

Revised plan and budget



International Federation
of Red Cross and Red Crescent Societies

TSUNAMI EMERGENCY AND RECOVERY REVISED PLAN AND BUDGET 2005-2010

*Revised Plan and Budget
Appeal No. M04EA028
13 March 2009*

**INDONESIA, SRI LANKA, MALDIVES, THAILAND,
INDIA, SOMALIA, SEYCHELLES, REGIONAL AND
GLOBAL SUPPORT**

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 186 countries.

In Brief

Emergency and Recovery Plan and Budget (Appeal No. 28/2004)

Period covered: December 2004 to December 2010

Appeal coverage: 100% (January 2009)

Click here to go to the: [2009-2010 Budgets;](#)

*[Expenditure by region/country for 2008;](#)
[and Expenditure by region/country for 2004-2008.](#)*

Operational summary: Four years after the massive earthquake and subsequent tsunamis on 26 December 2004, which devastated countries around the Indian Ocean, recovery programmes undertaken by the International Federation of Red Cross and Red Crescent Societies (International Federation) and its member national societies continue. The tsunami disaster has brought about the largest emergency and recovery operations ever undertaken by the Red Cross and Red Crescent Movement. Over CHF 3 billion was raised within the International Federation by more than 100 national societies around the world. The focus of assistance continues to be in the three most affected countries: Indonesia, the Maldives and Sri Lanka. However, support still continues in lesser affected countries that include Thailand, Bangladesh, India, Myanmar, Seychelles and Somalia.

CHF 570,944,228 has been spent directly by the International Federation Secretariat in the sectors of emergency relief, health, water and sanitation, construction, livelihoods, disaster management and organizational development between 2004-2008, under the Emergency and Recovery Plan of Action. The plan and budget for multilateral operations of the International Federation for the six-year period, 2005-2010, has been revised to take into account work already completed and recovery programmes currently underway. The total budget for the six-year period is now CHF 706.4 million. While many programmes have been completed during 2008, some programmes, in the most affected countries, will continue through 2010.

Standard national plans and budgets (appeals) for 2008-2009 were issued to provide support to core programmes and capacity building activities of Sri Lankan Red Cross, Indonesian Red Cross and the new Maldivian Red Crescent Society, which is under formation. The 'appeal' for Sri Lanka was closed, however, at the end of 2008 and the single contribution was reallocated to the tsunami Emergency and Recovery Plan of Action.

[Click here for contact details related to this operation](#)

1. STRATEGIC FRAMEWORK FOR IMPLEMENTING INTERNATIONAL FEDERATION TSUNAMI RECOVERY SUPPORT

Background

Over 225,000 lives were lost and millions of lives were shattered following the massive earthquake and subsequent tsunamis on 26 December, 2004, that devastated countries around the Indian Ocean. The humanitarian response from the International Federation and member national societies, represents the largest operation in its history.

Throughout the Red Cross and Red Crescent Movement (Movement), over CHF 3 billion has been contributed by donors for the emergency and recovery period. This enormous generosity enabled a quick emergency response. Assistance was given in meeting post disaster emergency needs. Lives were saved and in spite of the devastation and associated public health hazards, there was no outbreak of epidemic diseases. While such successes were acknowledged, the enormity of the challenge to restore the lives of survivors became clearer and the volume of resources available created opportunities as well as challenges. Against this background, in the first quarter of 2005, minds turned to planning for a recovery period, expected to take five years to fully implement.

While immediate efforts were made to assist survivors in 14 countries, the later recovery programming to rebuild devastated communities increasingly focused on four priority countries, namely, Indonesia, the Maldives, Sri Lanka and Thailand. The plan and budget 2005 – 2010 revised in March, 2008, included action plans and budgets for lesser-affected countries, viz. Bangladesh, India, Myanmar, Somalia and Seychelles. The extent to which these action plans have not yet been fully implemented is included in this revised plan and budget 2005 – 2010.

2. REGIONAL STRATEGY AND OPERATIONAL FRAMEWORK

As early as March 2005, a Regional Strategy and Operational Framework (RSOF) was adopted. With the experience and learning that came from the first twelve months and recognizing the changes in the policy and operational environment, it became necessary to revise the RSOF. The Revised RSOF 2006 - 2010 was agreed by Movement partners in 2006 setting the context for collective planning and work. The vision laid out in the RSOF is that:

By the end of 2010 we will have collectively:

- Supported people as they rebuild their lives after the tsunami;
- Worked productively with internal and external partners and used all our resources (financial and human) responsibly

As a legacy we will leave safer communities and a stronger International Red Cross and Red Crescent Movement.

To this end, the RSOF identifies nine strategic areas with accompanying objectives and recommended actions. These strategic areas are:

1. Achieving safer communities by supporting rebuilding and improving:
 - Disaster risk reduction
 - Equity and conflict sensitivity
 - Sustainability
 - Beneficiary and community participation
 - Communication and advocacy
 - Quality and accountability

2. Using our resources productively and achieving a stronger International Red Cross and Red Crescent Movement by providing:
 - Coordination and collaboration
 - Organizational development
 - Organizational learning.

Four years after the tsunami, the Federation secretariat still has commitments to complete tsunami recovery programming in seven countries. It is planned that the programming will be completed in three countries (India, Maldives and Seychelles) in 2009 and in the remaining four countries (Indonesia, Somalia, Sri Lanka and Thailand) by end of 2010. The largest commitment remains in Sri Lanka. Besides tsunami recovery programming, the Federation has an ongoing responsibility to provide a coordination role for partner national societies (PNS), particularly in Indonesia, Sri Lanka and Thailand.

Transition from Recovery

As the end of the planned recovery period approaches, there is a need for coordinated exit planning with the Movement partners, with the goal of leaving sustainable programmes and no liabilities. This planning needs to address the transitional support needed by communities and by the host national society to build capacities to provide ongoing assistance and foster the growth of more resilient communities. The finalization of all of these plans will be completed in early 2009 and will be able to be budgeted in greater detail.

Learning from the Tsunami

A meeting of the Tsunami Forum in 2007 in Kuala Lumpur considered the findings of *Learning from the Tsunami: Mid-Term Review* and made 15 recommendations. After being presented to and adopted by the governing board, they were addressed to the secretary-general for further analysis and implementation. These recommendations call for review of certain organization-wide policies and development of guidelines that will lead to improved and more efficient response and recovery capacity in the future. Much of this work is ongoing and mostly involves processing through statutory bodies. The follow-up to the over-arching recommendation, calling for a review of the *Principles and Rules for Disaster Relief*, will need to go to the next general assembly in the autumn of 2009.

During the latter part of 2008, a meta-evaluation was conducted to review the range of different evaluations conducted by members of the Federation, to analyse the gaps and the need for further evaluation. These findings are now to be reviewed with the aim of conducting further lessons learned studies in 2009 and 2010, in coordination with national societies. Priority will be placed on the capturing the relevant lessons learned from the tsunami and translating these into new policies and operating procedures.

Transition of Tsunami Unit

The special tsunami unit to oversee the Federation's tsunami operation reporting to the secretary-general was established in June 2006. The exceptionally high volume of funding, the associated risks and the complexities of coordinating large numbers of PNS all called for the creation of this special unit.

As the capacities of the newly created Federation zones increase and the countries affected by the tsunami operations re-focus on ongoing Red Cross/Red Crescent core programming, the decision has been taken to integrate the tsunami unit into the Asia and Pacific zone and out of the Geneva headquarters. This transition is to take place during the first quarter of 2009, with a head of tsunami unit based in Kuala Lumpur on 1 April and the complete transition to be effected before 30 June 2009. This shift back into the mainstream structure is important for a smooth transition, though it is still acknowledged that there is an ongoing need for a tsunami focal point to support country-level activities and relationships with Red Cross and Red Crescent partners, and to coordinate regional activities.

Overview of Plan and Budget

The priority recovery programmes remain the shelter programme, with associated livelihoods support activities; health programmes, including provision of large-scale water and sanitation infrastructure; and disaster management.

The programmes in the new International Federation plan take account of the many projects being supported and implemented by partner national societies and aim to complement these as well as to take responsibility for those activities especially mandated to the International Federation. The latter includes the role designated in facilitating the coordination of Movement partners and being the key partner in assisting the building of sustainable capacity within the host national societies.

Since the initial appeal on 28 December, 2004, there have been periodic revisions of plans and budgets for the International Federation's multilateral implementation as needs have been reassessed and the recovery assistance rendered through in-country implementation by member societies has evolved.

The most recent revised plan and budget 2005 – 2010, totalling CHF 691,336,295, was issued in Operations Update no. 63 on 31 March, 2008. This latest revision sees an increase of CHF 15,100,982 to CHF 706,437,277 mainly on account of projects "taken over" from PNS with full funding or new projects that are now possible with funding available. These projects include final evaluations, fifth year anniversary activities, contingencies, funding of exit strategies and support for host national society transition plans.

Existing funding levels at CHF 703.4 million plus an expected soft pledge income of CHF 3 million provide 100 per cent coverage of this Plan Of Action (CHF 706.4 million) and further income is not required to meet this expenditure budget.

3. PRIORITY COUNTRIES

INDONESIA

SUMMARY	
REVISED BUDGET (2005–2010)	CHF 317,659,067

Operational context

The Red Cross Red Crescent's operation in Indonesia in response to the earthquake and tsunami in Nanggroe Aceh Darussalam (Aceh) province in December 2004 and the earthquake in Nias in March 2005 is the biggest in the tsunami-affected area. In total, the Red Cross Red Crescent has pledged its contribution to the recovery and rehabilitation of Aceh and Nias through nearly 200 projects, with a value totalling more than USD 1.2 million¹. The operation is currently winding down, with two national societies (British and Netherlands Red Cross) having closed their operation last year.

Indonesia's position in the "pacific ring of fire" where two continental plates meet exposes it to regular volcanic and seismic activities. Additionally, other natural disasters frequent the country such as flash floods, volcanic activities, and landslides. During 2008, the country has experienced floods in Aceh, Riau, South Sumatra, Jakarta, West, Central and East Java, East Kalimantan, Central Sulawesi, landslides in West and Central Java, increased volcanic activities in North Sulawesi, East Nusa Tenggara, as well as earthquakes in North, West and South Sumatra, Bengkulu, Gorontalo, North Sulawesi, West Nusa Tenggara, and Ternate - the highest being 7.8 on Richter scale in North Sulawesi. Striving to be the country's first responder to disasters, the Indonesian Red Cross (*Palang Merah Indonesia/PMI*) needed to be constantly prepared to address new emergencies with the support of its partners. At the same time, PMI struggles to maintain attention on the tsunami recovery operation which is currently winding down and return focus to the wider national context.

¹ The budget of the project may have been changed over the course of time during implementation.

Role of the International Federation country office

In support to PMI, the International Federation in Indonesia continues its threefold role: project coordination, service provision to Red Cross and Red Crescent national societies and implementation of multilaterally funded programmes.

Coordination

The International Federation continues to manage the ongoing coordination of the task force within the Red Cross Red Crescent Movement coordination mechanism, which now convenes every two months due to the winding-down of operation. Currently, some 17 Red Cross Red Crescent partner national societies (PNS) are still present in country and actively involved in the tsunami. Most of these are members of the task force, which will be dissolved in April 2009. A coordination mechanism focusing on country-wide support to PMI will be established.

An important part of coordination, communications and reporting continue to celebrate successes and also functions to support lessons learned. Communication and reporting activities are thus being continuously refined to meet the changing needs of the Red Cross Red Crescent operations. The geographical information systems (GIS) unit also continues to support operations through the production of maps and the application of mapping technology to support management decision making. During 2008, the GIS unit provided a total of 102 maps for the benefit of seven Red Cross Red Crescent PNS as well as the International Federation and PMI.

Nearing the fifth year commemoration of the tsunami, two PNS, namely British and Netherlands Red Cross have completed the implementation of their projects. The British Red Cross has exited the country while Netherlands Red Cross has transitioned back to its long-term development programmes with in-country presence at national level. The International Federation continues to coordinate with its partners to ensure sustainability in transition planning and encourage compliance to Red Cross Red Crescent Movement-agreed obligations on appropriately-managed exits.

Service provision

In terms of support services, the International Federation delegation provides facilitation of visa, work permit, hiring and contracting of national staff, borrowing and leasing of International Federation vehicles, procurement and warehousing as well as information technology (IT) services. Some 16 PNS operating in country are currently benefiting from this service provision.

To support bilateral and multilateral activities, the International Federation delegation operates several operational centres. Its operational and administrative service centres are located in Banda Aceh and in Jakarta. The International Federation field delegation on the island of Nias continues its support national societies and multilateral programmes. However, the operational centres in Meulaboh and Calang have closed down.

The International Federation continues the operation of a logistics support office in the port city of Medan.

Implementation

The International Federation was initially involved in livelihood project as well as transitional shelter construction projects, but has now completed both the livelihood activities and the transitional shelter programme. Its role in construction is now limited to the construction of 17 PMI branch buildings. Logistic support through the provision of specialist staff, transportation, fleet and warehousing facilities will also be provided. Further information on the multilateral programmes can be found in this document under the section on "Priority programmes".

The support also continues to the PMI's delivery of the International Federation Strategy 2010 core programmes: health and water and sanitation services; disaster preparedness and response; and the promotion of the Red Cross Red Crescent's principles and values. Additionally, as an integral part of the International Federation's country presence, the delegation supports the capacity-building programme of the PMI nationally, aside to the support given in Aceh and Nias following the loss of personnel and damage to the national society's buildings.

Achievements to date

The emergency period

During the emergency period, the International Federation carried out relief programme and distributed food and non-food items, covering 12 districts of Aceh as well as Nias Island over a 21-month period. Reaching up to 100,000 beneficiaries within the first month, the Red Cross Red Crescent Movement provided relief items, health services, and drinking water to the affected community. During that time, PMI relief registration cards accounted for a total of 667,000 beneficiaries, including host families.

As is invariably the case, there were many lessons learned about the efficacy of the emergency response. These have been recorded by various monitoring and evaluation bodies, including the International Federation, the Active Learning Network for Accountability and Performance in Humanitarian Action and others, and are on public record.

The early recovery period

The International Federation's transitional shelter programme was completed in late 2007 and provided more than 80,000 beneficiaries across 13 districts with a total number of 19,923 shelters. This was achieved through the collaboration of 35 national and international implementing partners.

The International Federation continues its health programmes, through the provision of improved water sources, sanitation and waste management facilities to the affected community with its water and sanitation projects. The International Federation has so far implemented water and sanitation projects in four districts of the Aceh province and one district on Nias Island, North Sumatra province, reaching a total of 126 villages in 21 sub-districts.

Complementary to the water and sanitation project, the International Federation also carries out hygiene promotions and health education, using established tools including Participatory Hygiene and Sanitation Transformation (PHAST). Additionally, PMI's community-based first aid project (CBFA) has reached out to 39 villages across three sub-districts of Nias. To date, 15 CBFA trainers at PMI have trained some 771 village health volunteers who are each responsible to disseminate health education messages to households in their villages. In total, the project health education messages would reach more than 40,000 people. The project was carried out through first aid trainings as well as health campaign on special events and radio talk shows. It also included a "hang up, keep up" malaria campaign, reaching the families in the targeted communities.

To develop and strengthen PMI's ability to respond to future emergencies, the International Federation continues the provision of disaster preparedness containers, and has so far established facilities for 18 branches in Aceh and 2 branches in Nias in which non-food relief items can be prepositioned. Additionally, with support of partner Red Cross and Red Crescent societies, the International Federation supports the installation of radio equipment as the first step towards establishing an early warning system. In terms of PMI capacity building in disaster management, the International Federation supports the training of PMI volunteers to be part of the of special disaster response unit (*satuan penanggulangan bencana/SATGANA*).

Priority programmes

Shelter/housing

As described above, the International Federation's transitional shelter programme has been completed, and the International Federation's involvement in construction projects is limited to providing support to PNS carrying out construction projects.

Health

Objective 1: The targeted population's knowledge in preventing and managing common health problems is increased.

The main recommendations for the health sector, according to the Nias health assessment, are decentralization, health promotion and prevention. Community-based health volunteers can fill the gap between the public health

services and the community and increase the community's knowledge about preventable diseases, nutrition, antenatal care, immunization, etc. Control of communicable diseases through awareness raising, adequate screening and the referral system are other areas for intervention. Additionally, provision of sanitary facilities, appropriate tools and knowledge to increase income, education, infrastructure and power supply to all sub-districts have high priority. The main objective of the CBFA programme which contributes to the fulfilment of one of the recommendations above is to increase the knowledge of the targeted population in preventing and managing their common health problems through a community-based approach.

The International Federation/PMI's CBFA programme which was launched in 2007 has been implemented in 39 villages across three sub-districts. The programme has so far completed its activities in these villages and plans to expand the programme to include additional 80 village, with strategy to work in the same villages where the International Federation and PMI's water and sanitation activities are currently being implemented. The programme will aim to increase the community's knowledge in preventing and managing common health problems, and will include first aid training in primary schools, targeting teachers and children.

At the national level, the International Federation supports PMI's own priority to concentrate on health and social services supporting disaster response. This includes building the capacity of PMI in health emergencies response with the formation and training of medical action teams in eight chapters, establishment of first aid posts in 15 priority chapters, and development of psychosocial support programmes in disaster prone areas. Additionally, the International Federation also supports the continuation and further development of CBFA, HIV/AIDS and infectious disease control programmes such as the malaria "hang up, keep up" campaign and avian influenza awareness programmes.

Water and sanitation

Objective 1: Beneficiaries' access to clean and safe water supply and sanitation facilities is improved, and beneficiaries' awareness in basic hygiene practices is increased.

The International Federation water and sanitation projects provides safer water supply and improved sanitation conditions and at the same time, trains community volunteers to maintain these water and sanitation systems over the long term. The focus of the water and sanitation project includes construction of water supply and sanitation infrastructure, hygiene promotion targeting behavioural change, as well as PMI and community capacity building through introduction of the PHAST approach, all of which will lead to decrease in the incidence of waterborne diseases and increased community capacity to respond to potential future emergencies.

Currently, the water and sanitation activities are implemented in 63 villages in nine sub-districts across four districts (Aceh Barat, Aceh Barat Daya, Bireuen, and Nagan Raya) of Aceh province, as well as 63 villages in 12 sub-districts across Nias district. The interventions in Aceh province in four districts have completed, while the projects on Nias Island will continue into 2009. The International Federation's focus for 2009 will be to continue the existing water and sanitation projects, and expand to additional villages which were identified to complement the Canadian Red Cross housing construction project.

To ensure sustainability of the water and sanitation programmes, the International Federation also carries out capacity building activities to strengthen PMI's capacity to provide water and sanitation support during emergencies. The aim is to enable them to carry out emergency provision of water and sanitation as well as water treatment. This will include the formation and training of a water and sanitation emergency response unit (ERU) team in West Java. In addition, a water and sanitation centre will be established in the same province, to serve as a centre of excellence for training in water and sanitation response in emergencies.

Disaster management

Objective 1: PMI is well prepared and able to respond to emergency situation in a timely, efficient and coordinated manner, linked to the government of Indonesia and the Movement response system.

Objective 2: The capacities of vulnerable communities to cope with disasters are strengthened and their vulnerability to natural and man made disaster is reduced.

Given the extreme frequency and range of serious natural disasters in Indonesia, PMI's highest priority lies in strengthening its disaster management capacity. The International Federation support in disaster management is divided into four components, all of them complementing each other in an effort to reduce risks and mitigate the impact of future emergencies. These four components are the establishment of disaster preparedness warehouse and prepositioned stocks, capacity building of PMI staff and volunteers in disaster management, implementation of integrated community-based risk reduction (ICBRR) and establishment of an emergency communication system.

In terms of disaster preparedness warehouse and prepositioned stocks, this year the International Federation will focus on the provision of equipment and prepositioned relief stock on Nias Island as well as Aceh Barat, Nagan Raya and Simeulue districts. Additionally, larger-scale storage requirements on Nias Island will be assessed, and if required, a warehouse or similar structure will be constructed.

Aiming to build the capacity of PMI, the International Federation plans to support various trainings for the staff and volunteers. These include basic volunteer training (*korps sukarela/KSR* or volunteer corps), in which the volunteers are trained in first aid, evacuation, coping with mass casualties, organizing temporary shelters and field kitchens, home nursing, tracing and mailing services and community health. Furthermore, the second course will be the specialization training, which provides training in specific field, for example, in water and sanitation. Another course to be supported is the training of and provision of equipments and tools for SATGANA units. SATGANA is a unit consisting of multi-skilled personnel which are mobilized locally and nationally when disaster strikes, and deliver first response such as first aid and evacuation.

The capacity building for PMI's ability to respond to disaster also includes support in developing disaster response and contingency plans as well as develop provincial and district level hazard and vulnerability maps for the chapter in Aceh and its 21 branches. Meanwhile, in Nias, consultants will be engaged to undertake activities which are designed to benefit Nias Island as a whole. The first of these activities will be an island-wide vulnerability and capacity assessment, and the second will be a study to determine the disaster risk reduction impact on livelihood issues on the island and the development of strategies to improve this situation, as required.

Contributing to building up PMI's role in the country's national early warning system, the International Federation supports PMI in establishing a radio network linking up all 23 branches across Aceh province and Nias island with the North Sumatra and Aceh chapter as well as with the PMI national headquarters. The priority for this year, particularly in Aceh, is to revitalize and upgrade the existing radio networks. The radio network will be further expanded to all 15 priority chapters in 2009. A vital part of this set up is the training of volunteers and staff at branch level as well as communities in disaster response, as well as developing systems, procedures and guidelines for the radio operation.

To enhance the capacity of communities to respond to and mitigate the effects of hazards and at the same time strengthen PMI's capacity to provide timely assistance to communities affected by the hazards, the International Federation supports PMI in the implementation of the ICBRR programme. It plans to continue its support to PMI in carrying out the programme in nine districts. The focus this year will be on the continuation of orientation trainings for staff and volunteers, as well as training on ICBRR, vulnerability and capacity assessment (VCA), school risk assessments, community mobilization and risk reduction planning for all staff and volunteers. Additionally, the establishment and training of community-based action teams (CBAT) in targeted communities is also expected to take place this year.

Organizational development

Objective 1: PMI is strengthened and modernized, enabled to serve and assist vulnerable people in the most effective, efficient and economic way.

Objective 2: PMI branches in Aceh province and Nias Island have standard office buildings, furniture and equipment.

In the capacity building of the host national society, the International Federation will focus on programme development and integration, organizational structure and human resources development, capacity building, financial management and resource development, and construction of chapter and branch offices.

The programme development and integration will focus on the ongoing projects, namely, ICBRR, CBFA and Red Cross youth development. Additionally, the International Federation will support PMI in profiling its image among the beneficiaries and the community in general, through awareness raising campaigns on the Red Cross Red Crescent Movement, PMI's role and history and its activities. In terms of organizational structure, the International Federation will continue its financial support for PMI staff salaries at PMI headquarters, chapter and branch levels. Furthermore, the International Federation will work with PMI to develop a transition plan at chapter and branch levels to enable PMI to take over the staff salary support in 2010.

To raise PMI's accountability, the International Federation has supported the development of a finance manual at the national level and will continue its support to the distribution of the manual as well as training in the new financial system and mechanism. Since sustainability has been a major concern for the International Federation and its member national societies operating in country, resource development will be a priority this year. The International Federation will support training in resource development based on the recently developed manual, and will further assist PMI chapters and branches in developing resource development and fundraising proposals. Further, the International Federation will support PMI to address challenges relating to the need for a new headquarters facility in Jakarta.

To date, the branch building construction project has completed nine branch buildings and will focus this year on the continued construction of eight more branches.

SRI LANKA

SUMMARY	
REVISED BUDGET (2005–2010)	CHF 240,046,210

Operational context

The ongoing conflict between the government of Sri Lanka and Liberation Tigers of Tamil Eelam (LTTE) has intensified as government-led armed forces continue their offensive in the north of the island. The north faces a humanitarian crisis of unprecedented proportions as the government continues to reclaim territory previously under LTTE control. The safety of the civilians trapped in the north is of increasing concern, even with the recent assignment of a 'safe area'. Despite the instability, only a limited number of projects, particularly in the north and east, have been put on hold and there has been steady progress with ongoing ones.

The western and southern districts of Sri Lanka were seriously affected due to heavy rains during the 2008 monsoon season. The low depression in the Bay of Bengal caused the early monsoon season rains to be more intense than usual, leading to flooding in seven districts. Similarly, monsoon floods in the north affected more than 400,000 people and displaced thousands. The hardest hit was Jaffna, with some 100,000 seeking refuge in temporary camps. The Sri Lanka Red Crescent Society (SLRCS) branches in the affected districts assessed the situation and provided speedy relief to those affected by the flooding, supported by several partner national societies (PNS) in country.

Four years after the tsunami, the worst natural disaster in Sri Lanka's recent history, affected individuals and communities are still recuperating from the effects, while the country continues to receive international contributions for long-term programming. The tsunami relief operation achieved a great deal in its aftermath, and now a greater emphasis is placed on recovery, focusing on creating more resilient communities and structures through capacity building, better disaster preparedness and improvements in coordination.

Role of the International Federation country office

The International Federation office in Sri Lanka continues to focus on four objectives:

- Coordination of Movement partners' efforts;
- Implementation of effective and efficient programmes to help tsunami survivors recover from the disaster;
- Assisting Sri Lanka Red Cross Society to deliver sustainable high-quality services to the most vulnerable through branch volunteers in disaster management, community health and care, supported by organizational development and the promotion of humanitarian values;
- Provision of services to partner national societies implementing bilateral programming.

The tsunami recovery operation in Sri Lanka is implemented under a Movement Coordination Framework composed of the International Federation, the SLRCS, the International Committee of the Red Cross (ICRC) and PNS with an operational presence in the country. To coordinate such a high number of actors, the International Federation relies on written agreements that have been put in place on programme-specific technical standards, security procedures, sector-specific roles and responsibilities of each component of the Movement. The key agreement that articulates the formal relationship between PNS and the International Federation is the Integration Agreement. Through this Integration Agreement, the International Federation provides support to its PNS partners in administrative, finance, logistics and human resource functions, but most importantly provides PNS with a legal status in the country as partners under the Federation's Legal Status Agreement with the Sri Lankan government. Three PNS have phased out during 2008 and an additional 13 remain in country. As PNS begin scaling down their presence in the country, the International Federation further extends its coordination and support by guiding and facilitating a careful and well planned exit by its partners. It also provides support in all legal and programming obligations and any ongoing matters.

Coordination

The Red Cross Red Crescent partners continue to collaborate with the technical committee, task force and various platform levels on technical, operational and strategy levels.

As more projects near completion, PNS are also looking into their exit from the tsunami operation. The latter half of 2008 has seen the International Federation work closely with Movement partners to come up with an exit strategy to ensure all administrative matters are efficiently managed. The Movement is now looking into the effective exit from programmes, building in sustainability measures and also improving the manual that has already been produced. The exit strategy is beneficial to all members of the Movement as it ensures that once the tsunami operation ends, the national society as well as the beneficiaries are not left with any liabilities.

The partnership meeting is of great importance to the national society as it aims to build the capacity of the national society and its core programmes beyond the tsunami operation. As a follow-up to the first partnership meeting, another meeting was held a year ago inviting the Movement partners to look into long-term cooperation. As a result, SLRCS revised its 5-year strategic plan to further improve the plans for the core programme areas which are forecasted to be finalized by mid-2009. The positive outcome of these partnership meetings led the national society to reflect further on its programmes with clearer objectives and a more realistic approach with regards to time frame and resources. This exercise has brought together both management and SLRCS staff to visualize the future of the national society.

The continuation of the conflict in the recent months has witnessed PNS working closely with the ICRC and SLRCS on conflict relief. Tsunami programmes in the north continue to be affected by the conflict, and the Movement is once again looking into the status of the Tsunami Recovery Fund to support recovery operations in the effected areas when it is possible to do so.

The Red Cross Red Crescent continues to collaborate with other partners in the country including United Nations agencies, the Sri Lankan government and other NGOs. Key working partners in the government include the reconstruction and development agency under the ministry of finance and planning, the ministry of health, the national disaster management centre and the national water supply and drainage board.

Service provision

The International Federation office in Sri Lanka provides a wide range of technical and administrative services to 13 PNS with operational presence focusing on long-term projects such as health infrastructure, housing construction and water and sanitation. This includes facilitation of visa requests, hiring of national staff, borrowing and leasing of International Federation vehicles, procurement, warehousing, transport and IT services. During the initial phase of the tsunami, 24 PNS contributed in providing assistance to the affected beneficiaries. Additionally, the International Federation has four field offices which support SLRCS along with PNS operating in the area. These services give support to and ensure efficient project implementation to partners active in the country.

Implementation

The International Federation has completed a wide range of its programmes in the southern districts of Sri Lanka mainly in the housing and livelihoods sector. Further information on the multilateral programmes can be found in this document under the Sri Lanka section on priority programmes.

Achievements to date

Four years after this tragic event, the Red Cross Red Crescent Movement has a portfolio of more than 425 projects both completed and ongoing. Since the tsunami, 165 projects have been completed, including the distribution of non-food relief items, livelihoods support, health and care, water production and distribution, and construction of new houses and health care structures.

Across the board, Red Cross Red Crescent partners in Sri Lanka are now taking on more collaborative and integrated approaches to programming, both between programme areas and through involving beneficiaries directly as part of community-based initiatives. This approach both increases the efficiency and the quality of the projects. An increased focus on a beneficiary-centred approach to projects has enabled the International Federation to provide programmes shaped by beneficiary needs. The SLRCS is benefiting from increased credibility and a positive image among the local population, as well as developing its human resources and structures to manage natural and man-made disasters, and health risks.

The International Federation has specifically supported over 4,000 households to recover and strengthen their livelihoods from which families have been assisted through these projects and many of the long-term projects are continuing. Supporting newly resettled housing beneficiaries became the primary focus of most livelihood projects as it concentrated on providing these beneficiaries with cash grants to resume their normal lives. These projects have shown remarkable results based on the programme monitoring results.

Much of the progress in project implementation has been in the housing sector, one of the largest components in the Red Cross Red Crescent post-tsunami recovery programme. The housing construction projects in Galle, Matara, and Hambantota have been completed.

There has also been progress in the health infrastructure projects component, where the Red Cross Red Crescent has signed a memorandum of understanding with the ministry of health for 76 health infrastructure projects, out of which the International Federation has undertaken ten. Several of these projects have commenced construction with only one project in its tendering phase. The scope of work includes the construction of new buildings as well as the renovation and refurbishment of existing health facilities together with the supply of new medical equipment.

Emergency Period

The International Federation responded quickly to needs of the displaced and affected populations, providing relief through the distribution of food and other essential items. The International Federation then moved on to providing non-food relief items (NFRI) that included kitchen utensils, hygiene packs and baby packs. During this stage, nearly 3 million litres of clean water were distributed. In the following years after the tsunami, the International Federation has focused its attention on long-term projects such as housing construction, health infrastructure and water and sanitation.

Priority programmes

Shelter/housing

Objective 1: To improve the living conditions of the affected Tsunami population through the construction and rehabilitation of homes destroyed or damaged.

The International Federation and its partners have, by the end of 2008, constructed 21,835 houses, both by the donor-driven and owner-driven modalities. Out of these, 10,847 have been built by the International Federation with multilateral funding. An integrated approach using various other segments within the Red Cross such as water and sanitation, livelihoods, health and care and disaster management are taken into serious consideration. Construction activities have been one of the key tasks of the International Federation in Sri Lanka as a response to the tsunami.

Under the donor-driven housing modality, beneficiaries have been resettled where contractors built new houses on sites selected by the government. The process for construction of donor-driven houses involves hiring commercial architects, engineers, and builders to construct the houses for beneficiaries. They were relocated because their previous dwellings were deemed hazardous by the government, being adjacent to the coast in what is known as the “buffer-zone”. From a total 630 planned, 350 houses have been completed.

The construction of new communities requires careful planning and coordination of parties responsible for the provision of water, drainage, road access, electricity and other services. The various components have been drawn together in a broad development effort to allow the communities to establish themselves. This has been achieved by outlining respective responsibilities in memorandums of understanding concerning specific sites, coordinating closely with the local authorities, and drawing on the support of SLRCS branches.

The owner-driven housing modality supports the reconstruction by homeowners outside the buffer zone whose houses were destroyed or badly damaged by the Tsunami. This modality is carried out through a partnership with the World Bank known as the Community Recovery and Reconstruction Partnership (CRRP) and implemented by UNHabitat. It provides funds to families to rebuild on their own land with two approaches:

- a. **Base grant:** households are identified through an island-wide standardized approach that targets households who were affected by the tsunami but do not need to relocate from their original housing site. Approximately 10,680 households have claimed their full entitlement, from which 6,890 have been completed.
- b. **Top-up grant:** serves to match the base grant. Eligible families receive phased disbursements of cash grants directly to a savings account held by the beneficiary. In both cases, the beneficiary is responsible for reconstruction of his or her own house with technical support provided by the partnership.

Health

Objective 1: To strengthen individual, household, community and local health care capacity to adopt and deliver prevention, promotion and primary health care activities.

Objective 2: To improve the access to health care services through the construction or rehabilitation of health infrastructures.

In order to meet the health objectives, the International Federation supports SLRCS in five main sectors related to health and care activities and one related to the improvement of service delivery.

Community-based health and first aid, HIV/AIDS awareness and prevention, blood donor recruitment and training in health in emergencies are the sectors in which the International Federation supports SLRCS' health and care initiatives in accordance with its 5-year strategic plan. Building sustainable self-reliant communities that are able to make informed decisions about their own health as well as identify their own priority health issues and find local solutions is essential.

The community-based health programme will phase out in the next two years to make way for community-based first aid which is already in place and closely linked. One of the projects under the community-based first aid component will be carried out in Puttalam District. Public health in emergencies includes plans for establishing joint branch disaster preparedness and health response teams. The community-based health programme contains a psychosocial support component which will run until the end of 2008, as well as a sight restoration and vision correction project in Trincomalee which will continue beyond 2009. Interventions related to both these components are also carried out as "stand alone" projects.

Technical support in health and care to SLRCS, and especially in view of the revision of its 5-year plans, has been significant. Support in the implementation of the HIV/AIDS prevention programme in the tea state factor is being expanded, and the capacity of country-wide awareness rising has been strengthened. Project collaboration between SLRCS and the national blood transfusion services of the ministry of health in two pilot districts will be replicated across the country.

Health and care programmes, and their close links with other programme areas have led the integration effort in view of the phase-out of several supporting partner national societies and as a mechanism to support the national society's goal of sustainability and optimal use of resources.

Support to the improvement of delivery of health services in Sri Lanka has led SLRCS to agree with the government, through a memorandum of understanding, to reconstruct, rehabilitate and refurbish more than 60 health facilities. The International Federation has taken on the task of supporting 16 of these health facilities. Two base hospitals are currently under construction, 13 rehabilitations and refurbishment are ongoing, and the construction of one hospital is in tendering stage. The activities at each of the health facilities adopt a combination of refurbishment of damaged or old components of the health facility, reconstruction of new buildings in line with hospital development plans, and the provision of upgraded equipment for use in the hospital as agreed with the ministry of health. High specification equipment will also be supported with the requisite training and maintenance contracts from suppliers.

Water and sanitation

Objective 1: To expand the capacity of water supply scheme in tsunami-affected areas of Sri Lanka and improve the service delivery within the existing National Water Supply and Drainage Board System.

Objective 2: Promote good hygiene practices within the water supply catchment areas where tsunami-affected beneficiaries reside.

The water and sanitation programme as a response to the tsunami in Sri Lanka includes from water and sanitation infrastructure activities to community-based activities including hygiene promotion. Staff and volunteers involved in these programmes at the branches benefit from acquiring skills related to technical knowledge as well as project implementation.

The government signed a memorandum of understanding with SLRCS determining Red Cross Red Crescent support in water and sanitation in the country. Federation-wide, this consists of 26 significant infrastructure and water supply projects. Since 2004, the International Federation has been implementing ten of these projects, but since the end of 2008 it took over another from the French Red Cross which has closed operations in country. The Red Cross Red Crescent role on each project is identified through the National Water Supply and Drainage Board (NWSDB), which also acts as an advisor on design of Sri Lankan standards, policies and specifications.

The aim of these large infrastructure projects is to link existing water supply schemes to new resettlement areas as well as surrounding townships by constructing water treatment plants, water towers, collection tanks and piping required to bring safe water directly into people's homes. Six of these projects, which are targeted for completion in 2010, are in Ampara, the district hardest hit by the tsunami. Two others are in Galle, of which one has already been completed. The new project adopted from the French Red Cross is carried out in Matara, totalling two in this district, both due for completion in 2009. The final project, which is on hold, is in the northernmost district of Jaffna. It is foreseen that future developments in relation to the conflict may enable access to this project towards the middle of 2009, thus allowing for it to be retaken.

In addition to the projects under the memorandum, the International Federation is implementing more than 20 other projects for upgrading the sanitation facilities in schools, cleaning of wells and improvement of water supply. Special attention is given to the hygiene promotion by transmitting appropriate hygiene behaviours to the communities whose water supply connection reach household level. The International Federation also provides assistance and support to partner national societies in their water and sanitation activities.

One of the major challenges continues to be the limitations of the NWSDB in meeting the population's water needs. The lack of resource and funds, sudden needs for water due to well contamination, delays to existing plans to expand the water supply scheme and leaks in the existing water scheme are just a few of the obstacles contributing to delays in the implementation of the government programme.

Disaster management

Objective 1: Improve self-reliance of individuals and communities to reduce their vulnerabilities, manage and mitigate impacts of natural and man-made disasters as well as climate change.

Objective 2: Improve institutional capacity and mechanisms to respond to impacts of natural and man-made disasters with skilled human resources, and financial and material capacity for effective disaster management.

The main objective of the disaster management programme has been to strengthen the SLRCS at all levels to be well prepared and, through proper planning, maintain organizational readiness to respond to natural and man-made disasters, reduce vulnerabilities of hazard-prone populations by improving community resilience and effectively coordinate with other stakeholders. This is done through capacity building of the national society, community-based disaster risk management including assessments and risk reduction plans, and construction of warehouses.

The community-based disaster risk management project is carried out in four districts of Sri Lanka (Ratnapura, Gampaha, Trincomalee and Nuwara Eliya). The team is identifying vulnerabilities, risks and hazards in more than 12 communities with the active participation of SLRCS volunteers, village disaster management committees and action teams, all of which have been formed and trained. Further training in early warning system has been carried out in three of the most cyclone-prone districts (Trincomalee, Batticaloa and Ampara).

The construction of the warehouse for stock-piling goods for emergency response was finalized in July 2008. The location of the warehouse in Anuradhapura is strategic as it is in close proximity to the ongoing conflict in the north, but also central enough to reach central and coastal districts.

Livelihoods

Objective 1: Support housing beneficiaries as a means of re-establishing, diversifying and developing their livelihood options.

In order to reach the livelihoods objective, recognizing the importance of prioritizing those communities where households were being relocated through donor-driven housing was the main outcome of grassroots level community participatory assessments. These also enabled the identification, coordination and integration of community-based approaches in the implementation of livelihoods with other programme areas. The main programme implementation mechanisms have been the cash transfers, but vocational training, asset replacement and support to cooperatives and small business development have also contributed to the so far impressive results through the programme monitoring.

By 2008, the Matara community-based livelihoods programme was completed and a minimum level of community development was reached in most donor-driven relocation housing sites. Filling in the gap to reach all donor-driven relocation housing sites will be a priority throughout 2009. Another major task in 2009 will be the integration of livelihood projects into the disaster management programme of SLRCS. With the completion of livelihoods programme as a response to tsunami, the Red Cross Red Crescent Movement's good practices in this area will be documented.

Organizational development

Objective 1: Improvement of SLRCS capacities at headquarters and branches in the establishment and development of policies strategies and procedures as well as adequate programme management and partner relations.

Objective 2: Support the improvement of SLRCS service delivery at branch level with the construction of branch and headquarters infrastructure as well as the refurbishment of both.

Having undergone a comprehensive and consultative strategic planning process, followed by a revision and elaboration of concrete programme plans, SLRCS is in its final stages of completing its five-year strategic plan 2008-2012. The International Federation's support in organizational development (OD) is focused in ensuring that SLRCS has the adequate organizational structures, policies and procedures, capacities, skills and resources to meet the needs of the most vulnerable in Sri Lanka. High quality service delivery mechanisms, along with a good public image, are the main goals sought with these objectives.

Project components of the OD programme include improvement and development in the areas of governance and management; policy and guidelines; volunteering and youth; human resource; finance; resource mobilization; internal, external and partnership cooperation; and community empowerment. Similarly, the construction of branch infrastructure as well as supply of equipment, salary, and transport as well as daily technical support are key contributions to the national society in collaboration with and integrated into other programmes.

Plans to conclude recovery phase

As construction is one of the main areas in which the International Federation supports its beneficiaries, particular attention will be paid as of early 2009 to donor-driven houses where beneficiaries have moved into their new homes, where some may not be familiar with the social obligations of living in close proximity to their neighbours. Having lived in dispersed communities along the coast and sometimes having to integrate into already existing communities, beneficiary interest will be considered by ensuring responsibilities are met for those completed works during the handover and post-handover liability period.

As several PNS phase out during 2009 and 2010, the International Federation has designed a draft exit strategy to ensure that partners have an orderly and coordinated exit from Sri Lanka. This document is still in a draft version capturing information on exit strategy by sector and procedures for closure or handing over of projects. In addition to this, the final draft document on administrative, financial and legal exit has been revised and will continue to be updated and used as needs and requirements are identified. In the administrative realm, the International

Federation is supporting partners in closure of bank accounts, repatriation of fund balances, office and housing lease and human resource policies in line with Sri Lankan labour laws. At programme level, the first draft of the exit plan guidance is being finalized. This document outlines, adequate exit in terms of sustainability planning, roles and responsibilities, communication, knowledge sharing and lessons learned. Once this document has been finalized, it would support the national society to scale down in a sustainable way.

The International Federation has been supporting the national society design, launch and implementation of its 5-year strategic plan which builds on needs beyond the tsunami. This document sees a transition from tsunami to more regular core activities in view that the tsunami plan would be completely implemented by 2010.

MALDIVES

SUMMARY	
REVISED BUDGET (2005-2010)	CHF 81,256,797

Operational context

The International Federation's tsunami recovery operation in the Maldives has – since February 2005 – focused on temporary housing for over 6,000 internally displaced persons, construction of permanent houses, schools, community buildings, public utilities, waste water collection and disposal systems, supplementary water supply systems, and provision of household as well as community water tanks and rainwater harvesting kits. These projects were designed and have been implemented to meet the needs of tsunami-affected communities as outlined in the national tsunami recovery and reconstruction plan (of the Maldivian government). In general, Red Cross Red Crescent interventions cover about 30 per cent of the needs outlined in that plan.

Four years after the tsunami, the International Federation has overcome many logistical challenges and made significant strides; the physical achievements of the massive recovery operation are clearly evident. The final 562 houses (on Raa Dhuvaafaru Island, which is the largest single Red Cross Red Crescent construction project in the Maldives) were completed in December 2008. With this, the last beneficiary families, among those targeted by the International Federation, moved from the temporary shelters they had been living in since 2005 to their 'new' island.

Still many hurdles remain; especially in enhancing local capacities within the context of 'building back better.' The houses and community buildings provided may be structurally stronger but there is a need to put effort on enhancing disaster risk reduction approaches in order to promote community resilience against potential future disasters. This latter work would ideally be done by the host national society. In view of Maldives being one of the few countries in the world without a national society, efforts are ongoing to ensure that a Maldivian Red Crescent Society is duly recognized, well functioning and equipped to implement programmes, including disaster risk reduction. The Maldives [Programme Update no. 2](#) was issued on 10 November 2008, focusing entirely on the process, the achievements made, and the complexities involved.

With the major tsunami construction and specified utilities projects now complete, the tsunami operation in the Maldives is expected to wrap up at the end of 2009. Until then the International Federation office in Maldives will oversee the successful conclusion of remainder work associated with construction of roads, a sports facility and a waste management centre on Dhuvaafaru, host community appreciation projects on five islands of Raa Atoll, and management of defect liability periods for both construction and specified utilities projects.

Role of the International Federation country office

The International Federation country office continues to perform the following four key roles: coordination, implementation, service provision, and support to the host national society programme and institutional development.

Coordination

The success of the coordination structure has been largely due to the continued and active participation of the four Red Cross Red Crescent partners still active in the country; American Red Cross, British Red Cross, French Red Cross and the International Federation. This participation has ensured a consistent, coherent and coordinated approach in addressing common objectives and challenges.

The Red Cross Red Crescent continues to provide quarterly reports to the government, giving updates on achievements as well as implementation challenges. The reports are expounded through presentations to concerned government ministries and departments. High-level meetings are also arranged between Red Cross Red Crescent partners and concerned government ministries to discuss common pressing issues and seek the necessary government action in accordance to existing agreements or memorandums of understanding.

Red Cross Red Crescent partners are gradually completing their recovery projects and preparing for exit and/or transition to longer-term programming. The International Federation is, therefore, encouraging compliance to Movement-agreed obligations on appropriately managed exits that can ensure sustainability and a smooth transition.

Information sharing and communications are important parts of coordination, and continue to be prioritized. Besides celebrating successes and supporting sharing of lessons learned, the International Federation and PNS continue to work closely in producing Federation-wide reports and presentations that show the collective effort of the Red Cross Red Crescent.

Implementation

The office ensured that temporary shelter needs were met at the early stage of the tsunami operation. Implementation of construction and specified utilities – water and sanitation – projects then commenced shortly after in 2005. This latter work reached its peak in the second semester of 2008 with the completion and handover of schools, community buildings, houses and sewer system on Dhuvaafaru. (More information can be found in the section on “programme priorities”.)

The closure of the tsunami operation in the Maldives is expected to be completed at the end of 2009. In the meantime, the International Federation delegation will be implementing remaining work associated with construction of roads, a sports facility and a waste management centre on Dhuvaafaru, host community appreciation projects on five islands of Raa Atoll, and management of defect liability periods (DLP) for construction and specified utilities projects.

The disaster management and organizational development programmes – which started as part of tsunami recovery plan – have since been transferred to [Appeal 2008-2009](#) and [Country Plan 2009-2010](#) for the Maldives. During 2010, the only tsunami related tasks to be undertaken by the International Federation delegation will be management of the DLP and production of reports as agreed in existing pledge management notes and memorandums of understanding.

Service provision

The International Federation’s office continues to provide IT support to the PNS with presence in the Maldives. The finance and administration department also continues to work closely with similar departments of the PNS to ensure consistency in managing national staff within provisions of the local labour law.

National society development

2009 should bring historic progress to the Maldives, which is one of the few countries in the world without a national society. There are hopeful indications that this could soon change, following the submission of a Red Crescent bill to parliament in late 2008. While the new national society will not inherit any tsunami recovery activities, it will benefit from the goodwill that Red Cross Red Crescent tsunami recovery work as well as collaboration with the government and island communities has generated. The formal existence of the Maldivian Red Crescent Society will see the role of the International Federation’s delegation transition from an “implementer” to “facilitator”, putting effort on nurturing the new national society.

Achievements to date

Emergency phase

In the aftermath of the tsunami, the International Federation supported the government of Maldives in addressing immediate shelter needs of internally displaced persons by funding the construction of temporary shelters. After the displaced families had moved to their semi-permanent shelters – where they would live until their new homes were constructed – a process of consultation was initiated with them and the government. This was essential in determining where and how the homes would be best suited for their needs and interests.

Recovery phase

Four years after the surging waters inundated the peaceful archipelago, displacing one in every ten persons and washing away an estimated 62 per cent of the country's GDP, the International Federation has contributed immensely to restoring – and improving – lives: houses have been completed in four islands, ensuring that over 700 families have permanent shelter; rainwater harvesting kits distributed to 79 islands, benefiting close to 100,000 people; supplementary water supply systems installed in 15 islands, serving 24,000 people; and waste water collection and disposal systems completed, now serving communities in four islands.

While construction works continued, the International Federation was implementing a consultation process with the government, the internally displaced persons and host communities so as to increase programme ownership and strengthen stakeholder relationships. At the same time, the International Federation trained sewer operators in the four target islands; the operators would ensure proper functioning and maintenance of the utilities on their respective islands.

With regard to long-term programmes, the International Federation has been implementing disaster management and organizational development programmes with the view of creating the environment for a Maldivian national society to be established and begin its work. These programmes have since been transferred to the annual appeal. Please refer to the following links for details on the progress made – the Maldives [Programme Update no. 1](#) and [Programme Update no. 3](#).

Priority programmes

Shelter/housing

Objective 1: To 'build back better' the community by providing structurally stronger houses and community buildings.

The International Federation's commitment was to construct houses in four islands. Altogether, it has constructed 731 houses in the Maldives; 562 on Raa Dhuvaafaru, 109 on Dhaalu Kudahuvadhoo, 46 on Kaafu Guraidhoo and 14 on Kaafu Maafushi. The Kaafu Guraidhoo project includes an accommodation block (with a 32-person capacity) at the home for people with special needs.

In addition to the 562 housing units on the "new" island of Dhuvaafaru, the International Federation has constructed an island administrative complex (comprising of an island office, island court, police centre, disaster management office, post office, and spare office for the island unit of the Red Crescent), a pre-school, a primary school, a secondary school, an auditorium, an electricity distribution network (including a power station, network cabling, street lighting and the plant for power generation) and a waste water collection and disposal system. All these components were completed during the second half of 2008 and beneficiary families relocated to their "new" island during December 2008.

With the achievement of the above, the remaining work is associated with construction of a road network, a sports facility and a waste management centre on Dhuvaafaru. Once these three remaining components – as well as pending works on the wastewater collection and disposal system in the new settlement on Laamu Gan – are concluded, the tsunami operation in the Maldives will come to a close (at the end of 2009). As such, no budgetary

provisions have been made for construction during 2010; however, the management of construction warranty or defect liability periods will go into 2010 with the budget provided in the delegation's core costs.

Objective 2: To construct multi-storey public buildings, adding a vertical dimension to Dhuvaafaru thus contributing to the 'safer island' concept.

In view of future potential disasters, all houses, buildings and utilities constructed by the International Federation in the Maldives meet or exceed local hazard resistance standards. Furthermore, besides serving their functional purposes, the primary school, secondary school and community administrative buildings are designed to serve as "safety hubs" in the event of flooding; they also have ramps at the rear to enable ease of movement for people with disabilities. This was in line with the "building back better" approach that had been adopted by the government and all humanitarian actors responding to the tsunami in the Maldives.

"Building back better" applies to all the sectors that needed to be improved — such as the construction of houses and community buildings, water and sewage systems, environmental protection, livelihoods and disaster preparedness — rather than merely reconstructing houses and other infrastructure the way it was before. It is in this context that a disaster management programme was included in the tsunami plan of action. In designing the programme, the International Federation took into consideration that prior to the tsunami the Maldives had little direct experience or effect of major natural disasters.

There is, therefore, still the need for risk reduction and disaster preparedness knowledge to be passed on to the new Dhuvaafaru community in order for disaster management to be regarded as the responsibility of everyone, not least the island communities themselves. This would position the community to make use of the multi-storey public buildings – the primary school, secondary school and administrative building on Dhuvaafaru – as "safety hubs" in the event of flooding. A disaster preparedness programme will be implemented by the new national society.

IDP/camp management

Objective 1: To provide support in managing internally displaced persons (IDP) camps as well as communications with beneficiary and host communities.

In the aftermath of the tsunami, the government set up a unit called 'managing internally displaced persons' (MIDP) to take the lead in coordinating all national and international effort to protect and assist IDPs. Through this unit, the International Federation supported the government in addressing immediate shelter needs of internally displaced persons – especially in islands it would implement construction projects – by funding the construction of temporary shelters. This support would ensure that the IDPs were adequately provided for in terms of basic shelter needs, including water and sanitation facilities.

While response to the needs of internally displaced persons was excellent in the relief phase, inevitably recovery would raise some complex issues. Prior to the tsunami, the Maldives had never faced a large-scale disaster. Soon, the tsunami response faced immediate challenges, mostly in dealing with the often conflicting demands of communities entering new phases of rapid development.

Issues also arose as a result of transferring displaced people from some affected islands to temporary shelters in other lesser-affected islands (host communities). The wide differences in the way communities behave and interact came to play. In as much as the Maldives may be a homogeneous society in many respects, attitudes in different islands – even within the same atoll – are diverse. While some host communities, such as Kudahuvadhu, avoided tensions with IDPs and proactively addressed problems as they arose, others did not.

At the earliest, the International Federation established a field recovery team to increase community awareness and participation, to monitor temporary shelters and to evaluate immediate or future needs of displaced persons. This approach took into consideration that beneficiary participation is key to the success of any project. The team established contact and worked in close coordination and collaboration with the government, other humanitarian actors, respective island offices, atoll offices and IDP committees.

It also came up with guidelines for the selection of beneficiaries of International Federation programmes. This work helped to complement and increase the accuracy of an existing government list of beneficiaries. To develop draft guidelines, the team adopted a participatory methodology which entailed conducting household surveys and informal interviews to collect data on family demographics (gender, age, numbers, special vulnerabilities, and changes in family size). The beneficiary selection guidelines were then communicated to the community in *Dhivehi*, the local language, as well as in visual and graphic forms in order to ensure that they were well understood by the island community.

Consultation with the government, the IDPs and host communities continued throughout implementation to increase programme ownership and to strengthen stakeholder relationships. Through its recovery and field assistant teams, the International Federation maintained constant communication through community-wide consultations, hand-delivery of beneficiary lead newsletter and a participatory radio programme. This contributed to the success in relocating the final beneficiary community to their “new” island, Dhuvaafaru, in December 2008.

With the relocation of the last beneficiary community (of the International Federation construction programme) now complete, the IDP camps on Alifushi, Hulhudhuffaru, Meedhoo, Maduvvari and Ungoofaaruu have been dismantled and the sites cleared up by the government. All the useful materials from these camps were taken by the community to Dhuvaafaru, leaving the host communities with nothing. This move could potentially awaken resentment in host communities which feel that the IDPs had been favoured as they are perceived to have received more than the rest of the communities.

The International Federation has, therefore, planned to implement host community appreciation projects in Alifushi, Hulhudhuffaru, Meedhoo, Maduvvari and Ungoofaaruu during 2009. These projects are aimed at expressing gratitude to the five island communities for their hospitality during the past four years: they hosted IDPs from Kandholhudhoo Island, who have since relocated to Dhuvaafaru.

The International Federation also recognizes that resources on host islands became overstretched by large IDP populations. Some suggested projects include the refreshing of schools, children’s playgrounds, and sports facilities for the older children, solid waste management projects and developing hydroponics systems.

Water and sanitation

Objective 1 (Water): To provide access to a safe water supply that adequately meets the drinking water needs of target island communities.

Because many rainwater storage tanks in islands most affected by the tsunami were either partly or totally damaged, the International Federation has provided assistance in replacing them while providing additional tanks to enhance household rainwater storage capacity. This way, island communities in the Maldives have gained access to critical, fresh and affordable drinking water supplies. This project was implemented over a two-year period. At its completion the International Federation had distributed over 15,400 rainwater harvesting kits in 79 islands, assisting over 100,000 people.

The International Federation has also provided supplementary water supply systems on 15 islands, to the benefit of 24,000 people. These systems have ensured availability of desalinated sea water during the dry season. The water is distributed via community taps located at selected points in the islands to ensure equitable access. So far, this project has been evaluated twice and community members have expressed appreciation for the clean water produced; they say the water produced is of superior quality than that from other sources such as groundwater wells. At the same time, while the water treatment technology is advanced it is appropriate for the Maldives and capable operators can be found and trained locally.

In Dhuvaafaru, each house is equipped with a 2,500-litre rainwater tank and an in-ground well. Additionally, 14 community rainwater storage tanks (each with a capacity of 10,000 litres) have been installed outside school and community buildings. These, alongside the household tanks, will optimize rainwater harvesting in the new

community. Should the need arise, the community could consider supplementary drinking water supply by installing a desalination plant; the pristine groundwater available could also be used for emergency supply.

Objective 2 (Sanitation): To install wastewater and solid waste management systems, thus contributing to improving groundwater resources, the environment and health of communities on the project islands.

Under memorandums of understanding with the government, the International Federation has supported implementation of municipal sewer systems in five islands. Works on the wastewater collection and disposal systems on four islands – Dhuvaafaru, Guraidhoo, Kudahuvadhoo and Maafushi – were completed during 2008 and the systems were handed over to the respective island communities. With that, the septic tanks of all houses on Guraidhoo, Kudahuvadhoo and Maafushi islands are now being connected to the systems (by the American Red Cross). On Dhuvaafaru, houses and buildings were connected to the system during construction as the sewer project was implemented alongside construction projects.

To complement the hardware component, the International Federation has trained sewer operators on the five islands. The trained operators will in future be members of their island sewer management committees and will ensure proper operation and maintenance of the systems. Additionally, the International Federation has conducted information campaigns, in partnership with the American Red Cross, to improve the understanding of sewer systems amongst targeted community members as well as the potential impact of proper wastewater management on water conservation in the islands.

Meanwhile during 2009 the International Federation will see through the remaining two water and sanitation projects; the waste management centre on Dhuvaafaru and the sewer system in the new settlement of Laamu Gan. For the latter, remaining works were handed over to the government – for it to complete – due to continued disruption and vandalism by the community. As per an amended memorandum of understanding with the government, the International Federation will provide funds and technical support to complete pending works on Laamu Gan. There are no budgetary provisions for this project beyond 2009.

Information and humanitarian values

The information and humanitarian value programme of the International Federation continues to provide quality information to internal and external stakeholders including Red Cross Red Crescent partners, the government, island authorities and beneficiaries. The team also ensures that reporting requirements agreed with donors and partners are met by coordinating and facilitating production of quality reports, fact sheets and updates.

Considering that the Maldives is in the process of establishing its own national society, it has been vital to create awareness of the Movement's role across the atolls. This has demanded clarification of misconceptions regarding the Red Cross (many believed it was a religious organization), and dissemination of facts about its principles, values and mandate. In this regard, the information team is supporting the organizational development programme team and the interim planning group in developing materials to promote the nascent Maldivian Red Crescent Society. To date campaigns have been done using personalized letters, appearances in live TV and radio shows, light emitting diodes (LEDs), a web log (blog) and short message service (SMS).

Because promotion as well as operationalization of principles and values is a cross-cutting programme area, it has also been done by other programme teams and PNS, with the information team providing technical input. Eventually, when the tsunami recovery operation in the Maldives comes to close in December 2009, the information and humanitarian values programme will be integrated into the larger integrated programme or support structure to support the development of the Maldives Red Crescent Society.

Plans to conclude recovery phase

The formal existence of the Maldivian Red Crescent Society will see the role of the International Federation delegation in the Maldives transition from an 'implementer' to 'facilitator', putting effort on nurturing the new national society. It is in anticipation of this development that the International Federation launched [Appeal 2008-2009](#) for the Maldives. The disaster management and organizational development programmes – which started as part of tsunami recovery plan – have since been transferred to the long-term appeal. They have been implementing

programmes aimed at creating the environment for Maldivian Red Crescent Society to be established and begin its work.

In the meantime, the International Federation's tsunami operation in the Maldives is scheduled to come to close at the end of 2009. The only tsunami-related task that will go beyond that period – tentatively until the end of 2010 – will be management of DLP for construction and specified utilities projects. Bearing in mind that the defects liability periods of projects by the Red Cross Red Crescent partners in the Maldives fall into similar timeframes, a coordinated approach to use shared human resources is under consideration. Consequently, under this plan there is a minimal budget allocation for Maldives during 2010; mainly to cover essential office costs, representation, a reduced support structure and associated overheads.

4. SUPPORT TO OTHER AFFECTED COUNTRIES

Thailand

Operational Context

Thailand has been gripped by political instability for some three years. In September 2006, a bloodless military coup ended civilian rule. Only in December 2007 were democratic elections held and a new government was installed in January 2008. During 2008, volatility continued with the change of political leadership, the banning of political parties, mass civilian strikes, and culminating in a 10-day blockade of the two major airports in Bangkok. Peaking oil prices, political uncertainty and the global credit crunch have contributed to a slowed economic growth. According to the World Bank, Thailand's economic growth was only 3.9 per cent instead of the predicted 5 per cent in 2008, while 2009's growth is predicted at only 2 per cent.

The civil unrest in the south of the country continues, with almost daily reports of violence.

Role of the International Federation regional office

In January 2008, the Federation tsunami unit in Thailand was relocated to the International Federation regional office in Bangkok.

Over the past three years, relations have strengthened between partner national societies (PNS) in Thailand, while PNS partnerships with the Thai Red Cross Society (TRCS) have improved. The tsunami has led to a much closer collaboration between the TRCS and other PNS. The TRCS (including chapter representatives) firmly leads coordination and technical meetings. It has also expressed a strong preference for all partners to work through the International Federation coordination mechanism. This mechanism plays also an important part for the coordination of the different bureaus within TRCS, allowing all stakeholders, including PNS, to share common interests.

Strong partnerships, established in early 2006 in close cooperation with the TRCS, continue to pay dividends in effective and coordinated tsunami recovery programming. Good relations exist with different ministries, UN agencies and disaster management institutions (e.g. Asian Disaster Preparedness Center and National Disaster Warning Center), actively collaborating through programme implementation.

The International Federation handed over to the American Red Cross the implementation of all the programmes in the six tsunami-affected provinces, effective from the beginning of 2008. In 2009 and 2010 the International Federation will continue to play the coordination role between the PNS and TRCS, and the traditional role of supporting the national society in disaster management and organizational development in regions outside the tsunami-affected areas.

At the request of TRCS, three key areas of support will be provided multilaterally through the International

Achievements and future plans

Health and care

The International Federation has supported the development of the 2008-2010 TRCS community-based health plans. Ongoing tsunami recovery efforts in the health and care sector are being carried out with support from PNS and cover four main areas:

Health and care infrastructure including emergency medical response system

Objective: TRCS emergency medical response is strengthened

Efforts were made to strengthen the capacity of TRCS emergency medical response system both locally and at national headquarters by providing medical and/or surgical equipment to affected health facilities, including hospital renovation. In April 2007, the upgrading of nine health facilities in Phang Nga province was completed. In total, 14 health facilities were renovated in the six affected provinces.

Blood services

Objective: Blood donor recruitment is strengthened in the six-tsunami affected provinces and the new IT system for the national blood centre is running

With support from PNS, the TRCS's national blood centre is setting up a new IT system for country-wide blood transfusion services. The construction of a regional blood centre in Phuket and the regional blood service model in six provinces is in progress. A workshop on recruiting voluntary blood donors was held in October 2007 for blood coordinators and provincial blood bank staff. In 2007, the programme showed a 20 per cent increase in the number of blood donations in the six provinces from the previous year. The local blood bank staff is satisfied with the programme as it enables them to concentrate on clinical work and leave the recruitment of donors to Red Cross chapters. The construction of the regional blood centre and the installation of the country-wide IT system will be completed in the second half of 2009.

Community health - psychological support, basic health care services and first aid

Objective: Integrate the physical and psychological health services into one holistic service at community level

These initiatives target community-based primary health care issues and strengthen capacity of the communities to help themselves by developing a network of volunteers. The design for the community-based health project was built as a continuation of the psychological support services project and basic health care project implemented by the TRCS College of Nursing in 2007. The main objectives of the project, supported by the International Federation and PNS, are to integrate the physical and psychological health services into one holistic service, and to adopt a more community-based approach. The TRCS College of Nursing, with the participation of other TRCS bureaus, has been reviewing the curriculums of existing training and the ministry of public health's training for village health volunteers, to develop new community-based health curriculum and manuals for trainers and volunteers. The Nursing College, with cooperation from Songkhlanakharin University and Songkhla Nursing College, has recruited 150 local health personnel who were trained as Red Cross health trainers in December 2007. These trained personnel can be deployed nationwide as needs arise. This programme was completed in December 2007.

Water and sanitation

Objective: The water systems of tsunami-affected health care facilities and schools are rehabilitated and the TRCS headquarters is strengthened to cope with future emergencies

These initiatives aimed to rehabilitate water systems and increase sanitation, specifically in 13 health care facilities and 81 schools. The national society's ability to deploy an emergency response water and sanitation unit from headquarters during future disasters is assured through a water and sanitation ERU unit based at its headquarters in Bangkok.

The participatory hygiene and sanitation transformation (PHAST) methodology was introduced to 81 schools. Staff, teachers and student representatives participated in the training, and became core implementers for training other school teachers, staff and students in their own schools. As a result, 130 PHAST trainers and community educators were trained. The hygiene and sanitation promotion campaign continued at these schools, with the health and care team undertaking regular monitoring and project evaluation in June 2008. The International Federation has also provided technical guidance to the TRCS in planning and implementing the community-based health, and the water and sanitation projects. This programme is expected to continue into June 2010.

Disaster management

Objective 1: TRCS is prepared to respond quickly to future disasters

The disaster management programme focuses on improving the capacity of vulnerable communities, as well as the TRCS itself, to prepare for, cope with and respond to future disasters. Key partners involved in the disaster management programme led by the International Federation are the TRCS as the overall project implementers, and the American, Finnish, Norwegian and Swedish Red Cross societies.

Community preparedness

Objective 1: Communities are familiar with Community-Based Disaster Risk Reduction Methods

Community-based disaster risk reduction (CBDRR) initiatives continue to strengthen tsunami-affected communities. Activities were implemented in 13 targeted communities with an aim to establish community mobilizing for better disaster preparedness. The project promotes active participation from community members and local stakeholders through developing their own counter-disaster plans and disaster risk reduction activities at household and community level. Showcasing the success of this initiative, the Tambon sub-district Administrative Organization (TAO) in Sukorn Island has incorporated the community counter-disaster plans developed in this CBDRR programme into TAO's action plan. In 2008, the CBDRR programme focused its intervention to flood-prone communities as flood disasters are large in magnitude and occur frequently. Planning will be implemented through local Red Cross health stations aiming to respond to needs of the vulnerable in flood-risk areas.

As a part of the awareness programme on CBDRR, 472 community leaders in Trang, Ranong and Satun provinces participated in a two-day community-based disaster preparedness sensitization programme. The programme included simulation and tabletop exercises, and reached 596 people. Among key actors collaborating in evacuation drills was the provincial office of disaster prevention and mitigation. This awareness programme aims to encourage potential community leaders to initiate further risk reduction activities within their own communities.

Objective 2: Contingency plans are developed for all the Provinces

Provincial TRCS leaders began a series of disaster management contingency planning meetings in 2008. These meetings will continue over the next two years, since TRCS sees this as one of their main necessities.

Institutional Preparedness

Objective 1: Nationwide communication is installed, volunteers are trained, and the system is operational

The procurement for communication linkages with the disaster operations centre at national headquarters took place between November 2007 and March 2008. The communication system, including a mobile communication vehicle, have been operational since April 2008. Training sessions on communication systems have been provided for local officers and volunteers to ensure smooth operation.

In 2007, there were 4,966 TRCS staff, members and volunteers at all levels trained through the International Federation's disaster management programme.

Objective 2: TRCS warehouse managers are trained, warehouses are equipped and ready for any eventuality

In 2008, TRCS focused on developing disaster response capacities through upgrading relief warehouses of the five health stations which serve as the frontline of the TRCS relief and community health bureau during emergency responses. The project location has been selected to cover the northern, northeast, west, and southern regions. The objective was to build up the efficiency and effectiveness of emergency responses. A training session with the support of the Federation's logistics unit in Kuala Lumpur was conducted for warehouse managers, with further training planned over the coming years. In addition, the International Federation is supporting TRCS in standardizing the warehouse equipment and relief items.

The Sphere manual has been translated into Thai and published for TRCS and related disaster management agencies to promote wider knowledge on Sphere standards.

Livelihoods

Objectives 1: The livelihoods of tsunami-affected people are restored

The International Federation's livelihood recovery effort has been built around restoring household income and replacing asset levels to pre-tsunami levels, and diversifying household income sources against future income shocks. PNS projects aim to provide beneficiaries a new way of making a living through provision of land for cultivation, construction of fish-landing sites, training in eco-tourism, and sponsorship of 81 youths to further and complete university studies, among other initiatives. All programmes except the school sponsoring programme were completed by 2007. The school and university sponsorship programme will continue in some cases until 2021.

Organizational development

The International Federation's organizational development programme component has overseen support to first aid and youth operations, chapter development and volunteer management. Technical assistance and advice on the implementation of first aid training project activities have been shared in consultation with the TRCS youth bureau. The International Federation offered its experience on volunteer management from other countries to the new volunteer manual draft. From its work with chapters, the organizational development team helped develop and strengthen the cooperation between the management and their members.

Objective 1: Monitoring and evaluation tools are in place and used by TRCS

The International Federation has provided financial and technical support to the TRCS personnel bureau, and strategy and planning bureau to help implement strategic planning and policy decisions, and the capacity development of middle management in monitoring and evaluation skills. Measurements for coaching and monitoring and evaluation have been put in place. Leadership training courses have been conducted for middle management levels 5 to 9; the existing training curriculum and teaching tools have been reviewed and developed. All existing strategies and plans will be reviewed and integrated into action plans for all bureaus.

Objective 2: TRCS has one volunteer management policy for all the bureaus

The issue of chapter development and volunteer management will be a programme priority for the coming years. Most projects have trained hundreds of volunteers and more are expected but there has been no proper database or management system established, and they are not perceived as a single resource for the national society to mobilize when needed. The plan to create the volunteer management software was planned for completion by 2007 but progress has been slow and this work continues into 2009.

There is still much to do in the area of volunteer management at chapter level. A volunteer manual has been drafted and the bureaus involved in volunteering have participated in the working groups. The manual provides basic volunteer management guidelines, including definitions of volunteers, members, committees, how to recruit and train, and to identify systems for recognition and reward.

Objective 3: TRCS youth are familiar with first aid techniques

The TRCS youth bureau has been able to expand the networking with their local partners to organize a first aid youth project in the six tsunami-affected provinces. Youths and trainers, mostly students and teachers at non-formal education centres, are trained in first aid skills. The volunteers learn skills such as cardio-pulmonary resuscitation techniques and other first aid skills, potentially useful in their communities at times of emergency.

Objective: TRCS chapter and headquarter staff members are familiar with the Red Cross Red Crescent fundamentals

In 2008, the International Federation together with the ICRC developed a “Joint Dissemination Session on the Red Cross Red Crescent Movement” training modules. Initial trainings for training-of-trainers were conducted, with 20 training events planned for 2009 and ten for 2010.

Coordination

The International Federation provides coordination between TRCS and the PNS active in the country. The International Federation has a status agreement with the Royal Thai Government and all the PNS have integration agreements. Through these agreements the International Federation provides office space in Bangkok for the partners. In addition, all the bureaucratic issues and human resource issues are handled from Bangkok (such as visa applications, work permits, recruitment of local employees, insurance, procurement and logistic arrangements).

End of recovery phase

The International Federation has already concluded its recovery phase. However, it will continue with the coordination mechanism for TRCS and the PNS active in the country (the Finnish Red Cross and American Red Cross will continue to be operational until 2010).

India

Background/Operational Context

India's southern coastal states were severely affected by the tsunami, leaving over 10,000 dead nationwide, more than 5,000 missing and thousands destitute and homeless. Hardest hit were the fishing communities with the loss of both property and livelihoods. The Indian Red Cross Society (IRCS) provided disaster relief to the most affected communities during the emergency phase and continues to work with its district and state branches, the International Federation, and central and local government to facilitate recovery.

Achievements to date

Disaster management

Following the release of a purchase order for the procurement of 12,000 tents from an identified supplier in April 2008, the delivery of tents to the IRCS regional warehouses by the International Federation under the tsunami operation in India have taken place over several batches:

- The delivery of the first batch of 3,500 tents to the IRCS warehouse in Arakonam (Tamil Nadu), funded by the American Red Cross, was completed on 10 December 2008.
- The delivery of 1,605 tents for the IRCS warehouse in Kolkata (West Bengal), funded by the Hong Kong branch of the Red Cross Society of China, was completed on 13 January 2009. In addition, the delivery of another 1,395 tents for the Kolkata warehouse (395 funded through the International Federation appeal and 1,000 funded by the IRCS) was completed on 20 and 28 January 2009 respectively.
- The delivery of 4,500 tents for the IRCS regional warehouse in Bahadurgarh, Haryana (3,500 funded through the International Federation appeal and 1,000 funded by the IRCS) is ongoing and 1,125 tents have since been delivered.

The balance of 1,000 tents, funded through the International Federation appeal, will be delivered to the IRCS warehouse in Virangam (Gujarat) by April 2009, which is when all deliveries of tents should be completed.

Seychelles

Background/Operational Context

Although the Seychelles Red Cross Society has become a major player in disaster management and response in the country since the tsunami of 2004, the global economic downturn is having an impact on planned activities as fundraising possibilities become limited. The delays in construction due to management issues (in the early stages of the tsunami recovery programme), as well as rising costs means that available funding is no longer sufficient. Construction plans have been revised and given priority over other disaster management and health activities. The preliminaries for the construction began in 2008.

Achievements to date

Disaster management

Objective 1: To increase the national society's capacity to develop disaster preparedness programmes and respond to emergencies.

With the help of the Federation and the French Red Cross, through its *Plateforme d'Intervention Région Océan Indien* (the "PIROI"), the national society has prepositioned emergency stocks to benefit 12,000 beneficiaries. The support of the German Red Cross in branch development should maximize beneficiaries reached with this stock. The International Federation supports the salaries of the national society's disaster management coordinator and the community-based risk reduction activities.

Health and care

Road safety remains one of the major problems in Seychelles. Working in collaboration with the ministry of health, the national society strategy is to increase the level of first aid and blood donation in communities. During 2008, 30 first aid instructors were trained and over 180 beneficiaries were trained in first aid, while more than 50 blood donors were recruited.

Objective 1: To assist the ministry of health in ensuring that the blood bank is adequately stocked with safe blood at all times.

The national society is training 20 blood donor recruitment officers. It also plans to produce relevant promotional materials for the blood donor recruitment programme.

Organizational development

The International Federation continues to support the Seychelles Red Cross secretary-general's salary, its administration costs, renting of office premises, as well as the audit of its financial statements. The International Federation gives ongoing support in the preparation of an intensified capacity building (ICB) proposal, planning monitoring evaluation reporting (PMER), volunteer management and budgeting. The construction of the national society premises has taken place and is expected to complete by the end of 2009.

Objective 1: To increase the impact of the national society's programmes, by developing its human resources.

The national society will review and update the volunteer database. All volunteers will receive a general orientation and new uniforms and identification badges to ensure visibility and encourage participation. Staff members will participate in IT training with the Seychelles Institute of Management. A new disaster management coordinator was recruited at the end of 2008 and will undergo relevant training during 2009.

Objective 2: To maintain and develop new programmes of collaboration with participating national societies, local and international partners.

The national society will participate in regional conferences to actively contribute to the topics on the agenda. It will also renew relevant group personal accident insurance and international travel insurance to cover volunteers, staff and members.

Objective 3: To introduce the highest standards in management practices.

The Seychelles Red Cross will apply for assessment and certification with the Seychelles Bureau of Standards. It also plans to explore the possibilities of adopting international quality standards through ISO 9000 standards.

Somalia

Background/Operational Context

In the Somalia tsunami emergency phase, partnerships with other operational organisations were essential in order to coordinate relief aid. The Somalia Red Crescent Society (SRCS) continued its response to the tsunami recovery focusing on the provision of health services, in which it has long-standing experience. In the post-emergency phase, tsunami funding has contributed to steadily increasing the national society's capacity to prepare for and respond to disasters and disease outbreaks. This capacity-building included vulnerability and capacity assessments (VCA) in selected tsunami-affected branches; training staff and volunteers in disaster management; and expanding its outreach community-based first aid services. The formation of disaster response teams took place in 2008 at national level and in selected branches. Tsunami programme implementation has been slowed down by insecurity and political unrest in several programme areas, affecting, among others, travel and communications.

Health and disaster management

The support to the SRCS network of mother and child health clinics/outpatient clinics and their outbreak response capacity will continue in 2009. An exit strategy for support to the Nugal referral hospital in Garowe will be put in place. SRCS health staff and volunteers will receive further training to develop and strengthen institutional and individual capacity. At the same time, VCA training and exercises will take place in the remaining SRCS branches.

The national society will establish water and sanitation, and hygiene intervention and services in Puntland. To increase its disaster preparedness further, emergency response training at the national level and in selected branches will be completed. Community-based first aid services will be maintained aimed at health risk reduction in SRCS programme areas, including preparedness training for staff and volunteers.

5. REGIONAL AND GENEVA SECRETARIAT SUPPORT

As referred on page 3, a decision was taken to plan the relocate of the secretariat's Tsunami Unit functions to the Asia and Pacific Zone. In planning this, different considerations have guided the secretariat, including the need to assure a transition that is as seamless as possible.

The two principal considerations are linked to the need to move towards a normalisation of support structures whilst acknowledging there are still important tsunami related activities that need to have continued dedicated support. With the last recovery activities to close by end of 2010, the focus of ongoing assistance to the affected national societies must increasingly turn to mainstream capacity building and programme support. This is best delivered through our appropriately resourced zonal structure. At the same time, there are ongoing region wide

tsunami activities that must be pursued through the period of the 5th anniversary and to deliver on our Regional Strategic Plan with commitments to end of 2010. Further, some PNS have explicitly asked that a focal point be retained for tsunami linked activities.

It was therefore decided that effective 1 January, 2009, the senior office oversight of the Federation's Tsunami commitments would shift from the Secretary General to the Head of Asia and Pacific Zone. The Tsunami Unit, currently located in the Geneva secretariat, is now relocating to the zonal office in Kuala Lumpur. The priority is that this happen in a planned and orderly way to assure the experience and capacity at the Geneva level is not lost but transferred to the Zone.

A new Head of the Tsunami Unit has been recruited and will take full responsibility from 1 April, 2009. From 1 January, he has assumed reporting line responsibility for the Sri Lanka delegation. The Special Representative for the Tsunami Operation retains the responsibility for the Tsunami Unit in Geneva and manages the transition process till end of March, 2009.

In line with the planned progressive transition, the reporting line for our delegation in Thailand reverted to the zonal office in Bangkok on 1 January and the delegations in Indonesia and Maldives will report to the zonal offices in Bangkok and Delhi respectively from 1 April 2009.

The functions will be completely transferred from Geneva to Kuala Lumpur by the end of June 2009. This will facilitate appropriate access to zonal technical and support services. The Tsunami Unit will comprise a head of unit, two senior regional officers, a finance advisor, quality and accountability advisor and a legal delegate. A communications coordinator is being appointed to manage the fifth year anniversary commemoration. A delegate, based in Bangkok, is charged with managing the Tsunami Recovery Assessment and Monitoring System (TRIAMS) project. Other services will be accessed through existing structures in the zone, including human resources, PMER, logistics and risk management and audit.

The Tsunami Unit will continue to provide overall leadership and coordination, representing the International Federation vis-à-vis other actors at the global level and giving the technical support that cannot be offered by the Asia and Pacific Zone office.

Since the Indian Ocean coastal region is exposed to many risks and natural hazards, such as earthquakes, drought, floods, tropical depression/storms, cyclones (south of the equator), volcanoes and tsunamis, priority attention continues to be placed on disaster risk reduction activities to increase resilience and reduce the impact of these hazards on vulnerable communities.

Propelled by a consensus on the need to improve national monitoring of tsunami recovery programmes and their impacts, TRIAMS has become one of the more visible initiatives in recovery monitoring and has helped assert the Federation's role in recovery policy. Though moribund for lack of donor funding in part of 2007, TRIAMS work was reactivated during 2008 in Indonesia, Sri Lanka, Thailand and Maldives, enabling activities previously identified in TRIAMS country action plans.

In 2009, IFRC will support a third regional workshop with partners WHO and UNDP to discuss and document lessons learned in recovery monitoring. These lessons will feed into efforts to improve global tools and methods available for future recovery operations. The workshop will also help guide the way for continued assistance in Indonesia, Sri Lanka, Thailand and Maldives into 2010. With funding support from PNSs, the Federation will continue to support improved national capacities to monitor the completion, impacts and sustainability of tsunami recovery, as well as to help institutionalize TRIAMS approaches, both as part of disaster preparedness and in response to evolving needs.

The Tsunami Unit is responsible for working with the partner national societies in collecting information on a six monthly basis to present the Federation-wide financial situation and to publish achievements against a range of performance indicators. A full progress report is published annually in December as part of our accountability to diverse stakeholders. The International Federation also issues regular progress reports which include operations

updates on multilateral programme implementation and operation fact sheets. These will be available on the website throughout 2009.

How we work

All International Federation assistance seeks to adhere to the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGOs) in Disaster Relief and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere) in delivering assistance to the most vulnerable.

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

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EMERGENCY & RECOVERY APPEAL

All Values in CHF

Years 2005/2006/2007

Region		South East Asia					South Asia					East Africa			Global		
Programme	TOTAL	South East Asia RD	Indonesia	Myanmar	Malaysia	Thailand	South Asia RD	Bangladesh	India	Sri Lanka	Maldives	East Africa RD	Somalia	Seychelles	Geneva Secretariat	Trans Regional - Programme	KL Service Centre
Health & Care	43,986,963	944,468	13,604,934	1,998,544		1,258,717	323,253			6,946,008	18,197,343	247,983	465,713				
Emergency Relief / DM	168,115,862	504,709	100,686,162	3,557,687	109,855	1,659,801	552,928	803,698	4,071,377	40,560,551	8,618,439	4,513,814	503,788	188,133		1,784,920	
Recovery	209,267,267		142,704,539	73,132		717,865				34,884,126	30,887,605						
Organizational Development	10,580,897	203,101	3,421,765	1,374,386		1,241,068	429,834			2,808,945	484,424	0		617,374			
Humanitarian Values	1,249,597		558,697	64,473			41,250			271,635	263,777	49,765					
Coordination & Implementation	55,526,134	618,019	19,325,375	679,404		656,932	134,686	24,724	14,793,498	2,304,540	607,928			14,582,143		1,798,886	
TOTAL 2005/2006/2007	488,726,720	2,270,297	280,301,472	7,747,627	109,855	5,534,383	1,481,951	803,698	4,096,101	100,264,764	60,756,128	5,419,489	969,501	805,506	14,582,143	1,784,920	1,798,886

Year 2008

Region		South East Asia					South Asia					East Africa			Global		
Programme	TOTAL	South East Asia RD	Indonesia	Myanmar	Malaysia	Thailand	South Asia RD	Bangladesh	India	Sri Lanka	Maldives	East Africa RD	Somalia	Seychelles	Geneva Secretariat	Trans Regional - Programme	KL Service Centre
Health & Care	18,782,283		5,561,306	-61,172		-20,373				8,749,745	4,280,120		272,657				
Emergency Relief / DM	6,108,654		1,835,881	-1,522		396,220	82,964	144,360	1,749,408	1,166,011	373,045	-20,676	347,970	34,994			
Recovery	42,368,225		-3,332,367	-251		11,344				36,484,591	9,204,908						
Organizational Development	2,438,511		1,297,511	-8,231		377,219				404,563	186,298			181,151			
Humanitarian Values	214,359		59,146	70							155,142	0					
Coordination & Implementation	12,305,476		5,161,117	70		215,871				3,624,536	714,464	-7			1,807,405	782,019	
TOTAL 2008	82,217,508	-	10,582,595	-71,037	-	980,282	82,964	144,360	1,749,408	50,429,446	14,913,976	-20,683	620,627	216,145	1,807,405	-	782,019

2009-2010 BUDGET

Region		South East Asia					South Asia					East Africa			Global		
Programme	TOTAL	South East Asia RD	Indonesia	Myanmar	Malaysia	Thailand	South Asia RD	Bangladesh	India	Sri Lanka	Maldives	East Africa RD	Somalia	Seychelles	Geneva Secretariat	Trans Regional - Programme	KL Service Centre
Health & Care	40,134,923		5,694,000							32,626,000	1,448,272		366,651				
Emergency Relief / DM	15,197,851		4,698,000			245,000	240,000	34,220	2,724,274	5,451,000	188,800	26,546	475,965	1,114,046			
Recovery	40,254,571		1,120,000							37,067,000	2,067,571						
Organizational Development	10,082,654		4,719,000			275,000				4,956,000				132,654			
Humanitarian Values	537,400		325,000								212,400						
Coordination & Implementation	29,285,650		10,219,000			480,000				9,252,000	1,669,650				1,679,000	5,986,000	
TOTAL 2009-2010	135,493,049	-	26,775,000	-	-	1,000,000	240,000	34,220	2,724,274	89,352,000	5,586,693	26,546	842,616	1,246,700	1,679,000	-	5,986,000

TOTAL APPEAL 05-10	706,437,277	2,270,297	317,659,067	7,676,590	109,855	7,514,665	1,804,915	982,279	8,569,782	240,046,210	81,256,797	5,425,352	2,432,744	2,268,351	18,068,548	1,784,920	8,566,905
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FORECAST 2005-2010 VALUES

Region		South East Asia					South Asia					East Africa			Global		
Country	TOTAL	South East Asia RD	Indonesia	Myanmar	Malaysia	Thailand	South Asia RD	Bangladesh	India	Sri Lanka	Maldives	East Africa RD	Somalia	Seychelles	Geneva Secretariat	Trans Regional - Restocking	KL Service Centre
Health & Care	102,904,169	944,468	24,860,240	1,937,372		1,238,344	323,253			48,321,753	23,925,735	247,983	1,105,022				
Emergency Relief / DM	189,422,367	504,709	107,220,043	3,556,165	109,855	2,301,021	875,892	982,279	8,545,058	47,177,562	9,180,284	4,519,683	1,327,722	1,337,173		1,784,920	
Recovery	291,890,063		140,492,173	72,881		729,209				108,435,717	42,160,083						
Organizational Development	23,102,062	203,101	9,438,276	1,366,155		1,893,288	429,834			8,169,509	670,722	0		931,178			
Humanitarian Values	2,001,356		942,843	64,543			41,250			271,635	631,319	49,766					
Coordination & Implementation	97,117,259	618,019	34,705,492	679,475		1,352,803	134,686	24,724	27,670,034	4,688,654	607,921			18,068,548		8,566,905	
TOTAL APPEAL 05-10	706,437,277	2,270,297	317,659,067	7,676,590	109,855	7,514,665	1,804,915	982,279	8,569,782	240,046,210	81,256,797	5,425,352	2,432,744	2,268,351	18,068,548	1,784,920	8,566,905

TSUNAMI - EXPENDITURE BY REGION & COUNTRY PER BUDGET GROUP

2008/01-2008/12

REGION	TOTAL	SOUTH EAST ASIA			SOUTH ASIA					EAST AFRICA			GLOBAL	
COUNTRY	Expenses	Indonesia	Myanmar	Thailand	South Asia Reg	Bangladesh	India	Sri Lanka	Maldives	East Africa Reg	Somalia	Seychelles	Geneva	Kuala Lumpur
Shelter - Relief	1,612,130	4,420				5,669	1,537,846				64,194			
Shelter - Transitional	16,421	0				431		15,990						
Construction - Housing	31,102,516							22,215,356	8,887,160					
Construction - Facilities/Infrastruc	5,227,710							5,188,351			39,359			
Construction Materials	-583,745	-583,745							0					
Clothing & textiles	72,089	3,995	-13,892	1,862				78,882			1,241			
Food	6,721		253					6,468			0			
Water & Sanitation	8,288,629	2,807,720	-4	12,004				1,447,471	4,021,439					
Medical & First Aid	293,284	41,530	15,021	85,518				19,467	33,220			98,529	0	
Teaching Materials	2,336	291						2,006	39					
Utensils & Tools	28,415	11,276						17,139						
Other Supplies & Services	626,930	316,560	1,394	30,485				277,976	515					
Supplies	46,693,437	2,602,047	2,772	129,869		6,100	1,537,846	29,269,106	12,942,373		203,324	0		
Land & Buildings	611,004	553,156	-3,075					60,923						
Vehicles	198,325	9,668		171,273				6,837			10,547			
Computers & Telecom	217,482	-111,608	0	215,206		75		85,399	2,103		19,294	1,524	2,354	3,135
Office/Household Furniture & Equipm.	53,407	3,548		8,489				39,261	773			1,336		
Others Machinery & Equipment	266,640	259,831		6,810					0					
Land, vehicles & equipment	1,346,859	714,594	-3,075	401,778		75		192,421	2,877		29,841	2,860	2,354	3,135
Storage	320,654	156,247	251	2,493			6,607	137,412	7,404		6,938			3,302
Distribution & Monitoring	298,126	225,538	425					22,287			49,015		361	500
Transport & Vehicle Costs	1,289,949	498,056	1,945	5,394		9,165		586,589	147,901	6,076	20,818	13,989		15
Transport & Storage	1,908,729	879,841	2,622	7,887		9,165	6,607	746,288	155,305	6,076	76,771	13,989	361	3,817
International Staff	8,249,526	2,722,801	-29,161	124,904	74,315	35,673	61,593	2,699,128	982,727		6,326	31,362	1,095,380	444,478
Regionally Deployed Staff	13,867			11,810				2,057						
National Staff	4,616,366	2,745,370	800	134,105		7,684	38,407	1,402,431	193,776	2,006	31,025	31,442	50	29,268
National Society Staff	1,179,996	394,208	8,897	97,583		15,976		537,170	3,938		97,392	24,832		
Consultants	475,254	48,670	206	127,307			0	71,604	18,644				83,804	125,020
Personnel	14,535,009	5,911,049	-19,257	495,708	74,315	59,333	100,000	4,712,389	1,199,085	2,006	134,743	87,636	1,179,235	598,766
Workshops & Training	1,467,913	530,360	46,106	388,757		28,368		307,730	58,565		80,561	6,674	2,683	18,110
Workshops & Training	1,467,913	530,360	46,106	388,757		28,368		307,730	58,565		80,561	6,674	2,683	18,110
Travel	905,428	445,716	1,727	28,686	2,989	4,977		117,659	137,033		5,976	20,006	75,354	65,304
Information & Public Relation	517,640	49,262	24,949	107,105	4	3,274		209,025	63,415		4,220	5,196	50,620	569
Office Costs	1,653,187	655,521	2,337	49,966	3	2,042		648,067	197,835		6,879	31,127	50,311	9,098
Communications	613,918	338,175	649	6,285	249	15,106	30	162,537	43,784	-7	1,365	15,307	21,236	9,202
Professional Fees	474,822	21,472		20,998				93,357	8,457			19,127	313,022	-1,612
Financial Charges	1,480,668	446,001	40,145	25,875		10,047	-9,378	706,724	260,864	0	2,966	-2,699		122
Other General Expenses	166,416	15,099	144	6,530	10	-3,635		51,466	17,300	12,305	50,319	2,820	914	13,142
General Expenditure	5,812,080	1,971,246	69,952	245,444	3,256	31,812	-9,348	1,988,836	728,688	12,298	71,725	90,885	511,458	95,826
Depreciation	69,017	61,819	862					6,336						
Depreciation	69,017	61,819	862					6,336						
Cash Transfers National Societies	230,957							230,957						
Cash Transfers Others	12,575,267							12,575,267						
Contributions & Transfers	12,806,224							12,806,224						
Program Support	-1,562,930	-2,105,503	-5,271	34,053	5,393	9,383	113,032	372,482	-176,475	-1,344	22,777	14,049	111,314	43,178
Programme Support	-1,562,930	-2,105,503	-5,271	34,053	5,393	9,383	113,032	372,482	-176,475	-1,344	22,777	14,049	111,314	43,178
Services & Recoveries	9,620	285	-462	2,500			1,269		5,253		774			
Shared Services	19,188													19,188
Services	28,808	285	-462	2,500			1,269		5,253		774			19,188
Operational Provisions	-887,635	16,857	-165,285	-725,713	0	123		27,635	-1,695	-39,719	111	51		0
Operational Provisions	-887,635	16,857	-165,285	-725,713	0	123		27,635	-1,695	-39,719	111	51		0
TOTAL EXPENSES	82,217,508	10,582,595	-71,037	980,282	82,964	144,360	1,749,408	50,429,446	14,913,976	-20,683	620,627	216,145	1,807,405	782,019

TSUNAMI - EXPENDITURE BY REGION & COUNTRY PER BUDGET GROUP

2004/12-2008/12

REGION	TOTAL	SOUTH EAST ASIA					SOUTH ASIA					EAST AFRICA			GLOBAL		
COUNTRY	Expenses	South East Asia Reg	Indonesia	Myanmar	Malaysia	Thailand	South Asia Reg	Bangladesh	India	Sri Lanka	Maldives	East Africa Reg	Somalia	Seychelles	Geneva	Kuala Lumpur	Trans Regional
Shelter - Relief	17,185,725	1,866	12,838,294	132,801				7,866	1,537,846	2,495,061	66,727	4,819	67,722	32,721			
Shelter - Transitional	1,201,893		1,051,158					431		150,303							
Construction - Housing	71,613,142									38,038,269	33,574,873						
Construction - Facilities/Infrastruc	6,491,285									6,451,926							
Construction Materials	109,210,086		100,986,771	36,304		82,833		0		508	8,067,482	31,064					
Clothing & textiles	9,962,911	6,801	4,280,193	387,347		1,862	139,874	801,604	3,695,833	283,965		363,960	1,241	231			
Food	17,444,338		17,417,360	2,117		68				24,794			0				
Seeds,Plants	23,312		3			19,574				3,735							
Water & Sanitation	32,436,731	62	7,747,733	33,418		295,853		955	4,154,107	20,180,955	9,991	13,658					
Medical & First Aid	7,149,203	842	4,908,362	158,781		140,328		425,792	870,348	285,666	23,887	321,377		0			
Teaching Materials	632,709		314,546	232,474					85,649	39							
Utensils & Tools	8,522,142		4,260,519	474,583		496,480		0	3,069,545	59,264	160,971			779			
Other Supplies & Services	36,266,225		20,868,241	61,104		60,427		2,418,406	12,488,286	327,602		498	1,625				300
ERU	11,441,119		7,613,260						3,769,495	58,364							
Supplies	329,580,819	9,571	182,286,439	1,518,929		1,097,424		206,855	5,184,603	75,297,859	62,904,936	594,691	443,855	35,356			300
Land & Buildings	4,490,360		4,053,166	288,657		1,329			93,345								53,863
Vehicles	3,767,102		2,518,818	32,664		327,059		50,237	700,317	81,846		56,161	0				
Computers & Telecom	4,106,118	49,572	1,864,996	67,496		351,192	22,286	37,771	1,108,286	107,101	222,264	31,746	3,362	119,102	82,784		35,798
Office/Household Furniture & Equipm.	2,103,801	6,202	343,227	40,419		45,218	1,268	6,648	1,087,809	509,564	13,602	0	5,942	10,129	17,640		16,134
Medical Equipment	23,619		1,068			22,551											
Others Machinery & Equipment	1,620,246		1,580,963	0		29,093		7,540	284	0	1,945						421
Land, vehicles & equipment	16,111,245	55,774	10,362,238	429,235		776,441	23,553	102,196	2,648	2,989,757	698,510	237,811	87,907	9,305	129,230	100,845	105,794
Storage	5,489,535	7,965	4,443,979	34,879		2,813		2,461	33,600	855,834	8,950	59,140	10,591	284	464		4,394
Distribution & Monitoring	36,983,102	198	26,690,508	1,498,658		6,168		3,050	813	7,692,769	926,063	47,282	80,595	11,039	7,137	669	18,153
Transport & Vehicle Costs	11,706,804	12,006	8,001,639	52,872		130,536	9,737	40,779	2,978	2,519,082	658,220	126,198	82,945	54,846	1,369	12,726	872
Transport & Storage	54,179,440	20,169	39,136,126	1,586,410		139,517	9,737	46,290	37,390	11,067,686	1,593,232	232,620	174,131	66,169	8,969	17,789	43,207
International Staff	56,527,366	784,306	19,595,932	1,723,158	125	356,026	899,812	248,613	117,967	15,113,819	4,933,119	923,354	8,578	127,794	9,538,478	1,400,567	755,718
Regionally Deployed Staff	211,035	79,551	25,673			11,810	185			46,418	27,163	2,519		576			17,140
National Staff	18,094,145	225,758	11,490,976	106,194	587	621,022	55,457	27,300	63,523	4,120,434	589,214	281,534	92,286	64,620	16,260	237,547	101,432
National Society Staff	4,850,956	25,072	2,295,627	417,689		236,734	26,045	19,956	4,750	1,464,270	78,658	213,923	78,658	-0	502		
Consultants	3,946,874	107,824	665,249	12,169		211,838	88,744		5,626	452,191	136,726	14,016	8,537	4,972	1,760,827	155,395	322,760
Personnel	83,630,376	1,222,511	34,073,456	2,259,210	712	1,437,431	1,070,242	295,869	191,866	21,197,132	5,706,029	1,269,347	323,324	276,621	11,315,566	1,794,010	1,197,050
Workshops & Training	7,188,711	264,177	2,313,135	663,254		1,127,239	190,221	88,597	917	1,070,117	137,726	498,853	331,557	43,066	310,929	66,021	82,902
Workshops & Training	7,188,711	264,177	2,313,135	663,254		1,127,239	190,221	88,597	917	1,070,117	137,726	498,853	331,557	43,066	310,929	66,021	82,902
Travel	6,740,517	232,313	2,556,947	174,064	1,922	373,394	109,796	15,364	57,361	698,823	649,024	344,427	43,272	74,981	1,047,508	200,161	161,158
Information & Public Relation	2,977,444	7,123	572,710	243,425	80	331,686	14,685	46,392	1,232	811,145	222,042	14,922	7,262	14,873	656,635	9,447	23,785
Office Costs	8,634,375	121,205	3,616,864	145,660		202,163	8,507	29,364	614	2,949,258	652,029	149,802	26,128	30,471	114,133	103,377	30,471
Communications	4,439,023	68,673	2,505,265	54,911		32,511	30,137	16,003	1,313	880,196	245,802	61,542	5,125	46,105	400,477	65,161	25,801
Professional Fees	1,704,393	83,213	290,010	1,280		25,103	2,572	627	1,286	485,899	27,349	17,692		51,085	708,445	6,574	3,257
Financial Charges	3,044,125	6,658	710,564	221,810		-3,916	284	22,492	-9,360	1,184,597	906,217	2,452	6,273	6,134	175	-3,510	-6,745
Other General Expenses	796,347	31,383	87,239	2,770		8,428	3,612	16,262	3,685	231,764	44,358	211,716	61,148	20,381	24,085	46,995	2,521
General Expenditure	28,336,224	550,568	10,339,600	843,919	2,002	969,369	169,592	146,505	56,130	7,241,682	2,746,821	802,552	149,209	327,693	3,322,127	428,206	240,248
Depreciation	260,443		233,854	9,481						17,108							
Depreciation	260,443		233,854	9,481						17,108							
Cash Transfers National Societies	4,964,771		1,226,479		100,000	500,876				1,552,219		1,412,027		173,170			
Cash Transfers Others	26,227,107									26,135,767				91,340			
Contributions	240,000													240,000			
Membership Fees	6,900													6,900			
Contributions & Transfers	31,438,777		1,226,479		100,000	500,876				27,687,986		1,412,027		173,170	338,240		
Program Support	19,654,865	147,526	10,828,594	364,315	7,141	245,339	101,569	61,624	370,685	3,919,688	1,877,596	350,905	78,723	66,407	964,488	154,845	115,420
Programme Support	19,654,865	147,526	10,828,594	364,315	7,141	245,339	101,569	61,624	370,685	3,919,688	1,877,596	350,905	78,723	66,407	964,488	154,845	115,420
Services & Recoveries	18,086		5,916	1,837		2,500			1,269		5,253		1,311				
Shared Services	19,188															19,188	
Services	37,274		5,916	1,837		2,500			1,269		5,253		1,311			19,188	
Operational Provisions	526,054	0	78,230	0		218,531	-0	123	0	205,194	0	0	111	23,864	0	0	0
Operational Provisions	526,054	0	78,230	0		218,531	-0	123	0	205,194	-0	-0	111	23,864	0	0	0
TOTAL EXPENSES	570,944,228	2,270,297	290,884,067	7,676,590	109,855	6,514,665	1,564,915	948,059	5,845,508	150,694,210	75,670,104	5,398,806	1,590,128	1,021,651	16,389,548	2,580,905	1,784,920
Plan Of Action (Version 2008)	691,336,295	2,270,298	309,569,683	7,831,430	109,855	6,546,639	1,588,452	982,279	8,590,519	229,553,765	90,840,879	5,425,359	3,322,138	1,867,651	18,082,142	2,970,286	1,784,920
% of Utilization	83%	100%	94%	98%	100%	100%	99%	97%	68%	66%	83%	100%	48%	55%	91%	87%	100%