

PROGRAMME UPDATE



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

15 December 2005

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 181 countries.

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In Brief

Appeal No. 05AA055; Programme Update no. 2, Period covered: 01 April to 31 August, 2005; Appeal coverage: 107.8%; Outstanding needs: none.

(click here to go to the Contributions List available on the website).

Appeal target: CHF 1,494,811 (USD 1,245,157 or EUR 977,320)

Related Emergency or Annual Appeals: Southeast Asia Regional Appeal 05AA057, Tsunami Emergency & Recovery Plan of Action 2005-2010 (28/04)

Programme summary:

The Myanmar Red Cross Society (MRCS) has, during the reporting period, under its new leadership and with support from the Federation, continued to implement its planned activities in the areas of health and care, disaster management, humanitarian values and organizational development. Thanks to generous support from its partners, including the approval to utilize carry-over funds, there have been no funding shortages in the programmes.

Due to the society's ongoing participation in the Federation's tsunami operations ([Appeal No. 28/2004](#)), some activities in the four programmes will not be implemented as planned and have been pushed forward to 2006 or have been included in the tsunami operations. These changes are reflected in the revised budget for the programmes, which is attached to this programme update.

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This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning. 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, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

Operational developments

The overall political and socio-economic situation of Myanmar changed little during this period, and the living conditions for the largest part of the population continued to be very difficult. The exchange rate of the Kyat against the dollar remained fairly constant, but market prices continued to rise. It has now been accepted that Myanmar will not take over the chairing of the ASEAN group for 2006, as originally agreed, and which might have had a positive influence on international relations and the economy. Sanctions against Myanmar imposed by the United States and the European Union remained in force.

On 7 May, three bomb blasts occurred in Yangon, killing 19 people and injuring 160. Two blasts occurred at two of the five City Mart chains in Yangon with the other explosion occurring at the Yangon Trade Centre where the biannual Thailand Exhibition was being held. More than 100 staff members and volunteers of the national society were mobilized within the first hours at all of the hospitals and some of the injured were transported there by Red Cross ambulances. In the hospitals, MRCS volunteers took care of the injured and contacted family members. Many volunteers donated blood and others provided psychological support to those traumatized by the bomb blasts. MRCS, with financial support from the Federation, also prepared 140 family packs and distributed them to all families who had a family member killed or injured by the blasts. Governance members and staff of the national society also visited two Malaysian nationals who were injured, passed the information to the Malaysian embassy, and were ready to provide further assistance if necessary. Both the ICRC and the MRCS, with support from the Federation, worked for the local procurement of urgently needed medical supplies and medicaments that were provided to the five hospitals treating affected patients.

One of the consequences of the bomb blasts was that security within the country was tightened, and travel permission for foreigners and Myanmar citizens alike have become more difficult to obtain. As a general rule, travel is now limited to the divisions and Rakhine State, with restrictions for other states. There is also evidence of increasing scrutiny of the international organizations working in Myanmar, and the process to obtain visas for delegates and visitors has become more cumbersome. This is causing a degree of frustration to the delegation as it limits the overall support which can be given to the MRCS.

Both the MRCS and the Federation continued to implement the recovery and capacity building programme funded through the tsunami appeal, and although meetings were fewer than in the preceding period, there was liaison with other organizations working in the delta area on recovery programmes. Further work was completed by the MRCS and Federation on the tsunami five-year appeal to ensure it was in line with the over all appeal, and a number of new donors made visits to Yangon, notably from the British Red Cross, Hong Kong branch of the Red Cross Society of China, Taiwan Red Cross Organization and Norwegian Red Cross.

In addition to the extra planning and programmes required in response to the tsunami operation ([Appeal No. 28/2004](#)), the national society, supported by the Federation delegation, moved steadily ahead with expanding and further developing health, training and disaster management programmes, recruiting additional staff and running a number of important training courses. To provide better support to the MRCS and to ensure a well-functioning delegation – five new delegates arrived in June – a replacement health coordinator and community-based health delegate, and the new positions in finance and administration, logistics and construction, and branch development were filled. A health training delegate arrived in July and the position for water and sanitation has been put on hold for the time being.

Health and care

Background

Health and care remains the major component of MRCS programmes with a wide range of health projects in states and divisions. During the reporting period, important health activities continued as planned. The health division was also involved in the preparation of the biannual report for the MRCS 57th General Assembly.

Goal: MRCS's health and training divisions have the capacity to plan, manage, implement and evaluate effective programmes in a comprehensive and sustainable way.

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

Progress/Achievements

Expected result 1: There is improved capacity of MRCS health and training divisions to effectively plan, manage, implement and evaluate programmes and activities.

Over the past few months, the health division focused on the need to promote and improve integration, and on sharing information and knowledge on all health projects at monthly meetings. An expansion and reorganization of human resources was done to strengthen the capacity of both health and training divisions. The health division recruited four new staff members including two deputy heads of division, one project officer for the trucker project and one field worker for the Keng Tung project. One water and sanitation officer will be recruited after approval from the executive committee. The training division recruited six new staff members including one deputy head and five assistant officers. Several training courses, workshops, meetings and study tour events, both in Myanmar and abroad, were attended by the health and project staff of both divisions.

In-country events included workshops on the project planning process (PPP), Red Cross dissemination, financial management, branch development, gender awareness, leadership training and participatory training. A total of 28 staff members were trained in PPP in a workshop organized at the national headquarters. One field worker (a Lahu speaker) was newly recruited at the end of April. Workshops and meetings held abroad included the Meeting for Red Cross Blood Services in Asia held in Singapore, a regional workshop in Laos, a community-based psychological support training held by the Asian Disaster Preparedness Centre (ADPC) in Bangkok and the Health Education and Lifestyles Programme (HELP) in Geneva which was attended by the head of the health division. Five project staff members under the Fund for HIV/AIDS in Myanmar (FHAM) project visited Lao Red Cross for a study tour in June and one staff member from the HIV home-based care project attended the 7th International HIV/AIDS conference from 29 June to 8 July. The deputy head of the health division and the community-based health delegate participated in the Asian Regional Task Force on HIV/AIDS (ART) meeting in Mongolia.

The Federation delegation health team was strengthened in May with the arrival of the new health coordinator and community-based health delegate and the health training delegate in July. Only the water and sanitation delegate position remains unfilled. The health and training divisions and the Federation's health team, with the entire staff, had a general health meeting to get updated with programmes at the beginning of August.

Expected result 2 There is improved capacity of MRCS branches effectively to manage and implement health programmes and activities to respond to locally endemic diseases.

The community-based first aid (CBFA) programme continued to expand to three branches during the reporting period, with the standard training-of-trainers (ToT) at state and division level organized by the national headquarters, followed by multiplier courses at township level organized by the townships. In Chin State, Tanintharyi and West Bago division, three such ToT sessions were organized during the reporting period with 90 participants from 15 townships. CBFA multiplier courses were organized in ten states and divisions, targeting 2,862 community members. Seven states and divisions also held trainings in basic first aid (1,365 participants) and one division conducted training in standard first aid (100 participants). In addition, the training division organized commercial first aid trainings at the national headquarters for local staff from Myanmar Port Limited, the British Embassy, Diethem, Myanmar Airways International, Myanmar Helicopter International Limited, Young Women's Christian Association (YWCA) and Myanmar Women's Affair Federation (MMAF). The CBFA programme will continue to expand on this model during the next reporting period. The MRCS training division is planning to conduct CBFA ToT sessions and multiplier trainings in five states and divisions (Kayah, Kayin, Tanintharyi, Ayeyarwaddy and Rakhine). CBFA multiplier trainings will be conducted in townships and will also be subject to monitoring and evaluation field visits from the national headquarters. Team leader workshops for Upper Myanmar were conducted in July and a first aid instructor course with 46 participants from all states and divisions was

conducted in August. A CBFA multiplier training session was conducted in one village and community people were given health education sessions in number of 40 participants including 26 women.

To improve the capacity of MRCS branches to effectively manage and implement programmes, a series of training workshops was conducted during this period under various projects implemented by the health division:

Keng Tung Community-Based Health Project: The access to rural and urban communities improved in terms of health education. Sessions on tuberculosis, malaria, personal hygiene, diarrhoea, oral hygiene and HIV/AIDS were conducted in 22 villages. The project will now develop a behaviour change communication (BCC) curriculum and train peer educators. In addition, blood screening for clearance of sexually transmitted infections (STI) will be undertaken for 400 taxi drivers and construction workers. In the months of May and June, 34 peer educators (24 men and 10 women) attended two meetings. In addition, a sexuality training workshop was conducted by an external consultant from the Burnet Institute for 30 people from the MRCS headquarters, the project steering committee, Red Cross volunteers and project workers (13 women). In June, 32 peer educators received refresher training. Peer educators distributed 70,545 condoms in urban areas and 18,279 in rural areas. In July, a consultant from the Australian Red Cross visited MRCS Headquarters for a week and worked together with the MRCS and the delegation to monitor and prepare plans for Year 3 of the Keng Tung project.

Mandalay Community-Based Health Project: Secondary data and base line data were collected. Focus group discussions and orientation workshops were conducted, and trainings were assessed in three townships. For the next reporting period, the goal is to develop training curriculum and essential health packages and to develop an accident prevention module in collaboration with the training division

Mong Phyak Community-Based Health Project: A project proposal with a detailed budget and action plan were prepared and submitted to the Ministry of Health (MoH). During the preparatory phase, the construction of a latrine for the Red Cross office continued and training materials were purchased. Arrangements for setting up a telephone line for the Red Cross office have been made, but approval from the MoH is pending. Immediately after receiving the approval from the ministry, an advocacy meeting will be conducted at Mong Phyat branch office, project staff will be recruited and project activities according to the work plan will be initiated.

Rakhine Community-Based Health Project: A new community project in Rakhine State (supported by the Finnish Red Cross) has begun. A preparatory visit was made to the project site, and the analysis of collected data and information is ongoing.

Expected result 3 *Communities have improved ability to respond to locally endemic health issues including HIV/AIDS, malaria, tuberculosis and diarrhoeal disease including care and support, improved health knowledge, and resources to support behavioural change*

In the community-based health project, a care package for people living with HIV/AIDS (PLWHA) was provided to four patients (three women and a man). Two home visits were made to a child living with HIV/AIDS as part of the project's aim to provide social support. Target groups are being reached and interest in the project is demonstrated by the number of participants attending health education sessions conducted in bus terminals.

Regarding HIV/AIDS prevention projects, a significant number of communities are responding positively to awareness raising activities, youth centre health talks and video shows. In addition, the use of condoms in target communities has increased.

There is an increased number of families using bed nets and constructing fly proof latrines in the village communities. The communities from three selected villages also had access to safe drinking water. PLWHA care packages (ten packages per urban area every month and five packages for rural areas every month) will be distributed under the supervision of local STI team leaders.

TB Programme: Further progress in strengthening the Prevention of Tuberculosis Project under the Global Fund for AIDS, TB and Malaria (GFATM) began in August with advocacy meetings and ToT trainings for two townships. Printing materials and training of volunteers will take place during the next reporting period.

Trucker's Project: During this period a ToT training was conducted for 24 MRCS volunteers in Mandalay division with the selection of a field assistant post and 10 field workers. They conducted small group discussions (SGD) and carried out distributions of information, education and communication (IEC) materials to bus and truck drivers and their assistants at targeted bus terminals in Mandalay and Monywa. A total of 418 SGDs were conducted. In total, 4,243 targeted people were provided with health education about HIV/AIDS and its prevention. A refresher training course for 15 Red Cross volunteers will be conducted at Mandalay Division and SGDs will continue at targeted bus terminals.

Prevention of HIV/AIDS among young people: All together, 88 potential township trainers from Red Cross volunteers in eight townships were selected and then participated in two ToT courses in Yangon. These trained township trainers provided a two-day training of youth (ToY) sessions. Subsequently, some 2,600 youth participated in 65 ToY sessions. Advocacy meetings were conducted at Pyay and Myawaddy townships. The team visited eight townships for monitoring and evaluation purposes. All eight youth centres are functioning well in their daily routine activities. The project will continue to cascade down this model of life skills training (through the ToYs) with 75 more sessions and activities planned in youth centres in eight townships.

Outreach programme on promotion of safer sex project: Outreach peer education sessions involved 3,836 youth in the targeted four townships. Condom distribution to encourage safe sex, reducing the risk of contracting HIV/AIDS and STIs, was carried out by MRCS volunteers in eight urban wards and 12 rural villages in the targeted four townships. Two STI patients received comprehensive treatment and continuous counselling. The project will continue to conduct peer education sessions focusing on the most vulnerable young people, such as youths out of school and youths living in poor villages.

Youth-to-Youth Reproductive Health Project: On 25 May, MRCS branch officers were invited to the society's headquarters to participate in a workshop to develop means and models of establishing income generation activities. Aiming to sustain youth-to-youth reproductive health education project activities after the phasing out period, Shwe Pyi Thar township was selected as a pilot area. The township Red Cross team decided to run a coffee shop as an income generation activity and is now preparing for it. A training course for master trainers was conducted at the MRCS headquarters from 7 to 9 July and was attended by 19 peer educators (Red Cross volunteers).

The following table shows achievements made during this reporting period:

	Peer educator sessions	Participants at peer educator sessions	Clients involved in informal counselling	Clients referred to clinics	Youths outreached	Condoms distributed
April – August 2005	131	1,374	565	476	8,448	3,460
Sept. – Dec. (planned)	48	480	380	380	2,500	2,000

Community-Based HIV/AIDS Care and Support Project: Two project supervisors and four volunteers were selected to facilitate this project. Ten home-based care kits were produced. During the next reporting period an advocacy meeting with local authorities, health department/services and community will be conducted. Care-givers will be selected, and home-based care and counselling training will be conducted. Counselling and home-based care is being provided and medical support for PLWHA is being followed up. Supportive groups engaged in care and support will be formed and funded.

Expected result 4: *Well-informed voluntary blood donors are able to assist in ensuring an adequate blood supply.*

ToT courses on Red Cross volunteer blood donor recruitment were conducted for 15 branches in Yangon and 7 branches in Mandalay divisions. MRCS participated in World Blood Donor Day 2005 with events in Mandalay. Mass blood donation campaign and prize awarding ceremonies were held in Kachin and Shan states, and in Mandalay and Bago divisions. In the next period, under the initiative of the MRCS voluntary blood donor

recruitment programme, contestants from across the country will compete in an international poster contest on voluntary blood donation organized by the Republic of Korea National Red Cross.

Impact

The outputs from projects and programmes resulted in strengthening and improved capacity of the society's headquarters staff as well as the Red Cross volunteers in the branches. All the activities and outcome will ultimately lead to improved quality of life and thus alleviate human suffering.

Constraints

Prior to carrying out activities, more effective, balanced coordination and scheduled reporting needs to be developed between branches and national headquarters. Monitoring and supervision trips for townships located in remote and border areas are time consuming for project staff and thus difficult to balance against other needs. Another challenging factor was the high prevalence of mobility and migration. Cultural diversity and language barriers of different ethnic groups still remain a constraint. Travel restrictions for delegates and visa arrangements of new delegates have called for new arrangements for training and monitoring trips. Some will be conducted in Yangon instead of states/divisions. In August, for the first time since arriving in April, the community-based health delegate received travel approval and was able to participate in a workshop on HIV/AIDS targeting truck drivers in Mandalay.

Despite the ongoing tsunami operation, most activities in the health and care programme have taken place as planned. Some activities were taken out and transferred to the tsunami operation; others will be pushed forward to 2006, resulting in a slight revision of the original appeal budget for 2005 (attached in [Annex 1](#)).

Disaster Management

Background

The disaster management programme continues to be a key programme for the MRCS – managed through the disaster preparedness and disaster response (DP/DR) division at the national headquarters. The importance of the programme and division was again demonstrated during the reporting period when Yangon city was rocked by three bomb blasts on 7 May 2005. The bombs, which exploded in a trade centre and in two supermarkets, killed 19 people and injured 160. MRCS volunteers were soon on the scene giving first aid and assisting the authorities and ambulance services with the evacuation of the victims to hospitals and clinics. This was followed up by the national society headquarters providing relief items (family kits) to the victims and their families, as well as essential medical supplies to the hospitals and clinics treating them. The Federation delegation and the ICRC assisted MRCS in purchasing the needed medical supplies and drugs.

The division also continued to play a key role in the development and implementation of the Myanmar tsunami appeal during the reporting period. The interest from partners has been great and to date, the appeal already has received firm pledges amounting to approximately CHF 5,200,000 or 40 per cent of the total budget for 2005-2010. Four partner national societies visited MRCS/Federation during the reporting period to discuss their support to the tsunami operation more in detail. These were the British Red Cross in April, the Hong Kong branch of the Red Cross Society of China and Taiwan Red Cross Organization in May, and the Norwegian Red Cross in June. Further visits from these and other partner national societies are envisaged in the future to follow up the continued implementation of the tsunami activities.

Despite all the work relating to the tsunami, the division did manage to keep many of the regular disaster preparedness activities up and running as well, as is reported here. They were supported in this regard by the Federation delegation – mainly through the disaster management delegate and disaster preparedness officer, but also through a logistics/construction delegate who was recruited in June under the tsunami appeal. Through this team, the Federation delegation continued to provide valuable support to 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 MRCS disaster management activities – including salary support to the five core staff positions in the DP/DR division at the headquarters and two part-time positions at township level (for DP activities). Further recruitments are envisaged in the MRCS for the next quarter to support the scaling up of activities related to the tsunami appeal.

Through funds carried over from 2004 (from the Japanese Red Cross and Finnish Red Cross) and a new contribution from the Norwegian Red Cross for 2005, the programme did not face any financial constraints during the reporting period.

Goal: The risk of disasters in Myanmar is reduced, coupled with enhanced resilience of the most vulnerable communities and people.

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.

Progress/Achievements

Expected result 1: MRCS is acknowledged as a leading organization in disaster management with a recognized role in national coordination systems.

The MRCS participated and gave a presentation on its tsunami activities at a meeting on early warning systems hosted by the Indian Ocean Countries (IOC) and United Nations Educational, Scientific and Cultural Organization (UNESCO) in June. The meeting was originally intended to focus on experience sharing from the tsunami operation, but was widened to include all possible early warning systems. The outcome showed that there seemed to be capabilities to receive early warning and distribute it to state/division level. The great challenge was then how these warnings could be relayed from the division level to the vulnerable communities. MRCS's possible role in this field was not determined at the meeting, but it was agreed that increased interaction and coordination should be established with the metrological department in the ministry of transport, when applicable.

In June, the MRCS also gave a two-day training course on basic disaster management knowledge to 16 students from the Military Defence Nurses Academy, organized by the MRCS DP/DR division its headquarters. The training, which had been requested by the academy, was a good opportunity for the DP/DR division to spread basic knowledge about disaster management and to disseminate information on the MRCS and the work of the Red Cross.

In May, the head of the DP/DR division attended the 9th Regional Disaster Management Committee (RDMC) meeting in Bangkok, together with the Federation disaster management delegate. The meeting, convened every six months, brings all national society disaster management managers and Federation disaster management delegates together to update and share experiences on topics relating to disaster preparedness, response, disaster management information systems (DMIS) etc. This time, there were also special sessions on population movement, international disaster response law (IDRL) and global climate change.

The Red Cross role in national coordination systems was also promoted at the ASEAN Committee for Disaster Management (ACDM) Workshop on National, Bilateral and Multilateral Arrangements for Disaster Management and Emergency Response, held in Yangon at the end of June, attended by the Federation disaster management delegate. The meeting worked towards creating a common framework for future standby plans and was a good opportunity to network and spread information about the MRCS/Federation activities in disaster preparedness and response in Myanmar.

In mid-July the Federation disaster management delegate also represented the Red Cross at a regional meeting organized by the United Nations Children's Fund (UNICEF) in Mahe, the Maldives. The purpose of the meeting was to discuss if and how the software monitoring and mapping tool "DevInfo" can be adjusted to be useful also in relief scenarios – for example to analyze and present data from rapid field assessments. This was again a good opportunity to network and spread information about the MRCS/Federation activities in Myanmar and to see if the "DevInfo" software also can be of interest for the Red Cross.

The MRCS and Federation country delegation were also represented by the head of DP/DR division and Federation logistics/construction delegate at the meeting on "Open Discussion on Disaster Management Issues" held in Bangkok. The purpose of the meeting was to discuss the disaster management review on the management of global disaster response and to provide structured feedback to the Geneva Secretariat.

Expected result 2: MRCS has an adequate response mechanism in place to fulfill its mandate in assisting the most vulnerable people in times of disaster, in an efficient manner.

The national society continued to strengthen its response capacity during the reporting period through the holding of two Disaster Assessment and Response Team (DART) trainings – one in Myeik, Thanintaryi division, in May and another at Magway, Magway division, both funded by ICRC. The logistical capacity of the society was also strengthened in June when the new warehouse in Pyay, West Bago division finally was completed, funded by the Japanese Red Cross. With this warehouse, the MRCS now has a functioning network of warehouses in all 17 states and divisions, although some are still in poor standard and need upgrading. This will be targeted through the tsunami appeal, as will the need for more telephone lines and communication equipment at MRCS branches. One such telephone line was provided under the disaster management programme during the reporting period, to the MRCS in Ayeyawaddy division (Patheingyi), but many more are needed to ensure easy and timely communication in times of disaster.

For the next reporting period, the MRCS is planning to conduct more DART training sessions in Sagaing, Bago and Yangon divisions, funded by Federation. Further promotion of DART training multiplier courses will be carried out in selected townships. MRCS will also participate in the new basic training for branch leaders, organized under the branch development programme in August, to disseminate and share experiences on disaster management activities at branch level.

Expected result 3: MRCS takes advantage of its nationwide grass-root structure to promote community resilience to disasters.

MRCS carried out a review of its pilot community-based disaster preparedness (CBDP) programme in June. This programme has been carried out in four villages in ThaBaung and HinThaDa townships, Ayeyawaddy division, since 2003 to support local models of community resilience and to later share these experiences with other villages/townships. Although the review has not yet been submitted, it is clear that the programme has had some positive impact and will be expanded to at least four new villages. For the training components, these will most likely be included in the new community-based disaster management (CBDM) programme currently being developed by the national society. This programme, which is an integrated training programme building on CBFA, CDBP and DART, aims to increase general knowledge about health and disaster preparedness, and also to encourage community resilience in disaster-prone areas and to link this with overall branch development. The curriculum for the new programme is being finalized, and will consist of four initial modules: disaster preparedness, first aid, health education and Red Cross dissemination. Once the curriculum is finalized, initial trainings will be organized on a pilot basis, before expanding the programme across the country.

Impact

The MRCS capacity to respond to disasters was successfully tested during the bomb blasts in Yangon, to which volunteers and the headquarters responded swiftly and efficiently. MRCS branches also responded to several small-scale natural disasters (fires and strong winds) during the reporting period, deploying volunteer groups and distributing relief goods from the prepositioned relief stocks at the national society regional warehouses. Disaster reports were also received from all of the affected townships, thus keeping the MRCS headquarters updated on activities undertaken and stock status in warehouses. Its participation in the IOC meeting on early warning systems and the Federation disaster management delegate's participation in the ACDM coordination meeting and the UNICEF meeting on "DevInfo", were also important – both in terms of networking and experience sharing between agencies, but also in support of the more long-term goal to define MRCS's ideal role within the overall national disaster management coordination system. The output of the CDBP pilot programme has clearly been positive in the four target villages, but will need to expand to many more villages to have any larger impact.

Constraints

All the work related to the tsunami appeal has clearly been a challenge for the society and the DP/DR division during the reporting period. This has been true not only relating to the actual operation (revision of appeal documents, participation in meetings, visits from partners, field visits, slow initiation of implementation), but also in general organizational terms (decision making, roles of governance and management, human and material resources). MRCS are addressing these challenges, but more will need to be done to cope with the significantly

increased volume of activities and funding that the tsunami appeal is bringing. For the DP/DR division this will need to include the recruitment of additional staff (both at headquarters and in the field), as well as more training and resources, to enable the division to handle the extra work load of the tsunami operation as well as the regular disaster management activities relating to the annual appeal.

Another constraint during most of this period was the travel ban on foreigners in the country imposed by authorities following the Yangon bomb blast in May. This has hindered any work-related travel outside Yangon for Federation delegates – including the disaster management delegate and the new logistics/construction delegate. So far this has not caused serious problems, as much work was needed in the national headquarters and as MRCS has been managing the field work on its own. For the next reporting period, the situation will however get more serious if the ban is not lifted – as much more field travel will be needed by Federation delegates. Some travel permits were approved towards end of August.

Despite the ongoing tsunami operation, most activities in the disaster management programme have taken place as planned. Some activities, such as DART multiplier trainings and contingency planning training, has however been pushed forward to 2006, resulting in a slight revision of the original appeal budget for 2005 (attached in [Annex 1](#)).

Humanitarian Values

Background

MRCS continued its important activities in communication and information during the reporting period – in particular through various dissemination and advocacy activities organized by the communication division at the national headquarters. The division played an active role in supporting the MRCS central council meeting in late June and continued to have a key role in all major events and workshops organized by the society. It receives most of its support from the ICRC, with whom it organizes dissemination workshops and other advocacy activities. Relative to that from ICRC (both funding and technical assistance), the support from the Federation is relatively modest. Nevertheless, it 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 take a holistic approach where Red Cross humanitarian values are promoted through all MRCS programmes and activities. The responsibility for this support is shared between the Federation head of delegation and the programme coordinator. The Federation also contributes to the salaries of two core staff positions in the division – the other two being covered by ICRC. Through funds carried over from 2004 (from the Japanese Red Cross and Finnish Red Cross) and a new contribution from the German Red Cross for 2005, the programme did not face any financial constraints during the reporting period.

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

Objective: Through its ongoing communications, public relations and advocacy programmes and events, the MRCS promotes humanitarian programmes and values in Myanmar and also key national/global Red Cross and Red Crescent advocacy themes.

Progress/Achievements

Expected result 1: The capacity of MRCS is strengthened to disseminate and publicize the Movement's role and programmes and provide support for specific communication needs of the health, training and disaster management divisions.

The main activity of the division during this period was the organization of two dissemination workshops for MRCS headquarters staff at the end of June. The workshops ran for three days and targeted 90 headquarters staff members with basic training on the Red Cross principles, the different components of the Movement and issues relating to the emblem. The national society has recruited many new members over the last few years and this was the first time they and older staff members were all brought together for a comprehensive training specifically about the Red Cross. The outcome from the workshops was very positive, with many staff members claiming a

much better understanding about their responsibilities towards the Red Cross and who now also see the larger context of their individual work.

The communication division also continued to provide technical support to the other divisions in the area of communications and dissemination. During the reporting period, this included the newly initiated branch development programme (as detailed in the section on organizational development), which is to build and expand on all existing MRCS programmes and activities on branch level, and where dissemination will be a key component. The acting head of the communication division participated in the branch development workshop in May and will, together with ICRC, continue to provide valuable technical support to the dissemination components of the branch development programme as it develops.

The comprehensive self-assessment of the communication division planned for this period was put on hold after the head of division (currently on loan to the Federation regional delegation in Bangkok) resigned in June. Following an open recruitment process, a suitable external successor was identified and recruited in August. The self-assessment process will be initiated once the new head is fully installed – most likely in October. The self-assessment process is likely to result in an overhaul of the entire division, including its strategic priorities, related activities and required resources.

Expected result 2: Media relations activities move ahead, ensuring high-level media coverage of ongoing programmes, projects and events of the MRCS with particular emphasis on the work of volunteers at community level and with timely reporting on disaster response operations.

MRCS continued to enjoy reasonably high media coverage in the two major local newspapers during the reporting period, although the attention was less than during the beginning of the year (owing to the tsunami). The focus of attention was the celebrations of World Red Cross Day on 8 May, the World Blood Donors Day on 14 June and the MRCS Central Council Meeting on 28-29 June.

Expected result 3: There is increased understanding of the role and responsibilities of MRCS and the Movement in Myanmar and of the need for the protection of the Red Cross emblem by key external stakeholders.

Dissemination of the Red Cross principles and emblem remains a key priority and challenge for the Red Cross Movement in Myanmar. Within MRCS, the main technical responsibility for this work lies with the communication division (with support from ICRC) although dissemination also remains an important component of all MRCS divisions and programmes – in particular at branch level. One of the main activities in this regard is the three-day dissemination workshop that the communication division organizes almost monthly at branch level with support from ICRC. One such workshop was held in May in Southern Shan state. Following previous good experiences, police officers were included in the training, which most likely will continue in future workshops.

The communication division also continued to produce and distribute the MRCS Newsletter. Two issues of the Myanmar language version of the newsletter were published during the reporting period (out of six issues yearly) and was, as usual, distributed to all states and divisions, and most Townships (2,000 copies in total). The first issue of the English version was also published during the reporting period (out of three issues per year), but was put on hold following an editorial inaccuracy. To assess the true impact and use of the MRCS Newsletter, a questionnaire was developed during the reporting period which was sent out to all MRCS branches for completion in September. Based on the findings, MRCS will decide on the future of the newsletter – including its continuation, number of issues, language, distribution, contents etc.

Impact

With support from ICRC and the Federation, the MRCS communication division continued its important work regarding Red Cross dissemination and advocacy during this period. This is part of a long-term process and the direct impact is not always visible in the short term. From this reporting period, the most visible impact was clearly from the two dissemination workshops at the headquarters, where staff took an active interest and seemed to get more closely tied together in the mutual respect and responsibilities towards the Red Cross principles and emblem. The MRCS celebrations of World Red Cross Day and World Blood Donors Day were also successful and contributed to long-term work of disseminating Red Cross principles and values to communities and local

authorities. The quick recruitment of a successor to the head of the communication division was good news and is vital for the work ahead to strengthen the division.

Constraints

The resignation of the head of the communication division was unfortunate and will prove to be, at least in the short term, a loss to the society. The newly recruited head, however, seems very promising and is clearly motivated to catch up on the time and energy lost. The changes in the division have clearly had an effect on programme implementation and the budget has been reduced accordingly to avoid a large unspent balance of funds at the end of 2005.

Organizational Development

Background

The MRCS has recently taken a renewed interest in its organizational development, spearheaded by the new president and executive committee elected at the MRCS general assembly in January. On the management level, this has resulted in an increased dialogue and coordination within and between the headquarters divisions, with the executive director taking a step forward in terms of overall management as well as in handling the liaison between management and governance. A significant development during the reporting period was the establishment of the Development and Coordination Unit (DCU) on 1 April. This new unit consists of two staff members, who will work directly under the executive director to handle the day-to-day management of any issues regarding coordination, capacity building or organizational development in the society. The new unit has quickly picked up speed and begun to facilitate cooperation and coordination between headquarters divisions, and between headquarters and branches – in particular relating to the new branch development programme. Through this programme (funded through the Capacity Building Fund), MRCS intends to address many of the key challenges facing the society today, such as volunteer management, fundraising and income generation, visibility and image, financial development, coordination of programmes and community participation.

The Federation continued to provide support to these various organizational development processes during the reporting period. This was done by all delegates and officers through their support to the different MRCS programmes, with special attention and coordination provided by the Federation head of delegation and the programme coordinator. To cope with the increasing demands relating to MRCS branch development, a branch development delegate was recruited to strengthen the delegation team. The overall 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 were part of all MRCS programmes. Through funds carried over from 2004 (from ICRC, British Red Cross and Swedish Red Cross) and the contribution from the Capacity Building Fund for 2005, the programme did not face any financial constraints during this period.

Goal: MRCS has developed and strengthened its capacity to be the leading humanitarian organization in Myanmar.

Objective: MRCS has well-structured, fully organized, trained and competent human resources at all levels for delivering community-based services efficiently and effectively to meet the needs of the most vulnerable in Myanmar.

Progress/Achievements

Expected result 1: MRCS has a clear sense of the strategic direction for the society, what it wants to achieve, and how and with whom it will work to realize its goal of becoming a well-functioning national society.

The first draft of the *MRCS Strategic Plan* was circulated to all branch leaders (state/division level) and national headquarters divisions in May for comments. The original deadline was set for mid-June, but was later extended to late July to accommodate more replies. The importance of this feedback, and the continued process, was reiterated at the MRCS central council meeting at the end of June, in which representatives from all 17 states/divisions took part. It was agreed that the national headquarters, based on the feedback provided, would develop a second draft of

the plan and again share this with the branches and headquarters divisions for final approval – possibly including a workshop if needed. Once finalized, the plan will need to be translated into the Myanmar language and advocated to all MRCS partners and stakeholders. It will also need to be followed up by internal operational planning, to ensure that MRCS future programmes and activities are in line with the overall strategic directions as formulated in the strategic plan.

The central council meeting in June also endorsed another major direction for the society – the shift of development focus from the national headquarters to the MRCS branch level. This follows the comprehensive branch survey process that was concluded last year, based upon which MRCS designed the branch development programme which began implementation over the spring (refer to “*Expected result 3*”). The programme was again endorsed at the central council meeting and decisions were made for the pilot branches of the programme. The council also expressed that those branches not selected in the programme need similar opportunities for development and urged the national headquarters to try to find ways to accommodate this.

Through the branch development programme, the MRCS will have a good opportunity to readdress several matters of strategic importance for the society. Two examples are the organization and retention of volunteer and members, for which new directives (policies) most likely will be developed during the second half of the year.

Expected result 2: Improved operational systems and structures are put in place with well-defined roles of governance and management, as well as better programme planning, monitoring and evaluation.

The management team of the national headquarters was further strengthened during this period with the establishment of the DCU. Through the unit, the executive director now has good support in coordinating the work of the various divisions as well as in promoting cross-cutting issues relating to capacity building and organizational development. The president and executive committee clearly keep strategic and financial control (including approval of all expenditures), but there are small signs that further delegation of authority to the management level might be possible in the future. The revision and modernization of the MRCS finance regulations will be one important step in this process. This was put on hold following a successful workshop on financial procedures in April, but will hopefully be reactivated again in the next reporting period – following the next visit by the Federation regional finance development delegate in late August.

MRCS also took a step forward in strengthening its project cycle management capacity at the national headquarters, through a workshop on PPP in mid-May, hosted by the health division but with staff attending from all headquarters divisions. The workshop was facilitated by DCU, as one of the staff members previously had participated in a regional training on PPP organized by the Federation regional delegation in Bangkok. The national society also organized a team-leader workshop in May – bringing together selected volunteer trainers from branches for three days to develop their team leader skills, increase knowledge about the MRCS and the Red Crescent and Red Cross movement and discuss volunteer management. These trainers are expected to play an important role in the future when more of the organization and development of MRCS trainings will need to be decentralized from national headquarters to state/division level.

Finally, the capacity of the two staff members of the DCU was enhanced during the reporting period. One of the staff members, the focal point for organization development, participated at the 6th Regional Organizational Development Forum, hosted by the Viet Nam Red Cross in Hanoi at the end of April. The forum, which also was attended by the programme coordinator from the Myanmar Federation delegation, gave a good opportunity to share organizational development experiences among participants and also to get an update on regional issues. The other staff member, the focal point for youth and volunteer issues, meanwhile attended two consecutive workshops hosted by the Malaysian Red Crescent in Kuala Lumpur – both relating to volunteer management in emergencies. In August, the MRCS executive director, in his capacity as youth director, also participated in the Youth Directors Meeting in Singapore. With support from the Federation, an extra day was added to his programme for visits to the Singapore Red Cross for experience sharing about their youth activities and experiences on volunteer management. All these workshops gave good opportunities for the three MRCS staff members to network and share experiences with other national societies and will be helpful for the coming important work in MRCS relating to youth and volunteer issues – including the drafting of a new volunteer policy.

For the next reporting period, much attention will be put on the branch development programme – including the development of operational systems and structures required at branch level. At the national headquarters, the revision of MRCS finance regulations will receive continued attention, as will a planned review of the current human resource system. The latter has been needed for quite some time but is now more urgent with the many new ongoing/planned recruitment related to the tsunami appeal. The idea is to review all current systems and salaries and to develop more standardized approaches, including regulation of recruitment procedures, salary scale, job descriptions and performance appraisal, all eventually outlined in a new human resource policy for the society.

Expected result 3: A pilot branch development programme is steadily progressing, including clearly defined elements of youth and volunteer management, gender and diversity.

As mentioned above, the MRCS branch development programme picked up speed during the reporting period – especially following the establishment of the DCU on 1 April. A revised plan of action was developed and agreed with the executive director and heads of division at the national headquarters, after which an advocacy workshop was held with representatives from all MRCS branches of 17 states/divisions) in mid-May. This workshop was crucial as it gave the representatives from the branches a first opportunity to properly understand and take ownership over the programme, which so far has been developed mainly by the national headquarters. The workshop was a huge success and resulted in a number of concrete proposals regarding the continued implementation of the programme – including the selection criteria for the “pilot townships”, models on sharing experiences between “experienced townships” and “pilot townships”, and the definition of the roles and responsibility of national headquarters and MRCS branches at states/division and township levels. These proposals were later formally endorsed at the central council meeting in late June, where the list of “pilot townships” for 2005 (three townships), 2006 (six townships) and 2007 (eight townships) was also finalized.

The MRCS management, coordinated by DCU and with support from the new Federation branch development delegate, then went ahead to develop the curriculum for the new “Basic Training for Branch Leaders” – to be held for representatives from all MRCS states/divisions, as well as from the three pilot townships selected for 2005. The development of the training curriculum took place in June and July and turned out to be a very useful integrated exercise on integrated programming – building on inputs from all divisions at the national headquarters under the leadership of the training division. The first of two trainings was held in Patheingyi, Ayeyawaddy division, in mid-August. The training focused on current MRCS procedures, regulations and policies relevant to the branches (such as financial procedures for branches and draft volunteer policy) and provided a technical training on how to carry out vulnerability capacity assessments (VCA) and participatory rural appraisals (PRA). The branches will carry out such assessments during September to October, particularly in the three pilot townships, before coming together to the second stage of the training. This training session will be held in late October, in Mandalay, and focus on project cycle management – including PPP.

The DCU has also developed a new volunteer registration form and a new quarterly branch report form, which were introduced to the branches at the workshop in Patheingyi. Both documents were very well received and are currently under distribution across the country. Discussions are also ongoing regarding the recruitment of branch coordinators to the three pilot branches (the first paid staff member at branch level), which hopefully will take place during the next reporting period.

Expected result 4: The MRCS is a more accountable and credible organization in terms of finance and administration and can mobilize wider support at international, national and local levels.

The important efforts to strengthen the financial management of MRCS continued during the reporting period – under the leadership of the head of finance division. Some of the achievements included the introduction of the computerized accounting software, *PeachTree*, the successful expansion of checking and validation of cash requests and invoices (including bilateral donors) and the collection of outstanding rent from tenants of MRCS buildings (several not collected in three to four years).

The division also conducted an important workshop on MRCS financial procedures in early April – facilitated by the Federation regional finance development delegate and attended by the heads of divisions and management-level staff members (non-finance personnel) from all divisions and bilateral projects. The workshop was successful in bringing finance and non-finance people together to discuss current issues of concern and resulted in

a number of key recommendations that were presented to the MRCS president at the end of the workshop. This included the need for streamlined decision making and financial authority, especially in times of emergency, and a reiteration of the need to revise and modernize the current financial procedures. Unfortunately no action was then taken by MRCS on these recommendations until the arrival of the Federation regional finance development delegate in late August. In a meeting with the governance, a promise was given that the revision of the MRCS financial procedures would now be given main priority. This will be closely followed-up by the delegation over the coming months.

The head of finance will also continue to play an active role in the branch development programme. This will include participation in the new basic training of branch leaders, where a module on finance instructions has been included to cover issues such as the control of assets (cash, bank, goods and fixed assets), delegation of financial authority, receipts and expenses, financial reporting, and auditing of branch finances. The existing "*MRCS financial instructions for branches*" have been reprinted and distributed to all MRCS branches. These instructions need to be properly understood and agreed upon by the branches, so that they can use them until a more formal set of financial regulations for branches has been drafted and approved. As part of the branch development programme, the head of division will also make field visits to more branches to conduct preliminary surveys of their financial management and fundraising activities of some branches. The findings from these field visits will be utilized in drafting the financial regulations for branches and in preparing fundraising activities at branch level.

Impact

The creation of the DCU has already had a positive impact on the MRCS management team. There is now a natural focal point to take charge for the day-to-day handling of any matters relating to organizational development and youth and volunteer issues, both within the society as well as with the Federation and outside stakeholders. The decision to keep the unit small and tie it directly to the executive director is also having a positive impact as it is clear to the divisions that the unit is there to support them – not to compete with them. This is very important in the branch development programme, where the whole idea is not to build a new separate programme, but rather to build on and coordinate the many important branch activities already being carried out through the various MRCS programmes and projects. The DCU has also strengthened the executive director's role as the senior manager of the society and promoted more coordination between national headquarters divisions – something which clearly is needed to implement the cross-cutting branch development programme (several management meetings were held during the reporting period – often with branch development as the main but not exclusive topic).

The emphasis during the reporting period to bring in the branch leaders to take charge of the branch development programme is also beginning to have a positive impact. The branches are familiar with the programme now and are eager to go ahead with its implementation. This is crucial to ensure the long-term sustainability of the programme and is something that will need to continue to be nurtured. One small step to encourage this ownership will be to hold as many as possible of the future workshops and trainings on branch level (rather than in Yangon), with the host branch taking on the main responsibility for the arrangements. This was already successfully tested through the first part of the basic training for branch leaders in Patheingyi and will be followed up with the next part being organized in Mandalay.

The workshop on MRCS financial procedures in May also had a very positive impact as it brought together high-level staff members with different experiences to discuss and agree on many issues of common concern regarding the current financial procedures and the need for MRCS financial regulations. Unfortunately, this was not followed-up by any decisions from the senior governance, but recently some promises have been made which hopefully will mean that things finally can move forward during the next reporting period.

Constraints

The intense schedule of workshops during May (branch development, team leadership, finance procedures and PPP) and the preparations for the central council meeting in the end of June, caused immediate follow-up of the workshops to be difficult and sometimes delayed. This is already being addressed and will also be followed-up after the next team leader workshop at the end of July, as well as the new basic training of branch leaders in mid-August. The new Federation branch development delegate will be an important asset here – ensuring proper support and follow-up from the Federation side.

A major concern during the reporting period has been, and to a certain degree still is, the travel restrictions imposed on foreigner work-related travel in the country. The situation slightly improved in August, when a few initial travel permissions were granted for Federation staff, but most foreign aid workers, including those working with the Federation, basically only have access to the divisions in the west of the country and not the states in the east. This could of course have serious implications on the programme implementation and monitoring in the long run and will be seriously addressed by the delegation during the months to come.

Due to the ongoing tsunami operation and delays in getting the new branch development programme up and running, the budget for the organizational programme has been slightly reduced and some activities will be carried out in 2006 instead of 2005. These changes are reflected in the revised budget attached to this Programme Update.

Implementation and management

Coordination, cooperation and strategic partnerships

The opportunity presented by the tsunami operation for the Federation and the MRCS to strengthen coordination with other international organizations working in Myanmar has not been entirely sustained through this period largely due to a limited number of programmes being carried out after the emergency phase. However, contacts made during this period have been maintained and the liaison on shared concerns has continued.

However, for the MRCS and the Federation, this period has seen a strengthening of Red Cross partnerships and new donor societies coming on board for the long-term support to Myanmar. The fact that the MRCS and Federation clearly positioned the Myanmar tsunami operation as one of opportunity, presenting a small recovery programme and much more extensive programmes for capacity building, community-based disaster preparedness and response as well as health programmes across the country, has gained the respect and support of donors. The challenge, as for so many societies and delegations in this region, is to ensure good delivery of the recovery programmes and a steady provision of community-based programmes country-wide, and to provide timely reporting and stories to the donors.

Effective representation and advocacy

The visibility and credibility of the Red Cross in Myanmar, increased through the tsunami operation, was further strengthened particularly with respect to disaster response with both the MRCS and the delegation actively participating in several regional and national seminars and conferences. The fast and efficient response of the MRCS, with support from the Federation and ICRC after the Yangon bombings, also provided visibility for the Red Cross to show its capacity and values. Renewed contacts made with the international press following the tsunami operation allowed for further reporting not only on tsunami-related programmes but also on health and care programmes. With increasing scrutiny of international organizations in Myanmar, the Movement partners are discussing how best to position and represent themselves, and every opportunity to enhance the roles and responsibilities of the Red Cross is seized. However, in the particular situation of Myanmar, this is recognized by all Movement partners as an important on going challenge.

Delegation management

During this quarter, the delegation welcomed replacement delegates for the positions of health coordinator and community-based health delegate, and also for new positions largely funded under the tsunami operation, those of finance and administration, branch development, and logistics and construction. A health training delegate was also recruited and will arrive in July. No candidates were forthcoming for the final position advertised (that of water and sanitation) and this has been put on hold for the time being. With nine international delegates, a receptionist and two new drivers were also recruited; planning is now underway for a team building retreat in the next quarter. Of most concern, and as already noted in several of the subject reports, is the present difficulty in obtaining travel permission within the country. If this situation does not change in the next months, a premature conclusion of some delegate missions may have to be considered.

[Contributions list below; click here to return to the title page and contact information.](#)

PROGRAMME BUDGETS SUMMARY

Appeal no.: 05AA055

Name: MYANMAR

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter	0	3,000	0	0	0	0	3,000
Construction	0	24,700	0	0	0	0	24,700
Clothing & Textiles	2,696	17,310	0	0	0	0	20,006
Food	0	0	0	0	0	0	0
Seeds & Plants	0	0	0	0	0	0	0
Water & Sanitation	9,446	0	0	0	0	0	9,446
Medical & First Aid	47,114	0	0	0	0	0	47,114
Teaching Materials	0	0	0	0	0	0	0
Utensils & tools	0	7,000	0	0	0	0	7,000
Other Supplies & Services	0	0	0	0	0	0	0
SUPPLIES	59,256	52,010	0	0	0	0	111,266
Land & Buildings	0	0	0	0	0	0	0
Vehicles	3,240	0	0	0	0	0	3,240
Computers & Telecom	11,201	11,100	7,670	13,940	0	0	43,911
Medical equipment	0	0	0	0	0	0	0
Other Equipment	0	0	0	0	0	0	0
LAND, VEHICLES & EQUIPMEN	14,441	11,100	7,670	13,940	0	0	47,151
Storage	1,160	6,014	0	40	0	0	7,214
Distribution & Monitoring	192	1,644	0	0	0	0	1,836
Transport & Vehicles cost	12,150	9,022	0	120	0	0	21,292
TRANSPORT & STORAGE	13,502	16,680	0	160	0	0	30,342
International Staff	258,938	99,120	0	109,900	0	0	467,958
Regionally Deployed Staff	67,363	27,870	0	34,191	0	0	129,424
National staff	59,402	0	5,400	0	0	0	64,802
National Society Staff	0	0	0	0	0	0	0
Consultants	5,250	0	0	0	0	0	5,250
PERSONNEL	390,953	126,990	5,400	144,091	0	0	667,434
Workshops & Training	184,949	45,776	0	63,737	0	0	294,461
WORKSHOPS & TRAINING	184,949	45,776	0	63,737	0	0	294,461
Travel & related expenses	29,697	6,060	0	8,075	0	0	43,832
Information & Public Rela	54,959	28,116	5,200	10,340	0	0	98,615
Office Running Costs	10,490	9,501	500	2,074	0	0	22,565
Communication Costs	683	265	0	6,425	0	0	7,373
Professional Fees	240	0	0	1,280	0	0	1,520
Other General Expenses	1,531	3,360	12	60	0	0	4,963
GENERAL EXPENDITURE	97,600	47,302	5,712	28,254	0	0	178,868
Asset Depreciation	0	0	0	0	0	0	0
DEPRECIATION	0	0	0	0	0	0	0
Contributions & Transfers	0	0	0	0	0	0	0
CONTRIBUTIONS & TRANSFERS	0	0	0	0	0	0	0
Programme Support	52,883	20,846	1,306	17,392	0	0	92,426
PROGRAMME SUPPORT	52,883	20,846	1,306	17,392	0	0	92,426
TOTAL BUDGET:	813,584	320,704	20,088	267,574	0	0	1,421,951