



# DISASTER TO DEVELOPMENT

**A Case Study of  
Tsunami Relief in Thailand**



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the North Andaman Tsunami Relief Team**

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## Executive Summary

‘Disaster to Development’ is a case study to document the post-tsunami work of North Andaman Tsunami Relief (NATR). The report aims to give an overview of how the philosophy and guiding principles of NATR were put into action, as well as to analyze the challenges and successes of the work in this tsunami-impacted region of Thailand.

Overall, the relief efforts in Thailand have been impressive – especially when compared with progress in Indonesia or Sri Lanka. The government rapidly provided basic necessities for survivors, namely food, water, and temporary shelter. However, the main focus was on helping tourist areas to recover, and not so much attention was paid to the economic recovery of the area that NATR works in. For this reason, the efforts of NGOs have been extremely important in helping people rebuild their livelihoods and find permanent housing. In addition, social support and educational services have been provided mainly by organizations from the non-profit sector. Examples include access to fresh food and basic supplies, work-for-cash programs, boat and net replacement, handicraft cooperatives, and assistance with children’s education, recreation, and counseling.

Immediately after the tsunami, rice and temporary shelter were provided by the government. Remaining needs, however, had to be addressed by NATR and other non-governmental relief agencies, including: access to fresh food and basic supplies, work-for-cash programs, boat and net replacement, handicraft cooperatives, and assistance with children’s education, recreation, and counseling.

The report focuses on a critical analysis of NATR and the projects implemented over the last year, structured around certain principles of Best Practice. In order to develop processes and programs that could be replicated elsewhere, it is important to explain what did and did not work. Through the collaboration of overseas volunteers and local Thai staff, NATR explores ways of being agents of change within a culturally sensitive context. Guiding values and principles are essential to the organization’s work and are set out explicitly within this report. By describing the model which has been utilized over the last year, it provides a sample road map on how to transform a situation of natural disaster into the opportunity for long-term development.

The report lays down the challenge for replicating the work of NATR in other disaster contexts. An honest evaluation of the lessons learned, both positive and negative, set the stage for taking this particular model of community-driven development elsewhere and truly allowing disaster situations to be transformed into opportunities for development.

### NATR's Work - Quick Facts

Tsunami survivors to which NATR distributed aid	2774
Villages in which NATR distributed village-wide aid	9
People supported by NATR's livelihood assistance	820
Boats repaired	43
Rice delivered to Koh Surin, in kg	8300
Approx. weight of fresh food delivered, in kg	38,519
Relief groups offering vocational training programs in NATR's focus area	5
Number of these groups planning to assist with post-training employment	1 (NATR)
People receiving regular income through NATR handicraft programs	29
Kilometers covered in driving between villages	28,500
Square kilometers in NATR's focus area	3960
<b>Overall NATR spending</b>	
Value of payments, goods, and supplies given directly to villagers	฿4,731,309
Amount of money NATR has spent at local businesses for project supplies and implementation	฿3,185,000
<b>Children</b>	
Children covered by emergency scholarships	169
Children now receiving long-term scholarships through high-school	120
Villages in which NATR offers long-term scholarships	5
Other scholarships available in these villages	0
Children taken camping for their first time as part of summer camps	39
<b>Volunteers</b>	
Total number of NATR volunteers and staff	65
Days of labor donated by volunteers to NATR	2810
Money NATR volunteers have spent in the local communities, in baht	1,080,000
Hours spent in-village by NATR staff, per day	18
Countries represented by NATR volunteers	13

## Acknowledgements from the Relief Director

Many thanks are in order ... to all of our kind donors, volunteers, supporters, and the communities with whom we work. When **NATR** was formed, we envisioned serving with short-term small-scale projects that would help with only the most immediate needs. Never did we dream that **NATR** would become the central catalyst in helping so many villages recover from the tsunami.

The model of community assistance that we have developed is revolutionary, putting power back in the hands of people who were left powerless by the tsunami. Just one year after the heartbreaking losses of December 26, hope has returned and a better future seems possible.

If you have ever wondered whether one person can make a difference, you can stop wondering. And when that one person is joined by others, a community can snowball into a powerful force of change. As I, and other **NATR** staff members, gathered the villager quotes found in this report, we were deeply moved by their kind and honest words.

At the request of tsunami-affected villages, **NATR**'s work over the next year will focus on community empowerment, in-village education, vocational training and community business development.

To be sure, it is a long road, and there are many steps ahead, but by using the tools of wisdom, compassion, and local understanding, **NATR** will continue to be a partner to the people and communities that were torn apart by the tsunami.

I am grateful that so many kind people have chosen to support **NATR**'s mission. This report includes a list of the donors and volunteers that have made our work possible. Please keep in touch with us, and feel free to visit us, either in person or online.

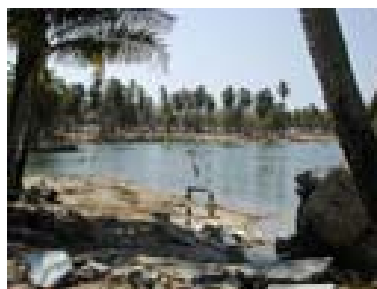
As I have heard so many times in the villages of the North Andaman,

“Thank you, on behalf of the Thai people.”

**Bodhi Garrett**  
Relief Director  
North Andaman Tsunami Relief



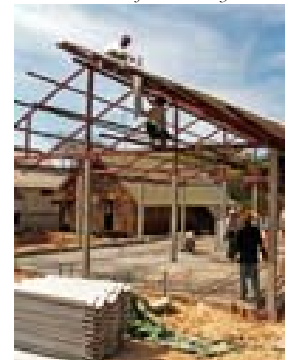
*Above: Bak Jok Village Before the Tsunami*  
*Below: NATR delivers rice to Ko Surin*



*Above: Bak Jok Village After the Tsunami*  
*Below: NATR works with the community*



*Above: Tsunami damage to Bodhi's house*  
*Below: Construction of Community Center*



## 1. Introduction

Can we transform disaster into an opportunity for a better future?

With the effects of global warming making themselves felt across the world, and the universal fact that poor communities suffer most from natural disasters, we strongly believe that **NATR**'s forward-looking model can, and will have to be replicated elsewhere. If a disaster allows a shaking up of social hierarchies to the extent that poor people realize they do have choices over their lives, then the disaster can be transformed into a positive force - the phoenix rising from the flames. The December 26 tsunami is increasingly being recognized as a catalyst for change.

The aim of this report is to document the work of **NATR** over the last year and analyze whether this specific approach to disaster relief could be replicated elsewhere. Herein, you will find the facts, stories, and evaluations of our collective efforts to serve the communities of the North Andaman coastline. In order to allow on-going evaluation, particularly in the situation of disaster response, and to assist in developing a contemporary body of knowledge which can be utilized across the world, many development agencies choose to document their work in the form of a Best Practice analysis. Through an assessment of Best Practices we aim to examine **NATR**'s strengths and weaknesses.

Some may argue that the success of **NATR** has been due to time and space-specific factors which would not allow it to be replicated elsewhere. These include:

- The huge outpouring of private funds from around the world, particularly from people who had personal connections with Thailand, and Golden Buddha Beach resort.
- The founder's unique combination of leadership skills and familiarity with the area which enabled him to get the organization off the ground so quickly.
- The number of volunteers willing to work in Thailand and the well-educated local staff
- The ease of communications such as the good road network and dependable mobile phone and internet access.

However, by highlighting and analyzing these factors, it should also be possible to replicate them elsewhere.

- If donors believe in the effectiveness of this model of transforming disaster into development, it will be possible to access funding for other parts of the world. At **NATR**, we believe in abundance, not scarcity. This is the power of working through private funding – when people believe in a group's ability to effect change, they are willing to support that financially.
- An **NATR**-like relief effort requires an understanding of the skill set needed to create and sustain a community-driven disaster response. Together with a network capable of identifying individuals with local knowledge it would be possible to set up an '**NATR**' in any disaster area.
- By combining highly skilled volunteer staff with long-term local staff there is an opportunity for much in-house training and consequent knowledge transfer. Dynamic people can be found in any community and a nurturing team environment allows people to develop community development skills.
- With laptops, satellite phones and generators, it would now be possible to run a sophisticated communications system from anywhere in the world.

If this model of 'Disaster to Development' resonates with you, and you would like to play a role in the future, either as a volunteer or supporter, please feel free to email us at [disaster2development@gmail.com](mailto:disaster2development@gmail.com)

We hope you enjoy this report, and find it not only informative but fun. After all, it is a testament to the power of collective goodwill. So many people, all over the world, have been instrumental in the success of this organization.

## 2. North Andaman Tsunami Relief (NATR)

*“Many of my family died in the tsunami. My mother, my grandmother, my uncles, many of my cousins...fourteen of my family members all together. I was speaking with my mother on the phone from Bangkok when the tsunami came. I heard the rush of the water, and then nothing.”*

- Surasak “Duke” Sae-Ngaew

On 26 December 2004, the eyes of the world opened in horror. The tsunami that hit the Andaman coast in the south of Thailand caused devastating losses and touched many lives. Some people might have read about it, and put it to the back of their minds – human disasters can feel overwhelming. Others, however, were moved to take action.

Many in Southeast Asia are still caught in the turbulent aftermath of the tsunami’s destruction. They will always remember, because they are still living it. The survivors’ stories are beyond belief - the losses were tragic, and yet, there is hope and many people still smile. This hope gives people the courage to reach out to each other and adapt to the inevitable change. And it is from this desire to create the opportunity for change that caring, supportive, community-driven organizations such as North Andaman Tsunami Relief (NATR) were formed.

NATR is an independent organization that was set up to provide assistance to tsunami-impacted coastal communities on and near Koh Phratong. In doing so, it emphasizes community-driven development processes that work towards self-sufficiency and environmental sustainability. Since January 2005, NATR has grown into a highly effective organization that has implemented over sixty projects in twelve villages. With a wealth of contacts, and qualified field staff with the local knowledge necessary to act effectively, NATR has been able to recognize and address areas in which tsunami relief efforts were lacking. Bodhi Garrett, the founder of NATR, had been working in the area since 2003 and was immediately able to mobilize support when the tsunami hit, both locally and internationally.

NATR’s focal area is the communities in Kuraburi and Suksamran Districts (in Phang-Nga and Ranong provinces, respectively), an ecologically and culturally unique area where many communities survive predominantly by their traditional livelihoods. The North Andaman coast is remarkably undeveloped and the population is very diverse, comprising Muslim, Buddhist, and Moken communities. Recognizing that each village has individual needs, NATR works with a diverse array of partners including: local government, Kasetsart University, Swiss Humanitarian Aid (SDC), International Labor Organization (ILO), and IUCN.

The funds raised by North Andaman Tsunami Relief are being used to invest in the future of the local communities, in a way that empowers people to retain their autonomy. Given the diversity of local communities and their interests, care is being taken so the fund can help people to help themselves. The on-going needs of the communities are continuously assessed, with attention to their long term well-being. As such, NATR is in a unique position to retain a flexibility that allows it to serve the evolving needs of villagers on an immediate basis.

As the months since the tsunami go by, community members are putting their lives back together and are looking to the future. NATR is supporting the process of envisioning this future and taking steps to achieve the vision in a way that is socially and environmentally sustainable. Community members are more aware than ever before that they need the skills and information to create choices for themselves and to adapt to the inevitable changes in the world around them.

### 3. Operating Philosophy

***“How do you guys DO it?”***

Nikki Bond, Go Differently, UK

***“Are there things you do here which could be replicated elsewhere?”***

Laura Doughty, UK

***“I know that the principles of sound relief and development are often talked about, but NATR is putting them into action – a feat that is often claimed but rarely done.”***

Greg Voelm, Chairman, Business for the Environment

At NATR, the visitors we receive daily leave us with comments such as those above. We come to work each day and get the work done, but have realized, through the eyes of others, that we seem to achieve much more than many people believe possible.

Describing what we do, and how we do it, provides an opportunity for reflection. NATR’s principles can also serve as a reference for organizations elsewhere in the world, particularly in situations of natural or human disaster. Our guiding principles, and continuous adherence to them, underlie NATR’s effectiveness. They are, namely,

- Integrity
- Flexibility
- Equity
- Transparency
- Non-hierarchical Organization
- Financial Accountability
- Empowerment

#### **Guiding Principles**

##### **Integrity**

Personal and organizational integrity are paramount at NATR. With our regular contact in the villages, we have been able to build up trust with local community members and this has facilitated our work enormously. We do not make promises to people unless we believe that we can keep them. This often means saying ‘no’ and risking the animosity of certain community members, but this has served our longer-term interests and allowed us to build a reputation of dependability and equity. We focus on completing projects on time and then working closely with villagers to ensure sustainability, dealing with problems as they arise.

During the early months after the tsunami, the region experienced a great deal of ‘stop and drop’ donor aid. Groups would either arrive unannounced and drop off (sometimes inappropriate) supplies, or ask people what help they required and then never return. This meant that individuals were not clear about what help they were actually receiving; for example, some families ended up with three boats, while others received none.

##### **Flexibility**

The communities in NATR’s focus area are culturally and economically diverse – embracing Muslim, Buddhist, and Moken traditions. They were also impacted by the tsunami in many different ways; some lost family members, while others lost houses, fish farms and boats, and some lost everything. Clearly, this means that individual needs are varied and change over time. For this reason, NATR did not start out with a specific development agenda, but committed to listening to people and implementing projects as and when they were required. This calls for great flexibility and continual evaluation of projects and meant that it has been possible to fill the gaps left by the highly-structured efforts of government and large aid groups.

## Equity

Pre-tsunami inequalities within communities must be understood and addressed. The tilt of the playing field before a natural disaster will affect who has access to the resources in the aftermath. Before doing any work in a village, the marginalized/disempowered groups (e.g. women and minorities) must be identified. Otherwise, projects often unduly benefit the more powerful group within a village, unintentionally decreasing the equity within a community. For example, a livelihood restoration program focused exclusively on replacing boats actually ignores the welfare of those who could not afford a boat before the tsunami.

**NATR** has made efforts to prevent benefits accruing to particular individuals. Decision-



making processes are inherently susceptible to corruption and inequality. What we see in the villages is that some communities have a common voice, and others are divided. This is a function of whether local leadership seeks to serve only their families, or if they truly care about the village. In general, there is a balance of power between the chief (who retains his position for five years) and the Obataw (who is elected every two years). As for **NATR's** process –

we strive to work with all levels of power in a village. If a project caters only to the Chief's needs, it will fail from a lack of common purpose. If a project ignores the Chief's desire for recognition, it will be hampered from above.

## Transparency

One of **NATR's** earliest roles in the area was that of Coordination and Cooperation (see Appendix A). We organized meetings with different NGOs and local government working in the area and were certain to share information and ideas. This was exemplified by the establishment of a sophisticated database which allowed us to track village statistics, projects, and contact details for all organizations working in tsunami relief. The database was available to the public, and later provided the baseline information for a government-administered database.

In addition, clear and concise information about our projects is always made available to villagers so that they can choose whether or not they would like to be involved. Our office environment is one where villagers feel welcome to approach us privately, even if they do not feel confident to express their concerns during in-village focus group discussions.

Our commitment to transparency also extends to our project and program development at village level. Particularly as we have moved from the disaster to the development stage of our work, we have ensured that we spend the time necessary to develop each project with the full cooperation and understanding of villagers. Simultaneously, we discuss each step of the project within **NATR** so that consensus is achieved and a shared vision is developed. Our feedback process with villagers and within **NATR** means that we are able to recognize and talk about problems as they develop, and can then take the necessary action to avoid similar challenges in the future.

## Non-hierarchical Organizational Structure

The roles of **NATR** staff members are well defined, and the Director provides clear and dynamic leadership, but there is no formal hierarchy. This is exemplified in meetings, where we sit together on the floor and share ideas. We are equals, each with different talents, backgrounds and areas of interests and we each bring valuable insights to meetings.





### Financial Accountability

Where possible, we give resources and materials instead of cash. This makes sure that our donors' money only goes to those for whom it is meant. Our accounts are open to inspection by interested donors and the amount we have spent on each completed project is listed in this report. We have chosen to keep away from projects that are prone to corruption (such as boat building, house construction, and revolving funds) and we avoid making payments to government agencies or middlemen as we do not want to facilitate the opportunity for corruption.

### Empowerment

It may seem an obvious point, but those most affected by disasters are the poor. They have fewer resources to cushion them; their houses are poorly constructed; they have no insurance; they have less education and consequently fewer choices; and they are often disempowered already within their societies. This means that NATR's underlying philosophy is one of empowerment.

Empowerment involves two important processes - expansion of choices and capacity building. To take a positive course of action, communities must first understand what options are available to them. In poor communities, a subsistence economy and under-education limit the collective perception of what is possible. Realistic information and internal discussion is necessary to create a vision for the future and make informed decisions. Secondly, communities must gain the capacity, i.e. skills and methodology, necessary to pursue their goals.

The community development skills and organizational insight that NATR possesses must be transferred to local individuals. To do so, NATR has empowered local staff, who can then transfer those skills and methodologies to the communities. In this way, NATR will enable community members to empower themselves long into the future.

#### Tung Nang Dam

When NATR first visited Tung Nang Dam, the villager's faces revealed their shock. No-one from the village had died when the tsunami rolled up the coast of the island, but they saw their means of livelihood being washed away and witnessed the devastation of the fifty houses in the neighboring community of Pak Triam.

NATR's work initially was to find out from each family what they had lost, and determine how they would like their futures to look. With this information, we have replaced fish farms (krachang), boats and nets, and also set up two families in alternative forms of employment. One family is now committed to agriculture, while another has started a small business. At our first community empowerment workshop, it became clear how dynamic the leaders of this village are. In many communities, the world over, people use their positions of power to accumulate personal wealth. Somporn, the government officer for the village, cites that his contentment at having a family, land and work meant that he felt drawn to public office as a means of serving his community - his opportunity to give back. And his personal integrity has been demonstrated in all his interactions with NATR. Through cooperation in building a bridge for the village, selecting scholarship candidates, and vocational training for tourism, NATR has empowered Somporn to be a more effective leader.

Even more exciting is the community's shared vision of their future, in the form of Community-Based Tourism. With the full support of village leadership, Tung Nang Dam is the first community to be part of NATR's "Vocational Training for Sustainable Tourism" program. As such they have just completed a five-month pilot phase, and continue to utilize NATR's community education programs - many members are already reading and speaking English, and have now begun to learn computing skills.

## Stages of turning Disaster into Development - NATR's Timeline

Unlike many other organizations that did relief work on the North Andaman coastline, **NATR** formed in the wake of the tsunami, and did not have a preconceived notion of what our work would be. Thus, our projects evolved organically, in tandem with the recovery of the villagers. Only once individuals had stabilized their living situation, income, and children's welfare did a sense of normality begin to return. In order to accurately determine priorities, **NATR** refrained from discussing long-term development projects until an atmosphere of security had returned to the lives of tsunami survivors. However, the process of recovery has also inspired hope for a better life.

In putting their lives back together, tsunami victims went through a recovery process that can be divided into four stages. **NATR's** philosophy of community-driven development enabled our projects to meet the needs of villagers through each of these stages. At the request of the tsunami-affected villages, **NATR's** work over the next year will focus on the steps in Stage IV.

### Stage I - Critical Needs Assessment and Initial Disaster Relief

- focus group discussions
- delivery of supplies, fresh food and clean water
- emergency financial aid to families
- support for children's education

### Stage II - Income Generation and Livelihood Restoration

- identification of current skills and work opportunities
- short-term labor projects
- repair of boats and engines, replacement of fishing equipment
- income for women and non-fishermen

### Stage III - Children's Needs

- documentation of all tsunami-affected children in focus villages
- psychological support: e.g. through art therapy and music
- summer camps and recreational opportunities
- expansion of infrastructure in schools near temporary shelters
- uniforms and educational supplies
- long-term scholarships for underprivileged children

*Note:* Stages I-III took anywhere between three and nine months, depending on the village.

### Stage IV - Long-term development activities

- set clear goals and timeline with communities
- village-wide education and empowerment
- vocational training of self-motivated community members
- business development and provision of seed funding
- environmental restoration for livelihood recovery

### Exit Strategy

- transfer of management to local staff and community groups
- financial sustainability through private and NGO partnerships.



## 4. Work Carried Out

To date, **NATR** has completed over 60 projects in total (see Appendix A). **NATR** has chosen to focus on human needs and services, avoiding major infrastructural projects. The rebuilding of villages, schools, and medical clinics, are often prone to corruption, involve tremendous bureaucracy, and are best left as the responsibility of government or large international NGOs. Therefore, **NATR**'s projects have fallen into four main categories: delivery of emergency supplies; income-generating projects, including women's livelihoods; children's needs; and community empowerment projects.

### Delivery of emergency supplies

included food, water, household goods, tools, and small sums of cash. While rice was plentiful, tsunami victims had no access to fresh vegetables or basic staples such as cooking oil, chili peppers, garlic, etc. In addition, the villagers often ran out of drinking water, which **NATR** delivered whenever it was needed. Emergency supplies provided immediate access to those items that villagers most needed after the tsunami.

### Income-generating ability

of all families in many villages was damaged or destroyed by the tsunami through the loss of fishing boats and nets. In an area that relies almost entirely on the sea for daily living, this was disastrous. Immediately after the tsunami, **NATR** began wide-ranging job recovery programs in a number of villages. **NATR** sponsored the repair of boats and salt-water damaged engines, provided new sets of fishing equipment, and sponsored vocational training. In addition, **NATR** has started a model boat making cooperative for the often discriminated against Moken (Sea Gypsy) people. The purpose of this cooperative is to promote indigenous knowledge while providing sustainable income to the artisans. The boats are a traditional part of Sea Gypsy culture, and are exquisite pieces of craftsmanship.

### Women's livelihoods

were also highly impacted by the tsunami but little attention was paid to restoring them in the aftermath. **NATR** has replaced livestock killed in the tsunami, sponsored higher education for women, and provided short-term job opportunities including: cashew peeling, net repair, child care, classroom teaching, and bake sales. **NATR** is also sponsoring two long-term women's handicraft projects. The soap cooperative in Ban Talae Nok is made up of 19 women, many of whom lost children or spouses in the tsunami. The Bak Jok card collective produces elegant hand-made cards from 100% recycled paper.



**Name: Chongsri**

**Sae-areb (Peaw)**

**Village: Bak Jok**

**Age: 25**

Before the tsunami, I did housework and some fishing. After the tsunami I joined a paper-making workshop run by **NATR**. I really benefited from that course as I can now make a living making paper cards. I am really grateful as I would not have known how to start a new life after the tsunami. Now that I am involved in making the cards and hand-made paper, my income is much higher than ever before.

I would like to find a job in my community; I don't want to leave the area. My priority is to live with my family. After finding a permanent house, my husband will return to the sea and I can carry on improving the products that we make. I am keen to work on the card project into the future.

I really want to thank **NATR** for what they have done for me and the other people in Bak Jok. We have developed a strong friendship and I apologize for members of the community who are sometimes aggressive or act without thinking or don't cooperate. Everyone is aware of the work **NATR** has done and is appreciative. Please be patient with us when we do not attend meetings, as we sometimes have a number of different demands on our time!

## Children

can be among the most vulnerable to natural disasters, particularly when education is disrupted. So, aside from seeing to their nutritional needs with fresh food delivery, NATR provided a wide range of services to tsunami-affected children including: emergency scholarships, art therapy, new desks and chairs, repairs to dilapidated school buildings, paying the teachers' salary, student transportation, and school uniforms. Of course, being a child is about more than school, it's about having fun, so NATR has facilitated replacement of destroyed playgrounds, provided new bicycles, organized community sporting events and hosted summer camps.

## Community empowerment projects

In helping communities help themselves, NATR has undertaken a number of unusual projects. We have built two community centers to cater to the social and psychological needs of tsunami victims. These centers serve as places to gather, hold community meetings, take English lessons, and generally relax. They also house our handicraft projects, and are used by the local government as information centers. The community centers embody NATR's cooperative relationship with local officials and other relief groups. Other empowerment projects include NATR's mangrove restoration, "Village Life" Trails, Sense of Place Workshops and Booklet, and community-based tourism development.

### Bak Jok Community Centre

In many ways, Bak Jok has been the worst affected village in this area. Issues of land ownership have prevented the community members from returning to Phratong Island. Unsatisfactory living conditions in the temporary camp exacerbated underlying village tensions, and the community divided into various sub-groups. A new village has been built for some, but 38 families are still waiting for their houses.

With these issues in mind, the aim of the Bak Jok Community Center was to provide a venue where all members could gather for meetings, leisure activities and education programs. These functions have taken place, and other uses for the centre have grown organically. It soon became a clear focal point for the handicrafts activities - with both the model Moken boats and the hand-made paper cards being crafted on the premises.

#### Community Center Achievements

- Children in particular benefited from the community center - all 15 of the grade-school children living in the temporary shelters used the center on a daily basis. There were no play areas in the temporary shelters, and the children would gather at the center to play games, do their homework, take English lessons, or just have fun.
- Villagers used the Community Center as a source of information for NATR's projects, including scholarships and handicrafts, and also to learn of the happenings of other tsunami relief projects.
- The false promises of some relief agencies created a psychology of mistrust in the community and many people of Bak Jok remained doubtful of projects that promised future benefit. Through the consistent presence of Community Center staff, trust was built and villagers recognized that although NATR didn't promise a lot, we delivered on our commitments.
- With no space for group meetings in the temporary shelter, the center was used 2-3 times a week for public meetings. Groups that made use of the space included Red Cross, Department of Fisheries, Swiss Government Aid, Korean Medics, numerous local NGOs and businesses.
- Computer lessons were initiated at the request of the community. Adults responded with great enthusiasm to the opportunity for an introduction to computers, and are extremely keen to continue learning more sophisticated computer skills.
- The close relationships we developed to the people of Bak Jok through the community center allowed NATR to understand a number of 'tsunami relief shortcomings' from the villager's perspectives. It was an eye opening view that helped us avoid many of the problems and dilemmas commonly faced in disaster relief, and better facilitate community empowerment at NATR's new Training Resource and Education Center.

## 5. Analysis of Best Practice

What is the point of a “Best Practice” Analysis?

**NATR** was formed in response to the tsunami. As such, we do not have a pre-existing set of standards by which to judge our work. Our guiding principles have been important, but they are more helpful as tools in designing a process than in evaluating the outcome. If **NATR**'s work is to be replicated elsewhere, a set of Best Practices can be ascertained that will contextualize our successes and challenges. These Practices are easy to write about, but daily adherence to them requires constant attention (not to mention blood, sweat and tears).

**NATR**'s work will be analyzed against the following Best Practice headings:

- **Ethical soundness**
- **Relevance**
- **Cost-efficiency**
- **Effectiveness**
- **Sustainability, and**
- **Replicability**

### **Ethical soundness**

When **NATR** was formed, several of the early volunteers had been involved with development work previously. **NATR** was therefore strongly committed to a community-driven approach and had no specific programs which had to be implemented (see Appendix D: Operational Plan). **NATR** was determined not to be ‘Lords of Poverty’, driving around in expensive vehicles, or ‘missionaries’ making decisions based on a desire to convert people to our way of thinking. **NATR**'s agenda has always been one of listening to the villagers’ needs and sharing ideas in a collaborative setting. In contrast to other groups, our focus is on principles and process, rather than on programs and specific outcomes.

*An **ethically sound** practice is one that follows or does not break principles of human rights or generally acceptable social and professional conduct. Practices should ensure that informed consent is obtained, where appropriate; confidentiality is maintained; empowerment (of individuals and groups) is promoted; and community participation in planning and implementation is encouraged. Practices should promote well-being.*

**NATR** practices a continual process of reflection. At twice-weekly meetings, **NATR** staff evaluate whether the projects comply with our guiding principles, such as empowerment and equity. It is not that we have a magic formula - all organizations know that personal integrity, respect and trust builds powerful teams and shared vision, but **NATR** challenges itself to keep to these values at all times. In staff meetings, **NATR** sets its personal and group intentions for the forthcoming week and then reflections are made on whether or not they have been achieved. Everyone is given an equal chance to speak and constructive criticism is as welcome as praise.

Unequal distribution of resources within communities has the potential to cause serious social and economic disruption. **NATR** learnt this important lesson early on in our work. Having employed a staff member from one of the tsunami-impacted villages, we asked him to gather the names of the families that needed replacement of squid trap equipment. He produced a list, but it turned out that it consisted mainly of people known to him personally. We received a number of complaints from people left off of the list. This did not appear to be ‘nepotism’ in its harshest sense, but certainly reflected the way in which people gather information in areas known to them personally, and it did not comply with our principles of equity. From that point on, we ensured that our local staff was employed from the area, but not from the actual villages in which we worked so that they were able to be objective in their data gathering and analysis.

When we offer a program or educational opportunity to a village, we consider equity issues as far as possible by informing all community members during village meetings. Nevertheless, it is inevitable that some people will be keen to take up new opportunities, which may ultimately generate them a higher income, while others would prefer to focus again on the livelihood that they had before the tsunami.

Our philosophy is essentially to offer people choices and support them in whatever livelihood they choose, providing it is environmentally and socially sustainable. By coordinating closely with other organizations, we are able to monitor whether all villages are being assisted with educational opportunities and we are able to direct funding to communities that seem to be neglected in any way.

Our work with the Moken (indigenous sea gypsy) people of Koh Surin and Koh Phratong has required constant attention to human rights issues. **NATR** volunteered its services as the Chair of the Koh Surin Working Group, in order to monitor the number of groups visiting the islands. There is such a fine balance between groups who want to help, and the effect this has on people in terms of developing a ‘welfare’ psychology. The chief of the village struggles with a low alcohol tolerance and learnt that if he asks people for things, he is very likely to receive them. Despite **NATR**’s efforts to the contrary, some groups have visited the island community and have not followed the ethical principles to which we adhere, and have definitely had a negative impact on the group.

### Relevance

**NATR**’s commitment to a community-driven process means that each program is highly relevant to the community’s needs. Nevertheless, this does not mean that **NATR** shies away from the role of ‘change agent’. We remain prepared to listen to, and then present, new ideas to community members once it is felt that they truly trust our intentions.

During one-on-one interviews with women in the traditional Muslim village of Laem Naew, **NATR**’s program staff was quietly informed that the women did not feel comfortable with making suggestions in front of other community members due to the traditional gender-based power structures. However, they were keen that **NATR** staff should bring ideas out in public meetings, and they could then show support for them. This has meant that the on-going English program is supported by both men and women in the village, and several of the young women in the village, such as Ga’som (below) have been able to attend further training programs. Elsewhere, in Bak Jok when **NATR** had an idea for a card-making project, the community jumped at the chance and have shaped that project into their own, developing it beyond anything we had originally thought possible.



**Name: Sorihah Suebhed (Hah)**

**Village: Ban Talae Nok**

**Age: 43**

Before the tsunami, I used to work very hard to support my children as I want them to get as much education as possible. This was sometimes so hard that I would cry from the burden of providing for them as there were no job opportunities in this area. Since the tsunami my life is actually better as the village has received help from different organizations. I am a member of the soap making group, supported by NATR, and have been able to earn an income from the group’s activities. Working with NATR has also helped me and other villagers to open our minds and look outside the small world of the village. From now on, I really want to improve the image of Ban Talae Nok. I really want to thank NATR for everyone’s hard work and patience over the last year. I hope that we can expand tourism to the village as I am ready to be a good host so that tourists appreciate our village and want to come back. For this, I would like to learn more English and marketing for sales of the soaps.

*Relevance refers to how well the practice responds to any given setting with due consideration to cultural and traditional norms.*

### Cost-efficiency

*Cost-efficiency is the relationship between costs and results.<sup>†</sup>*

As a grassroots organization, NATR has been able to keep administrative costs low and this has in turn attracted great support from private funders who are keen to see their donations work directly in the villages. Initially, most of the funding that NATR received was from people with personal links with the area who genuinely wanted to help friends and families that they knew. The fact that Thailand has received so much private funding, compared to other tsunami-affected countries, also seems to be because people who have visited Thailand love and respect the way in which they have been welcomed as tourists, and genuinely want to help. Subsequently, NATR has received funding through international service agencies and these large sums seem to have been generated because people could not believe the scale of this natural disaster. Private individuals seem far less willing to give money to a disaster that is generated directly through human mismanagement.

**Bak Jok Paper Making Project**

This project has been a clear example of cost-efficiency. The start-up costs were low and all the materials were sourced in the local area. The women initially donated a few months of their time to get the project underway, and now, with some marketing commitments from NATR, have been able to see a healthy profit and earn their own income for the first time in their lives.

Set-up costs	17,975 Baht
Marketing costs to 1 <sup>st</sup> Dec	10,629 Baht
Hours donated by the group	572
Income generated to 1 <sup>st</sup> Dec	91,326 Baht

NATR’s staffing structure, which consists of finding skilled foreign volunteers and enabling them to work closely alongside our Thai staff, means that NATR is extremely cost-efficient as well as being able to fulfill the mandate of capacity transfer. NATR has relatively high staff costs as a result of our emphasis on individual relationships between program staff and community members. Our staff members visit the villages several times

each week, so our reputation is based on individuals who consistently show they are people of integrity and action, rather than relying on NGO branding.

While there has been a lot of money donated to tsunami relief, not all of it has been spent well. Many international organizations are resource rich, but information poor. This has led to unwitting support of corruption, and occasional competition for projects. For example, in the early days after the tsunami, many agencies were looking for children or school-based projects to support as they knew they would be able to mobilize international funds. This inevitably produced skewed programs, directed by the organizations’ rather than the communities’ needs. Conversely, NATR has sometimes committed to, and implemented, projects which were not initially popular with donors (such as the paper-making and dog castration projects). When we have felt strongly that they are appropriate and meet local needs, we have invested in them and sought to match donors to the projects retrospectively. In every case so far, we have been successful.

### Effectiveness

*Effectiveness is the success of a practice in producing its desired outcome.<sup>†</sup>*

The Government of Indonesia, working with the United Nations, identified certain challenges to the effectiveness of tsunami relief work. One key area that slowed progress was the relations between national and international actors, as follows:

- (a) national authorities have limited knowledge of the complexity, culture and working procedures typical of the world of international assistance.
- (b) international agencies and individual aid workers have little knowledge, and often little consideration, for the specific context in which they operate.

<sup>†</sup> Reference: United Nations/Government of Indonesia (2005) *Post Tsunami Lessons Learnt and Best Practices Workshop*

(c) this caused a lack of common approach and even of a shared understanding of terminology, definitions and standards and there was a sense that the presence of too many international organizations may actually have been detrimental to the relief effort.

**NATR** has addressed this by developing strong and productive working relationships between international volunteers and Thai counterparts. This has allowed us to take firm steps as change agents, but in a culturally appropriate way. Any cultural misunderstandings are discussed and usually resolved rapidly within the organization. Our Thai staff provides the critical link with the villages to ensure that information is correctly conveyed and the evolving situation is constantly monitored, while our expatriate staff provides the link with the global community, especially donors and supporters.

The most effective organizations in the North Andaman area seem to have been those that have formed strong alliances with local Thai civil society groups whose presence in the area predates the tsunami. **NATR** has collaborated with locally-based organizations, as their pre-tsunami understanding communities is critical to the implementation of long-term sustainable development programs. These groups include Save Andaman Network, Seub Foundation, and REST.

Another key area of **NATR** effectiveness has been in our ability to listen to people's needs and to respond immediately. As our relationships with the community members predates the tsunami, it was easier to build trust on both sides; we knew many of the 'gatekeepers' within the villages and understood some of the power dynamics. In addition, with many of **NATR's** Thai staff members being from the local area and also directly affected by the tsunami, community members knew that they were able to be open about their changing needs and our staff would truly listen.

**NATR** measures its success by the degree to which our projects enable communities to do what they choose to do. 'Did the project accomplish what it set out to do? Did it build capacity within the community to address similar problems in the future? Did it distribute resources equitably and avoid promoting dependence on external assistance?'

These are the frequently-asked questions! Our consistent presence in the villages allows us to find the answers and take the appropriate course of action.

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[Relieffund@inet.co.th](mailto:Relieffund@inet.co.th)



**Name: Ga'som Vegasart**

**Village: Laem Naew**

**Age: 27**

I am single and before the tsunami I worked in Krabi, in the garment industry. I wanted to continue and learn how to be a designer. However, after the tsunami, I decided to come back and live with my family in Laem Naew. I am very obliged to NATR for the income-generation projects which have helped people's lives to get back to normal. I am really happy about my opportunity to be a teacher assistant. It is a good program as it has taught me to teach and look after people in my community. I wanted to be a teacher before the tsunami, but my family could not afford to reach that dream. Now I have such support I have been able to get a new style of life. As you know, Muslim people are very religious and I was expected to live a traditional lifestyle. Now that I have a higher education, my parents can rely on me to earn an income.

In my perspective, my life is better than before as NATR comes to the village and presents different ideas. Due to people's lack of education and the conservative attitude in the village, a girl like me cannot talk about my capabilities. I cannot do anything without my parents' permission, so when NATR promotes its activities in the village, this allows them the chance to understand what the programs involve so that I am allowed to participate. I feel that working with NATR is like working with my family.

I want to focus on graduating and pursuing my studies in community development. I would like to change people's attitudes regarding interacting with other communities. NATR has encouraged me to focus on my graduation and to come back and develop my community.



## Sustainability

**NATR** will measure true success by its ability to pull out completely from the projects in which we are currently involved – this modus operandi underlies all our planning.

*Sustainability is the ability of a program or project to continue to yield benefits in the long term, after external support has come to an end.†*

**NATR** has developed both short- and long-term initiatives that will ultimately enable self-sufficiency. Long-time relationships between **NATR** staff and the local population have provided the foundation for our ability to move quickly into the communities and link with their displaced inhabitants. Furthermore, **NATR** is working with local authorities in our education and training efforts - government resources will be available for further development and financing. We have also partnered with a number of local organizations that have long-term projects in the area including mangrove and coral reef restoration with Naucrates, water supply with Seub Foundation, and community-based tourism with REST. Our handicraft programs work closely with Thai Craft and the Tsunami Craft Center, both of which will be long-term customers. These organizations are not well-known internationally, but their commitment to the villagers, along with their proven track record, will ensure that **NATR**'s efforts will yield sustained benefits.

We may not be able to prevent a local fisherman from selling out to a developer but we can provide his community with a broader perspective on tourism and development, and provide him with tools to benefit from tourism without selling his land. At that point, it is really the fisherman's decision. So, our idea is to provide concrete benefit and empowerment to local communities that enable them to make informed choices.

## Replicability

The aim of this report has not simply been to look at the replicability of individual programs within the context of disaster relief, but also to evaluate the possibility of replicating the entire organization in other situations of human and natural disaster. Within **NATR**, the shift from **disaster to development** has felt like a natural transition, resulting from the strategic planning process. Already, **NATR** has been asked to advise government panels and has been invited to other parts of Thailand to share our methodology. In December, Sewalanka, a tsunami relief and development group from Sri Lanka, toured Tung Nang Dam and Ban Talae Nok to learn about our community-based tourism project.

*Replicability is the ability of a program to be adapted to meet similar needs in other settings. It is important to determine whether the factors that led to a program's success are unique to its original location or can be reproduced elsewhere.†*



“When I arrived at North Andaman Tsunami Relief, I really had no idea what was in store. I actually thought I was going to help clean up for a few weeks, and then I would go home again. What I found was something else. After all the hard work, I am finally able to sit back, take a deep breath, and at least know - we are making a difference”

- Nicole Abiouness

## 6. Conclusions, Lessons Learned, and Future Projects

### Conclusions

**NATR**'s process is flexible and adaptable, which allows for self-correcting projects. If something is wrong, change it. If the project was designed poorly, swallow that lump of pride, and re-design. If the existing problems are irreparable, stop the project before more are created.

Specific challenges along the way included:

- unmotivated individuals within the handicraft and short-term employment groups;
- false or questionable applicants for scholarships, and boats repair programs;
- accidental exclusion of deserving recipients of fishing nets and scholarships;
- and incomplete information from villagers, officials, etc.

Many of the criterion for development discussed in this report may seem academic. The long lists of guiding principles and best practices may appear detached from the village-based reality. This is not the case – our work affects the lives of real people, people that we know and love. The complications mentioned above caused headaches not only for **NATR** staff, but for the villagers we serve. Looking back over our projects and the challenges that were overcome, there are no glaring errors that come to mind. It is precisely this willingness to analyze our projects and critique our actions that allows **NATR** to avoid major project failures.

### Lessons Learned

But, you may ask, what are the lessons learned? What can we take from this that can help transform grief into hope, and make future relief efforts more effective? Can we really move disaster into development?

**1. Small and diverse communities require assistance that is very flexible** - there is no cookie cutter solution. Large-scale, highly structured relief efforts like the Red Cross can quickly supply food and shelter, but often ignore the psycho-social needs of disaster victims.



**2. The poor are particularly hard hit by natural disasters.**

The tilt of the playing field before the tsunami has affected who has access to resources in the aftermath. By seeking out and listening to all voices in a village (including minorities and women), relief efforts can address previous inequalities, and transform tragedy into opportunity.



**3. Importance of Natural Barriers**

Villagers recognize that ecosystems play a big role in reducing the damage of natural disasters. Communities with intact mangrove swamps and coastal forests fared much better than their unprotected neighbors. These habitats support the coastal fishing economy, and are increasingly under threat from commercial development.



#### 4. Children's Needs

Children can be among the most vulnerable to natural disasters, particularly when education is disrupted. After the tsunami many children were traumatized, lacked basic necessities and were no longer able to attend schools as they had been washed away. NATR prioritized their needs and after all the tragedy sought ways to bring fun and laughter back in to their lives. We are now seeking funding to provide long-term scholarships to the neediest children.



#### 5. Too Little and Too Much

The major needs not being addressed by other tsunami relief groups emerged as: lack of employment, lack of access to income, and lack of social and educational support. On the other side of the spectrum, housing and boat construction was far in excess. Too many new homes were built, and many families were physically separated so that each family member could have a new house – a process that encouraged a lot of dishonesty from construction companies and individuals seeking free housing. On the Andaman coast of Thailand, the flurry of unmonitored boat-building has led to a 30% increase in the number of shallow-water fishing boats. Who knows what this will do to already declining fish populations. This is why NATR chose to focus on social services instead of construction and infrastructure.



#### 6. Steps Towards Empowerment

At a community, as well as individual level, projects should follow these guidelines in order to reinforce the principle of empowerment:

- explore the facts, thoughts and feelings of community members, and respect that these will change over time
- summarize the facts and reflect the feelings to clarify the situation
- identify areas over which the individual or group has control
- explore steps to be taken where the individual or group can implement change
- set goals and timelines, and identify the support and/or resources required



In the end, a better life can only be built by the villagers themselves, but NATR has made every effort to help tsunami survivors become empowered in creating a sustainable future. The testimonies of the villagers throughout this report provide proof that progress is possible, especially when relief and development efforts are truly community based.

This report has made ample use of the word “community.” In most cases we have been referring to the tsunami affected villages that NATR serves. There is another community that deserves mention – the international community of concerned citizens that has made NATR’s work possible. In the coming years we, as an interconnected and global-minded group, will have more and more opportunities to take action as NATR has in Thailand. Our knowledge and ability to mobilize resources will be relevant in the Gulf Coast of America, in the mountains of Kashmir, and many more yet unnamed places.

We hope this report has been informative and interesting. Please let us know if NATR’s model interests you, it’s an open road ahead...

## 7. Towards a Better Future – Ongoing Projects

Where are the villages now? Problems identified by communities include: completed or improved permanent housing, unchecked tourism development, fear of a second tsunami, and access to a steady economic income. In short, the tsunami's effects are still strong, and the villagers still have many concerns.

In line with these threats, and at the request of our partner communities, NATR's current and upcoming projects include: long-term scholarships, Vocational Training, Community Business Development for tourism and handicrafts, and Community Empowerment and Education. These programs will take place both in-village and at the newly opened TREC (Training Resource and Education Center). Overall, these programs aim to encourage the cultural, economic and environmental integrity of the tsunami-affected communities by working with villagers to promote a sense of ownership and pride in themselves and their natural surroundings, and provide job training with subsequent long-term job opportunities.

### Ongoing NATR Projects (in Need of Support)

#### Long-term Educational Scholarships – Multiple Villages

For many reasons, the effects of the tsunami on children were extraordinarily dramatic.



They lost more than their possessions; they lost friends, parents and other family members. It has always been expensive for parents to afford education for their children, and the loss of income as a result of the tsunami has only made this challenge more imposing. Yet allowing the students the right to an education is valued highly by local communities. Having interviewed over 300 children, we have finally selected 120 to receive scholarships. This project will provide long-term support for education through Grade 12. Costs include

transportation, school fees, lunches, four school uniforms (PE, athletic, religious, class) and other school supplies (books, paper, etc.).

#### Vocational Training for Successful ACE Tourism

Many tsunami survivors have recently completed or are currently receiving vocational training. Unfortunately, these trainings have failed to enable self-sufficiency and lack the follow-through to



provide a stable income. ACE tourism (Adventure, Community-based, and Eco tourism), as a concept, has been developed by NATR to address unmistakable trends within the tourism industry while meeting local economic needs. As tourism becomes a more prominent economic force in the area, there is a danger of local communities being unprepared, leading to a loss of economic opportunity along with rapid cultural and natural degradation. NATR will train 20-25 individuals in the Language and Computer Skills, Business and Guide Training, and Community Development knowledge necessary to lay the

foundations for successful community-driven tourism. During and after their six months of training, this team will receive work experience by engaging in outdoor education for local schools, and in providing ACE Tourism services to paying visitors.

### Community Business Development



community-driven tourism and handicraft production. NATR's marketing and promotion program will provide paying customers at a volume that avoids overdependence on single forms of income such as tourism and handicrafts.

To date, NATR has facilitated three handicraft collectives and two village-wide community-based tourism initiatives. By tracking the results of these programs, NATR has identified the villagers with the dedication and skills needed for success. At this time, however, they lack experience in marketing, sales, and product design. The Community Business Development project will provide the skills necessary for villagers to continue their businesses without external assistance. NATR will provide a marketing and sales framework for the development of community-based businesses, specifically

### Community Empowerment and Education

While the programs at TREC in Kuraburi will serve multiple communities, some villages are remote, and villagers are often unable to travel. As such, NATR remains committed to empowerment and education programs that take place within the communities. Each of the following programs takes place in at least three villages:

- Community members are extremely keen to learn **English** and basic **Computing Skills** as they would like to be ready for the inevitable influx of tourists to the North Andaman coast. **Environmental Education** courses take a practical approach to enhancing people's 'sense of place' by focusing initially on model making and a "village life" trail through the community.
- Villagers have requested **Tsunami Education**, so that they can understand the cause of the December 26 tsunami and make safety plans based on factual knowledge. This will ensure that they are less subject to destabilizing rumors and tsunami panics.
- The **Sense of Place workshop** facilitates an exploration of villagers' cultural and natural environment. By revealing the close ties between culture, environment, and livelihood it fosters a feeling of pride. The results will be compiled in a booklet that presents a shared vision of community identity.
- Many communities currently dispose of their garbage in the sea, and lack access to waste management systems. **Village Beautification** and **Waste Management** projects will provide: income generation through recycling, improved health standards, and a more pleasant living environment.
- The **Community-Based Tourism Development** program will allow communities to identify what makes their village unique, explore successful models of tourism, and provide a concrete platform for community empowerment.



**Kuraburi TREC (Training Resource and Education Center)**

The Kuraburi Training Resource and Education Center will ensure that tsunami relief work done to date will contribute to the long-term stability of communities. Each village is at a different stage of development, and community members within the villages have different needs, so the Center will allow NATR to provide a varied program of educational and income-generating activities. Based in the centrally-located town of Kuraburi, the Center will serve nearby tsunami-affected communities, including Bak Jok, Tung Nang Dam, Pak Trium and Tapa Yoi, and the many tsunami survivors who have relocated to Kuraburi itself.



TREC will build upon the clear success of the Bak Jok and Ban Talae Nok Community Centers, and continue with the following projects:

- Free Educational Support including long-term scholarships and Community English lessons to give community members new opportunities and create more stable and secure lives for themselves and their families.
- Computer Lessons drew more adults than any other post-tsunami education or training program in Bak Jok - villagers observe that learning to use a computer makes them feel more a part of the modern world, is a great tool for learning English.
- The Livelihood Assistance program will continue supporting the handicrafts projects that have been started in our area over the last year by providing production space, a craft shop and sales are, and on-site entrepreneurial training.
- Health and sport services, including after-school activities for children and regional tournaments are a powerful way to bring the now-separated villagers of Phratong Island back together and remember their shared ties.



## Appendices

### Appendix A – Projects by Village

Village	Project	Status	Dates	Cost, Baht
Laem Naew	Boat, Engine and Fishing Equipment	Complete	Feb – July	572,815
	Generator Donation	Complete	March	51,280
	Landslide Cleanup	Complete	Feb – Mar	15,335
	Livestock Replacement	Complete	January	10,140
	Community and Education Boats	Complete	April – Oct	74,355
	Women's Education	Ongoing	July +	84,176
	Assistant School Teacher's Salary	Ongoing	March +	24,070
Bang Wan	Rice Supply	Complete	April	9,520
	Fishing Equipment	Complete	May – June	65,569
Had Sai Kaew & Hat Praphat	Emergency Financial Assistance	Complete	Jan – Feb	87,000
	Short-term Labor	Complete	January	146,100
Tung Nang Dam	Emergency Lights and Batteries	Complete	April	12,600
	Fishing Equipment Replacement	Complete	May – July	458,137
	Community-based Tourism Development	Ongoing	July +	82,000
	Bridge Repair	Ongoing	October +	2,325
Bak Jok	Squid Trap Replacement	Complete	Feb – Mar	213,561
	Furniture Workshop	Complete	May	1,128
	Community Center	Complete	April–Nov	199,065
	Summer Camp	Complete	October	18,497
	Handicrafts - Card Making Cooperative	Ongoing	July +	47,426
	Handicrafts - Model Moken Boats	Ongoing	January +	34,522
Tung Dap	Water Supply	Complete	Feb – Mar	11,370
	Furniture Workshop	Complete	May	35,000
	Summer Camp	Complete	April – May	43,481
	School Repair and Furnishings	Complete	Feb – June	86,088
	Signboard and Community Computer	Complete	April – May	30,400
	Boat Repair and Squid Trap Replacement	Complete	Feb – Mar	35,830
	Mangrove Reforestation	Complete	February	2,850
	Recycle Bicycle Program	Complete	Oct – Nov	1,188
	School Teacher Salaries	Ongoing	March +	47,864
	Water Tower	Ongoing	July +	2,745



### Projects by Village (continued)

Village	Project	Status	Dates	Cost, Baht
<b>Ban Talae Nok</b>	Fishing Equipment Replacement	Complete	March	131,074
	Women's Cashew Processing	Complete	March	4,500
	Furniture Workshop	Complete	April – May	Staff
	Summer Camp	Complete	April – May	Staff
	Temporary School Equipment	Complete	March	1,221
	Community Center	Ongoing	March +	162,653
	Handicrafts - Soap Collective	Ongoing	March +	19,348
	Land Purchase for New School	Ongoing	Nov. +	300,735
<b>Tapa Yoi</b>	Handicraft Tools	Complete	March	11,000
	Fresh & Dry Food Supply	Complete	Jan – May	113,630
	School Fresh Fruit Supply	Complete	June	14,825
	Library Books and Furnishings	Ongoing	June +	78,000
<b>Koh Surin</b>	Boat Replacement	Complete	April	74,178
	Handicrafts - Model Moken Boats	Complete	Jan – June	74,768
	Medical Assistance	Complete	Apr – Sept	8,800
	Moken House Boat (Kabang) Repair	Complete	Aug – Oct	27,000
	Community Garden	New		
	Post-Tsunami Economic Recovery	New		
	Waste Education and Management	New		
<b>Pak Triam</b>	Community based-tourism Pilot Tour	Complete	December	2,190
	English Lessons	Ongoing	October +	3,020
	Handicrafts Marketing	New		

### Cross- Village Projects

Project	Status	Dates Active	Direct Costs to date (Baht)
Short-term Scholarships	Complete	Mar – Oct	662,797
Fresh Food Delivery	Complete	Jan – May	660,759
Dental Care Assistance	Complete	June	Staff
Planning and Empowerment Workshops	Complete	June – Nov	47,327
Mangrove Restoration	Complete	July	93,354
Community-based Tourism Development	Ongoing	Sept. +	20,070
Sense of Place Book	Ongoing	August +	3,564
Long Term Scholarships	Ongoing	May +	421,361
Koh Phratong Mini-Olympics	Ongoing	Nov. +	10,000
Continuing Education for Resort Staff	Ongoing	March +	52,140
Waste Management	Ongoing	June +	1,527
Tsunami Education	Ongoing	Sept. +	670
English and Computer Lessons	Ongoing	July +	12,069
Koh Pring Coral Reef Restoration	New		
Community Business Development	New		
Vocational Training	New		





## Appendix B - NATR Staff Biographies

Many of NATR's staff and supporters lost friends of family in the tsunami. Our daily work is full of constant reminders of those that died, and the wave that took them. To be sure, this can be painful, but there are also positive aspects of having to face our loss each and every day. Often, people heal through self-nurturing and disengagement from the more troubling aspects of life. Here at NATR, we are exploring another way of healing – through service. By serving those that share in our losses, we are able to mitigate the suffering within ourselves. In choosing to help others to heal, there is an inevitable healing process within – a subtle transformation of despair into acceptance and then hope. We are discovering together that working for the greater good can transform sobs of grief into tears of compassion and lighten a heavy heart.

- Bodhi Garrett

### Bodhi Garrett - dynamic leadership



Bodhi, the founder of NATR, had been working in the area before the tsunami, both as a researcher at a local NGO, and the manager of an ecotourism resort. His trust in the ability of others has meant that NATR's staff can explore new areas of responsibility, within a safe and nurturing environment. This combination of managerial skills, grassroots activism and a commitment to community development meant that he could spearhead an immediate response to the tsunami, working through local people. Bodhi is known for his long-winded but insightful diatribes.

### Bonnie Doyle - transparency and information sharing



Bonnie entered NATR like a whirlwind. Her time commitment was short, but the impact she had in that time, by utilizing her unique skill set, has had lasting impacts on the organization. She was the brainchild behind the database which has been the primary tool in NATR's information sharing. Not only does this database mean that all staff have equal access to information, but also that NATR is able to cope with the rapid turnover of volunteer staff without too much knowledge wastage. Bonnie's electric personality and love for life have endeared her to all.

### Georgi Marshall - community development



Georgi exemplifies effective cross-cultural community development work. Her use of Thai, and her warm, attentive personality immediately endeared Georgi to the communities in which she worked. Villagers feel comfortable to share their ideas and visions with her, but also respect her guidance. During her first weeks at NATR, Georgi initiated projects in two villages that had not yet received any tsunami relief assistance. Georgi's previous experience in youth education has been invaluable to NATR's numerous children-focused projects. She also plays the guitar and sings beautifully.

### Lucy Dixon-Clarke – empowerment and integrity



Lucy's varied career background in education, publishing, counseling and development work means that she has played multiple roles in NATR since its inception. As a natural motivator and mentor, she has nurtured leadership skills which will be so valuable to communities once NATR's projects are completed. Lucy's experience of working with other NGOs in Botswana has allowed her to advise NATR on its direction to avoid 'Founder Syndrome.' Her commitment to empowerment and knowledge transfer have created an atmosphere of transparency and effective communication. Lucy's laugh lights up a room.

**On-anong Thongrong (Iang)**

With previous experience in hospitality and environmental education on Koh Phratong, Iang's sense of the local economy makes her an excellent construction projects supervisor and Tung Dap projects manager. Iang is the calm eye within any storm, and can plan and implement projects no matter what difficult circumstances may exist. She is an instinctive counsellor and has gained the full trust and confidence of community members. Iang also serves as NATR's primary liaison for government affairs. Aside from her professional skills, Iang's sly sense of humor is always sure to elicit smiles.

**Phylippa Levine**

Phylippa is one of NATR's longest-serving volunteers. She is the IT, Networks and Office Manager (a.k.a. tech diva). With her capacity for organizing, she is responsible for daily logistical planning. In addition she has developed a computing curriculum and taught the resulting lessons to the villagers from Tung Nang Dam and Bak Jok. Phyl has also coordinated the steady stream of volunteers that have been so instrumental to NATR's success. Her communications skills have been crucial to volunteers, the Thai staff that regularly turn to her for assistance, and all who seek merriment after work.

**Somchai Umsri (Meht)**

Meht is the village manager for Laem Naew and Tung Nang Dam, and is the lead developer for NATR's Community Education curriculum – a program designed to teach tsunami-affected villagers vocational use of English and Computers. Meht's fluency in English and conversational French has allowed him to get along very well with the diverse group of international agencies that have done tsunami work in our area. He is also responsible for creating exquisite pieces of art from common vegetables.

**Taweesak Chai-pan (Tuch)**

Touch has the extraordinary ability to adapt to new roles as the needs of NATR change over time. Initially the manager of the Bak Jok Community Center, Touch is now the program director for community empowerment and vocational training. In this capacity he has worked very closely with the handicraft projects, and is overseeing the design of "Vocational Training for Successful Tourism." He is a natural motivator and teacher, and can work with equal effectiveness in the wide variety of cultural settings. Touch brings boundless enthusiasm to long workdays and no party is complete without his games and magic tricks.

**Yaowalak Meesuk(Lak)**

Lak's energy and rapid information processing ability mean that she has quickly been able to take over large areas of responsibility within NATR, including: scholarships, community tourism, and Koh Surin projects. A native of Kuraburi, her wealth of local contacts provide access to up-to-date information. She is a sponge for new skills, and has the confidence to work with volunteer staff and advise them on areas of cultural sensitivity. However, she is always able to work at the level of genuine compassion and often comments that she learns far more from the communities than they can ever learn from her.

**Appendix C - Donors****Donors over US\$10,000**

Island Pools	Niclaus Siegkrist
Anne-Sofie and Ture Stendahl	Rotary Club of Koh Samui
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**Donors over US\$1,000**

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Jami Grassi	Liz Mutch	Pavan Potharazu	Thomas Ginn
Jan Lee Fechter	Long Island ASTA	Peg Vance	Thomas Jaenen
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Joan Hoyt	Martha Worcester	Rhys Wade	Yoga Company
Jodi Earls	Martin Nowack	Rich & Candy Campbell	

## Appendix D

### Operational Plan - December 30<sup>th</sup>, 2004

#### Background:

In Thailand, the North Andaman Islands and adjacent coastal area was severely hit by the tsunami, causing widespread devastation of many communities. One of the largest islands in this area is Koh Phratong. There were three established villages on the island: Tapa Yoi, Bak Jok, and Tung Dap as well as the ecotourism resorts of Golden Buddha Beach and Krathom Moken. Of these, Bak Jok and the two resorts were completely destroyed and Tung Dap severely damaged. Other severely affected villages in the area include Ban Talae Nok, Hat Praphat, Had Sai Kaew, Koh Ra, and the Moken (sea gypsy) village on the Surin Islands. The villagers have lost not only loved ones and homes, but also their fishing boats - the main source of food and income for most families. These families rely almost completely on the sea for their survival, there is very little farming, cottage industry, or tourism in the area.

#### Purpose:

North Andaman Tsunami Relief will provide assistance to tsunami impacted coastal communities on and near Koh Phratong. In doing so, it will emphasize a community-driven process, and cooperate with other parties involved in the relief effort in working toward long-term community and environmental sustainability.

#### Goal:

Provide (short and mid-range) assistance to ensure that tsunami victims have access to food, housing, education, healthcare, and can rebuild and/or diversify their livelihoods.

#### Objectives:

1. **Assessment:** Assess which villages are most in need, which governmental and non-governmental groups are working in the area already, and what plans have been made by the communities. Determine priorities by meeting with diverse groups of local villagers.
2. **Coordination and Cooperation:** Coordinate closely with Thai non-governmental organisations (NGOs) such as Seub Foundation, TRF, and Thai Federation of Fisherfolk who have been working in the villages for many years. These groups have a very good sense of villager priorities, and rely on a community-driven development process. Work alongside other stakeholders, including government agencies, UN agencies, international non-governmental organisations (INGOs) and research centers, to promote effective, non-redundant aid in the villages. Continually assess what local needs are not being met by other organisations, identify responsible parties, and provide solutions.
3. **Differentiated Assistance to Coastal Communities:** Focus on the varied needs of different groups, including resort workers, fishermen, the Moken (sea gypsies) women, Burmese immigrants and children. Implement immediate and longer-term programs to address these needs such as short-term labor programs where community members can play a key role in the reconstruction of their villages. Where gaps exist, provide specific projects that target education, health and housing for community members.
4. **Livelihoods:** Work with families of those that have lost their livelihoods, including employment at the resorts and fishing. Assist with the procurement of long tail boats and fishing gear. If preliminary reports are correct, fish stocks may be depleted for some time and boats may take several months to be rebuilt, and economic alternatives to fishing may need to be explored by the communities.

The funds from the North Andaman Tsunami Relief fund will be used to invest in the future of these communities, in a way that empowers local people to retain autonomy. Given the diversity of local communities and interests, care must be taken so the fund can help people to help themselves. In cooperation with long-time local residents and local organisations, such as the Hat Praphat Research Station, the on-going needs of the communities will be assessed, with attention to their long term well-being. *As such, it is vital that NATR retain a flexibility that will allow it to serve the evolving needs of villagers on an immediate basis, and fill gaps that will be left by the highly-structured efforts of government and large aid groups.*

## Appendix E – Staff and Volunteers

### NATR Current Staff & Volunteers

Annalise Blum – USA  
 Ben Dwyer – England  
 Bodhi Garrett – USA  
 Charlotte Johnston – England  
 Georgi Marshall – Australia  
 Iang (On-anong) Thongrong – Thailand  
 Jessica Boucher – Canada

Joanna Birrell - Canada  
 Lak (Yaowalak) Meesuk – Thailand  
 Lucy Dixon-Clarke - England  
 Meht (Somchai) Umsri - Thailand  
 Phylippa Levine - England  
 Touch (Taweesak) Chaipan - Thailand  
 Tom (Jareunrak) Makmoon – Thailand



### NATR Advisors

Belinda Stewart-Cox - England  
 Dick Sandler – USA  
 Greg Voelm - USA

Jittin Rithirat - Thailand  
 Krit See-Fa - Thailand  
 Neung (Nakorn) Amornwatpong– Thailand

### NATR Previous Staff and Volunteers

Ann Daniels - England  
 Andrew Witt – USA  
 Apple - Thailand  
 Beth Balsamo - USA  
 Blaine Tamimoto – USA  
 Bodhi (Star) K. Setchko – USA  
 Bob Gurley - USA  
 Bom (Hasadee) Torwattana -Thailand  
 Bonnie Doyle – USA  
 Brandon Gatti - USA  
 Chris Gish – USA  
 Chris McKay - USA  
 Christie Gebow - USA  
 Christine Cowgill - USA  
 Christine Kolisch – USA  
 Colleen Bonfiglio - USA  
 Craig Lovell – USA  
 Dan Gebow – USA  
 Darcie Henning – USA  
 Dave Hecker -USA  
 Deborah Bassett - USA  
 Den Radan - Thailand  
 Dickie Balsamo - USA  
 Duk (Surasak) Sae-Ngow - Thailand  
 Emma Dilkes – Wales  
 Erik Rogers – USA  
 Forrest Melton - USA  
 Hugh Leddy - USA  
 Hying (Supaporn) Jeenmai - Thailand  
 Jeltje Roetink - Netherlands  
 Jinny Seidel - USA  
 Kate Wedemire – Canada  
 Kathryn Burkhardt – USA  
 Lee Krasnow - USA  
 Linda Sataporn – Thailand  
 Lucy Dodsworth – England  
 Luzi Clavadetscher – Switzerland

Marianne Hale - USA  
 Marilyn Asher – USA  
 Marley Knoles - USA  
 Mary McCarthy – USA  
 Mike Clyne - USA  
 Michael Millard– Canada  
 Mimi - Thailand  
 Mithulan Jegapragasan – USA  
 Nan (Boontarika) Songrud - Thailand  
 Natalie Ryan - Canada  
 Nicole Abiouness – USA  
 Nikki Bond - England  
 Nim Kaewpongpop – Thailand  
 Ning Meechana – Thailand  
 Nitchie Jiraphorn - Thailand  
 Pa (Supitcha)Kiatprajak – Thailand  
 Paula Diaz-Mendez - Spain  
 Peach Phornphong- Thailand  
 Rachel O’Gorman – Ireland  
 REV Media Team - USA  
 Richie Chang - Thailand  
 Richie Ralphsmith – England  
 Rory Elder - USA  
 Sakura Saunders - USA  
 Sarah Johns – Wales  
 Scot Domergue – USA  
 Seiji Aizawa - USA  
 Shamus Mossop – South Africa  
 Shannon Binns - USA  
 Shara Carlone - USA  
 Steve Benoit - USA  
 Taan (Namtaan) – Thailand  
 Timi Donohue – USA  
 Toni-Lynn Pelosi - USA  
 Vicky Elder - USA  
 Vivian Aizawa - USA  
 Wan Vimolchalao - Thailand  
 Zander Lanfried - USA



*We have made every attempt to include the names of all our volunteers and advisors, however if we have missed your name from this list please accept our sincerest apologies and do let us know immediately so that we can make the necessary amendments.*