

Appeal 2001-2002

 International Federation
of Red Cross and Red Crescent Societies

Myanmar (Appeal 01.45/2001)

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1. Institutional and Resource Development	170,669
2. Disaster Preparedness	184,048
3. Health and Care	309,298
4. Humanitarian Values	48,409
5. Coordination and Management	230,654
Total	943,078



Introduction

National Context

The Union Of Myanmar, with its population of more than 45 million is rich in natural resources but nevertheless one of the poorest countries in South-east Asia. Nearly 23 per cent of the total households live below the poverty line (*World Bank, Myanmar: An Economic and Social Assessment, Sept., 1999*). In 1998, life expectancy was 60 years and child mortality was estimated at 113 per 1,000 births. Myanmar reports a maternal mortality rate of 230 per 100,000 live births.

The country is governed by the State Peace and Development Council (SPDC) - formerly known as the State Law and Order Restoration Council (SLORC) - which took power following antigovernment demonstrations in 1988. The refusal by the military junta to allow an elected government to take power, and its imprisonment of pro-democracy leader (and subsequent Nobel Peace Prize winner) Aung San Suu Kyi, earned it international condemnation and long stretches of the political and economic isolation, notably suspension of financial assistance by international financial institutions and economic sanctions imposed by the European Union (EU) and the USA since 1988.

The military junta, whose key priority is national unity and security, has signed ceasefire accords with nine groups of antigovernment rebels, engaged for the last 50 years in insurgency activities against the central government to obtain greater autonomy or complete independence. But it has not yet established a new constitution or handed over power to a civilian government, as promised.

The Myanmar government has had an "open door" policy as an economic strategy since 1992. In 1998, despite strong objections from the Western world, the country was admitted to the Association of South-east Asian Nations (ASEAN). Since then, Myanmar has been cementing political and economic bonds with ASEAN, which believes "constructive engagement" is a better form of diplomacy than sanctions, and some other countries in the region. Although diplomatic efforts and initiatives by ASEAN, Japan, Australia and UN have been growing to bring Myanmar back into the international community, there have not been any significant and visible signs of political change.

National Society Priorities

The total membership of MRCS, including ordinary members, volunteer RC brigade members and life members, is estimated at more than 300,000. While there is an extensive network of local branches and volunteers, the National Society is constrained by a somewhat weak management and organisational capacity at headquarters and branch level. It is governed by a 37-member central council, most of whom are government servants. Sixteen of the council members are elected from officials of the state and division RC branches. The day-to-day affairs of the NS are run by a 10-member full-time executive committee, all of whom are government appointees. There is very little separation of governance and management, and historically the president has been vested with considerable power. However, since the new president was appointed in March 1999, responsibilities have been somewhat delegated to others. The most recent general assembly of the MRCS, held in March 1999, installed a new president and central council. This new council has confirmed that although it is dissatisfied with the limited progress of the ID and RD programmes (supported by the Federation) in recent years, it will continue to pursue the same goals, though with greater emphasis on the development of management capacity at national headquarters and branch level.

The MRCS is now in the process of implementing the recommendations of a review held in January 2000, namely, the improvement and development of its governance and management capacity and the establishment of core programmes in accordance with Strategy 2010.

Priority Programmes for Federation Assistance

Following the detailed assessment of MRCS capacity, carried out in January 2000 by a joint MRCS/participating National Societies team, Federation priorities will focus on developing governance, strengthening management and improving health conditions and disaster preparedness, by supporting a number of key programmes.

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1. Institutional and Resource Development

Background and progress to date

The most recent general assembly of the MRCS, held in March 1999, installed a new president and central council. This new council, although dissatisfied with the limited progress of the ID and RD programmes (supported by the Federation) in recent years, undertook to pursue the same goals, but with greater emphasis on the development of management capacity at national headquarters and branch level. There were high expectations among both the MRCS management staff and the Red Cross partnership community that the new leadership would bring a fresh vision and working atmosphere to MRCS, taking the organization through the strategic planning process of establishing the National Society Development Plan and encouraging the management staff to draw up an Action Plan for change.

An initial step in this change process was the holding of a "Governance and Institutional Development Workshop" for the members of the executive council and senior management of the national headquarters and Red Cross branches in May 1999. The workshop, facilitated by the Federation, highlighted the need to revise and modernize the statutes of the society. An organizational and management review of the national headquarters and branches was planned for early 2000.

Despite the intentions for 1999, no real, constructive steps for change in the organization were undertaken. The new leadership seemed overwhelmed by the long-standing organizational issues needing to be solved and by the chronic financial problems. It had however made contact with the international Red Cross community and attempted to learn and understand the Movement in general, as well as regionally. Representatives attended several important international meetings and workshops, exploring the concept, history, and nature of the organization, as well as Strategy 2010 and the National Society Development Plan.

The scheduled review, held in January 2000, and conducted by MRCS and the Federation, explored institutional development issues in depth, reviewed the impact of the on-going programmes and examined potential core programme areas. Its findings on institutional development issues were that:

- (1) The management does not have a strong structure oriented towards development programmes.
- (2) There is a lack of manpower in mid-level management -- a scarcity of qualified/experienced personnel in the workforce. The weak structure and lack of manpower are interrelated.
- (3) When the MRCS's development programme is inactive, the stock of development experience and learning in the organization tends to dwindle and ultimately be lost.
- (4) Governance-management relations are unclear and the intervention of governance in management is unhelpful.

Any development programme, forming part of a National Development Strategic Plan, must meet managerial/organisational criteria for implementing activities and achieving objectives through effective and efficient management structures and performance. In an Institutional Development Planning Workshop, held in May 2000 to implement the recommendations of the review in January 2000, MRCS therefore prioritised the need to restructure management, develop staffing and improve its performance, within the limits of the present constitution.

It is now crucial for MRCS to be provided with the appropriate external assistance to carry out the strategic planning and implementation process, namely, strengthening its governance and management capacity and developing of the core programmes in line with Strategy 2010. It is expected that the Federation Myanmar Delegation, the ICRC representation in Myanmar and the regional ID delegate will provide advice and technical support to the overall ID programme through regular inputs.

Goals This programme aims to strengthen the governance and management capacity of the Myanmar Red Cross Society (MRCS) at both national and local level. It has two strategic goals:

1. To strengthen the MRCS organization and management capacity

2. To strengthen the public image of the MRCS

Objectives and Activities Planned

Objective 1 To review and revise the society's Statutes and develop a clear and documented policy on the structures and responsibilities of the governing and management bodies; to improve the links between the MRCS headquarters and States/Divisions branches.

Activities to achieve objective 1:

- Set up a task force comprised of representatives from the Executive Council (EC), Central Committee, States/Divisions branches, Ministry of Justice, ICRC and the Federation delegation to review the present Statutes in consultation with a Federation legal adviser.
- Organize a review process comprising a workshop and meetings.
- Draft revised Statutes and Red Cross Law in both English and Myanmar.
- Prepare the MRCS Four-Year Development Plan (2002-2005) involving all Divisions and those State/Division branches where the national plans will be introduced.

Objective 2 To develop a clear, well-documented Human Resource Development programme to ensure that the MRCS develops existing staff resources and recruits new staff for essential programmes and support services.

Activities to achieve objective 2:

- Develop job descriptions for staff in selected States/Divisions.
- Assess staffing needs at both headquarters and in State/Division branches.
- Improve staff development by skills training, workshops and regional exchanges.
- Evaluate staff performance.

Objective 3 To develop and implement a clear and well-documented policy on budgeting and accounting procedures.

Activities to achieve Objective 3:

- Improve the MRCS's own financial management through regular budget follow-up and the establishment of monthly reports to the Treasurer.
- Integrate the Federation supported programmes into the new budgeting procedures.
- Develop the MRCS's budget for 2001, including a policy for defined and documented fund allocation.
- Define, prepare and distribute general financial documents to the main donors.
- Introduce a computerised accounting system.
- Train accounting staff to use new accounting software.

Expected Results

Objective 1:

- A task force/committee will have been set up.
- The review process will have been implemented.
- Revised Statutes and regulations will have been drafted.

- The MRCS Four-Year Development Plan will have been prepared.

Objective 2:

- Up-to-date job descriptions for headquarters and selected States/Divisions staff will have been drawn up.
- A long-term training plan will have been developed.
- Skills will have been improved through training of identified managers and employees.
- Work performance will have been evaluated regularly; training and personnel plans will have been further developed.
- Experience within the region will have been shared.

Objective 3:

- Clear budgeting procedures will have been established.
- The Federation supported programmes will have been integrated into new budgeting procedures.
- A policy for fund allocation will have been defined and documented.
- General financial documents will have been defined, prepared and distributed to main donors.
- A computerised accounting system will have been established.
- Accounting staff will have been trained in handling the computerised accounting system.

Indicators

Objective 1:

- Composition and team work of the task group.
- Output of the workshop and meetings.
- The final draft of the Statutes and regulations.
- Participation of all Divisions of headquarters and selected States/Divisions and the quality of the Log Frame analysis.

Objective 2:

- Up-graded job descriptions.
- Contents of the Training Plan.
- Skills and knowledge improved.
- Work performance evaluated regularly.

Objective 3:

- The new budget procedures established.
- Accounting system computerised and staff training on the software implemented

Critical Assumptions

- The Executive Committee continues to prioritize capacity building.
- Sufficient funding will be available.
- No major disasters occurs, shifting the emphasis of work from capacity building to disaster response.

Monitoring and Evaluation Arrangements

The Executive Committee, Heads of Divisions, senior management staff and selected States/ Divisions will monitor the activities, under the leadership of the MRCS President.

The Federation regional ID delegate will visit Myanmar on a quarterly basis to co-ordinate a review of ongoing activities.

An annual evaluation will be co-ordinated by an external consultant/donor, with the Federation Delegation and the Executive Committee.

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2. Disaster Preparedness

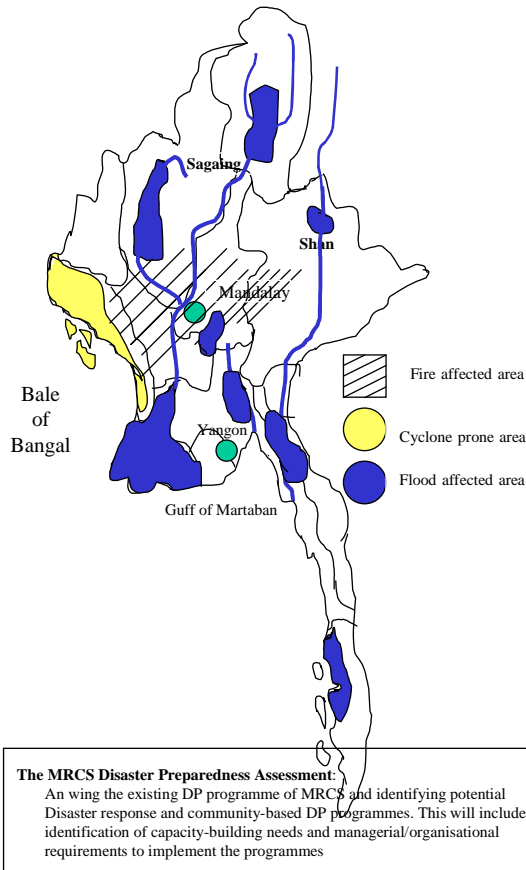
Background and progress to date

Fires, floods and tropical storms occur frequently in Myanmar and occasionally severe earthquakes have been experienced.

The Myanmar Red Cross Society (MRCS) is one of the members of the National Disaster Committee, which is chaired by the Minister of Social Welfare, Relief and Resettlement, together with representatives of the Health, Meteorology, Hydrology and Fire Services departments.

The National Disaster Committee is responsible for making policy and implementing disaster preparedness and response actions. The Committee only convenes during disaster situations and ad-hoc meetings are formed with the participation of the co-opted Ministries.

The Executive Committee of MRCS is responsible for the planning and approval of policy and disaster relief programmes. Disaster Committees are formed at the State/Division level on an ad-hoc basis when disaster strikes in their areas. The Chairman of the State/Division Red Cross Supervisory Committee is a member of the regional Disaster Committee. (All the Chairmen of the States/Divisions are medical officers of Health Department in their respective area. The Township Medical Officer is the chairman of Red Cross Township



branch.)

Generally, the National Society's involvement in disaster relief operations in Myanmar is confined to the initial emergency phase. although it is occasionally involved in resettlement and rehabilitation activities. The main functions of MRCS volunteers in disaster situations are: rescue, first aid and evacuation of people to designated temporary shelters such as schools, monasteries and public buildings. Red Cross volunteers also participate in the collection and distribution of food packets contributed by local communities. In addition, relief goods are made available by MRCS headquarters. In the Township Red Cross branches, Red Cross volunteers take part in health services provision, under the guidance of the health team in the area.

MRCS's disaster preparedness strategy needs to focus on a vulnerability reduction strategy through community based disaster preparedness (CBDP), as advocated by the Federation's Strategy 2010. Although MRCS has 18 warehouses, one at headquarters and 17 at State/Division branch level, most are empty and urgently need restocking.

Goal The overall goal is to reduce the number of fatalities and casualties in disaster situations and to improve the capacity of people to deal with the effects of the disaster.

Objectives and Activities Planned

Objective 1 To develop a new MRCS disaster preparedness policy, clarifying the society's roles and responsibility in the national disaster preparedness plan and its relationships to other concerned organizations and governmental departments.

Activities to achieve objective 1:

- Establish a disaster preparedness division at headquarters with an organigram and define staff job descriptions.
- Review the present MRCS disaster preparedness policy after examining the national disaster preparedness policy and the disaster preparedness policies of other national societies in the region.
- Organize a first disaster preparedness policy Workshop in which participants are Executive Committee members, representatives from States/Divisions/Townships experts from concerned governmental departments: identify internal/external facilitators, design the contents and identify information, personnel and funding resources.
- Develop a draft of the MRCS disaster preparedness policy.
- Conduct a second workshop to finalize the MRCS disaster preparedness policy.

Objective 2 To increase the capacity of people to cope with the effects of disaster through the development of a CBDP strategy and the establishment of a well-trained Red Cross volunteer network.

Activities to achieve objective 2:

- Identify vulnerable communities in Sagain, Bago, Rakhine, Kayin, Mandalay, Magway and Mon, which are disaster prone areas, as pilot areas for CBDP.
- Conduct Vulnerability/Capacity Assessments (VCA) in the pilot areas, after locating sites for VCA, identifying external facilitators and providing VCA training.
- Appoint CBDP field officers at Townships level, after defining job descriptions outlining their roles and responsibilities and drawing up job contracts/agreements.
- Conduct CBFA and disaster preparedness training for CBDP field officers in cooperation with the Training Division.
- Conduct CBFA training for beneficiaries in target villages in cooperation with the Training Division.
- Establish an independent CBDP bank account managed by the Secretary of Township Red Cross.

Objective 3 To establish Emergency Disaster Response Teams (EDRTs) at headquarters and in the selected CBDP pilot areas.

Activities to achieve Objective 3:

- Appoint an EDR officer in the disaster preparedness division, after defining the job description, working roles and procedures.
- The EDR officer will set up EDRTs at headquarters and in selected CBDP pilot areas.
- Organize a Disaster Response Workshop to define roles and responsibilities of the teams and identify the types of training and the resources needed by them.
- Conduct disaster response training courses on subjects such as damage assessment, monitoring and reporting.

Objective 4 To improve communication and coordination mechanisms between headquarters and the grassroots level.

Activities to achieve Objective 4:

- Establish an information flow mechanism between headquarters, Townships and the grassroots level in both disaster and non-disaster situations, particularly between the disaster preparedness Division and CBDP field officers.
- Develop reporting formats (monthly activity and financial reports, activity forecasts for the next month, damage assessment report).

Objective 5 To improve the functioning of the National Society's 18 warehouses and ensure their replenishment with relief goods/materials.

Activities to achieve Objective 5:

- Check inventory records of warehouses, establish the quantity and quality of supplies needed and draw up a timetable for replenishment of relief supplies.
- Carry out minor repairs and renovation of the warehouses.
- Conduct warehouse management training for concerned staff, store keepers and Red Cross volunteers.

Expected Results

- A new MRCS Disaster Preparedness policy will have been drawn up.
- The MRCS CBDP programme will have been launched in pilot areas and a well-trained Red Cross volunteer network will have been built up.
- There will be well-functioning EDRTs in disaster situations.
- A communication and coordination mechanism will have been set up between headquarters, Townships and grassroots.
- Warehouse relief supplies will have been replenished and the warehouse function developed.

Indicators

- Establishment of the disaster preparedness division at headquarters.
- Staffing, job descriptions, working roles and procedures done.
- MRCS disaster preparedness policy established.
- A CBDP approach launched, pilot areas identified and VCA done.
- CBDP field officers appointed and trained.
- EDRTs established and operational.
- Communication and coordination between headquarters, Townships and grassroots improved.
- Replenishment of relief supplies for selected warehouses done.

Critical Assumptions

- Disaster management capability and capacity building will continue within the framework of Institutional Development at both headquarters and State/Division level, providing a basis for sustainability.
- Human resource development, a critical component of this programme, will continue and will provide the disaster preparedness division staff and CBDP field officers with support and training in fundamental practices and procedures.
- CBDP field officers at Township Red Cross level will succeed in meeting the challenge of planning and implementing programme initiatives on the scale required for community-based activities, as well as ensuring open lines of communication. MRCS headquarters will provide continuing skills enhancement and support, as a sound basis for programme replication and sustainability.

Monitoring and Evaluation Arrangements

- Most inputs will be documented through the disaster preparedness division of MRCS and the Federation Myanmar quarterly reports. The CBDP Management Meeting in the disaster preparedness division will be held and documented on a monthly basis. Community site visits and participatory group meetings will be conducted on a regular basis and all will be documented by CBDP field officers.
- MRCS will conduct a formal review and evaluation as key milestones are reached, including mid-term and prior to national-level institutionalization and replication initiatives. The reviews will address both quantitative measures and qualitative results.

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3. Health and Care in the Community

Background and progress to date

An estimated 40 per cent of Myanmar's population (according to UNDP) does not have access to a safe drinking water supply, while 57 per cent have no access to sanitation and 52 per cent no access to health services. Poor hygiene practices, plus the inadequate sanitation and lack of safe water, play an important role in the spread of diseases and general health of the community, and as a result, water borne and water-related vector borne diseases account for the majority of morbidity and mortality in the country.

While health issues related to hygiene are of major concern, Myanmar is also in the midst of an HIV epidemic. UNAID estimates that 530,000 people are living with HIV. The prevalence rate amongst young people is one of the highest rate in the region and is in the order of 1.13 - 2.3 per cent in females and 0.42 - 1.67 per cent in males. A survey of vulnerable groups by the National AIDS Programme over the last 10 years has shown alarming increases.

Myanmar shares borders with five countries, bringing community health issues associated with mobile populations. There are also mass seasonal movements of domestic populations within Myanmar. Cross border trade is common between Thailand, India and China, neighbouring countries that also record high rates of HIV infections.

The Myanmar Red Cross Society (MRCS) is a community-based humanitarian organization well placed to provide community health programmes. With headquarters in Yangon and a presence of 320 Township Red Cross branches nationally, it has access to a potential network of nearly 300,000 Red Cross volunteers at Township and State/Division level with first aid training. A series of CBFA training courses carried out in the last four years have increased the volunteers' impact on improving the local health conditions affecting their communities.

The MRCS undertook a comprehensive health review in August 2000. It recommended that the society should develop further its first aid and community based first aid (CBFA) training programmes, putting in place a well-functioning CBFA programme at grassroots level as a means of mobilizing the existing Red Cross volunteer network and developing the capacity of Red Cross volunteers. It also recommends that the society should carry out health education targeting hygiene and information on HIV/AIDS, to respond health needs in the communities. Fundamental to the success of any community health programme, the review pointed out, and to achieving the above objectives, is the capacity to interact with local communities in order to establish effective responses to identified health needs.

The ICRC has been implementing a two-year primary health programme at Mong Pin Township in Eastern Shan State in cooperation with the Danish Red Cross Society since 1999, focusing on remote ethnic minority groups such as the Aka, Lahu and Shan. These programmes will be consolidated with the present CBFA training implemented by the MRCS throughout the country.

Goal To improve the health status of targeted communities by developing their participation in identifying their needs and by implementing health services, including health-related training. This goal will be achieved by strengthening the capacity of the MRCS and its network of volunteers through two projects: a community health project and a first aid and community based first aid training project.

Objectives and Activities Planned

Myanmar Community Health Project

Objective 1 To strengthen the capacity of the MRCS, an indigenous organization, to design, develop and evaluate effective community health promotion materials appropriate for specific target communities.

Activities to achieve objective 1:

- Identify appropriate resources (human, equipment, information) for project implementation.
- Recruit and train 10 volunteers from Yangon to work with target communities in the development of appropriate Behaviour Change Communication (BCC) materials.
- Review, develop and produce targeted BCC health education materials.

Objective 2 To improve the health status of targeted communities through their participation in identifying and prioritizing their health information and education needs.

Activities to achieve objective 2:

- Recruit and train 20 MRCS volunteers (10 women, 10 men) in Taninthayi Division to implement a targeted HIV BCC programme in selected townships of that Division.

Expected Results

- Appropriate NHQ staff will have been recruited.
- MRCS staff will have been equipped with adequate resources for effective project implementation.
- NHQ staff will have received appropriate training.
- The collection of Myanmar-specific health education and promotion resources will have been established.
- Relationships between the MRCS and other organisations working in community health will have been strengthened.
- The MRCS will have identified vulnerable groups and targeted communities.
- Appropriate BCC materials will have been produced, using well developed processes.
- Targeted BCC health education materials will have been reviewed, developed and produced.
- The MRCS staff and 20 volunteers will understand the process of working with the community to develop appropriate BCC materials.
- HIV BCC will have been developed for specific target groups in Taninthayi Division.

Indicators

- The MRCS staff and volunteers are able to develop effective health education materials for different contexts.
- Post test results show positive response of target communities to materials developed.
- Targeted communities positively evaluated their involvement in BCC development processes.
- End of Project evaluation shows that targeted communities had improved access to appropriate and relevant health information as a result of this project.

Critical Assumptions

- The MRCS institutional development process sets up a clear organizational structure and processes at headquarters, Divisional and Township level.
- Government support continues for the involvement of the selected target communities in the development processes required for this project.
- The MRCS is able to retain the core group of trained volunteers.

Monitoring and Evaluation Arrangements

- The Project Team (the MRCS Health Divisional Head, MRCS Project Manager and MRCS Health Educator, together with the Federation Myanmar health delegate) will meet quarterly to monitor

progress, focusing on strengthening the MRCS capacity at headquarters, branch and volunteer level and overseeing the development of health materials. The Deputy Head of Division, Health Education and Promotion Project Manager and/or the Health Educator will conduct two monthly field visits during community implementation.

- The MRCS will provide monthly financial reports which will be monitored in-country by the Federation country delegation and these will form the basis of quarterly financial reports to donors from the Federation. Additionally, the Federation health delegate will provide quarterly narrative reports of project progress.
- The Federation and donors will conduct two support/monitoring visits per year. Reporting and monitoring requirements will be detailed in a Memorandum of Understanding between donors and the Federation.

First Aid and CBFA Training Project

Background and progress to date

Primary health care is a key approach in the National Health Plans of Myanmar. The Ministry of Health, UN agencies, NGOs and the private sector work in close collaboration to improve the health situation of both urban and remote communities. Community participation, encouraging people to take responsibility for their own health, is strongly promoted, because of the limited accessibility to public health services. First aid and Community Based First Aid (CBFA) training of volunteers from the community is thus an important factor in helping to disseminate good health messages and preventive measures.

The Myanmar Red Cross Society (MRCS) has implemented a CBFA training programme with Federation assistance since 1996, building on its well established traditional First Aid training courses. The programme have provided a number of courses in CBFA training for Red Cross volunteers and several courses for CBFA trainers in all states and Divisions, except Kayah State. Although sufficient well-trained CBFA trainers are available, the society has been unable to provide CBFA training courses to vulnerable communities for the last few years due to financial problems.

The ICRC has been carrying out a two-year primary health programme in Mong Pin Township in Eastern Shan State with the cooperation of the Danish Red Cross since 1999, focusing on remote ethnic minority villages such as Aka, Lafu and Shan.

Goal To reinforce the Community Based First Aid programme of the National Society by improving the organisation and structure of its Training Division and refining its training services, so that vulnerable people are given the means to participate in protecting their own health.

Objectives and Activities Planned

Objective 1 To strengthen the capacity of the headquarters Training Division through restaffing, within the first two months of the programme.

Activities to achieve objective 1:

- Develop a new organigram of the Training Division.
- Define job descriptions.
- Reallocate existing staff in the Training Division and recruit new staff according to the new organigram.
- Define working rules and procedures for the staff.

Objective 2 To develop a training centre with complete training materials within the first three months of the programme.

Activities to achieve objective 2:

- Establish a training centre in the headquarters building.
- Procure training aids/materials.

- Print First Aid Manual (300 copies).
- Print CBFA Manual (500 copies).
- Print CBFA ToT Manual (300 copies).

Objective 3 To develop a CBFA training strategy to assist most vulnerable communities with self-help health measures.

Activities to achieve Objective 3:

- Select eight pilot areas in which to implement a CBFA training strategy (HIV/AIDS, flood and fire prone areas).
- Assess the type of CBFA training needed, according to local needs.
- Form a Training Assessment Team (TAT) .
- Design CBFA training for the respective pilot areas.
- Organize a CBFA Assessment Workshop at headquarters.
- Identify Red Cross brigades at Townships and Red Cross volunteers at village level in the respective pilot areas.
- Organize CBFA training for 8 pilot areas (2 villages x 8 pilot areas = 16).
- Support further implementation of CBFA training by local CBFA instructors.
- Monitor CBFA training at Township and village level.
- Conduct evaluation.

Objective 4 To update the training of first aid/CBFA updated training instructors and Red Cross volunteers

Activities to achieve objective 4:

- Select 30 potential first aid instructors from States/Divisions/headquarters for a 18-day first aid Instructor Course (including CBFA ToT).
- Conduct three first aid Instructor Courses in States/Divisions (Yangon, Mandalay and Taunggyi).
- Conduct a five-day basic first aid course in four Townships in selected States/Divisions (240 Red Cross volunteers to be trained).

Objective 5 To develop a first aid curriculum for primary school Red Cross groups and modify teaching materials.

Activities to achieve objective 5:

- Form a team to develop a first aid curriculum of primary school Red Cross groups.
- Review/develop teaching materials.

Objective 6 To develop a monitoring system in the Training Division.

Activities to achieve Objective 6:

- Form a monitoring team which will develop a monitoring format and conduct field tests.
- Conduct a Monitoring Workshop at headquarters.

Expected Results

- The capacity of the Training Division in MRCS headquarters will have improved.
- A training centre will have been set up with complete training equipment.
- A new CBFA strategy will have been developed to assist the most vulnerable.
- Updated first aid/CBFA training instructors will be available.
- A First Aid curriculum will have been created for primary school Red Cross groups.
- A monitoring system will have been developed in the Training Division.

Indicators

- The enhanced capacity of the Training Division.
- The training center in the MRCS headquarters set up with necessary equipment.
- The types of CBFA training identified and implemented at village level in 8 pilot areas in participation with local Red Cross branches; numbers trained.
- Number of updated first aid/CBFA training instructors trained and their skills and knowledge improved.
- A First Aid curriculum drawn up.
- Monitoring system developed in the Training Division.

Critical Assumptions

- Sustained commitment from all levels, including MRCS headquarters
- Relevant human resources available
- Effective training materials and methodologies produced
- No major disasters diverting efforts from the achievement of the objectives
- Funding secured and partners' commitment.

Monitoring and Evaluation Arrangements

- Monitoring of this project will be carried out by Training Monitoring Team comprised of five staff from headquarters level under the supervision of the training project supervisor. A staff member from the team, accompanied by one person from States/Divisions level and one instructor from the local Red Cross Ambulance Brigade, will visit the respective training centres and assess the teaching methods, training procedures, participation of trainees and level of training skills imparted.
- Evaluation activities will be directly linked to the Expected Results. An Evaluation Team consists of training resource person, Training Supervisor and staff of the Training Division, and the Country Delegate of the Federation will measure the training skills of the training graduates, the needs of the training curriculum and the results of each training session.

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4. Promotion of Humanitarian Values

Background and progress to date

Information and Dissemination is a long-standing activity of the Myanmar Red Cross Society (MRCS) and one which the society is planning to improve and develop, as part of its institutional development priorities. Specifically, it intends to restructure its Department of Information and Dissemination and to preparing strategic planning and implementation processes and procedures. To achieve these aims, MRCS is counting on the technical and financial support of the Federation - its Myanmar Delegation, and Regional Delegation -- and on the ICRC Myanmar, sister National Societies, UN agencies and NGOs. (ICRC Myanmar has been supporting some of the society's current dissemination activities for several years).

Goal This programme aims to improve the flow of information to Red Cross volunteers and members of MRCS and the general public in order to give them a better understanding of the Fundamental Principles guiding the Movement, the Geneva Conventions and its Additional Protocols, the Red Cross roles in conflict and disaster situations, and in health programmes and community development services.

Objectives and Activities Planned

Objective 1 To increase the communications capacity of MRCS Headquarters by restructuring its Information and Dissemination Department.

Activities to achieve objective 1:

- Recruit new staff for the department, after preparing job descriptions, and give on job training to all department staff.
- Evaluate staff performance.
- Help the Training Division to produce training syllabuses that include a dissemination component for the following groups:
 - Primary School Red Cross Level (Age 6-10)
 - Secondary School Red Cross Level (Age 11-14)
 - High School Red Cross Level (Age 15 - 18)
 - College and University Red Cross Level (Age 16-25)
 - Red Cross volunteer Level
 - Red Cross Youth Leader Level
- Produce dissemination tools for first aid and community based first aid training.
- Organize dissemination skills training.
- Monitor the training programme.

Objective 2 To publish and issue a Myanmar Red Cross pamphlet, a newsletter and a magazine, free of charge in first six months, after which they will be sold to the community.

Activities to achieve objective 2:

- Develop communication tools linking MRCS headquarters and the Red Cross branches.
- Collect and exchange information and articles on Red Cross activities (local & International).
- Prepare and produce the publications.
- monitor the usefulness of the publications.

Objective 3 To create public awareness of the dangers of AIDS/HIV, malaria, TB and diarrhoea.

Activities to achieve objective 3:

- Prepare and produce an information pamphlet on HIV/AIDS and malaria.

- Prepare and install awareness signboards on HIV/AIDS, malaria, TB and diarrhoea in vulnerable areas.

Objective 4 To develop the leadership quality and capacity in MRCS.

Activities to achieve objective 4:

Conduct one training session on Red Cross Leadership in 2001.

Expected Results

By December 2001

- Training (all levels) will have been conducted.
- Monitoring of training will have been carried out every six months.
- The following will have been published:
 - (a) one Journal in Myanmar (issued every two months, 1000 copies in 2001, 2000 copies in 2002)
 - (b) one Journal in English (issued every four months, 300 copies in 2001, 400 copies in 2002)
 - (c) one Annual Magazine (1000 copies in 2001, 2000 copies in 2002)
 - (d) one Annual Magazine (200 copies each year).
- Ten awareness signboards per year on HIV/AIDS and malaria will have been installed in vulnerable areas.
- Health education pamphlets on HIV/AIDS, malaria, TB and diarrhoea will have been published.
- Monitoring of all publications will have been done every six months.

Indicators

Objective 1

- Skills, attitude and knowledge of the staff.
- Result of team work in the department.
- Output of the on job training.
- Output of the syllabus and training procedures at all levels.

Objective 2

- Result of skills, attitude, knowledge development the department and branches.
- Method/system in place to develop information and communication between MRCS headquarters and the branches.
- Output of communication between MRCS headquarters and international components of Movement
- Quality and usefulness of publications.
- Systematic and accurate accounting process for publications expenditure.

Objective 3

- Quality and usefulness of health pamphlets and signboards.
- Systematic and accurate accounting process for pamphlets and signboards expenditure.

Objective 4

- Output of workshop on leadership.
- Output of the training for trainers.
- Output of the training at all levels

Critical Assumptions

- Sufficient funding will be available.
- Capability and capacity of MRCS will correspond to programme needs.
- There will be sufficient awareness of the importance of monitoring the programme.
- Efficiency of the existing transportation and mailing system in Myanmar is maintained.

Monitoring and Evaluation Arrangements

- The Head of Department, the Administrative Officer and selected States/Divisions will monitor the activities under the leadership of the MRCS Executive Committee.
- Every six months, the Myanmar Delegation together with the Head of Department or one Executive member will visit selected States/Divisions to coordinate a review of the ongoing activities.
- The Myanmar Delegation with the Head of Department or one Executive Member will study and analyze each publication and the MRCS and the Myanmar Delegation will make a quarterly evaluation of the publications.

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5. Coordination and Management

Background and progress to date

The total membership of the Myanmar Red Cross (MRCS), including ordinary members, volunteer brigade members and life members, is estimated to be more than 300,000. While there is an extensive network of local branches and volunteers, the National Society is constrained by a weak management and organisational capacity at headquarters and branch level. It is governed by a 37-member central council, most of whom are government servants. Sixteen of the council members are elected from officials of the state and division branches. The day-to-day affairs of the society are run by a 10-member full-time executive committee, all of whom are government appointees. There is very little separation of governance and management, and historically the president has been vested with considerable power. However, since the new president was appointed in March 1999, responsibilities have been somewhat delegated to others. The most recent general assembly of the MRCS, in March 1999, installed a new president and central council. This new council, although dissatisfied with the limited progress of the institutional and resource development programmes (supported by the Federation) in recent years, confirmed it will continue to pursue the same goals, though with greater emphasis on the development of management capacity at national headquarters and branch level.

Goal To assist the Myanmar Red Cross Society (MRCS) and its partners to reduce the vulnerability of the population and alleviate their suffering in a timely, effective and efficient manner.

Objectives and Activities Planned

Objective 1 To co-ordinate the development and relief assistance provided to the Myanmar Red Cross Society and lead the process of developing an Inclusive Country Assistance Strategy (ICAS) for the MRCS.

Activities to achieve objective 1:

- Facilitate a change process with respect to the organizational structure and functions in order to enhance the capacity of the MRCS.
- Develop an Inclusive Country Assistance Strategy by July 2001 in cooperation with the MRCS, National Society donors and the ICRC.
- Manage and coordinate the activities in support of the MRCS of the Federation delegates in Myanmar, Kuala Lumpur, Bangkok and Geneva.

Objective 2 To work closely with the MRCS and ICRC to ensure a co-ordinated and integrated approach to assisting vulnerable people and communities.

Activities to achieve objective 2:

- Facilitate discussions among the ICRC, the MRCS and the Federation on operational modalities in the fields of health and information and dissemination.
- Develop a practical working arrangement to ensure that assistance to vulnerable people is the most suitable and that the Seville Agreement is respected.

Objective 3 To manage the Federation country delegation in Myanmar.

Activities to achieve objective 3:

- Assist the Federation delegates to draw up work plans based on the programme agreed on with the MRCS and ensure that these are monitored.
- Co-ordinate the Federation delegates' work to build up capacity of the MRCS.
- Ensure that the Federation accounts and financial matters are dealt with in a timely and transparent manner.

- Improve the file management system in the delegation.

Objective 4 To raise funds for MRCS operations.

Activities to achieve objective 4:

- Ensure on behalf of the donors the effectiveness of the Federation's financial monitoring of the income and expenditure of funds associated with requests and appeals.
- Ensure that all key donors in country receive appeal documents and situation reports in a timely manner.
- Support the MRCS in the development of its financial management system.
- Ensure that communications with key PNS donors and visits from them are properly serviced and supported.
- Encourage the MRCS to work in partnership with the delegation to develop new funding initiatives.

Objective 5 To represent the Federation and Red Cross/Red Crescent Movement in Myanmar.

Activities to achieve objective 5:

- Support the efforts of the MRCS Information and Dissemination and International Relations Divisions to promote the work of the Red Cross among the general public, the government, NGOs and the donor community.
- Further increase coverage of the work of the Federation and the MRCS in the national and international media.
- Support the MRCS in its approaches to its government to obtain improved status and conditions for its work, both nationally and at States/ Divisions level in Myanmar.

Expected Results by End 2001

- The delegation will be well-functioning and play a facilitator role with the MRCS in its development and relief assistance.
- A negotiated and agreed ICAS will be completed by July 2001.
- There will be a close and professional working relationship among the MRCS, ICRC and the Federation.
- More funds will have been raised by the delegation for the work of all partners.
- The government and donor community will have a better understanding of the role of the Federation and the work of the MRCS.

Indicators

- An ICAS in existence by July 2001.
- Working relationships among the MRCS, ICRC and the Federation have improved and progressed.
- The number of partners supporting MRCS programmes has increased.
- The public image of the MRCS has improved and the understanding of the Red Cross Movement has been enhanced.

Critical assumptions

- Full commitment of the National Society to the ID process.
- Maintenance of human resource development.
- MRCS continues its own fund raising efforts.
- Long-term commitment of partners in the Federation.

Monitoring and Evaluation Arrangements

- It should also be noted that Southeast Asia is part of the Federation 'Action Research'¹ initiative which will place special emphasis on programme monitoring.

¹ *Action Research is a chance for three regional delegations to lead the redesign of core field processes. Through an iterative process of business planning, field implementation, monitoring, and revision, these Action Research teams will develop processes and organisational structures that will allow the field to better meet the goals of Strategy 2010 and the Secretariat's mission.*

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DELEGATION: MYANMAR					
PROGRAMME	DP	Health & services	IDRD	Coord. & mgt	TOTAL
Shelter & construction	0	0	0	0	0
Clothing & textiles	54,180	0	0	0	54,180
Food & seeds	0	0	0	0	0
Water	0	0	0	0	0
Medical & first aid	0	0	0	0	0
Teaching materials	0	0	0	0	0
Utensils & tools	12,150	0	0	0	12,150
Other relief supplies	5,670	0	0	0	5,670
Sub total supplies	72,000	0	0	0	72,000
Land & Buildings	0	0	0	0	0
Vehicles	0	0	0	0	0
Computers & telecom	0	0	1,188	1,100	2,288
Medical equipment	0	0	0	0	0
Other capital expenses	0	14,931	0	0	14,931
Sub total capital	0	14,931	1,188	1,100	17,219
Programme management	12,410	20,856	14,772	15,553	63,592
Technical services	3,715	6,243	4,422	4,656	19,036
Professional services	4,120	6,924	4,904	5,163	21,111
Sub total programme support	20,245	34,023	24,099	25,372	103,739
Transport & storage	14,697	1,990	4,950	5,190	26,827
Personnel (delegates & expatriates)	3,621	100,525	93,295	103,290	300,731
Personnel (local staff)	18,047	15,650	17,529	34,020	85,246
Sub total personnel	21,668	116,175	110,824	137,310	385,977
Travel & related expenses	0	15,150	7,354	9,920	32,424
Information expenses	0	440	18,945	11,752	31,137
Expert fees	0	2,308	700	1,100	4,108
Admin. - general expenses	0	488	16,853	38,910	56,251
Training workshops / seminars	55,438	123,793	34,166	0	213,397
Sub total travel, training, general exp.	55,438	142,178	78,017	61,682	337,316
Total budget	184,048	309,298	219,077	230,654	943,077