



# **Joint Strategy for Humanitarian Response in Kachin and Northern Shan States (2013-2015)**







Preparing the sponge gourd (loofah) for kitchen garden

**Joint Strategy**  
*for*  
**Humanitarian Response**  
*in*  
**Kachin and Northern Shan States**  
2013 - 2015

Kachin Baptist Convention, Kachin Relief and Development Committee,  
Karuna Myanmar Social Services, Metta Development Foundation,  
Shalom Foundation, Wunpawng Ninghtoi, BRIDGE





A primary school student practising handwriting

## Contents

1. Overall Context and Purpose of the strategy	6
Purpose of the Strategy:	6
2. Myanmar general context and NGO context	7
3. Conflict context and Humanitarian situation	8
Conflict context	8
Humanitarian situation	8
4. Driving forces and potential scenarios	9
Driving forces	9
Potential Scenarios	10
5. Key Humanitarian challenges	11
6. Shared Principles guiding the joint Strategy	11
7. Needs and priorities to be addressed over the next three years	12
Needs by sector	12
Needs by population groups	12
Needs priorities in KCA and GCA	13
Needs per target group	13
Needs estimated for a Return scenario, (before end of 2014)	13
8. Resources available, funds (back donors), staff, logistics, expertise	14
9. Current resources available and projections for 2013-2015	18
10. Geographical outreach	19
11. Mission statement and Strategic objectives	19
12. Priority sectors and key project activities	20
13. Targeted IDPs and aggregated Budgets	22
14. Funding and fundraising strategy	26
15. Stake-holders and Humanitarian actors; networking strategy	26
16. Advocacy work	28
17. Communication strategy	30
18. Management model, coordination and roles	31
19. Monitoring, Reporting and Evaluation mechanisms	32
20. Chronogram	33
21. Organisational Development (Expertise development plan)	34

Photo:

*Cover - IDP women carrying their rice ration back to the shelter*

*Back - An IDP student studying by candlelight in Robert Church Camp, Bhamo*

*(Credit: Ko Oo)*

## **1. Overall Context and Purpose of the strategy**

Since the resumption of armed conflict in Kachin State in June 2011, more than 90,000 persons have left their villages and found refuge in several IDP camps within Government Controlled Areas (GCA) and KIO controlled Areas (KCA). In addition, some have fled to China although some were forced back into Myanmar territory in August 2012.

Several Myanmar organisations, (Kachin Baptist Convention, Kachin Relief and Development Committee, Karuna Myanmar Social Services, Metta Development Foundation, Shalom Foundation, Wunpawng Ninghtoi and, BRIDGE), and hosting communities have been delivering aid since the beginning of the conflict trying to cover several sectors. International agencies and UN had only a very limited and sporadic access which allowed them to provide some convoy aid.

As the conflict has lasted longer than initially expected and different observers consider it could still last several months or years, this joint strategy is an attempt made by the organisations involved to have a common understanding of how the response should be designed, strategized, targeted, and managed.

As the evolution of the conflict is unpredictable, so also is the humanitarian context. Therefore this plan is based on some assumptions that should be revisited over time, in order to ensure flexibility and adaptation of the plan.

### **Purpose of the Strategy:**

In this context the purpose of the strategy is to ensure an efficient, impactful and quality humanitarian response by Local-National NGOs, to address the most urgent needs of people affected by the conflict in Kachin and Northern Shan States. The strategy plans to facilitate a process of shared vision and effective coordination among National NGOs so that overlapping of activities is reduced and gaps minimised. This strategy will seek to promote more cooperation and sharing of information, knowledge, and facilities among other resources as appropriate.

The strategy aims to minimize donor-driven policy and maximize the use of international cooperation opportunities using locally owned common strategy.

The strategy will deliver clear benefits such as:

- It will serve as a common platform for local humanitarian actors for a stronger and more effective coordination among them
- It will provide a broader view for individuals or organisations in order to address the needs of people more systematically and strategically
- It will ensure sustainability of the humanitarian response and link with Rehabilitation and Development programmes, as Local organisations will remain permanently in the area.
- It will encourage learning from each others' experiences to improve quality of the humanitarian response.
- It will enhance the self-confidence and strength of local groups, overcoming the threat of domination of local actors by some members of the international community. This joint strategy will add real value to partnership.

## **2. Myanmar general context and NGO context**

The openness of the Myanmar government during the last 2 years has generated an increased interest of several international actors on this country, from foreign investors and governments, to international NGOs and agencies. This is creating a vibrant and quick dynamic which is not exempt from risks and dangers.

In general, existing Local-National NGOs have greater freedom to operate in the country and there is an increasing role for CSOs to participate in the building of the State. At the same time some LNGOs are facing challenges regarding registration, while several INGOs are looking for some role and status within the country, compromising at times agendas with the Government, which may undermine the work and role of Local NGOs.

Simultaneously investors are coming to the country creating in some cases additional conflicts related to extractive industries and industrialization processes (eg. Gas, Latpadaung). Foreign investments and economic growth is not reaching the grassroots level of society and is generating potential class clashes. Also extractive industry will have a direct negative impact on local people and activities of civil society groups.

External funding flows are changing, as government-to-government funds increase and these will continue to grow, benefitting the government and its affiliated organisations. It is foreseen that this increase in foreign aid funds coming into the country has the potential to undermine local civil society organisations unable to access the funds. Also, INGO and external expats are taking over the role and activities of LNGOs.

The government is working to balance the effects of increased foreign funding and political openness with the need to keep order and control within the country. As the Kachin and Northern Shan conflict is based on the use of their natural resources, there is a risk of conflict stagnation.

Several Myanmar parliamentarians still need to have access to reliable information and to use it for the benefit of the most vulnerable people in the country. The young democracy needs to mature and evolve in order to play its role properly and to be able to confront the immediate and future challenges of the country. Those parliamentarians who have commitment and the will to stand for people will require more support.

### **3. Conflict context and Humanitarian situation**

#### **Conflict context**

Armed conflict resumed in June 2011, evolving into a more comprehensive clash of issues such as violation of ethnic minority rights. There is some risk of consolidating a negative perception of ethnic issues and portraying ethnic groups as an underclass with repercussions on the humanitarian and development work in the ethnic states.

The conflicting parties are using all means, including aeroplanes and heavy artillery to acquire strategic positions. Some villages have been burned and there are reliable reports of violations of human rights. Villages in the Kachin area are occupied by government troops, making villagers afraid to return to their communities. Military presence is increasing in this area.

Several peace processes have taken place in Myanmar, and while this is a sign of hope there are still some issues unresolved in the Kachin conflict and therefore it is foreseeable that the armed conflict will last some time before a durable and just peace can be reached. The current limited peace building process is not integrating the humanitarian issues or the

#### **Humanitarian situation**

The Protection Survey report of November 2012<sup>1</sup> identified several aspects of the humanitarian context at that time. This analysis has been enriched by group debates held by the participants in the preparation of this strategy.

There are still pockets of IDPs who are not registered or who are unreachable as they are hidden in the jungle or in host communities. Most humanitarian aid is reaching big IDP camps while other scattered IDPs or small camps are not getting enough aid. In other words, there is an unequal distribution of humanitarian aid and support. There are some overlaps and more aid is going to government controlled area compared with the aid flowing into KIO controlled area. There are areas of instability for IDP such as Hpakan area, Sumprabum, Northern Shan and border posts.

INGO and UN agencies do not have open humanitarian access<sup>2</sup> and cannot cover the basic needs of IDPs especially in KCA areas. Local actors are the only ones to access IDPs particularly in the most difficult areas; helping them to develop coping mechanisms and maximise local capacities. Local groups need to spend much time and energy on relationships and processes which are exclusive task and project oriented, rather than an overall strategy.

Trust-building among UN, INGO and LNGO must be improved, while the emergent CSO are encouraged to co-ordinate their activities. In most cases accurate data and information on humanitarian aid is lacking and ways must be found to improve this.

---

<sup>1</sup> Launched by Metta and several NGOs on 21 March 2013 as well as the internal report to Metta elaborated by Fernando Almansa on 20 January 2013

<sup>2</sup> A convoy approach being used by UN organisations has been seen to have a very limited impact on covering people's needs and undermines other alternative approaches to reach IDPs.



Local staff security and safety is an issue in conflict intensive areas. Accumulated stress in staff is becoming evident, putting at risk not only their health, but also the work.

There is an increasing need for livelihood programs for IDPs, and there is a dramatic increase in school drop-out. Students from KCA area cannot access to education (grade 11 – since 2012). The Humanitarian crisis is having a paralysing effect in the society which will affect also future generations if conflict continues. Also there is an increasing threat of human trafficking to China, with this becoming a very high risk at the moment.

Humanitarian aid should address the specific needs of different vulnerable IDP groups according to their specific vulnerabilities. At present there is not enough consultation with those affected. Relevant consultation is required for resettlement with access provided to

#### **4. Driving forces and potential scenarios**

##### **Driving forces**

Within the evolution of Myanmar as a whole, the conflict and its related humanitarian situations seem to be quite unpredictable. But within the natural limitations of predicting the future, there are some driving forces which will be critical in the evolution of the humanitarian situation which should be taken into consideration in this strategy. These are:

1. Myanmar Government and Civil society adapting and managing new policies and democratisation
2. Government and International community trading off incentives and mutual benefits, to the detriment of social development (lifting of sanctions versus investments; aid versus investments, etc.)
3. International community development and humanitarian aid may increase creating tensions among some INGO and LNGOs, while at the same time creating opportunities of increased capacity for LNGOs.
4. The Army will continue to play a dominant role in the Myanmar political landscape, out of effective control of the government.
5. There will be increasing investment competition for resource extraction.
6. China will continue with an aggressive investment policy and with tight border control affecting the situation of refugees and IDPs at the border.
7. Political awareness of Myanmar's people will increase. People's movements, CBOs and civil society in general will increase their influence in Myanmar's life, creating new power balances, opportunities and tensions
8. Politics will continue to be conducted primarily on a personality basis rather than focussing on policy and democratic systems.
9. Climate change will affect Myanmar and will have some disaster impacts that will overlap with the Kachin conflict situation, in humanitarian terms
10. Mass Media will play a critical role in projecting stereotyped images of Myanmar society.

## Potential Scenarios

**Best case scenario:** There is cease fire agreement and peace talks continue; government troops withdraw, land mines issue is addressed

Short term (2013)	Medium (2014)	Long term (2015)
<ul style="list-style-type: none"> <li>➤ More UN and INGOs get direct access to the IDP area</li> <li>➤ Government administration influence and access to the area increases</li> <li>➤ More funding available (International Aid)</li> <li>➤ More competition in humanitarian work</li> <li>➤ Government will force all IDPs to return to government controlled area</li> <li>➤ Some IDPs will stay and refuse to go home.</li> <li>➤ Livelihoods and skills training needed.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Return to normal livelihood activities will be difficult (loss of assets)</li> <li>➤ Children and young people will need to restart school</li> <li>➤ Gradual decrease of financial support from international donors.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Decreased financial support from international donors</li> </ul> <p>Challenges</p>

**Worst case scenario:** Peace agreement does not hold, fighting breaks out again with increased government army presence.

Short term (2013)	Medium (2014)	Long term (2015)
<ul style="list-style-type: none"> <li>➤ Increased number of IDPs (around 150,000)</li> <li>➤ Food shortages</li> <li>➤ Less protection and security</li> <li>➤ Increase in human trafficking</li> <li>➤ Some children cannot continue schooling</li> <li>➤ IDPs in border area will face extreme difficulties</li> <li>➤ Kachin minorities do not have power in parliament.</li> <li>➤ Fighting will continue in Business zones (HpaKant, Pang Wa and Northern Shan State and border area).</li> <li>➤ Military spread through Kachin State and increase of human rights abuse.</li> <li>➤ Difficulties for livelihood increases.</li> <li>➤ Illegal taxation by military forces.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Intensity of fighting will continue in Kachin State.</li> <li>➤ Local people's livelihood will be difficult</li> <li>➤ Businesses fail</li> <li>➤ Decreased financial support from international humanitarian donors.</li> <li>➤ Decrease in health status and danger of epidemics and social problems</li> <li>➤ Break down of education system</li> </ul>	<ul style="list-style-type: none"> <li>➤ IDPs will stay at least 3 years in GCA. and even more in KCA</li> <li>➤ Oppression to the Kachin KCA will increase.</li> <li>➤ More hard fighting not respecting International Humanitarian Law (IHL) will occur.</li> <li>➤ More difficult to operate humanitarian assistance, and access to IDPs.</li> <li>➤ Chinese Government will check, control and limit access to reach KCA IDPs</li> </ul>

## 5. Key humanitarian challenges

Short term (2013)	Medium (2014)	Long term (2015)
<ul style="list-style-type: none"> <li>➤ Overlap of humanitarian activities</li> <li>➤ Unmet humanitarian needs</li> <li>➤ Lack of coordinated plan</li> <li>➤ Limited access</li> <li>➤ Funding shortage/policy</li> <li>➤ Security of staff and IDPs</li> <li>➤ Shortage of qualified human resources. Risk of qualified staff turn-over or moving to other organisations.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increasing direct intervention of INGOs including UN agencies</li> <li>➤ Livelihood and skills training needed</li> <li>➤ Shortage of qualified human resource Risk of qualified staff turnover or moving to other organisations.</li> <li>➤ Many more LNGOs will want to help IDPs</li> </ul>	<ul style="list-style-type: none"> <li>➤ Pressure from different agencies on local actors</li> <li>➤ Humanitarian competition</li> <li>➤ Donors' policies</li> <li>➤ Dignified resettlement and reconstruction</li> <li>➤ Aid dependency</li> <li>➤ Only a few INGOs will be left to assist IDPS</li> </ul>

## 6. Shared principles guiding the joint strategy

This strategy will be guided by the following principles adopted by all the undersigned NGOs:

1. Respect for Human dignity will be at the centre of all principles and activities
2. Adherence to and respect for principles of the International Humanitarian Code of Conduct, and advocacy to ensure compliance of all actors, including UN agencies and government<sup>3</sup>
3. Particular commitment to fully respect the principle of impartiality in practice and advocacy as above in Principle 2.
4. Commitment to develop good HR management<sup>4</sup> practices to ensure impartiality, information sharing, transparency and accountability on the implementation of the principle of impartiality.
5. Commitment to raise awareness on humanitarian principles for staff and the communities we serve.
6. “Do no harm” and “conflict sensitivity” approaches will be guiding principles of all humanitarian work.
7. Coherence and commitment to communities and truth.
8. Define strategies and programmes based on local context
9. Professionalism (guided by Sphere Standards)
10. Accountability and transparency
11. Avoiding the institutional ownership of IDP camps (e.g. naming camps on the basis of the managing LNGO)

<sup>3</sup> E.g.: In December 2011 USDP contributed some food items together with the UN convoy

<sup>4</sup> Proactive measures on human resource management to ensure staff impartiality



## 7. Needs and priorities to be addressed over the next three years

### Needs by sector

Needs by sector are estimated as follows. (Table indicates sector, needs to cover, priority given to each sector, estimated population targeted and relative allocation of budget). Please note that priority and budget percentage might divert, relative to cost of each activity.

**Calculations are estimated over a total population of 150,000 IDPs.**

Sector	Priority	Potentially Targeted Population	Needs to cover	% of estimated budget required
WASH	High	70,000	Water supply, hygiene promotion, hygiene kits, semi permanent	9%
NFI	Low	50,000	family kits, proper clothing	1%
Education and training	High	50,000	temporary learning space, teachers, subsidy for teachers, teaching learning materials, teachers training (ECCD & CCA)	7%
Food-nutrition	High	100,000	cash grant, rice, cooking oil, salt, pulse, blended food for children under two years and elders	54%
Shelter	Medium	40,000	renovation and maintenance, construction of shelters ( to international standards)	9%
Health	Medium	150,000	Family healthcare, medicine support for common illness, health education, trauma healing, referral mechanisms	5%
Livelihood	Medium	16,000	skill trainings for income generation, small grant for income generation	10%
Protection	High	150,000	Child protection child friendly space, CFS kits, parental education training (home based) CFS volunteers, protection, support for separated, unaccompanied and vulnerable children, women protection, trafficking	5%

## Needs by population groups

The following tables reflect the needs per affected groups and by locations of IDPs.

## Needs priorities in KCA and GCA

Total estimated targeted group is calculated between 100,000 and 150,000 people.

**KCA (65%)** Estimated population to target between 70,000 and 100,000 people

Target group	Sector	Priority	% of Budget	Remark
All	Food	High	40%	
School children and young people(children & women)	Protection	High	10%	Includes: education, psychosocial supports (could increase up to 15%)
All	WASH	Medium	10%	
All	Health	Medium	10%	
All	Shelter	Low	20%	
All households	Livelihood	Low	10%	

**GCA (35%)** Targeted Population 30,000 – 50,000

Target group	Sector	Priority	% of Budget	Remark
Children and Women	Protection	High	15%	Includes: education and psychosocial support
All	WASH	High	20%	
All	Food (Cash Grant)	Medium	20%	
All	Health	Medium	15%	
All	Shelter	Low	20%	
All	Livelihood	Low	10%	

## Needs per targeted group

Target Group(and priority)	Activities through sectors
<b>Hosting Families</b> (Medium)	Food, Early Recovery Livelihood
<b>Women</b> (High)	Income Generation Activities, personal hygiene, protection, nutrition for pregnant women
<b>Men</b> (Medium)	Practical life skill trainings, protection
<b>Children</b> (High)	School kits orphanage for orphans, nutrition and protection
<b>Elderly</b> (High)	Nutrition (multi vitamins)
<b>Disabled</b> (High)	Protection, psychosocial support, basic needs
<b>People Living with HIV/AIDS</b> (High)	Protection, regular access to medical supplies
<b>Camp management team/volunteers</b> (Medium)	Capacity building, Running costs

Needs estimated for an IDP Return scenario, (before end of 2014)

## 8. Resources available, funds (back donors), staff, logistics, expertise

This is a broad picture of available resources and assets that the undersigning organisations can make available for this response.

No	Need Items	Before (preparatory work)	During and after return
1	Community building	Meetings, Consultations, presentations	CSO, CBO and leadership training, youth gathering, literature and culture classes, life skill trainings & awareness training
2	Transportation	Voluntary family data collection and estimation for travel expenses	Follow up and provision of requirements
3	Land	Clear mines ( UXO ), demining land	Livelihood, Agriculture Land, gardening land, playground,
4	Shelter	Cleaning the surrounding of the villages and recheck the map as of before situation. Venue preparation and estimation of the cost	Reconstruction of houses, schools, Health Care Centre, community centres
5	WASH	Assessment & mapping of latrines, hygiene kits, water tanks/ wells, etc...	Construction of latrines, hygiene kits, water tanks/ wells, etc...
6	Food	Demography survey for the returnees / families	Provision for the returnees with three meals a day, nutritious food, drinking water, fruits, at least one year
7	Infrastructures	Assessment - Planning and mapping for the new town plan(urban/ rural)	Under construction - roads, bridges, irrigation, water sources, electricity, etc...
8	Livelihood	Assessment and provision of livelihood trainings,	Farm tools, seeds fund, seeds, livestock breeding and facilities
9	Health	Training for health promoters and volunteers	Supply medicines, clinic equipment, salary for health workers
10	Protection	Child protection training, Psychosocial support design and preparation for facilities.	Extremely Vulnerable Individual support program, Psychosocial support- trauma healing, etc...
11	Education	Student survey, PTA organizing, teachers' training	School materials, teaching materials, teachers allowance, emergency preparedness (non-formal education/ for all levels)
12	NFI	Data collection and purchasing beddings, clothes, home utensils, kitchen utensils	Distribution of NFI



### Current available funds and back donors (March 2013)

Most of the funds will be used before September

Organisation	US\$	Back donors
Kachin Baptist Convention	4,500,000	UNHCR, Oxfam GB (ECHO,AUS-Aid, CIDA), UNICEF, KBC( 374 local churches),MBC - CSSDD(18 conventions) EED(Germany), ABC/Hope, APBF (Asia Pacific Baptist Federation), Local CSOs & individuals, Other INGOs (DRC, World Vision, Solidarity, etc.)
Kachin Relief and Development Committee	12,000	RANIR, Metta
Karuna Myanmar Social Services	3,500,000	Caritas Internationalis (1.6 million), DFID, UN agencies, DRC
Metta Development Foundation	3,956,066	WHH, Misereor, Christian Aid, Oxfam Novib, Kindermission werk, KCF, CIDA, Caritas Austria, Unicef, Finn Church Aid and individuals
Shalom Foundation	1,197,300	UNHCR, DRC, Misereor, Oxfam GB
Wunpawng Ninghtoi	727,717	Save the Children International (ECHO), Dan mission, KRF, PRAD, Shalom, Christians/kachin communities from abroad, individuals
BRIDGE	70,000	Oxfam Novib, Individuals, OSI, Christian Far East Ministry, Partners Relief & Development
<b>Total</b>	<b>13,963,083</b>	

## Current staff available (March 2013)

Organisation	Staff available
Kachin Baptist Convention	+88 Fulltime staffs, +395 volunteers
Kachin Relief and Development Committee	15 staffs
Karuna Myanmar Social Services	122 Fulltime staffs, 354 Part time staffs
Metta Development Foundation	23 staff, 64 Volunteers
Shalom Foundation	23 Staff, 63 Volunteers
Wunpawng Ninghtoi	52 Fulltime staffs, 100 volunteers
BRIDGE	9 Fulltime Staffs, 5 Part time staffs
<b>Total</b>	<b>+244 Full time staff, 359 Part time staffs; +528 volunteers</b>

## Logistics available at March 2013

Organisation	Equipment
Kachin Baptist Convention	1 Generator, 4 motorcycles, 3 cars, 12 laptops, 6 desktops, 5 Offices, 6 warehouses,
Kachin Relief and Development Committee	One office (Laiza) and one office at camp, 3 cycles
Karuna Myanmar Social Services	5 Sub offices, 7 warehouses, 3 cars, 35 motor bikes
Metta Development Foundation	Office at MKA, Bhamo, Laiza and Lashio 5 logistician, 2 warehouses, 7 motor bikes, 2 cars, training facilities
Shalom Foundation	Offices (Yangon, Myitkyina, Laiza), training facilities/buildings, transport facilities
Wunpawng Ninghtoi	1 Office at Mai Ja Yang, 1 Car, 4 motor bikes, 1 Warehouse, 7 laptops, 2 desktops,
BRIDGE	1 Office at Mai Ja Yang, 5 field offices in 5 camps, 2 trucks, 3 cycles, 2 tractors

## Sectoral expertise available at March 2013

Organisation	Sectoral Expertise
Kachin Baptist Convention	WASH, ECCD, Food, Cash, Livelihoods, Shelter, Protection, Camp Coordination Management (CCCM), Child Protection, NFI, PHC
Kachin Relief and Development Committee	WASH, Construction (schools, shelters, school furniture), Cash Grant, Community Kitchen
Karuna Myanmar Social Services	Shelter and Logistics, Child Protection, CCCM, EVI
Metta Development Foundation	Cash grants, livelihood, agriculture, construction, coordination, advocacy, WASH, CP, Finance, HR, Community Kitchen, Education in Emergencies
Shalom Foundation	Protection (Trauma Healing, Legal Individual Assistance), Education, Advocacy, Environment, CCCM, WASH, Construction, NFIs.
Wunpawng Ninghtoi	Child Protection, WASH, Health, Nutrition, Education, Food Security and Livelihood, Kitchen garden, women program, Trauma Healing, Complementary food distribution
BRIDGE	Health (Hygiene), environment, Vegetable Farming, Livelihood

## Assets in kind available at March 2013

More detailed information has to be collected to have a full picture of the assets in kind available. The two largest organisations Karuna and KBC, are the only ones having significant resources received in kind, from institutions like WFP or UNICEF. This gives an additional capacity to these organisations which in budgetary terms manage almost 70% of the Humanitarian response.

Organisation	In Kind Assets
Kachin Baptist Convention	8000 hygiene kits, 1500 School kits, 600 Kitchen Utensils, 270 IEC from UNICEF
Kachin Relief and Development Committee	Some water filters
Karuna Myanmar Social Services	7207 hygiene kits, 1833.626 MT food from WFP
Metta Development Foundation	Not relevant
Shalom Foundation	Not relevant
Wunpawng Ninghtoi	Not relevant
BRIDGE	Not relevant



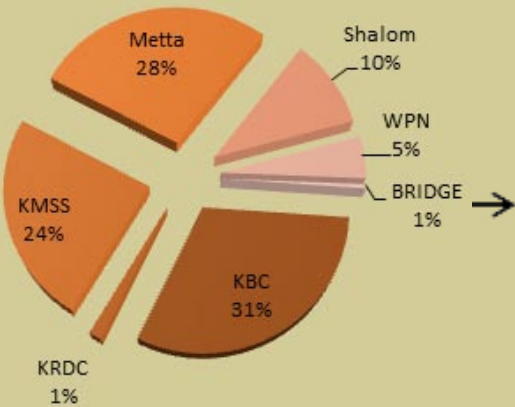
9. Current resources available and projections for 2013-2015

The desired projected budget for this response for the next three years is as follow:

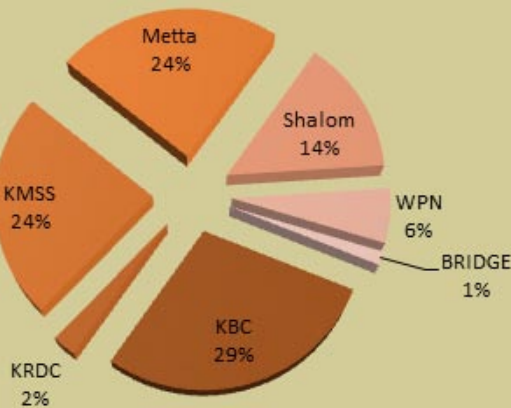
Funds in US\$

Organisation	2013	2014	2015
KBC	4,500,000	6,000,000	6,000,000
KRDC	200,000	300,000	500,000
Karuna	3,500,000	5,000,000	5,000,000
Metta	4,000,000	5,000,000	5,000,000
Shalom	1,500,000	3,000,000	3,000,000
Wunpawng Ninghtoi	700,000	1,000,000	1,200,000
Bridge	70,000	200,000	300,000
Totals	14,470,000	20,500,000	21,000,000

Projected Budget for 2013



Projected Budget for 2015



## **10. Geographical outreach**

Currently there are 139 IDP camps plus hosting communities where the LNGOs are operating in both GCA and KCA. This gives a very distinctive profile to this humanitarian response, as IDPs are much dispersed. This allows them to remain close to their land and houses and will facilitate an eventual return. At the same time this dispersal makes the response very costly. Therefore efficiency in use of resources is a must and a commitment of the undersigning organisations.

The strategy will develop a detailed matrix of the presence of LNGO in camps and regularly update it to ensure there is not overlap but rather complementarity of programmes and activities.

A full map showing the presence of Camps and hosting communities and presence of all LNGO will be developed on the basis of the existing available maps elaborated by the different LNGOs.

## **11. Mission statement and Strategic objectives**

### **Mission:**

The Kachin-Northern Shan Humanitarian response strategy will ensure the fulfilment of the rights, needs and dignity as well as protection of internally displaced people in Kachin and Northern Shan States, through maximization of an effective and efficient humanitarian response and quality coordination, with a strong commitment to international humanitarian principles.

### **Strategic objectives:**

1. To provide humanitarian assistance by national organisations in a professional, cost-effective and efficient manner based on real needs on the ground, while reducing assistance gaps as much as possible.
2. To ensure that the humanitarian assistance is provided effectively and in a timely manner, in line with the Sphere Standards through establishing stronger coordination among humanitarian actors, and building the capacity of staff, volunteers and camp management committees.
3. To promote and create conditions for a dignified and secure return of IDPs whenever possible and to identify IDPs who would like to return or resettle and help with their basic needs and conditions through networking with government organisations, donors and other humanitarian actors from inside and outside the country.
4. To uplift the role of committed and reliable humanitarian local actors in the humanitarian response by building a common platform for advocacy to different stakeholders.
5. To improve capacity/skills of national humanitarian workers and ensuring and protecting the security of humanitarian workers attached to this strategy, based on local context, local wisdom and resources.

## 12. Priority sectors and key project activities

Based on the estimated needs, the strategic objectives and resources projected as described above, these are the key priorities that will be addressed by this strategy.

Sector	Priority	Key Programmes' activities
WASH	High	Water supply, hygiene promotion, hygiene kits, semi permanent
NFI	Low	family kits, proper clothing
Education and training	High	temporary learning space, teachers, subsidy for teachers, teaching learning material, teachers training (ECCD & CCA)
Food-nutrition	High	cash grant, rice, cooking oil, salt, pulse, blended food for children under two years and elders
Shelter	Medium	Renovation and maintenance, construction of shelters ( with international standard)
Health	Medium	Family healthcare, medicine support for common illness, health education, trauma healing, referral mechanisms
Livelihood	Medium	skills training for income generation, small grant for income generation
Protection	High	Child protection child friendly space, CFS kits, parental education training (home based), CFS volunteers, protection, support for separated, unaccompanied and vulnerable children, women protection, trafficking.

Budgets and numbers of IDPs targeted are calculated on the basis of 100,000 IDP's and 150,000 IDPs. Please see figures below.



Child protection is an undermet need in IDP camps



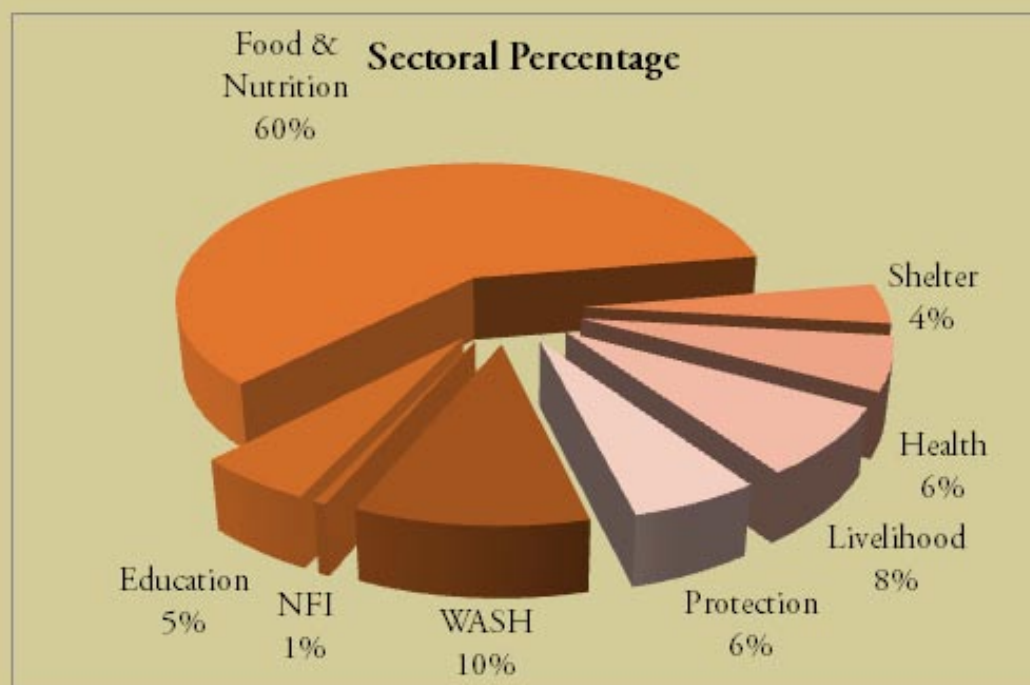
### 13. Targeted IDPs and aggregated Budgets

#### Scenario of 100,000 IDPs

Sector	People targeted	Unit	Unitary cost	Cost per year (USD)	Total USD (3 years)	%
WASH	43,000		4000/3500ks per month/ person	2,428,235	7,284,706	10.3%
Health	100,000		5000ks for 30,000 HH/per month	1,411,765	4,235,294	6.0%
Food	70,000	per person	16	13,440,000	40,320,000	57.0%
Nutrition	20,000	per person	3	720,000	2,160,000	3.1%
Livelihood(Cash grant)	10,660	HH/5	400		4,264,000	6.0%
Livelihood Training	800	per frequency	600		480,000	0.7%
Livelihood Monitoring and Evaluation	300	per frequency	2,000		600,000	0.8%
NFI	33,000	HH/5	60	396,000	396,000	0.6%
Education	33,000		35.15	1,160,047	3,712,151	5.3%
Protection	100,000		12.06	1,206,275	4,050,067	5.7%
Shelter	30,000		47.06	1,411,765	3,176,471	4.5%
<b>Total</b>				<b>22,174,086</b>	<b>70,678,687</b>	<b>100.0%</b>

Sector	2013	2014	2015	Total 3 year
WASH	2,428,235	2,428,235	2,428,235	7,284,706
Health	1,411,765	1,411,765	1,411,765	4,235,294
Food	13,440,000	13,440,000	13,440,000	40,320,000
Nutrition	720,000	720,000	720,000	2,160,000
Livelihood(Cash grant)	1,600,000	2,664,000	-	4,264,000
Livelihood Training	180,000	300,000	-	480,000
Livelihood Monitoring and Evaluation	-	300,000	300,000	600,000
NFI	-	396,000	-	396,000
Education	1,160,047	1,334,054	1,218,049	3,712,151
Protection	1,206,275	1,387,216	1,456,576	4,050,067
Shelter	1,411,765	882,353	882,353	3,176,471
<b>Grand Total</b>	<b>23,558,086</b>	<b>25,263,623</b>	<b>21,856,979</b>	<b>70,678,687</b>
<b>Projected</b>	<b>19,970,000</b>	<b>28,300,000</b>	<b>31,080,000</b>	<b>79,350,000</b>
<b>Gap</b>	<b>3,588,086</b>	<b>(3,036,377)</b>	<b>(9,223,021)</b>	<b>(8,671,313)</b>

Sector	Total (3 years)	Percentage	Estimated %
WASH	7,284,706	10.3%	9
NFI	396,000	0.6%	1
Education	3,712,151	5.3%	7
Food & Nutrition	42,480,000	60.1%	54
Shelter	3,176,471	4.5%	9
Health	4,235,294	6.0%	5
Livelihood	5,344,000	7.6%	10
Protection	4,050,067	5.7%	5
<b>Total</b>	<b>70,678,687</b>	<b>100.0%</b>	<b>100</b>



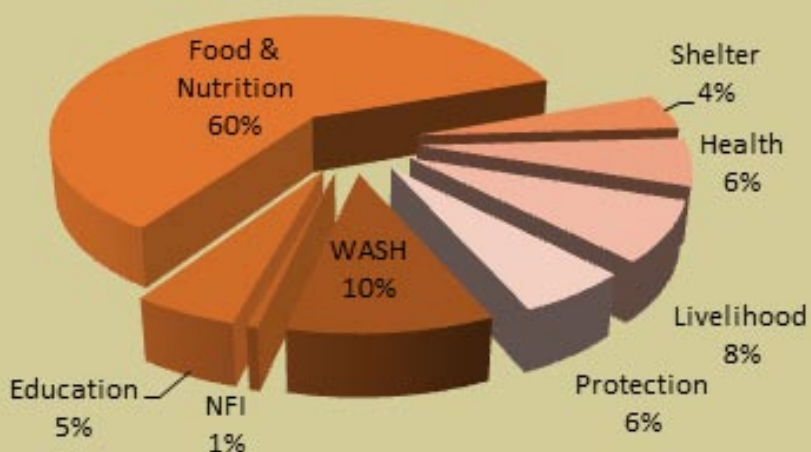
## Worst scenario of 150,000 IDPs

Sector	People targeted	Unit	Unitary cost	Cost per year (USD)	Total (3 years) (USD)	%
WASH	70,000		4000/3500ks per month/person	3,952,941	10,870,587	10.6%
Health	150,000		5000ks for 30,000 HH/per month	2,117,647	6,352,941	6.2%
Food	100000	per person	16	19,200,000	57,600,000	56.2%
Nutrition	30000	per person	3	1,080,000	3,240,000	3.2%
Livelihood(Cash grant)	16000	HH/5	400		6,400,000	6.2%
Livelihood Training	800	per frequency	600		480,000	0.5%
Livelihood Monitoring and Evaluation	500	per frequency	2000		1,000,000	1.0%
NFI	50000	HH/5	60	600,000	600,000	0.6%
Education	50,000		35.15	1,757,647	5,624,471	5.5%
Protection	150,000		12.06	1,809,412	6,075,100	5.9%
Shelter	40,000		47.06	1,882,353	4,235,294	4.1%
<b>Total</b>				<b>32,400,000</b>	<b>102,478,393</b>	

Sector	2013	2014	2015	Total 3 Years
WASH	3,952,941	3,458,823	3,458,823	10,870,587
Health	2,117,647	2,117,647	2,117,647	6,352,941
Food	19,200,000	19,200,000	19,200,000	57,600,000
Nutrition	1,080,000	1,080,000	1,080,000	3,240,000
Livelihood(Cash grant)	2,400,000	4,000,000	-	6,400,000
Livelihood Training	180,000	300,000	-	480,000
Livelihood Monitoring and Evaluation	-	500,000	500,000	1,000,000
NFI	-	600,000		600,000
Education	1,757,647	2,021,294	1,845,529	5,624,471
Protection	1,809,412	2,080,824	2,184,865	6,075,100
Shelter	1,882,353	1,176,471	1,176,471	4,235,294
<b>Grand Total</b>	<b>34,380,000</b>	<b>36,535,058</b>	<b>31,563,335</b>	<b>102,478,393</b>
<b>Projected</b>	<b>19,970,000</b>	<b>28,300,000</b>	<b>31,080,000</b>	<b>79,350,000</b>
<b>Gap</b>	<b>14,410,000</b>	<b>8,235,058</b>	<b>483,335</b>	<b>23,128,393</b>

Sector	Total (3 years)	Percentage	Estimated %
WASH	10,870,587	10.6%	9
NFI	600,000	0.6%	1
Education	5,624,471	5.5%	7
Food & Nutrition	60,840,000	59.4%	54
Shelter	4,235,294	4.1%	9
Health	6,352,941	6.2%	5
Livelihood	7,880,000	7.7%	10
Protection	6,075,100	5.9%	5
<b>Total</b>	<b>102,478,393</b>	<b>100.0%</b>	<b>100</b>

### Sectoral percentage





## 14. Funding and fundraising strategy

The Funding and Fundraising strategy will be guided by the following principles:

1. Information sharing among the partners regarding donors, funds available and funding situation
2. Informing strategy partners, in advance of applications or offers to/from donors.
3. Management of funds is the sole responsibility of the organisation holding the contract with the donor. The strategy will guide the work and will facilitate coordination but will not interfere in financial management.
4. No fundraising for response activities outside this strategy unless it is agreed by the strategy group.
5. Collective advocacy for funding directly to the local partners/actors.
6. Define and separate long term partners and short term partners.
7. Stand for a similar administration cost principle and in no case not less than 2% and above 10%.
8. As guidance, keep operational costs around 80% and supporting cost around 20%.
9. Advocate for a funding policy of 80% advanced, and 20% after assessment on successful completion.
10. Having a collective strategy of relationship with donors (e.g.: events, etc.)

## 15. Stake-holders and Humanitarian actors; networking strategy

There are many Stakeholders and humanitarian actors involved in the Kachin-Northern Shan humanitarian response: IDPs, National NGOs, CBOs, INGOs, UN Agencies, Government and KIO organisations. This is the relational strategy to work with them.

Key Stake holders	Key areas of interest	Content agenda of relationship	Relational strategy
IDPs (Camps + host families)	To have all assistance based on needs and rights with justice, fairness and dignity.	-Needs assessment. -Data collection	- Inform to IDPs before implementing. - Monitoring & evaluation - Follow up.
UN Agencies (UNHCR, WFP, UNICEF, UNDP)	- Fund raising, Partnership, - Legal assistance, - Keep to International standards - Cooperate with LNGOs,	-Partnership with UN Agencies, - Fund raising by local groups, - Follow international standards.	- Organize partner meetings, - Advocacy with donors, - Increase knowledge and skills for all local staffs.
INGOs (Trocaire, Oxfam, Save the Children, MDM, DRC, Acted Myanmar, World Vision, World Concern, Solidarity, Care Myanmar)	- Providing Funds for IDPs - Capacity building for local staff, - Concern with Legal registration, - Partnership	- Partnership with INGOs, - Direct funding to local groups - Capacity building of staff	- Needs assessment - Planning and develop proposal - Fund raising
LNGOs (Metta, KMSS, KBC, Shalom, KRDC, RANIR, WPN, BRIDGE, KWAT, IRRIC)	- Provide effective and efficient assistance - Avoidance of gaps - Coordination, - Fund Raising, - Using local resources, local context	- Direct implementation, management, Coordination with camp committees and other actors. - Planning of a joint strategy for IDP response program.	- Organize regular coordination meetings. - Gathering and sharing information, - Monitoring & Evaluation, Reporting - Filling the gaps

Key Stake holders	Key areas of interest	Content agenda of relationship	Relational strategy
UNOCHA	<ul style="list-style-type: none"> <li>- Coordination,</li> <li>- Fundraising,</li> <li>- Convoy,</li> <li>- Advocacy,</li> <li>- Leading UN Agencies,</li> </ul>	<ul style="list-style-type: none"> <li>- Advocate for direct funding to local groups,</li> <li>- Gathering and sharing information regularly</li> </ul>	<ul style="list-style-type: none"> <li>- Organising regular coordination meetings by Local groups,</li> <li>- Fund raising Workshop with donors &amp; NGOs,</li> <li>- Advocate to Government &amp; International Donors.</li> <li>- Providing and sharing information to UNOCHA.</li> </ul>
Government	<ul style="list-style-type: none"> <li>- Security, Politics, Legal assistance</li> </ul>	<ul style="list-style-type: none"> <li>- Regular reporting.</li> </ul>	<ul style="list-style-type: none"> <li>- Regular advocacy to local authority by Camp Management Committee</li> </ul>
KIO	<ul style="list-style-type: none"> <li>- Politics, conflict, security concerns</li> </ul>	<ul style="list-style-type: none"> <li>- Inform regularly.</li> <li>- Meet with local authorities.</li> </ul>	<ul style="list-style-type: none"> <li>- Assign most local staff</li> <li>- Regular advocacy to local authority by Camp Management Committee</li> </ul>
Camp committees	<ul style="list-style-type: none"> <li>- Management, protection, transparency</li> </ul>	<ul style="list-style-type: none"> <li>- Coordinate and facilitate with Camp committee</li> </ul>	<ul style="list-style-type: none"> <li>- Inform before implementing,</li> <li>- Organize regular camp management meetings</li> </ul>
Religious groups	<ul style="list-style-type: none"> <li>- Members,</li> <li>- Participation,</li> <li>- Accountability</li> </ul>	<ul style="list-style-type: none"> <li>- Inclusiveness</li> </ul>	<ul style="list-style-type: none"> <li>- work with local religious groups,</li> <li>- giving assistance through local religious groups</li> </ul>



Family dinner at Wai Chyai Camp, Laiza



16. Advocacy Work

Key thematic areas of advocacy	Key messages	Key targets
Protection and security	Legal, human rights, voice of IDPs, dignity, Buffer zone, women and child ren, EVI, Voluntary, safe and dignified return and resettlement	UN agency especially UNOCHA, INGOs, government, members of parliament, IRRC, local NGOs
Respect of international humanitarian law	Respect of impartiality, humanitarian aid access to KIO control area	UN agency especially UNOCHA, INGOs, government, IRRC, local NGOs
Humanitarian assistance	Provide adequate, sufficient and appropriate humanitarian assistance	UN agency, donors, INGOs, international community including embassies
Medium term planning of relief assistance	Not only for 3 to 6 months, there are needs to consider beyond emergency period.	Donors, government, INGOs, MPs
Coordination	not only local information collection , but also meaningful and quality coordination, listening to voices of local implementers	UN agencies especially UNOCHA, INGOs, government, IRRC, local NGOs
Funding	direct support to local actor s, more support to KIO control area since there are more IDPs, admin cost, fund raising	UN agency, donors, INGOs, international community including embassies



Livelihood support has enabled IDPs to pursue small scale income generation activities like vegetable selling at Bahmo RC camp

### **Advocacy sign-off processes and risk assessment**

Risk assessment needs to be carried out with regard for advocacy key messages and with identification of levels of sensitivity (High, medium or low).

- For high level risk, sign-off process must involve the agreement of all partner organisations and requires each organisation's head to sign.
- Medium level, 2-3 organisations can do together.
- Low level, any organisation can take a lead.

### **Interaction with communications strategy (advocacy agenda)**

Advocacy strategy will link with communication strategy by:

- Joint statements and press releases
- Joint donors' meetings and fund raising
- Locally led regular coordination meetings
- Joint reporting
- Identifying spokespersons

### **Responsibilities and leading roles**

With the agreement of all organisations, there will be a lead agency for each advocacy message.



Emergency primary healthcare for IDP at Je Yang camp



## 17. Communication strategy

Communication strategy will be organized under the following parameters:

Key Messages	Audiences	Channels/Tools	Spokesperson
Rights to citizenship especially for IDPs in KCA for certain purposes (e.g. health, travels etc.)	- Government - Media - General Public	- Media - Rights-based groups - Reports	IDPs and humanitarian actors who are providing legal aid
Security and protection of IDPs with regard to detention, arrest, SGBV, fear of being attacked etc.	- Conflicting parties - Protection agencies	- Meeting with Legal Aid Groups, Media - Reports	IDPs and humanitarian actors who are providing legal aid
Assistance to be received by IDPs regardless of geographical differences (GCA/KCA), religion, race etc..	NNGOs, Implementers Faith-based organisations, Conflicting parties, Donors, General Public	Media Conferences/ Meetings Advocacy	Field level workers through national level staff
Humanitarian access to be granted legally and without groundless reasons	Conflicting Parties General Public	- Media - Arranged Meetings with key stakeholders (Government, Parliaments) - Advocacy	Director and assistant director level
Direct funding access by national NGOs	Donors	- Media - Organized meetings & conferences	Programme level staff from different organisations
Recognition and capacity building of national/local organisations	Donors	Coordination Advocacy	Programme level staff from different organisations
Dignified and safe return of IDPs whenever conditions allow.	Government	Arranged meetings with key stakeholders (government, Parliament) Advocacy & Reports	IDPs together with joint and coordinated body of humanitarian actors
Assistance to be delivered with accountability, efficiency, transparency and impartiality	Humanitarian actors/organisations (INGOs, UN Agencies), Donors, governments	Media, Coordination and advocacy, Reports	National organisations

**Agenda:** Response teams will meet and prepare a calendar to develop the communications agenda. Follow and observe key events that can be used for communication.

## 18. Management model, coordination and roles

This strategy is governed by a Steering Committee composed of one appointed member of each of the undersigning organisations. The Steering committee will guide the strategy, ensure fulfilment of its principles and key guidelines, resolve conflicts and make major decisions related to the implementation of the strategy. The Steering committee reports to the Executive Directors of the partner organisations who have the last word on any issue that cannot be sorted out or agreed by the Steering Committee. Members of the Steering committee are appointed and removed by their respective Executive Directors.

In addition to this, one organisation will assume the role of Secretariat to monitor, ensure implementation, facilitate coordination, and document aspects related with the implementation of the strategy.

Specific leading roles will be assigned to each member organisation, by the Steering committee:

- KMSS: Information and data sharing
- KBC: Information and data sharing, protection monitoring
- Metta: Information, data sharing and compilation. Advocacy and coordination
- Shalom: Coordination, Advocacy and Protection monitoring
- WPN: Information and data sharing
- KRDC: Information and data sharing
- BRIDGE: Information and data sharing

In order to keep the strategic thinking alive among all the participant institutions, the following actions will be followed:

- Orientation on joint strategy to each respective organisation (internalisation process) in order to integrate with existing organisation strategy. Buy in.
- Regular review and reflection (own organisation and jointly), six-monthly review, reflection and revision.

The Strategy document will be kept updated and alive by:

- A working group and the Secretariat organisation, which will be responsible for updating the strategy.
- Providing regular feedback and updated issues from all members to the working group and Secretariat organisation. This will be done based on the review and reflection of an individual organisation or jointly.

Ownership of the Strategy will be ensured by the following actions:

- The joint strategy is to be approved by individual organisation's board or governance body.
- Based on area location, member organisations will organise meetings as well as cross visits in order to share each others' experiences.
- There will be a permanent dynamic of recharging and refreshing the joint strategy with member organisations' senior staff

## **Problem and Disputes' Solving**

Any disagreement on the strategy will be solved by constructive and assertive dialogue among conflicting organisations based on the guiding principles jointly set among the strategy. If this does not work the Secretariat will mediate, if this does not solve the issue the Steering committee will intervene, and if this is not enough the affected Executive Directors will intervene. Timely solving will be a key role in order to not affect the efficiency of the humanitarian response.

## **Coordination costs**

Each organisation will reserve or have a portion of budget to cover costs related to the coordination of the Strategy. The Secretariat organisation will explore the possibility of raising funds for the coordination of the Strategy, after approval by the Steering committee. The Secretariat organisation will be responsible for the management and accountability of any fund received for the purpose of coordinating the strategy.

The Steering committee will eventually consider the possibility of cost-sharing among the strategic partners in case there are significant imbalances of coordination contributions among the participants.

## **19. Monitoring, Reporting and Evaluation mechanisms**

### **Strategy monitoring**

There will be a monitoring team composed of three persons from different organisations, requiring 6-monthly monitoring trips and review sessions. Monitoring trips will be done and review session will be done every six months.

### **Reporting**

The Steering Committee will produce a report every six months. Reports will be used proactively to feed the communication and advocacy agenda as well as the networking policy and the fundraising strategy. Reports will also be shared with those organisations that require reliable information or data about the Kachin response.

### **Strategy evaluation**

The strategy will have annual evaluations including a joint workshop for strategy evaluation and updating. Results of evaluations will be shared among Stakeholders.

## 20. Chronogram

### Key dates and actions

Activity	APR-JUN 2013	JUL-DEC 2013	JAN-JUN 2014	JUL-DEC 2014	JAN-JUN 2015	JUL-DEC 2015
Organisational buy- in	March- May					
Selection of Secretariat Organisation	March					
Formation of steering Committee	May					
Launching	June (last week)					
Coordination -Area based coordination (monthly) -Steering Committee (2-3 monthly) (to be defined by steering committee)						
Regular Review and Update		Sep	March	Sep	March	Sep
Joint Advocacy (to be defined)						
Joint Capacity building (to be defined)						
Joint cross sharing and learning		Aug		Aug		Aug
Refresher in organisation			April		April	
Fund raising	June	Sep		Sep		
Monitoring		July	Jan	July	Jan	July
Evaluation			March		March	
Reporting		Oct	April	Oct	April	Oct



## 21. Organisational Development (Expertise development plan)

Areas requiring organisational development are listed below.

Different ways to develop these capacities will be investigated by each organisation, or jointly if appropriate

Area of Organisational Development	Activity	Recipient NGOs
Protection	Protection training (child protection, psycho social support, EVI)	KRDC, WPN(need refresher) KMSS(Myitkyina, Bhamo), Metta (Bhamo), Shalom
Human Resources	Human Resource Development	KRDC, WPN, KMSS (Lashio, Myitkyina), Shalom
Global Humanitarian Capacity	Humanitarian Workshop (Sphere, International Humanitarian Law, Geneva Conventions	KRDC, BRIDGE, WPN, KMSS (Lashio, Myitkyina, Shalom
Psycho-social/ trauma	Psycho-social Support/Trauma Healing	All
Camp Management	Training	All
Livelihoods	Livelihood trainings	KRDC, BRIDGE (need refresher) WPN, KMSS (Lashio, Myitkyina, Bhamo), Shalom
Finance	Financial Management training	KRDC, BRIDGE, WPN, KMSS (Lashio, Myitkyina, Bhamo), Shalom
Proposals, Reporting	Proposal and report writing training	All
M & E	M & E training	All
WASH	Hygiene promotion training	KRDC, BRIDGE, WPN, KMSS (Lashio, Myitkyina, Bhamo), Metta (Bhamo) KBC Shalom,
Cash Grant	Training	BRIDGE, WPN, Shalom
Logistics	Training	BRIDGE, KRDC, WPN, KMSS (Myitkyina), Metta, Shalom
Advocacy	Training	KRDC, BRIDGE, WPN, KMSS (Lashio, Myitkyina, Bhamo), Shalom
Exposure trip	Internal External	KRDC, WPN, BRIDGE, Metta, KMSS(Myitkyina, Bhamo, Lashio), Shalom



**For further information on the issues raised in this paper please e-mail:**

KRDC	Htu Raw - <a href="mailto:buga2007@gmail.com">buga2007@gmail.com</a>
WPN	Mary Tawm - <a href="mailto:marytawm@gmail.com">marytawm@gmail.com</a>
KBC	Seng Li - <a href="mailto:hpakawn.sengli@gmail.com">hpakawn.sengli@gmail.com</a>
Shalom	Gun Mai - <a href="mailto:sgunmai.shalom@gmail.com">sgunmai.shalom@gmail.com</a>
KMSS	Rose Mary - <a href="mailto:crazy13rm@gmail.com">crazy13rm@gmail.com</a>
Metta	Gum Sha Awng - <a href="mailto:gum.sha.awng@metta-myanmar.org">gum.sha.awng@metta-myanmar.org</a>
BRIDGE	Hkaw Lwi - <a href="mailto:bridge71110@hotmail.com">bridge71110@hotmail.com</a>

