Karuna Mission Social Solidarity(KMSS) Myanmar

Humanitarian Policy
(Protocols and Tools)

"Protecting Human Dignity"

Developed and written on 24th-28th October and 29th, 30th November and 1st December 2016
Yangon -Madalay

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1. Introduction

KMSS Humanitarian Policy is the guiding policy for all the Humanitarian action done by KMSS in all its phases, modalities and parts of Myanmar or abroad.
It is a mandatory document for all KMSS staff members and bodies, at National and Dioceses level.
The purpose of this Policy is to provide a clear, concise and useful Guiding Policy that incorporates all the required protocols in a friendly use manner, so that KMSS could do its Humanitarian work in an impactful and efficient manner.

KMSS humanitarian policy gives a foundation for KMSS's humanitarian work, and its contribution to peace, reconciliation and economic justice.

This policy has been developedtaking into account KMSS most relevant documents such as KMSS Strategic Plan, KMSS Kachin Humanitarian Response Strategy, Caritas Internationalis guiding documents: Strategy and Emergency Manual Tool kit, etc.
The following Caritas Internationalis Strategic Orientations for 2015-2019 are illuminating this policy:

- ❖ ***Save lives, rebuild communities****: Reduce the impact of humanitarian crises by enhancing disaster preparedness and response.*

- ❖ ***Make the Caritas confederation more effective****: Build a stronger confederation based on professional and effective members guided by "formation of the heart", and mobilise more resources*

This Policy has taken into account the Humanitarian Capacity Assessment done across 10 Dioceses and the National Office in October 2016.

2. Vision

KMSS vision[1] as per its Statutes is:

Our people transformed into mature, self-reliant, holistically developed local communities in solidarity with the church.

KMSS understands this vision as follows:

Our people are the local communities within Myanmar: targeting the minorities, the most vulnerable and those marginalized without any kind of discrimination (gender, race, faith, colour, geographical origin, etc. …)

Maturity means that our people are Responsible, Growing, Capable, Resilient, Reliable and Exemplary.Self-reliantmeans to be able to be independent, self-confident, self-determinant.holistically developed is equal to Human Development,that is rights and dignity, physically, spiritually (moral and ethical behaviour), socially, politically, culturally, intellectually, emotionally, economically and materially developed. **It means reducing vulnerabilities and strengthening resilience in harmony with the nature.**

Solidarity with the Churchis being one with the Church, under the guidance of the Catholic Social Teaching (CST), it means inclusiveness and being in solidarity with all people of goodwill.

3. Mission

KMSS mission as per its Statutes is:

To serve the poor and the needy by motivating and empowering them towards quality and dignity of life based on the social teachings of the church.

KMSS understands its mission as follows:

To serve means[2] to provide, fulfil, deliver, support, defend, protect, care and help, with empathy and with internal happiness, to those who are suffering.

This involves a wide range of activities depending on the needs and context; such as: providing shelter, awareness raising, WASH programs, counselling, behaviour change activities, etc.

The Poor and needy are the most excluded, marginalized and vulnerable groups of our society. Such as people suffering for lack of health (physical, mental, psychosocial deficiency, etc.), Internally Displaced People, prisoners, disasters' victims, migrants, victims of human trafficking, drug users, street children, landless farmers, etc.

Motivating and Empowering(them), that is enabling people to make their own decisions regarding their lives. KMSS strategies will be influenced by the decisions made by the people themselves.

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[1]The vision and the mission are set in the Statutes of KMSS therefore this document as it does the Strategic Plan do not modify the central definition but makes a Reading of its meaning.

[2]*Matthew 25:35-36 " For I was hungry and you gave me food, I was thirsty and you gave me drink, I was a stranger and you welcomed me, I was naked and you clothed me, I was sick and you visited me, I was in prison and you came to me."*

<u>Quality and Dignity of life</u>: People have the right to be respected, live with full dignity in all dimensions of life.

<u>Catholic Social Teaching (CST),</u> refers to Human dignity, Rights and responsibility, Economic justice, Stewardship of God's creation, promotion of Peace, Environmental Justice, Participation, Common good, Subsidiarity, and preferential option for the poor.

4. Humanitarian Ethics: Values and guiding principles

KMSS Humanitarian policy ethos is based on fundamental Christian <u>values of love and charity</u>, which is the key character (ethos) of KMSS.

KMSS Humanitarian ethics uses a combination of deontological and consequential approach that is KMSS has strong adherence to its principles and values (deontological), and will be responsible for all the consequences of its acts, (consequentialist), meaning KMSS will avoid doing harm/damage as a consequence of its actions.

KMSS Humanitarian policy is based on Catholic Social Teaching (CST)[3]. It is also based on the international Humanitarian Code of Conduct, which complements our Christian ethics.

Values
KMSS's ethics is based on the following Humanitarian Values:

- **Humanity**: Life saving and human suffering must be addressed in all circumstances; and it is our moral duty to do so. Protecting **human dignity** and human rights; having a preferential option for the poorest, most vulnerable and the excluded; this is the way in which KMSS understands the value of humanity in practice.

- **Impartiality**: KMSS will support all those affected by natural disaster and man-made disaster regardless of race and religion in all circumstances. KMSS will not practice any kind of discrimination based on race, culture, gender, religious belief, class, political opinion, etc. All people are equal in the eyes of God and KMSS is committed to providing assistance based wholly on need, regardless of the ethnicity, religion or beliefs of the recipients. This does not preclude the targeting of assistance to especially vulnerable people, including ethnic and religious minorities, if and to the extent that the nature and level of this assistance is based on differing needs.

- **Independence:** KMSS Humanitarian action is autonomous from any political, economic, military or any other kind of interests.

- In any circumstances where human conflict or injustice provoke human suffering, KMSS will analyse the causes and consequences of this suffering.

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[3]E.g.: Encyclicals: Deus caritas est, Laudato si, etc.

KMSS will use this analysis to make informed decisions on the course of action to be taken and will decide to speak out or not, depending on what will be most beneficial for those affected by this suffering. This is KMSS's position on the principle of neutrality[4].

- **Respect to cultures and customs** of those affected by communities.

- **Self-reliance and Participation** of those affected by the crises in the humanitarian programmes. KMSS will mobilize and motivate community's participation in emergency response. Encouraging the involvement of minority and marginalised groups in the design, implementation and review of our programs. Women participation will be actively promoted.

- **Environmental care**, as stewardship of the God's Creation.

- **Professionalism Accountability and Transparency,** KMSS will respond and work with commitment & honesty. KMSS will exercise sound and transparent stewardship of our time, money and other physical resources.

- **Durable Solutions**: KMMS will seek as far as possible for sustainability of itshumanitarian actions

Guiding Principles

In addition to these values the following Guiding Principles will be taken into account:

1. Avoid the additional stress and harm ("***Do No Harm***"). The prime motivation of our response is to alleviate human suffering amongst those least able to withstand the stress caused by a disaster. Karuna will ensure that our assistance does not cause unnecessary additional stress, harm or conflict among the intended beneficiaries.
2. **Reducing Vulnerabilities**: as well as meeting immediate needs we will strive to reduce future vulnerabilities to disaster by addressing the causes and patterns of this vulnerability.
3. **Non propaganda**: Humanitarian work will not be used as a mean to promote other ideas or beliefs.
4. **Localization** of Assistance: Aid will be provided taken into account local contextual analysis and promoting local capacities over external ones.
5. **Complementarity** and coordination with other humanitarian actors for better impact.
6. **Compliance** with recognized international humanitarian code of conduct and standards.
7. **Subsidiarity and mutual support** among the Dioceses and National Offices is also an important internal guiding principle.

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[4]Therefore, KMSS won't be neutral in all cases

5. KMSS understanding of Humanitarian Action

KMSS, Humanitarian Action is based on its Mission and it is understood as:
1. To provide and deliver <u>assistance to fulfil basic human needs</u>.
2. To support, <u>defend and protect rights</u> of those affected by crises.
3. To provide help and <u>accompany with empathy</u> to those who are suffering (the poor, most vulnerable and marginalized people).
4. To <u>reduce future vulnerabilities</u> by promoting community preparedness and resilience.

KMSS Humanitarian action will consist in implementing actions to fulfil the physical psychological and spiritual basic needs of those affected by the crises; by providing food, shelter, water sanitation and hygiene, livelihoods, education, child protection, Gender Based Violence (GBV) protection programmes, health care and psychosocial support.

KMSS Humanitarian action goes beyond the emergency phase to provide post-disaster[5] accompaniment that looks for durable solutions, this includes safe and dignified return for the displaced people.

6. Humanitarian Mandate

KMSS Humanitarian Mandate is to promote and protect <u>human dignity, human rights</u> and living conditions of the poorest, marginalized and <u>most vulnerable</u> groups particularly women and children in time of crisis; by <u>assisting, protecting, accompanying and empowering</u> them.

7. Humanitarian Approach

KMSS will use a contextualized approach building on the "localization of our humanitarian work", and will use a multiple approach:

Rights Based Approach (RBA): The poor, most vulnerable, the marginalized and the excluded are entitled to their dignity which goes beyond covering basic needs, which should always be satisfied as first priority. This includes an <u>empowering approach</u>: mobilizing and accompanying the needy so that they can stand on their own feet and defend their rights.

Socio-Pastoral Approach: Accompanying, mobilizing and giving spiritual nourishment to the poorest, the most vulnerable, the marginalized and the excluded so that they can overcome depression, release worry, despair, stress and suffering. Pastoral care is done respecting other religions, beliefs or other Christian denominations.

Conflict Sensitivity / Do No Harm Approach: Our Humanitarian support must be impartial, minimize conflict and reduce grievances perception among those receiving

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[5]Natural or conflict related

support; follow minimum standards, and ensuring that our activity must be balanced in supporting to the needy.

Environmental Approach:KMSS in its Humanitarian programmes will ensure a responsible care for the Nature as God's creation, (conserving forest, river, land, life diversity and its ecosystems), conserving environment in accordance with the guidelines of the *Laudato si* Encyclical; Interconnecting positively human life and human activities with the environment surrounding; reducing pollution, doing a better waste disposal management, etc.

Extreme vulnerable Individuals and Marginalized Group Approach and **Gender Approach**, will be implemented across all the sectors of intervention e.g. Food, NFI, shelter, WASH, protection. All humanitarian programmes will be designed to be gender sensitive.

8. Preparedness, Response, Rehabilitation, DRR and Resilience Building

KMSS Humanitarian work encompasses all four phases – Preparedness, Resilience, Emergency Response, Post Disaster Rehabilitation and Disaster Risk Reduction (DRR) and Resilience Building.

KMSS is committed to protect human dignity in all phases and will move its programmes from the response phase to the rehabilitation phase assoon as possible when conditions are favourable. This is particularlyimportant on the cases of Displacement and Refuge where safe and dignified returned should be guaranteed.

KMSS accompaniment approach will be part and will facilitate the rehabilitation phase activities.
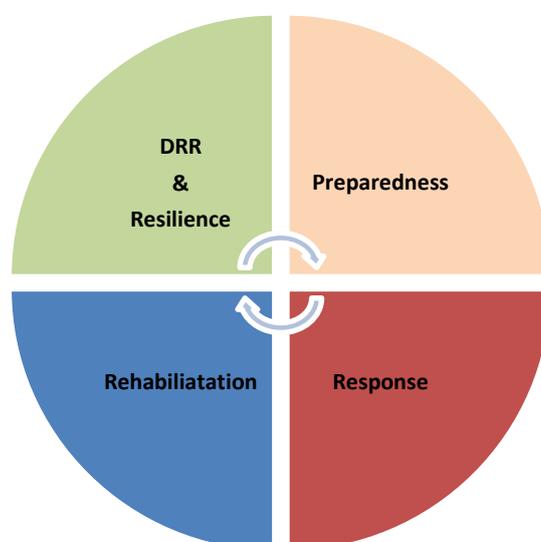
Activities to be undertaken in each phase will depend on the context, it may include as a guidance the following ones:

Phase	Activities
Preparedness	✓ Develop Humanitarian Capacity Development Plan ✓ Establish Diocesan Emergency Coordination Committee for the preparedness under the Church umbrella ✓ Dissemination to other Church related communities ✓ Develop Response Plan, Develop CBOs action plan and capacity building plan for response ✓ Training on CBOs on Awareness of Disaster responding ✓ Learning the Initial Response Assessment (IRA) ✓ Mock Drill Exercises ✓ Linkage and networking with humanitarian organizations ✓ KMSS Contingency Plan & Reserved Funds available ✓ Assessment Format for different disaster are available. ✓ Awareness raising in different areas
Response	✓ Human Resources Mobilization for the respond team ✓ Emergency Response Support Team (ERST) formed ✓ Data Collection with KMSS tools and guidelines ✓ If necessary Evacuation will be done depending on risk assessment ✓ Distribution done according to protocols, led by the ERST ✓ Care and counselling go along with the distribution as accompaniment with the victims ✓ Fund Raising or (Lenten fund) is available in all the KMSS diocesan offices preserved as Emergency Fund ✓ Networking and Coordination included in Emergency plan ✓ Information Exchange comes along in pre and post disaster
DRR &Resilience	✓ Promote DRR projects in all Dioceses as preparedness plan ✓ Provision of Risk Mitigation Response activities to the disaster prone areas. Mangrove Conservation will be carried out in Delta areas to protect and mitigate effects from storms and cyclones on the communities ✓ Share and learn about Early Warning Information Mechanisms and practice them
Post Disaster & Rehabilitation	✓ Prioritization the victims and identify the most vulnerable to receive the aid and assistance ✓ Sectors of intervention will depend on the needs and on the kind of disaster and range of damage ✓ KMSS will carry out Build-Back-Better (BBB) methodology ✓ In the post disaster Emergency Livelihood is essential to provide and will be prioritized for the victims and most vulnerable communities and families ✓ Coping Mechanisms and CSOs capacity building programmes

	✓ Monitoring and Reporting will follow from all activities to ensure accountability to all stakeholders.

9. Targeted populations

In responding to humanitarian crises, KMSS will target <u>populations based on needs</u>alone; giving special attention to the poorest, <u>most vulnerable people</u>, extremely vulnerable individuals (EVI), <u>marginalized people</u>, ethnic and/or religious minorities, stateless people and human rights' violated victims. This may include women and children, elderly people, disable people, traumatised people, and people living with HIV/AIDS.In many instances youth in humanitarian crises situations are vulnerable to exploitation, trafficking, drugs, lack of hope for the future, or violence;KMSS will strive to pay special attention to youth in such cases.

As KMSS evolves in its Humanitarian programmes from the response phase to the recovery phase, population targeting of KMSS humanitarian support will become more specific.

10. Sectorial Humanitarian niche

KMSS is not a single sector specialised Humanitarian Organisation; it operates across different sectors,although it has six main sectors of work.

Main Humanitarian sectors
1. **Food and nutrition** (mainly in the response phase)
2. **Non-food items** (NFI) (mainly in the response phase)
3. **Shelter and Housing**; Shelter in the emergency phase, housing in the rehabilitation phase
4. **WASH**: hygiene promotion, Hygiene kits distribution, water and sanitation facilities construction. (during, after emergency phase)
5. **Protection and psycho-social support** (EVI, GBV, child protection) will be incorporated in all phases of KMSS's humanitarian works
6. **Livelihood and jobs creation**, (in the response phase and with greater emphasis on the rehabilitation phase)

KMSS is committed to develop professional competencies and capacities in all these sectors. Considering KMSS limited capacities and resources, in some sectors, KMSS will coordinate with other actors and seek their support to fill this gap while capacities are developed.

Facilitative complementarysectors
The following sectors are the complementary areas of KMSS humanitarian intervention:

7. **Education:** ECCD, kits, school construction.(Mainly in the response phase and as required in the rehabilitation phase)
8. **Health**(Mainly in the response phase and as required in the rehabilitation phase)

In these sectors KMSS will facilitate and cooperate with other specialised humanitarian actors.

The different intensity of each sector as per the different humanitarian phases could be represented as follows:

Sector	Emergency Response	Rehabilitation
MAIN SECTORS		
Food&Nutrition		
Non FoodItems		
Shelter&Housing	Shelter	Housing
WASH		
Protection		
Livelihoods		
FACILITATIVE		
Education		
Health		
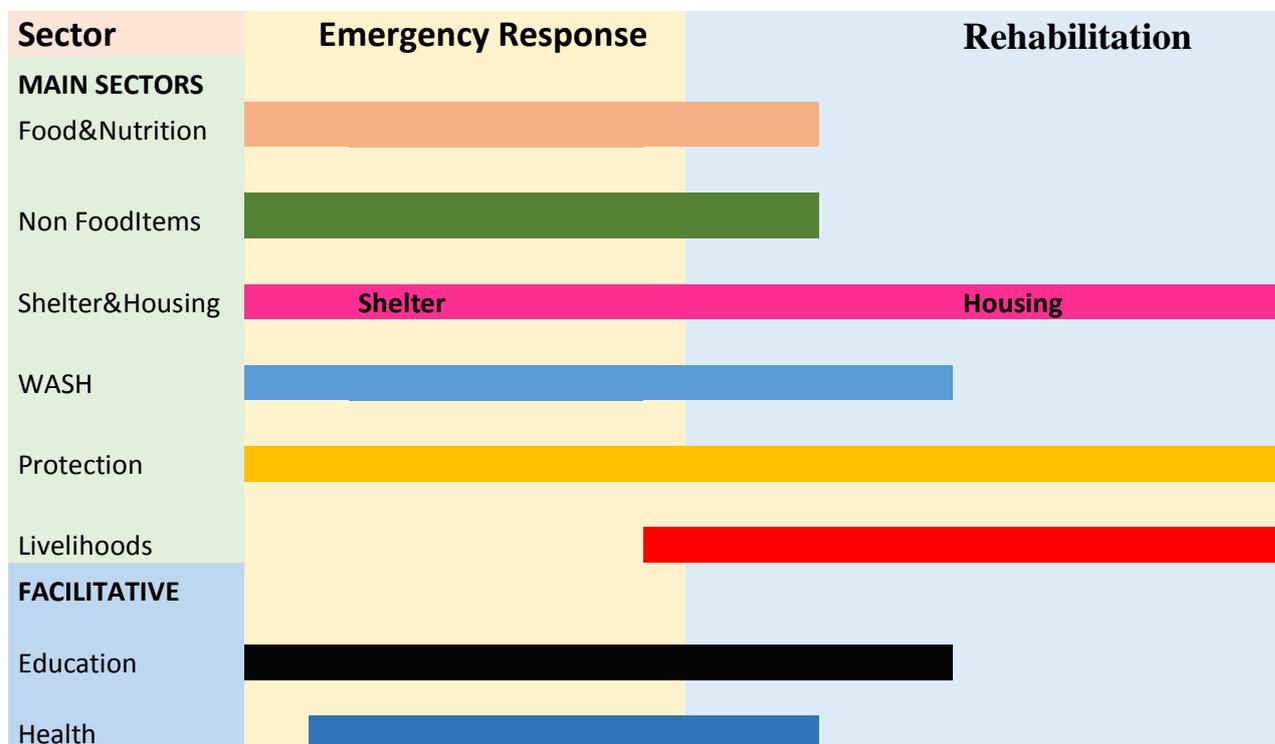
11. Geographical priorities

KMSS has the following geographical humanitarian priorities:

National level:
KMSS network through its 16 well-structured Dioceses have access to all parts of Myanmar, and KMSS will operate its humanitarian action in all the 15 states/regions of Myanmar, as different parts of Myanmar have varying vulnerability and crises. All areas affected by man-made and natural disasters and all disaster-prone areas will be targeted for KMSS humanitarian work. These areas will be identified in specific vulnerability maps that will be elaborated as part of the annual[6] KMSS's Humanitarian Contingency Plan.

International and Regional level

KMSS will assist and cooperate with Caritas organizations in neighbouring countries (Bangladesh, India, Thailand, China and Laos) in responding to the major crisis, particularly on the border areas. Decision to support will be determined based on the severity, magnitude of the crisis and its consequences; as well as on the demand of the partner Caritas and the capacity of KMSS.

KMSS is part of Caritas Asia's South East Asia Humanitarian Resource Mapping Forum, and is committed to sharing resources in this regional forum. Member countries of this forum are: Myanmar,Thailand, Singapore, Philippines, Indonesia, Cambodia, Vietnam, Timor Leste,(Malaysia). This cooperation encompasses mutual humanitarian resource sharing (Human Resources, financial

South East Asia

and technical), learning opportunities, advocacy, volunteers support, etc.

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[6]This period could change depending on needs

12. Categorization of crises and Humanitarian response

KMSS will design the size and type of humanitarian intervention based on the following parameters:

1. Number of affected population (within Myanmar and in some cases in neighbouring countries)
2. Number of States/ regions affected
3. Extent of damage

The most relevant indicator for categorisation of the crisis will be the number of people affected. The categorization for this criterion is:

Category	Number of People Affected
1	More than 100,000
2	50,000 to 100,000
3	Less than 50,000

If the crisis affects more than one region or state, a plus ("+") will be added to the category, similarly if the scale of devastation and damage is extraordinarily high. For example: Floods affecting 60,000 people in two states will be a crisis of Category 2 +.

KMSS's Humanitarian response will be decided and designed according to the following indicators:

1. Category of the crises (Cat 1=High; Cat 2=Medium; Cat 3= Low)
2. Capacity: Staff, Logistics, Technical, …
3. Funding availability
4. Access: Physical, social, presence
5. Added value of KMSS versus other humanitarian actors including community capacity to respond.

These indicators will be assessed as per its relevance and depending on the results decisions will be taken accordingly.

Criteria	LOW	MEDIUM	HIGH
1. Category of the crises (Cat 1=High; Cat 2=Medium; Cat 3= Low)			
2. Capacity : Staff, Logistics, Technical,…			
3. Funding availability			
4. Access: Physical, social, presence			
5. Added value of KMSS versus other humanitarian actors including community capacity to respond			

According withthe category of the crisis and the Intervention decide different actor will be involved. The table below gives an indication of institutional involvement:

Category	Entities Involved
1	➢ UN + CI + NO + DOs + Government/Authorities + Local Church ➢ CI + NO + DOs + Government/Authorities + Local Church

2	-	NO + DO + Local Church + Government/Authorities
3	-	Local Church and DOs + Government /Authorities

13. Professionalism and Standards

Professionalism:KMSS professionalism encompasses the required humanitarian knowledge, competencies, skills, attitudes and behaviours to be able to perform the humanitarian work according to KMSS humanitarian mandate and values.
KMSS will develop competences at two levels:

1. Organizational Competencies
   This includes:
   - Detailed knowledge of KMSS humanitarian mandate and policy
   - Organisational leadership and managerial skills including: clear roles and responsibilities, transparency, accountability, responsiveness, knowledge management and fundraising.
   - Humanitarian approaches and commitment to them
   - Technical expertise
   - Increased size capability

2. Personal competencies
   KMSS Staff should have adequate, skills, knowledge, experience, qualification and commitment. All KMMSS Humanitarian staff should have good in networking skill, have ownership on the humanitarian mandate and be accountable.
   Dissemination of leadership across the staff should be encouraged to take more leadership roles.

Beyond this Contextual Capacities will be taken into account. KMSS should be aware of the existing capacities of Government/Authorities and Public Administration efficiency; as well as the capacity provided by infrastructures, Civil Society Organisation, rule of Law, etc. All this affects the Humanitarian capacity of KMSS and should be taken into account in each specific crisis.

Humanitarian Standards: KMSS is committed to perform its Humanitarian Action with professionalism, according to KMSS's values and code of conduct, and the Catholic Social Teaching (CST); and in compliance with the international humanitarian conventions and Laws, (International Humanitarian Law, Refugee Law, Human Rights Law) as well as respecting and promoting the International Humanitarian code of conduct and the Core Humanitarian Standard (CHS)[7] and the Sphere standards[8].

All this helps to improve the impact and efficiency of its humanitarian work.
In this regard KMSS adopts the recognized international humanitarian language and concepts.

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[7] https://www.corehumanitarianstandard.org/the-standard
[8] http://www.sphereproject.org

14. Coordination and Partnership

KMSS will coordinate and cooperate with national and international actors through effective and principled humanitarian action in partnership and coordination with government.

Coordination and Partnership shall be aimed at strategic level; this will serve to:

        -to respondmore effectively and efficiently

        -to avoid overlapping and to fill gaps

        -to share strategic information

        -to maximise resource and expertise

        -to cooperate in areas of mutual strengths

KMSS will cooperate and coordinate with:

- Organisations that have similar values and operates under a common ground
- CSOs, authorities, Government, and other relevant humanitarian stakeholders
- Township Disaster management committee (TDMC)
- Humanitarian NGO platforms (e.g.: JST)
- Sectorial cluster platforms
- UN agencies and particularly through the Humanitarian Country Team (HCT)

KMSS will engage and contribute in coordination efforts in a strategic, committed and professional way. This means:

- Contributing to build meaningful agenda for the coordination meetings
- Active information sharing
- Supporting in having effective decision making mechanism
- Following up decisions and agreements made

KMSS will invest in building its capacities in various aspects to be an effective humanitarian actor, at coordination, advocacy and influencing levels.

KMSS Preferential partnership is with Caritas Internationalis members:

- Caritas supporters and donors; e.g.: CAFOD, Secour Catholique, CRS…….
- Caritas Asia's SE Asia emergency forum
- Regional Caritas partners in neighbouring countries
- Caritas Internationalis in Rome

15. Knowledge management, Monitoring, Evaluation and Learning

Knowledge management is a key component of Humanitarian work, KMSS pay attention to do proper analysis and strategizing all its humanitarian work, particularly when responding to complex crises, or multiyear responses or when budget allocation

for the response is significant. This analysis and strategies are based on KMSS accumulated knowledge.

Knowledge management systems:

KMSS counts on knowledge management systems to improve its institutional knowledge on humanitarian response and assistance; this will include

- ✓ Institutionalizing electronic documentation, filing and retrieval processes
- ✓ Mutual inter-Diocesan + NO support for improving information storing and sharing system (e.g.Drobox, cloud….)
- ✓ Adopting mobile based apps for recording, documenting and managing humanitarian actions
- ✓ Tapping into Caritas Internationalis's Baobab online[9] resources for tools, info etc.

Learning is done by:

- ✓ Linking Knowledge management with to Human Resource Management (e.g. Handover process, exit process etc.)
- ✓ Conduct humanitarian skilled staff capacity mappingacross KMSS
- ✓ In order to improve the capacity of staff capacity building trainings, learning by doing among the Dioceses, coaching, transfer knowledge by senior and experienced staff and exposure learning inside as well as outside of the country, will be conducted.

Monitoring and Evaluation:

The main goal of the humanitarian Monitoring and Evaluation systems are oriented to check if KMSS achieves its humanitarian mandate. In order to do so all KMSS Manager Level and Senior Level Staffs are knowledgeableon M&E System and Tools and using its specific tools standardized formats and guidelines.

Sharing information across Dioceses and with partners and stakeholders must be a regular practice for M&E

M&E framework will assess the following aspects[10] of humanitarian work:

1. **Impact** in terms achievement of humanitarian mandate and objectives
2. **Relevance** of the Humanitarian assistance provided
3. **Effectiveness** of the Humanitarian intervention
4. **Efficiency**
5. **Sustainability**, particularly for the Rehabilitation phase
6. **Accountability** to the recipient communities or individuals

    Additionally, the following internal aspects will be measured

7. **Ownership**and fulfilment of the Humanitarian Policy guidelines by KMSS staff

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[9]http://www.caritas.org/services/CaritasBaobabEntryPage.html
[10]Some parameters are based on the DAC Principles for Evaluation of Development Assistance

8. **Professional improvement** during the course of the Humanitarian intervention

9. **Synergies** achieved (Articulation among KMSS)
10. **Partnership** buildingcapacity
11. **Recognition** and reputation of KMSS- Strategic positioning

Quantitative and qualitative information will be included in the monitoring and evaluation mechanism.

ALNAP[11] guidelines on Humanitarian Evaluation will be used as appropriate.

16. Human Resources

Adequacy and competency of human resources is the most crucial asset in minimizing the impacts of crisis and optimizing safety, security and dignity of the disaster-affected people. Thus, KMSS will ensure securing competent personnel (staff and volunteers), developing the capacity, and retaining and motivating them in order to effectively and efficiently operate humanitarian actions. Emergency Response and Support Team (ERST) are crucial to KMSS humanitarian policy and would require adequate support for capacity and skill building.

KMSS Humanitarian staff should always be competent, committed and resourceful people to carry out the humanitarian work.
Humanitarian response team (including volunteers) is organized and in place in each diocese (if possible at parish level).
Humanitarian staff competencies[12] are developed as indicating in the professionalization chapter of this document.

Maintenance of personnel: KMSS take care of retaining and motivating its humanitarian staff through employment contract, payment and fringe benefits, health insurance, learning opportunity, other incentives, etc.

Safety and security: KMSS shall optimize safety and security by doing risks management, hazards mapping, developing protection mechanism, and coordinating with relevant authorities and stakeholders.
Ensuring that safety and security protocols are in place and activated when needed and rigorously followed.

Humanitarian roster: KMSS will establish a humanitarian roster among KMSS network and will coordinate with other Caritas organizations in neighbouring countries, Southeast and Caritas Internationalis. The roster should have two levels:
1. KMSS humanitarian permanent skilled staff mapped and updated
2. Volunteers and external professionals' database updated for available staff within 48 hrs

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[11]http://www.alnap.org/what-we-do/evaluation/eha
[12]KMSS will build up the capacity of staff and volunteers in such areas, which are related to humanitarian actions, as leadership, managerial, technical, sectorial, humanitarian policy and protocols, values, etc.

Humanitarian staff management will be gradually managed on competencies base rather than on project basis.

17. Humanitarian Finances

KMSS Humanitarian Finance policy will follow all general KMSS Finance policy criteria and with strict control on fundraising, ensuring transparent and ethical funding sources.

KMSS Humanitarian Funding policyaddresses the following five aspects:

1. Adequate and sufficient funds for Humanitarian work
2. Sustainable flow of funds
3. Timely availability of funds, particularly during the Emergency phase
4. Finance management
5. Budget allocation

1. Adequate and sufficient funds for Humanitarian work:

   ✓ Specific humanitarian fund raising activities (e.g.: Lenten animation), with targeted/specific allocation for humanitarian actions is essential to ensure regular and sufficient funds for KMSS humanitarian work.Humanitarian fundraising activities could include: Charitable contribution by staff (100 MMK per day), engage to CBG (Catholic Business Groups), engage Catholic Artist Association, services fee and other Income Generation activities.
   ✓ KMSS will promote the sustainability of its fundraisingmanagement by taken into account the necessary overhead management costs (e.g.:1%)

2. Sustainable flow of funds
   ✓ Regulate specific humanitarian fund raising activities should be programmed every year with clear targets in order to ensure regular humanitarian income.
   ✓ DOs and NO should budget a percentage for humanitarian work of their regular annual budgets.

3. Timely availability of funds, particularly during the Emergency phase
   ✓ KMSS will have **Emergency Fund** (EF) for emergency response separated from the general reserve funds of KMMS. These Funds should exist at DO and NO level.
   ✓ Emergency reserve funds at NO level and DO level is a key element of KMSS humanitarian finance policy and its use is regulated by its specific protocols, that will ensure timely availability of humanitarian

funds, and the capacity to transfer this funds to the required programmes on time.
- ✓ Negotiation with donors to increase flexibility of humanitarianfunds is crucial for a timely response.

4. <u>Finance management</u>
- ✓ Due to high flow of funds during humanitarian crises, stricter financial controls will be put in place, to avoid any potential misuse of funds.
- ✓ KMSS will consider contribution of 1% overhead costs towards humanitarian action to adequately cover the overhead costs at implementation level.
- ✓ By reducing funding risks KMSS ensures transparency and accountability and stewardship by knowing and practicing strong internal control system, implementing KMSS financial guidelines and policy.
- ✓ KMSS ensures having competent finance staff and educating all staff about the importance of a professional and sound financial management of humanitarian funds.

5. <u>Budget allocation</u>

Indicatively, KMSS will allocate the available budget for specific humanitarian programmes according to the different phases of intervention as below:

- Preparedness   →   5%
- Response   →   50%
- Rehabilitation   →   30%
- DRR & Resilience →   15%

Sectorial distribution of funds will depend on the specific needs to be covers depending on the nature of the crises. In all cases KMMS selected main humanitarian sectors (Food and nutrition, Non-food items, Shelter and Housing; WASH and Protection,Psycho-social support and Livelihoods) will be prioritised

18. Logistical Capacity

KMMS Humanitarian Logistical capacity includes:

1. Procurement, transportation and distribution
2. Storage
3. Communication
4. Equipment control and maintenance
5. Accountability

1. Procurement, transportation and distribution
   - ✓ KMSS will adapt its regular procurement policy for emergency response situations, to avoid unnecessary delays in the provision of good and services and ensuring timely procurement.
   - ✓ All KMSS logistic staff must be trained and applied on KMSS procurement policy.
   - ✓ All KMSS offices should have a suppliers' mapping and must be knowledgeableof the different supplier sources and transportation services available.
   - ✓ KMSS in each DO will determine which services and equipment's will be owned by KMSS, which ones will be hired or will be used in the base of mutual cooperation with other Humanitarian actors.
   - ✓ KMSS will distribute the relief items according to the principle of code of conduct that states that aid will be provided based on the needs alone, in a transparent manner and using the most effective logistical method.

2. Storage
   - ✓ KMSS logistic staff must applywarehouse and stock management according with international minimums standards and guidelines.

3. Communication
   - ✓ All DOs and NO should have alternative communication mechanism such as short wave radios and staff should be trained in its use.

4. Equipment control and maintenance:
   - ✓ As a part of the contingency planning develop an updated mapping of logistic resources available at NO and DO level.
   - ✓ Regular check-up of equipment and regular standard maintenance activities should be done and budgeted for.

5. Accountability:
   - ✓ For logistics arrangement, KMSS will communicate with beneficiaries, suppliers, partner organization, related stakeholders, inter-dioceses and international entities.
   - ✓ KMSS put in place complaint mechanisms to ensure accountability, transparency and getting feedback from the people receiving KMSS assistance.

19. Humanitarian Communication

All KMSS communications related to Humanitarian work will be aligned to the principle number 10 of the International Humanitarian Code of Conduct[13].

Internally Communication flows
- Every Diocese should have a Humanitarian Coordinator to communicate and sharing information with each other.
- The Humanitarian coordinator will communicate upward/downward and intra-office.
- The Humanitarian coordinator will inform to the national focal person assigned for the respective crises.
- Under the supervision of The Humanitarian Coordinator there will be an Emergency Response & Support Team (ERST). Which will be in charge of the implementation of the programmes.
- All KMSS Dioceses Offices should haveEmergency Response & Support Team (ERST).

External Communication
- Contact with the local government/authority, community leaders, church leaders and Community Based Organizations (CBOs) to get detail data information, is a must.
- Initial assessment and data collection/analysis will be done in partnership with the committee leaders.

KMSS Humanitarian Profile
KMSS will convey a coherent humanitarian profile message at all times in its communication. This profile will be based on the following statement: "*KMSS is Catholic organization working in humanitarian crises, sustainable human development, promoting Justice, committed to serve the disaster affected regardless of race, religion, nationality. KMMS can reach every area across the country*".

Key Messages
KMSS will be proactive in communicating its humanitarian mandate to various stakeholders through various communication channels.
KMSS key humanitarian messages work at three levels:
1. What is the reality of peoples suffering the crises?
2. What are the needs that ought to be addressed?
3. Who we are (KMSS) and what we (KMSS) do: Referring to the humanitarian mandate "we are one with the people, accompaniment is our priority, restoration and protecting of human life and dignity is a must. Option for the poor, solidarity is our main principle."

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[13] "*In our information, publicity and advertising activities, we shall recognise disaster victims as dignified humans, not hopeless objects".*

Audience
Our messages go out to the communities with whom we work, cooperating partners, local Government and authorities, our sister organizations within Caritas network (CI, Southeast Asia network, Caritas form neighbouring countries, and supportive Caritas); civil society actors, to our donors, other I/NGOs, and UN.

Channels and products:
These messages will be conveyed through different channels and products, such as: Media (TV, radio and printed press), internet (KMSS webpage), Facebook, email, radio (RVA), and through press releases, video clips, journalist visits, etc.

20. Humanitarian Advocacy

KMSS shall carry out humanitarian advocacy[14] to influence decision-making or change policies to achieve the objectives of humanitarian response and to ensure protection and security to those affected by humanitarian crises.

Issues for advocacy will be prioritized and actions of advocacy decided by the competent KMSS body that has been entrusted with the responsibility of reviewing and approving advocacy initiatives and messages within the humanitarian advocacy framework that should be developed according to the Humanitarian Policy and in the context of each crisis. In this regard in all humanitarian crises, specifically for Category 1 crises, KMSS will develop specific humanitarian advocacy frameworks.
In any advocacy work, the competent KMSS body will be engaged for reviewing messages and approvals.

Key humanitarian messages, (content and quality)
Key humanitarian messages will be based on the reality and evidences from the people affected and it will be strategically developed to ensure that assistance is provided in quantity and quality (as per international humanitarian standards), and to ensure protection and safety.
When supporting an important cause or issue, KMSS shall develop convincing and reliable messages which is supported with adequate evidence and recommended solution.

Target
Any individuals or groups such as authorities at local, provincial, national, regional and international level, Church leaders, armed groups, and international

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[14]*KMSS will break out with the culture of silence and will speak out to defend the rights of marginalised people, informing and making KMSS positions clear and visible.*
KMSS advocacy work will be evidence based and supported with direct social action, (programmes and accompaniment). Advocacy work will be coordinated with other relevant commissions of the Catholic Church, (e.g.: The Peace and Justice Commission), looking for synergies in their work. Source KMSS Country Strategic Plan 2016-2018.

agencies/institutions, etc. which have direct or indirect relation or influence on the issues related to humanitarian response actions.

Within KMSS network, efforts will be made to ensure that the advocacy messages are shared and accessible to all the KMSS members.

Alliances for advocacy

Advocacy will be done in cooperation and collaboration among KMSS DO and NO, Church commissions and other organizations with similar interests to broaden support and bring increased impact, effectiveness and efficiency. Thus, KMSS will involve as many stakeholders as possible and will build alliances for collective effort and synergy.

Modalities of advocacy

Appropriate channels of communication (official letters, conferences, negotiation, campaign, lobby, etc.) will be selected to deliver the advocacy message.

Advocacy work and dealing with the media will factor in all the humanitarian communication principles.

21. Humanitarian Organisational structure and Decision making

Humanitarian Organisational structures are divided at four decision making levels:

1. Policy
2. Strategy
3. Executive Management
4. Implementation

The following graph shows the division of levels at macro level

```
┌─────────────────────────┐
│          CBCM           │
│                 ┌───────┤
│                 │ Policy│
└─────────────────┴───────┘
            │
┌─────────────────────────┐
│   KMSS Working          │
│   Group Bishops (3      │
│   Members)      ┌───────┤
│                 │ Policy│
└─────────────────┴───────┘
            │
┌─────────────────────────┐
│  KMSS BoD (16 DO +      │ ◄──┐◄──┐
│  1 NO)                  │    │   │
│           ┌─────────────┤    │   │
│           │Policy & Strategy  │   │
└───────────┴─────────────┘    │   │
        │                       │   │
┌─────────────────────┐         │   │
│ Steering Committee  │         │   │
│ (delegated by BoD)  │         │   │
│      ┌──────────────┤         │   │
│      │Policy & Strategy        │   │
└──────┴──────────────┘         │   │
                                │   │
┌──────────────────┐  ┌──────────────────────┐
│  NO (Director)   │  │ 16 Diocese Directors │
│  ┌───────────────┤  │  ┌───────────────────┤
│  │Strategy &     │  │  │Strategy &         │
│  │Executive      │  │  │Management         │
│  │Management     │  │  │Implementation     │
└──┴───────────────┘  └──┴───────────────────┘
```
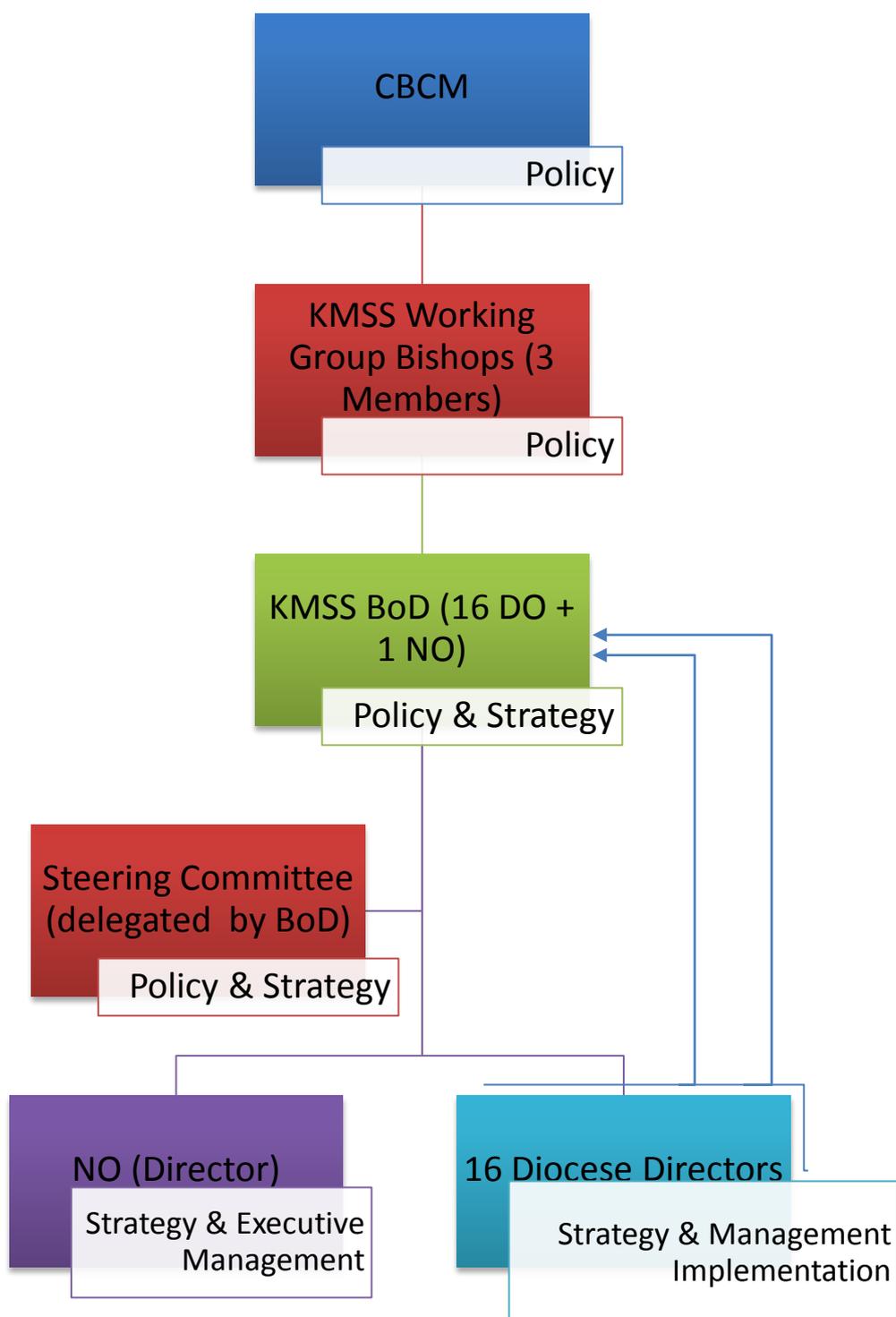
Each Diocese has its own autonomy, as per the KMSS Statutes, to organise its own management structures; nevertheless, this is a proposed structure at Dioceses level. The following graph shows the division of Humanitarian responsibilities at Dioceses level

```
                    Bishop BoD
                        |
                     Diocese
                      Bishop
                        |
    KMSS BoD  ──────────|
                        |
                 KMSS Diocese  ─ ─ ─ ─ ─ ─ ─ ─ ─ ┐
                   Director                        |
                        |                          |
      DO SMT  ──────────|                          |
                        |                          |
            ┌───────────┴──────────┐               |
       DO Senior              Program              |
         Staff               Coordinator           |
                                  |                 |
                             Humanitarian ─ ─ ─ ─ ─┘
                             Coordinator
```
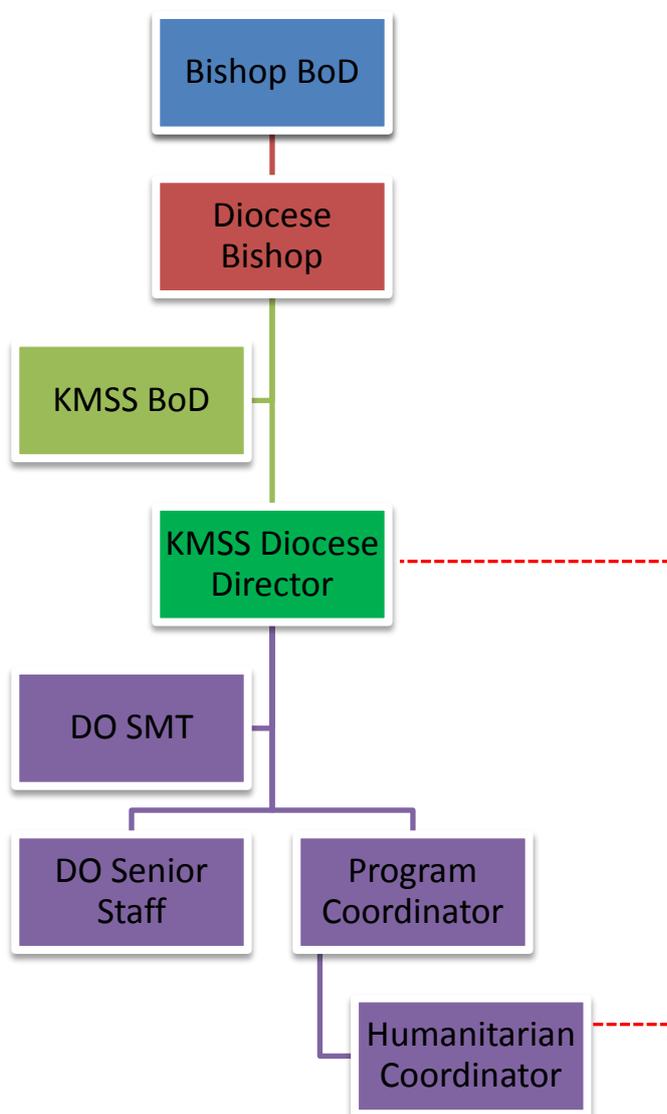
- ✓ KMSS Diocese's Director is the main responsible person on humanitarian issues within his respective Diocese andhe/she is accountable to the Diocese's Bishop and to the Board of Diocese Director.
- ✓ The Program Coordinator is entitled to make decisions delegated by the Diocese's Director. Level of delegation will depend on context and competencies of the person.
- ✓ KMSS National Office has a strategic Coordination role and a role to supervise compliance with KMSS Humanitarian policy.
- ✓ Diocese's Senior Management Team (SMT) ensures coherence of all the decisions made at KMSS Diocese level.

Below some broad division of roles and responsibilities:

Level	Who	Responsibility	Main functions
National Level	Director Bishop Working Group BOD Steering Committee	Policy & Strategy	- Approval on humanitarian responses for Category 1 and if required for Category 2 - Approval on Emergency Fund allocation and activation - Strategy development assigned to specific Working Group led by affected DOs - Communicate with CI and Caritas network (SE Asia Emergency Forum, etc.) about the humanitarian strategy and seek support - Communicate with authorities, UN, NGOs and INGOs - Provide guidelines on broader advocacy framework
Dioceses Level	DO Director SMT Program Coordinator Humanitarian Coordinator	Strategy Management &Implementation	- Develop a detailed humanitarian strategy aligned to humanitarian policy, and if required to national guidance - Activate emergency funds - Activate DO level ERST - Fund raising - Implement, Support, coordinate, relief efforts - Approval, communicate and coordinate with local Authorities - Communicate with CI, UNs, local Authorities, and INGOs.
In order to perform these responsibilities a set of competencies are required such as: Strategizing, organizing, advocating, coordinating, leading, Influencing, communication, Resources Mobilization management (Fund Raising), Accountability and Transparency. Knowledge, Experiences, Expertise, etc. KMSS will developed the required skills as necessary for each level of responsibility.			

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22. Humanitarian Protocols and Tools (Annexes)

KMSS Humanitarian Protocols and Tools are divided as follows:

	Protocols / Tools	**Content**
Protocols	Roles and responsibilities, Emergencies decision making Protocol	- Areas of responsibilities per actors - Specific roles and function by each actor /department/Unit - Decision making mechanisms who decides, what decides and by when - Dispute solving and arbitration mechanisms - Coordination mechanisms
	Safety & security Protocol	- Staff safety guidelines - Security norms - Staff risk assessment - Implementations of mandatory security norms
	Financial protocol & Emergency Fund procedure of use	- Budget development - Budget approval - Review and control of budget expenditure - Emergency fund allocation and reporting - Emergency fundraising campaigns
Tools	Contingency Plan	- Potential emergencies' scenarios - Protocol activation mechanisms - Duty call system - Pre-stocked materials, staff available and financial start up capacity
	Capacity-Building Plan	- Inserting Emergencies' responses into a full Humanitarian cycle including KMSS preparedness - Priorities on capacity building - Budgets - Impact monitoring and evaluation
	Monitoring and Evaluation guidelines	- Monitoring and Evaluation purpose - Cycle of M&E - Minimum requirements and duties on Emergency Response M&E - Basic indicators and M&E framework to implement - Learning and Emergency response designing
	Programming tools	- Caritas Internationalis available programming tools - Templates and administrative standardised tools e.g.: Narrative proposal template, reporting template etc.

PROTOCOLS
(in separate documents)

1. Roles and responsibilities, decision making in Emergencies
2. Safety & security protocol

3. KMSS Protocol: Financial & Emergency Fund Procedures

TOOLS
(in separate documents)

4. Humanitarian Contingency Plan Template

5. KMMS Capacity-Building Plan

6. Monitoring and Evaluation Guidelines

7. Programming tools

Several programming tools are available on line by Caritas Internationalis[15] (Caritas baobab), such as:

- ✓ The Caritas Partnership Guiding Principles (2003)
- ✓ Caritas Internationalis Child Protection Policy Framework (2004)
- ✓ Caritas Internationalis Guidelines on Relations with the Military (2006)
- ✓ Caritas Internationalis Guidelines on Environmental Justice (2006)
- ✓ Caritas Internationalis Emergency Guidelines (2007)
- ✓ Caritas Internationalis Minimum Standards [to be approved]

Or the different templates for project management as per the following graph:

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[15] http://www.caritas.org/services/CaritasBaobabEntryPage.html

CI assessment & Emergency Appeal templates and the project cycle

- Sitrep template
- Initial needs assessment form
- Rapid needs assessment form
- Detailed needs assessment

Assessment

Design

- Narrative proposal template
- Logical framework template
- Gantt chart template
- Budget template

Evaluation and closure

Implementation and monitoring

- ToR for a financial audit
- ToR for an external evaluation

- Narrative report template
- Logframe progress template
- Financial report template

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