

OPERATIONS UPDATE



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

TSUNAMI EMERGENCY AND RECOVERY REVISED PLAN OF ACTION 2005-2007 INDONESIA, SRI LANKA, THE MALDIVES, THAILAND AND REGIONAL AND GLOBAL SUPPORT

*Revised Plan and
Budget
No. M04EA028
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Part 1*

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

In Brief

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

Ops. Update no. 61

Period covered: December 2004 to September 2006

Appeal coverage: 70%

Click here to go to the list of contributions on the Federation website:

http://www.ifrc.org/cgi/pdf_appeals.pl?04/1-2-3%20-%20ap2804.pdf

This Operations Update is presented in two parts: part one comprises the revised appeal for the most affected countries; the second part comprises those countries not covered by the revised appeal.

Click here for contact details related to this operation

1. STRATEGIC FRAMEWORK FOR IMPLEMENTING INTERNATIONAL FEDERATION SECRETARIAT TSUNAMI RECOVERY SUPPORT

Background

The earthquake and series of tsunamis that devastated countries around the Indian Ocean rim on 26 December 2004 prompted a massive humanitarian response. The International Federation of Red Cross and Red Crescent Societies (International Federation), along with member National Societies, mounted the largest operation in its history to assist survivors in the immediate aftermath, and to help them rebuild their shattered lives. Most activities focused on the four worst-hit countries: Indonesia, the Maldives, Sri Lanka and Thailand.

18 months after the initial event, as the emergency response wound down and recovery was underway, it was recognized that a new plan was needed to reflect the changing environment. The new plan and budget reflect an approach which is strictly focused on tsunami-affected communities in the worst-affected countries, including measures to better protect communities around the Indian Ocean against hazards.

In addition the new plan and budget reflect the fact that the majority of the Red Cross Red Crescent tsunami recovery operation is being implemented directly by National Societies, making it necessary for the Federation Secretariat to scale back its operational involvement whilst increasing and refining its capacity to coordinate and provide support services to the membership.

It also takes into consideration data from new needs assessment highlighting certain priorities, as well as new programming options which have been well received by beneficiaries and government partners alike, such as owner-driven housing schemes in Sri Lanka.

The International Federation and its members can point to a number of important achievements across a range of programmes. People are being sheltered, their health is protected through the provision of clean water and sanitation facilities, and the disaster management capacities of local National Societies and exposed communities are being reinforced. Governments recognize the Red Cross Red Crescent as one of its most significant partners. This allows for a potential advocacy role that should be more actively utilized in the continued recovery programme.

Eighteen months after the tsunami, tsunami-affected communities and their governments should continue to expect from us the most targeted and cost-effective use of our resources.

Priority countries

The priorities presented here imply a clear and strategic focus on communities directly affected by the tsunami,¹ in Indonesia, Sri Lanka and the Maldives – plus some support in Thailand. Included in this revised plan are also such functions in the Geneva-based office of the International Federation Secretariat and regional delegations in Bangkok and New Delhi, as well as support from the Asia Pacific Service Centre in Kuala Lumpur that provide leadership, oversight and direct technical support to recovery programmes. Also included is the Indian Ocean Tsunami Early Warning initiative to improve National Societies' capacities to support the implementation of early warning systems in countries around the Indian Ocean, conducted in partnership with other agencies. Revised plans for the less affected countries are presented in part two of the Operations Update [[click here for Operations Update no. 61 part 2](#)].

Priority programmes

Programmes in the revised plan will focus on the broad recovery needs of the affected communities, including their protection from recurrent hazards. This means shelter programmes, with associated livelihood support activities; health programmes, including provision of water and sanitation; and disaster management. Strategic support to the local National Societies is also critical in order to allow them to emerge stronger out of the extremely challenging tsunami experience.

The International Federation Secretariat plays a number of key roles, including overall coordination of the complex tsunami operations, provision of support services to National Societies carrying out bilateral programmes, and implementation of multilaterally funded programmes – all under the umbrella of Red Cross Red Crescent coordination frameworks. The degree to which each role is played varies with the needs and circumstances of each individual operation. In Sri Lanka, all three roles are required; in the Indonesian province of Aceh, the Secretariat is now largely able to phase out its implementation role with the conclusion of the Aceh and Nias transitional shelter programme; in the Maldives, the Secretariat remains highly active in programme implementation owing to the small number of agencies providing support to this country's recovery.

Within the revised plan much greater emphasis will be given to communication with beneficiaries, conflict sensitivity, sustainability, and field-based monitoring and evaluation that promotes joint learning.

This strategic framework represents a partly new way of operating for the International Federation, its members and the Secretariat. If successful, a deliberate effort at jointly designing and assuming roles that build on the specific strengths and capacities of the different components of the Red Cross Red Crescent will have been made. It will have helped local National Societies find a role that does not stretch them beyond reason, but contributes to building their capacities to emerge stronger after the tsunami. It will recognize specific skills and experiences among National Societies, exercised within a coordinated framework and benefiting all components.

¹ This can include poor and vulnerable neighbours who may not have lost lives and property but would experience adverse equity impacts if excluded from rebuilding programmes, in keeping with international experience of the role of aid in promoting or reducing conflict.

It will have refined the leadership and coordination role of the Secretariat. Ultimately, it will have ensured a scaled-up response that delivers more effectively and efficiently to beneficiaries.

2. REVISED REGIONAL STRATEGY FOR THE TSUNAMI EMERGENCY AND RECOVERY OPERATION

Background

Since the beginning of the tsunami operation, the operational and policy environment has changed in significant ways. Some of the early assumptions are no longer valid. Important factors have emerged that could not have been known at that time.

With this in mind, a group representing local National Societies, other National Societies, the International Federation Secretariat and the ICRC started working in February 2006 to review the Tsunami Regional Strategy and Operational Framework (RSOF) and develop a revised strategy. The main purpose of the updated strategy is to provide continued and well-founded guidance for the Red Cross Red Crescent based on what has been learned during the first year of the tsunami emergency and recovery response. Alongside, work is being done to design and update country-based tsunami strategies for Indonesia, Sri Lanka and the Maldives.

The Regional Strategy 2 [\[click here for Regional Strategy 2\]](#) is firmly grounded in the original RSOF but aims to focus more on implementation priorities to achieve successful and sustainable results, with particular attention to the strategic elements of recovery programming. It also takes into account issues highlighted by evaluations done during the first year of the tsunami operation, the lessons learned from it, and from other operations.

Vision and key strategic areas

In summary, the strategy presents the following vision for the Red Cross Red Crescent tsunami operation:

This vision outlines the importance of assisting people in rebuilding their lives and livelihoods today but looks to

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.

the future in emphasizing the legacy of safer and better-prepared communities for the long term. While talking about

the Red Cross Red Crescent's role in humanitarian assistance and recovery, it also points to the Red Cross Red Crescent's particular role and added value in disaster management, prevention and risk reduction.

From the quality aspect, the vision reminds us that we are assisting people who are already making decisions and taking actions to rebuild their lives in the ways they see most suitable, emphasizing that programming needs to be done in full consultation and with the participation of the beneficiaries. The quality of programming is further addressed in the key strategic areas relating to quality and accountability, sustainability of programmes and equity and conflict sensitivity.

In terms of using resources and coordinating our efforts, the strategy emphasizes that we must be creative, flexible and responsible in the use of our resources, and improve our ability to work effectively and efficiently with internal and external partners. Ultimately, working well together will not only help us to be cost-effective but also make us stronger as a Movement.

In order to attain the vision, nine key strategic areas have been identified, and further explanations, objectives and recommended activities have been developed for each of these areas. The nine key strategic areas are:

1. Disaster risk reduction
2. Equity and conflict sensitivity
3. Sustainability
4. Beneficiary and community participation
5. Communication and advocacy
6. Quality and accountability
7. Coordination and collaboration
8. Organizational development
9. Organizational learning

Operationalization of the strategy

In order to operationalize the regional strategy, complementary country-specific strategies with locally designed objectives, aligned with the regional strategy, are being developed for Indonesia, Sri Lanka and the Maldives.

3. PRIORITY COUNTRIES

INDONESIA

SUMMARY	
REVISED BUDGET (2005–2007)	CHF 318,938,265

Operational context

The Red Cross Red Crescent's operation in Indonesia, after the earthquake and tsunami in December 2004 and the earthquake in Nias in March 2005, is the biggest in the tsunami-affected area. In May 2005, a key memorandum of understanding was signed with the Indonesian government. It was agreed that the Red Cross Red Crescent would use up to USD 600 million for the rehabilitation and reconstruction of Aceh and Nias. The memorandum contained a detailed list of commitments mainly in terms of physical reconstruction (homes and infrastructure) and assistance to families affected by the tsunami. The International Federation delegation in Indonesia is keeping track of the progress against this agreement. To date, more than 240 projects, totalling more than USD 520 million, have been identified.

Among other contextual factors with a strong influence on Red Cross Red Crescent operations is Indonesia's extreme exposure to natural disasters. Since the tsunami in 2004, two earthquakes in Nias and Yogyakarta have required major relief operations, and a recent tsunami on the south-west coast of Java claimed many hundreds of lives. The Indonesian Red Cross (PMI) and its partners need to be constantly prepared to address new emergencies without losing focus on the tsunami recovery operation.

Role of the International Federation country delegation

The International Federation delegation in Indonesia has been performing a threefold role: coordination, service provision and implementation of multilaterally funded programmes.

Coordination

The office of the movement coordinator, encompassing the reporting department and its Geographical Information Systems unit and the sector coordinators, has been managing the ongoing coordination of task force and technical working group sessions, the facilitation of collaboration amongst National Societies, and the communication of accomplishments through the weekly cooperation bulletins and the production of project activity mapping.

The International Federation is pursuing its ongoing communication and coordination with the UN Office of the Recovery Coordinator (UNORC) in Banda Aceh, and the Federation country delegation provides details as required for the UN Inter-Agency Standing Committee (IASC) meetings, particularly for the transitional shelter programme. The transitional shelter programme has required leadership and extensive coordination with National Societies and a range of national and international NGOs.

Service provision

The International Federation Secretariat provides a wide range of services to the National Societies that are operating bilaterally. This includes facilitation of visa requests, hiring of local staff, borrowing and leasing of International Federation vehicles, procurement and warehousing, and transport and IT services.

The country delegation operates several "hubs" in support of bilateral and multilateral activities. There are two administrative service centres: in Banda Aceh and in Jakarta. In addition, there is a facility in Meulaboh for both administrative and accommodation requirements, and a service centre and logistics hub near completion at Calang in Aceh Jaya district, to support a significant amount of National Society construction activity in that region. There are also International Federation field offices that support National Society and multilateral programmes on the islands of Nias and Simeulue, and in Lhokseumawe on the north-east coast of Aceh.

Additionally, the International Federation Secretariat operates a logistics support office in the port city of Medan, where most of the Red Cross Red Crescent's incoming materials and supplies are offloaded from marine craft for onward distribution overland to Banda Aceh and to Meulaboh, and by barge to Calang, Simeulue and Nias.

Implementation

The International Federation Secretariat was initially involved in livelihood and construction projects, but it is winding down its current livelihood activities, and after the transitional shelter programme has been completed, the Secretariat's role in construction (with the exception of 15 health clinics) will consist of logistic support through the provision of specialist staff, transportation fleet and warehousing facilities. Further information on the multilateral programmes can be found in this document under the Indonesia "Priority programmes" section.

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

Achievements to date

The emergency period

The Red Cross Red Crescent's achievements to date are considerable. A critical mitigating role was played during the early emergency phase, with the continued provision of relief services to beneficiaries – including food and essential items, water and sanitation and shelter – throughout the early recovery phase in the latter part of 2005 into the first half of 2006.

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 the public record.

The early recovery period

The International Federation's leadership role in the supply of transitional shelters evolved from an early recognition in the spring of 2005 that there would likely be a lapse of time before permanent structures would be ready for occupancy by those living in tents. Working in collaboration with the United Nations (UN) and other agencies, and later with the newly established UNORC, the International Federation allocated a previously unbudgeted and unanticipated amount for the manufacture, transport and erection of some 20,000 rigid transitional housing structures.

The programme has been designed with National Societies and NGOs as implementing partners, including provision of water and sanitation to sheltered communities, while the International Federation Secretariat has procured shelter structures, delivered them to their destinations and provided overall leadership and coordination, in partnership with UNORC.

With much learning gained for future operations – especially in respect of the International Federation's new lead role in coordinating international emergency shelter responses after major natural disasters – the difficulties in the implementation (e.g. uncertainty of sustainable sourcing of legally harvested wood) have been overcome, and logistic activities for shelter construction are in high gear. Except for some outlying areas on the Sumatra mainland and in some pockets on Nias, most beneficiaries previously residing in tents have relocated to transitional shelters or will do so within the coming weeks.

In addition, the community rebuilding process is complemented by safe hygiene and wellness education activities according to established International Federation standards, including PHAST (Participatory Hygiene and Sanitation Transformation) and CBFA (Community-Based First Aid).

A substantial indicator of accomplishment is that sufficient numbers of locally trained PMI volunteers in Aceh have been accredited to deliver the PHAST and CBFA awareness-building outreach so that trainers from other provinces no longer need to travel to Aceh and Nias to deliver these programmes that complement holistic community recovery.

Priority programmes

Shelter/housing

The transitional shelter programme described above has been given high priority by the Indonesian government and the BRR.

The Secretariat's principal focus in construction has been the transitional shelter programme. Thus, apart from construction of health facilities (more details under health below) and educational facilities, the Secretariat will in the future mainly continue to support the completion of National Society housing construction projects – numbering more than 22,000 homes in total to be eventually built across tsunami-ravaged Aceh's western coast and on Nias.

Health

Although not a high-profile activity, the Secretariat's support for the PMI's health services outreach is making a difference to the well-being of thousands of people. Specifically, 15 health clinics have been carefully identified as in dire need of reconstruction and re-equipping. The clinics will either replace those that were destroyed (with a population still living in catchment areas) or will be new structures in new settlements lacking adequate facilities in the vicinity. The programme also includes providing the clinics with medical equipment according to Ministry of Health standards and upgrading the skills of staff. In summary, the programme will deliver basic health services to people in some pockets of vulnerability in Aceh province.

In the area of community-based health, rather than implementing programmes, the International Federation Secretariat's scope is more in providing technical advice to the PMI to expand its activities and through coordination of other National Societies in the areas where they are active.

Water and sanitation

The Red Cross Red Crescent has been a stalwart provider of safe, consistent and reliable water and sanitation services since the earliest days after the tsunami and again after the Nias earthquake. The combination of the International Federation's proven expertise in this sector and the PMI's local presence is key in identifying where water and sanitation services are needed, thus helping to avert needless complications caused by unsafe water and unsanitary conditions.

The primary focus of the water and sanitation programme is on preventive health initiatives delivered through the PHAST curriculum and on structural support to immediate, mid- and long-term housing construction through the provision of community water networks and household water and sanitation facilities, as well as solid waste management. The International Federation Secretariat's water and sanitation projects are comprehensive, providing safer water supply and improved sanitation conditions and at the same time, training community volunteers to maintain these systems over the long term.

Disaster management

Given the extreme frequency and range of serious natural disasters in Indonesia, disaster management is the PMI's highest priority. Following the cataclysmic consequences of the tsunami and then the Nias earthquake, the survivors are proving receptive to the International Federation's disaster preparedness messages and to the prospect of local Red Cross branches' building up stocks of emergency supplies.

The programme emphasizes sound preparation for responding to future disasters and is contributing to building up the PMI's role in the country's national early warning system and overall disaster response capacity. It will also help to integrate the National Society into its grassroots community structures.

In addition, the PMI, the International Federation Secretariat and the implementing National Societies are delivering the disaster preparedness and risk mitigation message as an integrated aspect of the recovery operation. This is delivered through awareness-raising in temporary settlements for displaced people and in communities and schools, and through settlement mapping exercises with beneficiaries where reconstruction plans are under way.

Organizational development

The PMI has a far-reaching humanitarian presence across the country. Although well recognized at all levels of civil society and governance institutions, the National Society must continue to be strengthened in order to realize its full potential. The funding of institutional development of personnel, volunteers and physical structures can ensure that this respected National Society will continue to play a meaningful role in the country well beyond its 60th anniversary (2005), and after its partner National Societies have completed their tsunami and Nias earthquake recovery projects.

SRI LANKA

SUMMARY	
REVISED BUDGET (2005–2007)	CHF 230,812,534

Operational context

The Red Cross Red Crescent is one of the largest humanitarian actors in post-tsunami Sri Lanka. The Red Cross Red Crescent has signed several agreements with the government in relation to the recovery operation. With the change of government in late 2005, the Task Force for Rebuilding the Nation was replaced by the Reconstruction and Development Agency (RADA), which now steers post-disaster response in the country. Progress reports and details of the financial commitments of all Red Cross Red Crescent projects are updated on a regular basis on the RADA Development Assistance Database – an aid management and coordination tool designed to enhance the effectiveness and transparency of aid assistance.²

Since 2005, the government of Sri Lanka has reviewed some of its important post-tsunami policies. Changes in government regulations since December 2004 have had an impact on tsunami reconstruction projects. The buffer zone, a measure restricting construction along the shoreline reinforced after the tsunami, has reverted back to the coastal conservation reservation regulations of 1997. This means buildings can be constructed 35–125 metres from the shoreline, instead of 100–200 metres as announced immediately following the tsunami.

Before the buffer zone changed, tsunami survivors who had previously resided within the buffer zone were to be relocated and became dependent on donor-built houses outside the declared buffer zone, where finding suitable land was a challenge.

The change in policy means that over 15,000 families can now rebuild on the land of their pre-tsunami homes. This has resulted in a shift of construction strategies from *donor-driven* to *owner-driven* housing. Simply defined, *owner-driven* schemes provide owners with initial grants from the government and matching funds from donors to rebuild damaged or destroyed homes. The government of Sri Lanka favours the owner-driven approach, and this programme is becoming a landmark intervention for more holistic recovery, by integrating risk reduction elements (i.e. early warning, public safety awareness). In addition to the buffer zone policy change, the government now categorizes “squatters and tenants” as housing beneficiaries, whereas previously they did not qualify for post-tsunami houses.

The escalating internal civil conflict is resulting in a dramatic increase in the number of killings and violent incidents in the north and east, and is having a substantial impact on the work of the Sri Lanka Red Cross Society (SLRCS) and its partners. The difficult operating environment continues to severely restrict movement in certain areas and has led to the suspension of some Red Cross activities in these areas. The SLRCS and its partners have focused on providing internally displaced persons with relief items and transporting the injured to hospital and health services, including first-aid and mobile clinics. The ICRC and the SLRCS maintain a permanent presence in the conflict-affected areas.

Role of the International Federation country delegation

Among the government and donor community, there is a strong recognition of the significant contribution and role of the Red Cross Red Crescent in the post-tsunami operation. As in Indonesia, the Secretariat is playing a threefold role: coordination, service provision and implementation of multilateral programmes.

The massive scale of the Red Cross Red Crescent operation requires strong coordination. Currently, the International Federation has field representatives based in five strategic locations around Sri Lanka, working with the SLRCS branches and other National Societies active in the country.

² To learn more about the tsunami recovery projects visit:
<http://www.tafren.gov.lk/portal/index.jsp?sid=1&id=26&pid=1>.

Senior management and sector coordinators liaise with the SLRCS, government agencies, and partners such as the UN and World Bank (particularly on the owner-driven construction programme). This ensures that programmes are sustainable and in keeping with government and national plans.

The International Federation is also implementing multilaterally funded programmes in several sectors: health, water and sanitation, transitional and permanent housing, disaster management, livelihoods, organizational development and humanitarian values. Further information on International Federation programmes can be found in this document under the Sri Lanka “priority programmes” section.

Achievements to date

Eighteen months after the tsunami, more than 300 projects are now in progress across the country. New homes are being completed, infrastructure repaired, access to and availability of clean water and sanitation increased, and livelihood support successfully provided, particularly in vocational training. Several thousand displaced families have either received fully constructed homes or have been allocated future homes or funds to build them under different donor- or owner-driven programmes.

An increased focus on a beneficiary-centred approach to projects has enabled the Red Cross Red Crescent to provide programmes shaped by and based on beneficiary needs. The SLRCS is benefiting from increased credibility and a positive image amongst the local population, as well as developing its human resources and structures to manage natural and man-made disasters and health risks.

Priority programmes

Shelter/housing

The overall objective of the Red Cross Red Crescent’s permanent housing programme is to improve the health and living conditions of vulnerable populations through the construction of homes destroyed or damaged by the tsunami. A revision has now been made to the original Red Cross Red Crescent commitment of 15,000 houses on the basis of a reallocation of resources from the Secretariat and some National Societies, from donor- to owner-driven schemes. It is thus expected that the Red Cross Red Crescent will eventually have built or contributed to the building of over 20,000 houses.

The programme is divided into two categories:

- 1) Donor-driven housing – construction of community housing by donors. This covers construction of up to 6,750 new houses outside the buffer zone through multilateral and bilateral projects.
- 2) Owner-driven housing – focuses on supporting reconstruction by owners of houses outside the buffer zone that were destroyed or badly damaged by the tsunami. It provides funds to families to rebuild on their own land. It has two tiers: a) support to rebuild tsunami-damaged houses, for which a grant is given to each beneficiary approved by the local authorities (district secretariat); and b) a top-up grant to match the above-mentioned grant, and necessary to ensure that sufficient funds are available for the completion of houses, given increases in the cost of construction materials. Owner-driven housing is a cost-effective government-favoured approach, and after the change in the buffer zone policy (in December 2005) provides a possibility for the homeowners to stay in their initial location and community. The programme is supported by funding from the World Bank, Asian Development Bank, the KfW Bank Group and Swiss Agency for Development and Cooperation.

Water and sanitation

The International Federation Secretariat water and sanitation programme has objectives and activities in the following areas:

- 1) water and sanitation infrastructure – provision of water supply and construction and improvement of sanitation systems (particularly for transitional shelters and permanent homes);

- 2) community-based water and sanitation – the projects form part of a core project area for the SLRCS. Each project plans to serve 100–200 families;
- 3) water and sanitation in emergencies – the intention of this project is to train volunteers to respond to basic water and sanitation needs in emergencies (e.g. waste disposal and well cleaning). Water and sanitation training for 25 SLRCS volunteers selected from branches across the island will be integrated into the existing disaster management programme and is scheduled to take place in November 2006;
- 4) hygiene promotion – this is an important part of water and sanitation and will be a core area for SLRCS involvement and a means to build the capacities of its volunteers and staff.

Health

Health infrastructure – The tsunami caused significant damage to the health infrastructure and reduced the quality of and access to health services. The government approached the international community for assistance to reconstruct and rehabilitate these facilities. In addition, assistance was sought to upgrade hospitals whose facilities were overwhelmed by the influx of tsunami victims from the local communities and those referred by staff from damaged hospitals. Therefore, construction of hospitals and refurbishing of health centres to service tsunami-affected families is an important part of the recovery programme. The International Federation has made a commitment to the government to rehabilitate or reconstruct up to 63 health facilities across the island. Achievements to date include the completion of three temporary nursing schools and renovations to a damaged central clinic in Galle district, while an additional 29 health infrastructure projects have begun.

Health general – The Red Cross Red Crescent focuses on the following areas to improve the health of vulnerable populations through recovery and maintenance of health status in tsunami-affected areas in Sri Lanka:

- community-based health projects that reduce vulnerability to disease and injury;
- HIV/AIDS awareness activities to decrease stigma and reduce risky behaviour;
- blood donation;
- psycho-social support;
- first-aid activities that empower people to help themselves in emergencies and improve their basic health and hygiene conditions;
- public health in emergencies projects where trained Red Cross staff and volunteers have the competencies to respond to health emergencies and reconstruction and rehabilitation of health facilities.

The health projects are designed for implementation at the branch level to strengthen individual, household, community and local health care capacity to adopt and deliver prevention, promotion, and primary health care activities. Local communities, the SLRCS and the Ministry of Health were consulted during the planning, along with the central, provincial and local authorities. In addition, local communities and SLRCS branches have conducted participatory rural appraisals, and the programmes are a follow-up to these activities.

Disaster management

Since the tsunami, the government of Sri Lanka has increased its attention to disaster management, and a framework entitled “Road Map to a Safer Sri Lanka” was developed with a significant role for the National Society. The SLRCS has developed its disaster management policy and strategy, established a corresponding department at headquarters and placed disaster management staff in the districts.

The principal objective behind the disaster management programme is to strengthen the SLRCS to be well prepared and, through proper planning, demonstrate its ability to respond to disasters, reduce vulnerabilities among hazard-prone populations and effectively coordinate with other stakeholders. Strategic disaster management priorities identified for the International Federation in Sri Lanka include the following:

- 1) improve the stakeholders’ understanding of risk in order to be in a better position to mitigate and manage potential hazards through community-based approaches in affected and non-affected branches;

- 2) improve the capacity of the SLRCS in building effective mechanisms to prepare for and respond to disasters; and
- 3) maintain in-country coordination structures that ensure principled and coherent action and effective collaboration between Red Cross Red Crescent components and other agencies.

The Secretariat will continue to target direct assistance towards coordination, strategic leadership, disaster management skills training, and capacity building with the SLRCS. Immediate needs are to support SLRCS capacity-building in disaster response, as well as to improve community resilience and livelihoods. Extensive discussions with the eight district branches on the implementation of the community-based disaster management programme have taken place. Moreover, discussions with the government are under way to further define the role of the SLRCS in the National Disaster Plan.

Livelihoods

The livelihoods strategy has been streamlined to focus mainly on providing complementary support to the beneficiaries of International Federation housing projects. These projects include the following:

- 1) vocational training and grants in the construction sector to upgrade the skills of the workers and provide appropriate toolkits;
- 2) micro- and small business development in Ampara district to support micro- and small entrepreneurs to start up income-generating activities, especially home-based industries;
- 3) livelihood support to International Federation housing beneficiaries as a means of re-establishing, diversifying and developing their livelihood options;
- 4) livelihood support in transitional shelters for recovery, strengthening and diversification of the livelihood options of the people living in the transitional shelters; and
- 5) community-based livelihood support for developing and strengthening disaster-resistant livelihood options in vulnerable communities.

Organizational development

The model for organizational development aims to stimulate SLRCS growth and development by concentrating support on its sustainable core area activities. Two objectives for this programme are branch and national headquarters development (e.g. strategy and policy, volunteering and youth and financial management) and branch/headquarters construction. The International Federation Secretariat is working with the SLRCS to develop a national headquarters policy and systems while coordinating the support from National Societies to SLRCS branch development.

Humanitarian values

The main priority of the humanitarian values programme to date is to support the development of the SLRCS communication department, which also covers this field. The International Federation Secretariat's involvement is to help develop frameworks for sustainable humanitarian values programmes.

A humanitarian values committee is under formation, with representation from all Red Cross Red Crescent partners. This committee will chart the future direction of the SLRCS's humanitarian values programme aimed at addressing vulnerabilities of communities subjected to conflict and natural disaster. Some clear and realistic long-term objectives for the promotion of humanitarian values across the Red Cross Red Crescent's recovery programmes will be established, and also implemented as specific activities.

THE MALDIVES

SUMMARY	
REVISED BUDGET (2005–2007)	CHF 91,211,975

Operational context

Post-tsunami work has proceeded at a relatively fast pace in the Maldives, despite the lack of a National Society in the country, the vast distances of sea that have to be traversed and the scale of the tsunami damage, which had a massive impact on the national psyche. There is a firm determination within the government to recover in the quickest possible time. Unlike Indonesia and Sri Lanka, the other two most-affected countries, the Maldives has been spared violent internal conflict and a succession of major disasters, enabling all actors to concentrate on tsunami recovery.

In response to the tsunami, the government issued a national recovery and reconstruction plan in February 2005, reinforced by an ambitious 2006–2010 Seventh National Development Plan in early 2006. It seeks to deal with the yet-to-be-solved consequences of the tsunami, such as shelter, housing, jetty and harbour construction, power and energy, and displaced persons. Furthermore, it envisages a consolidation of the population to build safer communities and to better supply employment, health care, education and other services.

The National Development Plan also promises to address the effects of climate change and sea level rise (particularly relevant as no part of the Maldives is more than 2 m above sea level), unemployment, drug and substance abuse, nutrition (Maldives imports 90% of its food and has high levels of child malnutrition and anaemia), non-communicable diseases (the Maldives has only six people trained in health promotion), solid waste management and water quality/security. Proper fresh water supply, along with sanitation and waste management, are of particular importance in the Maldives context because of the country's limited groundwater resources. This requires particular attention to affordable and sustainable management solutions in the design of water and sanitation programming.

Role of the International Federation country delegation

The International Federation, with its members, is one of the key actors in the Maldives tsunami recovery effort. It plays a coordinating role but is not directly responsible for the programmes of six National Societies present in country, and three more who are funding or researching potential programmes. The Secretariat is active in implementing programmes in construction, water and sanitation, disaster management, issues relating to displaced persons (especially housing entitlements), organizational development and humanitarian values. Various National Societies have their own construction, disaster management and water and sanitation programmes but are also active in psycho-social health, first aid, lifeguard training, livelihoods, waste management and disposal, community infrastructure, and management of camps for displaced persons.

In the absence of a local National Society, the International Federation Secretariat takes the lead for the Red Cross Red Crescent in relations with the government and other partners. Good partnership relations exist with the government coordinating bodies and with line ministries. There is also good collaboration with UN agencies, the World Bank and the Asian Development Bank – the principal other partners.

Achievements to date

In the Maldives, significant progress has been made in the recovery programmes: completed houses have been handed over to the beneficiaries, and water and sanitation systems such as rainwater harvesting kits have been delivered and the installation is gathering pace. A ground-breaking ceremony attended by the President of the Maldives for the International Federation's biggest construction project in the Maldives, Dhuvaaafaru island, was held in May. Good progress is now being made in construction.

Temporary shelter needs have been fully addressed, and particular attention has been paid to the protection of displaced persons occupying the shelters. Protection has been strengthened by having a population movement advisor specially dedicated to this task.

The setting up of the National Society, the Maldives Red Crescent, has progressed, with the establishment of the draft statutes. World Red Cross Red Crescent Day was celebrated in the Maldives for the first time in May 2006.

Priority programmes

Given the absence of a National Society in the Maldives, project selection and commitments by both the International Federation Secretariat and the six National Societies active in the country has been strongly influenced by the government's early priorities set out in a National Recovery and Rehabilitation Plan.

Shelter/housing

The government does not have enough funding to cover all new permanent housing needs arising from the tsunami. The situation has become worse as ground settling some months after the tsunami has resulted in additional structural damage to some existing houses, requiring demolition and rebuilding. The government, UNDP and the Red Cross Red Crescent are the only partners building houses.

The International Federation Secretariat has two existing agreements to build permanent houses (600 houses) and public buildings in Dhuvaafaru and in Kaafu and Dhaalu atolls (367 houses). In addition, an agreement to build an accommodation block as a home for people with special needs has also been signed.

In May, the President of the Maldives laid the foundation stone for the biggest construction project in the country, to build a whole uninhabited island, Dhuvaafaru, with the required facilities for a new settlement: 600 houses, four schools, an administration complex, community centre, guesthouse, road, power station, electricity distribution, and water and sewage provision. The island is a previously uninhabited site and will house displaced people from neighbouring islands. This project is a major International Federation undertaking involving relocation of a whole community.

The planned construction on other islands is well under way, with one project/island already fully completed. Out of 109 houses planned by the Secretariat on the island of Kudahuvadhoo, 50 have been completed, with the remainder to be completed in early 2007. Construction is almost completed on the island of Guraidhoo, with 35 houses already handed over and the remaining 11 houses in the final stage of completion. On the island of Maafushi., all 14 houses have been constructed and handed over

Water and sanitation

As mentioned earlier, fresh water supply and improved sanitation and waste management are of great importance for the Maldives in protecting the health of the community, preserving the quality of precious groundwater sources and sustaining the environment. The International Federation Secretariat's water and sanitation projects are extensive, including rehabilitation of rainwater harvesting systems on 79 islands, supplementary water supply systems on 15 islands, sewage systems on four islands and utilities for the Dhuvaafaru project.

The sewage system project is related particularly to beneficiaries who have or are to receive new houses from International Federation funding, with extension to existing communities on the same islands. Without these systems, health risks to the communities would be significantly increased as sewer effluent would enter the underground freshwater aquifer.

The supplementary water supply system (installation of reverse osmosis plants and distribution systems project) is being implemented under contract, but may be modified down from 20 to 15.

The rainwater harvesting project is almost completed, except for phase 2 relating to improving the rate of installation.

Rainwater harvesting is particularly important in this environment of scarce freshwater resources. On Dhuvaafaru, water and sanitation systems as well as energy sources need to be developed for the whole island. Tender documents for the design of the water supply system, sewage system and road network have been prepared and offers for tender invited. A feasibility study for the renewable energy component of the project, including wind power and solar power, has been undertaken.

Disaster management

While efforts are being made to assist in strengthening disaster management capacities in the Maldives, the focus for the time being is on vulnerability capacity assessment, community-based activities and risk reduction through attention to the recovery programmes. At the same time, the International Federation works with the government and UNDP to strengthen national planning and structures. While the Maldives is not highly disaster-prone, its population is extremely susceptible to small changes in environmental conditions.

Priority has been given to support for the 10,500 remaining displaced persons (6,500 in temporary shelter, 1,500 with host families and 2,500 staying in damaged or rented accommodation). With the withdrawal of the Office for the Coordination of Humanitarian Affairs (OCHA) at the end of 2005, the role of supporting the government in ensuring suitable care for displaced persons has largely shifted to the International Federation. Clearly, there are ongoing obligations associated with this role that directly impact on the well-being of beneficiaries.

Further, this programme is tasked with drawing up beneficiary lists for those displaced persons entitled to International Federation-funded housing. The government has a “house for a house” policy, but the International Federation is undertaking complete household surveys with a view to ensuring houses are allocated to provide shelter for those who lost houses on a vulnerability basis, i.e. assets are not simply being replaced.

Organizational development

Organizational development is a core activity of the International Federation, and the government looks to the International Federation to play an important role in forming the National Society. Though it cannot readily be quantified, clearly the country has much to gain from the presence of a National Society. The roles it is expected to play are to provide community-based disaster preparedness and response, and to support community-based health initiatives.

Humanitarian values

Information about the Red Cross and Red Crescent and its Fundamental Principles remains a major challenge as the Red Cross Red Crescent was essentially unknown in this country before the tsunami. During the establishment of a National Society, the dissemination of messages regarding humanitarian values plays a significant role. A further humanitarian values programme will be developed by the delegation and implemented with the new National Society.

THAILAND

SUMMARY	
REVISED BUDGET (2005–2007)	CHF 8,770,188

Operational context

Thailand has been gripped by political instability during 2006. The country has not had an elected government since February and has therefore been governed by a caretaker administration. The caretaker government has not passed a budget or enacted new policies, stalling major spending. Elections are scheduled for 15 October 2006. This, plus high oil prices, has slowed economic growth. The unrest in the south of the country has worsened, with violent incidents a regular occurrence.

Role of the Red Cross Red Crescent

The International Federation Recovery Office in Phuket continues to lead coordination of National Society support to the Thai Red Cross Society (TRCS). During 2006, relations between the National Societies operating in the country strengthened as did their respective partnerships with the TRCS. The tsunami has led to a much closer collaboration between the TRCS and the other Red Cross Red Crescent components. The TRCS (including chapter representatives) is firmly in the driving seat at coordination and technical meetings. It has also expressed its strong preference for all partners to work through the International Federation.

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

Achievements and priority programmes

Health and care

Three child development centres have been upgraded in the tsunami-affected area of Ranong. The TRCS is in the process of establishing village health volunteer committees in each of the six affected provinces to provide basic health care. Further capacity is being built at provincial level. First-aid kit distribution has started. The water and sanitation project, providing adequate water and toilet facilities for 14 schools, is being carried out in partnership with the TRCS provincial chapters, the American Red Cross and the International Federation regional delegation. A mobile operating theatre will be set up to provide emergency medical care during disasters along the Andaman Coast, and treatment and corrective surgery of cleft lips, cleft palates, cataracts, etc. in rural areas (when there are no disasters). It is the first such model in Thailand, building on the National Society's curative health services capacity, and represents a good opportunity for the TRCS and the Ministry of Public Health to set up and strengthen a health emergency response system.

Disaster management

Community-based disaster risk reduction initiatives continue to strengthen tsunami-affected communities. Workshops on the topic in partnership with UNDP have been held with participants from all affected provinces. The TRCS is also improving its own capacity, and its partnership with the Philippine National Red Cross will continue to benefit it in terms of learning around early warning and providing greater awareness and dissemination of early warning procedures to households. The programme, including developing a disaster risk management strategy and contingency plan, will strengthen response and bring the chapters closer to the community, which has been expressed as a priority by the highest officials of the TRCS.

Livelihoods

Coastal livelihoods have been extensively restored, in particular for fishermen and fish farmers, the latter being a “forgotten” group of beneficiaries. So far, 389 households in three provinces – Krabi, Phang Nga and Phuket – have received support. This will be expanded to Trang, Satun and Ranong. The TRCS and the International Federation Secretariat will provide support for small-scale business training for women. The intention is to leave the TRCS in charge of implementation of this programme, regarded as a great success by beneficiaries.

Organizational development

The organizational development programme is a very high priority for the TRCS, as it allows for constructive reflection on long-term development of the National Society and enables breakthroughs from within an ongoing change process. The work has been focusing on youth (developing youth skills in first aid and disaster management), developing TRCS chapters (e.g. volunteering) and conducting vulnerability and capacity assessments.

4. REGIONAL SUPPORT

The priority tsunami-affected countries will also continue to benefit from and participate in key region-wide initiatives in the four core areas of health, disaster management, organizational development and humanitarian values. Many of the projects include training, networking, knowledge-sharing and capacity-building elements of a general nature that tsunami-affected countries will benefit from directly or indirectly.

SOUTH ASIA REGIONAL DELEGATION

SUMMARY	
REVISED BUDGET (2005–2007)	CHF 1,564,412

SOUTH-EAST ASIA REGIONAL DELEGATION

SUMMARY	
REVISED BUDGET (2005–2007)	CHF 2,666,595

SUPPORT FROM ASIA PACIFIC SERVICE CENTRE IN KUALA LUMPUR

SUMMARY	
REVISED BUDGET (2005–2007)	CHF 1,786,076

INDIAN OCEAN TSUNAMI EARLY WARNING PROGRAMME

Introduction

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. Appropriate and coordinated risk reduction activities will increase resilience and reduce the impact of these hazards on vulnerable communities. There is an urgent need to accelerate national efforts in early warning and better synchronize them with regional initiatives to bring a truly “end-to-end” system into operation. Therefore, the International Federation is part of an inter-agency consortium for strengthening national capacities for tsunami early warning and response systems in the Indian Ocean, and is building strategic agreements with credible partners that work in the field of early warning systems.

A consortium of International Strategy for Disaster Response partners (World Meteorological Organization, Intergovernmental Oceanographic Commission, OCHA, World Bank, UNDP, United Nations Environment Programme, the International Federation) have joined forces to offer an immediate package of advisory support to governments in the Indian Ocean region that have fallen furthest behind in developing a national capacity for early warning. The coordinated package aims to assist up to 10 governments initially in planning and building capacity for tsunami early warning and response systems, and will be provided to governments on request. The package includes support in policy design and planning, and institutional and operational infrastructure for national tsunami early warning and response systems, within the context of regional and multi-hazard warning systems.

International Federation role

A framework covering seven core components of a national system is proposed to build on and extend existing capacities essential to achieve effective people-centered tsunami early warning systems. Each consortium partner is expected to offer a commitment towards its component area through a predictable package of coordinated technical assistance supporting the planning and implementation process. One of these seven components is the International Federation-led awareness-raising and education campaign undertaken on tsunami risks and the warning system in coastal regions. The International Federation is looking at the three different levels of public awareness and education relating to early warning: 1) at schools, 2) at community level and 3) in the media.

The specific programme planning and implementation is done in the affected countries through the National Societies and International Federation country delegations, with the support of regional delegations as well as the Geneva Secretariat.

Technical support will focus on: identifying populations at risk living in most-exposed areas (precise risk mapping); identifying and supporting the disaster preparedness, mitigation and response activities of communities and, frontline branches of National Societies; setting up collaboration mechanisms in order to create synergies between external and local partners; and promoting a multi-hazards early warning framework as part of disaster preparedness and response.

Multi-hazard early warning is not presented here as a stand-alone programme, but is integrated into broader disaster management programming in the tsunami-affected countries as well as in regional disaster management programmes.

5. GENEVA SECRETARIAT – LEADERSHIP AND SUPPORT FUNCTIONS

SUMMARY	
REVISED BUDGET (2005–2007)	CHF 16,245,664

To function well, the tsunami operation must be managed with a high degree of authority devolved to the country delegations. The role of the Secretariat in Geneva is therefore to provide overall leadership and coordination, to represent the International Federation vis-à-vis other actors at the global level, and to give the kind of technical support that can not be offered by regional delegations.

The operation is led by the Tsunami Unit. The Unit is headed by the Special Representative, who reports to the Secretary General and is advised on policy and strategic matters by the Secretariat Tsunami Steering Committee. The Tsunami Unit is supported by a financial analyst, based in the Regional Finance Unit in Kuala Lumpur, who works closely with the delegations. Support on financial and legal risk management is additionally provided through close cooperation with the Legal and Internal Audit departments.

During 2005, two new functions were created in the Geneva Secretariat to advise delegations in areas where earlier operational experiences had not been well consolidated. These are recovery and quality and accountability, the latter dealing particularly with developing procedures for strengthening accountability towards beneficiaries and ensuring that key policies and standards are made operational. Both functions have proven to be essential for developing strategies and analysing lessons learned from the ongoing operations, to the extent that learning from the tsunami has already been applied in other operations, making a strong case for including recovery and quality and accountability in the core functions of the Secretariat.

In 2006, deliberate efforts have been made to strengthen monitoring and evaluation as integral parts of Red Cross Red Crescent operations at field level. For this purpose, a dedicated monitoring and evaluation position in the Geneva Secretariat works to provide direct support to Secretariat and National Society staff in the field, including for the design of results-based management reporting. The monitoring and evaluation officer also manages the International Federation's partnership with the World Health Organization and other agencies in the development of the Tsunami Recovery Impact Assessment System (TRIAMS), which aims to support governments and other stakeholders in analysing the impact of tsunami recovery efforts.

Further essential support to the field operation is provided by the Finance, Logistics, Human Resources, External Relations and Communications departments.

The International Federation undertakes activities that 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.

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 \(NGO's\) in Disaster Relief](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

For longer-term programmes in this or other countries or regions, please refer to the Federation's Annual Appeal. For support to or for further information concerning Federation programmes or operations in this or other countries, or for national society profiles, please also access the Federation's website at <http://www.ifrc.org>

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TSUNAMI EMERGENCY & RECOVERY PLAN OF ACTION

REVISED BUDGETS 2005-2007

2005 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	11,946,704	356,464	5,004,890	106,461		63,897	97,107				4,820,532	54,881	110,227				
Emergency Relief / DM	133,750,670	408,379	81,574,370	2,826,567	109,855	583,968	204,251	238,153	1,016,235	38,441,693	5,431,480	2,720,671	66,999	128,048			
Recovery	21,748,361		20,109,185	923		6,668				673,141	958,444						
Organizational Development	2,286,525	92,205	1,028,549	183,843		81,816	168,478			570,927	40,568				120,138		
Humanitarian Values	443,692		247,203				25,659			137,712		33,118					
Coordination & Implementation	14,319,886	266,766	2,093,295				112,591	24,724	3,308,287	473,479		425,001					
TOTAL 2005	184,495,838	1,123,814	110,057,493	3,117,794	109,855	870,833	608,085	238,153	1,040,960	44,464,006	11,724,503	3,233,671.56	177,225.36	248,185.69	6,872,220	-	609,038

2006 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	40,594,511	517,647	10,351,662	1,016,565		1,294,408	193,669			14,565,516	12,451,318	57,569	146,157				
Emergency Relief / DM	40,661,465	80,214	25,621,262	281,425		664,708	184,462	346,813	2,989,394	2,528,488	2,556,138	1,004,569	175,616	28,377		4,200,000	
Recovery	205,704,018		121,959,237	32,173		913,102				59,798,011	23,001,495						
Organizational Development	11,161,281	67,380	7,852,292	503,917		648,365	258,156			1,298,142	457,350	16,648		59,032			
Humanitarian Values	880,654		445,865	29,726			15,591			172,504	216,967						
Coordination & Implementation	29,782,440	149,733	12,551,154	415,650		215,679	22,095		8,450,478	1,183,812		187,900			5,870,834	735,104	
TOTAL 2006	328,784,370	814,973	178,781,473	2,279,456	-	3,736,262	673,974	346,813	2,989,394	86,813,139	39,867,080	1,266,686.14	321,772.82	87,408.36	5,870,834	4,200,000	735,104

2007 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	57,518,954	304,278	9,389,137	1,227,671		1,236,756				35,285,674	9,558,622	134,184	382,631				
Emergency Relief / DM	18,758,751	93,048	9,825,668	778,766		882,272	128,342	375,195	3,728,382	1,387,104	762,043	353,830	267,096	177,005			
Recovery	82,430,492		382,888	68,128		654,943				53,781,338	27,543,195						
Organizational Development	5,825,687	88,770	1,720,857	1,518,738		894,382	154,011			529,385	625,294			294,250			
Humanitarian Values	840,588		362,567	60,791						202,296	214,934						
Coordination & Implementation	22,686,033	241,711	8,418,182	343,955		494,739			8,349,590	916,305					3,502,610	418,941	
TOTAL 2007	188,060,507	727,807	30,099,298	3,998,049	-	4,163,093	282,353	375,195	3,728,382	99,535,388	39,620,393	488,014	649,727	471,256	3,502,610	-	418,941

TOTAL APPEAL 05-07	701,340,714	2,666,595	318,938,265	9,395,299	109,855	8,770,188	1,564,412	960,160	7,758,736	230,812,534	91,211,975	4,988,372	1,148,725	806,850	16,245,664	4,200,000	1,763,083
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