

Tsunami two-year progress report Indonesia



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

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 185 countries.

In Brief

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Executive summary

At the 2-year milestone of the 26 December 2004 earthquake and tsunami that took more than 167,000 lives and caused massive destruction and damage to infrastructure and communities throughout coastal Aceh province, the International Red Cross Red Crescent Movement is extensively involved in recovery operations across a spectrum of activities.

During the past 24 months, the Federation Secretariat's country delegation, together with 22 National Societies present in the tsunami-affected area, has been engaged in recovery operations in support of the Indonesian Red Cross (Palang Merah Indonesia – PMI). Over this 2-year period, the Secretariat delegation has acted in two capacities: serving in a coordinating role, providing technical and administrative support services to partner National Societies, and; focusing on the implementation of its core Strategy 2010 priorities; disaster preparedness and response; health and care in the community including water and sanitation, and; the ongoing promotion of the Movement's Fundamental Principles and humanitarian values. Red Cross and Red Crescent partner National Societies have taken the lead in activities such as the construction of housing, clinics and schools, and livelihoods projects to support the economic recovery of families and communities.

With regard to progress of programmes and projects, the immediate and urgent needs of the earthquake and tsunami survivors in the days, weeks and months following 26 December 2004 were basically met through a very large-scale response by the International Red Cross Red Crescent Movement and other humanitarian actors.

PMI and Federation relief operations provided food and non-food items under very challenging conditions, and standby emergency response units (ERU) were deployed across the operational area to provide medical, logistics, telecom, water and sanitation expertise. Effective and proactive intervention pre-empted the outbreak of disease and largely met the health and medical needs of the affected population (consolidated data from the PMI/Federation relief distribution programme, which wound down in the third quarter of 2006, record a total beneficiary population of 667,000 people, including host families).

The primary achievements during the past 24 months of the Movement's tsunami recovery activities include: the significant progress in construction of transitional shelters in Aceh province, including Simeulue Island and to a lesser extent on Nias. The targeted 67,500 people who were living in tents are now or will soon be residing in sturdy temporary wooden houses built on steel-frames with galvanized steel roofing; the projects of the 13 RCRC partners dedicated to building permanent homes, with progress underway despite significant difficulties in securing land entitlements for housing sites. Although numbers of completed homes at the 2-year marker stands at approximately 11% of an approximate 18,600 units committed to be built, it is fully expected that an intensive ramp-up in construction during 2007 will see completed structures meeting expectations and providing welcome long-term homesteads for recipients of these homes; RCRC partners careful process of including individuals and communities in settlement planning decision-making and design; considered one of several causes of delay in house construction progress. Movement partners'

attention and respect to this process continues to be an empowering contribution to community development in the building back process;

water and sanitation interventions by the Federation and its Movement partners, which are substantial across Aceh and Nias since the disaster onset. In the emergency phase, watsan ERUs made a critical difference in supplying safe drinking water to large population areas and clinical-standard water to hospital and clinic facilities where Red Cross/Red Crescent set up medical response. Over the recovery period to date, Movement watsan specialists have rehabilitated networks and constructed point facilities in many locations, as well as installing complementary watsan infrastructure for transitional and permanent housing sites as an integral part of a holistic approach to building back.

With regard to outstanding needs proceeding into 2007, RCRC Movement National Society partners present in Aceh and Nias have their plans in place to carry on and complete their respective projects. The Federation's Secretariat continues its migration away from direct implementation – other than priority programme activities identified in Section 3 of this report – and towards a consolidated role in coordination and service provision. To this effect, the country delegation presence is being rationalized to align with that primarily supporting role, with a reduction in staff and offices scheduled to take effect during 2007.

One of the most significant challenges remains the pace of housing construction. Although concerted efforts are focused on timely achievement of building plans, continuing improvements to the regulatory approval process for land entitlements can certainly advance the progress being made.

Background/Operational context

The December 2004 tsunami compounded the trauma of a war-weary population beleaguered by 30 years of conflict and the earlier loss of 15,000 lives. It is widely agreed that the conditions created by the Tsunami cataclysm led directly to the peace accord signed in Helsinki on 15 August 2005.

LoGA, the Law on the Governance of Aceh, was approved by the Legislature in Jakarta on 11 July 2006, less than a year after the Peace Accord was agreed. LoGA enabled direct elections of the provincial governor and local district officials, with an election of provincial and district leaders having taken place on 11 December 2006. The democratic process taking root in Aceh, complemented by a stable national government and

Key facts and figures

- Community hygiene promotion, water supply and sanitation, Meulaboh (west coast): target number of beneficiaries = 10,500 people
- Community hygiene promotion, water supply and sanitation, Bireuen District (east coast): target beneficiaries = 24,846 people
- Restoration of water supply, sanitation and flood drainage Systems on Pulau Weh Island (Sabang): target beneficiaries = 7,000 people
- Integrated water Supply, sanitation and hygiene promotion; a community reconstruction project, Nias Island (Lahewa and Mandrehe): target beneficiary population Mandrehe = 48,469 and Lahewa = 15,544 people
- PMI water supply and sanitation training centre: direct beneficiaries = 110 PMI staff and volunteers; indirectly all populations in disaster-prone areas of Indonesia

steady macro-economic progress, bodes well for the future.

Overall, the economic stimulation caused by recovery funding inputs is providing needed employment, with healthy marketplace activity (literally) evident throughout Aceh. There is considerable private sector construction ongoing that is not directly related to tsunami projects.

The most significant challenges in an operational context remain the logistical demands of project implementation across a vast operational area still very constrained by poor road conditions and difficult marine access. These limitations are compounded by the physical circumstance of Nias and Simeulue, the two islands offshore westerly from the Aceh mainland.

Within the internal workings of the Red Cross Red Crescent presence for recovery of Aceh and Nias, the Movement Coordination Framework has provided the communication and interaction structure for critical information-sharing across project sectors and geographic areas. Although not a flawless set-up during its history to date, the MCF has enabled an open dialogue on the many and varied humanitarian intents of the Movement partners, and has led to a series of project consortia among the RCRC implementing partners.

Achievements and challenges

The extensive relief programme across the tsunami-affected area was a significant accomplishment, both in the emergency phase and during the subsequent early-stage recovery. Disease outbreaks were prevented and needs for shelter, food, water and medical attention were largely met.

The Movement's focus on beneficiary participation and communication outreach underscores all aspects of RCRC partner projects, with a special emphasis on ensuring an inclusive approach to housing reconstruction activities. Some of the delays in house construction can be attributed to the careful and deliberative inclusion of beneficiaries in house design selection and settlement planning that will ideally lead to long-term stability and sustainability in the community-building process.

The Transitional Shelter programme will be recorded as a substantial accomplishment of the Movement. Although construction was slow to start for a variety of reasons – including land availability and procurement of legally-sourced timber from sustainable forests – shelter construction is in an advanced stage of progress with most of the targeted beneficiaries no longer living in tents. The resolute stand taken by the Federation on sourcing only legally-harvested timber from sustainable sources took its toll in delays and increased costs, however the plaudits of environmental leaders such as the World Wildlife Fund bears witness to the veracity of this decision.

The host National Society, the Indonesian Red Cross, experienced an unprecedented degree of international attention from its sister National Societies. Significantly, the high-profile disaster response role played by PMI, buoyed by the presence and strong support of its international partners, increased the stature and recognition of the National Society by the government. This led to an upgrade of status from observer to directorate member of *Bakornas*, the national disaster management agency chaired by the country's Vice-President, and corollary responsibilities mandated to PMI throughout the government's disaster management organization down to the provincial *Satkorlak* and district *Satlak* levels. PMI was invited to collaborate on the creation of new disaster management legislation and to assume the 'last mile' role in a national early warning system. The first phase of PMI's EWS supporting structure is now in place by means of a Federation-funded radio network in PMI's 22 Aceh branches and the chapter office.

Additionally, emanating from the tsunami experience, the role of psychosocial services has gained further recognition as an integral part of PMI's emergency response preparedness. PSP orientations are now a standard component in PMI's renown SATGANA disaster response teams. The health department is now stronger as a result of the NHQ involvement in the tsunami operation. Watsan has been added to the disaster

management (DM) portfolio, with a watsan training centre to be built near Bandung in Central Java.

Overall, the decision-making, management and coordination skills of national headquarter staff have been strengthened by the tsunami ordeal.

Health and Care (including health and watsan infrastructure)

In the tsunami affected area, the overall needs in the public healthcare sector are significant. The December 2004 tsunami caused major losses both in staffing and in infrastructure, which were already suffering from low capacity due to neglect of regular maintenance, sparse supplies and severe shortage of qualified staff during the years of conflict. Consequently, the healthcare sector was debilitated, with chronic problems that can be categorized as: 1) policies and guidelines needed to reform and restructure the healthcare system; 2) an understaffed health workforce; 3) insufficient health facilities, equipment and medical supplies to adequately address the population's needs; 4) long-term healthcare planning and financing; 5) universal health service delivery. The public health sector is slowly recovering, although it will take years before services are sufficiently improved to meet the current norm for Indonesia, particularly in the remote and hard-to-reach areas of Aceh and Nias.

- PMI's Movement partners are supporting PMI's branch-based CBFA programming (community based first aid) and PHAST (Participatory Hygiene and Sanitation Transformation); PHAST is addressed in the watsan section. Programme targets for CBFA are centered on strengthening PMI capacities.

On Nias Island, where the needs are great, the resources are weak and the 'champions' are few, the Federation is working in close collaboration with PMI to:

- build local branch PMI capacities;
- provide coordination for PNS partners conducting complementary CBFA and watsan activities, with specific support to PMI for launching and implementing CBFA in 20 villages in Nias by the end of 2007
- provide technical support to the District Health Office in coordinating NGOs active in community health and watsan including the support of refresher training for DHO staff, particularly for the prevention and treatment guidelines of communicable diseases.

Progress to date

During the emergency relief phase of the operation, the Federation assisted PMI in running mobile clinics and first aid posts, and also participated in assessments carried out in the affected area.

As well, in the initial period after the Tsunami, Federation health delegates supported PMI volunteers in the assistance provided to health authorities in six rounds of measles vaccination campaigns; support included organizing monitoring teams and the traditional Red Cross role in social mobilization leading up to and on the vaccination days.

Challenges

Constraints in programme delivery have included:

- slow progress due to insufficient coordination of training activities organized and delivered by different actors, as well as an overloading of the few qualified trainers/facilitators available in PMI
- an overly complex structure of PMI volunteer management and training procedures
- the logistic demands of covering such a vast operational area, with some of the greatest needs of the most vulnerable occurring in the most remote areas

Plans for 2007

Support will be provided to PMI in the development of a pool of CBFA trainers at chapter level, with technical assistance for launching CBFA activities at the branch when and where necessary. On Nias, direct technical assistance to District Health Offices will continue in conjunction with the branch.

RCRC partners' ongoing construction of some 200 health clinics of various sizes throughout the earthquake and tsunami-affected area for hand-over to the Ministry of Health will contribute to the revitalization of health services capacity.

Overall, there is an intention to phase out health programming support to PMI by end of 2007, after key personnel in chapters and branches have gained basic skills and tools to assess, plan, steer and evaluate health-related activities in the traditional Red Cross auxiliary role to local authorities.

Water and sanitation

There is critical need for an adequate number and quality of personnel to undertake the implementation of the planned project activities in all project areas of

Nias, Bireuen, Banda Aceh, Aceh Besar, Sabang and the west coast of Aceh (Nagan Raya, Aceh Barat, Aceh Barat Daya).

The following projects have been committed through the RCRC Movement process and recorded with the government's rehabilitation and reconstruction agency (BRR)

- i. community hygiene promotion, water supply and sanitation, Meulaboh (west coast):
- ii. community hygiene promotion, water supply and sanitation, Bireuen District (east coast):
- iii. restoration of water supply, sanitation and flood drainage Systems on Pulau Weh Island (Sabang):
- iv. integrated water supply, sanitation and hygiene promotion; a community reconstruction project, Nias Island (Lahewa and Mandrehe):
- v. PMI water supply and sanitation training centre:

Progress to date

'Software' (training & education resources)

PHAST (participatory hygiene and sanitation transformation) programme training remains an integral part of watsan 'software' wherever the Movement partners maintain a project presence. In order to achieve the target of establishing a core group of certified PMI PHAST trainers based in Banda Aceh, 34 PMI volunteers have been recruited and trained in PHAST. Of this number, 20 are training-of-trainers (ToT) certified.

PMI specialist PHAST trainers are recruited from a variety of backgrounds: IDP from the TLC ('temporary living centre' barrack camps); community members from village settings and; hygiene promotion officers from PMI, Federation, PNS and other implementing agencies.

Currently, the spectrum of PHAST activities range from community mobilization and hygiene promotion to watsan facilities construction for communal and/or individual household use. Community based planning through the utilization of the PHAST techniques and the direct involvement of PMI in the programme delivery have had a significant impact on how beneficiaries view their water supply, their sanitation systems and therefore how the hygiene behaviour of the recipient population has been positively influenced.

'Hardware' (water & sanitation equipment and materials)

A Red Cross watsan ERU was on location in Banda Aceh supporting the damaged water utility network (PDAM) since the emergency phase. Over the second and third quarter of 2006, the Federation implemented a handover transition of safe drinking water production at the PDAM in Banda Aceh from the Austrian Red Cross. This transition was realized without any lapse in water provision to the beneficiaries in temporary living centres and village settlements that were lacking water supply systems. The hand-over was completed in December 2006, including a Swiss Red Cross refurbishment of two PDAM buildings and a reconstructed warehouse, as well as the provision of water processing equipment. Water production services supply 14,300 households, providing a safe water supply to an estimated 71,500 people in Banda Aceh and in parts of adjacent Aceh Besar. Work is also underway to equip all 11 TLC in the Banda Aceh area with sustainable water supply and sanitation facilities. Water pipelines are being connected to the camps through the PDAM local government-owned water supply network.

In the Janka sub-district of Bireuen on Aceh's east coast, 5,500 people have benefited from the watsan project where their houses have been connected to the piped water supply. In Nias Mandrehe, a further 5,500 people are now receiving piped water through spring catchment gravity systems. In addition, 6,000 people in Lahewa town on Nias are benefiting from Federation assistance to the PDAM with fuel for pumping water to households. In Meulaboh, 2,478 people are receiving clean and safe water.

Among partner National Societies: the American Red Cross continues its widespread support to sister National Societies housing construction projects; the American, Canadian and Australian Red Cross have provided support to water and sanitation needs in the IDP barrack camps; the German Red Cross remains active in sanitation support in the Teunom area where they first established a presence immediately following the tsunami; the French Red Cross continues to assist in watsan needs in villages so that people can return to their homes; the Norwegian Red Cross is active in providing watsan support in difficult-to-reach areas of Simeulue Island; the Spanish Red Cross is similarly active on Nias Island as well as in the Meulaboh area where they first responded after the tsunami; the Turkish Red Crescent funded the trucking of water in the emergency phase, and; the Swiss Red Cross has recently handed over to the municipal government of

Banda Aceh a refurbished municipal water plant, complete with filtration equipment and a maintenance workshop.

Challenges

Generally, qualified personnel in watsan are difficult to recruit for reasons that include: a lack of skilled workers in the project areas; the reluctance of qualified personnel to relocate, and; intense competition for qualified personnel.

Effective development of qualified PHAST trainers takes time and there is no assurance these volunteers will stay with the programme over the long term.

A constantly-changing regulatory environment, combined with strict building codes for sanitation, increases project costs.

Plans for 2007

The Federation's watsan department will continue to maintain coverage of target populations for access to sustainable and safe water supply and sanitation infrastructure in all identified project areas until planned completion of the programme at the end of December 2007.

All projects are planned to end before the end of December 2007, with the exceptions of the Aceh Besar/Banda Aceh IDP barrack camps and Pulau Weh Island interventions, which are expected to be completed earlier; by March 2007.

2. Emergency relief and disaster management

The relief programme is concluded as of end of July 2006, with final distribution and carry-over stock records compiled and submitted to the Secretariat according to standard operating procedures. PMI volunteers involved in relief activities across the operational area have been awarded certificates of recognition.

DM programmes will continue to promote a community preparedness culture built upon knowledge of disaster risks and effective response.

Activities will continue in support of PMI's role in complementing an end-to-end multi-hazard early warning framework, with a PMI institutional focus on delivering the 'last mile' infrastructure as developed in the Aceh chapter and branches. Support of PMI's role in school education for hazards and risk awareness will continue.

Plans are in place to continue support of PMI capacity building in disaster risk management.

Progress to date

Under joint leadership with the Indonesian government, UN agencies and key NGOs, the Federation has assisted PMI in respect of:

- formulation of the Indonesian National Disaster Management Law
- the development of an Indonesian national framework for community based disaster risk management
- the first phase and overall plan for the establishment of an Indonesian national framework for its multi-hazard early warning system
- the development of national, provincial and district standard operating procedures specifically for a tsunami early warning system
- a review and revision of the standardized nationwide school education programme in disaster preparedness and risk reduction

Approximately one and half million people have benefited from PMI's emergency response activities over the last 24 months.

Challenges

The need to maintain effective internal and external coordination, partnerships and networking, the necessity for a common strategy, techniques and an integrated approach to disaster preparedness are among the key challenges, coupled with the continuing importance of instilling a practical and dynamic degree of community ownership.

Plans for 2007

In collaboration with RCRC Movement partners and other stakeholders, the ongoing capacity building of high-risk vulnerable communities will continue in an integrated programme approach through PMI's institutional reach.

Support to PMI's strategic role in the national end-to-end multi-hazard early warning framework will be carried forward, with a key focus on the role of the branches in delivering the 'last mile' grassroots communication, as is being established in Aceh province.

The PMI presence in school education on hazard and risk awareness, as a foundation for community preparedness, will continue to be supported.

3. Shelter/housing

The transitional shelter programme has a projected completion of targeted construction of 20,000 units by end of first quarter 2007, with the permanent housing projects of the 13 RCRC implementing partners continuing apace. Permanent housing commitments by PNS stand at 18,642 homes at date of this report. Given the ongoing regulatory issue of land title certification, this number may fluctuate incrementally, but is not expected to vary significantly.

Progress to date

Transitional shelters:

At date of this report, all remaining construction materials for completing the transitional shelter programme have been shipped, with the majority of remaining units en route to Simeulue Island to complete the projected number of shelters to be erected there. All indicators point to an orderly completion of the programme by end of first quarter 2007.

Permanent homes:

Red Cross and Red Crescent implementing partners for Aceh and Nias are also involved in construction of elements of the social infrastructure that help to build back resilient communities. Partner projects include schools, health clinics, hospital refurbishment, marketplace stalls and watsan facilities.

Earthquake-resistant construction specifications for RCRC buildings meet Indonesian government guidelines.

Challenges

The transitional shelter programme has an immediate need to improve the delivery of materials (particularly on Simeulue Island) in order to complete the programme on a timely basis. The challenge is also to accelerate completion of construction monitoring and unit handovers, in collaboration with the implementing partners, and to evaluate eligibility of recipients of not-yet-occupied designated shelters.

With regard to permanent housing, the expedition of land titling for housing for identified beneficiaries remains a major challenge, coupled with logistical challenges of road and infrastructure constraints.

Plans for 2007

The intended aim is to complete the transitional shelters action plan and schedule towards end March 2007 and finalize shelter units hand-over with each respective implementing partner. Alongside this is plan to establish long-term evaluation mechanisms to determine the impact on individuals, families and communities of this transitional housing process.

In relation to permanent housing, the plans are to achieve targeted house construction for 2007 and beyond, towards completion of the house construction programme for Aceh and Nias

4. Livelihoods

Economic revitalization at the household and community levels is integral to the long-term sustainability of recovery efforts. Several Red Cross and Red Crescent partner National Societies are involved in livelihoods programming ranging from the rehabilitation of traditional farming and fishing activities to the creation of small-scale cooperative enterprises such as bakeries and tailor cooperatives through to individual endeavours varying from market stalls to animal husbandry.

The Federation Secretariat had earlier decided to support modest interventions in the livelihood sector in response to emerging needs of disaster-affected communities. These projects were characteristically short, and were appropriately outsourced to more experienced organizations, thereby minimizing risk and alleviating the need to source the required technical expertise. Given that livelihoods programming is not a core sector for the Secretariat, household economic recovery projects will continue under the auspices of the RCRC partners already active in this sector.

The Secretariat focused on the implementation of four principle projects. Two of these were research projects aimed at providing the humanitarian assistance community and the government with key information on selected agro-industries on Nias Island. The first study assessed the conditions for viability of smallholder rubber farming, including soil conditions, rubber tree stock, and impediments to productivity. The study is now assisting all stakeholders in the sector to plan appropriate interventions of support to enliven this fledgling industry. The second study analyzes the aquaculture and agriculture product environment on Nias Island and proposes the development of innovative support mechanisms to boost productivity, quality, and

entrepreneurship across the sector. Both studies were complete as of the third quarter of 2006.

The third and fourth projects gave direct support to two cooperative ventures respectively: a women's sewing cooperative, and; a fishermen's cooperative. The sewing cooperative, based in Kuta Baro, Aceh Besar, is comprised of 50 tailors organized around the school uniforms market. The project provided them with machinery and business development support services. The project is now complete and the tailors are operational on a self-sufficient basis. Support to the fishing cooperative is a consortium project between the Federation and the Belgian Flanders Red Cross. The project addresses the needs of a 170-member fishing cooperative devastated by the Tsunami. While the cooperative tragically lost some of its members, it also lost all of its boats and most of the business records. The project is assisting the cooperative with the construction of 17 'labi-labi' fishing trawlers and cooperative development support to re-establish their management and business system.

Progress to date

The Secretariat's livelihoods programme has officially handed over three of its four principle projects. Support to the fishermen's cooperative remains active under Belgian Flanders RC implementation. Combining the target groups of the sewing and fishing cooperative, the Federation's support assists 50 and 170 families respectively, or around 900 people. The Federation's support to research of agro-industries on Nias Island is expected to facilitate continuing interest in new investments on Nias.

Challenges

Although the ability to integrate relief activities and small scale public works projects such as cash-for-work have a growing and proven track record in the RCRC Movement, the experience of meeting longer-term challenges of support for sustainable employment generation activities and the development of indigenous entrepreneurs is less developed at this stage.

Plans for 2007

Implementation of livelihoods programmes already underway by RCRC partners in Aceh will continue through 2007.

5. Organizational Development

The Indonesian Red Cross (PMI) is constitutionally responsible for its own organizational development

as well as for its standing as a well-functioning National Society within the Movement. The Federation provides technical and financial advice and assistance in its ongoing efforts to strengthen and modernize the NS so that it can serve and assist vulnerable people in Indonesia. i

The Federation's contributions focus on the achievement of objectives as described in the National Society's "Strategic Plan for 2004-2009," taking into account the impact and lessons learnt from the Aceh Tsunami and Nias and Yogyakarta earthquake operations.

To strengthen PMI in Aceh and Nias, Federation objectives include the continuing development of capacities in governance and management, programme planning, financial resource mobilization, youth and volunteer recruitment, and IT infrastructure.

Progress to date

- Organizational development consultations have been completed with staff, board members and key volunteers in all 22 branches in Aceh province as well as on Nias. The standard working session curriculum includes a self-assessment of strengths and weaknesses, activities needed to meet identified objectives, and data compilation of resource and equipment requirements.

All 22 of PMI's Aceh branches will see new buildings constructed to support their respective local communities. Land certificates for branches have been received in most locations. Land procurement for chapter offices, warehouses, and the training centre await completion of the certification process.

Challenges

Standardized systems for volunteer management, finance, and reporting remain to be implemented in most Aceh branches. Branches are not yet generating income independently, nor do they have fundraising or resource development strategies (note: this is a key element going forward of the PMI national strategy emerging from the November 2006 annual meeting). The intensive presence of and interaction with PNS and external agencies involved in the tsunami recovery is, to an extent, distracting from traditional programme implementation (similar on a local scale to the experience of NHQ on a national scale).

There remains an outstanding need for basic induction and programme-specific training for new PMI volunteers. Given the devastating loss of life from the tsunami, many staff are new-hires and lack experience. Furthermore, the 30-year conflict isolated Aceh and consequently, there lacks an understanding of the international Movement context given the sudden presence of Federation and PNS in the local territories following the tsunami.

Plans for 2007

There is a definite need to continue integrated working relations, mechanisms and team work among governance, management, staff and volunteers at chapter and branch levels. This will be facilitated through discussion to help determine the role and functions of the chapters, especially with regard to their guiding, coaching and supporting of branches, and to monitor results and performance, including financial accountability and transparency.

Optimal targets for recruitment of volunteers and youth to match those with the requirements of emergency relief and other programmes need to be determined, to facilitate the modernization of volunteer management skills with particular emphasis on their application to young people

6. Humanitarian Values

Given the loss of life amongst PMI staff and volunteers in Aceh, and the subsequent recruitment of new people to represent and disseminate Red Cross principles and values in the tsunami-ravaged province, induction courses and ongoing support to PMI in Aceh will continue as a critical need in 2007.

Progress to date

To date, Federation induction courses in Aceh have been delivered to 1,670 PMI staff, board members and volunteers and to local staff of Federation and PNS projects. The "Rumah PMI" (PMI House) radio series, sponsored by the Irish Red Cross community outreach programme, continues to reach approximately 500,000 people in Banda Aceh and the surrounding area with information about the RCRC humanitarian work.

A 2-year commemorative magazine on RCRC activities in the tsunami recovery, also sponsored by the Irish Red Cross, is being published for distribution to local community leaders, governmental and NGO partners and stakeholders.

Plans for 2007

Induction courses continue. Plans also include a humanitarian values communication workshop involving two participants from each PMI branch in Aceh and from Nias Island.

4. Coordination with other partners and stakeholders

The Movement Coordination Framework remains operational with meetings at the Platform, Task Force and Technical Working Group levels. Federation representatives continue to participate in inter-agency coordination meetings and sector-specific meetings and workshops. As the largest humanitarian implementing partner in Aceh, the Movement's working relationship with BRR, the government's recovery coordinating agency, is open, cordial, and constructive. Again this year, Red Cross Red Crescent progress is reported in the BRR 2-year report. And new for this year is the Movement partner content that has been provided for the BRR 2-year commemorative CD.

5. Cross-cutting issues

Integration of risk awareness and disaster preparedness continues to be a core element in programme delivery across sectors, covering the spectrum from CBFA and PHAST through to settlement planning for house and village design and construction.

Movement coordination mechanisms for tsunami recovery partners operational in Aceh and Nias continue to provide a platform for information-sharing across project sectors and geographic regions. One substantial outcome of this cross-cutting dynamic has been the emergence of RCRC partner consortia that share in the funding and implementation of projects mainly on a geographic basis.

6. Outlook

RCRC partners continue with the implementation of projects agreed and committed through the MCF governance structure. The consolidation of the Federation role, migrating away from programme delivery other than in core sectors while focusing on service provision and coordination, will change the character of the operational environment as the multilateral delegate ranks and

Federation offices are reduced through staff attrition and site closures and physical assets such as the M6 fleet are down-sized.

An increased emphasis on an integrated approach to programme delivery should have a meaningful impact on cost efficiency and capacity-building effectiveness. For example, the consolidation of training workshop curricula beginning in 2007 is intended to reduce the number of workshops delivered to PMI staff and volunteers while expanding the scope and depth of knowledge building.

PMI presence, profile and capacity in Aceh is expected to increase as new branch buildings come on stream during 2007.

The proactive introduction by the Secretariat's Policy and Planning Division of monitoring and evaluation processes to assist in the tracking of progress and the identification of unmet needs enables an increased level of accuracy and accountability for the Federation's planning and reporting mechanisms.

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