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Emergency Plan of Action (EPoA) Myanmar: Complex Emergency¹



DREF Operation n° MDRMM008	Date of issue: 20 January 2017
Date of crisis: Imminent ¹	Overall operation budget: CHF 69,653
Number of people affected: Subject to assessments ²	Operation Timeline: 20 Jan to 19 Apr 2017 (3 months)
Number of people that can be assisted: 1,000 ³	
Operation manager: Araceli Lloret Acting Head of Country Office/DRM Delegate IFRC Country Office	Point of contact: Daw San San Maw Director of Disaster Management Department Myanmar Red Cross Society
Host National Society: The Myanmar Red Cross Society (MRCS) has 40,000 active volunteers and 321 staff members across its national headquarters and 334 branches, including 10 branches in Rakhine State.	
Red Cross Red Crescent Movement partners actively involved in the operation: The MRCS is working closely with the International Committee of the Red Cross (ICRC) and the International Federation Red Cross and Red Crescent Societies (IFRC) in readiness measures for mounting an effective response. Swedish Red Cross and Qatar Red Crescent Society are also engaging in the readiness measures.	
Other organizations present in the operation area: In addition to Myanmar public authorities at national and state levels, a number of UN agencies and international non-governmental organizations (INGOs) are present in the Rakhine State. The UN agencies include UNHCR, UN OCHA, UNICEF, UNFPA and WFP while the INGOs include ACF, CARE, Malteser International and MSF.	

A. Situation analysis

Description of the crisis

The humanitarian situation in the northern areas of Rakhine State, Myanmar, has deteriorated in recent months following an upsurge of violence. The new wave of violence has led to mass displacement and population movement. However, until a comprehensive assessment is completed, it is not possible to determine the total number of people who remain displaced within the northern part of Rakhine. The northern parts of the three townships of Buthidaung, Maungdaw and Rathedaung – where an estimated 95 percent of the population comprises of Muslim communities – are most affected. Non-Red Cross sources estimate that as many as 65,000 people have crossed the border to Bangladesh.

The new wave of violence followed by attacks by armed militants on three border guard police posts in Maungdaw and Rathedaung townships near the north-western border with Bangladesh has been reported in the early hours of 9 October 2016. According to the authorities, nine police and eight attackers were killed in the attacks which triggered a security response from the authorities. Several further clashes occurred in November 2016. As part of the security response, access to some areas, including by humanitarian organizations, has since been denied. Cases of civilian casualties, violence against civilians, civilian arrests and destruction of property have been reported, although they have not been independently verified due to restricted access and limited first-hand information.

It is important to note that the recent events have taken place against a backdrop of decades of protracted tension and violence between Rakhine and Muslim communities in the state. Prior to the October 2016 events, violence had flared up in other parts of Rakhine State in 2012, affecting at least 145,000 people from both Rakhine and Muslim communities,

¹ Violence in northern areas of Rakhine

² In November 2016, the numbers of affected people were estimated to be between 40,000 and 80,000, but with time these have been increasingly difficult to verify.

³ Based on provision for replenishment of preparedness stocks (for 200 households) released from MRCS warehouses to Maungdaw

many of whom were left dependent on humanitarian assistance. Since 2014, and until the October events, the situation was relatively stable even though significant humanitarian needs persisted.

The International Red Cross and Red Crescent Movement is particularly concerned about people directly affected by the violence – including those fleeing their homes to find safe refuge – and about the consequences of the prolonged interruption of vital assistance programmes. The recent events have caused widespread fear in both Rakhine and Muslim communities; some 3,000 Buddhist Rakhine villagers, who are the minority in the northern part of the state, fled to towns. Most of the Rakhine villagers have already returned to their homes. UN OCHA has reported that some 339 remain displaced in Buthidaung and Maungdaw.

According to UN OCHA, access to 81 village tracts in Buthidaung and Maungdaw, including 17 village tracts in the northern part of Maungdaw, was granted briefly in mid-December 2016 before it was again suspended with immediate effect a few days later. The ICRC was provisionally given the greenlight to access the area of the ongoing clearance operations in the northern parts of Maungdaw since mid-November, but authorities continued to invoke security concerns to postpone actual access. The Movement has thus far not yet been able to carry out assessments or to provide assistance to the affected population outside Maungdaw and Buthidaung townships.

Summary of the current response

In the early days of the crisis, MRCS worked closely with the ICRC, and with support of the IFRC, in delivering much-needed assistance to over 3,000 internally displaced persons (IDPs) in the north (Buthidaung, Kyauktaw and Maungdaw) and central Rakhine (Mrauk-U and Sittwe) through provision of essential items such as drinking water, mosquito nets, kitchen sets, hygiene kits and tarpaulins.

The MRCS is planning to continue to work closely following a Movement-wide approach. The ICRC will be the main partner supporting MRCS – through joint operations – in delivery of assistance to populations affected by the crisis with the IFRC mainly supporting MRCS preparedness for emergency response and replenishment of some preparedness stocks released from the National Society's warehouses. IFRC also stands ready to support MRCS in provision of assistance, where appropriate, complementary to the ICRC support.

Overview of Red Cross Red Crescent partners in-country

In addition to ICRC and IFRC, other Movement partners with in-country presence are Australian Red Cross, American Red Cross, Danish Red Cross, Norwegian Red Cross, Swedish Red Cross and Qatar Red Crescent Society.

Movement Coordination

Prior to the recent spike of violence in the northern area of Rakhine State, there was already a strong and well-established Movement coordination mechanism which is led by MRCS with the support of IFRC and ICRC. The coordination mechanism is a permanent feature and brings together MRCS and all its Movement partners with in-country presence. With this new response, the coordination mechanism will be reinforced to guarantee that Movement partners work effectively together, in support of MRCS, to achieve the operational priorities.

So far, MRCS, ICRC and IFRC – engaging other Movement partners with in-country presence – have worked collectively to prepare and agree on a Special Note (issued on 22 November 2016), a Movement Joint Statement (issued on 14 December 2016) and reactive lines/talking points on the humanitarian situation in northern areas of Rakhine State. Prior to issuance of the Movement Joint Statement, an ad hoc Movement tripartite meeting (comprised of the MRCS president, ICRC head of delegation and IFRC head of office) was held in Yangon on 12 December 2016 to review contingency plans and align communication once access is granted for an independent assessment and subsequent delivery of humanitarian assistance. One outcome of the Movement tripartite meeting was an agreement to work together with MRCS in developing an overall plan of action for the crisis, which outlines interventions that Movement partners will undertake together (based on their respective mandates and capacities), as well as coordination mechanisms, to contribute to meeting humanitarian needs of the affected people. This DREF reinforces emergency preparedness – a precursor to the operational response – which will be strongly supported by and implemented together with the ICRC.

Meanwhile, the Movement is putting in place readiness mechanisms to ensure a prompt roll-out of an effective response as soon as access is granted. Moving forward, Movement partners will work together in the spirit of solidarity, partnership, cooperation and coordination, and in compliance with existing Movement principles and policies, and in doing so, will support and augment MRCS efforts to respond.

The Movement coordination mechanisms will function at two levels: strategic (Yangon-based tripartite strategic level comprising of the MRCS president, ICRC head of delegation and IFRC head of country office) and operational (in Yangon, Sittwe and Maungdaw, involving operational/programming leads of MRCS, ICRC, IFRC and PNS involved). Among others, the two levels will facilitate joint planning and preparedness, leading to a coordinated response implementation based on common standards and approaches, harmonized resource mobilization, common external

communication, and well-coordinated efforts aimed at enhancing presence and building the capacity of MRCS base units in the northern area of Rakhine State.

Overview of non-Red Cross Red Crescent actors in-country

Coordinating with the authorities

The Movement continues to engage with the authorities at national and state levels with the view of gaining access to affected areas so as to deliver humanitarian assistance in accordance with the Fundamental Principles and other Movement policies. In particular, Movement partners are investing in strengthening their communication with key stakeholders, including communities and the Rakhine state parliament, in order to increase trust and gain access to restricted areas. In view of the situation in northern areas of Rakhine State as well as taking into account historical aspects, the Movement remains concerned about mounting humanitarian needs and the potential for violence throughout the state.

Inter-agency coordination

In addition, MRCS, ICRC and IFRC have participated in meetings of the Humanitarian Country Team (HCT) held both during disaster/crisis and non-emergency times at the national and field levels. The Movement shares information and operational updates with UN OCHA, relevant clusters and working groups. This contributes to ensuring that there is no duplication of efforts and that synergies are maximized between various agencies.

Given the recent rise in anti-humanitarian agencies sentiments within the Rakhine community, operational proximity, even if only visibly, with other organizations that are not well received by segments of the community has the potential of eliciting negative perceptions that may impact the Movement's acceptance. As such, collaboration with external agencies will be managed carefully to protect the acceptance of MRCS and other Movement components.

Needs analysis, beneficiary selection, risk assessment and scenario planning

Needs analysis

A clearer and accurate picture of needs will emerge once humanitarian access is granted and the Movement is able to conduct assessments. However, based on initial information, review of secondary data, media reports and past experience in other parts of Rakhine State, there will be a need for immediate assistance such as health, non-food item (NFI), water, and restoring family links (RFL) as well as recovery programmes (supporting the health, water and sanitation systems, rebuilding livelihoods and resilience).

Rakhine State is one of the least developed areas of Myanmar. The 2009-2010 integrated household living condition survey, conducted before the current crisis, ranked Rakhine as the country's second poorest region, after Chin State. The state also performs poorly on a range of development indicators concerning hygiene, public health, education and other sectors, and is isolated from the rest of the country by difficult and inaccessible geography and weak transport links. Malnutrition is a reality in the state, particularly in the northern areas where some of the highest rates of global acute malnutrition and severe acute malnutrition have been recorded.

Access to basic services such as health care and education as well as to markets (for essential household and shelter items) and livelihoods opportunities are very limited, especially for Muslim IDPs, either due to restricted movement or to fear and insecurity. The prolonged violence and suspension of on-going assistance, on the backdrop of these existing day to day humanitarian concerns is great cause for alarm and provides indications that the needs are tremendous.

It is also of note that the overall capacity of MRCS in the northern areas of Rakhine is limited. MRCS has a small number of volunteers in the areas and its overall operational response capacity needs an urgent boost.

Risk assessment and feasibility

While developing this plan, MRCS and its Movement partners have analyzed the following three possible scenarios taking into account historical aspects and lessons from other parts of Rakhine State as well as possible trends as assessed by expert groups, including the International Crisis Group (ICG):

1. The violence remains contained between armed actors and security forces, the situation progressively stabilizes, the number of displaced people decreases, and humanitarian organizations are granted access.
2. The violence remains contained between armed actors and security forces, the situation either continues or escalates to affect a wider swathe in the northern area of Rakhine State, resulting in a steady increase in the number of displaced people, continued restricted humanitarian access, with a potential of spilling over to inter-communal violence with protracted humanitarian needs.

3. The violence becomes more inter-communal and spreads to central townships of Rakhine (where most of the Muslim IDPs remain displaced since 2012) and humanitarian organizations presently have better access.

Thus far, there are pointers to scenario #1 holding. These include government/security forces' efforts to contain the situation in northern Maungdaw, with continued access granted to central Rakhine and sporadic access granted to areas less directly affected by the violence in northern parts of Rakhine, and the armed group's stated intention to limit attacks to security forces and not to target the Rakhine population.

The potential for scenario #3 remains, especially if the approach adopted by the authorities in moving forward does not address the under-lying factors, allegations of violence and repression against the civilian population continue and go unchecked, Rakhine civil servants and population become targets of reprisals, fueling the anger and fear of many in both Rakhine and Muslim communities; causing civilian community members engage in the violence, and shifting it from its current form to inter-communal violence. This scenario would result in increased humanitarian needs in a context where humanitarian actors would face complex challenges for delivering assistance. In addition to increased humanitarian needs, there would be increased displacement, tightened security with stringent movement restrictions, increased protection concerns, more disrupted livelihoods and continuing suspension of crucial humanitarian services.

B. Operational strategy and plan

Overall objective

This DREF allocation aims to prepare and position the MRCS to work both on its own and with the ICRC, with support of the IFRC, to conduct assessments and respond to immediate needs of people affected by the recent spike in violence in northern areas of Rakhine State as soon as access is granted.

Proposed strategy

This operation builds on scenario planning developed by MRCS, in consultation with the ICRC and with support of IFRC, and focuses on emergency response preparedness measures.

In anticipation of increased access, the Movement is putting in place readiness mechanisms to ensure a prompt roll-out of an effective response. As highlighted under 'summary of the current response', MRCS is planning to continue to work within a Movement-wide approach, with ICRC as the main operational partner supporting the National Society in the delivery of assistance to populations affected by the crisis. The IFRC will mainly support MRCS emergency response preparedness and potential replenishment of preparedness stocks released from the National Society's warehouses. Based on assessments and discussions with MRCS and ICRC, IFRC and Partner National Societies with in-country presence may support MRCS in service delivery, complementary to that provided by the ICRC.

Among other benefits, this DREF allocation will allow MRCS to mobilize personnel (staff and volunteers), equipment, vehicles and preparedness stocks to the township of Maungdaw. IFRC will also support MRCS to organize refresher training in key areas for staff and volunteers and to prepare the assessment teams. There is also a budget provision for replenishment of preparedness stocks (for 200 households or 1,000 people) released from MRCS warehouses to Maungdaw – when they are distributed – as well as running costs of an operational hub that is being established in Maungdaw to augment the capacity of the local branch.

Based on assessments and discussions with MRCS and ICRC, the operation may be scaled up, with ICRC support and possibly through a DREF top-up. Further support by Movement partners – including in enhancing branch response capacity and addressing recovery needs – may be sought via a suitable international resource mobilization mechanism.

Crosscutting matters

Context-sensitive programming, gender, diversity and protection

The emergency response preparedness measures to be supported by this DREF allocation include reminding MRCS staff and volunteers to ensure that potential interventions are aligned with the concept of 'do no harm' and minimum standard commitments to gender and diversity as spelled out in IFRC Minimum standard commitments to gender and diversity in emergency programming. MRCS staff and volunteers will also be provided with orientation on protection matters so that subsequent interventions will factor in prevention of sexual and gender-based violence (GBV) – such as by taking into account the unique needs of boys, girls, men and women, and referring GBV cases to the most appropriate facility – disability inclusion (which recognizes that people with disabilities have the same fundamental rights as other members of the community), involving the most vulnerable groups within community engagement and local decision-making processes, and adapting interventions for people living with disabilities or who are aged/frail.

Community engagement and accountability

MRCS has a long history of working and engaging with affected communities in disaster and violence contexts, including under the Rakhine Special Program (RSP) which started in 2012 and in the aftermath of Cyclone Giri which affected Rakhine State in 2010. Considering the recent rise in anti-humanitarian agency sentiment within the Rakhine community, promoting community understanding of MRCS – and the Movement at large – as a neutral, impartial and independent humanitarian organization will be an essential enabler for the envisioned humanitarian response operation.

To this end, MRCS will be supported to strengthen communication with key stakeholders, including communities and the Rakhine state parliament, in order to increase trust and gain access to restricted areas. Furthermore, staff and volunteers will be guided to ensure that community accountability and feedback/response mechanisms will be integrated in program design to ensure that affected and host populations have direct access to information on the nature and scope of services provided by MRCS, along with processes that will enable community participation and feedback.

Operational support services

Administration and Finance

The IFRC provides necessary support for review and validation of budgets, bank transfers, and technical assistance on procedures for justification of expenditures, including validation of invoices. MRCS has been supported for many years by the IFRC and is accustomed to these financial procedures.

MRCS will be supported to augment the Maungdaw local branch capacity with a field operational hub specifically from where response interventions will be coordinated, with ICRC when feasible. The hub office will need to be adequately equipped – including with trained human resources, office equipment, computers and office supplies – in order to serve the intended purpose. In addition, contingency office space for the operation team overseeing implementation of interventions will be made available in Sittwe. This is to ensure business continuity in the event of potential personnel security concerns, disrupted operations or restricted access in the northern areas of Rakhine.

Communications

MRCS, ICRC and IFRC have agreed to pursue joint external communication within the spirit of a Movement approach with Special Note (22 November 2016), a Movement Joint Statement (14 December 2016) and reactive lines/talking points prepared and issued jointly thus far. Under the approach, all Movement staff and volunteers are required to adhere to the official communications guidance provided by MRCS, ICRC and IFRC and refrain from making comments or any statements using language that is not in line with the Movement's Fundamental Principles.

While undertaking separate external communications activities specific to their respective areas of engagement, MRCS, ICRC and IFRC will speak with one voice. Common messaging will be adopted by all components of the Movement. Public communication initiatives will be shared prior to distribution and statistics and data that capture the Movement-wide contribution to the humanitarian response will be reflected in communication materials shared with National Societies and with external stakeholders, including the media. Movement communications activities will also support advocacy efforts aimed at ensuring that all people in need access humanitarian assistance.

Human resources

Based on the demand for technical and coordination support required to deliver on this plan, a MRCS northern areas of Rakhine State operational hub will be put in place to guarantee an effective and efficient technical coordination by MRCS. A number of existing and new staff will be integrated into the operational hub.

The budget includes provisions for training and mobilizing up to 42 personnel (staff and volunteers) in readiness for an emergency response. Outside this DREF operation, IFRC will recruit one international staff to provide technical support and guidance to the MRCS and support coordination with the ICRC and other Movement partners as needed.

Information technology and telecommunications (ICT)

Considering the existing digital divide between the current state of ICT skills and programme implementation needs at MRCS national headquarters and the field, this operation will support provision of relevant hardware and sustainable skills refresher training among MRCS staff and volunteers. The support will include providing specialist advice and support in the installation of appropriate equipment and its maintenance, and establishing support and maintenance tasks in alignment with MRCS strategy.

Information management (IM)

The gathering and management of comprehensive and accurate information is often challenging in a violence or disaster situation. To address this challenges, technical support by an IM specialist – via surge IM support from the IFRC Asia Pacific Regional Office – will be provided to guide MRCS in the collection, collation, analysis and dissemination of relevant multi-sectoral data and information so as to support evidence-based decision making that can contribute to an effective humanitarian intervention.

Logistics and supply chain

Logistics activities aim to effectively manage the supply chain in line with IFRC logistics standards, processes and procedures. At this stage, it includes mobilization of prepositioned stocks (MRCS and ICRC have sufficient stocks of relief items for 2,000 households prepositioned in Sittwe and more stock located in other warehouses), with storage and transport to distribution sites.

In case of prepositioned stock being used, the DREF also includes a budget line for replenishment of 200 family kits to ensure that MRCS is prepared to respond to potential further needs. Each family kits contains two blankets, one shirt, one pair of short pants, one blouse, one skirt, one female *longyi*⁴, one male *longyi*, one claw hammer, one kitchen set, one mosquito net, one nylon rope, one plastic container box and two tarpaulins.

Procurement to replenish standard items – such as blankets, tarpaulins, mosquito nets and jerry cans – released from MRCS stocks will be done internationally via the IFRC Regional Logistics Unit (RLU) in Kuala Lumpur. The IFRC RLU in Kuala Lumpur will extend technical support to MRCS as needed.

Planning, monitoring, evaluation, and reporting (PMER)

Reporting on the operation will be made in accordance with the IFRC minimum reporting standards.

Security

Being a local organization and humanitarian auxiliary to the public authorities, MRCS is not perceived in the same way as international humanitarian organizations. Nevertheless, as part of its preparedness for response, the National Society is taking measures to enhance the acceptance, safety and security of its personnel, guided by a risk analysis and the implementation of appropriate actions and measures as contained within the Safer Access Framework. Any decision to deploy MRCS personnel will need to be aligned to the National Society's security framework and guidelines tailored to the identified risks and be closely coordinated with ICRC

For IFRC personnel, including any surge support, the IFRC security framework will be applicable while the ICRC security framework will apply for its personnel. Coordination in this regard will be essential.

As part of preparations for the establishment of an MRCS field hub in Maungdaw, the National Society's security focal persons will undertake a security assessment in the northern areas of Rakhine State with support of the IFRC security focal person and in close consultation with ICRC.

Furthermore, IFRC will organize a security training for MRCS personnel, linking to the actions and measures contained within the Safer Access Framework which is familiar to the MRCS. Throughout, coordination will be observed with ICRC through regular information-sharing in accordance with agreed arrangements.

⁴ A sheet of cloth worn around the waist, running to the feet, traditionally by men and women

C. DETAILED OPERATIONAL PLAN

Early warning & emergency response preparedness

Needs analysis: At this time, IFRC is making an allocation from DREF to support MRCS in putting in place readiness mechanisms to ensure a prompt roll-out of an effective response once access is granted. Among others, this DREF allocation will allow MRCS to prepare assessment teams, mobilize personnel (staff and volunteers), equipment, vehicles and preparedness stocks to the township of Maungdaw as well as establish an operational hub. In addition, a budget provision has been made for the replenishment of relief items that MRCS distributes from its existing preparedness stocks. Personal protective equipment to be provided includes aprons, first aid kits, helmets and masks while emergency response equipment includes nylon rope, fiber hats, rain gear, tents, sleeping bags and backpacks.

Outcome 1: The MRCS is better prepared to respond to immediate needs of people affected violence in northern areas of Rakhine State				
Output 1.1: Emergency response readiness capacity in place and supports the immediate response of MRCS				
<i>Activities planned</i>	Month	1	2	3
1.1.1 Establish an operational hub in Maungdaw for coordination of the immediate response				
1.1.2 Place MRCS staff and volunteers on stand-by for immediate response				
1.1.3 Mobilize and train MRCS personnel on conflict-sensitive programming, including GBV, and community engagement and accountability				
1.1.4 Mobilize relevant surge IFRC capacity to support MRCS in specific technical areas not available in-country				
1.1.5 Undertake a security assessment in the northern areas of Rakhine State				
1.1.6 Organize refresher training, including in security and logistics, for MRCS personnel deploying to the northern areas of Rakhine State				
1.1.7 Mobilize supplies and equipment closer to the northern areas of Rakhine State				
1.1.8 Mobilize vehicles and temporary storage capacity closer to the northern areas of Rakhine State				
1.1.9 Replenish non-food relief items released from MRCS preparedness stocks				

Quality programming

Needs analysis: Based on further information and joint (MRCS, ICRC and IFRC) assessments to be carried out once access to the northern areas of Rakhine State is granted – and staff security and safety conditions allow – additional assistance is likely to be requested.

Outcome 2: Assessment and analysis is used to inform the design and implementation of the operation.				
Output 2.1: Needs assessments are conducted and response plans updated according to findings.				
<i>Activities planned</i>	Month	1	2	3
2.1.1 Mobilize MRCS staff and volunteers for assessments				
2.1.2 Organize refresher assessment training for MRCS staff and volunteers, ensuring compatibility with ICRC approach to facilitate joint operations where feasible.				
2.1.3 Undertake joint MRCS-ICRC assessments to determine specific needs of communities				
2.1.4 Develop an evolving response plan, following a Movement approach, with activities that will meet identified community needs				

ANNEX 1: ASSUMPTIONS AND RISKS TABLE TEMPLATE

ASSUMPTIONS & RISKS	LIST IF SPECIFIC AFFECTED SECTORS OR STATE 'ALL'	Likelihood	Impact	CAN CONTROL; MITIGATE / INFLUENCE; OR ONLY FACTOR-IN
Adequate support (technical, material, and financial) is available for the operation	All	M	H	Mitigate
Access to affected areas is granted by the authorities	All	M	H	Influence through advocacy
Security and safety conditions permit deployment of personnel	All	M	H	Factor in planning
MRCS personnel are willing to deploy to all operational areas	All	M	H	Factor in planning
Armed accompaniment is not a precondition for access	All	M	H	Influence through advocacy

Budget**DREF OPERATION****20/01/2017**

MDRMM008 : Complex Emergency

Budget Group	DREF Grant Budget CHF
Shelter-Relief	6,864
Construction Materials	1,016
Clothing & Textiles	5,238
Utensils & Tools	1,600
Other Supplies & Services	1,282
Total RELIEF ITEMS, CONSTRUCTION AND SUPPLIES	16,000
Computer & Telecom Equipment	1,600
Total LAND, VEHICLES AND EQUIPMENT	1,600
Storage, Warehousing	9,000
Distribution & Monitoring	3,000
Transport & Vehicle Costs	900
Total LOGISTICS, TRANSPORT AND STORAGE	12,900
International Staff	5,000
National Society Staff	3,900
Volunteers	8,092
Total PERSONNEL	16,992
Workshops & Training	7,500
Total WORKSHOP & TRAINING	7,500
Travel	7,560
Information & Public Relations	300
Office Costs	1,800
Communications	750
Total GENERAL EXPENDITURES	10,410
Programme and Supplementary Services Recovery	4,251
Total INDIRECT COSTS	4,251
TOTAL BUDGET	69,653

Contact information

For further information, please contact:

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How we work

All IFRC assistance seeks to adhere to the **Code of Conduct** for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and the **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere)** in delivering assistance to the most vulnerable. The IFRC's vision is to inspire, **encourage, facilitate and promote at all times all forms of humanitarian activities** by National Societies, with a view to **preventing and alleviating human suffering**, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:



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



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



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