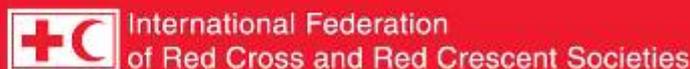


# Revised plan and budget



## **TSUNAMI EMERGENCY AND RECOVERY REVISED PLAN AND BUDGET 2005-2011 INDONESIA, SRI LANKA, MALDIVES, REGIONAL AND GLOBAL SUPPORT**

*Revised Plan and Budget  
Appeal No. M04EA028  
23 August 2010*

*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 2011**

**Appeal coverage: 100% (July 2010)**

*Click here to go to the: [2010-2011 Budgets;](#)*

*[Expenditure by region/country for 2009;](#)*

*and [Expenditure by region/country for 2004-2009.](#)*

**Operational summary:** Five and a half 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 (IFRC) 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 3.1 billion was raised within IFRC 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.

CHF 619,887,758 has been spent directly by the IFRC Secretariat in the sectors of emergency relief, health, water and sanitation, construction, livelihoods, disaster management and organizational development between 2004-2009, under the Emergency and Recovery Plan of Action. The plan and budget for IFRC multilateral operations for the seven-year period, 2005-2011, has been revised to take into account work already completed and recovery programmes currently underway. The total budget for the seven-year period is now CHF 703.24 million. While many programmes have been completed during 2009 and 2010, some programmes, in the most affected countries, will continue through 2011.

Standard national plans and budgets (appeals) for 2010-2011 were issued to provide support to core programmes and capacity building activities of Sri Lanka Red Cross Society, Indonesian Red Cross and the new Maldivian Red Crescent, which was recognized in 2009.

[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 IFRC and member national societies represents the largest operation in its history.

Throughout the Red Cross and Red Crescent Movement (Movement), over CHF 3.1 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 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 2009, included action plans and budgets for lesser-affected countries, Bangladesh, India, Myanmar, Somalia and Seychelles. This revised plan and budget 2005 – 2011 reflects action plans not yet completed for the three most affected countries of Indonesia, Maldives and Sri Lanka, and extends the operating timeframe to 31 December 2011. Tsunami programming is officially complete in all other affected countries, with only ongoing financial reporting to be continued.

## 2. REGIONAL STRATEGY AND OPERATIONAL FRAMEWORK

In 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.

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.

Five and a half years after the tsunami, the Federation secretariat still has commitments to complete tsunami recovery programming in three countries: Indonesia, Maldives and Sri Lanka. The largest commitment remains in Sri Lanka, particularly in the Tsunami affected areas in the North, where access was limited until mid 2009 due

to the internal conflict. In addition to tsunami recovery programming, the Federation has an ongoing responsibility to provide a coordination role for partner national societies.

### **Transition Arrangements**

As the end of the planned recovery period approaches, a coordinated exit strategy with the Movement partners with the goal of leaving sustainable programmes and no liabilities is being implemented. This strategy addresses 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.

In June 2006 a special tsunami unit, reporting to the secretary-general, was established in recognition of the scale and scope of the disaster, the unprecedented financial support directed to this Appeal, the complexity of the Recovery and Reconstruction programmes and the associated risks and complexities of coordinating large numbers of partner national societies.

In 2009 the tsunami unit was relocated from Geneva to Kuala Lumpur in the Asia Pacific Zone to place it closer to the operations and in line with the organization wide devolution of responsibilities to the Zones. In preparation for dissolution of this unit at the end of 2011 transitional arrangements, including the provisions of tsunami focal points to support country-level activities, are being implemented to facilitate the return to mainstream activities within the tsunami affected countries. Resources will also be allocated to support relationships with Red Cross and Red Crescent partners, to coordinate regional activities and in the finance and lessons learned areas.

### **Learning from the Tsunami**

Tsunami Lessons Learned activities will have a dual focus through 2010 and into 2011

1. Coordinating the conduct, analysis and application of a series of studies recommended by a meta evaluation of the Tsunami Operation that was finalised in 2009; and
2. Developing and implementing a structured, formal Tsunami Lessons Learned project.

In early 2009 the final report of the Indian Ocean Earthquake and Tsunami Operation Evaluations and Lessons Learned Review was received and accepted. Eleven recommendations were made, including the conduct of seven separate studies in the following areas: 1) Beneficiary Study; 2) Longitudinal Study; 3) Cooperation and Collaboration Study; 4) Targeting and Vulnerability Study; 5) Human Resource Mobilisation in Mega Disasters Study; 6) Risk Management Models and 7) Disaster Risk Reduction Study.

Partner national societies as well as Geneva and Zone based functional units have been invited to lead or participate in the design, implementation and analysis of these studies and the findings integrated into organizational policy and practice as studies are completed. The Tsunami Unit will provide support and resources to the delivery of these studies.

The Tsunami Lessons Learned Project (TLLP) seeks to build on the extensive work undertaken across the RCRC Movement through activities such as the KL Tsunami Lessons Learned Forum of 2007, as well as taking into account the extensive experience accumulated in external agencies throughout the Tsunami Operation.

The TLLP seeks to identify practical and tangible results (e.g. policies, procedures, systems, frameworks, tools, guidelines, etc) that have positively impacted on organizational performance. The project will identify and prioritise areas where further development and investment may be warranted.

In late 2009 a set of Tsunami Top 10 Lessons Learned was developed and these have been adopted as the vehicle to progress the development of this project. The approach being followed comprises three phases –

1. Phase One consists of broad based consultation and verification of the Top 10 Tsunami Lessons Learned with key stakeholders including –
  - a. Field-based, zone-based and Geneva-based IFRC personnel;

- b. Partner national society headquarters personnel; and
  - c. Host national society representatives.
2. Phase Two will focus on analysis of the results of these consultations; and
3. Phase Three will see the development of an implementation plan likely to include –
  - a. A catalogue of business improvements implemented throughout the tsunami operation (whether policies, procedures, systems, frameworks, tools, guidelines, etc); and
  - b. Recommendations on i) prioritised areas of focus for organizational investment and ii) suggested methodologies for progressing implementation.

## Overview of Plan and Budget

The remaining recovery programmes are in the Sri Lanka health programme area. They are primarily in the North as access to the project sites there has been eased following the end of the internal conflict. The programmes include health infrastructure construction, the provision of large-scale water and sanitation infrastructure and disaster management programmes.

In Indonesia, the IFRC maintains its coordination and facilitation role vis-à-vis PMI and the PNSs. The delegation continues the time consuming tasks required in demobilizing the large amount of equipment, supplies, and facilities that were brought into Indonesia and are no longer needed for RC/RC operations. IFRC is obliged to work closely with an array of Government agencies as well as PMI and PNSs.

The programmes in the revised IFRC 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 IFRC. The latter includes the role 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 IFRC'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 706.4 million was issued on 15 March 2009. This latest revision sees a time frame extension accompanied by a very slight decrease of CHF 3.2 million to CHF 703.2 million mainly on account of downward revisions of certain project budgets including the CRRP programme.

These projects include final evaluations, anniversary activities, general and specific contingencies, the funding of exit strategies and support for host national society transition plans.

Funding levels at CHF 710 million less an expected income return to Donors of CHF 7 million will provide 100 per cent coverage of this Plan of Action (CHF 703.2 million) and further income is not required to meet this expenditure budget.

Throughout 2010 the Federation will explore the possibility of establishing a financial mechanism to ensure sustainability of projects and facilitate long-term community resilience building.

## 3. PRIORITY COUNTRIES

### INDONESIA

SUMMARY	
REVISED BUDGET (2005–2011)	CHF 324,209,812

## 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 projects with a value totalling more than USD 1.2 billion<sup>1</sup>. The operation is currently winding down, with three national societies (Danish, Irish and Korean Red Cross societies) having finalized their operations in 2009.

Indonesia is positioned in the "Pacific ring of fire" where two continental plates meet and which exposes the country to regular volcanic and seismic activities. Unfortunately other natural disasters also regularly frequent the country such as flash floods, volcanic activities, and landslides. During 2009, the country experienced floods in Jakarta, Central and East Java, South Sulawesi, forest fires in Riau, Bengkulu, South Sumatra and Jambi, landslides in West and Central Java, increased volcanic activities in Central Java and Sulawesi as well as earthquakes in West Papua, West Java, West Sumatra, South Sumatra, North Sulawesi and Bengkulu - the highest being 7.6 on Richter scale in West Sumatra, which caused widespread destruction. Striving to be the country's first responder to disasters, the Indonesian Red Cross (*Palang Merah Indonesia/PMI*) needs to be constantly prepared to address new emergencies with the support of its partners. At the same time, PMI strives to maintain attention on the tsunami recovery operation which is currently winding down and return focus to the wider national context.

## Role of the International Federation country office

In support to PMI, the IFRC 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

Currently, some 14 partner national societies are present in country with most winding down tsunami-related activities. An important part of the coordination role continues to be the communication, reporting and celebration of successes and the support of lessons learnt activities. The Federation secretariat continues to coordinate with its partners on the fundamental issue of sustainability in transition planning and encouraging compliance to Red Cross Red Crescent Movement-agreed obligations on appropriately-managed exits. In addition to its coordination and facilitation role vis-à-vis PMI and the PNSs, the delegation continues the time consuming tasks required in demobilizing the large amount of equipment, supplies, and facilities that were brought into Indonesia and are no longer needed for RC/RC operations. IFRC is obliged to work closely with an array of Government agencies as well as PMI and PNSs.

### Service provision

The Federation secretariat office provides facilitation of visa, work permit, hiring and contracting of national staff, leasing of IFRC vehicles, procurement and warehousing as well as information technology (IT) services. Some 12 partner national societies operating in country are currently benefiting from this service provision.

To support bilateral and multilateral activities, the IFRC office operates several operational centres - located in Banda Aceh and in Jakarta...The Nias Island sub office will close in September and the Aceh service centre is expected to close in December 2010.

In Medan, the logistics support office provides procurement assistance for the office and the partner national societies. Plans are to close it in the first quarter of 2011 and relocate activities to the Jakarta office.

### Implementation

The Federation livelihood and transitional shelter construction projects have been completed. The Federation secretariat's role in construction is now limited to completing the last of 17 PMI branch buildings.

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

Logistic support through the provision of specialist staff, transportation, fleet and warehousing facilities will also be provided until the first quarter of 2011. 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 IFRC Strategy 2020 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.

## Achievements to date

### The emergency period

During the emergency period, IFRC carried out relief programmes and distributed food and non-food items covering 12 districts of Aceh as well as Nias Island. 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 communities. 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 IFRC, the Active Learning Network for Accountability and Performance in Humanitarian Action and others, and are on public record.

### The recovery period

The Federation's transitional shelter programme was completed in 2007 and assisted more than 80,000 beneficiaries across 13 districts by constructing 19,923 shelters. This was achieved through the collaboration of 35 national and international implementing partners.

IFRC has completed water and sanitation projects in four districts of the Aceh province and one district on Nias Island, North Sumatra province, reaching a total of 128 villages in 21 sub-districts. The last of these programmes, in Mandrehe, Nias Island, was completed in June 2010.

Complementing the water and sanitation project, IFRC is also carrying out hygiene promotions and health education, using established tools including participatory hygiene and sanitation transformation (PHAST). Additionally, the first phase of PMI’s community-based first aid project (CBHFA) has reached 39 villages across three sub-districts of Nias. A second phase, targeting a further 39 villages, began in 2009 and is expected to run until mid-2011. To date, 15 PMI CBHFA trainers have trained some 771 village health volunteers who are each responsible for disseminating health education messages to households in their villages. In total, the project health education messages will reach more than 40,000 people. The project is carried out through first aid training as well as health campaigns on special community events and radio talk shows. It also includes a “hang up, keep up” malaria campaign, reaching the families in the targeted communities.

In support of PMI’s ability to respond to future emergencies, IFRC assisted with the provision of disaster preparedness containers for 18 branches in Aceh and two branches in Nias in which non-food relief items are prepositioned. Additionally, with support of partner national societies, IFRC has supported the installation of radio equipment as the first step towards establishing an early warning system in 1 chapter and 21 PMI branches in Aceh and 1 chapter and 2 PMI branches in Nias. In support of PMI capacity building in disaster management, IFRC continues to support the training of PMI volunteer members of the *satuan penanggulangan bencana* (SATGANA) special disaster response units.

## Priority programmes

### 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 community-based health and first aid (CBHFA) programme is to increase the knowledge of the targeted population in preventing and managing their common health problems through a community-based approach.

The first phase of the IFRC/PMI CBHFA programme launched in 2007 has been implemented in 39 villages across three sub-districts in Nias. A second phase began in 2009 and will include 39 additional villages, with a strategy of working in at least some villages where IFRC and PMI's water and sanitation activities are currently being implemented. The programme aims 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, IFRC supports PMI's stated priority to concentrate on health and social services supporting disaster response. This includes building the capacity of PMI in health emergency response with the formation and training of medical action teams in eight chapters and development of psychosocial support programmes in disaster prone areas. IFRC also supports the continuation and further development of CBHFA, HIV/AIDS and infectious disease control programmes such as the malaria "hang up, keep up" campaign and human pandemic preparedness (H2P); an avian influenza awareness programme was completed in 2009.

### 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 IFRC water and sanitation projects provide 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 the introduction of the PHAST approach, all of which has led to a decrease in the incidence of waterborne diseases and increased community capacity to respond to potential future emergencies.

Water and sanitation interventions in 63 villages across four districts (Aceh Barat, Aceh Barat Daya, Bireuen, and Nagan Raya) of Aceh province have been completed. On Nias Island, interventions in the 25 villages (out of a total 65 villages) have been completed and the programme is now finalized.

To ensure sustainability of the water and sanitation programmes, IFRC also carries out capacity building activities to strengthen PMI's capacity to provide water and sanitation support during emergencies. The aim is to enable PMI to carry out emergency provision of water and sanitation and water treatment. The formation and training of a water and sanitation emergency response unit (ERU) team in West Java is underway. In addition, a water and sanitation centre is being established in the same province, to serve as a centre of excellence for training in water and sanitation response in emergencies. The centre is expected to be fully functioning by January 2011.

## Disaster management

**Objective 1: PMI is well prepared and able to respond to emergency situations 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. IFRC 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 1) the establishment of disaster preparedness warehouse and prepositioned stocks, 2) capacity building of PMI staff and volunteers in disaster management, 3) implementation of integrated community-based risk reduction (ICBRR) and 4) establishment of an emergency communication system.

Aiming to build the capacity of PMI, IFRC plans to support various training courses 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. The second course will be specialization training, which provides training in specific fields, for example, in water and sanitation. Another course to be supported is the training of and provision of equipment and tools for SATGANA units. SATGANA is a unit consisting of multi-skilled personnel who 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 disasters also includes support in developing disaster response and contingency plans as well as developing provincial and district level hazard and vulnerability maps for the chapter in Aceh and its 21 branches.

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, IFRC supports PMI in the implementation of the ICBRR programme until June 2010 in nine districts. The focus this year will be on completion of orientation training 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 took place last year.

Contributing to building PMI's role in the country's national early warning system, IFRC 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 last year, particularly in Aceh, was to revitalize and upgrade the existing radio networks. The radio network will be further expanded across Indonesia to all 15 priority chapters in 2010. 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.

## 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, IFRC 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 focuses on the ongoing projects, namely, ICBRR, CBHFA and Red Cross youth development. Additionally, IFRC 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, IFRC will continue its financial support for specific PMI staff salaries at PMI headquarters, chapter and branch levels. Furthermore, it will continue to work with PMI to finalize a transition plan at chapter and branch levels to enable PMI to meet the staff salary support costs in 2011.

To raise PMI's accountability, IFRC has supported the development of a finance manual at the national level and supported the distribution of the manual together with training in the new financial system and mechanism. Since sustainability has been a major concern for IFRC and its member national societies operating in country, resource development will continue to be a priority this year. IFRC has supported training in resource development based on the PMI resource mobilisation manual, and has assisted PMI chapters and branches in developing resource development and fundraising proposals. In late 2009, IFRC and several partner national societies supported PMI in the purchase of a second headquarters facility in Jakarta enabling PMI to house all of its partner national societies, as well as IFRC, in its own buildings.

## SRI LANKA

SUMMARY	
<b>REVISED BUDGET (2005–2011)</b>	<b>CHF 227,472,767</b>

### Operational context

Despite the end of the decades-long conflict in Sri Lanka, weak economic growth and inequalities throughout those years combined with risks of flooding in some areas from monsoonal rains, landslides, tidal surges and droughts in others threaten a significant number of vulnerable communities. It is, therefore, no surprise that even before the tsunami struck Sri Lanka in December 2004, IFRC had been supporting the Sri Lanka Red Cross Society (SLRCS) with programmes in disaster management, health and care, organizational development and humanitarian values.

Following the tsunami, a massive relief operation was launched, focusing on the huge task of restoring the lives of the tsunami affected population. Significant construction of houses and infrastructure combined with water and sanitation as well as livelihoods components formed the largest element of the tsunami plan of action. As the tsunami operation approaches closure, IFRC is supporting SLRCS as it re-focuses towards the core programme areas of its five-year development plan. Core programme areas continued to be part of the Tsunami Plan of Action up to 2009, but as construction activities come to a close, this 2010-2011 plan highlights those areas that IFRC will continue to support as prioritized by the SLRCS.

SLRCS worked hard to finalize its five-year development plan and after extensive collaboration with Movement partners it was completed and presented in 2009 to both Federation country and zone offices and interested partner national societies at a partnership meeting hosted in the Asia Pacific zone office.

### Role of the International Federation country office

The tsunami recovery operation in Sri Lanka continues to be implemented under the agreed Movement Coordination Framework. Since 2008, most partner national societies have phased out after the completion of their tsunami work with six remaining in country. As partner national societies begin scaling down their presence in the country, IFRC provides support in guiding and facilitating the completion of tsunami recovery projects and a

careful and well planned transition to normal programmes. This support includes providing legal, communications and technical programme assistance.

### **Coordination**

With the end of the conflict and as access became available to communities in the North tsunami programming resumed with CRRP housing projects re-mobilising early in 2010. With the opening of conflict areas, the SLRCS can address tsunami caused needs in areas previously inaccessible. In 2007 Movement Partners were concerned that the conflict was preventing implementation of projects in the North and East, impacting beneficiaries who had been disproportionately impacted by the tsunami on top of previous exposure to conflict. As a result partners quarantined funds allocated for the benefit of these communities in what became known as “the Holding Fund”.

Since the end of the conflict Movement partners have been collaborating in providing assistance to communities in the conflict affected areas with a recovery programme for the internally displaced population (IDP) with a target of rebuilding 1,100 houses in the north.

The necessity for coordination with the Government of Sri Lanka and other key agencies, e.g. the UN and NGOs, will continue to be a focus throughout 2010 as tsunami programming is completed, support to returning IDPs in the north is implemented and SLRCS transitions to traditional core programming areas and the national societies re-engineering process. Support will be provided to SLRCS to ensure the transition and subsequent contraction of staff is conducted in a smooth and efficient manner.

### **Service provision**

The Federation office in Sri Lanka provides a wide range of technical and administrative services to partner national societies with an operational presence focusing on long-term projects such as health infrastructure, housing construction and water and sanitation. This includes facilitation of visa requests, recruitment of national staff, leasing of vehicles, materials and services procurement, warehousing, transport and IT services.

During the initial phase of the tsunami, 24 partner national societies contributed assistance to the affected beneficiaries and it was necessary for IFRC to establish four field offices to support Movement operations. It now has two field offices and plans supporting the closure of both are well advanced.

## **Achievements to date**

IFRC has completed 12 out of 13 projects in the southern districts of Sri Lanka mainly in the housing and livelihoods sector. The Red Cross Red Crescent Movement has completed 385 tsunami disaster related projects across a diverse range of activities including the distribution of non-food relief items, livelihoods support, health and care initiatives, safe water production and distribution, and construction of new houses, health clinics and hospitals.

A key feature of the programming has been the collaborative and integrated approach adopted, both across programme areas and particularly in involving beneficiaries directly as part of community-based initiatives. This approach has been proven to increase the efficiency and the quality of the projects.

The focus on a beneficiary-centred approach to projects has enabled beneficiary needs to shape the programme design. As a consequence 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 future natural and man-made disasters and health risks.

Livelihoods programmes have supported over 6,000 households. 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.

Significant progress in project implementation has been in the housing sector, one of the largest areas of need. Housing construction projects have been completed in areas such as Galle, Matara, and Hambantota, Batticaloa, Ampara, Gampaha, Kalutara and Colombo. Livelihood and community engagement programmes are currently being implemented to support the establishment of vibrant, sustainable communities.

There has also been progress in the health infrastructure projects component, where the Red Cross Red Crescent has committed to construction or upgrading 64 health infrastructure projects, out of which IFRC has undertaken sixteen, the last two projects are due to be concluded by fourth quarter of 2010. These works included the construction of new buildings the renovation and refurbishment of existing health facilities and the supply of new medical equipment.

## Priority programmes

### Shelter & Housing

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

The construction of safe housing has been an essential feature of IFRC's tsunami operation with 31,047 houses constructed by March 2010 through a combination of donor-driven and owner-driven modalities. To ensure integrated solutions for beneficiaries considerations are made in each project across a range of other sectors – e.g. water and sanitation, livelihoods, health and care and disaster management.

The donor-driven housing modality has generally been applied in situations where beneficiaries' houses were previously located in sites designated by the Government of Sri Lanka to be unsafe and on relocation sites selected by the government. In this modality, commercial architects, engineers, and builders are directly engaged to construct the houses for beneficiaries.

The sustainable construction of new communities requires careful planning and coordination of the provision of water, drainage, road access, electricity and other services. The various components have been drawn together in a broad development effort to support the communities to establish themselves.

The owner-driven housing modality supports homeowners whose houses were destroyed or badly damaged by the tsunami in reconstructing their homes on their land outside the buffer zone. To implement this approach known as the Community Recovery and Reconstruction Partnership (CRRP) was implemented through UNHabitat and for the base grant project in partnership with the World Bank.

The total families to be assisted by the CRRP will be over 6,400 units. Additional funding was allocated to areas in the Jaffna district where the housing needs were seen to be very crucial. These were the families who were unable to reconstruct their houses because of the then ongoing conflict. With the end of the conflict in May 2009, many families were allowed to return to their villages, and as of July 2010, all these have completed construction of their houses.

### 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 is a key component of IFRC's tsunami operation providing safe clean drinking water, sound sanitation and training in good hygiene practices, all of which have improved the health and

quality of life of thousands of beneficiaries across Sri Lanka. Staff and volunteers involved in these programmes through SLRCS branches also benefit from acquiring technical and project implementation skills.

In 2005, SLRCS with the support of its Movement partners agreed to support communities and the government in rebuilding water and sanitation requirements in the country. This commitment consisted of 26 significant infrastructure and water supply projects. Since 2005, IFRC has been implementing ten of these projects with partner national societies implementing the balance. In late 2008, IFRC accepted responsibility to implement an eleventh project as the partner national societies committed to implementing the project had completed its tsunami programme in Sri Lanka. 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. There are seven projects implemented throughout the country. Two projects in Galle District named as Galle 01 and Galle 02 are now being concluded and ownership of the scheme has been transferred to the Government of Sri Lanka. Three projects were implemented in the Ampara District, of these three; Ampara 19 and Ampara 15 are completed. The third project, collectively Ampara 3, 4, 5 & 14, are expected to be completed in late 2010. A In Matara district, Matara 06 scheme is completed and Matara 05 is expected to be completed in December 2010.

In addition to these projects IFRC is implementing more than 20 other projects upgrading the sanitation facilities in schools, cleaning of wells and improvements to water supplies. Special attention is given to hygiene promotion activities and training with communities benefitting from this improved water supply.

## **Health & Care**

**Objective 1: To support SLRCS health programme in line with IFRC global health strategies, guidelines and initiatives contributing to global agenda**

**Objective 2: Reduce the number of deaths, illnesses and impact from diseases and public health emergencies. The programme will also be aligned to the recently launched Sri Lanka Red Cross Society (SLRCS) Five Year Development Plan.**

The SLRCS' Five Year Development Plan proposes a number of key areas of focus through the Community Based health and First Aid (CBHFA) approach which include:

- HIV awareness activities;
- Voluntary non-remunerated blood donor recruitment (VNRBD) promotional programmes;
- First aid and commercial first aid training and services;
- Public health in emergencies;
- Promotional and awareness campaigns targeting communicable diseases prevention including dengue (and other mosquito-borne diseases), leptospirosis, TB etc.;
- Awareness raising activities on chronic diseases and health conditions; and
- Psychosocial support and interventions based on IFRC guidelines.

## **Disaster management**

**Objective 1: The resilience of communities at risk to withstand the debilitating impact of natural and man-made hazards through disaster risk reduction measure is built.**

**Objective 2: Response capacity of SLRCS is improved and institutionalized at all levels in order to provide assistance to the vulnerable people efficiently & effectively, utilizing human, physical and material resources.**

The two programme components that IFRC has established for its support to SLRCS are community preparedness and organizational preparedness.

The community-based disaster risk management (CBDRM) approach being adopted in implementing this project has gained acceptance with the Sri Lanka government and other disaster management actors as a key strategy to develop community capacity and resilience. A number of CBDRM projects have been widely implemented in the tsunami affected areas of Sri Lanka but a gap was identified in a number of central districts prone to floods, landslides, droughts and cyclones.

The CBDRM project is proposed for four districts of Sri Lanka (Ratnapura, Gampaha, Matale and NuwaraEliya). The project aims to identify vulnerabilities, risks and hazards in more than 20 communities and 20 schools, and develop and implement community risk reduction plans with the active participation of SLRCS volunteers, village disaster management committees and action teams, all of which will be formed and trained.

The community-based early warning (CBEW) project seeks to reduce loss and damage to people's lives, livelihoods and properties through well informed early warning and disaster preparedness to prevent hazards from turning into disasters. The CBEW project is currently implemented in three coastal districts (Trincomalee, Batticaloa, and Ampara) in collaboration with the Government of Sri Lanka and other technical agencies. The programme intends to use its island wide network of trained volunteers and proven response tools to ensure full coverage of early warnings. The organizational preparedness activities aim to improve and institutionalize SLRCS response capacity at all levels to better respond to the needs of vulnerable people. The programme will enhance SLRCS capacity through development of response and contingency plans, management of emergency funds, establishment of response teams with specialized components and putting in place systems and procedures at both national and districts levels to respond to disasters. Throughout 2010, the project will be implemented in SLRCS national headquarters and five districts (NuwaraEliya, Matale, Ratnapura, Gampaha and Kandy).

#### Organization 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 at branch level with the construction of branch and headquarters infrastructures as well as the refurbishment of both.

From 2009-2013 the SLRCS will focus its attention on the development of its Division and Unit network with the aim of creating resilient, self-reliant communities. As laid out in its Five Year Development Plan (FYDP) the OD contribution towards this goal will be to strengthen and improve its service delivery through its core programmes. Key areas of focus include:

- Governance management and systems development – through developing a professionalized and effective SLRCS service delivery system and practice, with a culture that values professional ethics and humanitarian values, and operates within an effective governance and management relationship.
- Community and Branch Development – through building enhanced capacity of youth members and volunteers, to share Principles & Values and other Red Cross information, contribute to ongoing programs and engage in effective service delivery.
- Strengthening and repositioning of the national society – by developing self-sustainable community-based structures that can help effectively deliver services to the vulnerable

## MALDIVES

SUMMARY	
<b>REVISED BUDGET (2005-2011)</b>	<b>CHF 81,601,256</b>

### Operational context

IFRC's tsunami recovery operation in the Maldives covered about 30 per cent of the total identified needs outlined in the national tsunami recovery and reconstruction plan developed by the government in 2005.

The projects undertaken in the programme include construction of permanent houses, schools, community buildings, public utilities, waste water collection and disposal systems, supplementary water supply systems, and the provision of household and community water tanks and rainwater harvesting kits.

The highly visible and extensive Red Cross Red Crescent response to the tsunami disaster paved the way for the formation of the Maldivian Red Crescent Society which was legally recognized in August 2009. The National Society is already implementing many community projects with a focus on building resilience against future events.

With the major tsunami construction completed, the tsunami operation in the Maldives completed at the end of June 2010.

### Role of the International Federation country office

The Federation country office continues to perform the following three key roles: coordination, support to the in-country national society programmes and institutional development of Maldivian Red Crescent.

#### Coordination

The success of the coordination structure has been largely due to the continued and active participation of the Red Cross Red Crescent partners who were active in the country. This participation has ensured a consistent, coherent and coordinated approach in addressing common objectives and challenges.

The Red Cross Red Crescent has provided quarterly reports to the government throughout the programme implementation, giving updates on achievements as well as implementation challenges. The reports have been supplemented with presentations to concerned government ministries and departments. IFRC also assists in coordinating meetings between government ministries and partner national societies on important matters as the need arises.

Partner national societies have completed their recovery projects and are preparing for transition to longer-term programming supported by the Federation guidance on achieving sustainable, well managed exits.

#### Service provision

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

#### National society development

The Maldivian Red Crescent was legally formed in August 2009 and since has established six branches in six different atolls. At the same time training and programmes on the National Society focus areas of health, disaster management and organizational development are also underway responding to the identified needs of the individual atoll communities where the National Society is working.

A number of staff has previous experience working with a partner national society or in related fields prior to joining the National Society. Currently, the Maldivian Red Crescent's highest priority is to gain formal recognition as the newest National Society of the Movement by meeting the statutory requirements.

## Achievements to date

### Recovery phase

The overall objective of the Federation's tsunami recovery programmes were to:

- To 'build back better' the community by providing structurally stronger shelters;
- To build artificial high points, including multi-storey public buildings, that add a further vertical dimension to the island, which contributes to the safer island concept;
- To improve the health of the community and protect the environment on the project island by installing an adequate sewer system and constructing a waste management centre;
- To provide access to a safe water supply that adequately meets the drinking water needs of the community.

All tsunami recovery programmes have been completed, which includes the Laamu Gan sewer and Dhuvaafaru road which are highlighted as key achievements.

Throughout the tsunami operation, 1,514 houses have been built, 27 hospitals and clinics provided, and almost 1,500 families were supported by livelihood grants, reaching some 257,000 beneficiaries. The Dhuvaafaru integrated project, resulted in well-designed houses, public buildings and sewerage systems that reduces residents' vulnerability to future potential disasters, protects the environment, reduces the risk to drinking water shortages during dry seasons and improves the overall health of communities.

The work completed by the different partner national societies and IFRC are well valued and appreciated by the different communities paving a positive environment for the Maldivian Red Crescent to carry-out projects based on community needs to ensure that vulnerabilities of those communities are addressed.

Long-term programmes to ensure that this is sustained are planned through the Annual Appeal 2010-2011 (progress will be published in the Maldives Programme Update no.2 in mid-2010).

## Priority programmes

### Shelter/housing

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

IFRC'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, IFRC has constructed an island administrative complex (comprising 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. At the end of June 2010 the Dhuvaafaru road network, sports facility, rainwater harvesting tanks and waste management centre were completed along with the wastewater collection and disposal system in the new settlement of Laamu Gan. With this all tsunami operations in the Maldives came to a close at the end of June 2010. As such, no budgetary provisions have been made for construction during the remainder of 2010 however,

the management of construction warranty or defect liability periods (DLP) will go into 2011 with the budget provided in the office'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 IFRC 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" applied across all the sectors— 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, IFRC took into consideration that prior to the tsunami the Maldives had little direct experience or effect of major natural disasters apart from annual dry spells and regular inundations from high tides or rough seas.

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. Disaster preparedness programme along with other National Society programmes will be implemented once the branches and units are established by mid 2011.

## **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, IFRC 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 IFRC had distributed over 15,400 rainwater harvesting kits in 79 islands, assisting over 100,000 people.

It 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. All work related to access to safe water is completed.

**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, IFRC 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, IFRC 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, it 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. The DLP period for the Laamu Gan pipe will be carried out by the national disaster management centre, which would end in early 2011.

### **Information and humanitarian values**

The Federation's information and humanitarian values programme 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 through 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 included using personalized letters, appearances on 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, implementation has also been undertaken by other programme teams and partner national societies, with the information team providing technical input. Eventually, when the tsunami recovery operation in the Maldives comes to close in June 2010, the information and humanitarian values programme will be integrated into the larger integrated programme or support structure to support the ongoing development of the Maldives Red Crescent.

### **Plans to conclude recovery phase**

The formal existence of the Maldivian Red Crescent Society will see the role of the Federation office in the Maldives transition from an 'implementer' to 'facilitator', focussing on nurturing the new national society. It is in anticipation of this development that IFRC launched [Appeal 2010-2011](#) 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.

## **4. REGIONAL AND GENEVA SECRETARIAT SUPPORT**

Throughout 2009 the tsunami unit functions were relocated from Geneva to Kuala Lumpur. At the time it was noted that the two key considerations were - 1) a move to more normalized support structures and 2) recognition that there were still important tsunami-related activities requiring continued dedicated support.

Progress towards a return to normalized support structures will continue on a phased basis throughout 2010. Country offices are gradually beginning to transition back to their normal reporting lines: Indonesia and Maldives offices will return to reporting through their respective Regional offices in January 2011, while Sri Lanka will revert to the arrangements existing prior to the tsunami by the end of 2010.

In the second half of the year tsunami unit staff will start to be re-assigned, the communications function has been absorbed into the zone communications unit whilst grants management has moved to the zone PMER department. By January 2011 the senior officer positions supporting Sri Lanka and Indonesia will be relocated to their respective regional offices to provide operational support and a continuing focal point for residual tsunami operation activities. A small core staff focussed mainly on finance and lessons learnt work will be retained into 2011.

The Tsunami Recovery Impact Assessment and Monitoring System (TRIAMS) Project was completed in July 2010 with a final project report published.

Federation-wide financial and performance reporting will continue to be a feature of the tsunami operation throughout 2010 with information collected from partner national societies published, including via the website, throughout the year.

The comprehensive final report to be published in June 2011 will be the final progress report of the tsunami operation. The final financial report will be completed after the end of 2011 and a plan will be proposed should there be any unspent funds at that time.

## 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****Years 2005, 2006, 2007 & 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	62,769,246	944,468	19,166,240	1,937,372		1,238,344	323,253				22,477,463	247,983	738,371				
Emergency Relief / DM	174,224,516	504,709	102,522,043	3,556,165	109,855	2,056,021	635,892	948,059	5,820,784	41,726,562	8,991,484	4,493,137	851,757	223,127		1,784,920	
Recovery	251,635,492		139,372,173	72,881		729,209				71,368,717	40,092,512						
Organizational Development	13,019,408	203,101	4,719,276	1,366,155		1,618,288	429,834			3,213,509	670,722			798,524			
Humanitarian Values	1,463,956		617,843	64,543			41,250			271,635		49,766					
Coordination & Implementation	67,831,610	618,019	24,486,492	679,475		872,803	134,686	24,724	18,418,034	3,019,004		607,921		16,389,548		2,580,905	
<b>TOTAL 2005, 2006, 2007 &amp; 2008</b>	<b>570,944,228</b>	<b>2,270,297</b>	<b>290,884,067</b>	<b>7,676,590</b>	<b>109,855</b>	<b>6,514,665</b>	<b>1,564,915</b>	<b>948,059</b>	<b>5,845,508</b>	<b>150,694,210</b>	<b>75,670,104</b>	<b>5,398,806</b>	<b>1,590,128</b>	<b>1,021,651</b>	<b>16,389,548</b>	<b>1,784,920</b>	<b>2,580,905</b>

**Year 2009**

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	15,848,918		2,460,730								234,877		366,653				
Emergency Relief / DM	6,617,742		975,704			228,210	41,937	34,218	2,406,963	1,290,099	202,125	26,038	475,967	936,481			
Recovery	8,396,206		(203,309)							7,782,881	816,634						
Organizational Development	6,610,706		6,012,203			176,007				511,823	(141,189)			51,862			
Humanitarian Values	434,853		227,330								207,523						
Coordination & Implementation	11,035,106		4,058,087			186,194				3,368,096	759,182				873,075	1,790,472	
<b>TOTAL 2009</b>	<b>48,943,530</b>		<b>13,530,745</b>			<b>590,411</b>	<b>41,937</b>	<b>34,218</b>	<b>2,406,963</b>	<b>25,739,557</b>	<b>2,079,152</b>	<b>26,038</b>	<b>842,619</b>	<b>988,343</b>	<b>873,075</b>	<b>1,790,472</b>	

**2010-2011 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	30,281,000		2,140,000							27,499,000	642,000						
Emergency Relief / DM	9,951,000		2,675,000				321,000			6,848,000	107,000						
Recovery	8,988,000		1,284,000							5,671,000	2,033,000						
Organizational Development	5,778,000		1,926,000							3,531,000				321,000			
Humanitarian Values																	
Coordination & Implementation	28,355,000		11,770,000							7,490,000	1,070,000				642,000	7,383,000	
<b>TOTAL 2010-2011</b>	<b>83,353,000</b>		<b>19,795,000</b>				<b>321,000</b>			<b>51,039,000</b>	<b>3,852,000</b>			<b>321,000</b>	<b>642,000</b>	<b>7,383,000</b>	
<b>TOTAL APPEAL 05-11</b>	<b>703,240,758</b>	<b>2,270,297</b>	<b>324,209,812</b>	<b>7,676,590</b>	<b>109,855</b>	<b>7,105,076</b>	<b>1,927,851</b>	<b>982,277</b>	<b>8,252,471</b>	<b>227,472,767</b>	<b>81,601,256</b>	<b>5,424,844</b>	<b>2,432,747</b>	<b>2,330,994</b>	<b>17,904,623</b>	<b>1,784,920</b>	<b>11,754,377</b>

**EXPECTED 2005-2011 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	108,899,164	944,468	23,766,970	1,937,372		1,238,344	323,253			55,981,410	23,354,341	247,983	1,105,023				
Emergency Relief / DM	190,793,258	504,709	106,172,747	3,556,165	109,855	2,284,231	998,829	982,277	8,227,747	49,864,661	9,300,609	4,519,175	1,327,724	1,159,608		1,784,920	
Recovery	269,019,698		140,452,863	72,881		729,209				84,822,598	42,942,146						
Organizational Development	25,408,113	203,101	12,657,479	1,366,155		1,794,294	429,834			7,256,332	529,532			1,171,386			
Humanitarian Values	1,898,809		845,173	64,543			41,250			271,635	626,443	49,766					
Coordination & Implementation	107,221,716	618,019	40,314,579	679,475		1,058,997	134,686	24,724	29,276,130	4,848,185		607,921		17,904,623		11,754,377	
<b>TOTAL 2005-2011</b>	<b>703,240,758</b>	<b>2,270,297</b>	<b>324,209,812</b>	<b>7,676,590</b>	<b>109,855</b>	<b>7,105,076</b>	<b>1,927,851</b>	<b>982,277</b>	<b>8,252,471</b>	<b>227,472,767</b>	<b>81,601,256</b>	<b>5,424,844</b>	<b>2,432,747</b>	<b>2,330,994</b>	<b>17,904,623</b>	<b>1,784,920</b>	<b>11,754,377</b>

**TSUNAMI - EXPENDITURE BY REGION & COUNTRY PER BUDGET GROUP**
**2009/1-2009/12**

REGION COUNTRY	TOTAL APPEAL	SOUTH EAST ASIA		SOUTH ASIA					EAST AFRICA			GLOBAL	
		Indonesia	Thailand	South Asia Reg	Bangladesh	India	Sri Lanka	Maldives	East Africa Reg	Somalia	Seychelles	Geneva	Kuala Lumpur
Shelter - Relief	2,113,227					2,075,064		189		37,974			
Shelter - Transitional													
Construction - Housing	6,910,549						6,438,562	461,874		10,112			
Construction - Facilities/Infrastruc	4,975,057						4,975,057						
Construction Materials	11,104	2,760	1,945		1,098		5,301						
Clothing & textiles	27,979	6,568					20,003			1,407			
Food	17,936						11,669			6,267			
Water & Sanitation	4,610,906	468,949				2,740	3,941,172	198,045					
Medical & First Aid	560,148	1,377				1,354	500,097	12		57,272		35	
Teaching Materials	9,432	1,430	3,995				4,008						
Utensils & Tools	75,565	57,124	1,085				17,155			201			
Other Supplies & Services	535,687	150,966			9,167		249,488	126,066					
<b>Supplies</b>	<b>19,847,589</b>	<b>689,173</b>	<b>7,025</b>		<b>10,265</b>	<b>2,079,159</b>	<b>16,162,511</b>	<b>786,187</b>		<b>113,233</b>		<b>35</b>	
Land & Buildings	1,270,255	415,041	31,326				99,830				724,060		
Vehicles	97,186	(416)					22,208			75,395			
Computers & Telecom	305,076	(2,970)	126,884		729		65,978	12,996		70,690		120	30,649
Office/Household Furniture & Equipm.	142,329	19,328	85,301				36,371	(773)		2,103			
Others Machinery & Equipment	(298,286)	(300,000)				887	827						
<b>Land, vehicles &amp; equipment</b>	<b>1,516,561</b>	<b>130,982</b>	<b>243,511</b>		<b>729</b>	<b>887</b>	<b>225,214</b>	<b>12,223</b>		<b>148,188</b>	<b>724,060</b>	<b>120</b>	<b>30,649</b>
Storage	117,767	54,116	691			12,061	38,110	7,771		4,910			107
Distribution & Monitoring	247,135	177,037				4	26,323	12		42,322		80	1,314
Transport & Vehicle Costs	1,128,966	435,349	195		3,762	625	550,091	67,097	592	59,805		11,508	(59)
<b>Transport &amp; Storage</b>	<b>1,493,869</b>	<b>666,502</b>	<b>886</b>		<b>3,762</b>	<b>12,734</b>	<b>614,524</b>	<b>74,880</b>	<b>592</b>	<b>107,038</b>	<b>11,588</b>	<b>1,314</b>	<b>49</b>
International Staff	7,127,130	2,258,608	120,004	27,858	2,458	32,746	2,612,689	580,789		303	37,065	475,324	979,286
Regionally Deployed Staff	73,767						8,081		8,689				56,998
National Staff	3,770,992	1,985,788	112,614	(0)	1,367	22,583	1,372,824	139,265	4,560	30,338	28,491	314	72,847
National Society Staff	1,262,911	365,112	43,985		8,487	118,960	575,893	(3,434)		129,574	24,334		
Consultants	527,395	64,034		3,250		2,732	247,458	47,289				9,545	153,087
<b>Personnel</b>	<b>12,762,196</b>	<b>4,673,543</b>	<b>276,602</b>	<b>31,108</b>	<b>12,312</b>	<b>177,022</b>	<b>4,816,945</b>	<b>763,908</b>	<b>13,249</b>	<b>160,215</b>	<b>89,890</b>	<b>485,183</b>	<b>1,262,218</b>
Workshops & Training	1,420,696	453,624	209,581	935	3,518	93,336	338,308	24,746	1,932	234,353	29	334	59,999
<b>Workshops &amp; Training</b>	<b>1,420,696</b>	<b>453,624</b>	<b>209,581</b>	<b>935</b>	<b>3,518</b>	<b>93,336</b>	<b>338,308</b>	<b>24,746</b>	<b>1,932</b>	<b>234,353</b>	<b>29</b>	<b>334</b>	<b>59,999</b>
Travel	593,075	315,661	23,636	5,667		1,544	87,917	34,767		8,262	13,120	14,797	87,703
Information & Public Relation	603,243	53,955	10,519		737	8,680	289,689	58,896		6,534	1,690	39,383	133,160
Office Costs	1,377,357	572,076	3,219	14		2,621	625,243	102,014	1,245	11,535	25,993		33,397
Communications	457,953	244,312	2,866	1,468	794	4,197	115,101	47,693	3,799	170	5,936	12,089	19,528
Professional Fees	578,959	171,454	1,093			35	122,655	6,829			36,173	229,729	10,991
Financial Charges	448,051	33,120	(11,004)	12		(15,595)	362,154	82,050		1,869	(5,029)		473
Other General Expenses	83,489	90	247	6		5,099	53,135	6,482	3,529	1,108	361	198	13,234
<b>General Expenditure</b>	<b>4,142,126</b>	<b>1,390,668</b>	<b>30,576</b>	<b>7,168</b>	<b>1,531</b>	<b>6,581</b>	<b>1,655,894</b>	<b>338,731</b>	<b>8,573</b>	<b>29,478</b>	<b>78,245</b>	<b>296,196</b>	<b>298,486</b>
Depreciation	59,457	52,889					6,568						
<b>Depreciation</b>	<b>59,457</b>	<b>52,889</b>					<b>6,568</b>						
Cash Transfers National Societies	5,288,237	4,668,244					619,993						
Cash Transfers Others	75,206	113,792					(38,586)						
<b>Contributions &amp; Transfers</b>	<b>5,363,443</b>	<b>4,782,036</b>					<b>581,407</b>						
Program Support	2,155,052	626,771	38,211	2,726	2,224	37,244	1,095,893	78,454	1,692	50,225	64,242	53,839	103,530
<b>Programme Support</b>	<b>2,155,052</b>	<b>626,771</b>	<b>38,211</b>	<b>2,726</b>	<b>2,224</b>	<b>37,244</b>	<b>1,095,893</b>	<b>78,454</b>	<b>1,692</b>	<b>50,225</b>	<b>64,242</b>	<b>53,839</b>	<b>103,530</b>
Services & Recoveries	5,899	755	2,549				2,595						
Shared Services	68,218											36,090	32,128
<b>Services</b>	<b>74,117</b>	<b>755</b>	<b>2,549</b>				<b>2,595</b>					<b>36,090</b>	<b>32,128</b>
Operational Provisions	108,425	63,802	(218,531)		(123)	0	239,697	23		(111)	20,255		3,413
<b>Operational Provisions</b>	<b>108,425</b>	<b>63,802</b>	<b>(218,531)</b>		<b>(123)</b>	<b>0</b>	<b>239,697</b>	<b>23</b>		<b>(111)</b>	<b>20,255</b>		<b>3,413</b>
<b>TOTAL EXPENSES</b>	<b>48,943,530</b>	<b>13,530,745</b>	<b>590,411</b>	<b>41,937</b>	<b>34,218</b>	<b>2,406,963</b>	<b>25,739,557</b>	<b>2,079,152</b>	<b>26,038</b>	<b>842,619</b>	<b>988,343</b>	<b>873,075</b>	<b>1,790,472</b>

**EXPENSES BY REGION & COUNTRY PER BUDGET GROUP**

**2004/12-2009/12**

REGION	TOTAL	SOUTH EAST ASIA					SOUTH ASIA					EAST AFRICA			GLOBAL		
COUNTRY	APPEAL	South East Asia	Indonesia	Myanmar	Malaysia	Thailand	South Asia Reg	Bangladesh	India	Sri Lanka	Maldives	East Africa Reg	Somalia	Seychelles	Geneva	Kuala Lumpur	Trans Regional
Shelter - Relief	19,298,952	1,866	12,838,294	132,801				7,866	3,612,911	2,495,061	66,916	4,819	105,696	32,721			
Shelter - Transitional	1,201,893		1,051,158					431		150,303							
Construction - Housing	78,523,690									44,476,830	34,036,747		10,112				
Construction - Facilities/Infrastruc	11,466,342									11,426,983			39,359				
Construction Materials	109,221,190		100,989,530	36,304		84,778		6,224		5,809	8,067,482	31,064					
Clothing & textiles	9,990,890	6,801	4,286,762	387,347		1,862		139,874	801,604	3,715,836	283,965	363,960	2,648	231			
Food	17,462,273		17,417,360	2,117		68				36,463			6,267				
Seeds,Plants	23,312		3			19,574				3,735							
Water & Sanitation	37,047,637	62	8,216,682	33,418		295,853			3,695	8,095,279	20,379,000	9,991	13,658				
Medical & First Aid	7,709,351	842	4,909,739	158,781		140,328		13,821	427,146	1,370,445	285,679	23,887	378,649	35			
Teaching Materials	642,141		315,976	232,474		3,995				89,656	39						
Utensils & Tools	8,597,707		4,317,642	474,583		497,565				3,086,700	59,264	160,971	207	779			
Other Supplies & Services	36,801,912		21,019,207	61,104		60,427		48,903	2,418,406	12,737,775	453,668		498	1,625			300
ERU	11,441,119		7,613,260							3,769,495	58,364						
<b>Supplies</b>	<b>349,428,408</b>	<b>9,571</b>	<b>182,975,612</b>	<b>1,518,929</b>		<b>1,104,449</b>		<b>217,120</b>	<b>7,263,762</b>	<b>91,460,371</b>	<b>63,691,123</b>	<b>594,691</b>	<b>557,089</b>	<b>35,391</b>			<b>300</b>
Land & Buildings	5,760,615		4,468,207	288,657		32,655				193,175			724,060				53,863
Vehicles	3,864,288		2,518,402	32,664		327,059		50,237		722,524	81,846		131,556				
Computers & Telecom	4,411,194	49,572	1,862,025	67,496		478,076	22,286	38,500	2,364	1,174,265	120,097	222,264	102,436	3,362	119,221	113,432	35,798
Office/Household Furniture & Equipm.	2,246,130	6,202	362,555	40,419		130,519	1,268	6,648		1,124,180	508,790	13,602	2,103	5,942	10,129	17,640	16,134
Medical Equipment	23,619		1,068			22,551											
Others Machinery & Equipment	1,321,960		1,280,963			29,093		7,540	1,171	827		1,945				421	
<b>Land, vehicles &amp; equipment</b>	<b>17,627,805</b>	<b>55,774</b>	<b>10,493,220</b>	<b>429,235</b>		<b>1,019,951</b>	<b>23,553</b>	<b>102,925</b>	<b>3,534</b>	<b>3,214,971</b>	<b>710,733</b>	<b>237,811</b>	<b>236,096</b>	<b>733,364</b>	<b>129,350</b>	<b>131,494</b>	<b>105,794</b>
Storage	5,607,302	7,965	4,498,096	34,879		3,504		2,461	45,661	893,944	16,720	59,140	15,507	284	464	4,501	24,181
Distribution & Monitoring	37,230,237	198	26,867,544	1,498,658		6,168		3,050	860	7,719,093	926,075	47,282	122,918	11,119	8,450	669	18,153
Transport & Vehicle Costs	12,835,770	12,006	8,436,988	52,872		130,730	9,737	44,541	3,603	3,069,173	725,317	126,789	142,750	66,354	1,369	12,667	872
<b>Transport &amp; Storage</b>	<b>55,673,309</b>	<b>20,169</b>	<b>39,802,628</b>	<b>1,586,410</b>		<b>140,403</b>	<b>9,737</b>	<b>50,052</b>	<b>50,124</b>	<b>11,682,211</b>	<b>1,668,112</b>	<b>233,212</b>	<b>281,169</b>	<b>77,757</b>	<b>10,283</b>	<b>17,838</b>	<b>43,207</b>
International Staff	63,654,496	784,306	21,854,540	1,723,158	125	476,030	927,670	251,071	150,712	17,726,508	5,513,908	923,354	8,881	164,860	10,013,803	2,379,853	755,718
Regionally Deployed Staff	284,802	79,551	25,673			11,810	185			54,499	27,163	11,208		576		56,998	17,140
National Staff	21,865,137	225,758	13,476,765	106,194	587	733,637	55,457	28,667	86,106	5,493,258	728,479	286,093	122,624	93,111	16,574	310,394	101,432
National Society Staff	6,113,867	25,072	2,660,739	417,689		280,719	26,045	28,442	123,710	2,040,163	16,373	47,924	343,497	102,992	(0)	502	
Consultants	4,474,269	107,824	729,282	12,169		211,838	91,994		8,359	699,649	184,015	14,016	8,537	4,972	1,770,372	308,481	322,760
<b>Personnel</b>	<b>96,392,572</b>	<b>1,222,511</b>	<b>38,746,999</b>	<b>2,259,210</b>	<b>712</b>	<b>1,714,033</b>	<b>1,101,350</b>	<b>308,181</b>	<b>368,888</b>	<b>26,014,077</b>	<b>6,469,937</b>	<b>1,282,596</b>	<b>483,540</b>	<b>366,511</b>	<b>11,800,749</b>	<b>3,056,228</b>	<b>1,197,050</b>
Workshops & Training	8,609,408	264,177	2,766,759	663,254		1,336,820	191,156	92,116	94,253	1,408,425	162,473	500,785	565,910	43,095	311,262	126,020	82,902
<b>Workshops &amp; Training</b>	<b>8,609,408</b>	<b>264,177</b>	<b>2,766,759</b>	<b>663,254</b>		<b>1,336,820</b>	<b>191,156</b>	<b>92,116</b>	<b>94,253</b>	<b>1,408,425</b>	<b>162,473</b>	<b>500,785</b>	<b>565,910</b>	<b>43,095</b>	<b>311,262</b>	<b>126,020</b>	<b>82,902</b>
Travel	7,333,591	232,313	2,872,609	174,064	1,922	397,031	115,463	15,364	58,905	786,740	683,790	344,427	51,534	88,102	1,062,305	287,864	161,158
Information & Public Relation	3,580,687	7,123	626,665	243,425	80	342,205	14,685	47,129	9,912	1,100,834	280,937	14,922	13,796	16,563	696,018	142,608	23,785
Office Costs	10,011,731	121,205	4,188,940	145,660		205,381	8,520	29,364	3,235	3,574,501	754,043	151,047	37,663	140,126	484,801	136,774	30,471
Communications	4,896,975	68,673	2,749,577	54,911		35,377	31,604	16,797	5,510	995,297	293,495	65,341	5,295	52,042	412,566	84,689	25,801
Professional Fees	2,283,352	83,213	461,465	1,280		26,196	2,572	627	1,320	608,554	34,178	17,692		87,258	938,174	17,565	3,257
Financial Charges	3,492,177	6,658	743,684	221,810		(14,920)	297	22,492	(24,954)	1,546,751	988,267	2,452	8,142	1,105	175	(3,037)	(6,745)
Other General Expenses	879,836	31,383	87,328	2,770		8,675	3,618	16,262	8,784	284,899	50,840	215,245	62,256	20,741	24,283	60,229	2,521
<b>General Expenditure</b>	<b>32,478,350</b>	<b>550,568</b>	<b>11,730,268</b>	<b>843,919</b>	<b>2,002</b>	<b>999,945</b>	<b>176,760</b>	<b>148,036</b>	<b>62,712</b>	<b>8,897,575</b>	<b>3,085,551</b>	<b>811,125</b>	<b>178,687</b>	<b>405,937</b>	<b>3,618,322</b>	<b>726,693</b>	<b>240,248</b>
Depreciation	319,899		286,743	9,481						23,675							
<b>Depreciation</b>	<b>319,899</b>		<b>286,743</b>	<b>9,481</b>						<b>23,675</b>							
Cash Transfers National Societies	10,253,008		5,894,723			500,876				2,172,212		1,412,027		173,170			
Cash Transfers Others	26,302,312		113,792							26,097,181				91,340			
Contributions	240,000													240,000			
Membership Fees	6,900													6,900			
<b>Contributions &amp; Transfers</b>	<b>36,802,220</b>		<b>6,008,515</b>			<b>500,876</b>				<b>28,269,393</b>		<b>1,412,027</b>		<b>173,170</b>			<b>338,240</b>
Program Support	21,809,917	147,526	11,455,365	364,315	7,141	283,550	104,295	63,848	407,929	5,015,582	1,956,050	352,598	128,948	130,650	1,018,327	258,375	115,420
<b>Programme Support</b>	<b>21,809,917</b>	<b>147,526</b>	<b>11,455,365</b>	<b>364,315</b>	<b>7,141</b>	<b>283,550</b>	<b>104,295</b>	<b>63,848</b>	<b>407,929</b>	<b>5,015,582</b>	<b>1,956,050</b>	<b>352,598</b>	<b>128,948</b>	<b>130,650</b>	<b>1,018,327</b>	<b>258,375</b>	<b>115,420</b>
Services & Recoveries	23,985		6,671	1,837		5,049				1,269	2,595		1,311				
Shared Services	87,406													36,090	51,316		
<b>Services</b>	<b>111,391</b>		<b>6,671</b>	<b>1,837</b>		<b>5,049</b>				<b>1,269</b>	<b>2,595</b>		<b>1,311</b>		<b>36,090</b>	<b>51,316</b>	
Operational Provisions	634,479	0	142,032	0		(0)	(0)	(0)	(0)	444,892	23	(0)	0	44,119			3,413
<b>Operational Provisions</b>	<b>634,479</b>	<b>0</b>	<b>142,032</b>	<b>0</b>		<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>444,892</b>	<b>23</b>	<b>(0)</b>	<b>0</b>	<b>44,119</b>			<b>3,413</b>
<b>TOTAL EXPENSES</b>	<b>619,887,758</b>	<b>2,270,297</b>	<b>304,414,812</b>	<b>7,676,590</b>	<b>109,855</b>	<b>7,105,076</b>	<b>1,606,851</b>	<b>982,277</b>	<b>8,252,471</b>	<b>176,433,767</b>	<b>77,749,256</b>	<b>5,424,844</b>	<b>2,432,747</b>	<b>2,009,994</b>	<b>17,262,623</b>	<b>4,371,377</b>	<b>1,784,920</b>
<b>2009 Tsunami Plan Of Action</b>	<b>706,434,277</b>	<b>2,270,297</b>	<b>317,656,067</b>	<b>7,676,590</b>	<b>109,855</b>	<b>7,514,665</b>	<b>1,804,915</b>	<b>982,279</b>	<b>8,569,782</b>	<b>240,046,210</b>	<b>81,256,797</b>	<b>5,425,352</b>	<b>2,432,744</b>	<b>2,268,351</b>	<b>18,068,548</b>	<b>8,566,905</b>	<b>1,784,920</b>
<b>EXPENSES VS 2009 PoA</b>	<b>88. %</b>	<b>100. %</b>	<b>96. %</b>	<b>100. %</b>	<b>100. %</b>	<b>95. %</b>	<b>89. %</b>	<b>100. %</b>	<b>96. %</b>	<b>73. %</b>	<b>96. %</b>	<b>100. %</b>	<b>100. %</b>	<b>89. %</b>	<b>96. %</b>	<b>51. %</b>	<