

RESTORING HOPE.

AN UNPRECEDENTED RESPONSE TO AN UNPRECEDENTED DISASTER



TSUNAMI: CANADIAN MUNICIPAL ACHIEVEMENTS IN POST-DISASTER RECONSTRUCTION

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H.K. PUSHPA WITH HER SON AFTER THE 2004
TSUNAMI HIT THE GALLE AREA OF SRI LANKA.
SHE LOST HER HUSBAND AND HER HOME.
BARBARA DAVIDSON/DALLAS MORNING NEWS

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TABLE OF CONTENTS

FOREWORD.....	4, 5
PART 1: THE INDIAN OCEAN TSUNAMI, BOXING DAY, 2004.....	6,7
PART 2: A CANADIAN MUNICIPAL RESPONSE.....	8,9,10,11
PART 3: A PEER TO PEER APPROACH.....	12,13,14,15,16,17
PART 4: A COLLECTIVE VOICE FOR COMMON ACTION.....	18,19,20,21
PART 5: IMPROVING QUALITY OF LIFE.....	22,23,24,25
PART 6: COMMUNITY-RUN FUNDS SUPPORT DIVERSITY AND WOMEN'S EQUALITY.....	26,27,28,29
PART 7: PLANNING FOR THE FUTURE.....	30,31
LOOKING AHEAD.....	31



Never before had we seen such an outpouring of support and desire to help from our members than in the days, weeks and months that followed the horrific events of December 26th, 2004.

FCM members immediately understood the importance of local authorities in responding to natural disasters and that our colleagues many thousands of miles away were in need of specialized assistance. In fact, it was the first time that the Federation of Canadian Municipalities was approached with not only offers of technical assistance, but also of cash donations to help the millions affected by the Indian Ocean disaster.

Within days of the tsunami, FCM, along with Toronto Mayor David Miller, was on the phone to then Prime Minister Paul Martin to let him know that the resources of Canada's municipalities were at the government's disposal. By February, FCM had a technical mission on the ground in the region to determine how we could help in the post-disaster relief period.

FCM's response through CALGAP and MCP was the result of close collaboration with the Canadian International Development Agency (CIDA) and designed to provide responsive, appropriate and pragmatic assistance to the most affected communities in Sri Lanka and Aceh, Indonesia.

Our members were anxious to get on the ground as soon as possible. I can still remember my visits to Aceh and Sri Lanka shortly after our programs were approved. Despite months of work to provide immediate disaster relief, the scope of the destruction still visible was staggering and left an indelible image forever in my mind. There was clearly still much work to be done.

The stories of tragedy, survival and rebuilding that I heard from municipal workers, community leaders and average citizens proved that despite the thousands of miles that separated us, we were the same people. We all want to build a decent life for our families whether in Sri Lanka, in Indonesia or here in Canada. It suddenly made the world seem so small.

It's through stories like these, told in this booklet by our Canadian and overseas colleagues alike, that we hope to share and celebrate the great successes of these two programs as they close. CALGAP and MCP are built on the

foundation of municipal volunteers; Canadians who selflessly devote their time and expertise to work in partnership with colleagues in countries and in contexts very different from their own.

This spirit of volunteerism, this access to knowledge and direct peer-to-peer support is what makes FCM's international development model unique. And in the case of these two programs, we have been able to extend this model to communities literally rebuilding themselves after a massive natural disaster in countries recovering from or in the midst of years of conflict.

Programs like CALGAP and MCP have shown why innovations like community-run funding mechanisms, strong local government associations, and bringing Canadian technical expertise from library services to waste and financial management to infrastructure can have positive and we expect, lasting effects.

So, a hearty congratulations to the entire membership, but especially to our teams and partners in Sri Lanka and Indonesia who along with our 60 municipal volunteers proved once again that professionals sharing innovative knowledge and ideas can help to bridge cultures and rebuild communities. With this success behind us, I hope we will see more FCM-led international programs in recovery and reconstruction in the future and even more Canadian municipal volunteers giving their time and expertise to those in need.



Councillor Berry Vrbanovic, City of Kitchener
Co-chair of the MCP and CALGAP Program Steering Committees,
FCM 3rd vice-president and member of FCM's Standing Committee
on International Relations

THE INDIAN OCEAN TSUNAMI, BOXING DAY, 2004:



THE MORNING OF SUNDAY, DECEMBER 26, 2004 STARTED LIKE ANY OTHER IN SRI LANKA. MARKETS WERE BUSTLING. STREETS WERE BUSY WITH THE USUAL HONKING CACOPHONY OF MOTORBIKES, CARS AND BUSES. PEOPLE MET WITH FRIENDS AND TOOK CARE OF THEIR CHILDREN. IT WAS 9AM, THE DAY WAS JUST BEGINNING AND FOR MOST THE COMING WORKWEEK COULD WAIT.

But for BH Samantha, it could not. As Management Assistant in the Finance Department of the southern port city of Galle he was in the office trying to get the monthly financial reports ready for the municipal council.

He'd sat at his desk, finished a quick breakfast when he was startled by an explosive bang he couldn't place. Rushing to the office windows that faced the Indian Ocean, he was astonished to see powerful waves onshore coming closer and creeping fast. Samantha and the six colleagues working with him that morning ran across the street, racing the rushing water closing in. They reached the second floor of a building under construction, and just in time. The water raged below them -- first clear, and then black taking away the people, buildings, buses and cars, everything in its path.

"Buses collided into each other and they hit electrical pillars and the wires hit the water, but thankfully the power was out by then," he said. "We waited there for four hours, but nobody came to rescue us. We soon learned that many parts of the island were hit and experiencing the same horrors."

Five employees from the Galle Municipal Council died that day.



Tsunami survivor Sartina Fatar

“ IT WAS ALMOST 10 METRES HIGH AND REACHED THE SECOND FLOOR OF MY HOUSE. ”

- Sartina Fatar

Two hours earlier and over 2,000 miles east in the village of KampungJawa near the city of Banda Aceh, Indonesia Sartina Fatar was experiencing horrors of her own. Heralded by three explosive sounds, water spilled over the banks of the river near her house and then poured in from the sea.

"People panicked. We didn't know where to run, water was everywhere!" she said. "It was almost 10 metres high and reached the second floor of my house."



Map of tsunami affected areas

She ran to the nearest higher ground at a school down the road as water levels rose but the structure could not withstand the force and eventually Sartina was washed away with the building. According to Sartina, of about 200 clinging for life on that building, she was one of only 20 to survive. Over the next three days with assistance still not available, she learned that she had lost her husband, and two of her four children.

The world woke the next day to many stories like these. We woke too to the unprecedented scale of the devastation and the enormous needs of the communities left among the wreckage. The magnitude nine earthquake that struck that day had its epicentre on the west coast of the Indonesian province of Sumatra, just miles from the province of Aceh. It triggered the tsunami with Indonesia, India, Sri Lanka and Thailand being the hardest hit, though casualties were recorded as far away as Somalia on the eastern

coast of Africa. In just 15 minutes, tens of thousands of people were killed as tonnes of water rushed onshore in a series of waves. In its aftermath, over 225,000 people died and millions required humanitarian assistance. Survivors were left without water, food, electricity and shelter.

Over 130,000 people died in Aceh and more than 500,000 were left homeless. Sri Lanka's east and southern coasts were

battered hard, leaving more than 31,000 people dead and nearly a half a million without homes.

The 2004 Indian Ocean disaster rewrote the stories of thousands of people like Sartina and Samantha. Today with the help of organizations like the Federation of Canadian Municipalities (FCM), new chapters have been written. Sartina has increased her income as part of an FCM-supported bakery for tsunami widows in Banda Aceh, and Samantha has led the redesign and modernization of Galle's Finance Department with support from Canadian municipal volunteers.

THE INDIAN OCEAN DISASTER'S HUMAN TOLL

- Indonesia:** 131,934 dead, 37,066 missing;
- Sri Lanka:** 31,322 dead, 4,000 missing;
- India:** 10,750 dead, 5,550 missing;
- Thailand:** 5,395 dead, 2,932 missing;
- Somalia:** 312 dead, 158 missing;
- Myanmar:** 90 dead, 10 missing;
- Maldives:** 81 dead;
- Malaysia:** 68 dead, 12 missing;
- Eastern Africa (Kenya, Madagascar, Seychelles, Somalia, and Tanzania):** 312 dead, 158 missing;
- Bangladesh:** 2 dead. [CBC]

Number of Canadian casualties: 20

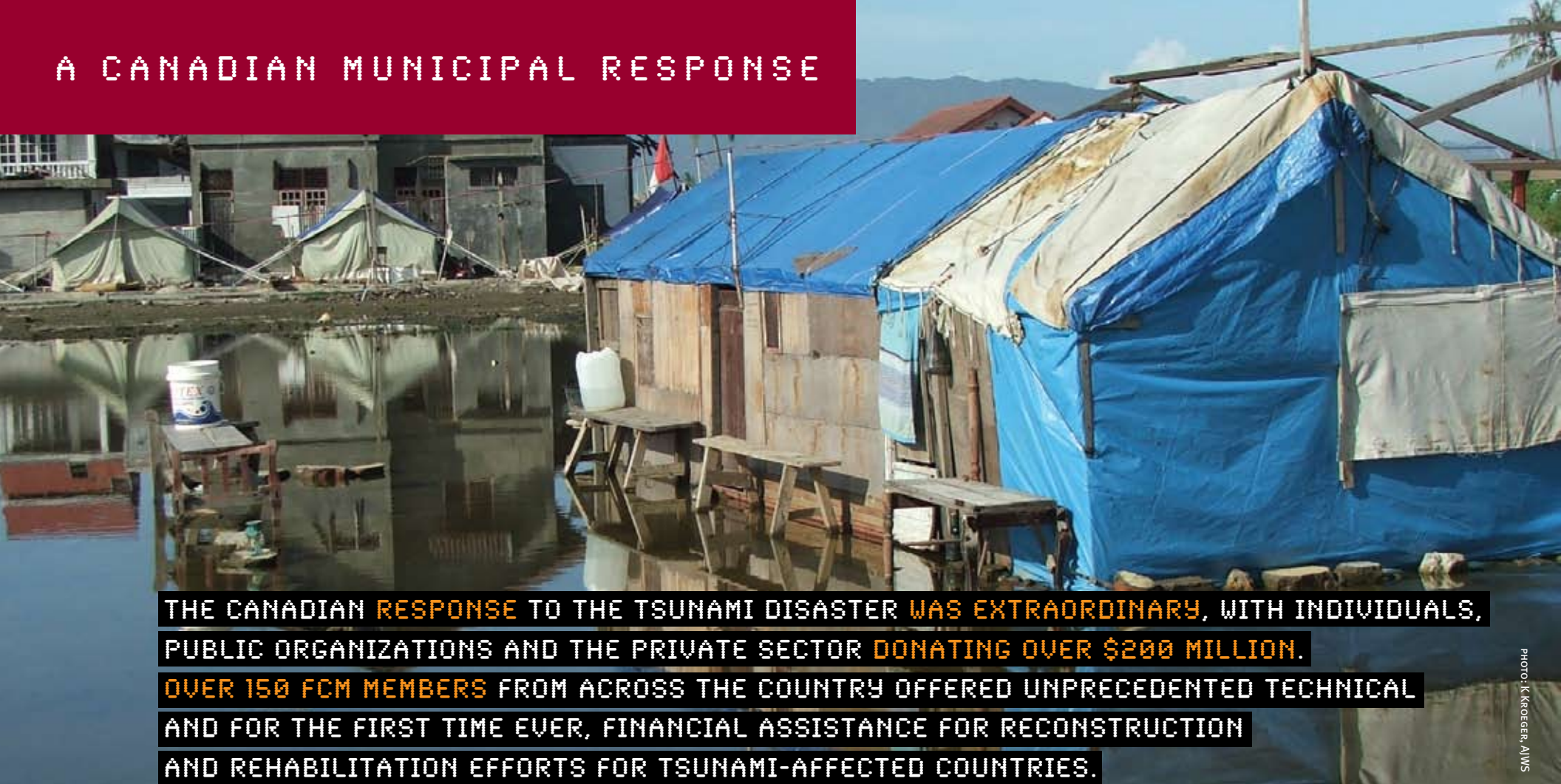


PHOTO: K. KRÖGER, AIWS

THE CANADIAN RESPONSE TO THE TSUNAMI DISASTER WAS EXTRAORDINARY, WITH INDIVIDUALS, PUBLIC ORGANIZATIONS AND THE PRIVATE SECTOR DONATING OVER \$200 MILLION. OVER 150 FCM MEMBERS FROM ACROSS THE COUNTRY OFFERED UNPRECEDENTED TECHNICAL AND FOR THE FIRST TIME EVER, FINANCIAL ASSISTANCE FOR RECONSTRUCTION AND REHABILITATION EFFORTS FOR TSUNAMI-AFFECTED COUNTRIES.

The Canadian government through the Canadian International Development Agency (CIDA) joined the rest of the developed world in supporting the largest relief effort in history, adding \$425 million to the more than \$7 billion raised worldwide. FCM members raised more than \$280,000 and called on FCM to design a program. This generosity and enthusiasm leveraged additional funding from CIDA to establish multi-year, multimillion-dollar programs that would help meet the needs of local authorities in the most affected areas of Aceh and Sri Lanka.

After all, municipalities in tsunami-affected countries were on the frontlines. The disaster caused a complete disruption of vital services along the south and eastern coasts of Sri Lanka and in the province of Aceh. Solid waste

management and storm water drainage were suspended. Municipal records and archives were lost. Buildings and infrastructure were destroyed, bringing local industry to a standstill.

As Toronto Mayor David Miller put it, “Immediate relief” was the highest priority in the first few weeks, but we knew it was vital to start thinking about the region’s long-term needs as well. The communities’ needs clearly went beyond physical reconstruction. They had also lost a great deal of human capacity which left a serious void in local leadership.”

The most affected communities were approached directly by FCM on what was most needed and a comprehensive framework developed around these needs. In both countries, programs focused on technical assistance in areas like

“LOCAL GOVERNMENTS WERE HAMPERED WITH LACK OF EQUIPMENT, IMPASSABLE ROADS TO THE MORE REMOTE AREAS, DIRECT LOSS OF PERSONNEL AND LEADERSHIP.”

waste management, library services, government planning and budgeting, and intergovernmental communication and advocacy through the promotion of local government associations. These broad themes would be supported by intensive community outreach and consultation, and funding mechanisms to back them including, equipment purchase, support to small businesses plans and rebuilding infrastructure.

Jim Allison, an FCM municipal volunteer since 1999 was sent to Indonesia’s Aceh province seven months after the tsunami to assess the needs and where FCM could best place its resources.

“Our municipal counterparts faced huge challenges — while provincial and higher authorities were asking for assessments and information, local governments were hampered with lack of equipment, impassable roads to the more remote areas, direct loss of personnel and leadership,” he said. “Communication and information was unpredictable and they were often required to operate in a policy vacuum. But what they had going for them was determination.”

This determination and input from local government officials formed the foundation of the Canada/Aceh Local Government Assistance Program or CALGAP and Sri Lanka’s Municipal Cooperation Program, known as MCP.

In all of CALGAP’s work, teams were made up of Indonesian officials and staff along with Canadian municipal workers. Assistance included two funding mechanisms: a responsive fund for local governments to purchase equipment and support the reconstruction of small-scale infrastructure, known as the Local Government Procurement Facility. This procurement was



— Jim Allison, FCM municipal volunteer

PHOTO: FCM

designed to support CALGAP’s technical assistance and replace damaged and much-needed equipment for local government operations.

Technical assistance was also complemented by Community Support Facilities (CSF), funds set up in each district that enabled local governments and community groups to address shared development priorities through the disbursement of grants for small infrastructure or community initiatives. In each participating municipality, a committee composed of representatives of municipal government and civil society selected, supported and monitored projects.

In Sri Lanka, MCP took a similar approach working with local counterparts to identify priority needs and forming teams of local staff and Canadian municipal volunteers to get things done.

Restoring services along with supporting local governments to increase their leadership, operations and ability to participate was supported and complemented by a \$2.2 million Municipal Strategic Fund to purchase municipal equipment and small-scale infrastructure. Community-managed support funds, also known as CSF, provided grants to support small-scale infrastructure and service provision. More than this, CSFs have provided an essential link between the community, civil society and local government.

“The local government sector was neglected after the tsunami,” said K. Kunanathan, the Assistant Commissioner for Local Government in Trincomalee, Sri Lanka. “Central agencies received most donor funding, while it was the local governments that had the capacity to handle the water and sanitation problems we were facing. Most donors came to us with a tsunami focus, but there were other communities that needed help as well. MCP was different as it supported all areas.”

CALGAP

Launched: June 2006
Value of Program: \$10million
Duration: 3 years
Locations: Banda Aceh, the District of Pidie and the District of Aceh Jaya
Priorities: Solid waste management, strategic planning and budgeting, public infrastructure, library services, government associations, intergovernmental cooperation
Funding Mechanisms: Community Support Facility (\$ 400,000), Local Government Procurement Facility (\$2 million).

REPUBLIC OF INDONESIA
Population: 231.6 million (UN, 2007)
Aceh: 3,930,000 (2000)
Capital: Jakarta
Area: 1.9 million sq km (742,308 sq miles)
Major languages: Indonesian, 300 regional languages
Major religion: Islam
Life expectancy: 69 years (men), 73 years (women) (UN)
Main exports: Oil and gas, plywood, textiles, rubber, palm oil
GNI per capita: US \$1,650 (World Bank, 2007)
GDP (purchasing power parity): 838.479 billion
Human Development Index: 0.728, 107th in the world



MCP
Launched: September 2005
Value of Program: \$11.5 million
Duration: 4 years
Locations: Batticaloa, Galle, Kalmunai, Matara and Trincomalee
Priorities: Solid waste management, strategic planning and budgeting, public infrastructure, library services with focus on children and youth, government associations, intergovernmental cooperation
Funding Mechanisms: Community Support Fund (\$400,000), Municipal Strategic Fund (\$2.2 million)

SOCIALIST REPUBLIC OF SRI LANKA
Population: 19.3 million (UN, 2007)
Capital: Colombo (commercial), Sri Jayawardenepura (administrative)
Area: 65,610 sq km (25,332 sq miles)
Major languages: Sinhala, Tamil, English
Major religions: Buddhism, Hinduism, Islam, Christianity
Life expectancy: 69 years (men), 76 years (women) (UN)
Main exports: Clothing and textiles, tea, gems, rubber, coconuts
GNI per capita: US \$1,540 (World Bank, 2007)
GDP (purchasing power parity): \$82.02 billion
Human Development Index: 0.743, 99th in the world



PHOTO: SAGUENAY, QUEBEC

THE BACKBONE OF FCM'S INTERNATIONAL WORK IS THE PRINCIPLE OF COMMUNITIES HELPING COMMUNITIES; THAT MUNICIPAL PROFESSIONALS IN CANADA CAN CONNECT MUNICIPAL PROFESSIONALS ABROAD TO THE LATEST KNOWLEDGE AND PRACTICES.

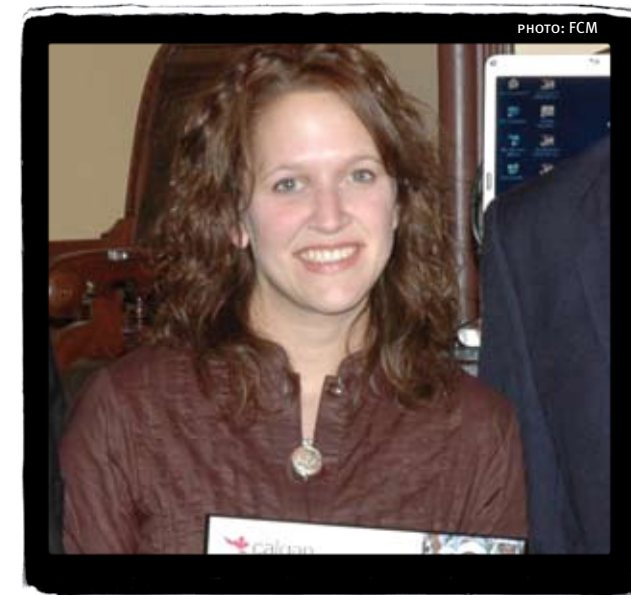
Canadian municipal expertise is professional, effective and relevant and volunteers often take back far more than they expected. In fact, volunteers often go beyond the scope of the program to inspire, setting a course for further development and innovation in their partner communities.

Canadian municipal volunteers soon realize that they share common challenges with their overseas colleagues: limited budget, lack of cooperation and communication between elected and municipal staff, difficulties in engaging the public. Over the course of both post-tsunami programs they have given over 4,400 volunteer days. Municipal volunteers work hard and often get as much or more out of the experience as those they are there to help.



PHOTO: ANDI MEDUSILA

IN THEIR OWN WORDS



“It is really important to remember that you’re there to work on capacity building with the local staff. Although project goals, objectives, tasks etc. might not go exactly as planned, it will all work out. Local staff will gain from your combined efforts. It is crucial that local needs and resources are taken into consideration, and that the local staff understand that this is ‘their project’. They have to take ownership of it.”

– Melissa Kovacs, Waste Management Coordinator, Municipal Volunteer Indonesia (CALGAP), Dufferin County, Ontario

“Do it. Don’t miss the opportunity. Use your skills to make a difference.”

– Laura Reed, Municipal Volunteer Sri Lanka (MCP), Coordinator of Children’s & Teen Services, Kitchener Public Library, Kitchener, Ontario

“It’s not for everyone. It’s a big commitment for both the worker and their families. If you are sincere in your desire to help, somewhat cautious in understanding the politics and govern yourself accordingly and if you don’t see your project as a junket or a chance to travel (it’s definitely more work than you will do at home) then success can be experienced... it’s hard for me not to recommend international work.”

– Elizabeth Keurvorst, Municipal Volunteer Sri Lanka (MCP), Executive Director of Creative City Network of Canada, former Manager of Cultural Services for the City of Port Moody, BC.

“Don’t go with preconceived notions and be flexible in your approach. Be prepared for changes in schedules and personnel. Maintain your optimism and work through the tough times – when everything seems confused and out of control – strengthen local connections and work to their immediate needs while integrating the greater project objectives and goals.”

– Jim Allison, FCM Consultant, Indonesia (CALGAP), former Manager of Parks for the City of Calgary.

FOCUS ON PEERS: REBUILDING COMMUNITY SPACES THROUGH LIBRARY SERVICES



LAURA REED,

COORDINATOR OF CHILDREN'S & TEEN SERVICES, KITCHENER PUBLIC LIBRARY, KITCHENER, ONTARIO

WHERE WERE YOU ON THE DAY OF THE TSUNAMI? I spent many hours glued to CNN in tears. I knew there were children here who were upset because they got the wrong Nintendo game,

and I was watching children with nothing, suddenly orphaned, their lives as they knew it gone. That contrast left a huge impression on me.

WHAT ABOUT THE DAYS FOLLOWING THE TSUNAMI?

My first day back at work I made sure to take down the Christmas display in the children's department and put up one on Southeast Asia – a big map, books about the countries and tsunamis, news clippings. I wanted to make sure that our children were aware and informed, not of the horror but at least how lucky they were to be safe.

WHAT WERE YOUR IMPRESSIONS WHEN YOU VISITED THE LIBRARY OF YOUR COUNTERPART?

The obvious challenges of the library were space and dated and worn collections. They were in temporary buildings, which were run down and lacked sufficient amenities and space. What they had going for them was the staff.

WHAT DID YOU THINK OF YOUR COUNTERPART? She is strong and skilled and committed, but I don't think she knows it. I could just sense her desire to do her best for the library and community. I think for a woman to be in a leadership role in Sri Lanka, especially eastern Sri Lanka is not easy. By the last trip she was really clear about what she needed my help with. She had me working late into the night. It was great to see her leading me; I was very impressed... and exhausted at the end!

WHAT DID YOU TAKE AWAY FROM THIS EXPERIENCE?

I feel more confident about my skills and opinions. Being put in the position of being the expert was initially uncomfortable for me, but I feel like I grew into it. They needed me; they relied on me so I made it happen. That has left a lingering professional confidence. My career path has changed. I'm not afraid to try.

I know my worldview has changed. To be told by a municipal administrator from Batticaloa that the tsunami was the best thing that had happened because it got our attention and made us give the help they had needed for years left a huge mark on me. Who else needs us? Who else are we ignoring?



Like in Sri Lanka, the tsunami severely affected the library system in Pidie District, Aceh. Through CALGAP's library services project, membership at the Pidie municipal library has more than tripled, its collection has been renewed and automated, and services have steadily improved, particularly for children and youth. In this photo, municipal volunteers Dawna Rowson and Katherine Palmer from Toronto Public Library are shown with children from the remote community Tangse, who gather around the newly restored Pidie bookmobile service.



NESAMALAR GIRINDRAN,

URBAN COUNCIL OF TRINCOMALEE HEAD LIBRARIAN

WHERE WERE YOU ON THE DAY OF THE TSUNAMI? I was taking stock at the library. We had six staff here. The water was rushing from the shore, and so we ran to the second floor of the library. We saw a nearby Buddhist temple collapse and

saw three people get taken away by the water in the road in front of the library.

WHAT ABOUT THE DAYS FOLLOWING THE TSUNAMI? We came into the library after two weeks because water was still on the ground floor until then. Three thousand books were lost so we went to the police station to report the loss. There was a dirty, horrible smell and all the books below four feet were underwater and lost. People didn't come into the library after the tsunami. I was afraid of being there too. It was the worst experience of my life. We found papers and magazines from the library at the water's edge – nearly 300 metres away.

WHAT WERE YOUR IMPRESSIONS WHEN YOU VISITED THE LIBRARY OF YOUR COUNTERPART?

In the children's section of the Kitchener Public Library, none of the children were shouting! All of the sections were in a single location and children could take their bags in with no fear of them stealing the books.

WHAT DID YOU THINK OF YOUR COUNTERPART? Laura was great. She spoke simply and kindly and she helped us to increase the number of people using the library, both children and adults. She taught us that it wasn't only about books, but it could be a place where all information could be gathered. She also gave us good advice. Now we don't let the children go straight to the computers, they have to read first for 30 minutes!

WHAT DID YOU TAKE AWAY FROM THIS EXPERIENCE? We've been able to share what we learned with Laura. Through the local library association we passed on training to other smaller libraries. We shared her methods with all

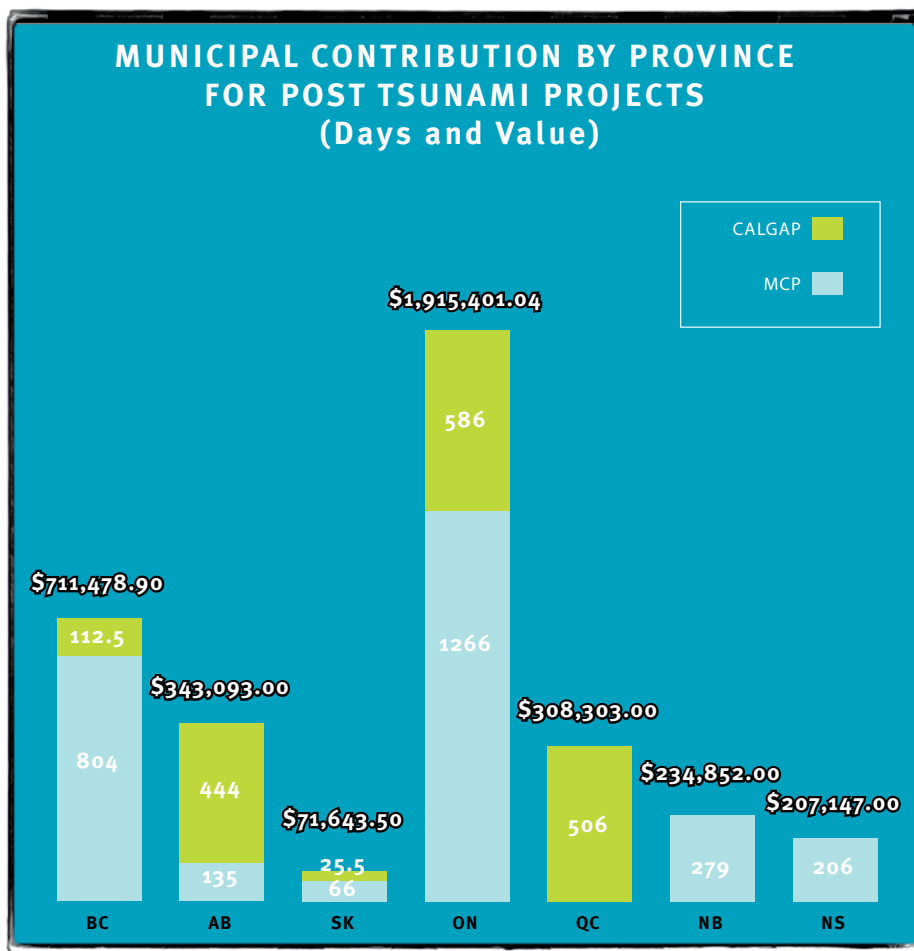


libraries in the area. Libraries from remote areas couldn't get information, now they can. We organized a readers' month with a drawing competition, street drama and speech competition. The library encourages friendship among children and we have cultural programs with all three ethnicities. We've been to the refugee camps to tell them how to use the library and what's available. Now we have computer training, more books, computers, and television for the children and CDs. We now have more people coming to the library.

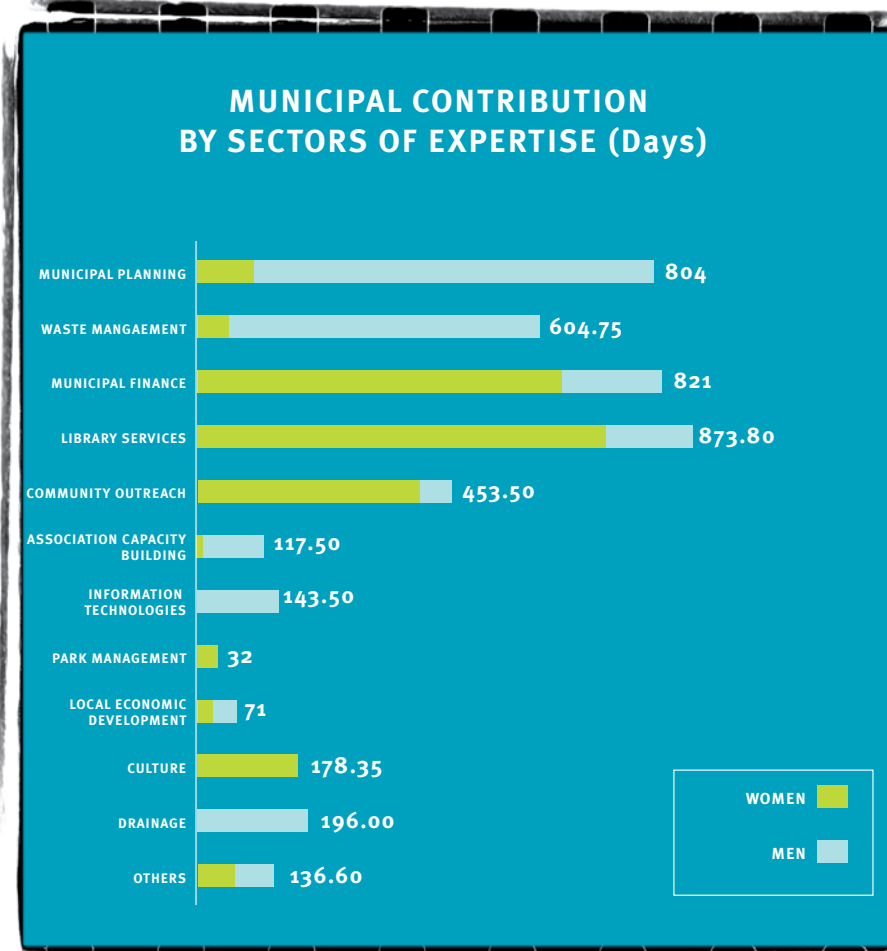


CANADIAN MUNICIPAL CONTRIBUTION TO FCM'S POST-TSUNAMI PROGRAMMING

MUNICIPAL CONTRIBUTION BY PROVINCE FOR POST TSUNAMI PROJECTS (Days and Value)

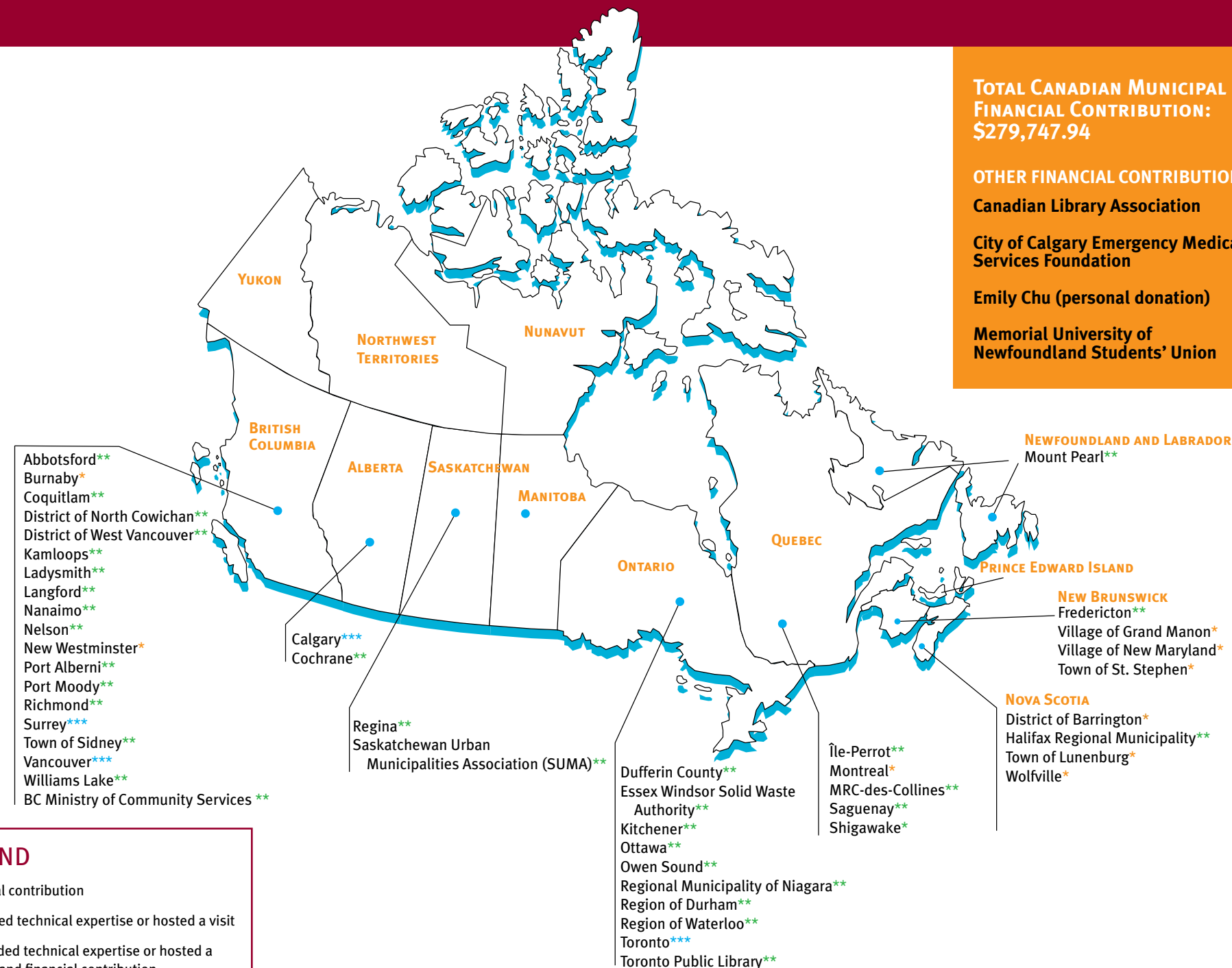


MUNICIPAL CONTRIBUTION BY SECTORS OF EXPERTISE (Days)



LEGEND

- * financial contribution
- ** provided technical expertise or hosted a visit
- *** provided technical expertise or hosted a visit, and financial contribution



TOTAL CANADIAN MUNICIPAL FINANCIAL CONTRIBUTION: \$279,747.94

OTHER FINANCIAL CONTRIBUTIONS:
 Canadian Library Association
 City of Calgary Emergency Medical Services Foundation
 Emily Chu (personal donation)
 Memorial University of Newfoundland Students' Union



STRONG, ORGANIZED LOCAL GOVERNMENTS REINFORCE RECONSTRUCTION AND REHABILITATION EFFORTS AT THE MUNICIPAL LEVEL. IN BOTH SRI LANKA AND ACEH MUNICIPAL ASSOCIATIONS EXISTED BUT WERE INEFFECTIVE OR INACTIVE; A STRONGER SINGLE VOICE WAS NEEDED TO SOLVE COMMON ISSUES, SHARE RESOURCES AND KNOWLEDGE AND TO IMPROVE INTERGOVERNMENTAL COMMUNICATION AND ADVOCACY.

In Aceh, CALGAP helped establish the Communication Forum of Local Governments and Legislatures of NAD Province in March 2008. Executive and legislative sides are separate in Indonesia and, thanks to mistrust and suspicion fed in part by the 30-year conflict, productive dialogue across these lines was rare. The Communication Forum's immediate priority was to help local authorities talk and plan more effectively with each other. With the help of CALGAP, the Communication Forum held consultations for a year with elected and non-elected leaders throughout Aceh's districts and cities in both executive and legislative branches, a unique approach in an area with no tradition of dialogue between government sectors. One of the key priorities identified was the need for better understanding and access to new oil and gas, and autonomy funds, granted when Aceh became a special territory.



PHOTO: FCM

Launch of Communication Forum of Local Governments and Legislatures of NAD Province

“ THE LOCAL GOVERNMENT ASSOCIATION IS AN IMPORTANT STRUCTURE TO DISCUSS COMMON ISSUES AND CONCERNS. ”

– Chairman of the Niyugama Pradeshiya Sabha

These funds and Aceh's unique territorial autonomy both came out of the Helsinki MoU that ended over 30 years of conflict between the Free Aceh Movement (GAM) and the Indonesian Government. These concessions gave the province direct access to 70% of revenues from oil and gas in resource-rich Aceh. But this funding was also meant to reach local governments, and this was something still needing improvement.

“The Communication Forum can bring people together in the region,” said Illiza Sa'Aduddin Djama, Vice Mayor of Banda Aceh. “We went through a lot of changes after the tsunami. With the new oil and gas revenue sharing we have access to more resources. And with the Communication Forum we can work to come to one decision and provide one voice to better coordinate and advocate at all levels of government. With everything happening, it's also a platform for building peace.”

In Sri Lanka three local government associations were in various stages of operation, but they weren't talking to each other. The major challenge for MCP was converting these associations from individual forums for discussion into one active group with its own plans and priorities. Already in separate discussions with the National Chapter of Mayors, the Sri Lanka Pradeshiya Chairman's Association and the Urban Council Chairman's Association,

MCP brought them together, leading to the formation of the Federation of Sri Lankan Local Government Authorities. The Federation represents all three tiers of local government for the first time. Already operating under an elected board, they have launched a newsletter, website and are more active as one unit that they ever were as separate entities.

This national association was complemented by strengthened local groups like the Galle District Local Leaders Association, also formed with the support of Canadian expertise through MCP. Thanks to this, a newly strengthened Galle District Leaders Association supported their colleagues to the East in Ampara, Trincomalee and Batticaloa, areas that had been without elected councils due to Sri Lanka's longstanding conflict.

“The local government association is an important structure to discuss common issues and concerns,” said Chairman of the Niyugama Pradeshiya Sabha (PS, or rural local authority) and member of the Galle District Local Leaders Association Sampath Athulzoral. “It helps us to access experience and knowledge from fellow members, and we can also pool expensive equipment. The MCP model has been a good one because it's not about what MCP wants to do, but about the needs of the community.”

THE CONFLICT IN ACEH

Between 1976 and 2005, the Free Aceh Movement or GAM fought to obtain independence from Indonesia. This came to an end after the tsunami with the signing of the Helsinki MoU in 2005. Approximately 10,000 people had been killed over the course of the conflict.

WHAT IS THE HELSINKI MOU?:

A peace agreement signed by the Government of Indonesia and the Free Aceh Movement (GAM) on 15 August 2005 in Helsinki, Finland. The GAM gave up its quest for independence in exchange for greater autonomy. Under the agreement, non-local government troops had to leave Aceh, while the Free Aceh movement demobilized its soldiers and turned in its weapons. Aceh can establish local political parties which can run in provincial, municipal and national elections – local parties are not allowed in the rest of Indonesia. Amnesty was also granted to former GAM members. Under the agreement, Aceh is now entitled to more control over its oil and gas revenues. In December 2006, Aceh was able to directly elect its governor and district representatives, a post previously appointed by Jakarta.

“ WE WANT TO TELL THE PUBLIC THAT WE'RE NOT ABOUT OUR LANGUAGE OR RELIGION, AT THE END OF THE DAY IT'S THAT WE WANT TO SUPPORT OUR COMMUNITIES. AS AN ASSOCIATION WE CAN HAVE A STRONGER VOICE.”

In the eastern district of Trincomalee, the Local Government Chair Association supported by MCP is working across the region's delicate ethnic and linguistic lines. An area often caught in the middle of Sri Lanka's 25-year civil war, the population is made up of Muslim, Tamil Hindus and Sinhalese Buddhist communities. Here with the support of MCP, the local leaders set an ambitious target: to go beyond party lines. Destroyed by the tsunami and still rebuilding from the destruction left behind by the conflict, local leaders agreed that if they could take positions as one body instead of through disparate voices, they would have more influence.

“We were challenging the notion that when one Chairman says something that it's a party position, when normally it's not,” said Vice Secretary, Adam Bawa Thontek, Vice Secretary of

the Association and Chairman of PS

Kuchcheveli. “With the Association, it's

our common view. Now when we deal with other levels of government they can't dismiss it as being a party issue.”

Association Vice President and Chairman of PS Padavi-



Participants of the Federation of Sri Lankan Local Government Authorities' Annual Conference, pouring over documents produced through MCP

Sripura, MG Thilakarathne agrees: “We want to tell the public that we're not about our language or religion, at the end of the day it's that we want to support our communities. As an Association we can have a stronger voice.”

Already the Association has advocated for and won, seats on the District Development Council after years of trying to have the Council treat the issues of local governments seriously.

“ AT FIRST I DIDN'T REALLY WANT TO BE DEPUTY MAYOR, BUT I REALIZED IT WOULD BE A GOOD WAY TO WORK ON WOMEN'S ISSUES IN ACEH.”

Illiza Sa'Aduddin Djama, Vice Mayor of Banda Aceh

PROFILE:

ILLIZA SA'ADUDDIN DJAMAL, VICE MAYOR OF BANDA ACEH

Iliza Sa'Aduddin Djama's enthusiasm fills the space of her expansive office in Banda Aceh. Elected Vice Mayor of the provincial capital in December 2006, she was the first female head of a political party in Indonesia and was the only woman on Aceh's provincial legislative council from 1999 to 2004.

Coming from a political family (both her mother and father also sat on the provincial council), Ms. Iliza has accomplished a lot in her 35-years. Most of her career has been about ensuring that women are given the same opportunities as men, in all aspects of life.

“At first I didn't really want to be Deputy Mayor, but I realized it would be a good way to work on women's issues in Aceh,” she said. “It's hard to change the position of women from the outside; you need power. Sometimes it's difficult here when you speak out about gender, even to say the word, but I saw that as a challenge.”

The Vice Mayor has been integral to the success of CALGAP programs in the city as a key advocate for the Communication Forum and Community Support Facilities. She has led gender equality efforts in Aceh and also been a strong



Illiza Sa'Aduddin Djama, Vice Mayor of Banda Aceh

CALGAP ally ensuring that women have equal opportunities to plan, participate and benefit from the program.

THE CONFLICT IN SRI LANKA

Since 1983 a civil war between the government and the Liberation Tigers of Tamil Eelam (LTTE) has gone on, primarily in the north and east of the country. Tens of thousands have been killed on both sides of the conflict, which continues to-date.



PHOTO: FCM

BOTH IN ACEH AND SRI LANKA MUNICIPAL COLLEAGUES WANTED TO GO BEYOND HARD INFRASTRUCTURE AND CAPACITY NEEDS TO PROJECTS THAT WOULD IMPROVE THE STANDARD AND QUALITY OF LIFE FOR THEIR CITIZENS. WASTE MANAGEMENT AND ENVIRONMENTAL SUSTAINABILITY, IMPROVING LIBRARY SERVICES AND CULTURAL PROMOTION WERE CONSIDERED IMPORTANT PRIORITIES.

PARKS RE-DEVELOPMENT IN BANDA ACEH, INDONESIA

Banda Aceh's Mayor Mawardi Nurdin is pouring over blueprints in his large office. He is a busy man. The phone rings constantly and later in the day he is flying to Jakarta for an important meeting. But these plans are for Putroe Phang Park, a testament to one Sultan's love of his princess and now for the Mayor's love of his city. He lets the phone ring.

Iskandar Muda the 12th Sultan of Aceh built this beautiful park in the 17th century to honour his homesick Malaysian princess Putroe Phang. Over 400 years later, the park was not spared by the tsunami; walkways, bridges, the playground and fountain were severely damaged.

"When the tsunami hit, many children went through trauma and there was no place for children to play," said Mayor Nurdin. "People forget that the tsunami destroyed not only buildings and



PHOTO: FCM

Damaged Putroe Phang Park

"THERE WAS NO PLACE FOR CHILDREN TO PLAY,"

-Banda Aceh's Mayor Mawardi Nurdin



PHOTO: MICHAEL COLEMAN

Mayor Mawardi Nurdin pours over the blueprints

infrastructure but parks and trees."

The mayor approached CALGAP for help with developing a parks management plan and specifically to support the reconstruction of Putroe Phang.

Jim Allison, former manager of Parks for the City of Calgary, was involved from the get-go, bringing technical expertise and encouraging public input on the project, while setting planning and maintenance standards all to increase the capacity of the city's parks management department. But Putroe Phang quickly became a focus.

"The redevelopment of Putroe Phang Park helps restore community pride, develops recognition of their Islamic heritage, contributes to the economic recovery and restores interrupted traditions," he said. "The park is a central piece to the nature and intent of the tourism program of the City of Banda Aceh. It's a focal point for telling the story of the history of Islam in Aceh."

Putroe Phang Park is slated for completion in the first half of 2009.



Landscape Architects Rendering of Putroe Phang Park



PHOTO: MICHAEL COLEMAN

-Librarian K. Sooriyakumari

A LIBRARY ON THE FRONTLINES

Mrs K. Sooriyakumari is proudly sitting in front of a new computer donated through the support of MCP. The modest library in the Trincomalee District of Sri Lanka has seen a lot over the last 20 years; so much, that she won't even rely on her new computer entirely.

She digs into a desk drawer and brings out a pen drive memory stick. "We keep all our important information on these now, just in case the conflict starts here again," she says smiling.

Sooriyakumari has reason to be over-cautious. From 1987 to 1990 the library was occupied by Indian peacekeepers. In 1994, with the territory now under Tamil Tiger control, it opened its doors to the public again with a full 38 members. A cyclone hit in 2000 destroying much of the collection and only four years later, the tsunami struck and this modest two-room library lost 1,000 books in the resulting flooding.

Sooriyakumari, who worked at the library through all this, since 1982 in fact, was back in the library with her colleagues only a week after the tsunami, cleaning the floors and salvaging the books that they could. Today after a couple years of relative calm membership is at an all-time high.

"Mainly it's Tamils, Muslims and the Armed Forces stationed in the area," she explains. "People do unite here. The soldiers read the paper and the Tamils and Muslims are using the library."

The library has received a television, photocopier and computers through MCP and training through an innovative program run by the library association formed in Trincomalee. All of this has helped result in a recent award for best performance in the district. It's no wonder. All the records, books, a list of memberships (now up to 341), staff and school contacts are all kept safe on the flash drives.

"We pray that such incidents don't happen again. But if they do, we won't need to start again."

“THEY DECIDED WHAT KIND OF COMMUNITY THEY ARE AND WHAT KIND THEY WANT TO BE IN THE FUTURE.”

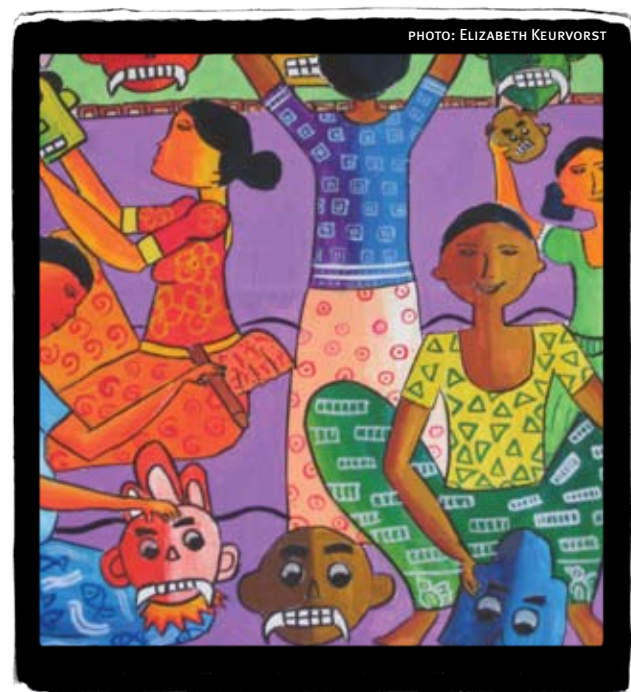
– Canadian municipal volunteer Elizabeth Keurvorst

IMPROVING ARTS AND CULTURE IN MATARA, SRI LANKA

Local cultural traditions are essential for communities recovering from a disaster, says Canadian municipal volunteer Elizabeth Keurvorst. The shared meanings in ritual bond people together and can help with the healing process. Sent to the Matara District of Sri Lanka, this former Manager of Cultural Services for the City of Port Moody, BC, was impressed with what she found.

“What was wonderful about the vision exhibited by the Matara City Council was that they decided what kind of community they are and what kind they want to be in the future,” said Keurvorst, now Executive Director of the Creative Cities Network of Canada. “Not just a community with excellent infrastructure, but also they wanted to consider what would make people proud and happy to live and work in Matara.”

After a series of consultations with the community and trainings on project management with staff, the result was a three-day arts fair held in August 2008. This showcase of music, dance, art and fashion had never been done before and it brought hundreds of people from the city and beyond to celebrate traditions and culture, both new and old. In the process, municipal



Children's art exhibited in Matara

staff gained skills in event management, fundraising and the fundamentals of project management. Something she's sure will result in more cultural events in the years to come.

IMPROVING HEALTH AND THE ENVIRONMENT THROUGH WASTE MANAGEMENT

Waste management too is critical for healthy cities. In cases like Galle, Banda Aceh and Trincomalee, waste audits led by Canadian volunteers found that household waste could be drastically reduced by introducing composting programs for organic material. This reduced costs, increased productivity and provided quality compost for municipalities and their residents.

On the northwest coast of Aceh, Calang, capital of Aceh Jaya District, was one of the hardest hit towns of the entire tsunami. Aerial photos of Calang after the disaster show a city literally flattened. Those who escaped did so only by running for safety up a nearby hillside. The devastation here occurred on such a scale that the local government lost at least half of its staff, a chilling indication of the wider impact. Now, three years later, the 160 km road from Banda Aceh is still damaged, treacherous and slow further isolating it from aid, supplies and economic activity. It is an area that many

“THE CHALLENGES WERE TO CHANGE THE COMMUNITY'S ATTITUDE TOWARD THEIR GARBAGE, TO ENCOURAGE THEM TO SEPARATE THEIR GARBAGE.”

– Novita Apriliana



Composting in Galle was attributed to a 90% drop in Denge Fever

donors did not or could not support. Identifying priorities together with the District, CALGAP supported a CSF, as well as financial management and leadership projects, but one of its immediate needs was waste management. Much of Calang was littered with uncollected household garbage, there were no dedicated staff or procedures and there was an urgent need for public education.

“Improper waste disposal can lead to pollution of waterways, in addition to the land,” said Melissa Kovacs, Waste Management Coordinator from Dufferin County who was part of a Canadian team working with Calang to improve waste management. “The burning of garbage leads to air pollution, affecting the air quality of the community and greater region beyond. Pests are attracted to the decaying garbage, which can lead to disease. Aesthetically, garbage that is strewn around businesses, households and schools can discourage community pride.”

A compactor truck was purchased for the city, uniforms for the collection workers, and a proper route was established to ensure more efficient garbage pick-up. A simple survey revealed that workers

collecting the garbage would not lift containers more than 25kg, changing the way bins were used and designed. At the same time a behaviour change communication campaign was launched, essential to the sustainability of the program.

“The challenges were to change the community's attitude toward their garbage, to encourage them to separate their garbage,” said Novita Apriliana, who works in the Environment & Sanitation Office. “We can already see the impact of this. Now the public bins are full and people are demanding more containers in their neighbourhoods. Actually, now we have a shortage.”



Calang's new compactor truck was purchased through CALGAP

COMMUNITY-RUN FUNDS SUPPORT DIVERSITY AND WOMEN'S EQUALITY

Tiro Bridge rebuilt in Aceh

PHOTO: NOELLE GROSSE



BOTH CALGAP AND MCP SET UP INNOVATIVE COMMUNITY SUPPORT FUNDING MECHANISMS. INNOVATIVE BECAUSE FUNDS ARE MANAGED, DISPERSED AND MONITORED BY THE COMMUNITY ITSELF. THIS HAS ALLOWED LOCAL GOVERNMENTS AND COMMUNITY GROUPS TO MEET, DISCUSS AND AGREE UPON GRANTS FOR SMALL INFRASTRUCTURE, SMALL BUSINESS AND COMMUNITY DEVELOPMENT.

The funds are managed and applications are run through a committee made up of a representation of the local communities, including government, and non-governmental organizations, becoming an important arena for linking local governments with community members.

“Sometimes the community doesn’t trust the government projects because they tend to fail,” said Nazir Adam, Vice Mayor of Pidie, Aceh. “It’s not like that in CSF. But the main benefit is that it brings the government and the community closer.”

More than this, the CSF has brought a true cross-section of the population together including women. In fact, many of the projects are managed and run by women. Overall, female-headed groups were found to be more productive, stable and achieved greater results.

“When the program was designed in Banda Aceh, we focused on female-headed households,”



PHOTO: MICHAEL COLEMAN

Ir Badrunnisa, Head of Banda Aceh's Culture and Social Division

“SMALL AMOUNTS OF MONEY CAN HAVE SIGNIFICANT RESULTS,”

– Ir Badrunnisa, Head of Banda Aceh's Culture and Social Division



PHOTO: FCM

Kokuvil roads rebuilt with community volunteers in Sri Lanka

said Ir Badrunnisa, Head of the city’s Culture and Social Division. “We wanted to give them opportunity to earn money and improve their lives.”

The program was so successful in Banda Aceh that the city will continue the model with its own funds after CALGAP is finished. “Other community funding models were not successful, there was no communication, or monitoring or transparency,” said Ir Badrunnisa, Head of Banda Aceh’s Culture and

Social Division. “It used to be, ‘I know you, here’s some money.’ But now we see that by involving a lot of stakeholders, small amounts of money can have significant results.”

In the District of Pidie the CSF model will also continue and an additional 5 billion rupiah (\$CDN) given directly from the district council budget to support future grants.

“It’s not top-down with CSF. The community feels ownership over their own program from the planning stage, proposal to selecting the target group,” said Nazir Adam, Vice Mayor of Pidie.

This is true too in Sri Lanka, where grant recipients also get coaching in proposal writing, budgeting and project management.

“CSF’s are not simply about providing money for a building project,” says Nalaka Siriwardena, Funds Officer for MCP in Colombo. “The process is unique. The local authority is working with citizens to select projects that represent the community’s needs. The recipient group is building their capacity to complete a project within a budget and a limited time.”



PHOTO: NOELLE GROSSE

A member of the Kop Wan Lagang Sepakat women's cooperative in Pidie, Indonesia, works on an embroidered tapestry. The women's cooperative received a CSF grant to develop a business in renting hand embroidered Acehnese wedding decorations.



PHOTO: FCM

CSF Advisory Committee in Batticaloa, Sri Lanka

“THE ECONOMIC SITUATION OF FORMER COMBATANTS IS NOT GOOD.”

– Syafii Hamzah

SUPPORTING A SUSTAINABLE PEACE

Syafii Hamzah, Secretary of the Pidie CSF catfish group for ex-combatants and former member of the Free Aceh Movement or GAM sits cross-legged underneath a thatched roof shelter, relief from the midday heat. Behind him are freshly dug catfish ponds, the beginnings of a new income source for the group members.

Hamzah admits freely, even proudly that he was part of GAM. In 1986 after hearing a tape of the movement’s leader Hasan di Tiro brought back from a training camp in Libya, he was inspired and gradually became involved.

Part of a clandestine civilian network to support guerrilla fighters, Hamzah raised money, supplied food and generally helped with logistics and distributing messages. It wasn’t long before automatic weapons smuggled into Aceh from Thailand joined the rice he slipped to his



Workers taking a break at the catfish farms

comrades. Using “dead drops” in coffee shops and along isolated roadways, guns were circulated to the insurgents hiding out in the dense jungles and mountains.

Finally, in 2003 after a brutal interrogation he was imprisoned and then released 2.5 years later as part of the Helsinki MoU. Today Hamzah and 13 other ex-combatants are benefitting from CALGAP’s Community Support Fund (CSF) operated by the District of Pidie. In this former hotbed of GAM activity, the CSF committee chose a mandate to provide opportunities to ex-insurgents to help the transition into a new Aceh.

“The economic situation of former combatants is not good. If they have a skill they might be able to find a job as a labourer and sometimes former commanders will help,” says Hamzah. “But now with the catfish farm



Syafii Hamzah

“WITH THE CATFISH FARM SOME EX-COMBATANTS WILL HAVE WORK TO DO ON THE FARM AND GET PAID ACCORDINGLY.”

– Syafii Hamzah



Catfish farm

some ex-combatants will have work to do on the farm and get paid accordingly. We hope to have our first harvest in four months and expect to make about 30 million rupiah a year.”

The group already has a marketing plan and is working closely with the district fishery department for support and advice. Hamzah is optimistic about peace in Aceh and thinks programs like this one can help.

“This is a side job for most of us, but if it’s profitable we hope to make it our main job. After all,” he says with a smile, “everyone in Indonesia likes catfish!”



EQUIPPING LOCAL AUTHORITIES WITH THE TOOLS THEY NEED TO MAKE GOOD DECISIONS TODAY, BUT ALSO INTO THE FUTURE WAS ANOTHER KEY COMPONENT OF FCM'S POST-TSUNAMI WORK. WITH IMPROVED BUDGETING, PLANNING AND DATA COLLECTION COMES MORE EFFECTIVE SERVICES FOR THE PEOPLE. PRIORITIES CAN BE SET MORE TRANSPARENTLY AND BASED ON ACTUAL NEEDS.

To do this, finance departments in many cases literally had to be rebuilt, from desks to chairs to computers. Often, this meant introducing computer-based systems and skills where none had existed before. Modern accounting software, databases and networks were introduced and had to be learned by local authorities.

“I was absolutely astounded to see the hundreds of old ledgers being used, like we used in Canada over 30 years ago,” said Michele Peach, City Treasurer of Mount Pearl, Newfoundland and part of a team sent to Sri Lanka to support financial management programs. “I realized how basic their actual needs were. And the people of the Galle Finance Department were just so grateful that some resources were going to them.”

Galle benefitted from an office renovation and redesign, accounting software upgrades, computers and training.

“After the tsunami we had nothing,” said Amitha Seneviranthe Accounts Management Assistant at the Galle Finance Department. “Now with the new office, I think it helps us to leave it behind. We used to look out our windows at the water to see if another tsunami was coming everyday. We don’t do that anymore.”

Databases were introduced by Canadian expertise and often linked with the latest planning methodologies to help authorities take stock, set priorities and create a strategy to achieve their goals, both in the short-term and long. This includes economic development planning, providing basic services and the overall

“AFTER THE TSUNAMI, ALL THE DATA WAS GONE.”

Calang’s City Manager Rinaldi Amin



PHOTO: MICHAEL COLEMAN

fiscal management of municipalities.

“We only ever had a short-term plan,” said Arumugam Gnanaganeshan Theivendran, Secretary of the Trincomalee Urban Council. “We could only consider minor projects and it was based on the financial ability of the council at the time instead of the needs of the community.”

In Aceh, similar support was given to local authorities in an effort to bring a more rational approach to decision making, improve efficiency and to integrate modern IT solutions into daily operations. Databases were created in Aceh Jaya and Banda Aceh to more effectively set priorities and to better forecast budget demands based on actual data.

“After the tsunami, all the data was gone,” said Calang’s City Manager Rinaldi Amin. “With a database we are more accountable. We can better produce our annual inventory report and it helps us with budget projections.”

“A database is the ideal instrument in a situation when accurate and objective information is necessary to make a decision in an environment where all the

reference points and experience have disappeared,” said Daniel Poitras, the former Director of Engineering and Planning for the city of Saguenay, Québec who worked in Calang. “As these tools are being simplified with time and plans made according to the database, it’s better to start with the best possible tools – even if this takes more effort. It will be much more effective over time.”

“It’s difficult to admit as a capital city, but we didn’t have any kind of a database,” said Ir Bahagia, Head of Planning for the City of Banda Aceh. “We didn’t have a benchmark for our targets. CALGAP has helped us to increase our capacity on how to get good data and produce better reports.”

With support from the City of Calgary, performance-based planning and a better budgeting process has also been introduced to the District of Pidie.

This longer-term approach is essential for sustainability. Modern equipment, techniques and knowledge are excellent foundations for planning ahead to ensure that community services, tax and data collection are being done with an eye on the future.

LOOKING AHEAD:

When natural disasters strike municipalities are faced with multiple and often competing demands. Roads are damaged, water and sewage systems are not working or under stress, communication infrastructure is ineffective, houses are wrecked, emergency services are overstretched. Local governments need to have a lead role in disaster response, reconstruction and rehabilitation. Too often, municipal authorities are out of the loop, even by-passed, left waiting for support from central government and international organizations alike.

The Federation of Canadian Municipalities through its membership has access to direct, effective, relevant and much-needed expertise. Its programs in Sri Lanka and Aceh have shown the value of municipal partnership in providing pragmatic and responsive support for limited amounts of money. With a focus on sustainability and providing practical and needed assistance to colleagues, and not “beneficiaries” the experiences of the CALGAP and MCP programs will be invaluable to draw on for FCM’s municipal response in future international reconstruction and rehabilitation efforts.

As Calang’s City Manager, Rinaldi Amin put it, “We have a lot of potential, but it’s how to bring good governance here so the potential can bring prosperity. Local government is where this potential can become prosperity.”

This experience has also benefitted and changed the lives of many of its Canadian participants. They have formed lasting bonds with colleagues a world away, brought back skills and ideas they can introduce at home and were invaluable participants in the largest international relief effort in history.



“This is hard work. This is not a vacation. This is not for the weak of heart. But this can be one of the most rewarding things you will ever do in your life. To help someone who really needs your help. To experience another culture, another people and their customs, the beauty of a landscape so different from ours, the smells, the sites, the smiles, the thanks, the foods. This is something you can never get from a book or a movie.”

– Michele Peach, (right), City Treasurer and Municipal Volunteer Sri Lanka (MCP), Mount Pearl, Newfoundland

FCM THANKS THE FOLLOWING MUNICIPALITIES, STAFF AND ELECTED OFFICIALS THAT CONTRIBUTED IN-KIND OR FINANCIALLY TO FCM'S POST-TSUNAMI PROGRAMS IN ACEH, INDONESIA AND SRI LANKA.

BRITISH COLUMBIA

Abbotsford
 Burnaby
 Coquitlam: Emily Chu
 District of North Cowichan: Chris Hall
 District of West Vancouver:
 Colin Wright
 Kamloops: Ron McColl
 Ladysmith: Caroline Spira
 Langford
 Nanaimo: Bruce Anderson
 Nelson: Linda Tynan
 New Westminster
 Port Alberni: Guy Cicon, Ken Watson
 Port Moody: Elizabeth Keurvorst (now
 with Creative Cities Network of Canada)
 Richmond
 Surrey
 Township of Langley:
 Eric Britton (retired)
 Town of Sydney: David Bartley
 Vancouver

Williams Lake: Alberto De Feo
 BC Ministry of Community Services:
 Brian Walisser

ALBERTA

Calgary: Alderman John Schmal,
 Jim Allison, Elizabeth Dewart,
 Mansur Kanji, Jadwiga Kroman,
 Kym McCulley, Pamela Meunier,
 Patrick Walters
 Cochrane: Brenda Romanchuk

SASKATCHEWAN

Regina: Mayor Pat Fiacco,
 Derrick Bellows
 Saskatchewan Urban Municipalities
 Association: Keith Schneider (retired)

ONTARIO

Dufferin County: Melissa Kovacs
 Essex-Windsor Solid Waste Authority:
 Catherine Griffin, Todd Pepper

Kitchener: Councillor Berry Vrbanovic,
 Joyce Evans, Pauline Houston,
 Laura Reed
 Ottawa: Darrell Cox
 Owen Sound: Janis Cumin
 Regional Municipality of Niagara:
 David Smith
 Region of Durham
 Region of Waterloo: Chris Harold
 Toronto: Councillor Pam McConnell,
 Craig Bartlett, Diane Chester,
 Maria Herrera, Bev Kurmey,
 Joan Taylor, Muthiah Yathindra
 Toronto Public Library:
 Katherine Palmer, Dawna Rowson

QUEBEC

Montreal: Johanne Beaudet,
 Louise Richard
 Saguenay: Eric Bolduc, Steve Potvin,
 Jocelyn Tremblay, Christine Tremblay,
 Daniel Poitras (retired)

Shigawake
 Île-Perrot: Manon Bernard
 MRC-des-Collines: Patrick Laliberté

NEW BRUNSWICK

Fredericton: Alex Forbes, Mark Hymers,
 Murray Jamer
 Town of St. Stephen
 Village of New Maryland
 Village of Grand Manan

NOVA SCOTIA

District of Barrington
 Halifax Regional Municipality:
 Bruce Fisher, Catherine Sanderson
 Town of Lunenburg
 Wolfville

NEWFOUNDLAND

Mount Pearl: Michele Peach