

ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

MYANMAR

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In Brief

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[\(click here to go directly to the attached Financial Report\).](#)

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. This annual report also covers the operational period from 1 November to 31 December 2004 not covered by the last programme update. All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>

For further information specifically related to this operation please contact:

- In Yangon: Dr. Hla Myint, President of the Myanmar Red Cross Society; e-mail: mrcshs-ec@redcross.org.mm; Phone: +95.1.383.681; Fax: +95.1.383.675
- In Yangon: Joanna MacLean, Head of Myanmar Delegation; e-mail: ifrcmm01@redcross.org.mm; Phone: +95.138.3686; Fax: +95.138.3682
- In Bangkok: Bekele Geleta, Head of Regional Delegation; email: ifrcrh23@ifrc.org; phone: +66.2.640.8211, fax: +66.2.640.8220
- In Geneva: Charles Evans or Sabine Feuglet, Southeast Asia Desk Officer, Asia Pacific Department; email: charles.evans@ifrc.org or sabine.feuglet@ifrc.org; Phone: +41.22.730.4320/4349; Fax: +41.22.733.0395

Operational context

The year 2004 was marked by an unstable economic climate and a constantly evolving political situation. The national convention was held from May to July with more than 1,000 participants, although after intense discussions with the government, the National League for Democracy (NLD) did not participate. The participants were set to reconvene in the first quarter of 2005.

Some key changes occurred in the government in mid-October, the most significant being the change of prime minister and the minister of foreign affairs, followed shortly afterwards with further changes at a higher level. However, the Myanmar government stated that it remained committed to continue the process elaborated in 2003, advance the seven-step plan for the democratization of Myanmar and prepare for its role as ASEAN chair from 2006. During the year a number of missions to and from neighbouring countries, including China, India, Thailand, Lao PDR, Malaysia and Japan were undertaken by the government for trade and cultural talks, and after a degree of negotiation between ASEAN and the European Union countries, the government participated in an Asia Europe Meeting (ASEM) held in Hanoi in October.

The overall socio-economic situation continued to weaken with changes in the political climate and although the Myanmar Kyat remained relatively stable against the US dollar for most of the year, food prices continued to

increase and people found it increasingly difficult to buy even basic goods. The sanctions imposed by the United States and restrictions on export and imports maintained by other countries continued to have a negative impact on the economic status and welfare of the population. During the latter part of the year, there were reports of renewed tensions in the border areas with both Thailand and India.

With the onset of the monsoon season in May, as the country readied itself for the annual floods, a major storm hit the Rakhine coast in the east of the country along the Bay of Bengal causing major destruction of communications, boats, houses, schools and public buildings, and leaving more than 220 people dead and some 25,000 homeless. The government took an unprecedented step in asking for international assistance, and the Federation, in support of the Myanmar Red Cross Society (MRCS) and in cooperation with the regional delegation, launched an international appeal, the first for Myanmar.

Against this background, with a strengthened Federation delegation in place for the previous 18 months, the MRCS continued to show its commitment to changing its structure, systems and image within the country to better serve the most vulnerable communities. Both the strategic planning process and the comprehensive branch survey, started in late 2002, were completed and the draft five-year strategic plan and the report of the survey were both presented to the partnership meeting held in October 2004, the first such meeting for 10 years. The reorganization and strengthening of the national headquarters divisions continued throughout the year, with clear indications by the year's end that substantial steps had been taken to increase commitment and professionalism, and support to branches. The preparation of the first branch development plan was completed and funding secured through the Federation's capacity building fund, thus setting the scene for an expanded branch programme in 2005. Of particular note was the progress made by the finance department in clarifying and enforcing financial rules and regulations and closing the society accounts for the previous three-year period.

During the year, a number of new donor national societies came onboard with the German, Swedish and British Red Cross societies agreeing to work together as a consortium through the Federation. The Danish Red Cross continued to prepare its bilateral community health programme with the MRCS, but worked increasingly closely with the Federation in health-related matters. Fundraising for Myanmar continued to be an important aspect of the delegation's work. The delegation was strengthened during the latter part of the year after the end of the contract of the organizational development/disaster preparedness delegate, with this position being replaced by a programme coordinator and a disaster preparedness delegate.

In comparison with the previous year, the MRCS, with valuable support from the Federation delegation, was able to achieve a more consistent performance, meet most of its key objectives and utilize properly the funding provided for its disposal by the donor societies.

Health and care

With its wide portfolio of health projects, health and care remains the largest and most important part of MRCS programmes – managed via the health and training divisions. Important achievements have been made during the year, including essential capacity building initiatives, as is reported below. The Federation delegation, in particular through its two health delegates, continued to provide valuable support to the MRCS in the areas of programme development, integration, coordination, experience sharing, monitoring and evaluation and various degrees of technical support and advice. The Federation also continued to provide funding for many of the MRCS health activities – including salary support to five core staff positions in the health division and six core staff positions in the training division. The main funding partners to the programme are the Red Cross societies of Finland (including delegate), Australia (including delegate), Japan, New Zealand, Britain, Germany and Sweden. MRCS also has several bilateral non-Red Cross partners to its health projects – mainly with in-country donors, but recently also with the Danish Red Cross.

Goal: The capacity of the MRCS health division to plan and manage health programmes and projects is strengthened.

Objective: Through its nationwide network of volunteers, the MRCS promotes a healthier and safer environment for the people of Myanmar giving priority to the most vulnerable communities and individuals.

Operations from November to December 2004

Expected result 1 – Capacity building in health

Capacity building through the training of MRCS staff, including participation in regional workshops and events, continued during the last two months of the year. Three staff members from the health division participated in a training on *'behaviour change and communication'* in November and one staff member from the training division participated in a counselling course held in Bangkok the same month. One staff member from the health division also participated in the 4th Red Cross and Red Crescent Symposium on Blood Programmes in the Asian Region, held in Bangkok, while two others participated in a follow-up workshop on training-of-trainers (ToT) for blood donor recruiters, held in Singapore. A staff member from the training division accompanied the Federation's programme coordinator to a monitoring and evaluation workshop in Kuala Lumpur and another from the health division represented the MRCS at a gender workshop in Siam Republic. Staff from both divisions participated in the in-house training on financial management held at the end of December.

As a part of the Keng Tung pilot project, a study tour was organized to Cambodia in November to share experiences on HIV/AIDS programming between the MRCS and the Cambodia Red Cross. Five Keng Tung project staff members, a member of the Keng Tung steering committee, three staff members from MRCS' health division and the Federation's health delegate participated in the study tour. The team was very impressed by the Cambodian Red Cross' HIV/AIDS operations, in particular the programmes link and support from its branches, and returned with many ideas on how to improve and further the same activities in Myanmar. In the second half of November, the AusAID funded mid-term evaluation of the entire Keng Tung project, commissioned jointly by the MRCS, the Federation and the Australian Red Cross, was undertaken. The evaluation was led by an external consultant, but was organized in a very participatory manner including representatives from the MRCS' headquarters, Keng Tung project staff and the Federation in the review team. This participatory model of working was very well received, in particular by the project staff as, in addition to the actual review of the project, it also increased their knowledge and experiences in evaluation methodologies.

The strengthening of the structure and staffing of MRCS's health division also continued during the reporting period – with the finalization of job descriptions and standard salary levels and initiation of the recruitment for four new staff members to the division (actual recruitment in January 2005).

Expected result 2 – Community-based health (including malaria, tuberculosis, water and sanitation, and HIV/AIDS)

The preparations for the next two MRCS community-based health projects continued during the reporting period – led by the MRCS's health division. In Mong Phyak, Eastern Shan State, the situation analysis/field assessment was undertaken as planned in November and the findings were discussed and agreed upon with the Eastern Shan State supervisory committee, as well as within the MRCS headquarters. In December, the process to compile all of the data into an actual project proposal was initiated and is expected to be concluded by the end of March 2005. A request to extend the preparatory phase for the same period of time was put forward to the donors in mid-December. For the other community-based health project, to be implemented in Mogok, Mandalay Division (bilateral with the Danish Red Cross), the programme document was finalized in November and put forward to the ministry of health for final approval. Both these projects will run for an initial period of three years and will address a broad range of health issues at a community level – including malaria, water and sanitation, and HIV/AIDS.

Expected result 3 – Keng Tung pilot project for branch capacity building (via community-based health)

Two of the main activities during the reporting period were the study visit to Cambodia and the mid-term evaluation, already mentioned above under Expected Result 1. The findings from the latter were very positive and

confirmed that the project is on track in reaching its objectives. Some valuable recommendations for further strengthening of the project were agreed upon, which now will be followed-up by the project team, MRCS' headquarters and the Federation. The reporting period also saw the end of the rainy season, which means increased access to the rural communities. Community-based first aid (CBFA) training was conducted in seven villages in addition to the usual health education sessions in target villages. Two village safe water projects were also finalized and planning was undertaken for another. Given their skills in training, situation analysis, advocacy and project planning, several of the Keng Tung project staff members also assisted in the preparations for the new MRCS community-based health project being developed in Mong Phyak. The project officer was seconded to the Mong Phyak township for one month to support this process and the Keng Tung project supervisory committee members also assisted in planning and by providing advocacy. This has resulted in very high visibility of the Keng Tung project, enhanced the link between Keng Tung and Mong Phyak and improved the understanding and ownership of both projects by the MRCS' headquarters.

Expected result 4 – Strengthening first aid/community first aid training

With its core structure now in place in the training division, the MRCS continued to develop its capacity and programmes during the reporting period. A key step was the holding of the CBFA training of core trainers in Magway in mid-November, which was the first such training for the national society in ten years and included key external expertise in volunteer management and psychological support. These core trainers were volunteers from all 17 states and divisions and are expected to play an important role in coordinating and facilitating all kinds of Red Cross trainings on the branch level in the future. Another key training, held in Yangon in December, was the first ToT in water safety and life guarding. This is a new undertaking that is expected to expand significantly over the years to come – especially in flood-prone and coastal areas of the country. The approach will be based on the model already used in CBFA (ToT/multipliers/monitoring and evaluation), but on a smaller scale. The MRCS also continued its commercial first aid training programme during the reporting period. Three trainings benefited a total of 58 participants from three different companies – including cabin crew from the two domestic airlines MAI and Yangon Airways.

Expected result 5 – Reproductive health

The three projects making up the MRCS' HIV/AIDS prevention and reproductive health programme continued as planned during the reporting period. In November, a fourth project was added when the '*outreach programme on promotion of safer sex project*' was approved. This project will target four townships in Kayin and Mon states and is funded by an in-country donor (bilateral). In the Keng Tung pilot project, HIV/AIDS peer educators were active during this reporting period - reaching some 900 urban peers with information and distributing 5,900 condoms. A major event, both in Keng Tung as elsewhere in the country, was the World AIDS Day that was celebrated on December 1. The celebrations in Keng Tung attracted an estimated 4,000 participants – most of them to the World AIDS Day Walk that was organized jointly by government authorities, the MRCS and a number of NGOs.

Expected result 6 – Voluntary blood donor recruitment

The building up of the MRCS' voluntary blood donor recruitment programme continued during the reporting period. In addition to the participation of the national society staff in the regional symposium and ToT mentioned already under Expected Result 1, information, education and communication (IEC) materials were finalized and the first ToT was arranged in December with 28 participants. The other two planned ToTs, as well as the nationwide advocacy and dissemination workshop, were postponed until the first quarter of 2005.

Analysis of overall programme 2004

The year has been a hectic one for the MRCS and has seen some significant improvements in the development of the national society's capacity to deliver essential health and care activities (Overall Goal/Expected Result 1). At the headquarters this capacity building has taken place mainly within the health and training divisions, resulting in a much stronger management team in terms of human resources (more staff, a clear organizational structure, standardized job descriptions and salary scales), technical resources (increased competence through new recruitments, training and experience gathering/sharing) and material resources (training curricula and materials,

computers, e-mail and other office equipment). The result is a fully functioning health management team that has the capacity to take a much stronger leadership role in the continued development of the MRCS's health and care programme in the future. This is vital considering the wide range of its health activities, the increasing interest from existing and new partners and the need to expand more health programming to branch level.

Concerning the latter, the Keng Tung pilot project can serve as a fine example of how good health programming also can contribute to branch development (Expected Result 3). Through slow but consistent coaching, facilitation, technical advice, experience sharing and training, the initiative taking and drive of the project has shifted and now lies much more with the project team than with the Federation. Likewise, the MRCS headquarters' health division and the Keng Tung project steering committee have taken over much more of the regular supervision and leadership of the project during 2004 – leaving the Federation's delegate acting more as a technical advisor, responsible for the reporting and being accountable to the donors. The material and human resources of the Keng Tung branch have also benefited from the materials and equipment brought in by the project (office equipment, motorbikes, telephone, stationery, etc.) and by the fact that the Keng Tung project officer also is the Keng Tung branch G1 volunteer and thus can use his training and gained expertise also for activities outside the project. A good example of the latter is his one-month reassignment to Mong Phyak in November to participate in the preparations for the new MRCS' community-based health project there. More experience-sharing of this kind is planned to take place during 2005 – probably under the umbrella of a new comprehensive branch development programme (currently under preparation).

The Keng Tung pilot project has, in its project area, during 2004 clearly contributed to the improvement in community capacity to respond to health issues (Expected Result 3). Through a wide range of innovative and participatory approaches, the project has spread vital health education about the prevention of HIV/AIDS and locally endemic diseases such as malaria, tuberculosis and waterborne diseases. Based upon requests and initiatives from the communities themselves, this has, where needed, also been complemented with material support such as insecticide-impregnated mosquito bed nets, construction materials for water source protection, latrines and first aid kits. The mid-term evaluation of the project that was carried out in November confirmed that the project is playing an important role to support the target communities to address their health hazards and that the project is on track in reaching its objectives.

The MRCS has also been successful in continuing its HIV/AIDS peer education programmes during 2004 (Expected Result 5). In the *'life skills training programme on HIV prevention'* more than 6,000 youth peer educators have been trained, in turn reaching an expected 50,000 peers among their families and friends. Youth have also been engaged via the three project youth centres and over 800 youth have been referred to health centres and clinics for medical care. In the *'outreach programme on HIV/AIDS prevention for truck/bus drivers and their assistants'*, more than 8,500 target persons have been reached through small group discussions and a range of IEC materials has been distributed for sharing on buses and at bus terminals. In the reproductive health project, another 75 peer educators have been trained during the year with the purpose to improve the reproductive health of young people through education, counselling and referral services. In the Keng Tung pilot project, HIV/AIDS peer education also continued during the year – reaching approximately 3,700 peers in the Keng Tung town itself and another approximately 2,700 peers in villages. A number of campaigns were also organized during the year, capped by World AIDS Day in December, reaching a total expected audience of 9,000 people. Evaluations and reviews undertaken by MRCS indicate that these projects are having an effect as the awareness on HIV/AIDS among target youth and high-risk groups seems to be on the increase and so too the utilization and proper use of condoms.

The MRCS has also continued to expand its first aid training programme during the year (Expected Result 4). As previously, the programme, led by its training division, consists of six different kinds of first aid trainings and mainly targets three different audiences, namely: MRCS volunteers (approximately 7,700 trained in 2004), community members (approximately 3,700 trained in 2004) and the private sector (approximately 160 trained in 2004). In addition to the actual training, the programme is also developing and distributing different kinds of training materials, as well as first aid kits and mannequins. In 2004, two new trainings were added to the programme through the first ToT in water safety and life guarding, and the training of core trainers. The latter has now established a network of skilled volunteer trainers on branch level that, hopefully, will be able to reduce some of the burden of this intensive programme from the training division at headquarters. Another major impact

from the core training was that the psychological support and volunteer management now is firmly added to the agenda, for which further training modules and curricula development will need to be developed during 2005. Also needed for 2005 is the practical development of the core trainer's role, the expansion of the programme's monitoring and evaluation activities, the further development of training materials (for example, relating to water safety) and the continued training and capacity building support to key staff and volunteers. Together with the health and disaster management divisions, the training division will also play an important role in supporting the continued development of the integration of CBFA and community-based disaster preparedness (CBDP) into community-based disaster management (CBDM), to be piloted in selected townships during 2005.

As already described above, the reactivation of the MRCS' blood donor recruitment did not actually pick up speed until the end of 2004 and consequently did not live up to its expected result. However, it is expected that this be fulfilled in 2005. Another programme facing major delays in 2004 was the MRCS' tuberculosis programme, which was put on hold waiting for a decision for funding from the Global Fund to fight AIDS, tuberculosis and malaria (GFATM). As this decision was never received (the MRCS status in the application is still 'pending'), the Federation will provide funding to this programme starting 2005.

In conclusion, it is clear that the MRCS, with support from the Federation, has been successful in reaching most of the expected results for the health and care programme in 2004. The major exceptions have been the blood donor recruitment programme and the tuberculosis programme, which were delayed for the reasons explained above. In addition to these, the major constraint has been limitations in human resources. However, with the human resource strengthening exercise already undertaken in the training division and the new recruitments ongoing for the health division, as well as the establishment of core trainers in the branches, this capacity is now reaching an acceptable level against the programmes. To support the overall management capacity of the national society through 2005, the Federation will more actively encourage regular cooperation and coordination between the MRCS headquarters divisions, including the health and training divisions.

Disaster management

Myanmar was affected by several natural disasters during 2004, prompting immediate rescue and evacuation support from MRCS volunteers and resulting in two mid-scale emergency relief operations organized by the its disaster preparedness/disaster response division. The most demanding was the operation in support of cyclone victims in Rakhine State, which was run between May to October with support from the first ever Federation's emergency appeal in Myanmar (Appeal 14/2004). The other major operation was support to flood victims in Kachin State in mid-July, but this was ably handled entirely by the MRCS without external support. Both operations naturally drew some attention and resources away from the regular disaster management activities as reported on in this report, but was in fact also a good test of the national society's response preparedness and provided some lessons learned for the future. The Federation's support to the MRCS in the area of disaster management continued to be provided mainly by the disaster management delegate (changed in 2004) and disaster management officer. Through this team, the Federation's delegation continued to provide valuable support to the MRCS disaster preparedness/disaster response division in the areas of programme development, integration, coordination, experience sharing, monitoring and evaluation, and various degrees of technical support and advice. The Federation also continued to provide funding for many of the disaster management activities – including salary support to five core staff positions in the disaster preparedness/disaster response division and two part-time positions on township level (for disaster preparedness activities). The main funding partners to the programme are the Red Cross societies of Japan (including delegate), Finland (including delegate) and Great Britain.

Goal: The risk and effects of disasters are reduced and the resilience of the most vulnerable communities and people in Myanmar is enhanced.

Objective: The MRCS' capacity in disaster management is strengthened, based on its network of volunteers and branch structures, and in strategic partnership with the government and other agencies.

Operations from November to December

Expected result 1 – Capacity building

The main capacity building event of the reporting period was a workshop on International Disaster Response Law (IDRL), held in November under the leadership of a representative from the Federation's Secretariat in Geneva. The purpose of the workshop was to share understanding within MRCS, as well as with some of its key in-country partners, on IDRL and its impact on disaster response operations. The workshop covered the topic in quite general terms and will need to be followed-up by more specific activities such as the mapping of existing laws in Myanmar, if it is to have any longer-term impact. Another major event from the same reporting period was the launch on 7 December of the World Disasters Report – this year with the topic '*community resilience*'. Other than these two events, there were no particular training events held during the reporting period and no other major activities relating to capacity building.

Expected result 2 – Strengthening disaster response

The MRCS' overall disaster response capacity was strengthened during the reporting period through the holding of two training courses in the disaster assessment and response team (DART) and through the replenishment of non-food relief stocks to the 17 MRCS warehouses at state/division level. In addition, the construction of the Gway Dauk Kwin village wooden bridge finally began in November and was due for completion in January 2005. At the same time, planning for a new MRCS warehouse in Pyay, West Bago division, continued but the actual construction was not expected to begin until February 2005.

Expected result 3 – Promotion of resilient communities

The CBDP programme was put on hold in early 2004 following an evaluation carried out jointly by the MRCS, the Federation and the Asia Disaster Preparedness Centre (ADPC). Instead preparations have been ongoing at headquarters to integrate the CBDP programme with the ongoing CBFA training programme and rename it CBDM. These discussions continued during the reporting period and were expected to result in a concrete proposal for new curricula in January – for pilot testing during 2005.

Expected result 4 – Regional networking

There were no regional events or training activities requiring the presence from the MRCS' disaster preparedness/disaster readiness division, or the Federation's disaster management team, during the reporting period.

Analysis of whole programme 2004

The capacity building of the MRCS' disaster preparedness/disaster response division and its disaster management programme continued during the year – with support from the Federation. As planned, most of the focus was on training and experience sharing, strategic planning, integrated programming and salary/material support to the disaster preparedness/disaster response division (Expected Results 1 and 4). In terms of training, the MRCS disaster preparedness/disaster response division participated in five international workshops during the year - strengthening the division's capacity in terms of leadership and management, DMIS and CBDM. All these trainings were very well received by the MRCS participants and have, according to the head of division, led to a significant increase in knowledge, skills and motivation among the staff of the division.

A major achievement from 2004 was also the development of MRCS' first ever documented strategy for disaster management ('*MRCS Disaster Management Programme - Strategic aims and strategies for the period 2004-2007/8*'). The strategy was drafted following a workshop in March, facilitated by the head of the disaster management unit of the Federation's regional delegation in Bangkok and was attended by representatives from both the headquarters and branches. Two MRCS staff members were sent in advance to a similar workshop in Laos to observe and learn from the Lao Red Cross' strategic planning process and were able to share these experiences at the MRCS workshop. With the new disaster management strategy in place, the disaster preparedness/disaster response division also took an active part in the conclusion of the strategic planning process for the whole national society, resulting in the first draft MRCS *National Strategic Plan 2005-2009* being

prepared in October. The disaster preparedness/disaster response division also participated in the development of a first draft strategy for MRCS' branch development which was finalized in September.

As mentioned above, in the health and care section, significant steps were also taken during the year with the health and training divisions on how to move forward on the integration of CBFA and CBDP. An agreement has now been reached, with the plan that the new integrated programme, called CBDM, is to be piloted during 2005 – in parallel to the existing disaster management and CBFA programmes that will run as usual (DART, CBFA ToT, CBFA, first aid). In early 2005, the MRCS disaster preparedness/disaster response and training divisions will develop a curriculum for the integrated programme, for further discussion with Federation, ICRC and the MRCS' executive committee – possibly including the sensitive subject of mine awareness. This process has also been important from a capacity building point of view as it has increased the communication between the three divisions concerned, a process that hopefully will continue during 2005 and then also include the finance and communication divisions.

With regards to the strengthening of the MRCS disaster response mechanism (Expected Result 2), the MRCS has continued its important DART training throughout the year. Seven such training events were held in 2004 reaching a total number of 280 volunteers and township executive committee members in seven states and divisions. As mentioned below, these volunteers have a key role to play when the country is affected by natural disasters. In addition, the national society procured 5,000 units of family kits (17 items per kit), which were pre-positioned throughout the 18 MRCS warehouses during the second half of the year. To improve lines of communication, telephone lines and fax machines were also installed in five offices at state and division levels. Due to time constraints the planned holding of logistics trainings did not take place. A MRCS contingency plan was developed, based on a slow onset flooding scenario, but has not yet been properly followed-up or shared with the branches. This will happen during 2005.

Regarding the promotion of community resilience to disasters (Expected Result 3), the CBDM programme was put on hold early 2004 – following an evaluation carried out jointly by the MRCS, the Federation and ADPC. This programme will instead be integrated with CBFA in to the new CBDM programme already mentioned above.

Finally, it should be noted that while the MRCS emergency operations in 2004 put some pressure on the national society's resources, it was also in fact a good test of its capacity to respond to disasters of a larger magnitude, one that MRCS passed well. Following an in-house MRCS/Federation evaluation of the Rakhine operation, it is clear that the capacity of the national society as a recognized relief organization has clearly been strengthened. This is shown not only from its response to these various disasters in 2004, but also through the more active involvement and initiative taken by many branches, and their information sharing and coordination with the national headquarters. This improvement can partly be attributed to the increasing number of key staff and volunteers receiving DART training – where the importance of information flow in disaster management is one of the key messages. Government authorities, international and local NGOs as well as volunteers are now also more aware of the MRCS role and responsibilities in times of disaster, with MRCS being recognized as one of the key players in disaster response. The volunteers, especially in Rakhine State, gained both experience and exposure to a relief operation on an international scale. It is of particular note and importance that MRCS is the first and only organization which is allowed to do direct relief distribution to the beneficiaries and not work through the National Disaster Relief Committee as originally planned. The MRCS and the Federation coordinated the use of funds received during the appeal in a concerted and strategic fashion, and MRCS mobilized other departments such as the communication, health and finance departments during the disaster. At the same time, the Rakhine emergency operation has clearly shown the usefulness of established and trained response systems. Main parts of these systems are already well in place in MRCS. Ongoing cooperation with the Federation and ICRC is aiming to develop and establish additional and necessary elements of the programmes. Main challenges for future operations will be the support and coordination of volunteer network at larger assessment and relief operations and securing adequate funding throughout the operations.

In conclusion, it is clear that the MRCS, with support from the Federation, has been successful in reaching most of the expected results for the disaster management programme in 2004. The major exception has been the CBDP programme, which has been put on hold for the reasons already explained above. There have also been some other

delays (no logistics training, no DART multiplier courses, no follow-up on contingency plan etc.), but these are much attributed to all the attention and focus required by the Rakhine cyclone and other MRCS relief operations. As mentioned above, these operations were also a good test for the MRCS and have shown that the MRCS really is progressing well towards becoming a fully functional national society.

It should be noted that the earthquake and tsunami of 26 December 2004, which fortunately affected Myanmar much less than the devastation witnessed in neighbouring countries, nevertheless cause a major assessment and emergency operation for the end of the year. However, since most of the operation and the subsequent recovery took place in early 2005, this will be included in 2005 reports.

Humanitarian values

MRCS continued its important activities in communication and information during the year – in particular through various dissemination and advocacy activities in cooperation with ICRC. Relative to the support provided from ICRC (funding and technical assistance), the support from the Federation in this area is relatively modest. Nevertheless, support is provided in the areas of programme development, integration, coordination, experience sharing, monitoring and evaluation, and various degrees of technical support and advice – trying to encourage a holistic approach with Red Cross and Red Crescent humanitarian values being promoted through all MRCS programmes and activities. The Federation officer who handled the contacts with and support to the MRCS' communications division, unfortunately passed away at the end of July. After that, the responsibility for the support to the division is shared between the head of delegation and the new programme coordinator, who arrived at the end of August. In addition to the support mentioned above, the Federation also contributes to the salaries of two core staff positions in the division, while ICRC also covers two positions. The Japanese Red Cross and the Finnish Red Cross were the main funding partners to the programme in 2004 (using funds carried over from 2003).

Goal: Increased visibility, credibility and support for the humanitarian programmes and activities of the Red Cross in Myanmar.

Objective: Increased visibility, awareness and application of humanitarian values, the fundamental principles and key national and global advocacy themes in Myanmar, with enhanced and clear roles and responsibilities with regard to the ongoing programmes of the MRCS.

Operations from November to December 2004

Expected result 1 – capacity building

The main capacity building event from the reporting period was the acting head of communication division's participation in the IHL legal advisors meeting in Geneva (funded by ICRC) and in the Southeast Asia regional information meeting in Bangkok (funded by the Federation). The visit to Geneva was combined with briefings at the Federation and ICRC headquarters to provide more knowledge about the Red Cross and Red Crescent Movement and meet key staff and colleagues.

Expected result 2 – media relations and dissemination:

The communication division was actively involved in the organizing of the MRCS' commemoration of World AIDS Day on 1 December 2004. This involved assisting the health and training divisions in the production of displays, the ceremonies themselves and in handling the media relations. There was one dissemination workshop held in Mon State in November for 32 police officers and Red Cross brigade members from 10 townships. Another workshop was planned for seven townships in Kaya State in December, but was delayed to January 2005 instead.

Expected result 3 – awareness raising

The sixth issue of the MRCS' newsletter (in Myanmar) was published and distributed in November. In addition to this and the activities surrounding World Aids Day, there were no specific activities relating to awareness raising during the reporting period.

Analysis of whole programme 2004

The capacity of the MRCS' communications division (Expected Result 1) was slightly improved during 2004 through the recruitment of a full-time dissemination officer in March. In July, the head of delegation left for a nine-month assignment at the Federation's regional delegation in Bangkok and was not replaced – thus reducing the number of staff down to four again, with the new dissemination officer taking on the role of acting head of delegation.

Before leaving, the head of delegation had participated in a range of international trainings relating to the project planning process (PPP), IHL, emblem campaign and the Federation's basic training course (BTC), and it was, from a narrow MRCS development point of view, unfortunate that this knowledge did not benefit the national society more before the head's departure. In addition to the trainings for the head of delegation (and those for the acting head mentioned above), one of the information officers from the division also participated in regional trainings on leadership and management, and disaster preparedness/disaster response and took part in the youth camp in Bangkok.

A first draft MRCS' communication strategy was developed during the spring and was discussed at a workshop with senior leaders from the states and divisions in April. The process was put on hold however and will need to be revitalized during 2005. The communications division also played an important role in supporting the MRCS strategic planning process, the finalization of the branch survey and in the organization of the MRCS partnership meeting in October.

In terms of programmes, the main focus of the division continued to be on the dissemination workshops (Expected Results 2) – organized jointly with ICRC (with ICRC funding). Seven such workshops were organized in 2004 (with 234 participants) of which two targeted leaders from the 17 states and divisions and the other five targeted Red Cross brigade members, G1, G2 and police officers on township level. The MRCS also held regular dissemination workshops at the central institute of civil services, reaching approximately 4,000 people in 2004.

These trainings are a key tool for the MRCS to reach out to its leaders and volunteers on branch level and to spread understanding about the Red Cross and Red Crescent Movement, principles, emblem issues etc. There is one module about the Federation included in the training, which when possible is handled by a Federation delegate or, when not, is excellently covered by the acting head of delegation. It is clear from the interaction with the participants that the dissemination workshops are very important and certainly fulfilling an important need. An example is the inclusion of police officers in the training, which has turned out to be very successful. Often these officers have to play the dual role of policemen and volunteer leaders in the MRCS - it is therefore absolutely essential that they understand the differences between these two functions. During 2004 there have been reports received from MRCS' volunteers in the field that police officers who have attended dissemination workshops come back with a better understanding of the Red Cross and a different attitude and respect towards the volunteers. For this reason, the police will continue to be invited to these trainings also in 2005.

In terms of awareness raising (Expected Result 3), the MRCS continued to publish and distribute its newsletter during the year – with six issues a year in Myanmar language and two issues a year in English. The division also played an active role in all the campaigns organized by MRCS during the year – most notably the Red Cross Day in May, the World First Aid Day in September and the World AIDS Day in December. The division also played a key role in organizing the partnership meeting in October, to which media and external partners also were invited.

In conclusion, it is clear that the MRCS, with support from the Federation and ICRC, has been successful in at least partly addressing the expected results for the programme in 2004. This is in particular true regarding the capacity building of the division's staff and the holding of dissemination workshops and participation in Red

Cross events. More progress is needed on the overall strategy for the division, and on communications for MRCS as a whole, including more training, advocacy and dissemination within and outside the organization. The division should also play an active role in the new comprehensive branch development programme planned by the national society, with support from the Federation, during 2005. Much can also be achieved in terms of media relations. The main constraint however is funding, which during 2004 amounted to only 22 per cent of the appeal budget. With the head of delegation returning to strengthen the team and with a stronger strategic direction for communications in MRCS, the funding situation will hopefully improve in the future.

Organizational development

Contributing to the overall capacity building and organizational development of the MRCS remains the overall priority of the Federation in Myanmar. All delegates and delegation officers have a responsibility to work with their respective counterparts to strengthen their capacities, as well as that of their divisions and programmes. The overall goal is to support MRCS which strives to become an even more well-functioning national society – ultimately to the increased benefit and involvement of vulnerable people and communities. There were some significant achievements made during the year that relate to the continued organizational development of MRCS and are reported below. Federation support continued in the areas of programme development, integration, coordination, experience sharing, funding, monitoring and evaluation, and various degrees of technical support and advice – trying to take a holistic approach where capacity building and organizational development are part of all MRCS programmes. The overall responsibility for this falls on the head of delegation, aided by the new programme coordinator, but is, as mentioned, also a responsibility for all delegation staff. There is currently no management core staff with an overall responsibility for capacity building and/or organizational development in MRCS. Discussions have started, however, between MRCS and the Federation, on the possible need to establish such positions during 2005 to enable the national society to take a stronger coordination role of all its capacity building initiatives – including at branch level.

Goal: MRCS ability to address the humanitarian needs to the most vulnerable in Myanmar is strengthened.

Objective: MRCS has a better foundation and the capacity to run volunteer-based services and programmes competently, and moves towards becoming a well-functioning national society.

Operations from November to December 2004

Expected result 1 – Re-establishing the MRCS foundation

Following all the intensive work in preparation for and during the MRCS partnership meeting from 19 to 22 October, there was a significant (and well deserved) winding down in MRCS activity during the last two months of the year. This was also affected by the decision to hold the next general assembly in February 2005 – which resulted in a lot of preparatory work from December onwards.. As a consequence, the work on the second draft of the *National Strategic Plan 2005-2009* did not take place during the reporting period as had been planned. The drafting of the formal partnership meeting report was not done either – although the MRCS did do some initial compiling of meeting minutes, facilitators materials, results of group work etc. The Cooperation Agreement Strategy process, which was re-initiated at the partnership meeting, will need to continue during 2005. Lobbying the government regarding the revision of the MRCS Act, was also postponed until after the general assembly.

Expected result 2 – Augmenting governance and management capacity

The MRCS continued the process to refine its headquarters' structure and organigram. Many discussions were held regarding the inclusion of a management level coordination function for overall issues relating to capacity building, organizational development, membership issues, volunteer and youth management. This eventually resulted in a decision to establish a development and coordination unit, linked directly to the executive director (thus in between governance and management), initially with two staff members. Funding for these staff members was secured through the successful application to Capacity Building Fund (CBF) but the actual recruitment process was put on hold until after the general assembly. The structure of the health division was also agreed on at the end of the year, resulting in four new positions, although the recruitment process for these was put on hold

awaiting the general assembly. Regarding finance development, a milestone was achieved during the reporting period through the finalization of the externally-audited annual reports covering a period from three years previous. The head of the finance division also finalized his proposed redrafting of the MRCS headquarters' finance regulations (the earlier version is from 1992) and submitted this to the executive committee for approval in mid-December. The finance division also arranged an in-house training event on finance procedures to various division staff members at the end of December. There were no PPP trainings held during the reporting period.

Expected result 3 – Refocusing MRCS performance on the lives of vulnerable people

Following the completion of the branch survey report and the first draft branch development strategy in September, the MRCS took another step towards the initiation of its new branch development programme in November through its successful application of funds from the CBF. The programme, which was approved as proposed, is making a strong link between branch development and finance development and is expected to run for an initial period of three years. The new programme is expected to begin with a branch development workshop, with representatives from all MRCS' state and division branches, and selected townships being invited to participate to share their views on the branch survey report, the first draft branch development strategy and the contents of the CBF application. Due to the general assembly, this workshop was postponed to the first quarter of 2005. A key component of the new programme will be to hold trainings for branch leaders on project cycle management, PPP, Participatory Rural Appraisal (PRA), MRCS rules and regulations, Federation and Movement principles. The programme will also try share existing good examples of fundraising, image building, and volunteer and member management, and spread these throughout the national society – including a closer involvement and interaction with the communities.

Analysis of the entire programme in 2004

The year 2004 has been a very significant year in the MRCS' overall development towards becoming a well-functioning national society. Following a two-year consultative and participatory process entailing not less than seven strategic planning meetings, the first draft strategic plan (*National Strategic Plan 2006-2009*) was finally concluded and presented at the partnership meeting in October. Likewise, and equally important, was the conclusion of the branch survey process, which resulted in the branch survey report in September. Both processes have significantly improved the MRCS' knowledge, ownership, interaction and leadership of its society and also provided a good direction on which to base future programmes and activities – including those supported by the Federation and other donors (Expected Results 1).

The branch survey process will also serve as a good base line for the coming comprehensive branch development programme. The strengths, challenges, threats and opportunities, as envisaged mainly by the volunteers on branch level, have now been identified; attempts on the branch development programme can now be made to address and build on these. The approved CBF application aims to do so and will be a key priority for the MRCS during 2005. Unfortunately, the initiation of the programme, through the holding of a branch development workshop, is now delayed but is expected to hasten immediately after the general assembly in February 2005 (Expected Results 3).

Another key achievement of the MRCS during 2004 was the successful organization of the partnership meeting in October – the first such meeting in 10 years for MRCS. The national society took full ownership of the preparation and organization of this meeting and deserves full credit for its success. It was also a success from the Movement's point of view, as active support and costs for the meeting were shared between the MRCS, the Federation and the ICRC. The meeting resulted in MRCS partners understanding and conviction of the MRCS strategic directions and also re-initiated the CAS process, which will need to continue during 2005.

In terms of financial development (Expected Results 2), there was also significant progress during the year. Under the strong management of its new head, the MRCS' finance division is now up and running and has already made some important progress – such as the closing of the accounts from three years back, the completion of external audits and the drafting of new finance regulations for MRCS' headquarters. The head of division also participated in the Federation's *Fundraising Skillshare* in the Netherlands, which has increased his understanding for this important subject and which will be followed-up with pilot fundraising attempts by the MRCS during 2005.

The separation of governance and management (Expected Results 2) has remained a constant topic for discussion between the MRCS and the Federation during the year. Although the signing off on any financial decisions still remains significantly with the governance, in particular the president, some progress is being made in terms of delegation of authority, responsibility and initiatives taken by the heads of division. This is clearly a result of the long ongoing support by both the Federation and the ICRC to the management level of the MRCS – both in terms of recruitment of more staff, training and material resources, but also through day-to-day coaching and facilitation. The MRCS management is, at the end of 2004, in a much stronger position than during the beginning of the year – a process that is expected to develop even further in 2005.

Besides the mentioned achievements, there were a number of events that did not take place or that were delayed during the year. This in particular relates to the continued process regarding the strategic planning (participatory process to develop the second draft of the national strategic plan), branch development (participatory process to initiate the branch development programme) and CAS (continuation from discussions at partnership meeting). All these processes will clearly have to be revisited again during 2005. The discussions regarding the MRCS Act were also put on hold, but these are planned to be re-activated in early 2005 following the next general assembly of the national society. Although there were a number of trainings offered to MRCS staff and volunteers during the year, those relating to PPP and branch leaders regarding volunteer management did not take place as planned.

In conclusion, it is clear that the MRCS, with support from the Federation, has been successful in reaching most of the expected results for the organizational development programme of 2004. The delays that have been encountered are mentioned above and are quite understandable considering the partnership meeting in October and all the preparations for the general assembly in February 2005. The Federation will continue its strong support to the MRCS in the area of organizational development and capacity building during 2005 – in particular through the newly established development and coordination unit.

Conclusion

The year 2004 proved to be a demanding yet positive challenge to both the MRCS and the Federation's delegation. Key milestones for the MRCS were achieved – the finalization of the branch survey and the subsequent report and recommendations, the preparation of the five-year strategic plan, the partnership meeting and additional interest and support from donor societies, the consolidation of the new headquarters' divisional structure and the development of leadership skills at management level, the increased financial accountability of the MRCS, and the closing and audit of the accounts for the years 2001-2003.

There was a considerably improved relationship and increased dialogue between the branches and the headquarters, partly a result of the branch survey, and partly as a result of increased training and interaction on key programme areas, particularly health and disaster management.

The profile of the national society was increased in the eyes of the public and the authorities, in part as a result of the ongoing programmes and training, and also in part due to the role played by the society in the relief operation in the Rakhine. It must also be said that the identity and image of the Federation was also enhanced during the year, with increasing coverage in national news and improved dialogue with the ministries, particularly the ministries of health, and relief and resettlement.

However, the challenges will continue in 2005, with increased expectations and a vastly expanded programme due to the preparation of a five-year plan of action for capacity building with a focus on community-based disaster preparedness and health programmes. Increased visibility, and additional and new donors will put heavy demands on both the MRCS and Federation's delegation. It is therefore vital that the strengthening of the branches to undertake community programmes, and that the roles and responsibilities required of the national headquarters staff and governance are assumed in the most serious and consistent manner.

[Financial Report below; click here to return to the title page.](#)

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA065
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Budget (A)	663,075	352,393	62,561	263,453	0	1,341,483
Opening Balance (B)	267,479	101,954	13,579	107,807	-34,933	455,886
Income						
Cash contributions						
<i>Australian Red Cross</i>	88,633					88,633
<i>British Red Cross</i>	11,320			7,924	11,320	30,564
<i>Danish Red Cross</i>					19,055	19,055
<i>Finnish Red Cross</i>	35,928	22,199			0	58,126
<i>ICRC</i>				2,862		2,862
<i>Japanese Red Cross Society</i>	54,609	58,656		8,741		122,006
<i>New Zealand Government</i>					158,580	158,580
<i>New Zealand Red Cross</i>	20,009				60,070	80,078
<i>Other</i>			0			0
<i>Swedish Red Cross</i>	46,026			47,230		93,256
<i>Switzerland - Private Donors</i>	20,000					20,000
Cash contributions (C1)	276,524	80,855	0	66,758	249,025	673,161
Reallocations (within appeal or from/to another appeal)						
<i>Japanese Red Cross Society</i>	5,862					5,862
<i>Norwegian Red Cross</i>					7,167	7,167
Reallocations (C2)	5,862				7,167	13,029
Inkind Personnel						
<i>Australian Red Cross</i>	74,400					74,400
<i>Finnish Red Cross</i>	74,400	19,427				93,827
<i>Japanese Red Cross Society</i>				28,727		28,727
<i>Swedish Red Cross</i>				28,107		28,107
Inkind Personnel (C4)	148,800	19,427		56,834		225,061
Other Income						
<i>Miscellaneous Income</i>					15,166	15,166
Other Income (C5)					15,166	15,166
Total Income (C) = SUM(C1..C5)	431,186	100,282	0	123,592	271,358	926,417
Total Funding (B + C)	698,665	202,236	13,579	231,399	236,424	1,382,304

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Opening Balance (B)	267,479	101,954	13,579	107,807	-34,933	455,886
Income (C)	431,186	100,282	0	123,592	271,358	926,417
Expenditure (D)	-521,836	-132,025	-10,542	-198,892	-260,579	-1,123,873
Closing Balance (B + C + D)	176,830	70,211	3,037	32,508	-24,154	258,431

International Federation of Red Cross and Red Crescent Societies

01.65/2004 MYANMAR

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA065
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A		B					A - B	
BUDGET (C)		663,075	352,393	62,561	263,453	0	1,341,483	
Supplies								
Shelter	17,740		1,786				1,786	15,954
Construction		14,393	260		13,201		27,854	-27,854
Clothing & textiles	43,680	1,165	22,658				23,822	19,858
Water & Sanitation		8,889					8,889	-8,889
Medical & First Aid	8,461	51,800				23	51,823	-43,362
Utensils & Tools			6,407				6,407	-6,407
Other Supplies & Services		480					480	-480
Total Supplies	69,881	76,726	31,111		13,201	23	121,060	-51,179
Capital Expenditure								
Vehicles	13,200	3,173					3,173	10,027
Computers & Telecom	14,465	3,456	850	1,582	1,819	2,380	10,087	4,378
Office/Household Furniture & Equipm.		3,461			5,702		9,162	-9,162
Total Capital Expenditure	27,665	10,090	850	1,582	7,521	2,380	22,423	5,242
Transport & Storage								
Storage	5,276	508	849		31		1,389	3,887
Distribution & Monitoring		158	524				682	-682
Transport & Vehicle Costs	15,657	3,312	424		273	18,633	22,643	-6,985
Total Transport & Storage	20,933	3,978	1,797		305	18,633	24,713	-3,780
Personnel Expenditures								
Delegates Payroll	445,708	766			4	125,248	126,018	319,690
Delegate Benefits		192,430	29,992		88,569	27,615	338,606	-338,606
Regionally Deployed Staff	215,612							215,612
National & National Society Staff		62,643	18,640	2,257	22,107	30,287	135,934	-135,934
Consultants	10,072	6,051	3,432		4,618		14,100	-4,028
Total Personnel Expenditures	671,392	261,890	52,064	2,257	115,298	183,150	614,659	56,733
Workshops & Training								
Workshops & Training	267,513	63,925	16,352	2,579	24,061	700	107,617	159,895
Total Workshops & Training	267,513	63,925	16,352	2,579	24,061	700	107,617	159,895
General Expenditure								
Travel	66,500	23,396	1,155	27	11,656	3,586	39,820	26,680
Information & Public Relation	69,464	29,174	3,279	2,939	3,336	1,210	39,938	29,526
Office Costs	28,317	7,014	2,359	471	2,962	8,414	21,219	7,097
Communications	31,350	3,155	3,888		5,424	8,481	20,948	10,402
Professional Fees					2,405		2,405	-2,405
Financial Charges	1,272	312	15	1	11	16,690	17,029	-15,756
Other General Expenses		272	18		25	374	688	-688
Total General Expenditure	196,903	63,323	10,713	3,438	25,818	38,755	142,047	54,857
Program Support								
Program Support	87,196	33,291	8,500	685	12,688	16,938	72,101	15,096
Total Program Support	87,196	33,291	8,500	685	12,688	16,938	72,101	15,096
Operational Provisions								
Operational Provisions		8,612	10,639	1	1		19,253	-19,253
Total Operational Provisions		8,612	10,639	1	1		19,253	-19,253
TOTAL EXPENDITURE (D)	1,341,483	521,836	132,025	10,542	198,892	260,579	1,123,873	217,610
VARIANCE (C - D)		141,239	220,369	52,019	64,562	-260,579	217,610	