This strategy was started in Mon State with regular discussion among the CSR steering committee members of MRCS as well as the working coordination of the CSR technical team composed of programme/project coordinators from the different programme divisions of MRCS.

Organizational development and national society development highlights include the conduct of a mid-term review of the MRCS Strategic Plan 2011 - 2015 to capture the key progress and achievements and identify challenges and opportunities for the future; core structure vis-à-vis core costs definition for the National Society; consolidated planning and budgeting for 2014 wherein the final plan and budget for 2014 by every division of MRCS, which is consolidated, allow sharing of information and extending support among the different MRCS divisions, and identify gaps that would need support and funding. The consolidated plan shall also be the basis for the same process, but much simpler and basic, among the G1s¹ that will be conducted in February 2014 by MRCS headquarters. A partnership meeting was conducted during the last part of the year where MRCS introduced its aim to undertake a second cooperation agreement strategy (CAS2) process in order to achieve a more harmonized coordination modality for Red Cross Red Crescent partners to support the humanitarian and development priorities of MRCS. In this partnership meeting MRCS shared its programme approaches and priorities, the initial results of the organizational capacity assessment and certification (OCAC) process and its corresponding plan of action for 2014 to 2015, the review of MRCS Strategy 2015, and expected support for the initial rolling out of its core structure vis-à-vis core costs through a cost recovery process.

MRCS has restarted convening a monthly tripartite meeting with the International Committee of the Red Cross (ICRC) and IFRC during the early part of 2013, followed with a monthly Movement coordination meeting among in-country partner National Societies, the ICRC and IFRC for a more coordinated discussion of progress of activities as well as issues and challenges.

Construction of the new warehouse of MRCS in the new capital, Nay Pyi Taw, was completed during the second half of the year. This will strengthen the prepositioning of disaster preparedness stocks of MRCS for emergencies. It will also provide a training space for MRCS, and office space for Movement Partners including IFRC.

MRCS has been responding since the onset of the Rakhine violence in June 2012, rotating volunteers monthly from different states and regions to help in providing assistance to the needs of internally displaced persons (IDP) in both ethnic Rakhine and Muslim communities. This has continued in 2013. During the year MRCS took the decision to integrate this support as part of its regular disaster management programming starting 2014. This is supported by the IFRC in terms of local management, strengthening links to other sectors as well as provision of hygiene and family kits to families in identified IDP camps with support from the Finnish Red Cross through the IFRC. A household economic security delegate from British Red Cross was deployed to IFRC for ten weeks to help MRCS design a project and start livelihoods support to the Rakhine conflict-affected population. Unfortunately due to issues with MRCS staff recruitment and retention, and also funding, the timing was not appropriate and the project has not yet commenced. British Red Cross has also seconded a delegate to IFRC as disaster management advisor, starting mid-November 2013 for one year, to support MRCS with the planning and coordination of both Rakhine and Kachin recovery plans. Support for Rakhine by ICRC and Movement partners has continued. The original MRCS plan of action (POA) focused on emergency healthcare, sanitation and drinking water provision. This plan was revised in the middle of 2013 to cover MRCS activities until the end of December 2013, with a continuation of the on-going services by MRCS and also a renewed focus on training of community volunteers, livelihoods support and disaster preparedness. However, large components of the plan of action remain unfunded. Funding was received to cover non-food items (NFI) distributions, construction of temporary shelters, and some disaster preparedness and organizational development (OD) activities. Key Movement partners are Finnish Red Cross, ICRC, IFRC, Qatar Red Crescent, and Turkish Red Crescent.

¹ G1 or Grade1 Officer is the volunteer leader of the executive body of MRCS at the State and Division level.

MRCS is moving to scale-up humanitarian activities in Kachin and to look ahead to the recovery phase once the peace process progresses and IDPs return to their respective communities. For this reason, IFRC and ICRC have supported MRCS to develop the Kachin Road Map, to guide future Red Cross Movement programming in the state.

Working in partnership

In 2013, the following partners were working with MRCS through IFRC:

American Red Cross, Austrian Red Cross, Canadian Red Cross, Finnish Red Cross, Hong Kong branch of the Red Cross Society of China, Japanese Red Cross Society, Norwegian Red Cross, Swedish Red Cross, Singapore Red Cross and Taiwan Red Cross Organization.

Progress towards outcomes

Business Line 1: "To raise humanitarian standards"

Measurement			
Indicators	Baseline (where available)	Annual Target	Year to Date Actual (Jan to Dec 2013)
Outcome 1: MRCS has improved the quality of services to vulnerable people and raised the humanitarian standards in the country			
<ul style="list-style-type: none"> Number of references to MRCS in media and humanitarian publications as an effective and professional humanitarian actor 	140 (2011)	600	292 (49%)
Output 1.1: MRCS has promoted the application of SPHERE ² standards in humanitarian response in the country and advocated for the adoption of the international disaster response laws, rules and principles (IDRL)			
1.1.1. Number of SPHERE references made in MRCS disaster management, health, and water & sanitation programme documents	-	1 SPHERE training	1 SPHERE training conducted (100%)
1.1.2. Number of SPHERE sessions incorporated in standard trainings in disaster management, health, and water & sanitation (target 2012)	-	Use of the new translated handbook	Translation completed. Workshop with external stakeholders conducted to validate translated handbook Curriculum Review Workshop conducted (100%)
1.1.3. Engagement of government officials responsible for drafting Myanmar disaster law with Red Cross Red Crescent Movement on IDRL (target 2012- An IDRL workshop is organized)	-	1 IDRL workshop organized	IDRL sensitization meeting with MRCS held. MRCS, IFRC IDRL team participated in the DM Rules and Regulations review workshop (100%)

² [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#)

Comments on Progress towards outcomes:

MRCS continued to conduct Red Cross familiarization workshops during this reporting period for media organizations which were very well attended. This contributed quite significantly to the continued profiling of Red Cross work. It included a panel discussion with the leadership of MRCS, ICRC and IFRC on the panel, fielding many questions from the media on how the Red Cross was assisting vulnerable people including displaced communities.

In reference to the propagation of international disaster response law (IDRL) at national level, initially MRCS conducted an IDRL sensitization meeting among its leadership. MRCS and the IFRC IDRL team participated in the disaster management review workshop on rules and regulations organized by the Myanmar government, which served as a platform to discuss IDRL in the said workshop. As a result, MRCS and IFRC were requested to provide further input to the rules and regulations referring to IDRL.

In reference to the SPHERE handbook, after the consultation workshop that MRCS conducted with other stakeholders including the Government of the Union of Myanmar (GoUM), INGOs and UN group, raised some amendments needed in the draft Myanmar version, a workshop with external stakeholders was conducted to validate the translated handbook. One SPHERE training was also conducted.

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

Measurement			
Indicators	Baseline (where available)	Annual Target	Year to Date Actual (Jan to Dec 2013)
Outcome 1: MRCS has improved response preparedness by strengthening staff, volunteers and national society structures and facilities at all levels			
• Pre-disaster agreement process is concluded	-	1 pre-disaster meeting conducted with POA done	1 meeting conducted with POA done (100%)
• Number of people provided quality services in disaster situations have been increased by at least 10% (compared with baseline from 2010)	-	-	16,373 people assisted in Rakhine IDP camps 15,984 families affected by natural hazards were assisted with NFI provided by IFRC and other Movement partners
Output 1.1: MRCS's warehousing and management capacity is improved to pre-position disaster preparedness stocks for 12,000 households.			
1.1.1. Percentage of logistics staff trained and participated in refresher training on standard MRCS logistical procedures	-	60	58 (97%)
1.1.2. MRCS has replenished disaster preparedness stock to the maximum of 3,000 standard packages to ensure stock availability for immediate response in case of emergency	-	3,000	4,000 (125%)

Measurement			
Indicators	Baseline (where available)	Annual Target	Year to Date Actual (Jan to Dec 2013)
1.1.3. New warehouse in Nay Pyi Taw constructed and in use	-	New Warehouse in Nay Pyi Taw is constructed	Construction completed (100%)
1.1.4. All MRCS warehouses are rehabilitated, upgraded and well managed	-	Renovation of all MRCS warehouses completed, maintained (3 to 5 warehouses)	Completed (100%)
1.1.5. Shelter and livelihoods items for Cyclone Giri Recovery operation timely procured and delivered to beneficiaries	-	1,432 households	1,432 households (100%)
<u>Added (on Rakhine):</u> 1.1.6. Number of relief items pre-positioned with Rakhine state Red Cross branch in Sittwe (additional)			1,000 hygiene kits and 2,500 family kits in place
<u>Added (on Rakhine):</u> 1.1.7. Essential office equipment provided to the MRCS Sittwe field team to enable expansion of the Rakhine operation			Package of IT and office equipment in place
Output 1.2: MRCS's emergency response capacity is enhanced through clear operational guidance and procedures, well-trained national and regional emergency response teams, improved communication, efficient logistics management systems and increased funding resources.			
1.2.1. MRCS maintains a regular review of its medium and large-scale operations	-	Targeted number of reviews to be defined	No medium or large scale disaster reported during 2013.
1.2.2. SOPs and MRCS contingency Plan updated once per year	-	SOPs and contingency plan updated	Contingency plan updated (50%)
1.2.3. ERT teams in 8 new states/regions are formed, equipped and ready for deployment	-	8	4 (50%)
<u>Added:</u> 1. 2.4. ERT training and ERT kits for Sittwe township branch in Rakhine state conducted and provided respectively		1 training for 32 RCVs in Sittwe (<i>July to Dec target</i>)	1 training for 32 RCVs in Sittwe (100%)
1.2.4. Monthly preparedness check-list is in place and used	-	Conducted on monthly basis	Stock taking conducted on a monthly basis and shared with program
1.2.5. DREF funding checked in each mid and large size disaster situation	-	DREF funding accessed as needed	N/A during the year
1.2.6. Increased capacity of NS to respond to natural disasters through increased use of DP stock for small-scale disasters,	-	Target amount of CHF500,000 for EMF reached	CHF 538,226 (108%) - reached in 2012

Measurement			
Indicators	Baseline (where available)	Annual Target	Year to Date Actual (Jan to Dec 2013)
supported by MRCS Emergency Management Fund (EMF).			
Output 1.3: MRCS has signed pre-disaster agreements with partners concerned.			
1.3.1. Red Cross Red Crescent Movement pre-disaster agreement is in place	-	Pre-disaster agreement workshop conducted with POA done	Workshop and POA done (90%)
1.3.2. Cooperation and coordination with non-Movement partners in-country discussed and strengthened	-	Attend DRR working group meetings and steering committee meetings	DRR network and cluster meetings attended (100%)
Output 1.4: MRCS has enhanced its capacity for emergency response in water and sanitation.			
1.4.1. Number of water and sanitation staff and volunteers have attended emergency response team (ERT) training	-	180	184 (102%)
1.4.2. Number of emergency response equipment (ERE) are rehabilitated and ready for deployment	-	15	15 (100%)
1.4.3. Number of water & sanitation ERE are pre-positioned in strategic warehouses	-	15	15 units (100%)
Output 1.5: MRCS is better prepared to respond to public health in emergencies, and provide first aid in times of emergencies.			
1.5.1. Six members of each state/regional ERT team have been provided with skills and knowledge in public health in emergencies (PHiE), psychosocial support programme (PSP), and advanced first aid	-	60 (30 RCV on PHAST and 30 RCV on PHiE)	1 PHiE training conducted (100% on PHiE)
1.5.2. Number of ERT members deployed for PHiE, PSP interventions	-	-	108 ERT members were deployed to provide PSP and PHiE support
1.5.3. Contingency plans for public health emergencies updated	-	-	Not available and will be developed in 2014.
Output 1.6: MRCS has made timely, effective and multi-sectoral response to major disasters in the country and undertaken specific mandated tasks (like the emergency shelter cluster convenor), as and when they arise.			
1.6.1. Number of emergency response teams (ERTs) being deployed in times of disasters	-	As and when required	8 times
1.6.2. Number of trained volunteers and staff involved in disaster management activities	-	As and when required	870 volunteers involved

Measurement			
Indicators	Baseline (where available)	Annual Target	Year to Date Actual (Jan to Dec 2013)
1.6.3. % MRCS coverage of basic need of affected population with basic need served in mid-size and major disasters	-	15% of affected population served	15,984 families were assisted
1.6.4. MRCS understanding and involvement in emergency shelter cluster mechanism	-		One shelter training conducted for staff and volunteers.
1.6.5. Number of beneficiaries supported in Cyclone Giri recovery operation	-	1,432 households	1,432 households (100%) completed

Comments on progress towards outcomes

Contributing to reaching the Outcome in Business Line 2, achievement are categorized as follows:

Logistics

During the reporting period, training for staff and volunteers continued to be implemented, including refresher training, reaching 97 per cent of the target, or 60 persons trained. The training included logistics procedures as well as fleet procedures aimed at increasing the capacity of relevant MRCS staff and volunteers in logistics.

The construction of MRCS' second central warehouse which was started in the last quarter of 2012 and is located at the compound of the MRCS headquarters in Nay Pyi Taw was completed during the reporting period. The facility will increase the capacity of MRCS to store up to 12,000 family packs of non-food items in 22 different locations. The structure has also a provision for a training center as well as office space. Aside from this, MRCS was also supported in the renovation requirements of five branch warehouses.

Additionally, relief items (family and hygiene kits) were provided and prepositioned in Rakhine for families in IDP camps and communities. Essential office and IT equipment for the MRCS field office in Sittwe, Rakhine were also provided to support the expansion of the Rakhine operation. This was made possible with the support of the Finnish Red Cross through the IFRC.

Emergency response capacity

Enhancing MRCS' emergency response capacity included training and mobilization of emergency response teams. Designated teams were also given training in emergency response in water and sanitation (184 persons or 102 per cent of target), PHiE training for 30 Red Cross volunteers (RCVs), and PHAST training for 60 RCVs. Maintenance of 15 units water and sanitation emergency response equipment (ERE) with its corresponding deployment as needed, was also done.

MRCS' Contingency Plan was updated during the reporting period and a pre-disaster agreement workshop with corresponding plan of action prepared. This will still need to be developed in order to have a pre-disaster agreement among partners, as part of the plan.

Disaster preparedness stock taking was done on a monthly basis and shared with programmes as part of monthly preparedness process.

MRCS utilized a portion of the allowable amount from the emergency management fund (EMF) during the reporting period for the mobilization of response teams and transportation of relief supplies in some small

disasters. The EMF reached a goal of 108 per cent or CHF 538,226 in 2012 from its target of CHF 500,000 (contribution of Japanese Red Cross Society, Taiwan Red Cross Organization thru the IFRC and the Singapore Red Cross)

Multi-sector response was done by MRCS as required. During the reporting period, a total of 870 trained MRCS volunteers were deployed in disaster management activities

One shelter training was conducted for staff and volunteers of MRCS during the year.

Cyclone Giri recovery operation

The procurement and distribution of items for the Cyclone Giri recovery operation was completed during the early part of 2013 reaching a total of 1,432 households. The support to affected communities in Myebon was extended to DRR interventions with inclusion of one additional township (Minbya) with the support of the Norwegian Red Cross through the IFRC.

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

Measurement			
Indicators	Baseline (where available)	Annual Target	Year to Date Actual (Jan to Dec 2013)
Outcome 1: Communities have increased their safety and resilience through community-based programming in disaster risk reduction (DRR), health, and water and sanitation, facilitated by IFRC/MRCS.			
<ul style="list-style-type: none"> 70% of households (HH) targeted have adopted health seeking behaviour and practice 	CBHFA (Leiwei, Taunggup, Paukhaung, Ayeyarwady Delta, Kayah project):		
	-	65 communities in 11 townships	65 communities in 11 townships (100%)
	CBHFA (Schools):		
	-	74	57 (77%)
	Water and sanitation project (Magway and Mandalay):		
		281 HH with latrine	281 (100%)
	Nov 2011	3 villages water source development	3 (100%)
	6 school latrines	6 (100%)	
<ul style="list-style-type: none"> Number of trained community volunteers actively involved in the programme and retained 	Community-Based Disaster Risk Management project:		
	-	1,800	1,770 (98%)
	Health:		
	-	7,828	10,257 (131%)
	Water & sanitation project (Magway & Mandalay):		
	60	65 (108%)	

Measurement			
Indicators	Baseline (where available)	Annual Target	Year to Date Actual (Jan to Dec 2013)
Output 1.1: 320 communities in 80 townships with disaster-and health-related risks are covered by community-based programmes in DRR, health, and water and sanitation.			
	Community Safety and Resilience		
1.1.1. Framework of integrated approach in community-based programming is developed and used	-	Community safety & resilience (CSR) through integrated approach is mainstreamed in community-based activities	CSR steering committee, TWG organized MRCS CSR team appointed Multi-sectoral assessment tool prepared Start up in Mon state done (40%)
	HEALTH		
1.1.2. Number of vulnerable townships and communities with MRCS community-based DRR, Health and Water and Sanitation activities.	-	55 communities and 9 townships	65/11 (118/122%)
	DM		
	-	75 communities in 18 townships	71 communities in 8 townships reached through CBDRR, UDRR and CBDRM activities (95%)
1.1.3. Number of targeted communities and school identified their risks and developed action plans to mitigate those risks.			59 schools (98%)
1.1.4. Number of targeted communities with improved understanding of its vulnerability & hazards and participation in risk reduction activities.	HEALTH		
		65 communities in 11 townships	35 communities in 7 townships (54/63%)
1.1.5. Number of targeted schools with improved awareness of hazards and participation in risk reduction activities	-	74 schools	57 (77%)
1.1.6. Multi-sector assessments and monitoring missions are undertaken.	CBHFA Projects		
	-	55	65 (118%)
	Water and Sanitation Project		
	-	Rapid assessment for 20 villages	20 (100%)

Measurement			
Indicators	Baseline (where available)	Annual Target	Year to Date Actual (Jan to Dec 2013)
		15 Monitoring visits conducted	18 (120%)
Disaster Risk Reduction			
		34 multi-sector assessment	34 multi-sector assessment conducted in 34 communities (100%)
Output 1.2: DRR is mainstreamed into various emergency and recovery activities to reduce vulnerability and future disaster risks.			
1.2.1. Relief and recovery plan of action(s) contain DRR activities.	-	14 cyclone Giri affected communities engaged in DRR activities following recovery interventions.	14 communities completed recovery activities. (100%) DRR intervention started in 2 affected townships
1.2.2. Guidelines for integrating DRR in recovery activities are developed	-	Guidelines developed and available	Not completed
Output 1.3: MRCS has contributed to the control of HIV and other communicable and non-communicable diseases in the country.			
1.3.1. 6,7% of People Living with HIV (PLHIV) supported vs. total cases in target areas	-	No IFRC support	
1.3.2. Statistics on communicable diseases and non-communicable diseases identified through community assessments vs. interventions done	-		Not done yet
Output 1.4: MRCS has provided first aid and safety services to people in need throughout the country.			
1.4.1. Number of persons trained in basic first aid	-	49,440 people trained	27,230 (55%)
1.4.2. Number of people provided with actual first aid interventions	-		3,953 in mobile clinics in Rakhine
1.4.3. % increase of persons reached in commercial first aid reflecting increase of income.	-	550	824 (150%)
Output 1.5: MRCS has supported the mobilization of voluntary non-remunerated blood donors in the country.			
1.5.1. Number of voluntary blood donation promoters	-	60	60 (100%)
1.5.2. Percentage of increase in number of blood donors recruited vs. 2010 statistics	1,560 (2010)	5,400 and 10% increase in blood donors (compared to 2010 baseline)	4,900 donors recruited (200% of 2010 baseline and 91% of 2013 target)

Measurement			
Indicators	Baseline (where available)	Annual Target	Year to Date Actual (Jan to Dec 2013)
Outcome 2: MRCS is better structured and organized at all levels to deliver quality community-based services to the vulnerable people in Myanmar.			
<ul style="list-style-type: none"> 70% of all internal guidelines and Standard Operating Procedures (SOPs) are revised to support community-based progs. 	-	BD model and branch finance guidelines updated	BD model and branch finance guidelines updated
<ul style="list-style-type: none"> 80% of targeted branches are actively implementing the branch development model 	91 branches (end of 2011)	37 community-based project branches	34 (92%)
<ul style="list-style-type: none"> HR and volunteers guidelines/manuals are developed/updated 	-	-	Staff regulations approved by Central Council; Volunteer support guideline updated
Output 2.1: MRCS is supported technically and financially in achieving its strategic goals set in its Strategy for 2011-2015.			
2.1.1. Percentage of regional and township branches leadership and RCV which have received dissemination session of new Strategy 2015	143 branches (end 2011)	66 township branches with Strategy 2015 dissemination	141 (213%)
2.1.2. Percentage of targeted branches with community-based programmes which have developed a POA for 2013.	-	36 Red Cross branches with increased capacity to support community-based programmes	36 (100%)
2.1.3. Percentage of targeted branches which are trained and using the new branch financial guidelines	-	6 township branches using branch financial guidelines	5 (84%)
Output 2.2: MRCS's capacity and systems are improved at all levels to undertake community-based and disaster response activities.			
2.2.1. Percentage of regional and township branches leadership and RCV which have received dissemination session of branch development model	143 branches (end 2011)	66 townships received, reviewed BD model	141 (213%)
2.2.2. Percentage of the targeted township branches which have initiated new income generation activities	1 branch (end of 2011)	6 township branches engaged in IG as part of BD model	11 (180%)
2.2.3. Percentage of state/regional and township branches which have achieved a higher branch score by end 2012 (20% increased annually)	3 townships with Grade A (end of 2011)	45 townships have achieved higher branch score	52 townships (115%)

Measurement			
Indicators	Baseline (where available)	Annual Target	Year to Date Actual (Jan to Dec 2013)
Output 2.3: MRCS has progressively involved the Red Cross youth in active participation in the MRCS's decision-making and playing a key role in programme implementation through improved branch youth activities.			
2.3.1. The draft legal act has proposed a revised membership of the MRCS Central Council which includes as Youth Red Cross representative	-	Revision of MRCS Legal Act provides participation of youth member in the Central Council	Waiting approval
2.3.2. Percentage of Youth Red Cross members involved in programme activities	-	50	50 Red Cross Youth involved in activities
2.3.3. Number of Junior Red Cross members who join as RCV on township level	-	66	60 (91%)
Output 2.4: MRCS has maintained a pool of highly competent staff, fulfilling their defined roles and being fairly rewarded within a human resource (HR) system of accountability.			
2.4.1. HR policy developed, approved and disseminated to all branches and stakeholders	-	<ul style="list-style-type: none"> - HR policy approved by Central Council - Child Protection Policy approved by Central Council - Code of Conduct approved by Central Council - Standard salary scale and benefit package revision is approved by Executive Council (EC) - Induction Booklet revised in 2013 - Internship policy - 2nd Draft for Grievance Procedure 	<ul style="list-style-type: none"> - Approved; Dissemination ongoing (100%) - Child Protection Policy Awareness ongoing - Code of Conduct awareness ongoing - Salary fixation updated (100%) - Induction Booklets are used in orientation programme (ongoing process) - Internship policy is under final discussion and approval process - Grievance Procedure is under discussion process for finalization
2.4.2. Annual performance appraisal (PA) has been monitored and analysed	-	Performance appraisal completed and analyzed for the year	Performance appraisal completed and analyzed for the year (100%)

Measurement			
Indicators	Baseline (where available)	Annual Target	Year to Date Actual (Jan to Dec 2013)
Output 2.5: A volunteer management system is developed to enhance voluntary service to the vulnerable people.			
2.5.1. MRCS volunteer systems, guidelines and training curriculum are revised and used	-	Volunteer management handbook approved by Central Council; Performance Appraisal for G1 in place	Volunteer management handbook and guidelines in process of review Analysis of performance appraisal for GIs being reviewed
2.5.2. Number of RCVs which are recognized in RC celebrations and events	-	330 RCVs recognized	392 (118%)

Comments on progress towards outcomes

Increased safety and resilience of vulnerable communities

Active participation of vulnerable communities to directly support community activities in Health, DRR and water and sanitation during the reporting period, has generated and increased levels of community awareness of disaster and health risks and its prevention and preparedness on the part of the communities. This is reflected in the performance against targets set which generally ranges between 95 to 120 per cent. This is in terms of number of vulnerable communities with MRCS community-based DRR, health and water and sanitation activities and adoption of health seeking behavior and identification of risks and the development of plans to mitigate risks.

These achievements have been facilitated by a large body of community volunteers trained in all programmes. Notably, the target of trained community volunteers in DRR, community-based health and water and sanitation ranged between 98 to 131 per cent of the total target.

The framework on community safety and resilience (CSR) which is aimed at facilitating the consolidation and harmonization of relevant components of existing community-based programmes and projects, through an organized multi-sector approach which contribute to the shaping/achievement of characteristics embodying community resilience, has also been started during the reporting period targeting an initial 20 communities in two townships and at the same time, using the existing DRR and health community projects as entry points to building a multi-sector approach to strengthen community resilience. This approach will enable MRCS to develop a common community-based programming for its different services and strengthen the National Society's ability to reduce the vulnerability of communities, while strengthening their safety and resilience.

Under the multi-sector thinking of supporting target vulnerable groups, in health, the area that needs to be strengthened in future activities is on the conduct of health hazard awareness and risk reduction activities in target schools which reflects a performance of 77per cent. This is, however high (98 per cent) in disaster management in terms of performance in DRR.

There is also an observed need for the first aid service division of MRCS to do more consolidation of its activities as it provides support to other programmes, so that it can capture more accurately first aid statistics and include performance.

MRCS' structure and organizational ability

While waiting for the approval by the Myanmar government of the proposed revised MRCS Act, the National Society has undertaken quite extensive national society development processes in preparation for its implementation. (Please refer to comments in Business Line 5)

The branch development model continued to be implemented with modification based on observed performance of the branches.

The initiative to improve the capacity of township Red Cross branches to provide support to community-based projects, has seen good progress with a large number of targeted branches (213 per cent of 2013 target) already reached in reference to branch awareness of the society's revised Strategic Plan 2011-2015 – this has been done through dissemination sessions organized by headquarters' teams. In addition to this, 36 branches or 100 per cent of 2013 target, have developed plans of action with regard to how they can support relevant community-based programmes in their respective areas.

In reference to the water and sanitation project, MRCS township branches formed respective water and sanitation committee in eight villages with clearly defined role and responsibility for the maintenance of hardware, and revenue generation through the supported water infrastructure. IFRC/MRCS provided onsite training in three different modules (Module 1: operation and maintenance, Module 2: tariff collection and revenue generation and Module 3: profit utilization procedures. The water and sanitation committee, in turn, developed a long term action plan for the development of villages including the maintenance of roads and institutional building such as schools.

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

Measurement			
Indicators	Baseline (where available)	Annual Target	Year to Date Actual (Jan to Dec 2013)
Outcome 1: IFRC/MRCS has promoted the understanding and respect for the Red Cross principles, diversity, human dignity, and reduced intolerance, discrimination and social exclusion in Myanmar.			
• Number of publications in Myanmar on humanitarian issues refer to the Red Cross Red Crescent Movement	5 (2011)	32	17 journals & newspapers (53%)
• The new Red Cross law allows and practices more diversity, independence and impartiality of MRCS actions	-	Approved revised Law	Waiting for approval by Parliament
Output 1.1: MRCS is actively involved in humanitarian diplomacy to support vulnerable people in Myanmar by defining strategies to advocate and disseminate to higher-level authorities.			
1.1.1. Finalization of tool kit for parliamentarians	-	Dissemination toolkit for Parliamentarians completed with clear objectives for advocacy	A guide for Parliamentarians on the International Red Cross Red Crescent Movement is translated into Myanmar language (draft)
1.1.2. Number of parliamentarians from central/states/regions participating in advocacy meetings	-	4 times, 200 participants	3 times (75%) 150 participants (75%)

Measurement			
Indicators	Baseline (where available)	Annual Target	Year to Date Actual (Jan to Dec 2013)
Output 1.2: MRCS has promoted the Red Cross principles, values and international humanitarian law (IHL) to mobilize support to the Red Cross Red Crescent Movement within the country.			
1.2.1. Number of participants/dissemination sessions at government training centres	9,610 (2011)	10,000 participants	9,350 participants (94%)
1.2.2. Number of internal and external dissemination sessions	849 (2011)	1,000	808 (81%)
1.2.3. Number of branches which conduct dissemination session on township level	-	120 branches have conducted 12,000 participants	134 (111%) 13,294 participants (110%)
Output 1.3: MRCS's communication system and capacity are strengthened at all levels.			
1.3.1. Number of communication trainings and trained communicators	-	2 trainings 84 volunteers completed communications training	2 trainings 83 volunteers (99%)
1.3.2. Number of emergency activity reports from trained branches	-	100 reports	89 reports (89%)
Output 1.4: IFRC has actively participated in the Humanitarian Country Team (HCT) meetings and kept a close working relationship with the donor community and other national and international humanitarian actors.			
1.4.1. Number of HCT and MHPG meetings attended	-	IFRC participates in 12 HCT meetings; 12 INGO meetings; 6 donor meetings; 12 cluster meetings	11 HCT; 5 INGO; 5 International Donor 12 Cluster (health, DRR, Water and sanitation, Shelter, Rakhine, 3 MDG) (80%)
1.4.2. Number of references to MRCS/IFRC in OCHA humanitarian updates and other publications	-	Target number of references to be defined	References made to MRCS in OCHA Bulletins on Rakhine and Kachin and Mahasen cyclone
1.4.3. Information and coordination meetings with humanitarian actors conducted	-	Information and coordination meetings conducted	IFRC supported MRCS in the conduct of consultation meeting on SPHERE and, on Rakhine situation IFRC did consultation meetings with JICA, EU and ECHO and other INGOs
Output 1.5: MRCS supported by IFRC has contributed to collecting reliable information on humanitarian issues in Myanmar and strengthening advocacy towards the Myanmar government, donor governments and other stakeholders to increase the humanitarian space.			
1.5.1. Number of reports received from branches (both normal and emergency times)	134 (2011)	500 branch reports	705 (141%)
1.5.2. Number of new project proposals submitted to the Govt of the Union of Myanmar (GoUM) and donors	-	1 project proposal submitted to GoUM (Sports for Development)	-

Measurement			
Indicators	Baseline (where available)	Annual Target	Year to Date Actual (Jan to Dec 2013)
1.5.3. Number of townships where programme activities are taking place	-	Target number of townships to be defined	-
Output 1.6: MRCS' legal base is revised and approved to enhance the national society's functioning and service delivery in the country.			
1.6.1. MRCS new legal base is approved by the Central Council and submitted to GoUM for approval	-	Revised Law Approved Draft Statutes submitted to Central Council	Draft revised Law submitted to Attorney General's Office Draft Law shared at MRCS 72nd Central Council meeting
Outcome 2: MRCS has achieved a higher level of self-sufficiency, sustainability and independence by improving its income generation activities.			
• MRCS has generated more income than in the baseline year 2010	102.8 million Myanmar Kyat (MMK) 2010	-	-
• MRCS has diversified its resource mobilization to support its services	-	Expand existing RM efforts to corporate sector	Donation boxes installed in 7 new additional strategic commercial areas
Output 2.1. A resource mobilization unit in MRCS is established with defined policy, objectives and strategies.			
2.1.1. A resource mobilization (RM) unit is established and resourced	-	MRCS has established a RM unit at NHQ	Done in 2012 and renamed as division in 2013 (100%)
2.1.2. Resource Mobilization/Income Generation policy is approved by Central Council	-	RM policy and procedures approved by Central Council	Draft policy and procedures approved (70%)
2.1.3 IG handbook is developed	-	IG Handbook is developed	Draft handbook done (70%)
Output 2.2. Existing income generation (IG) activities are mapped, and a donor database and pilot income generation activities are developed for replication in the future.			
2.2.1. Catalogue of best practice in income generation is drafted	-	Draft Catalogue of IG practices completed	Draft done (70%)
2.2.2. Donor database is conceptualized	-	Donor database is started	Update done
Output 2.3. Income generation initiatives are rolled out to a minimum of five township branches with community-based programmes per year.			
2.3.1. Pilot income generation activities are undertaken in 5 targeted township branches with community-based activities	-	5 township branches with community-based programme initiated IG	2 township branches to support sustainability of community project (40%)
2.3.2. Fundraising events have taken place in states/regions and at headquarters level	-	1 gala Dinner	1 gala dinner at HQ (100%) Global hand-washing Day Campaign as activity to promote fund-raising

Measurement			
Indicators	Baseline (where available)	Annual Target	Year to Date Actual (Jan to Dec 2013)
Output 2.4. Business opportunities for higher income generation are identified and strengthened.			
2.4.1. Business plans for running IG activities are reviewed and updated	-	1 proposal prepared and branch IGA reviewed	Reviewed IGA of 7 branches
2.4.2. One new HQ business proposal is elaborated	-	3 new HQ business proposal is prepared	2 business proposal are developed (67%)
tOutcome 3: Sufficient resources are mobilized by MRCS with IFRC assistance to support the implementation of the 2012-2015 Planning Framework.			
• Programme implementation plan for 2013 is fully funded	-	Commitments of donors in place.	Except for OD and Rakhine, programmes fully funded
• Higher percentage of core costs coverage by MRCS sources	-	Core costs to be finalized	Core costs vis-à-vis core structure finalized during the year for implementation in 2014 (100%)
Output 3.1. MRCS has developed an appropriate resource mobilization strategy.			
3.1.1. Resource mobilization strategy is developed	-	Resource mobilization strategy is developed	Draft RM strategy done (70%)
Output 3.2. MRCS has closely worked with all partners and donors to mobilize the resources to support the implementation of the 2012-2015 Planning Framework.			
3.2.1. Budget of implementation plan 2013 is fully funded by partners	-	MRCS has received funding for 80% of its programme costs	MRCS received 80% funding for its programme costs (100%)
3.2.2. MRCS has secured multi-year funding from donors	-	MRCS is being supported with multi-year funding	Multi-year funding received from JRCS ending in 2014 (from 2012). Multi-year support from several other PNS in the process.
3.2.3. MRCS has is supported by new donors and donor diversity achieved	-	Austrian Red Cross, Japanese Red Cross Society, Singapore Red Cross and American Red Cross is continuing support from 2012; Finnish Red Cross, Norwegian Red Cross, Hong Kong Red , and Swedish Red Cross have renewed commitment; British Red Cross as new partner in 2013	Support received from the continuing and renewed commitment and British Red Cross started its support to MRCS; NS also initiating corporate partnerships

Comments on progress towards outcomes

Promotion of Red Cross work and principles

MRCS continued its advocacy on the Red Cross during the year in a number of high-level meetings which the National Society has conducted. This generated pledges of support to the National Society by the local state government leadership in the form of:

- Cost of insurance coverage for volunteers to be covered.
- Administrative expenses for Red Cross response activities to emergencies to be covered.
- Land to be provided for the construction of Red Cross township branch offices.
- Red Cross uniforms for Red Cross Volunteers

Dissemination sessions among government agencies on humanitarian issues during the reporting period reached a performance of 94 per cent or 9,340 participants; while it reached 81 per cent or 808 persons reached among internal and other external dissemination sessions.

Dissemination activities conducted by township Red Cross branches have also proved to be beneficial in furthering the appreciation of Red Cross work among local authorities. There were 134 branches or 111 per cent of the target for 2013, which conducted dissemination sessions reaching a total of 13,294 participants or 110 per cent of the 2013 target.

Communications efforts have also continued with improvements being seen in the capacity of township Red Cross branches to submit activity reports and emergency reports including photographs, having a performance of 89 per cent.

Two communications training sessions were conducted during the year as planned with 83 participants or 99 per cent of the target.

The proposed MRCS Act as amended, has been submitted to the Attorney General's Office. Consultation was done with the MRCS with regards to a few clarification needed to which MRCS immediately responded. This is now awaiting approval by the Myanmar Government. The preparation of the proposed revision was done in consultation with the ICRC and the IFRC which included comments from Geneva office. The proposed revised law has been presented by MRCS during the 72nd Central Council meeting of the National Society.

Higher level of self-sufficiency through income generation activities

The National Society is pursuing its efforts to improve its income generation capability through its established resource mobilization division which is in the development stage and a work in progress, being a new division of MRCS. The resource mobilization division has submitted its draft policy and procedures to the MRCS Central Council for approval. It has also developed a draft catalogue of income generation best practices (including those in the field). A donor database which have been developed has been updated. Donation boxes have also been placed in 7 additional strategic locations (airport and top hotels in Yangon, and supermarkets).

Sufficient resources mobilized for the implementation of the 2012-2015 Planning Framework

As mentioned under Outcome 3 the budget for 2013 is fully covered.

In November 2013, MRCS conducted a workshop on consolidated planning and budgeting for 2014 which will allow a sharing of information among programs and identify gaps. The planning exercise in August 2012 which was an initial step to developing this plan with a more detailed budget, and an output of a consolidated plan (mapping) of MRCS activities for 2013, was very helpful in using as reference for donors, and as a first step towards developing the MRCS 2014 consolidated plan and budget.

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

Measurement			
Indicators	Baseline (where available)	Annual Target	Year to date Actual (Jan to Dec 2013)
Outcome 1: Close coordination and management between MRCS and IFRC are maintained to ensure joint working and accountability.			
• Monitoring tools are systematically used in all IFRC funded programmes	-	Monitoring tools are systematically used for all IFRC funded programmes	Process ongoing
• Coordinated planning with all partners are conducted on a yearly basis	-	Coordinated planning to be done in Quarter 3 of 2013 (November)	MRCS 2013 consolidated plan finalized in March and implemented Consolidated planning and budgeting for 2014 done end of 2013 (100%)
Output 1.1. The IFRC country office has maintained an effective management structure to provide MRCS with technical and financial support.			
1.1.1. Agreement between MRCS and IFRC on core structure of the delegation is made	-	IFRC maintains country presence with sufficient financial resources to maintain office in 2013	Core structure to be based on MRCS 2013 plan
1.1.2. Budget for core structure 2013 is secured	-		IFRC delegation core structure is funded from Nargis balance in 2013
1.1.3. IFRC has highly qualified delegates in place / recruited	-	7	6
Output 1.2. MRCS has strengthened its planning, monitoring, evaluation and reporting (PMER) capacity and financial management to improve its accountability and donor reporting and their qualifications and competencies through learning, training, knowledge and experience sharing.			
1.2.1. Quality of financial and narrative reports is significantly improved	-	Monitoring and evaluation reflects analysis of data vis-a-vis logframe and financial report	Process ongoing
1.2.2. All IFRC-funded projects/programmes have an agreed monitoring and evaluation (M&E) plan and the plan is implemented	-	MRCS has established M&E plan for each of its IFRC-funded programmes/projects	M&E plans in place. Strengthening process ongoing to achieve a common monitoring and reporting system
1.2.3. New financial software is used in MRCS headquarters	-	NAVISION is in place at MRCS	NAVISION is in place at MRCS with training provided (100%)
1.2.4. MRCS financial audit is undertaken for every financial year	-	Financial audit for 2011 and 2012 done	Audit for 2010 completed; 2011 and 2012 done, MRCS awaiting Auditor's Report. (100%)

Measurement			
Indicators	Baseline (where available)	Annual Target	Year to date Actual (Jan to Dec 2013)
Output 1.3. MRCS has improved its coordination with all partners concerned.			
1.3.1. Monthly coordination meetings with RCRC Movement partner are conducted	-	MRCS has held 12 Movement Coordination meetings	MRCS conducted coordination meetings 5 times and more often in connection to Rakhine response, and 1 partnership meeting
1.3.2. Coordination meeting with non-Movement partners is organized at least once per year	-	MRCS has initiated 2 Non-Movement partner meeting	1 meeting (Rakhine) (50%)
1.3.3. MRCS has strengthened its participation in central, regional and local coordination meeting with the Govt and humanitarian stakeholders	-	Targeted number of central/regional/local coordination meetings to be defined	MRCS participated in 3 committees with GoUM and Humanitarian stakeholders
Output 1.4. MRCS has participated in the Federation-Wide Reporting System (FWRS), and the organizational capacity and assessment certification (OCAC) process.			
1.4.1. FWRS report submitted to Geneva for 2010	-	MRCS will provide reliable information for the FWRS database	Efforts underway
1.4.2. Organizational Capacity and Assessment (OCAC) process has been discussed within MRCS	-	Initial OCAC process ongoing	On-going with a 2 year POA prepared Revised MRCS Strategy 2015 completed

Comments on progress towards outcomes

The most notable achievements seen during this reporting period are as follows:

- Organizational capacity assessment and certification (OCAC) process of the IFRC, initial step of which was an OCAC process sensitization workshop for MRCS leadership, including representatives from the MRCS branch at the state and region level, which was facilitated by a representative of the IFRC from Geneva and a representative from the Japanese Red Cross Society. A corresponding development plan for 2014 - 2015 to act on identified areas that need improvement was prepared;
- Organizing its core structure and core cost requirement with a mechanism of cost recovery that needs to be supported by its Partners;
- Conduct of a mid-term review of its Strategy 2015 and its dissemination to its branches;
- Financial development and the conduct of its first consolidated planning and budgeting process for 2014.
- The yearly financial audits for the 2011 - 2012 financial years have been completed.
- NAVISION financial software has been implemented and is being utilized
- A capacity strengthening process for planning, monitoring, evaluation and reporting (PMER) is underway with the support of the Swedish Red Cross.

Technical and financial support from IFRC for MRCS

A consultant for the initiation of the cooperation agreement strategy (CAS) process by MRCS served for three months with the IFRC country office during the latter part of the year.

With the end of mission of the health delegate in December 2013, a new delegate needed to be recruited as early as possible to avoid gaps.

It should also be noted that MRCS has requested IFRC to continue maintaining its country delegation until 2015 at the least.

Stakeholder participation and feedback

Stakeholder participation:

All community-based programmes and projects (disaster risk reduction, community-based health, and water and sanitation, have continued to see a significant level of participation from vulnerable communities targeted through these initiatives. This is being facilitated by trained community volunteers who have been selected from among participating vulnerable communities. The support and participation of Red Cross branches, local authorities and relevant government departments or agencies, also continue to contribute towards the success of these initiatives.

There is a community-based committee for every sector such as CBHFA/DRR and water and sanitation.. Under the CSR concept, they will form as sub committees of the CSR committee. With these committees, support in leadership, management and linkage with other sectors such as the rural health sector for health, is facilitated as well as direct support to community initiatives, in relation to community plans of action.

With this approach, a more solid feedback mechanism is established between the community, the local authorities and the Red Cross itself. It also facilitates better support mechanisms for the community volunteers.

In CBHFA, volunteers enjoy working with community members, emphasizing that they want to have a healthy community. Township branches increase their capacity through training and programme implementation and increases their image as supporters of the community's well-being.

In DRR, MRCS conducted advocacy and mobilization meetings with the Township Disaster Management Committee (TDMC) to explain CBDRR initiatives in selected townships. The local authority and TDMC were consulted prior to selection of the communities in order to avoid duplication. Field level reporting systems was introduced to capture feedback from individual households which is compiled at field level and shared with headquarters. In areas where disaster risk reduction programmes are underway, monitoring indicates that communities and school children are applying the knowledge and skills gained, to reduce everyday risks such as building a bridge in place of a tree trunk serving as a walkway over a stream, and getting properly equipped for fires.

In community based water, sanitation and hygiene promotion programme, township authorities provided joint monitoring and supervision in hardware construction phase of program activities, selection and negotiation of land for water source development of project areas at Yesaygo and Pyawbwe Township. The support and participation of Red Cross branches, local authorities and relevant government departments or agencies, also continue to contribute towards the success of the initiatives.

In promotion of Red Cross and humanitarian values, commitment of the Kachin chief minister to provide annual insurance payment for volunteers, covered by local government budget was solicited. The Social Welfare Society (Yangon) changed their logo of a red cross to green cross after the dissemination session of MRCS.

Feedback mechanism

Across all community-based programmes, feedback from targeted communities is relayed through trained community volunteers and branch Red Cross volunteers who provide supervisory support to the former through regular visits to targeted communities.

In water and sanitation, feedback from individual villagers or households among the targeted families is relayed through monthly household visits conducted by community volunteers. This feedback is transmitted through monthly reports produced by the volunteers which is then captured in the monthly report produced at township level by the relevant Red Cross branch for submission to headquarters. Efforts to improve this practice of regular monitoring and reporting among volunteers is being carried out through supervisory visits of field-based and headquarters staff. This is also true in CBHFA and DRR.

In the same programmes, feedback is also relayed through sector committees at village and township levels. Township committees include representatives of the relevant township authority as well as the township Red Cross branch.

Participation of local and central-government stakeholders

A keen level of participation has been shown by representatives of local and central government stakeholders and this is contributing to the effectiveness of the programmes and projects. Examples of stakeholders are the Department of Divisional Affairs (township level), local disaster management committees (township level), national-level disaster risk reduction network, Ministry of Health, Ministry of Education, Ministry of Social Welfare, Relief and Resettlement.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
<i>Positive factor</i> - Continuing high level advocacy efforts which MRCS has engaged in with several state or regional governments which have reaped positive outcomes such as commitments of land for the establishment of Red Cross branch offices and contributions towards volunteer costs	H	Need for follow up and sustain the activity
<i>Risk factor</i> - Although activities for regular programming in Rakhine State have resumed, implementation delays are likely to persist due to the continuing uncertainty, as well as the change in demographics in some parts of the state due to the unrest, along with the continued imposition of a curfew by authorities in a few areas.	H	Sensitivity to the issues relating to the on and off security situation in Rakhine should form part of the planning of activities in Rakhine giving more emphasis on life-saving interventions and providing flexibility to development interventions.

<p><i>Risk factor</i>- Slight delays in programming in other parts of the country may be encountered with the challenges on human resources that the NS is encountering whereby there is a competitive market at hand offering better remuneration packages to qualified professionals thus resulting to a fast turnover of trained staff from MRCS which is incurring time in recruitment and costs in training.</p>	H	MRCS is implementing a new salary structure in 2014 which is competitive with the current humanitarian market and aimed at recruitment and retention of qualified professionals, which is a process that should be made sustainable
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Lessons learned and looking ahead

There are lessons learnt from the implementation of MRCS programmes and projects and hereunder are examples which can help in the replication of similar activities in other areas:

1. The CSR framework, while still in its early stage of implementation, is seen to be an effective workable goal guiding the need for a common and integrated community-based approach which is aimed at by MRCS HQ. At the community level an integrated approach is inevitable.
2. Active community participation is key to successful and more sustained community initiatives with support from the established sector committee at the community.
3. In CBHFA, successful advocacy meetings before the beginning of the programme results in a smoother implementation.
4. Commercial first aid requires better promotion and marketing activities to attract more companies.
5. Blood donation by the Red Cross staff and/or volunteers increases the Red Cross image.
6. The concept and approach adopted in community-based water and sanitation programme is PHAST approach and the training provided to village community which:
 - ✓ empower community to identify their needs in water and sanitation and solutions by themselves;
 - ✓ contribute towards water management and conservation through resource identification and long term maintenance solution for water resource;
 - ✓ Promote environmental cleanliness
7. PMER will be a continuing capacity building component for the National Society supported by IFRC.
8. Organized local committees be empowered to undertake sustainability initiatives early on at the start of the project.
9. Emblem use needs to be disseminated more through various kinds of media (broadcasting, print, social, etc.)
10. Income generation support to township branches require branch commitment and capacity and commitment of township governance.
11. Digital Divide Initiative enabled more reports and activities news reach to communication and related departments and divisions at headquarters than before, but its maintenance cost maybe a challenge to the organization.

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 \(NGOs\) 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

Contact information

For further information specifically related to this operation please contact:

- **Myanmar Red Cross Society:** Dr Tha Hla Shwe, president;
office phone: +951 383 681 ; email: president@myanmarredcross.org.mm
- **IFRC Myanmar country office:** Udaya Regmi, head of delegation;
office phone: +951 383 686; mobile phone: +959 42010 4010; email: udaya.regmi@ifrc.org
- **IFRC Southeast Asia regional office, Bangkok:** Anne Leclerc, head of regional office;
office phone: +662 661 8201; email: anne.leclerc@ifrc.org
- **IFRC Asia Pacific zone office:** office phone: +603 9207 5700; fax: +602 2161 0670
 - Jagan Chapagain, director of zone; email: jagan.chapagain@ifrc.org
 - Peter Ophoff, head of planning, monitoring, evaluation and reporting (PMER); email: peter.ophoff@ifrc.org
 - Emilia Koski, relationship manager; email: emilia.koski@ifrc.org