

Tsunami response

A review of China's contribution to the United Nations response to the 2004 Indian Ocean tsunami



United Nations China
January 2007



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Foreword

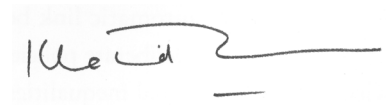
The Indian Ocean tsunami of December 2004 brought loss of life and devastation on a scale unprecedented in modern times. The humanitarian challenge it presented was similarly unprecedented, both in terms of the needs to be met, and the complexity of responding in an area in which so much infrastructure had been destroyed.

This exceptional scenario required exceptional action. China rose to the challenge: it launched its biggest ever international aid operation, offering over 1.3 billion RMB of assistance, including - for the first time - \$19.5 million through the United Nations.

This report sets out how the funds channeled through the United Nations were spent. Without question, the assistance provided by the United Nations with Chinese support made a real difference to those affected. For example, over 800,000 schoolchildren in Indonesia were able to get back to school, over 350,000 people received personal hygiene kits in Indonesia, the Maldives and Sri Lanka, almost 500 tons of canned fish was supplied to the most vulnerable people in Sri Lanka, and over 700 fishing boats were provided with new engines in Indonesia, the Maldives and Seychelles.

As a country that has suffered natural disasters of its own, China is better equipped than most to provide assistance. Indeed, as part of its contribution to developing a global partnership for development (Millennium Development Goal 8), China's Eleventh Five Year Plan clearly articulates its commitment to international co-operation in this important area. In the two years since the tsunami, China has responded quickly to other major disasters in the region, such as the earthquakes in South Asia and in Yogyakarta, Indonesia. And, just as importantly, it has contributed \$1 million to the new United Nations Central Emergency Response Fund, designed to ensure that funds are available the moment a disaster strikes anywhere in the world.

It is vital that all of us in the international humanitarian community learn the lessons from our response to each disaster and use them to further improve our performance. The Government of China has shown itself to be keen to do so, and participated actively in the joint China – UN Review Session on Tsunami Emergency Relief in late 2006. This Report is a key part of the follow-up to that Session. It makes some concrete recommendations for future humanitarian collaboration between the United Nations and China. It is my hope that this Report will enable the UN and China to strengthen their partnership, and to lay the foundations for further, perhaps increasing, amounts of Chinese humanitarian and development assistance to be channeled through the UN in the years ahead.



Khalid Malik
UN Resident Coordinator

Table of contents

I: Executive Summary	6
II: China's contribution : the results achieved	10
III: Review of experiences and lessons learned	14
IV: Conclusions and recommendations	22
Annex I : Results achieved : agency by agency reports	26
Annex II : Sources of information	45
Annex III : List of persons met to prepare the report	46
Annex IV : Acronyms and abbreviations	47

Executive Summary

I: Executive Summary

Context

Following the catastrophic Indian Ocean Tsunami in December 2004, the People's Republic of China extended its largest ever humanitarian assistance, including US\$19.5 million (of which US\$13.5 million was in kind and US\$6 million was in cash) allocated to 10 UN agencies. This marked, for the first time, the Government of China's engagement with multilateral agencies to channel emergency relief assistance and funds.

At the Tsunami Emergency Relief Review Session jointly organized by the Government of China's Ministry of Foreign Affairs and the Office of the United Nations Resident Coordinator in China in October 2006, this Report was commissioned to summarize the results achieved by the UN agencies, the lessons learned and recommendations to strengthen future cooperation and assistance.

Results achieved

Almost all the assistance offered by China through the UN has now reached the intended beneficiaries. As one would expect, China's cash contributions were able to make a valuable impact in the immediate relief phase, whereas the in-kind contributions made useful contributions in the longer-term recovery phase.

Examples of the outcomes achieved through cash contributions of which China's were a significant part include: the rapid restoration of water and sanitation to the estimated one million people made homeless by the tsunami; the reduction of health risks and the successful containment of disease outbreaks in the immediate aftermath; and the provision of mobile emergency health units and over 350,000 personal hygiene kits in the interim period before permanent health services could be restored.

Examples of the outcomes achieved by China's in-kind contributions include: full coverage of school supplies to children in the Indonesian provinces of Aceh and Nias before the start of the second term of the 2005/2006 school year; the distribution of canned food to over 250,000 people in Sri Lanka from September 2005 onwards; the delivery of essential equipment for fishing boats in 2006; and the delivery of a wide variety of health equipment – from ambulances to weighing scales – by November 2006.

The only significant elements of assistance not yet fully distributed are: \$500,000 offered to UNHCR which was not disbursed as UNHCR already had sufficient funds from other sources; the in-kind contributions through UNFPA, which could not be accepted by the first intended recipients and have now been reallocated elsewhere; and a small proportion of the in-kind food contribution through WFP, which remains available for distribution in Sri Lanka.

The chart on pages 7-8 provides an overview of the goods and services which were provided with Chinese funding, and Annex I provides detailed Agency by Agency reports.

Lessons learned

The tsunami response reinforced many lessons learned from previous humanitarian responses, but also brought out some new conclusions. In particular:

- The UN system had an enormous ‘head start’ in the response, as a result of its on the ground presence in each country, its experienced staff in each humanitarian sector, its pre-existing relationships with national and local governments, NGOs and civil society, and its capacity to ensure effective, comprehensive and multi-sectoral planning, coordination, implementation, monitoring, evaluation and advocacy. It also had prior experience of subcontracting locally in the countries affected.
- The most effective cash contributions were those which were disbursed quickly, had little conditionality or earmarking by country or sector attached, had least prescriptive requirements with regard to reporting formats, could be pooled with others’ funds, and which were managed flexibly (with budget revisions or programme extensions being agreed without undue delay or debate). In particular, the gap between the relief and recovery phases which often afflicts humanitarian work was largely avoided, thanks to the volume of pooled, unearmarked funding.
- The provision of assistance in-kind from some donors presented challenges. That said, many in-kind contributions scored relatively well in terms of appropriateness, suitability, quality and cost-effectiveness, which are all too often criticisms of in-kind contributions. However, as recipient countries imposed conditions on receiving in-kind donations and took a long time to decide which in-kind contributions to accept, and as procurement and quality control processes also took up substantial time, few in-kind contributions arrived in time for the initial relief effort. As is often the case, in-kind deliveries also tended to result in high shipment, uploading, handling and storage costs.
- Where they occurred, delayed deliveries resulted in high transaction costs, as plans had to be continually revised and beneficiary lists had to be reconfirmed. Where recipients were not informed in good time of the type and timing of assistance they would receive, or where this did not materialize, it was harder for them to plan their own recovery efforts and there could sometimes be a breakdown in trust.
- Faced with a natural disaster of such scale, it was hard for the international community to quickly mobilize national and international staff with appropriate experience and technical / linguistic skills in the absence of any database of personnel with such skills.
- In the face of both infrastructure and security constraints to access affected areas, monitoring and evaluation was not always as rigorous as normally expected. Tracking of funding allocations was much enhanced by the Development Assistance Database, but there is scope for further refinement of this useful tool.

Recommendations

The Report makes a number of key recommendations, some of relevance to future international responses in general, and some of particular relevance to the Government and the United Nations team in China. The key recommendations specific to China include:

- Streamlining the communications channels between the Government of China and the UN. The Report argues that the UN Disaster Management Team (UNDMT), UN China's coordination body on disasters, could be better used to foster cooperation on future emergencies. It suggests that for all future pledges made by China, the UNDMT could be responsible for facilitating information circulation, financial tracking, meeting preparation, supervision and follow-up, and conducting monitoring and evaluation. It could also ensure that the Government receives regular and standardized updates / progress reports (including financial figures) from each UN agency receiving Chinese contributions;
- Continuing to permit China's cash contributions to be pooled with other donors' funds – this enabled maximum effectiveness, speed and flexibility;
- Ensuring that cash contributions are, as a minimum, sufficient to cover all the costs of any associated in-kind contribution;
- Establishing a Standby Arrangement or Memorandum of Understanding to establish clear processes in the management of China's funds allocated through the UN system;
- Increasing UN inter-agency cooperation on sourcing and procurement in China, through the Beijing Inter-Agency Procurement Working Group;
- Establishing a pre-identified list of frequently required emergency items widely available in China, in order to streamline the procurement process and allow rapid deployment of much needed supplies in times of emergency response;
- Developing and maintaining a roster of Chinese experts available for rapid mobilization to the field by UN agencies for short, medium and long term periods. The Report suggests that the UNDMT could help the Government of China in selecting qualified candidates and, during a time of emergency response, matching needs and expertise;
- Streamlining and expediting the process of authorizing air traffic rights for emergency flights facilitated by the UN agencies and offices in China to allow quicker response and delivery of goods and services;
- Outside times of emergency, supporting countries in the region to improve early warning and surveillance systems, to develop contingency plans, and to build capacity for preparedness and response, in particular by facilitating the exchange of Chinese experts in disaster relief and rehabilitation with other countries to share experiences in natural disaster preparedness and management.

China's contribution: the results achieved

II

II: China's contribution: the results achieved

Overview of China's multilateral assistance to tsunami-affected countries

UN Agency	Value of China's contribution in US\$		Target countries	Objectives	Main inputs delivered	Main impacts as of late October 2006
	In-kind	Cash				
UNICEF	5.5 million	1 million	Indonesia (in-kind) All affected countries (cash)	Provide emergency assistance to children and women who survived the tsunami and throughout the transition from relief to recovery	863 511 school kits (Indonesia), water and sanitation, training and awareness campaigns, support to health centers & schools	Support to the "Back To School" programme in Indonesia Support to rebuilding of key water and sanitation facilities, schools and health centers in the most affected countries
WHO	4.5 million	1 million	Indonesia, Maldives, Myanmar and Sri Lanka	Support national health authorities to protect the health of vulnerable people affected by the disaster and the recovery process	Medical equipment, installation services, training	Support to first relief and rehabilitation of health facilities and services in affected communities

FAO	1.6 million	400 000	Indonesia, Maldives, and Seychelles	Enable the most vulnerable fishing communities to resume fishing activities	726 new boat engines, accessory equipment, training	Support to rehabilitation and enhancement of fishery based livelihoods
UNFPA	500 000	1 million	Indonesia, Maldives and Sri Lanka	Contribute to re-establishment of reproductive health services and to the protection of the most vulnerable target groups, especially women	Medical equipment and supplies, 375 000 personal hygiene kits, training, information campaigns, assessments	Support to rehabilitation and enhancement of reproductive health services, prevention of gender based violence (GBV), and provision of psychosocial support
UNDP		1 million	Indonesia, Maldives, Sri Lanka and Thailand	Complement through the South-South Trust Fund national and inter-agency initiatives with Regional Disaster Recovery and Reconstruction Planning Support	Small grants, training workshops, technical assistance	Support to capacity building of local communities and revival of their livelihoods

WFP	400 000	600 000	Sri Lanka	Prevent further deterioration in the nutritional status of the most vulnerable people and support them in their recovery efforts	489 tons of canned fish	Contribution to decrease risks of malnutrition and potential outbreaks of disease among the surviving communities
UNEP		500 000	Indonesia, Maldives and Sri Lanka	Reinforce capacity building and technology support activities	Technical assistance	Contribution to capacity building and technology support to tsunami disaster (design of pilot eco-house and eco-friendly fishing village, review of environmental impact assessment guidelines)
OCHA	500 000					
UN-HABITAT		500 000	Maldives	Repair and reconstruction of housing on two islands	Grants to island communities, and technical advice	167 house repairs and 2 reconstructions either completed or well underway
UNHCR	500 000		These funds were not disbursed as UNHCR already had sufficient funds from other sources.			

Review of experience and lessons learned

III

III: Review of experience and lessons learned

The following findings are based on interviews held with the UN agencies involved in the management of China's contribution to the tsunami response. In addition, reports prepared for the review session held in late October 2006 and the results of several evaluation missions carried out by the agencies themselves or by the Tsunami Evaluation Coalition (TEC)¹ were also taken into consideration and integrated into this section.

Operations

Most operations were managed by the headquarters, regional and tsunami affected country offices of each UN agency. Except for WFP and UNICEF which handled the procurement of in-kind goods in China, other UN China country offices were not directly involved in the management of China's contributions. Unlike many international NGOs, the UN agencies worked, from the beginning, in close collaboration with national governments and local communities in the affected countries, while ensuring technical and operational supervision in their respective field of expertise. Such cooperation ensured that the goods delivered were based on effective needs and in compliance with national standards. Some activities were also directly implemented by local partners as was the case in Indonesia as part of UNFPA's response.

Thanks to the quick disbursement and flexibility of the GoC, the operational capacity of UN agencies was not hampered by the slow reaction and strict conditions sometimes imposed by donors - such as limitations regarding target countries and inputs, timeframe constraints, unique standardized proposal and reporting formats (in addition to being time-consuming for the implementing agencies, this also results in complicated funds tracking), delayed reply and/or objection to requests of project extension and budget revision (which are usually not predictable due to the rapid change of needs and external factors), etc. Pooling mechanisms and joint projects shaped into a country sectoral programme have several advantages over a single project approach: i) it enables economies of scale in distribution, beneficiary selection, coordination, and logistics; ii) it allows for a better coordination of procurement activities; iii) it gives the donor more visibility through sharing of several activities with other donors and funds under the same programme; iv) it reduces overlapping with other projects; and v) it allows for better project management and coordination.

In addition, most UN agencies reported good collaboration from their Chinese counterpart. Some examples of good cooperation include the replacement of damaged fish cans procured in China and distributed in Sri Lanka through WFP, the non objection of China to extend the projects implemented by FAO in Indonesia, Maldives and Seychelles and the proposal to use the remaining funds of UNICEF's in-kind allocation to purchase additional school kits in Indonesia (through the UNICEF China Office).

As is the case in most humanitarian assistance, certain difficulties and challenges were encountered by the respective UN agencies during the overall management and implementation of the contribution. First,

¹ The Tsunami Evaluation Coalition (TEC) was established in February 2005 in the wake of the tsunami of 26 December 2004. Its main objective is to provide accountability to the donating and recipient publics – which include 16 donors, UN agencies and international NGOs. Its strategy and process have been managed by a Core Management Group (CMG), chaired by OCHA's evaluation department. The TEC has completed so far five thematic evaluations, involving in-depth country case-studies, beneficiary surveys and extensive consultations with stakeholders.

most UN agencies reported extreme difficulties in mobilizing, on a timely basis, a sufficient number of experienced staff (national and international) that possessed the appropriate background and language skills. Security problems and damaged infrastructures also limited rapid deployment of humanitarian services to remote areas. In addition, the tsunami killed many people who would have been instrumental in implementing emergency rescue operations and leading the recovery works.

The pre-existing weaknesses in disaster-affected national and local capacities² as well as the limited capacity of UN implementing partners and changes in their structures were another major constraint. Furthermore, relief and reconstruction operations were impeded by the ongoing armed conflicts in Sri Lanka and Indonesia, the second earthquake in Aceh (Indonesia) three months after the tsunami, and complex procedures, examples of politicized and centralized decision making (including in beneficiary selection and location targeting) and integrity concerns around some local leaders in some affected countries.

The process of identifying beneficiaries was also cumbersome and difficult due to the extent and scale of the disaster. In addition, the lack of a complete registry of tsunami affected people, including gender disaggregated data, led to a long process of verification and confirmation of eventual beneficiaries. Similar delays in the identification of land owners led to further delays in mobilizing the required assistance.

The time devoted to operations management was limited by the unprecedented media attention and rapid inflow of funds. This was further compounded by the constant flow of visitors, imposing an additional burden on UN staff, local authorities and military forces.

Finally, the complex transition from relief to recovery and reconstruction resulted in the need to quickly prepare, update, coordinate and monitor several action plans at the same time, using different timeframes, strategies, methods and operational means. In addition, the initially planned duration for recovery and reconstruction was not long enough.

Delivery

Although the UN agencies invested appropriate time and resources to ensure effective and efficient delivery of the planned inputs, the delivery process was hampered and slowed by a number of constraints.

The selection of goods proved to be complex and cumbersome due to the high number of stakeholders (based in different locations and working for different entities) to be consulted and the variety of conditions posed by each recipient country before accepting an in-kind donation. WHO reported that due to the magnitude of funds received by the affected countries, it took a substantial amount of time before national governments were able to decide on the specific needs that needed to be covered by in-kind donations.

This was further compounded by the long procurement process which resulted in the late delivery of many inputs donated in kind by China. Some equipment required the drafting of very detailed technical specifications, the preparation and approval of which was rather time-consuming. The requirements created difficulties in identifying the appropriate suppliers that were able to quickly deliver all the required items (including spare parts) with the right technical specifications. On reflection, too much time was also spent

2 Local capacities were not sufficient, even in their pre-tsunami status, to handle the magnitude of the recovery effort.

for pre-loading quality control and inspection of goods.

Although the percentage of post-delivery losses was very low, the packaging quality of some equipment was not always adapted to the emergency context. For example, a number of ring-pull cans produced in China and delivered in Sri Lanka through WFP were considered damaged and inconsumable (136 tons of canned fish were damaged upon arrival at Colombo and other quality problems were reported in connection with the ring-pull opening system).

Delivery was further impeded by the difficulty in accessing target locations due to insecurity, damaged infrastructure, bad weather conditions, and the enormous areas of the affected countries that needed to be covered. The bulk and multitude of equipment and supplies to be delivered in different locations also posed a considerable challenge in terms of logistics.

Effectiveness

The UN, with on-the-ground presence in each of the affected countries, was able to dispatch early assistance to the affected areas immediately after the disaster struck. The massive relief effort, which ensured that survivors had sufficient access to food, shelter and health care, was credited with limiting further disasters such as disease outbreaks and starvation. The effective relief effort provided affected populations with the security they needed to begin planning for next steps in the recovery process. Large amounts of funding allowed rapid initial recovery activities and some innovative practices, including a wider use of cash grants (to which China contributed through the South-South Trust fund managed by UNDP) and better integration of gender and psychological issues (to which China contributed through its support to UNFPA and UNICEF) compared to other emergencies.

The gap between relief and recovery that commonly appears in disaster response was avoided, due largely to access to un-earmarked publicly raised funds and donor flexibility (which is the case of China). UN agencies initiated early support for livelihood rehabilitation in the form of distribution of assets, such as small fishing equipment (including 726 new boat engines delivered by China through FAO in Indonesia and Maldives), as food-for-work (to which China contributed through the distribution of canned fish by WFP in Sri Lanka) and as grants to local communities (partly funded by China through UNDP). Within a few months there was palpable evidence of recovery. In all countries, children were back in school quickly with appropriate equipment (which includes the Chinese made and funded 863 511 school kits delivered by UNICEF in Indonesia) and health facilities and services were partly restored and, in some cases, much improved (to which China contributed through its support to WHO and to UNFPA for reproductive health).

In addition, good practices promoted by the UN agencies contributed to the overall effectiveness of the tsunami response. Sustained partnerships, through the pre-existing relationships UN agencies had with national/local governments, NGOs and the private sector, contributed to a more effective and efficient response and have been essential for sustainability. The use of context-sensitive approaches, the respect of national/local traditions, religious beliefs and reconstruction standards, and the direct involvement of

beneficiaries whenever possible in planning and decision-making mechanisms³ were extremely important to support national ownership of aid programmes. Priority was also given by some UN agencies to subcontract whenever possible to local NGOs and government counterparts who were responsible for the direct implementation of relief/recovery activities and for financial management and accountability.

National and local capacity building was initiated at an early stage of the response, which included the development of numerous training programmes and workshops at regional, national and local levels. Among China's main contributions to such activities, it is worth mentioning the training organized in June 2006 by FAO in Maldives (23 beneficiaries were trained on effective refrigerated container use and maintenance). In addition, China also offered to train two Maldivian government staff in fish finder operation and maintenance (this training was expected to take place late October 2006 in Nanjing, at the cost of China). The training sessions provided by UNFPA to reproductive health staff, community educators and religious leaders in Indonesia as well as similar initiatives funded by the South-South trust fund to which China contributed through UNDP were all essential in the recovery process (which included various skills development and awareness workshops for the most affected people in order to develop income generating opportunities).

Substantial efforts were also made towards empowerment of poorer and marginalized groups, through cash and in-kind assistance, directed mainly to women, IDPs and vulnerable working people whose livelihoods were severely damaged by the disaster. This materialized through the provision of food (WFP's distribution of Chinese made canned fish benefited among others 150,000 IDPs in Sri Lanka), relief supplies and psychological support to women, girls, un-accompanied children and other marginalized people (under the supervision of UNFPA in Indonesia, Maldives and Sri Lanka). Additionally, training and awareness campaigns (mainly initiated by UNFPA, UNDP and UNICEF) and small cash grants directly implemented by affected communities with the help of UNDP and UNFPA allowed the establishment of social centers for women, which included training material, and building a cafeteria and accommodation block to help generate income and create job opportunities.

Despite the successes, the response effectiveness was hindered by a series of challenges which were not always predictable or easy to manage. The absence of early warning systems and the lack of preparation for a disaster of this type and magnitude was the first main difficulty. Other limits inherent to affected countries included the lack of safety standards of some equipment immediately available on the local market. For example, it has been noticed that many of the fishing boats in tsunami affected countries do not comply with safety standards. Incidents involving loss of life at sea were frequently reported. In many instances, the non-compliance with safety standards and procedures was found to be a contributing factor in such unfortunate incidents. Against this background, China's in-kind contribution of boat engines, distributed through FAO in three affected countries, has been very much welcome. Local expertise and national regulations governing the reconstruction of key livelihood resources⁴ were also missing.

3 This included among others the nature and type of goods to be distributed, as well as the adjustment of needs when necessary. The experience of UNFPA in Indonesia was quite successful with respect to this participatory approach.

4 This includes among others small fishing vessels, which contributed to the current situation (i.e. many post-tsunami boats were not seaworthy).

The high human resource turn-over among national and international staff also affected the smooth implementation of the assistance, resulting in increased human resources costs, such as the additional time and money required to train newly assigned personnel, and loss of institutional, operational and technical memory.

Delayed deliveries and the rapidly changing needs were additional burdens that needed to be considered by the implementing agencies, who were forced to regularly revise the distribution plan and to reconfirm the beneficiaries with local communities to ensure that the inputs would be received in the hands of those most in need.

Other difficulties included the lack of simple and user-friendly guidelines related to disaster response and recovery in all key sectors, including reconstruction of health, water and sanitation, and education facilities.

Efficiency

Most UN operations have been globally cost-effective, making the best possible use of human, material, logistics and financial resources available in such a challenging context.

However, efficiency was decreased by a series of factors which resulted in a loss of time and money which, if handled properly, could have been used to implement additional assistance. This includes the high cost of shipment (air-lifting, fuel, etc.), fees for loading/unloading, handling and storage of goods as well as transport of humanitarian actors and inputs to remote and insecure areas.

A large amount of time was also spent in administrative (including the long customs clearance, quality control/inspection and certification process) and financial issues, thus limiting the time available for coordination, planning, monitoring, reporting and liaison with key stakeholders.

Coordination

As in previous and on-going humanitarian crises, the UN through the UN Resident Coordinators have worked in close collaboration with national officials, international humanitarian agencies, local NGOs, CSOs and the private sector to help coordinate relief and recovery efforts. OCHA played a pivotal role in ensuring consistency and cohesion between all international partners and governments at international (especially New York and Geneva), regional, national, district and sub-district levels. Each UN agency has participated in regular coordination meetings at different levels and many of them have been responsible for the coordination of all operations carried out in their respective field of expertise and area of intervention. An innovation in this response was the establishment in Banda Aceh, Indonesia, of a UN Office for Recovery Coordination, which took on the coordination role as work moved from relief to recovery.

The use of a multi-donor trust fund, through pooled resources also enhanced donor coordination as did new fund tracking mechanisms such as the DAD (Development Assistance Database), developed by UNDP, which enabled any gaps in assistance to be more easily detected.

However, coordination in some countries such as Indonesia and Sri Lanka suffered from the fragmentation of

response caused by geographical spread and the post-disaster proliferation of new international NGOs with insufficient experience, thus creating a congestion of the humanitarian space and competition among relief actors. With abundant funds to be spent quickly, many of these new actors did not share their information and were reported to be poorly represented at coordination meetings. Furthermore, many organizations extended their mandates beyond their areas of competency and did not comply with the common code of conduct and ethical standards. Another complaint from senior coordinators was the lack of consensus among those new actors regarding important issues being discussed during coordination meetings.

Although the relief assistance benefited from strong national governments, the lack of effective coordination mechanisms and capacity within the local governments was an additional constraint.

Monitoring

Most UN agencies have done their best to ensure a proper monitoring of funds disbursed and inputs delivered, using different tools and mechanisms - such as logical frameworks based on results and performance indicators.

Efforts have also been made to monitor the distribution of inputs to make sure that they reach the right target groups and that they are properly used by the final beneficiaries. For instance, UNICEF carefully monitored the distribution of school kits in Indonesia, in close cooperation with district authorities, families, and communities who played a major role in the bottom-up monitoring system. In Maldives, the arrangements in place between the Ministry of Fisheries, Agriculture and Marine Resources (MFAMR) and FAO allowed for a joint constant monitoring of the activities during the China funded project life. This arrangement allowed the government to conclude at the end of the assistance (late September 2006) the satisfactory performance of the project based on the high percentage of in the delivery of goods.

However, effective monitoring and evaluation practices were not always possible. In particular, the lack of experienced staff, time and funds, the difficulties in accessing remote areas and insecurity were all impediments to monitoring the delivery of funds and goods.

Accountability

To ensure accountability and transparency, UN agencies prepared and disseminated regular updates^{5 6}(related to activities completed and results achieved, on-going and planned activities as well as financial situation), briefs (for individual donors and affected countries⁷), issued progress⁸and evaluation reports prepared by

5 UNFPA Indonesia sent monthly reports to all donors concerned, including China, during the lifespan of the project.

6 UNICEF shared financial and results reports on its public website, and provided monthly financial updates through the UN-OCHA global website

7 See Indonesia's status reports, prepared by FAO, on the following site: ftp://ftp.fao.org/FI/DOCUMENT/tsunami_05/indonesia/latestFAOAgencyReport/FAOAgencyReport-Indonesia.pdf; the same reports are available for the other tsunami affected countries assisted by FAO.

8 This includes among others an update of UNFPA's response titled "UNFPA Response to Indian Ocean Tsunami – Update at one year", a report of UNDP's assistance to the recovery and reconstruction efforts in 2005, titled "Survivors of the Tsunami: one year later", and a booklet on China's donation to WFP for Tsunami victims, titled "China and World Food Programme: Partners in Fighting Hunger".

independent consultants⁹ and submitted final reports upon completion of activities. Some UN agencies such as FAO also made available relevant information, including financial data, on their own website. UN Auditing mechanisms also operated according to their mandates.

In addition, the newly introduced tracking systems, such as the above mentioned DAD (Development Assistance Database), enabled governments and donor countries to check more easily whether funds were being used as planned. This is a highly valuable advantage the UN has compared with other partners which may not possess the resources or infrastructure to provide reports and data in a systematized and consistent manner.

Despite the investments to ensure accountability, information has not always been timely, which impacted the capacity of affected populations to properly plan their reconstruction activities. For example, it was critical that the tsunami victims be informed in a timely manner, where they will live and what type of assistance they will receive in order to make informed decisions about their own future plans and livelihoods. The failure to provide such information has at times led to distrust towards aid providers and national authorities.

Recognition

Official thanks were conveyed to the Government of China and the UN system by national authorities of the tsunami stricken countries. For example, Sri Lanka's Finance Minister, on behalf of the Sri Lankan Government, thanked the Chinese Government and the WFP for its assistance, stating that the tsunami affected population were the poorest in Sri Lanka, and that China's contributions were helping "the poorest of the poor." In addition, several letters of appreciation have been sent to the GoC by WHO and the Ministries of Health of the affected countries. The comment¹⁰ of WFP's Executive Director regarding China's donation in Sri Lanka is also another strong sign of recognition.

9 This includes among others a synthesis report of the independent evaluation concerning UNICEF's response titled "The 2004 Indian Ocean Tsunami Disaster Evaluation of UNICEF's Response (emergency and initial recovery phase)" and the "Full Report of the 'Real Time' Evaluation of WFP's Response to the Indian Ocean Tsunami".

10 "This generous and timely assistance testifies to China's strong sense of solidarity with a fellow Asian country still struggling to recover from the deadly disaster."

Conclusions and recommendations

IV

IV: Conclusions and recommendations

Based on the above experience, a series of conclusions and recommendations have been formulated to increase disaster response capacity at community, national and international level and to strengthen UN / China cooperation. They are as follows:

Natural disaster preparedness

Despite major achievements, additional efforts ought to be made to ensure effective disaster preparedness. To this end, it is essential for the international community to continue supporting tsunami affected and other disaster-prone regions/countries to establish early warning and surveillance systems at all levels (regional, national and local). The UN should also assist countries in elaborating contingency plans (i.e. disaster preparedness and emergency management plans) based on risks identification and vulnerability assessment in all vital sectors such as reproductive care, water and sanitation, food, education, agriculture, forestry, fisheries, environment. This will allow a much more rapid mobilization of resources to the affected areas in future disasters. To be effective, such plans have to be regularly updated and tested through simulations. Special attention should also be given to the information management within those contingency plans in order to ensure that affected communities are regularly and properly informed about the recovery progress and the activities planned for the short, medium and long term.

The international community, especially those countries and humanitarian organizations with demonstrated capacities in the management of disaster preparedness and response, should be encouraged to contribute to the capacity building of the tsunami affected and other disaster-prone regions/countries. This includes capacity building exercises (through regular training/refresher sessions) and policy recommendations on national legislation related to safety standards and procedures. Moreover, it is important to further develop advocacy and public awareness on natural disasters through education, information and communication, including media support. This should also include awareness raising among national authorities, humanitarian actors and military forces likely to be involved in future disaster response.

In addition, it is essential to organize regular in-country pre-emergency coordination meetings to share information on potential risks and to ensure the harmonization of disaster preparedness plans and strategies among all stakeholders. This also includes the need to streamline the numerous duplicate and competing mechanisms into a single authoritative joint assistance mechanism, between the UN, the Red Cross and the authorities of disaster-prone countries.

In the area of human resources, it is critical to create and regularly update a roster of international, regional and national experts that can be quickly mobilized for natural disaster response. Additional time and resources should also be invested in learning more about local cultures and traditions of disaster-prone countries.

It is strongly recommended to assist disaster-prone countries and other countries concerned in establishing a certification and accreditation system to distinguish humanitarian agencies that meet standard professional requirements in a particular sector.

Natural disaster response

Natural disaster preparedness does not always result in effective response. To this extent, several key recommendations have been formulated to improve the effectiveness of future disaster responses, including better coordination and accountability.

Efforts should also be made to disseminate, at an early stage of the response, information regarding the available UN common services, explaining how they can supplement existing capacities and more readily respond to agency requirements. As highlighted in this report, it is vital to work with national and decentralized governments as well as local communities and experts to find suitable and sustainable local solutions, and to make sure that capacity building of national/local expertise starts at the early stage of the response. Additional time and resources will need to be devoted to post-distribution monitoring to ensure that inputs have reached the right targets and are properly used by the final beneficiaries. Lastly, it is fundamental that once government ownership of the national and provincial recovery process is strong enough, resources of implementing agencies such as the UN be shifted to strategic planning, policy, advocacy, quality control and coordination rather than to direct project implementation.

In regards to coordination, it is vital that funds for humanitarian assistance be properly coordinated with national counterparts, donors and other institutions to avoid duplication of work. National and local partners, including civil and military humanitarian actors, need to be involved in the coordination system at the early stage of the response. UN coordination with key partners and donors is expected to improve as a result of the on-going internal reform, an objective of which is to streamline and harmonize procurement, recruitment, reporting and security procedures of all UN agencies. This should allow more coherent responsibilities of reporting and decision making within the various levels of coordination, thus avoiding time-consuming micro-management and data collection. A more centralized coordination structure at field level under the direction of the Inter Agency Standing Committee (IASC) may be also a suitable option to improve the coordination of future responses.

Information management systems will need to be further strengthened, particularly with respect to financial tracking and reporting, using more user-friendly formats and appropriate languages. To this end, funding databases such as DAD should be further developed. Implementing agencies are also encouraged to increase the frequency and improve the quality of reports sent to donors and recipient countries. It would be useful to expand the dissemination of reports (especially those concerning the use of funds provided by donors and results achieved) through internet (including websites of UN agencies' Headquarters, regional and country offices). Moreover, affected populations should be encouraged to provide their own feedback to donors on the quality of response.

In regards to monitoring and evaluation, additional efforts should be made to improve the post-distribution monitoring and the collection of data focused on results achieved rather than on inputs delivered. Despite time and funding constraints, joint mid-term review and/or field evaluations of the response (involving donors, implementing partners and beneficiaries) should be organized more often in order to assess the progress made against initial targets and adjust if needed the objectives, strategies, beneficiaries and inputs to be delivered. Upon completion of relief and recovery operations, it is also essential to make sure that lessons learned and recommendations are well documented and sent to the main stakeholders, including the

final beneficiaries, in the appropriate languages.

Funding

The financial response to the tsunami has stressed both the strengths and weaknesses of the current funding system for humanitarian crises. In order to improve effectiveness and efficiency for future responses, the donor community is encouraged to continue the pooling of contributions with other donor funding. The pooling system will allow needed flexibility to reallocate funds and supplies when a new crisis emerges in the region (as was the case of the Nias earthquake affecting Indonesia three months after the tsunami) or globally. When making in-kind donations, donors should ensure that their cash contribution is at least sufficient to allow a smooth and efficient distribution and monitoring of inputs directly provided by the donor.

Furthermore, donors are encouraged to give priority to utilizing a multilateral approach in response to humanitarian and disaster response. The UN system's comparative advantage is multiple: availability of experienced staff in each key humanitarian sector; on-the-ground presence, pre-existing relationships with national governments, NGOs and local partners, and capacity to ensure effective, comprehensive and multi-sectoral planning, coordination, implementation, monitoring, evaluation, advocacy and protection of the most affected people at the very onset of the emergency. It should also be highlighted that through multilateral contributions, donors will obtain visibility and transparency/accountability, thus helping to reduce fiduciary risks.

Cooperation between UN and China

As an emerging donor to natural disaster and humanitarian assistance, China's cooperation with multilateral partners such as the UN could significantly increase in the coming years. In this context, there are several opportunities to improve the existing and future UN-China joint disaster response capacity. UNDMT China, as the UN's coordination body on disaster, could be utilized better to foster cooperation between China and UN agencies on future responses to disaster and humanitarian aid.

A strong partnership requires good coordination. As such it is recommended to streamline the communication channels between the GoC and each UN agency by establishing one main interface to communicate matters between the UN and China. For any future pledges made by China, the UNDMT could be asked to take responsibility for facilitating information circulation¹, financial tracking², meetings preparation, supervision and follow-up, and conducting monitoring and evaluation. The UNDMT could also ensure that the GoC receives regular and standardized updates/progress reports (including financial figures) from each UN agency receiving Chinese contributions. UNDMT could facilitate that process by collecting all reports provided by UN agencies and compiling them in a consolidated report, thus avoiding an overflow of information from different sources which do not always use the same reporting format.

UN agencies and China could also benefit by establishing a Standby Agreement or Memorandum of

1 This could include for example requests made by UN agencies to their counterpart Ministry concerning reallocation of funds and/or extension of Chinese contributions.

2 This could include funds to be transferred to UN agencies by each line Ministry as well as the expenditures made by each UN agency concerned.

Understanding (MoU) to establish clear processes in the management of any Chinese funds given to the UN system. The objective would be to standardize and systematize emergency relief and make the best use possible of Chinese and UN resources. It would also be advisable for the UNDMT to closely liaise with the UN interagency group (Beijing Interagency Procurement Working Group) to increase interagency coordination and cooperation on sourcing and procurement in China.

To better utilize China's resources and capacity, it is recommended that the UN and China establish a pre-identified list of frequently required emergency items widely available in China such as tents, blankets, tarpaulin/plastic sheeting, kitchen sets and other household items, insecticide-treated mosquito nets, jerry cans, clothes, hygiene kits, school kits, recreational kits and in the future, vaccines, anti-malaria drugs, health and reproductive health kits and other pharmaceuticals. This will help streamline the procurement process and allow rapid deployment of much needed supplies in a time of emergency response.

In addition, consideration should also be given to streamlining and expediting the process of authorizing air traffic rights for emergency flights facilitated by the UN agencies and offices in China to allow quicker response and delivery of goods and services. This is a critical issue as several government administrations and agencies currently need to be involved in processing such requests.

In the area of human resource management, it is recommended that a roster of Chinese experts available for rapid mobilization onto the field by UN agencies for short, medium and long-term periods be developed and maintained. To this end, the UNDMT could assist the GoC in selecting qualified candidates and, during a time of emergency response, helping manage the matching of needs and expertise to allow mobilization of personnel with appropriate skills. UNDMT could also facilitate exchange of Chinese experts in disaster relief and rehabilitation with other countries to share experiences and lessons learned in natural disaster preparedness and management.

Results achieved : Agency by Agency reports



UNICEF is mandated by the United Nations General Assembly to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential. The agency is guided by the Convention on the Rights of the Child and strives to establish children's rights as enduring ethical principles and international standards of behavior towards children. The survival, protection and development of children are universal development imperatives that are integral to human progress.

Background

At the Tsunami Geneva Pledging Conference (12 January 2005), the Government of China committed to UNICEF a total of US\$1 million in cash and US\$5.5 million in in-kind contributions to provide support to the tsunami affected countries.

Following discussions between UNICEF and the Ministry of Commerce, and on the basis of the needs in the most affected countries, the following agreement on the use of the funds was reached: use of in-kind contributions to distribute school kits to children of Aceh and Nias (Indonesia); and use of the cash contribution within the framework of the thematic humanitarian assistance programme "Drinking Water and Environmental Sanitation and Hygiene".

The objective of China's donation was to provide emergency assistance to children and women who survived the tsunami and throughout the transition from relief to recovery.

Main activities and results

The cash donation, pooled with other donor funding, contributed to the rebuilding of key water and sanitation facilities such as safe water points and treatment units, including the distribution of clean water and provision of sanitation facilities (latrines, bathing points, sewage-removal equipment) in displacement camps. In addition, China's assistance contributed to support health centers and schools (including maintenance), training and awareness campaigns. Despite serious constraints, the enormous challenge to restore access to water and sanitation services to an estimated 1 million homeless people was largely met, supported in large part by the Chinese contributions.

UNICEF contribution

- \$5.5m in-kind & \$1m cash
- Objective: assistance to children and women survivors
- Inputs delivered: over 800 000 school kits, water and sanitation, training and awareness campaigns, support to health centres and schools.

The in-kind donations were used to support the “Back to School” programme in Indonesia. Despite some initial procurement constraints, a wide and transparent tendering process involving reliable and pre-qualified potential suppliers was managed by the UNICEF China Office¹ on the China supply market, which resulted in the purchase of 863 511 school kits (9 items per kit). After undergoing quality control, the kits were shipped and distributed before the start of the second term of the first ‘Back to School’ year. China’s contributions enabled UNICEF to provide full coverage of school supplies to children in Aceh and Nias, even reaching affected children who had never been able to go to school before the tsunami disaster. This donation was gratefully welcomed by the beneficiaries as a major contribution to the national “Back To School” campaign.

Designated as the Education Coordinator (more than 60 organizations were claiming to be working in the Aceh education sector in December 2005), substantial efforts were made by UNICEF in the distribution and monitoring of these kits, in cooperation with district authorities, families, and communities who, by playing their part in the bottom-up monitoring system, made this distribution an unmitigated success despite the huge quantity of kits involved and the number of elementary schools to be covered.

Efforts were also made to maintain permanent dialogue with the Ministry of Commerce to ensure a high visibility of the Chinese contribution: numerous press reports followed the 18 October 2005 handover ceremony in Beijing (in the presence of the Vice Minister of the GoC and the UN Emergency Coordinator), the 8 February 2006 delivery ceremony in Banda Aceh (in the presence of the Representative of the Chinese Embassy in Jakarta), and the school backpacks distributed to children in Indonesia were clearly marked with the Chinese flag and UNICEF logo.

China’s donations made an important contribution to UNICEF’s tsunami relief and recovery response. Both cash and supply donations fitted well with the “Build Back Better” principle which guided UNICEF’s work in tsunami-affected countries and contributed to significant progress on two of UNICEF’s core priorities: “keeping children alive and well” and “getting children back in school”.

China’s contributions enabled UNICEF to work effectively in response to the tsunami emergency. The US\$1 million in cash commitment allowed for long term recovery effort over a three to five year period with a view to setting the scene for a positive development outcome, not only in water/sanitation and education (with increased access and improved quality as objectives) but also in protection and care of children affected by the tsunami.

¹ The UNICEF “Procurement Services” mechanism (e.g. purchasing by UNICEF on behalf of a donor government) – though meant for regular procurement operations destined to “steady” countries – which was adopted, after procedural adjustments, to execute the in-kind contribution transaction proved it worth. Steps will be taken with UNICEF Supply Division to simplify this tool with a view to routinely using it for emergency and recovery procurement operations.



The World Health Organization (WHO) is the United Nations specialized agency for health. It was established on 7 April 1948. WHO's objective, as set out in its Constitution, is the attainment by all peoples of the highest possible level of health. Health is defined in WHO's Constitution as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

Background

At the Tsunami Geneva Pledging Conference, the Government of China committed to WHO a total of US\$1 million in cash and US\$4.5 million in in-kind contributions to provide support to the tsunami affected countries.

Following discussions between WHO and the Ministry of Health of China, and on the basis of the needs in the most affected countries, it was agreed to use the in-kind donation to support relief and reconstruction efforts in the most affected areas in Indonesia, Maldives, Myanmar and Sri Lanka. The cash contribution was to be used to revitalize and build capacity of health systems in the four target countries.

The objective of China's donations was to support national health authorities to protect the health of survivors and other vulnerable people affected by the disaster in the target countries and to support the recovery process in the health sector.

Main activities and results

The cash donation, pooled with other donor funding, was immediately mobilized in the affected countries to enable WHO medical officers with the necessary resources to provide quick and effective assistance. In the early response phase, management of health risks and containment of disease outbreaks were the primary support provided by WHO to protect the health of the most vulnerable that had survived the tsunami disaster. A portion of the cash donation was also used to facilitate the recruitment of a technical officer from China through the WHO Global Mechanism to Recruit Experts (GOARN) in WHO Headquarters to provide assistance in the management of the Chinese in-kind donation. This was the first time that Chinese experts joined WHO operations at a time of emergency response.

The in-kind donations were used to support, in close collaboration with the Ministries of Health and other agencies, the health sector response to the disaster and to assist in the recovery and rehabilitation of the national health systems, including replacement of lost assets in Indonesia, Maldives, Myanmar and Sri

WHO contribution

- \$4.5m in-kind & \$1m cash
- Objective: support national health authorities to protect the health of the vulnerable
- Inputs delivered: medical equipment, installation services and training

Lanka. After close consultations with Chinese officials, WHO South East Asia Regional Office (SEARO) and the representatives of the MOH in the affected countries, a list of health supply and goods to be deployed were approved according to the needs of each tsunami affected country. The procurement process was conducted in the Chinese market through WHO China and the shipment and distribution of goods began in mid-2006.

Indonesia received 15 ambulances, 16 nebulizers, 10 operating ceiling lamps, 84 weighing scales for baby, 16 weighing scales for adults, 10 gastroscopes, 18 USG (portable ultrasound scanner), 18 ECG 6 (electrocardiograms), 16 defibrillators with ECG, 15 ECG monitors, 13 fetal detectors, 16 room sterilizers mobile, 10 operating tables, 16 ventilators, 86 sphygmomanometers, 10 stand sphygmomanometers, 10 blood bank refrigerators, 10 X-Ray units (500 mA), 36 microscopes, 12 centrifuges, 10 film viewers, 10 semi-auto chemistry analyzers, 10 X Ray film processors, 60 spectrophotometers.

The Maldives received six dental chairs, one capsule mixer, one dental compressor, one dental film processor, six dental X-ray units, six slit lamps, six operating microscopes, 10 vans and other small material. Myanmar received 600 kits of personal protective equipment (each set comprising head cover, goggles, mask, gloves, boots, etc.) and five desktop computers with printer and UPS. Sri Lanka received 1 500 kits of personal protective equipment, 120 medical autoclave sterilizers and 1 500 air conditioners. In addition, the Government of China provided training and technical support for installation of some of the above equipment at the request of the recipient countries.

Thanks to the close collaboration among WHO SEARO, national Governments and WHO offices in the affected countries, all goods were delivered with no damage claimed as of early November 2006. This in-kind donation was gratefully welcomed by the beneficiaries as a major contribution to support the rehabilitation of health services in the most affected areas.

WHO's Emergency Programme for Southeast Asia was implemented by WHO Country Offices in the region and managed by the SEARO in New Delhi, in partnership with the Department for Health Action in Crisis at WHO Headquarters in Geneva. The Technical Officer from China ensured the coordination with the SEARO Tsunami Operations Team, including visits in the affected countries, discussions with the Ministries of Health regarding their supply needs, delivery mechanisms, and regular communications at all levels within the Organization. Technical expertise throughout the global WHO network from technical departments, other regional and country offices, and partner organisations was also mobilised.

WHO ensured the smooth distribution and careful monitoring of the medical equipment donated by China, in cooperation with the MOH of the affected countries at national and sub-national levels. Monitoring and evaluation was also facilitated through the Technical Officer's follow-up with WHO country staff. China's donations made an important contribution to WHO's tsunami relief and recovery response. It should be noted that in supplement to this assistance, WHO China Office recruited a Chinese expert who carried out a one-month mission in Sri Lanka to provide assistance and training on disaster response management.



The Food and Agriculture Organization of the United Nations (FAO) leads international efforts to defeat hunger. Serving both developed and developing countries, FAO acts as a neutral forum where all nations meet as equals to negotiate agreements and debate policy. FAO is also a source of knowledge and information. We help developing countries and countries in transition modernize and improve agriculture, forestry and fisheries practices and ensure good nutrition for all. Since our founding in 1945, we have focused special attention on developing rural areas, home to 70 percent of the world's poor and hungry people.

Background

At the Tsunami Geneva Pledging Conference, the Government of China committed to FAO a total of US\$400,000 in cash and US\$1.6 million in in-kind contributions to provide support to the tsunami affected countries.

Following extensive consultations between FAO and the Ministry of Agriculture of China, and on the basis of the needs in the most affected countries, it was agreed to use the in-kind and cash contribution to provide emergency assistance to fisheries communities in Seychelles, Maldives and Indonesia.

The objective of China's donations was to enable the most vulnerable fishing communities in the three target countries to resume fishing activities through the distribution of boat engines and accessory equipment. These goods were expected to complement the boat building activities being implemented with other donor funds.

Main activities and results

The in-kind contributions were used to produce and ship fishery equipment. The cash commitments were earmarked for use in the transportation and distribution of goods and partially to support administrative and technical management costs.

Under the in-kind contribution scheme, technical specifications of boat engines and accessory equipments were provided by FAO with the procurement process managed by the Government of China. Despite some delays due to long procurement and administrative procedures and consultation processes to finalize the selection of beneficiaries, the fishing equipment was successfully delivered in 2006.

In the Maldives, 89 boats were equipped with new engines while 412 vessels received other inputs (carburetor kits and water pump impellers and various types of accompanying spare parts, fish finders, flood lights, life jackets and life buoys). In addition, 20 refrigerated containers were distributed to ten

FAO contribution

- \$1.6m in-kind & \$0.4m cash
- Objective: enable poorest communities to resume fishing
- Inputs delivered: 726 new boat engines, accessory equipment and training

islands, as well as three refrigerators, five deep freezers, ten sets of Central Processing Unit (CPU) boards, power boards, transceiver boards and a current speed meter to the Marine Research Centre in Male and to the Fish Aggregated Device Centre in Vilingili.

In Indonesia, FAO organized the distribution of 637 new boat engines in 11 districts along the NAD coastline and in 2 districts on Nias Island of the North Sumatra province.

In Seychelles, 51 items of varying fishing equipment (fishing lines, rope nettings and navigation items) were distributed to fishers. Interviews with beneficiaries revealed that they were satisfied with such aid, enabling them to restart their productive activities, with a limited risk of sea incidents thanks to the high quality and safety of boat equipment supplied.

The assistance was implemented by FAO in collaboration with the national governments, local fishery institutions, NGOs, traditional fishing associations and fisher representatives. By coordinating the support of these partners, FAO was able to ensure that the project efforts reach the most vulnerable fishing communities.

Visibility of China's contribution was ensured throughout the duration of its assistance. Inputs procured and distributed to beneficiaries, such as chill containers, fishing gear and equipment packets, were clearly marked with the Chinese flag and the FAO logo. Furthermore, banners of the GoC and FAO were displayed at the distribution and training sites. The contribution of China was also mentioned in the FAO's monthly status reports and in the press releases regularly issued.

China's donations made an important contribution to FAO's tsunami relief and recovery efforts. Through the support from China and other donor funds, FAO's fishery programmes aimed at rapid restoration and enhancement of fishery based livelihoods. This contribution was in line with the UN "Building Back Better" concept, the essence of which is to rebuild livelihoods in a manner superior to the pre-existing ones. By facilitating the resumption of small-scale fish capture in targeted districts, China and FAO helped to restore the initial step in the fishery livelihood chain, enabling affected populations to resume and/or increase other inter-linked activities upon which they depend for survival. These included the fish transporters who relied on income generated from bringing the fish from capture site to market, as well as the fish processors who dried fish for long-term storage and sale. The resumed chain of activities, from capture at sea to sale on the market and consumption at the table, has contributed to the improvement of food security and enhancement of income for affected communities.



UNFPA, the United Nations Population Fund, is an international development agency that promotes the right of every woman, man and child to enjoy a life of health and equal opportunity. UNFPA supports countries in using population data for policies and programmes to reduce poverty and to ensure that every pregnancy is wanted, every birth is safe, every young person is free of HIV/AIDS, and every girl and woman is treated with dignity and respect.

Background

At the Tsunami Geneva Pledging Conference, the Government of China committed to UNFPA a total of US\$1 million in cash and US\$500,000 in in-kind contributions to provide support to the tsunami affected countries.

On the basis of the needs in the most affected countries, it was decided to use the in-kind and cash contributions to restore reproductive health services and address psychosocial needs in the affected communities of Indonesia, Maldives and Sri Lanka.

The objective of China's donation was to contribute to the re-establishment of reproductive health services and to the protection of the most vulnerable target groups, especially the women, through the provision of personal hygiene kits, the prevention of gender based violence (GBV) and psychosocial social support in the three target countries.

Main activities and results

The in-kind contribution constituted 1640 sets of tents, 13500 blankets, 300 sewing machines, and 15 laptops and printers, destined for Sri Lanka and the Maldives. The tents and blankets were originally intended for use in the relief phase, whilst the sewing machines, laptops and printers were to be used as part of an income-generating programme. The long procurement process meant that the goods were no longer required by their original intended recipients by the time they were available; the said recipients were also reluctant to pay the necessary import duties. As a result, it was decided to reallocate the in-kind contribution to Indonesia. The tents arrived in Indonesia in December 2006, and the blankets in January 2007. Both are in the process of import clearance. The sewing machines, laptops and printers have not yet arrived in Indonesia. The tents and blankets will be kept for use in future emergency responses, whilst it is intended that the sewing machines, laptops and printers can be used in ongoing tsunami related recovery programmes in Indonesia.

UNFPA contribution

- \$0.5m in-kind & \$1m cash
- Objective: reestablishment of reproductive health services & protection of most vulnerable
- Inputs delivered: medical equipment and supplies, 375 000 personal hygiene kits, training, information campaigns

The cash donation, pooled with other donor funding was used to support UNFPA's response in three major areas: reproductive health services, personal hygiene, and gender based violence.

As part of the re-establishment of reproductive health services, UNFPA Indonesia helped to rebuild and re-equip damaged health facilities. Eight primary health centers were re-established and equipped with ambulances and instruments for resuscitation and emergency obstetric care. These health centers also provided training, medical equipment and supplies to the tsunami survivors, local governments and NGOs. Mobile units were also created to provide emergency obstetric care to pregnant women in remote villages. In Sri Lanka, UNFPA provided Reproductive Health (RH) kits for the management of safe deliveries and obstetric complications, blood transfusion supplies, drugs for treatment of infections and supplies for rape management. Supplies of contraceptives were also provided to cover the shortages in the affected areas. Health information materials were produced and disseminated to camps and temporary shelters. Based on the findings of the RH needs assessment, UNFPA has been assisting the MOH of Sri Lanka in the restoration of 17 RH facilities, in nine tsunami affected districts, during the recovery phase.

The second component of UNFPA's assistance supported by GoC funding were in the provision of personal hygiene packs. Following the results of a needs assessment for reproductive health services in Indonesia, UNFPA distributed over 320,000 personal hygiene kits to internally displaced people in order to safeguard the hygiene and dignity of women and girls. A special kit was also designed for men and distributed to internally displaced persons. In addition, 55,000 personal hygiene kits were distributed to women and girls in the most affected areas of Sri Lanka.

The third key UNFPA's intervention covered by China's contributions were in the prevention of gender-based violence (GBV) and psycho social support to the tsunami affected people in Indonesia and Maldives. Information on gender-based violence was disseminated through mass media and health centers. To ensure safety and security of women and girls, UNFPA supported safe shelters for women, distribution and monitoring of relief supplies to prevent exploitation, training community educators and religious leaders (in Indonesia), and promoting personal security, including special facilities in temporary refuge shelters for unaccompanied women and children. Training was also provided on basic counseling skills, response to gender-based violence as well as adolescent and child psychology. With UNFPA's support, community centers have been set up to provide psychosocial counseling and outreach, along with income-generation training, religious and social activities. In Maldives, UNFPA assisted as well the Government in conducting assessments to determine the needs of the displaced and host populations in relation to the reproductive health care and psychosocial support. Furthermore, a Family Protection Unit at Indhira Gandhi Memorial Hospital (IGMH) was established as a pilot experience to provide support to GBV victims. Work is being carried out to strengthen the GBV support services and expansion based on its recent experience.

This donation was gratefully welcomed by the beneficiaries and UNFPA as a major contribution to saving and protecting the lives of women and vulnerable people affected by the tsunami, and to empower them through livelihood skills to rebuild their lives.

In addition to its active role in coordination with the national and local governments, UN sister agencies, bilateral organizations and civil society, UNFPA made substantial efforts to involve local communities and final beneficiaries at different stages, ensuring local capacity building.

Efforts were also made to ensure accountability (regular reports and updates related to the progress made and the financial delivery were sent to all donors including China) as well as visibility of China's contribution through media support and labeling of equipment kits distributed to the final beneficiaries.



The United Nations Development Programme (UNDP) is the UN's global development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 166 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners.

Background

At the Tsunami Geneva Pledging Conference (12 January 2005), the Government of China committed to UNDP a total of US\$1 million in cash to provide support to the tsunami affected countries.

The cash donation was pooled into the South-South Trust Fund as contribution to the UNDP Tsunami Recovery Programme targeting all the tsunami affected countries. The main goal was to complement the national and inter-agency initiatives with Regional Disaster Recovery and Reconstruction Planning Support. UNDP's central role has involved mapping out and implementing strategies that give a boost to governments and communities trying to begin recovery activities, with a focus on building national capacities.

China's donation was split into three major projects: 1.) to support local development through grants to community organizations and CSOs; 2.) to strengthen capacity of affected countries through coordinated strategic plans for post-tsunami disaster recovery and reconstruction and 3.) to support disaster risk management focusing on community-based multi hazard environmental monitoring and preparedness.

Main activities and results

The first project, focused on South-South Grants Facility (SSGF), supported specific short-term community development activities tailored to local needs. Thanks to the active participation of many partners involved in the selection, a total of 72 grants out of 142 were issued in Indonesia, Maldives, Sri Lanka and Thailand. The grants supported various initiatives such as development of livelihoods of tsunami affected people, provision of equipment (including computers, sewing machines, generators, etc.), building of community, social and training centers, refurbishment of schools, establishment of community agricultural shops, re-establishment of community cyber-cafe, organization of training sessions and awareness workshops.

As part of the second project titled "South-South Response to Tsunami Disaster in Asia" that targeted Indonesia, Sri Lanka, Maldives and Thailand, China's funds were used to recruit national, regional and

UNDP contribution

- \$1m cash
- Objective: provide recovery and reconstruction planning support
- Inputs delivered: small grants, training workshops, technical assistance

international experts to assist with the recovery efforts in a broad range of areas such as:

- 1.) Assess reconstruction and design of buildings by UN-HABITAT and other UN agencies, contribute to the development of a new legislation for disaster management and advise on key disaster management issues in Indonesia;
- 2.) Ensure that Flash Appeal projects were well designed to target vulnerable communities, help to integrate broader thematic areas such as environment into the recovery projects and provide crucial public relations support in Sri Lanka;
- 3.) Support the UNDP recovery programme in Maldives; and
- 4.) Support the activities of the Private Sector advisors based in the field or at headquarters.

Various partnerships were also initiated with the private sector for capacity building of government rehabilitation and reconstruction efforts in Indonesia and one private sector advisor was supported for five months in Thailand.

Furthermore, resources were used to organize workshops in Sri Lanka (national training on disaster assessment methods during the initial stages of the tsunami response) and Thailand (regional training of country offices on methods to work with the private sector). Notable achievements include the re-design of all house plans by UN-HABITAT in Indonesia. In Sri Lanka, the project resulted in facilitating the establishment of a Disaster Management Centre by the Government, negotiating partnerships with private sector for training of the regional chambers of commerce and establishing water and sanitation management schemes.

The third project touched upon the area of community-based risk management and contributed to the funding of two training workshops in Sri Lanka, involving participants from the private sector, members of the Ceylon Chamber of commerce, and from the public sector. The objective of the workshops, held in late 2005, was to enhance the capacity of the private sector and Government for disaster risk management at the community level.

UNDP's support to South-South cooperation was well received by beneficiary communities whose capacities were strengthened and livelihoods revived. China's donation played a critical role to UNDP's tsunami recovery response, which contributed to the UN "Building Back Better" concept.

In addition to the management of the above-mentioned projects and its active role in supporting development coordination, UNDP contributed to improve transparency and accountability by developing a sophisticated information management system to track resources and results through the Development Assistance Database (DAD).



WFP is the food aid arm of the United Nations system. Food aid is one of the many instruments that can help to promote food security, which is defined as access of all people at all times to the food needed for an active and healthy life. ¹ The policies governing the use of World Food Programme food aid must be oriented towards the objective of eradicating hunger and poverty. The ultimate objective of food aid should be the elimination of the need for food aid.

Background

At the Tsunami Geneva Pledging Conference, the Government of China committed to WFP a total of US\$600,000 in cash and US\$400,000 in in-kind contribution to provide support to tsunami affected countries.

On the basis of the needs in the most affected countries, it was agreed to use this contribution to support the most affected people in Sri Lanka through the provision of canned fish produced in China.

The objective of China's donation was to prevent further deterioration in the nutritional status of the most vulnerable people and to support them in their recovery efforts through the rehabilitation of infrastructure and revival of livelihoods.

Main activities and results

China's in-kind and cash contributions were used primarily to collect and/or procure canned fish to the tsunami affected area to address the critical food shortage. A portion of the funds was also used to pay for the transportation and distribution costs in connection to this assistance.

Following the preparation of technical specifications, WFP's Asian Regional Bureau in Bangkok and the WFP China Office organized a formal competitive bidding for the procurement of canned fish, including quality & quantity inspection service. WFP China also designed labels for the packing cartons and the cans in cooperation with the Chinese authorities. Fish production started in May 2005, followed by quality inspection, including a visit of WFP China Office officers to the canned fish factory. The first shipment arrived in Sri Lanka in July 2005. Despite some delays related to inspection and quality control by the Sri Lanka Standard Institute in charge of the goods certification, WFP Sri Lanka Office managed to start the distributing the canned fish to the beneficiaries in early September 2005.

The main beneficiaries (estimated at 100,000) were participants of the Food-for-Work activities, who worked on the rehabilitation of tsunami damaged roads. The participants received rations of 42.5 grams/person/day, which, together with the food basket (consisting of rice, lentils, sugar and oil) distributed by WFP helped address the daily protein requirements. Other beneficiaries included about 150,000 internally displaced

WFP contribution

- \$0.4m in-kind & \$0.6m cash
- Objective: provide nutrition for the most vulnerable and support their recovery
- Inputs delivered: 489 tons of canned fish

persons (ration of 25 grams/person/day) and 3,000 health volunteers (ration of 42.5 grams/person/day). Of the 489 tons of canned fish received, 420 tons have already been distributed to beneficiaries. An additional 25 tons were dispatched as emergency stock for the district level, in case of urgent need. Approximately 44 tons of canned fish are still at WFP's warehouse for future distribution.

The Chinese contribution helped prevent further deterioration of malnutrition and potential outbreaks of disease among the surviving communities. As stated by the WFP's Executive Director regarding China's donation: "This generous and timely assistance testifies to China's strong sense of solidarity with a fellow Asian country still struggling to recover from the deadly disaster."

In addition to its active role in logistics and coordination, WFP's country and field offices have carried out careful monitoring to ensure the food distributions were timely, reached the right target populations and were properly used by final beneficiaries. This information then allowed WFP to adjust and improve its food aid activities.

As part of the visibility efforts, WFP China published and sent to relevant Ministries and media outlets pamphlets, brochures and several press releases concerning China's contribution. Coverage was also ensured by the China Central Television, the Xinhua News agency and other print media such as the Asian Tribune (News flash issued on 30/06/2005), The Financial Times (14/07/05), and through daily news agencies (30/06/05). Each fish can procured and distributed to beneficiaries was clearly marked with the Chinese flag and the WFP logo. Furthermore, official ceremonies² involving representatives of the GoC and WFP Country office were held in June and July 2005 for the send-off and delivery of Chinese canned fish.

China's donation was an important contribution to WFP's tsunami relief and recovery response, fitting well with its Indian Ocean Tsunami Emergency Operation (EMOP), the objective of which was to save lives in a crisis situation through rapid and widespread General Food Distribution to people whose access to food had been cut off due to displacement and/or the destruction of markets and other food sources. By sustaining nutritional levels among the affected population, regular food supplies were also aimed at helping to prevent outbreaks of disease, which can occur in the aftermath of a natural disaster. In the long-term, the objective was to promote the rehabilitation of livelihoods and community infrastructure as people moved towards rebuilding their homes and villages.

2 The send-off ceremony, held in Qingdao on 23 June 2005, was attended by a representative from the Ministry of Agriculture and the Deputy Country Director of WFP China Office. The delivery ceremony, organized on 29 July 2005 by WFP Sri Lanka Country Office, was attended by his Excellency Chinese Ambassador to Sri Lanka, the Sri Lankan Finance Minister and WFP Country Director.



The United Nations Environment Programme (UNEP) is the voice for the environment within the UN system. UNEP's mission is to provide leadership and encourage partnership in caring for the environment by inspiring, informing, and enabling nations and peoples to improve their quality of life without compromising that of future generations.

Background

At the Tsunami Geneva Pledging Conference, the Government of China committed to UNEP a total of US\$500,000 in cash contribution to provide support to the tsunami affected countries.

In line with the guidelines from the Government of China, these funds were pooled with other contributions to reinforce capacity building and technology support activities in Indonesia, Maldives and Sri Lanka.

Main activities and results

Activities were selected and planned in close cooperation and coordination with the respective environment ministries and local civil society organisations. A participatory approach was adopted, through a number of joint consultations, to determine priorities and select implementing partners.

Although some activities have yet to be completed, major achievements include:

In Indonesia: construction of a pilot eco-house in Bandah Aceh (landscaping still ongoing), preparation of an environmental law framework, draft of an environmental security study and elaboration of a youth awareness programme.

In Maldives: review of environmental impact assessment guidelines (on-going activity) and planning of a first stakeholder consultation to elaborate a National Environment Action Plan.

In Sri Lanka: completion of the first stage establishment of an eco-friendly fishing village at Kahandamodara, including community mobilization programmes, construction of fish storages, replanting of mangrove forests, as well as water and electricity supply.

China's donation has been an important contribution to UNEP's support to the Bali Strategic Plan on Capacity Building and Technology Support in Africa and Asia, with specific priority for the Asian countries affected by the tsunami disaster.

UNEP contribution

- \$0.5m cash
- Objective: support environmentally-friendly reconstruction
- Inputs delivered: planning advice, pilot eco-friendly sites, youth awareness



The Mission of the Office for the Coordination of Humanitarian Affairs (OCHA) is to mobilize and coordinate effective and principled humanitarian action in partnership with national and international actors in order to alleviate human suffering in disasters and emergencies, advocate for the rights of people in need, promote preparedness and prevention, and facilitate sustainable solutions.

Background

At the Tsunami Geneva Pledging Conference, the Government of China committed to OCHA a total of US\$500,000 in cash contribution to provide support to tsunami affected countries.

On the basis of the needs in the most affected countries, it was agreed to use this contribution to support the most affected people in Indonesia, as part of its main tsunami humanitarian coordination project. The \$500,000 formed part of about \$7 million dedicated to this project.

The main objective of the project was to establish the UN Recovery Coordinator (UNORC) in Indonesia to serve the UN transitional coordination function to create an enabling environment for cooperation and collaboration in the relief/recovery communities while assisting in identifying and resolving gaps in transition from relief to recovery.

Main activities and results

China's cash contributions to the overall project helped support the deployment of Humanitarian Affairs Officers at the head office and field locations, national liaison officers and national operations support staff, and the post of the Chief of Staff, whose function was to supervise the operation of the UNORC and to maintain focus on the outstanding humanitarian needs during the transition. The project also supported the OCHA Jakarta operations, which assisted the Office of Resident/Humanitarian Coordinator on matters relating to the tsunami response.

Achievements include the establishment of coordination mechanisms in Banda Aceh and other field locations. UNORC has established field offices in Meulaboh, Calang, Banda Aceh, Lhokseumawe and Nias to strengthen coordination at the local level. The UNORC field offices act as the primary point of contact for local governments, NGOs and UN agencies, and lead a number of coordination mechanisms at the field level.

As the UN coordination focal point, OCHA also supported coordination of common services such as the WFP Shipping Service. Furthermore, to advocate for the outstanding immediate humanitarian needs during the early recovery phase, OCHA initiated the Humanitarian Action Forum, with the aim of matching

OCHA contribution

- \$0.5m cash
- Objective: support enabling environment for cooperation and collaboration in the relief and recovery communities
- Inputs delivered: planning and coordination advice, identification of immediate humanitarian needs

available capacities of NGOs with the needs identified through field needs assessments.

In order to enhance the accountability and transparency of the UN post-tsunami response, in particular against the backdrop of the generous international and national support to the post tsunami operations, UNORC has instituted regular reporting of the UN funding and expenditure status to the Government of Indonesia..

To promote the cohesion and coordination amongst UN agencies for the mid-term recovery and reconstruction efforts, UNORC led the formulation of the UN Recovery Framework for Aceh and Nias (2006-9). The framework has reviewed all on-going and planned activities in the context of the tsunami recovery priorities as well as United Nations Development Assistance Framework (UNDAF) and Millennium Development Goals (MDG), thereby increasing the accountability and linkage of the UN activities towards these goals and establishing the basis for further inter-agency collaboration and joint programming opportunities.



The United Nations Human Settlements Programme, UN-HABITAT, is the United Nations agency for human settlements. It is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all.

Background

At the Tsunami Geneva Pledging Conference (12 January 2005), the Government of China committed to UN-HABITAT a total of US\$500,000 in cash contribution to provide support to the tsunami affected countries.

On the basis of the needs in the most affected countries, it was agreed to use this contribution to support a programme for Post-Tsunami Recovery in the shelter sector in the Maldives.

The objective of China's support was both to assist vulnerable local communities on the islands of Dhaalu Vaanee and Dhaalu Meedhoo in Dhaalu Atoll to undertake essential repairs and reconstruction of shelters and associated facilities, and to enhance community capacity to plan and manage the process of recovery and longer-term sustainable development. The support was provided as part of the Post-tsunami Shelter Recovery Programme framework.

Main activities and results

The cash contribution from China was used to provide the island communities with grants, and to provide the organizational and technical guidance necessary for rehabilitation and reconstruction.

China's funds have been fully disbursed to the two island communities, through Grant Agreements between UN-HABITAT and the respective Island Development Committees. The contribution is funding 167 house repairs and 2 house reconstructions.

All the repair and reconstruction work is being managed by the communities. At present, 10 houses have been fully repaired on Dh. Vaanee, and the remaining 11 are over 70% complete. The two reconstructions are 60% complete. In Dh. Meedhoo, 15 houses are fully repaired, and work on a further 97 is over 60% complete.

UN-HABITAT contribution

- \$0.5m cash
- Objective: repair and reconstruction of houses in the Maldives
- Inputs delivered: 167 house repairs & 2 reconstructions well underway or completed

The programme has been taken forward in the unique and highly challenging circumstances of the Maldives. The islands are remote and there were considerable logistical challenges in getting the necessary materials to the right places. There is no bank on either island – the nearest is in the capital of the neighbouring atoll, Meemu Muli.

However, the remarkable level of community involvement enabled the programme to overcome these challenges. From the outset, the island communities have been central to the planning and management of the programme. House owners and family members – including women – often joined local labourers to work on the repairs. And communities have often also demonstrated their commitment to build back better and stronger houses in these vulnerable, low-lying islands by adding their own savings to the UN-HABITAT grants.

The implementation arrangements used by the UN in this programme have been replicated by the Government of the Maldives in their own recovery programmes on other islands, given their proven benefits in capacity building and community development.



UNHCR, the United Nations refugee organization, is mandated by the United Nations to lead and coordinate international action for the world-wide protection of refugees and the resolution of refugee problems. UNHCR's primary purpose is to safeguard the rights and well-being of refugees. UNHCR strives to ensure that everyone can exercise the right to seek asylum and find safe refuge in another state, and to return home voluntarily.

Background

At the Tsunami Geneva Pledging Conference (12 January 2005), the Government of China committed to UNHCR a total of US\$500,000 in in-kind donation to provide support to the tsunami affected countries. However, the funds were not disbursed as, at the time the offer was received, the UNHCR Asian Tsunami Relief Program was already over-funded.

With reference to UN Interagency procurement cooperation in China, it is worth mentioning that UNHCR is working in cooperation with The China International Center for Economic and Technical Cooperation, CICETE, on all issues related to the establishment and operation of UNHCR sourcing / procurement structure in China. With the positive support from CICETE and Chinese authorities at central and local levels, UNHCR has established four UNHCR Procurement Information Centers in China (in Beijing, Wuhan, Yiwu and Shanghai).

UNHCR contribution

- \$0.5m in-kind
- Contribution was not taken up as UNHCR's appeal was already over-funded

Sources of information

- Presentations made by each UN agency during the UN-China Tsunami Emergency Relief Review Session, October 2006.
- Information provided during interviews and through exchange of e-mails with several UN staff members.
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- Overview of activities concerning the "South-South cooperation in the post tsunami recovery reconstruction", UNDP, January 2006.
- Illustrated Booklet on China's donation to WFP for Tsunami victims, titled "China and World Food Programme: Partners in Fighting Hunger", WFP China office, 2005.
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- FAO's final reports of the three projects funded by China in Indonesia, Maldives and Seychelles (draft version received from FAO China Office in November 2006).
- "Synthesis Report" of the five thematic evaluations carried out by the Tsunami Evaluation Coalition, TEC, July 2006.
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- Tsunami Evaluation Coalition's report on the "The role of needs assessment in the tsunami response", TEC, July 2006.
- Tsunami Evaluation Coalition's report on the "Links between relief, rehabilitation and development in the tsunami response ", TEC, July 2006.
- Tsunami Evaluation Coalition's report on the "Funding the tsunami response", TEC, July 2006.
- Tsunami Evaluation Coalition's report on the "Coordination of international humanitarian assistance in tsunami-affected countries", TEC, July 2006.

List of persons met to prepare the report

Organization	Name and title
UNRC Office	<ul style="list-style-type: none"> - Mr. Khalid Malik, UN Resident Coordinator - Mr. Xue Li, UN Resident Coordination Manager
UNDP	<ul style="list-style-type: none"> - Mr. Renaud Meyer, Deputy Resident Representative - Mr. Kishan Khoday, Assistant Resident Representative, Energy and Environment Team - Mr. John Hanawa, Program Manager, Energy and Environment Team
FAO	<ul style="list-style-type: none"> - Mr. Zhongjun Zhang, Assistant FAO Representative
UNEP	<ul style="list-style-type: none"> - Mrs. Wenjuan Zhang, Executive Assistant
UNFPA	<ul style="list-style-type: none"> - Mr. Bernard Coquelin, UNFPA Representative in China
UNICEF	<ul style="list-style-type: none"> - Mr. Bernard Pacaud, Supply and Procurement Officer - Mr. Song Xiao Bing, Assistant Supply Officer
WFP	<ul style="list-style-type: none"> - Mr. Frank Li, Director of WFP China Office - Mrs. Zoe Zhang, Donor relations Officer
WHO	<ul style="list-style-type: none"> - Mr. Yoshihiro Takashima, EPI Medical Officer - Mr. Anand Sivasankara Kurup, Health Leadership Officer

Acronyms and abbreviations

CSO	Civil Society Organization
DAD	Development Assistance Database
FAO	Food and Agriculture Organization (United Nations)
GoC	Government of China
IASC	Inter Agency Standing Committee
IDPs	Internally Displaced Person
IOM	International Organization for Migration
MFA	Ministry of Foreign Affairs
MOA	Ministry of Agriculture
MOFCOM	Ministry of Commerce
MOH	Ministry of Health
NGO	Non-Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
TEC	Tsunami Evaluation Coalition
UN	United Nations

UN-HABITAT	United Nations Human Settlements Programme
UNRC	United Nations Resident Coordinator
UNDAF	United Nations Development Assistance Framework
UNDMT	United Nations Disaster Management Team
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNJLC	UN Joint Logistics Center.
WFP	World Food Programme (United Nations)
WHO	World Health Organization (United Nations)

