

**2 Essential Elements of Humanitarian Logistics** by Carl Schelfhaut, Chief of Staff DHL eCommerce Asia Pacific, Russia & Emerging Markets:

**1. Primed and Ready.**

Disaster management personnel must be ready to deal with a variety of hazards and disasters. Key authorities are the first responder when a disaster occurs and must aim to maximize the response and minimize of distribution time, money spent and the number of distribution centres.

During a disaster, leaders need to make decisions quickly, increase the speed of relief operations and possess an enhanced coordination of the relief efforts with private sectors, government, and humanitarian agencies to achieve better results in disaster logistic.

**2. Flexible and Adaptive.**

Successfully managing emergencies and crises are one of the key aspects of leadership. Leaders need to be able to cooperate with other stakeholders, be flexible in decision-making and operations, be adaptive to disaster conditions, and having effective communication with other stakeholders and the public are the most important leadership traits.

The leaders' responsibilities are to respond to the threats and uncertainties stemming from disaster. It is also a challenge for the leaders to bring things back to normal despite the negative effects that are present in times of crises.

Without a doubt, humanitarian logistic is a vital part of disaster management. From what we learned through Carl Schelfhaut's seminar, it is important that leaders in disaster management be both **ready** and **adaptive**.



Carl Schelfhaut (Chief of Staff DHL eCommerce Asia Pacific, Russia & Emerging Markets)

**INSIGHTS** is a special column for guest contributor and does not necessarily reflect or represent AHA Centre's point of view

## 5 Steps to Enhance Professional Image

By: London School Academy Indonesia

London School Academy's Personality Development Programme demonstrated the importance of Personality Development and in developing a professional image, especially in a formal setting. The workshop was led by Elaine DC Mercado and attended by ACE Programme participants. Through the workshop, Elaine highlighted steps to enhance one's professional image:

- 1. Define self-image.**  
Self-image can be formed; individuals need to define his or her own self-image and control what others see or perceive. This includes considering how they want others to remember them, how they want to be perceived, and how to create the right impression.
- 2. Make positive first impression.**  
First impressions are important and long lasting. They are a factor of verbal and non-verbal communication, outward appearance, punctuality and confidence. Therefore, individuals not only need to be on time and use body language to project confidence, they also need to be dressed appropriately. When engaging in a business setting, individuals need to wear appropriate business attire, whereas at a formal evening social event, individuals need to wear evening attire.
- 3. Utilize positive body language.**  
Body language exhibits an abundance of information. Individuals need to use positive body language such as nodding and smiling in agreement as well as holding good eye contact to show that what is communicated is worth the attention. Individuals must not fidget and yawn because such negative body language can show indifference.
- 4. Be aware of gestures and postures.**  
As a general rule, individuals should keep their hands to themselves because different hand gestures can mean different things in different cultures. Furthermore, when standing, the most effective posture would be to have a straight spine and an erect head as it suggests self-confidence. Individuals must not slouch and slump their shoulders as it may communicate surrender.
- 5. Dress appropriately.**  
Individuals need to dress in accordance with the event they are taking part in. As a general rule, when deciding what to wear, individuals need to inquire the host beforehand on the dress code, note the context of the meeting and venue, and choose to be overdressed than underdressed when in doubt.

## THE OTHER SIDE

Up Close and Personal:

**ANDREW MARDANUGRAHA**

*The Column had the privilege of talking to Andrew Mardanugraha, Knowledge and Change Management Officer at AHA Centre, about the importance of knowledge and change in managing disasters. He spoke about his dynamic field of work and how he uses his expertise to make positive changes around the organisation.*

**Andrew, can you briefly describe us what Knowledge and Change Management is? Are they closely related?**

*Knowledge and Change Management are usually identities as separate aspects in other organisations. But here, at AHA Centre, we have decided to put them together because we believe that Knowledge Management does not have value when it cannot generate change. They are essentially the process that systematically transforms AHA Centre into a learning organization that continuously changes, improves and innovates. By doing so, we can make positive changes because we realize that in disaster management, things are dynamic and nothing is constant.*

**What kind of changes are you talking about exactly?**

*We are talking about all kinds of changes. For example, our Standard Operating Procedures (SOP) needs to be changed constantly according to the situation, needs, and other external factors. We use the things we learned, those lessons, and change our SOP accordingly. But change can also be generated from other things. For example, we might also learn that we lack certain ICT facilities when responding to a situation, so in the next operation we will have those ICT ready.*

**How do you obtain Knowledge exactly? How do you extract both explicit and implicit/tacit knowledge?**

*Here, at AHA Centre, our biggest asset is the people; our human resource. So, as you said, there are two sources of knowledge- explicit, such as those we can find in books or on the Internet, and the second is implicit or tacit knowledge. The former is easier to obtain. To extract tacit knowledge, however, we usually have sharing sessions, where officers have a chance to share their knowledge, for example after they return from trainings or seminars. We can also extract tacit knowledge through an 'idea of the week' session, where everyone can articulate ideas with senior management. The session allows people to share ideas, and then they can follow-up on them to see if any actions are being made.*

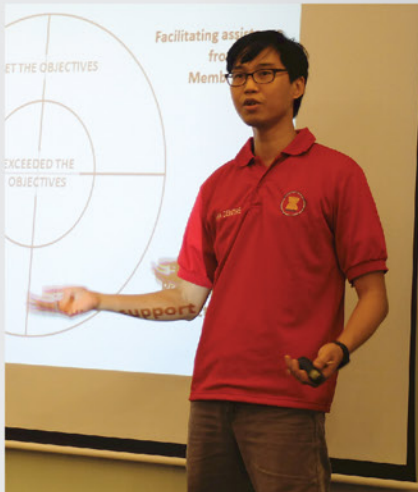
**How do you use Knowledge and Management to manage disasters?**

*After every disaster operation, we conduct what is called an 'After Action Review' (AAR). Here, we see what went well, what could have been better, and then we provide a list of recommendations to improve in anticipation of the next disaster operation. If things do not get better in the next operation, it suggests that we are only utilizing knowledge management, and not change management. Again, knowledge management has not value if there are no changes that arise out of it.*

**Can you explain to us what are the most difficult challenges you have to overcome as a Knowledge and Change Management Officer?**

*There are several challenges. The first one is in regards to getting people's attention, and communication. You have to be able to convince people why the changes that need to take place are important. Another challenge is to get the buy-in from senior-level management, because top-down approach is the most effective to create changes in the organisation. Sometimes convincing them to support you takes time. The last challenge is probably in regards to investment in knowledge and change management. For example, people do not like to invest in time and money for change efforts because they underestimate the importance.*

**?** THE OTHER SIDE is a special column where we interview professional players in disaster management. Crafted with light discussion and casual manners, THE OTHER SIDE captures the human side-up, close and personal.



Knowledge and Management Officer, Andrew Mardanugraha, evaluating AHA Centre's efforts during the Typhoon Haiyan disaster

**About ASEAN**

The Association of Southeast Asian Nations (ASEAN) was established on 8 August 1967. The Member States of the Association are Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam. The ASEAN Secretariat is based in Jakarta, Indonesia. As set out in the ASEAN Declaration, the aims and purposes of ASEAN among others are to accelerate the economic growth, social progress, cultural development, to promote regional peace and stability as well as to improve active collaboration and cooperation.

**About the AHA Centre**

The AHA Centre is an inter-governmental organisation established on 17 November 2011, through the signing of the Agreement on the Establishment of the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre) by ASEAN Foreign Ministers, witnessed by the ASEAN Heads of States, from 10 ASEAN Member States: Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Viet Nam. The Centre was set-up to facilitate the cooperation and coordination among ASEAN Member States and with the United Nations and international organisations for disaster management and emergency response in the ASEAN region.

**About AADMER**

The ASEAN Agreement on Disaster Management and Emergency Response (AADMER) is a legally-binding regional multi-hazard and policy framework for cooperation, coordination, technical assistance and resource mobilisation in all aspects of disaster management in the 10 ASEAN Member States. The objective of AADMER is to provide an effective mechanism to achieve substantial reduction of disaster losses in lives and in social, economic and environmental assets, and to jointly respond to emergencies through concerted national efforts.

## One ASEAN One Response

Talk To Us:

[www.ahacentre.org](http://www.ahacentre.org)

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**P.1**

Learning from  
New Zealand

**P.2**

Monthly  
Disaster  
Outlook

**P.5**

INSIGHTS  
NEWS STORY

**P.6**

THE OTHER SIDE

# THE COLUMN

AHA CENTRE NEWS BULLETIN

One ASEAN One Response



**VOLUME 3**  
**2015**



# ON THIS EDITION

## Greetings from the AHA Centre!

We welcome you to the third volume of The AHA Centre News Bulletin "The Column" – exclusively released monthly both in printed and digital version.

On this edition, we will visit one of our close neighbour, New Zealand, to hear their story and learned their experience on how they rise after the devastating earthquake in 2011.

As usual, we have also upheld our regular Monthly Disaster Outlook.

On the "Insights", we learned about humanitarian logistics from Carl Schelfhaut, Chief of Staff of DHL eCommerce Asia Pacific, Russia & Emerging Markets.

We also learned the value and importance of Personality Development from the London School Academy, and the key takeaways the organisation presented.

In this edition's ACE Corner, we talked to participants from Lao PDR and Malaysia who had some fascinating things to say about their experience.

On 'The Other Side', we delve deeper into Andrew Mardanugraha's mind, the Knowledge and Change Management Officer of AHA Centre.

Lastly, if you wish to share us some stories / articles / blogs / comments to improve the bulletin, just drop us a message at [comm@ahacentre.org](mailto:comm@ahacentre.org), and we'll do the rest.

**The Column** is a monthly news bulletin from the AHA Centre – capturing latest activities from the organisation.



## NEWS HIGHLIGHT Risk, Resilience and Renewal: A Kiwi's Experience on Disaster Management

### THE RISK: 6.3 Magnitude Earthquake

As one of the dialogue partners of ASEAN, New Zealand is not only an important benefactor for the organisation but also a close neighbour, sharing several similarities and experiences on managing natural disasters. A country with a population of less than five million spread out in two main islands; north and south New Zealand was in utter shock when a 6.3 magnitude earthquake shook the country in February 2011, causing major damage and took the lives of more than 150 people.

The Christchurch City Council and Civil Defence Emergency Management shared their story and knowledge to our news editor and to ACE Programme participants during their visit in March. There are a few important findings according to Murray Sinclair the Manager of Civil Defence & Emergency Management regarding the disaster:

### THE RESILIENCE: The Power of Crisis Leadership

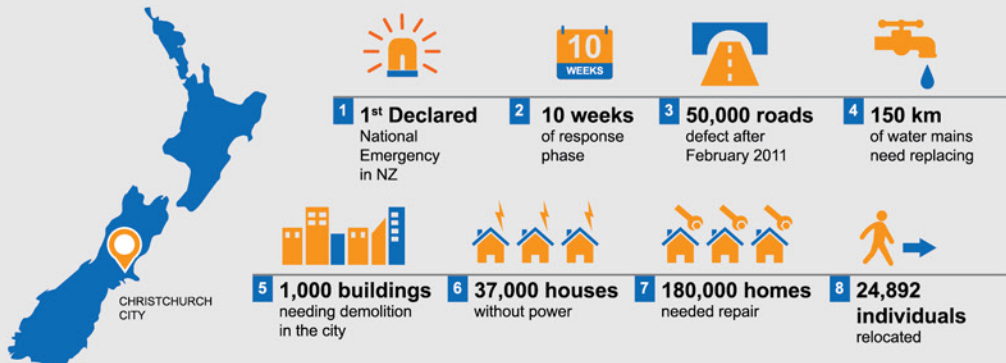
As part of its commitment on building a disaster-resilient community, the University of Canterbury was one of the important element in Canterbury city, established the UCR3 (Centre for Risk, Resilience and Renewal) in 2013 to support the growing demand for university-level emergency and crisis management. During the visit we had the chance to visit its Emergency Operations Centre (EOC) along with Director, Chris Hawker.

The facility, which is based inside the university, consists of several parts of the incident command system from planning, implementation and review. During emergency, the EOC is not only supported by disaster management professionals from the university but also from the city council and the National Disaster Management Office.

During the visit, Chris also shared his knowledge and personal experience on crisis leadership during the earthquake. According to him the characteristics of a good leader are:



Additionally, a good leader is someone who could earn respect from its team. "Respect is like trust, it is not earned overnight and it is something you must work on constantly," added Chris.



"Not only did it cripple the economic sector, the earthquake also deeply affected the education sector where the Canterbury University was badly hit by the earthquake," said Chris Hawker – The Director for University of Canterbury Centre for Risk, Resilience & Renewal on a separate occasion.

During the visit, we had the opportunity to witness the apparent impacts of the earthquake in the city centre where several buildings, office compounds and public roads are still in shambles by the disaster.

However, it was also inspiring to witness the resiliency of the communities who were united in those times of distress.



## MONTHLY DISASTER OUTLOOK

### REGIONAL SUMMARY

Affected Houses 4,000  
Affected Agriculture 2,000 Ha

13,500 Affected Population  
1,300 Displaced People

Vol. 3 March 2015



### GENERAL OVERVIEW

Natural disaster reports were regularly recorded in the ASEAN Disaster Information Network (ADInet) [www.adinet.ahacentre.org](http://www.adinet.ahacentre.org).

Only significant disasters that fulfil the following criteria will be recorded in ADInet:

1. More than 100 people affected, and
2. Involving more than 1 subdistrict

There are not many significant disasters that happened in this month. Although flood, landslide and wind occurred in several areas, but it was limited to a small and local scale which did not satisfy the criteria of ADInet. No Tropical Cyclone, even a storm, has developed in the Philippines, Myanmar, and Viet Nam area. Activities along the ring of fire did not create any serious disturbance to the environment and population so as fatal incident caused by the earthquake.

Compared to March 2014, where 24 significant disasters were recorded, this period of the month is quite peaceful with less disaster occurrences. So far, ADInet recorded 7 (seven) significant disasters which only happened in Indonesia.

DISCLAIMER:  
The use of boundaries, geographic names and related data shown are not warranted to be error free or implying official endorsement from ASEAN Member State.

SOURCE:  
Baseline is from global administrative area. Information is generated from many sources including NDMO, International Organization and news agencies.

SUPPORTED BY:  
**Australian AID**

## LAO PDR

### Being ACE Programme participants, what is your background in Disaster Management field?

**Sombath:** I work for a National Disaster Management Office in my country and, that's how I heard about the programme.

**Bousavanh:** My field of work is related to disaster risk reduction. There is a focus on empowering and increasing the capacity of the local communities so they can respond better to natural disasters.

In the ACE programme training, you participated in a lot of interesting activities. Can you tell us the most interesting activities you had so far?

**Sombath:** I really liked the team-building activity we did in Sukabumi. That was very useful and fun.

**Bousavanh:** Yes, I agree. Everybody was working together, and sharing ideas.

**Sombath:** I also like the field trip to New Zealand. It was really good to see all the affected areas. We learned about the recent Christchurch earthquake. We also visited Wellington.

What about the most challenging part of training?

**Bousavanh:** I think the language barrier has been the most difficult. English is not my first language so sometimes it's hard to understand what is being said. It becomes even more difficult when we visit non-English speaking countries, like here in Indonesia.

**Fauzie:** I think the role of leader in disaster management in Malaysia is very important. Other countries may experience worse disasters but even so, it is a good opportunity for Malaysia to take the lead in training other countries, become



Clockwise : Lao PDR participant, Sombath Douangsavanh & Bousavanh Vongbounleua

So, if you can do the ACE Programme all over again, what kinds of training would you like to have?

**Bousavanh:** Well, all of the courses and training AHA Centre has provided us with are very important, so we should keep them all. But I think I'd like to have had a few weeks dedicated for English-language training. As I said before, language has been one of the biggest challenges being here today. So, I think an English course is important.

**Sombath:** One month training in Bahasa Indonesia would be good too. I also think future leaders in disaster management need to possess more specific, technical skills. For example, information technology skills are very important for disaster management. So training in more technical areas would be good.

**Fauzie:** I think the role of leader in disaster management in Malaysia is very important. Other countries may experience worse disasters but even so, it is a good opportunity for Malaysia to take the lead in training other countries, become

## MALAYSIA

### Can you tell us how you became a participant of the ACE Programme? And also, what motivates you to apply?

**Amir:** I just joined the National Security Council in 2014. One day, it was announced that they were opening an application for this ACE programme. I went through several interviews, and after a few weeks the result was announced. I applied because I've always cared about disaster management even if I don't really have a background in disaster management. My background is mainly in security, but I believe security and disaster management are closely related.

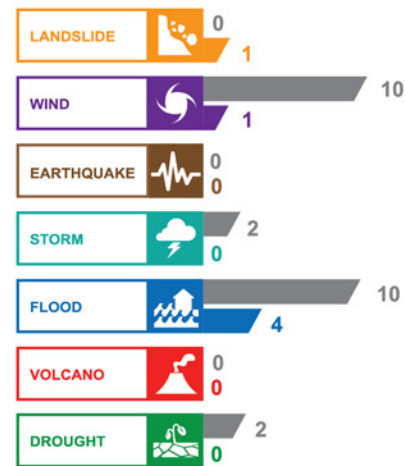
**Fauzie:** Actually, I was planning on applying for the previous batch. But I had to postpone the plan due to personal reason. Essentially, I heard a lot of good things and got a good recommendation from someone in the first batch so I decided to apply. I applied because I am always hungry for knowledge and I want to challenge myself.

So, how important do you think the role of a leader in disaster management is in your country?

**Amir:** That's a very good question. In Malaysia, in the past there haven't been many natural disasters. But recently, they had one of the worst flood disaster, so we must always be prepared. We also have to take into account climate change. We can start to do something from now. The role of a leader in disaster management is still very important because they have to anticipate, prevent, and mitigate possible disaster outcomes.

**Fauzie:** These theories are very important. It may be difficult but we still have to try to apply them. Besides, we should try and prepare for it before disaster occurs.

### MARCH Disaster Comparison Number 2014 - grey bar | 2015 - color bar



Clockwise : Malaysia participant, Muhammad Fauzie Ismail & Amir Shah Noor Ahmad

a platform and help other countries prepare for natural disasters.

Having gone through the training, what do you think is the most important thing to remember when managing a disaster?

**Amir:** Command and control. There will be many agencies during a disaster situation. If you can't control the agencies, it will be very difficult to achieve our objective.

**Fauzie:** For me, I think communication is most important. The mechanisms on managing natural disasters in Malaysia are committee-based, there are many different levels, so communications between and among these layers are very important in managing the situation.

You are currently participating in Project Management training. We saw a lot of frameworks and tools that are very systematic. During these disaster situations where everything is chaotic, do you think you will be able to apply these tools effectively?

**Amir:** These theories are very important. It may be difficult but we still have to try to apply them. Besides, we should try and prepare for it before disaster occurs.

**Fauzie:** Yes, we should always plan. If we prepare in advance, it won't be too problematic to transfer what we learned here and use the tools effectively.

## ACE CORNER Activities

### New Zealand Trip

From the 23<sup>rd</sup> of March to the 3<sup>rd</sup> of April 2015, ACE Programme participants flew to New Zealand for a series of exciting training, as well as to learn about the country's recovery process from the 2011 earthquake that shook the nation.

ACE Programme participants visited Wellington and had the honour of meeting New Zealand's ministry of Foreign Affairs and Trade. They also visited the Massey University to learn more about disaster management from various actors in the relevant field.

Other than Wellington, participants went to Canterbury to participate in a number of trainings. The first was the Leadership on Crisis Training, which was provided by the Centre for Risk, Resilience and Renewal (UCR3). The second was the Exercise Management Training. During this training, participants had the opportunity to go to the field to see the recovery process from the 2011 earthquake in Canterbury. Malaysian ACE Programme participant, Muhammad Fauzie Ismail, commented of the trip, "New Zealand trip was very fun because it was eye-opening. The field visit gave me so much insight and knowledge into disaster management."



Presentation by Associate Professor Sarb Johal in Massey University | Observing the impacts of Canterbury earthquake | Crisis Leadership training in University of Canterbury

## London School Academy Personality Development Workshop

On the 18<sup>th</sup> to the 20<sup>th</sup> of March 2015, ACE Programme participants engaged in a workshop activity as provided by the London School Academy Indonesia.

The workshop was led by Elaine DC Mercado and was graced with the presence of Indonesia Ambassador to Ethiopia, Ramli Saud, who gave a presentation on certain ways of behavior and etiquette that needs to be presented in certain occasions such as in a matter of International Diplomacy, as well as when individuals need to entertain honorable guests and engage in media interviews.

Elaine DC Mercado's sessions gave ACE Programme participants numerous insight and recommendations on how to develop a professional image, which included hints on how to make eye-contact depending on the occasion and meeting, gestures that are appropriate, how to tie ties properly, as well as the kind of wardrobe participants need to invest in for future official events.



ACE Programme participants with Elaine DC Mercado of the London School Academy during the Personality Development Workshop